

MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Final Plan

July 2021



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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Existing Conditions and Needs Assessment

April 27th, 2020



Foreword

The Maryland Parkway Corridor Existing Conditions and Needs Assessment was developed in early 2020 prior to the broader spread of COVID-19 and the declaration of a global pandemic. As such, the report accurately reflects the conditions that existed within the study area prior to March 2020, but does not necessarily reflect the existing conditions or the “new normal” that is expected as the Las Vegas Valley, the nation and the globe emerge from the current crisis. Moving forward, it will be critical to supplement the observations and findings included within this report with observations, data and community input with regards to how behavior, public health provisions, and market conditions will be different over the coming months. The TOD Plans will also need to make assessments of what changes are likely to be temporary and what shifts may permanently impact how we live, work and play in this important corridor.

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INTRODUCTION

Clark County has a tremendous opportunity with the planned investment in high capacity transit along the Maryland Parkway Corridor to revitalize what was once a vibrant and bustling regional destination and commercial corridor. As such, Clark County is working with RTC and coordinating with the City of Las Vegas to develop a Transit-Oriented Development (TOD) Plan for several high priority stations along the planned Bus Rapid Transit (BRT) line that will ultimately have McCarran International Airport and the Las Vegas Medical District as its two termini.

The current effort includes two major elements:

1. Analyze and collect input on the areas around all 13 stations that are partially or completely within Clark County's jurisdiction to determine the three or four priority Focus Areas that are most ready for TOD; and
2. Work with key stakeholders and the community to develop detailed plans and implementation strategies for the three or four priority Focus Areas identified in the first major element of the process.

This Existing Conditions and Needs Assessment is one of three inputs into determining the highest priority Focus Areas for TOD. The other two inputs include an economic analysis assessing market momentum and development opportunity for TOD, and community and stakeholder input. These inputs are outlined on page 8. This report provides an overview of the portions of the Maryland Parkway Corridor within Clark County, profiles each of the 13 stations, and then summarizes the top factors related to the existing regulatory and physical environment that contribute to TOD Supportiveness.

TRANSIT-ORIENTED DEVELOPMENT (TOD)

WHAT IS TOD?

Transit-Oriented Development (TOD) is a type of development located close to high quality, high capacity transit, that creates a compact, walkable, mixed-use and dense environment. TOD areas contribute to livable communities and serve as activity centers that provide a range of benefits to the region, local community, and individual households.

The TOD Plan will locate priority Focus Areas along the Maryland Parkway Corridor and ensure that the nearby development will build upon existing economic, physical, and social assets to create community amenities unique to the Las Vegas Valley. The plan will create a roadmap for stitching together existing and new destinations and improving the corridor with great streets, exciting public spaces, public art, and a vibrant mix of uses.



Benefits of TOD



Societal Benefits

Transportation Options
Health
Quality of Life



Environmental Benefits

Reduced Greenhouse Gas Emissions
Reduced Suburban Sprawl



Economic Benefits

Reduced Household Transportation Costs
Efficient Development Pattern
Increased Sales and Employment



Equity Benefits

Affordable Housing
Diverse Employment Opportunities
Increased Transportation Options

EQUITABLE TOD (ETOD)

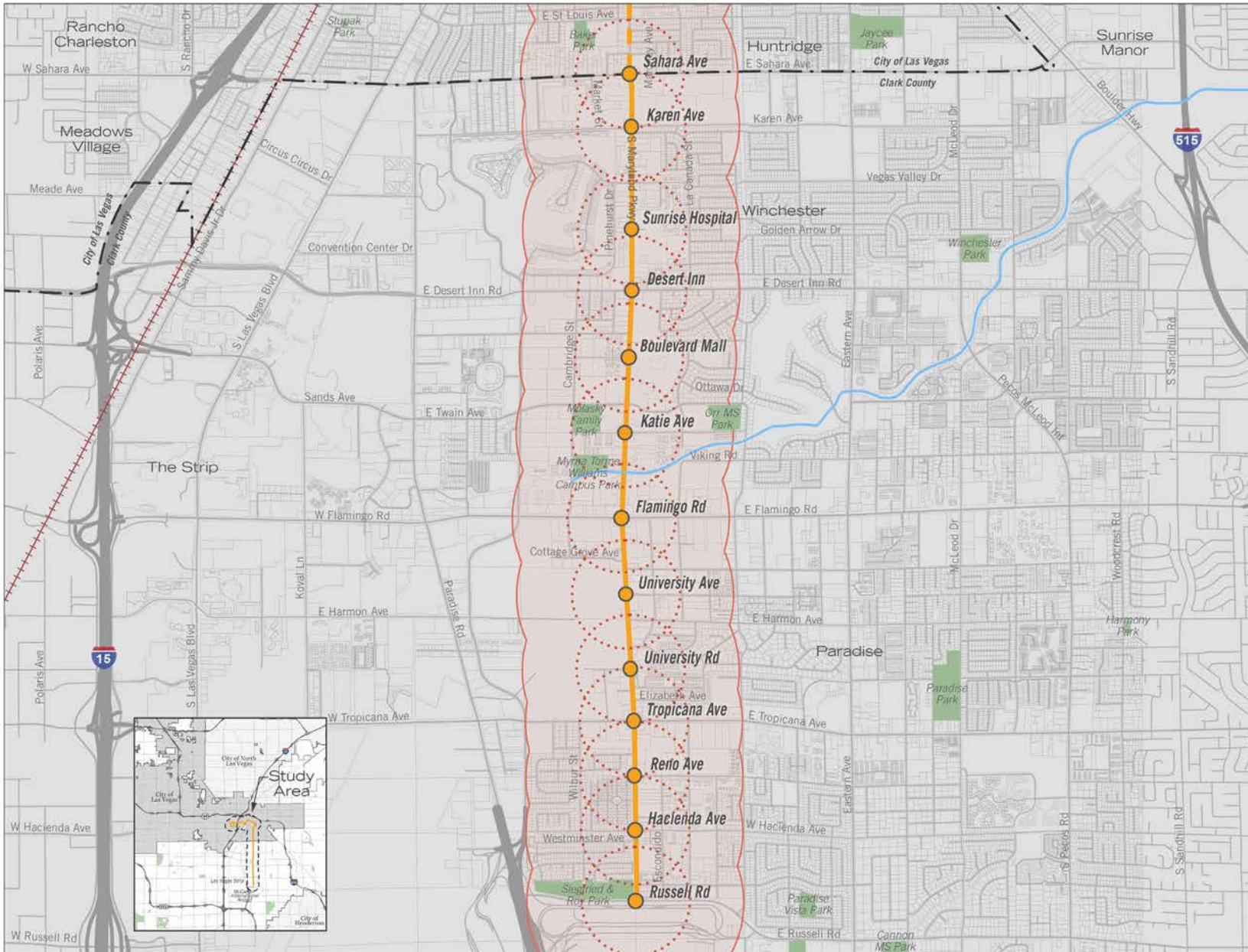
TOD investment can produce an economic climate that creates challenges to low income residents by pricing them out of the community and their homes. Equitable TOD (eTOD) provides strategies to counteract the negative impacts of rising costs of living in Focus Areas and ensure that jobs are available to all residents. Two major pieces of eTOD include:

- **Affordable Housing**
Low-income residents often struggle to afford housing and the costs associated with personal vehicle ownership. In turn, these residents tend to have a higher need for accessible and dependable transit. Ensuring affordable housing is located in TOD areas helps to serve those who need transit access the most.
- **Diverse Employment Opportunities**
Diverse employment centers that offer a variety of jobs for a range of skill levels and educational attainment levels help to ensure that all residents have convenient access to employment opportunities.

The Workforce Housing Plan within the TOD Plan will focus on finding opportunities for TOD along Maryland Parkway Corridor to provide equitable access to affordable and attainable housing. This is a critical piece of helping the Maryland Parkway Corridor build a resilient future through transit investment.



CORRIDOR OVERVIEW

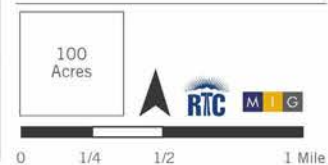


Maryland Parkway Corridor TOD Plan



Focus Areas

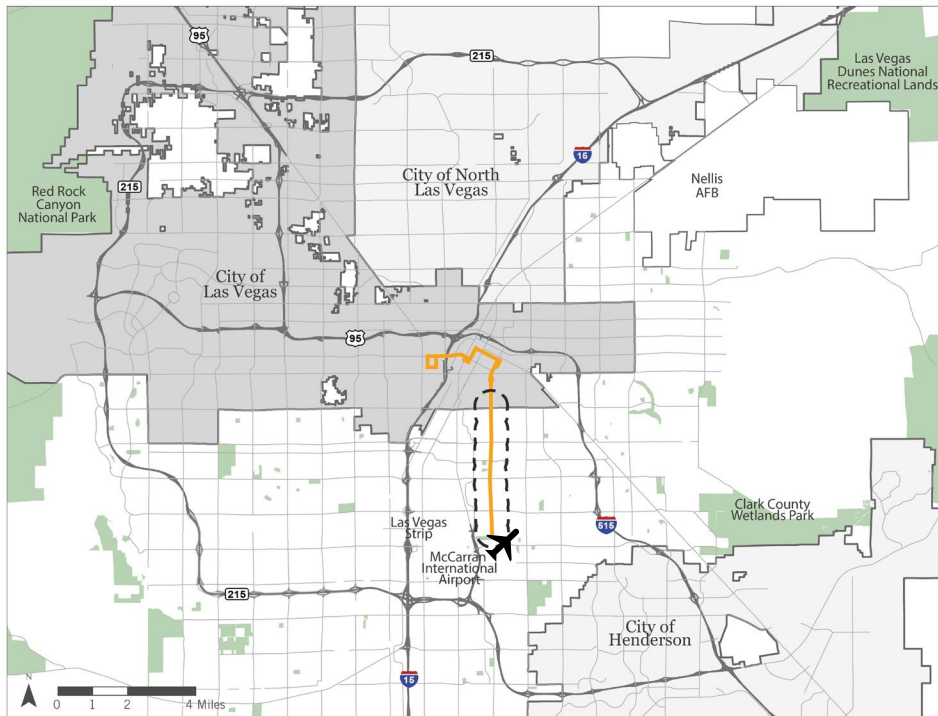
- Municipal Boundary
- Roads / Highway
- Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corridor
- Transit Stations
- 1/2 Mile Focus Area
- 1/4 Mile Focus Area



CORRIDOR DESCRIPTION

The Maryland Parkway Corridor within Clark County begins at the intersection with Sahara Avenue at the boundary of Clark County and the City of Las Vegas. It then continues south along Maryland Parkway until its terminus at the intersection with Russell Road, near McCarran International Airport.

Major destinations and landmarks along/near this stretch of corridor include Sunrise Hospital, the Boulevard Mall, the Historic Commercial Center District, UNLV, McCarran International Airport, and multiple neighborhoods.



Regional Locator Map (corridor in orange)

Proposed High Capacity Transit Stations Along Maryland Parkway in Clark County

1. Sahara Avenue
2. Karen Avenue
3. Sunrise Hospital
4. Desert Inn Road
5. Boulevard Mall
6. Katie Avenue
7. Flamingo Road
8. University Avenue
9. University Road
10. Tropicana Avenue
11. Reno Avenue
12. Hacienda Avenue
13. Russell Road

Relationship to City of Las Vegas Planning Effort

The City of Las Vegas is concurrently undertaking a similar TOD planning effort utilizing Federal Transit Administration TOD grant funding for the Maryland Parkway Corridor north from Sahara Avenue, through Downtown, and west to the Medical District. Existing conditions and analysis for Focus Areas along that section of the corridor can be found in the City of Las Vegas Maryland Parkway Corridor TOD Plan Existing Conditions and Needs Assessment.

MAJOR INPUTS TO PRIORITY FOCUS AREA SELECTION

The **TOD Supportiveness Score** outlined in this Existing Conditions and Needs Assessment is one of three major inputs into determining the highest priority Focus Areas for TOD. The second major input is the TOD Market Readiness Analysis which includes an assessment of both **Market Momentum** and **Development Opportunity** for TOD. The third major input is **feedback gathered from the community and stakeholders** during public engagement efforts. These three major inputs, along with staff expertise, local knowledge, and other considerations such as geographic distribution will ultimately be combined to determine which Focus Areas are the highest priority for TOD and where more detailed planning and design work will be done as part of this Plan.

TOD Supportiveness

The TOD Supportiveness score is used to rank each Focus Area based on seven readiness indicators including mix of uses, zoning, (re)development opportunities, infrastructure conditions, multi-modal connectivity, vehicular accessibility, and traffic safety impacts. A Focus Area is considered “TOD supportive” if it currently has a strong mix of land uses, is more covered by the Midtown Maryland Parkway District zoning overlay, has more development or redevelopment opportunities, has high quality infrastructure, and has strong connectivity for bikes, pedestrians and cars.

This scoring method is intended to assess the built environment through a lens of what’s on the ground today and what that means for future TOD opportunities.



Market Momentum

The Market Momentum score is used to rank each Focus Areas based on the strength of the real estate market by comparing each Focus Area’s market to the other Focus Areas along the corridor and the broader Las Vegas metro area. The metrics assess growth trends and real estate values to indicate whether the market will support a new project/new development within the Focus Area. The scoring metrics assess the relative attractiveness of existing rentable commercial spaces, assess recent growth in housing, jobs, and new buildings, and measure the relative presence of existing residents who fall within demographic groups likely to be attracted to TOD within the Focus Area.



Development Opportunity

The Development Opportunity score is used to rank the Focus Areas based on the existing physical, land use, and regulatory characteristics that can support and attract new development. These metrics measure the “readiness” of the physical environment for larger, denser mixed-use TOD. The metrics assess the amount and attributes of existing parcels and land uses to determine if infill or redevelopment are feasible. As well, the metrics assess if there are existing attributes (such as major destinations and the overall existing density of the Focus Area) that are supportive and attractive for denser, transit-oriented projects.



FOCUS AREA	Existing Conditions (Out of 14 maximum)	TOD Market Readiness Analysis (Out of 7 maximum, 14 combined)	
	TOD SUPPORTIVENESS	MARKET MOMENTUM	DEVELOPMENT OPPORTUNITY
SAHARA AVENUE	5	2	4
KAREN AVENUE	3	2	5
SUNRISE HOSPITAL	6	2	3
DESERT INN ROAD	6	1	2
BOULEVARD MALL	7	2	3
KATIE AVENUE	6	2	5
FLAMINGO ROAD	7	3	6
UNIVERSITY AVENUE	8	3	6
UNIVERSITY ROAD	9	3	3
TROPICANA AVENUE	5	2	2
RENO AVENUE	4	1	2
HACIENDA AVENUE	3	3	1
RUSSELL ROAD	3	2	2

TOD Supportiveness scores are outlined in more detail in the table and rubric on pages 91-93. The Market Momentum and Development Opportunity scores are from the TOD Market Readiness Analysis.

Community and Stakeholder Engagement

The goal of community and stakeholder input as a part of the selection process for priority Focus Areas is to address community need throughout the study area. Community members and stakeholders will not only be able to provide a prioritized ranking of Focus Areas to become mixed-use hubs, but will also be able to provide valuable information about what they envision the community needs in different locations. These community needs may include better pedestrian and bike facilities, reduction of traffic congestion, more jobs, more shops and restaurants, more housing options, more affordable housing, increased safety, more shade trees, and/or more parks/open space.

The scoring results from the Existing Conditions and Needs Assessment and the TOD Market Readiness Analysis will be used to inform community members further about the study area.



RELATED PLANNING EFFORTS

SOUTHERN NEVADA STRONG

The purpose of Southern Nevada Strong (SNS) is to develop regional support for long-term economic success and stronger communities by integrating reliable transportation, quality housing for all income levels, and job opportunities throughout Southern Nevada. One goal of SNS is to “Develop a modern transit system that is integrated with vibrant neighborhood and employment centers, better connecting people to their destinations.” Multiple objectives within this goal directly align with this TOD planning effort.

ON BOARD MOBILITY PLAN

RTC is currently working on a comprehensive multi-modal mobility plan for Southern Nevada called On Board. In order to accommodate the transportation needs of a growing population, eight strategies, and 65 projects to achieve those strategies, have been identified as part of this planning process. One of these strategies is to Build a High Capacity Transit System (HCT). The first project outlined to implement this strategy is the completion of HCT along Maryland Parkway.

On Board also established a TOD Typology that will guide regional planning and local regulations. The Typology defines TOD Types in terms of mixture of uses, density, building form, time of activation and street block pattern.

MARYLAND PARKWAY HIGH CAPACITY TRANSIT PROJECT

An Environmental Assessment was completed for the Maryland Parkway High Capacity Transit Project in early 2019. This assessment included analysis of three possible modes of HCT including Light Rail Transit (LRT), Bus Rapid Transit (BRT) and Enhanced Bus. Although LRT was determined as the preferred mode, in April 2019 the RTC Board of Directors voted to move forward with BRT largely due to the high cost of LRT.

In December 2019, the Federal Transit Administration issued the “Finding of No Significant Impact” (FONSI) for side-running BRT based on a review of the environmental assessment and a \$300,000 federal grant was awarded to develop a TOD plan for an 8.7-mile fixed guideway project proposed to run along Maryland Parkway into downtown Las Vegas.

While this Plan focuses on the area surrounding the proposed High-Capacity Transit (HCT) stations along the Maryland Parkway Corridor, another ongoing effort is planning the transit investment itself and doing detailed design within the right-of-way and station platforms. Coordination between the two projects will be at many points in the process.

Preliminary Timeline for Maryland Parkway Corridor High Capacity Transit:

- March 2020 - Preliminary Engineering
- June 2021 – Final Engineering
- September 2022 - Anticipated start of construction
- September 2024 – Anticipated completion of construction
- December 2024 - Anticipated start of revenue service

CLARK COUNTY COMPREHENSIVE MASTER PLAN

The Clark County Comprehensive Master Plan is a long-term, general policy plan for the physical development of unincorporated Clark County. The plan is a living document and its elements have been updated at various times as listed below:

- Conservation Element (September 2017)
- Historic Preservation Element (February 2019)
- Housing Element (March 2019)

- Land Use Element (Various Times for 11 Planning Areas)
- Public Facilities and Services Element (November 2014)
- Recreation and Open Space Element (November 2009)
- Safety Elements (2015)
- Transportation Element (August 2019)

Concurrent with the development of this Plan, Clark County is working on an update to the Comprehensive Master Plan and Development Code including a review, analysis and rewrite. The County’s goal is to develop a modern and user-friendly master plan and development code to guide development in diverse communities and environments experiencing a variety of growth patterns. This overlapping planning effort provides opportunities for outcomes and recommendations from the Maryland Parkway Corridor TOD Plan to be folded into the updated Comprehensive Master Plan and Development Code.

MIDTOWN MARYLAND PARKWAY DISTRICT

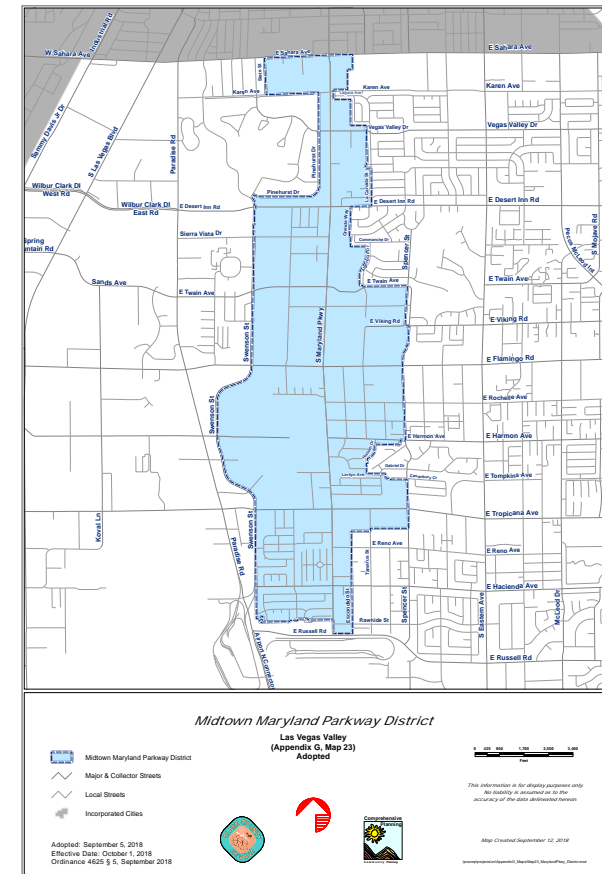
The zoning overlay districts portion of Clark County Code, Chapter 30.48 Part P, contains a zoning overlay called the Midtown Maryland Parkway District (MMPD). The following purpose of the overlay is stated within the code: “The (MMPD) is created to implement and encourage design standards and incentives for transit-oriented, walkable, and sustainable development and revitalization of properties within the District generally located along Maryland Parkway between Sahara Avenue and Russell Road.”

The MMPD lists mandatory design standards for the pedestrian realm, open space, landscaping, walls/fencing/screening, and public art. All development, except for single family residential development, is required to comply with the mandatory design and development standards. These mandatory standards supplement any base zoning district regulations.

In addition, the MMPD includes “Opt-In Design and Development Standards”. These are divided into architectural and site design standards and include standards for setbacks, facades for buildings and parking garages, roofs, parking, pedestrian access, trash enclosures, and signage.

Developers have a choice to adhere to these opt-in standards in exchange for development incentives. These incentives include an expedited design review process, reduced parking requirements, reduced screening and landscape buffer requirements, reduced use separation requirements, and increased densities. On January 1, 2023, all opt-in requirements will become mandatory except for single-family residential developments.

The study area for the Maryland Parkway Corridor TOD Plan includes a 1/4 mile radius from all proposed enhanced transit stations. The MMPD (right) covers 76% of the total study area of this project.



REGULATORY FRAMEWORK

MUNICIPAL PARKING REQUIREMENTS

Unincorporated Clark County, Nevada’s parking requirements are outlined in Chapter 30.60 of the Clark County Development Code. The primary table to refer to is Table 30.60-1 Schedule of Parking Requirements. Section 30.60.035 also allows for developments with mixed uses to apply shared parking requirements, which would result in a parking reduction from the standard schedule of parking requirements outlined in Table 30.60-1.

There is also a provision to allow for reduced parking as outlined in Section 30.60.040 of the code. The reduced parking provision requires justification such as compliance with the Federal Clean Air Act, creation of a Transportation Demand Management Program for the development, demonstration of adequate off-site parking being available, or calculations from the Urban Land Institute, the Institute of Traffic Engineers or the American Planning Association, etc. that the standards of Table 30.60-1 would not be required for a particular development. Based on these justifications, the Planning Commission or Board of County Commissioners can approve a waiver of the parking standards in Table 30.60-1.

The MMPD zoning overlay (see page 11) contains an “opt in” provision at Chapter 30.48.1880 that allows for parking reduction incentives for any development that meets all of the architectural and site development standards of the overlay district. However, when providing less than the number of spaces required per Chapter 30.60, the applicant needs to present justification as to why the minimum standards are not necessary and the reduced amount of parking is appropriate—similar to the reduced parking provision of Section 30.60.040 as discussed in the above paragraph.

BUILDING AND FIRE CODES

High-density and mixed-use buildings are a key part of a successful TOD. These types of buildings ensure that there is the critical mass of people within a walkable distance of a station in order to create the necessary ridership. Density and a mix of uses also helps to create a lively environment at all times of day.

Building and fire codes become more restrictive with bigger buildings. Taller and larger buildings require increased use of non-combustible materials, which tend to be more expensive than wood framing and, therefore, increased construction costs. Buildings above four stories also require elevators that provide for fire department emergency access to all floors. This means that elevators need to be larger in order to fit an ambulance stretcher and adhere to specific backup power requirements.

Mixed-use buildings require specific fire mitigation and construction techniques based on what uses are included in the building and whether they are vertically or horizontally separated. Often, installation of interior sprinklers and highly-rated fire barrier walls are a space-effective solution, but more expensive to construct.

Sometimes, these increased restrictions can deter the development of high-density and mixed-use buildings. In targeted areas, municipalities may consider offering development incentives as a method to offset these cost-based deterrents for the sake of other TOD-related goals.

*Note: Clark County adheres to the 2018 International Building Code with adopted Southern Nevada and Clark County amendments

BARRIERS BETWEEN ACTIVE TRANSPORTATION AND TRANSIT

For most transit trips, the first and last leg of the trip is made by walking and bicycling. With this, transit networks rely on active transportation networks to facilitate the “first or last mile” of transit trips, making transit and active transportation inherently linked.

However, there are some common regulatory barriers present in Clark County that can inhibit the connectivity between transit and active transportation networks on the ground:



RTC’s 2017 Regional Bicycle and Pedestrian Plan (RBPP) includes design guidance for curb extensions and bicycle lanes. However, distinctions between applications in or out of transit corridors are excluded from this guidance.



Clark County does not currently license electric scooter share operations, inhibiting operators from providing this as a first/last mile service.



Maryland Parkway is designated an arterial with 100-foot minimum right-of-way width. While this enables opportunity for dedicated transit lanes, it also facilitates street designs that create hostile or unsafe environments for walking and bicycling.

In addition, intergovernmental agreements or memorandums of understanding that do not address the jurisdictional ownership and management of transportation infrastructure in Focus Areas, can create confusion and delay in design, construction, or maintenance. This can impact sidewalks, streets, and transportation amenities affixed within the public right-of-way, such as transit stop amenities, bike racks, pathways to transit stops, wayfinding, regulatory signage, and roadway markings.





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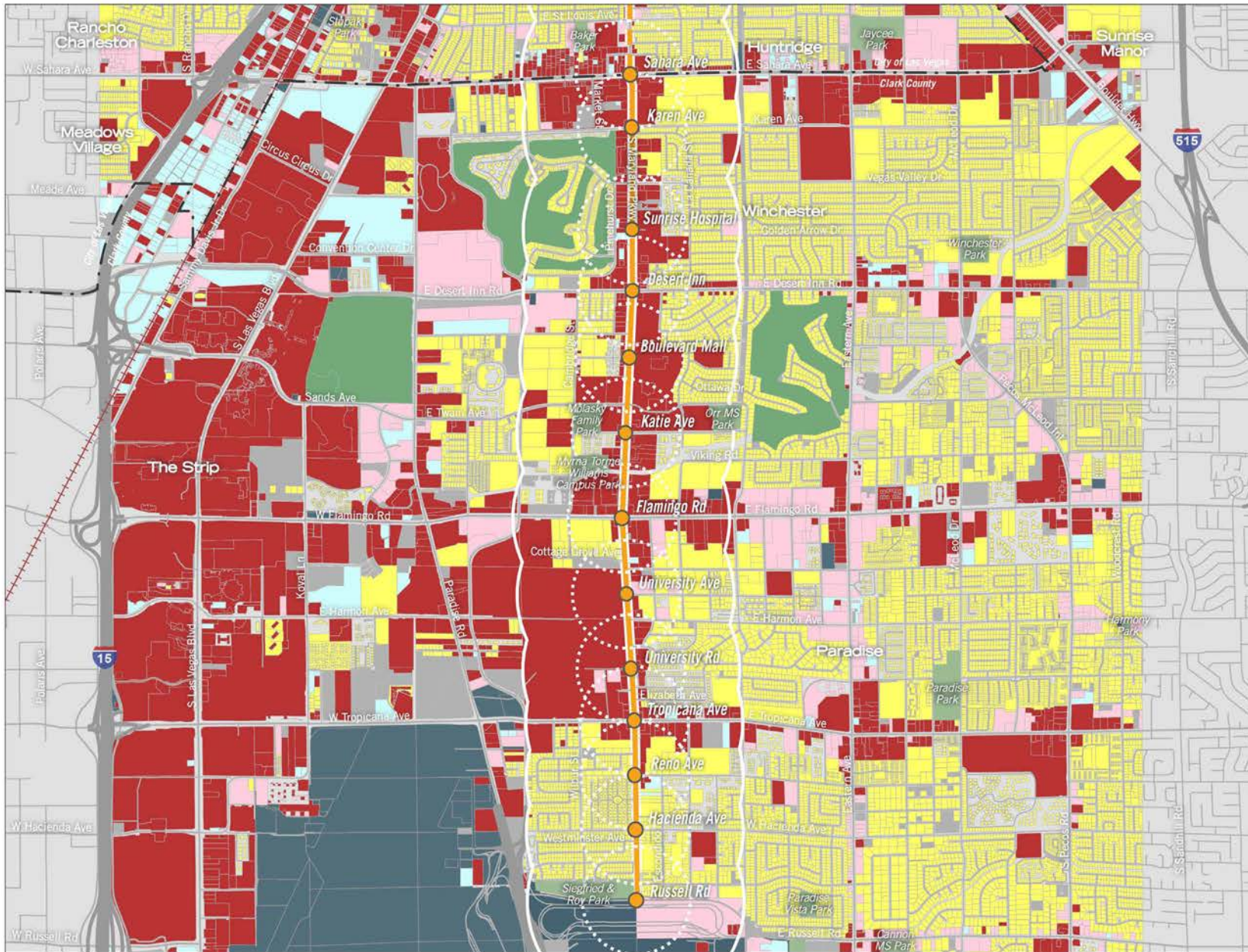
CORRIDOR PROFILE

This section of the report provides a broader overview of the portion of the Maryland Parkway Corridor within Clark County's jurisdiction. The corridor profile provides an overall context for each station and corresponding Focus Area, as well as future TOD.

The Corridor Profile includes a series of maps and narrative describing existing land use; land uses that are currently planned; existing zoning; a closer look at residential zoning districts; parks, public facilities and plazas; and existing multi-modal mobility including transit and bike corridors and sidewalks within the ½-mile Focus Area of influence.

The section concludes with an overall summary of transportation, utilities and health indicators. The transportation section includes mode split, existing facilities, and major planned changes. The utilities overview focuses primarily on above ground utilities within the Maryland Parkway right-of-way. Utility condition and capacity will be assessed within larger Focus Areas after Focus Areas are prioritized for TOD planning. A set of high-level health indicators is then summarized at the end of the section.

EXISTING CONDITIONS MAPS



Maryland Parkway Corridor TOD Plan

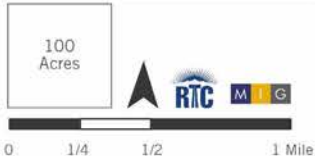


Existing Land Use

- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corrido
- Transit Stations
- 1/2 Mile Focus Area
- 1/4 Mile Focus Area

Land Use

- Vacant
- Residential
- Special Purpose or Use Properties
- Commercial
- Industrial
- Transportation / Communications / Utilities
- Golf Course



EXISTING LAND USE

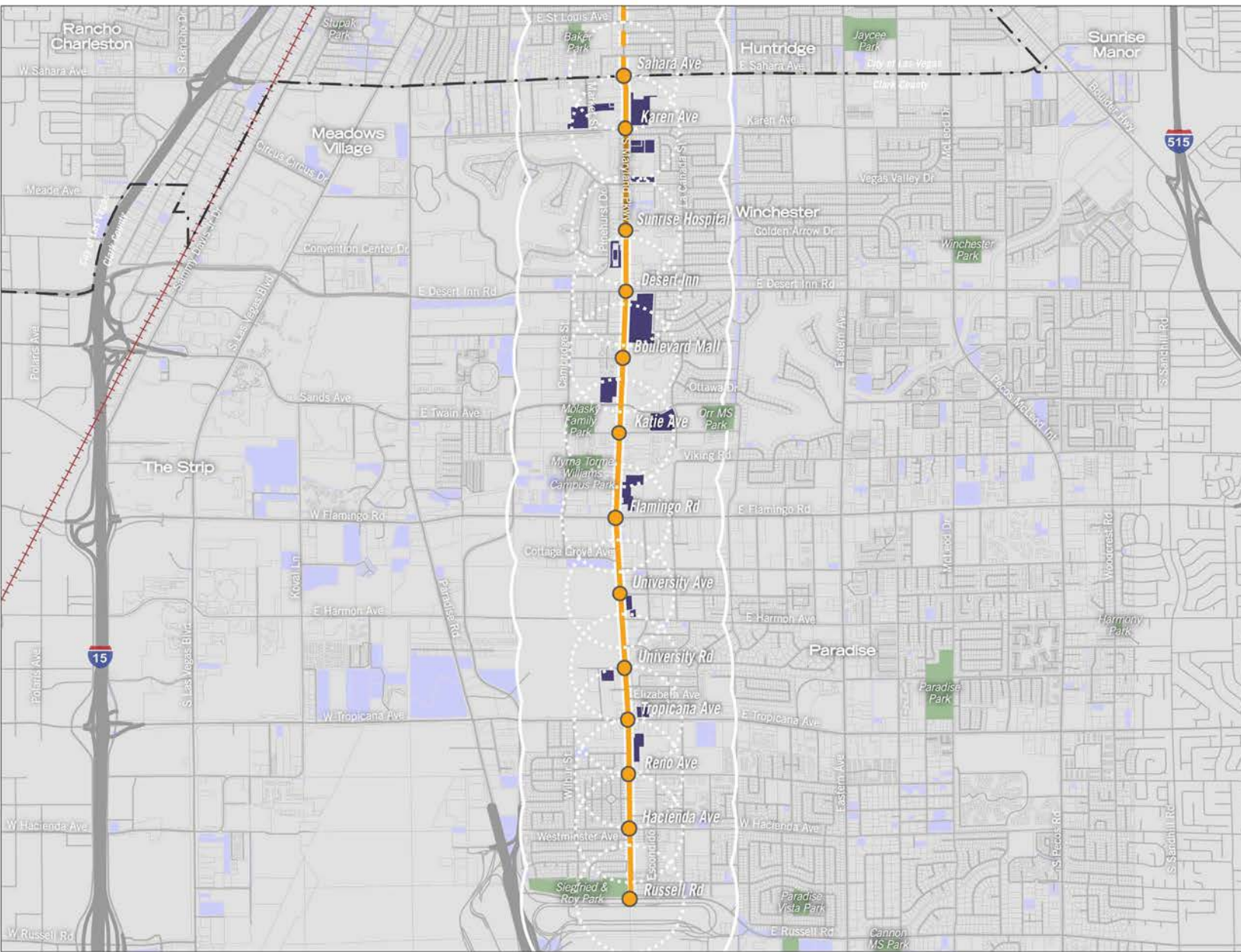
The predominant land uses along the corridor are commercial uses with residential uses behind them. Small areas of industrial, special purpose, and vacant lots are interspersed along the length of the corridor. The older uses and larger areas of vacancy provide excellent TOD opportunities.

The northern half of the corridor (north of Flamingo Road) includes several large parks and golf courses within the Focus Areas. The commercial uses in this area are primarily big box stores and strip commercial centers.

The southern half of the corridor (south of Flamingo Road) includes student-oriented uses in and around UNLV, large amounts of varying-density residential uses between Tropicana Avenue and Russell Road, and a park, the airport, and supporting uses at the far south end.



**Note: Land uses shown on the map to the left are grouped into non-regulatory categories.*



Maryland Parkway Corridor TOD Plan



Existing Vacant and Publicly-Owned Land

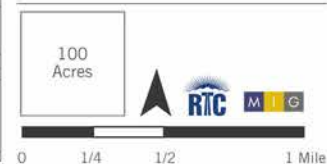
- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corridor
- Transit Stations
- 1/2 Mile Station Area
- 1/4 Mile Station Area

Land Use Designation

- Vacant

Criteria Designation

- Candidate Parcel for TOD



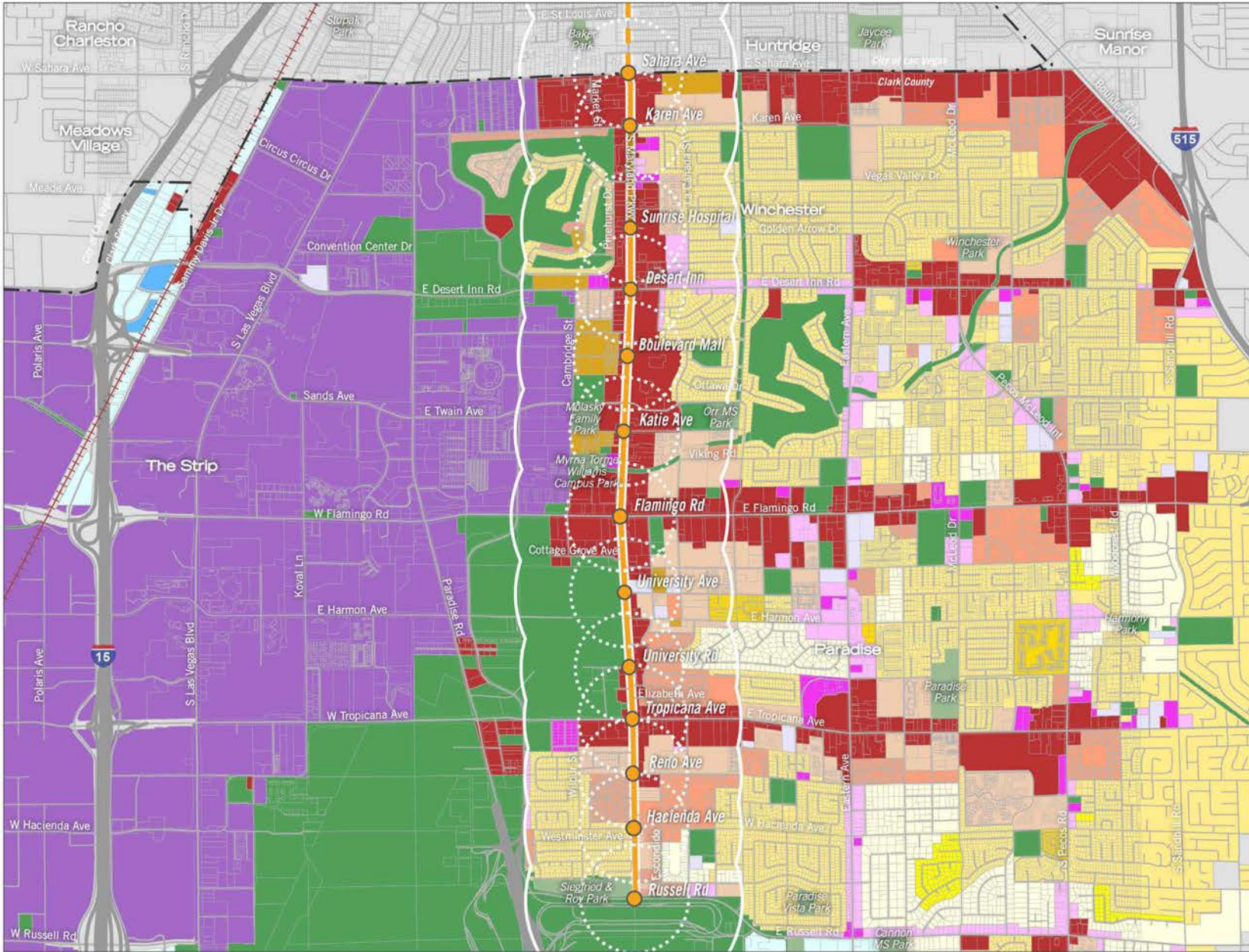
VACANT AND PUBLICLY-OWNED LAND

The project team developed the following criteria to identify candidate vacant and/or publicly owned parcels for Transit Oriented Development (TOD) or equitable Transit Oriented Development (eTOD):

- The parcel(s) is ideally vacant, or is comprised of surface or planned structured parking, or has vacant buildings, and is not pre-approved by Clark County for a non-TOD related use, or is some combination of these four factors
- The parcel(s)' minimum size is about one acre or greater and not under multiple ownership or is capable of reasonably being assembled into one acre from adjoining parcels under the same ownership.
- The parcel(s) is not part of a single-family residential neighborhood, hotel/casino, hospital tower, shopping center or major office building.
- Acquisition price/asking price for the parcel(s) is not significantly more than \$2,100,000 per acre (\$48.20 per square foot)
- The parcel(s) is within an unobstructed walk of a ¼ mile to the nearest proposed BRT station
- Preference for parcel(s) owned by a government agency that does not have imminent plans for the use of the property



**Note: Candidate Parcels are not automatically guaranteed to be approved for TOD development*



Maryland Parkway Corridor TOD Plan



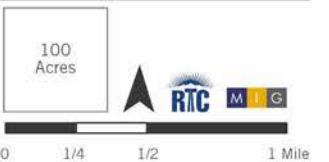
Planned Land Use

- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corrido
- Transit Stations
- 1/2 Mile Focus Area
- 1/4 Mile Focus Area

Land Use Designations

- Business Design & Research Park
- Commercial General
- Commercial Neighborhood
- Commercial Tourist
- Institutional
- Industrial
- Office Professional
- Public Facilities
- Residential High
- Residential High Rise Center
- Residential Low
- Residential Medium
- Rural Neighborhood Preservation
- Residential Suburban
- Residential Urban Center

*Source: Clark County



PLANNED LAND USE

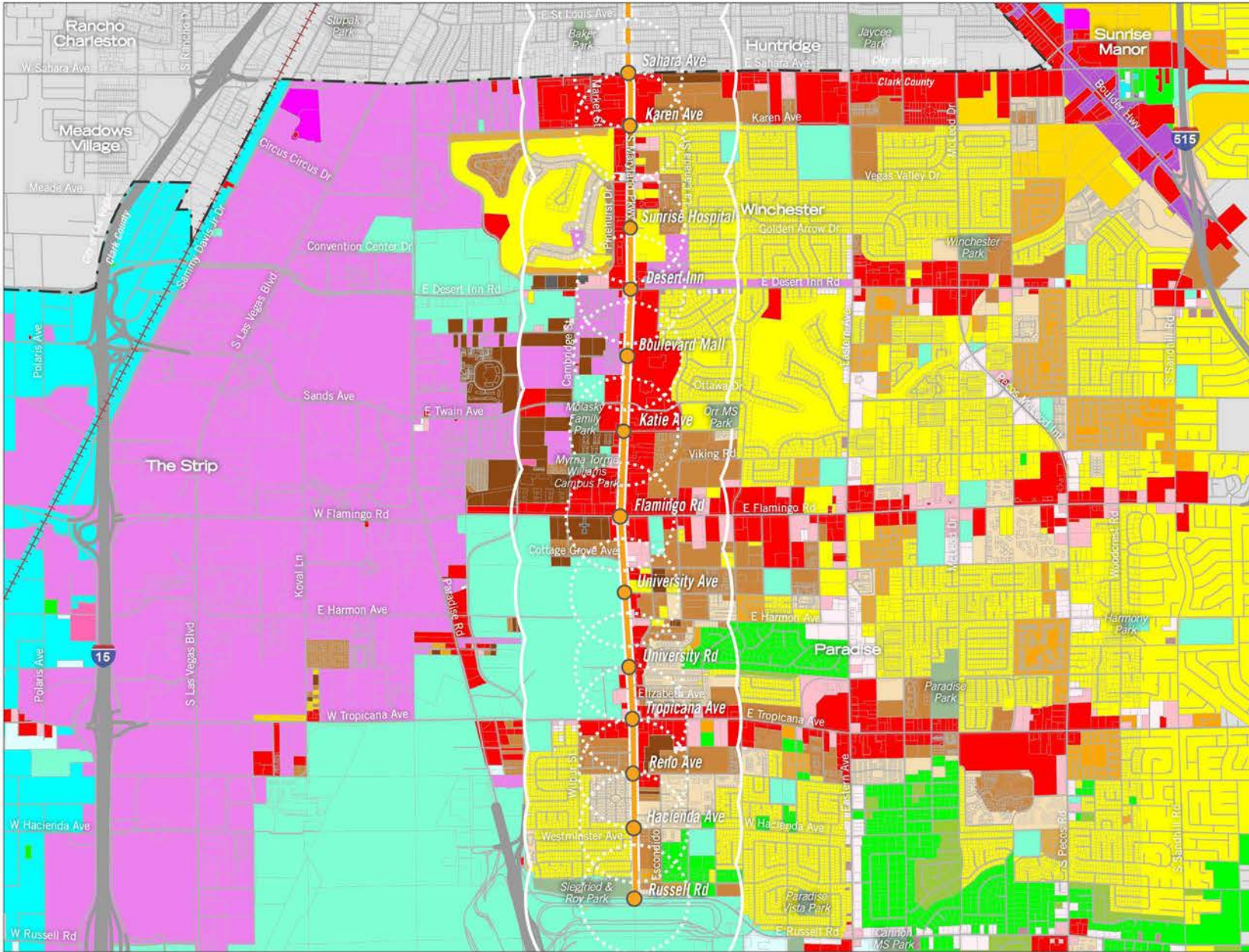
A wide variety of Planned Land Uses have been mapped along the corridor. Immediately adjacent to the enhanced transit corridor are parcels primarily planned for commercial uses, public facilities and some residential uses. Off of the corridor but within the Focus Areas are parcels primarily planned for a variety of residential types and public and institutional uses with more commercial along major cross streets.

The northern half of the corridor is currently planned to be primarily made up of different types of commercial uses, including general commercial, neighborhood-serving commercial, and tourist-serving commercial on the far west side of the half-mile Focus Areas. Surrounding neighborhoods are currently planned to be mostly suburban on the east side of the corridor and higher density on the west side of the corridor. Special uses include the Sunrise Hospital, several large parks, and office uses along Desert Inn Road.

The southern half of the corridor is currently planned to include similar uses, with commercial along Maryland Parkway and major cross-streets, with a variety of residential types along and around the immediate corridor. Major distinguishing planned land uses include two large areas of public facilities: the University of Las Vegas (UNLV) and McCarran International Airport on the southern end. Adjacent to these destinations are areas of higher density residential and supportive commercial uses.

Many of the commercial uses along the corridor, which are primarily strip commercial centers and big box stores, present strong opportunities for development and redevelopment to less auto-oriented commercial or mixed-use development patterns. All new development should be sensitive to the needs of the surrounding residential uses, which are at risk of gentrification.





Maryland Parkway Corridor TOD Plan

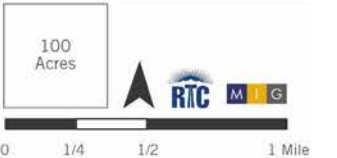


Zoning

- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corrido
- Transit Stations
- 1/2 Mile Focus Area
- 1/4 Mile Focus Area

Zoning Districts

- C-1 Local Business District
- C-2 General Commercial District
- C-P Office and Professional District
- CRT commercial Residential Transitional District
- H-1 Limited Resort and Apartment District
- H-2 General Highway Frontage District
- M-1 Light Manufacturing District
- M-D Designed Manufacturing District
- MLZ Multi Layer Zoning (more than one zone type)
- PF Public Facility District
- R-1 Single-Family Residential District
- R-2 Medium Density Residential District
- R-3 Multiple-Family Residential District
- R-4 Multiple-Family Residential District (High Density)
- R-5 Apartment Residential District
- R-D Suburban Estates Residential District
- R-E Rural Estates Residential District
- R-T Manufactured Home Residential Distri
- RUD Residential Urban Density
- R-V-P Recreational Vehicle Park District
- U-V Urban Village District



ZONING

A patchwork of zoning districts are applied along the Maryland Parkway Corridor. The predominant zones include varying densities of Residential Districts, General Commercial (C-2), the Limited Resort and Apartment District (H-1), and the Public Facility District (P-F). Several of these zoned districts imply desire or capacity for additional density to what is on the ground today. This additional density will be supportive of and by the transit corridor and may be accommodated through TOD at specific Focus Areas.

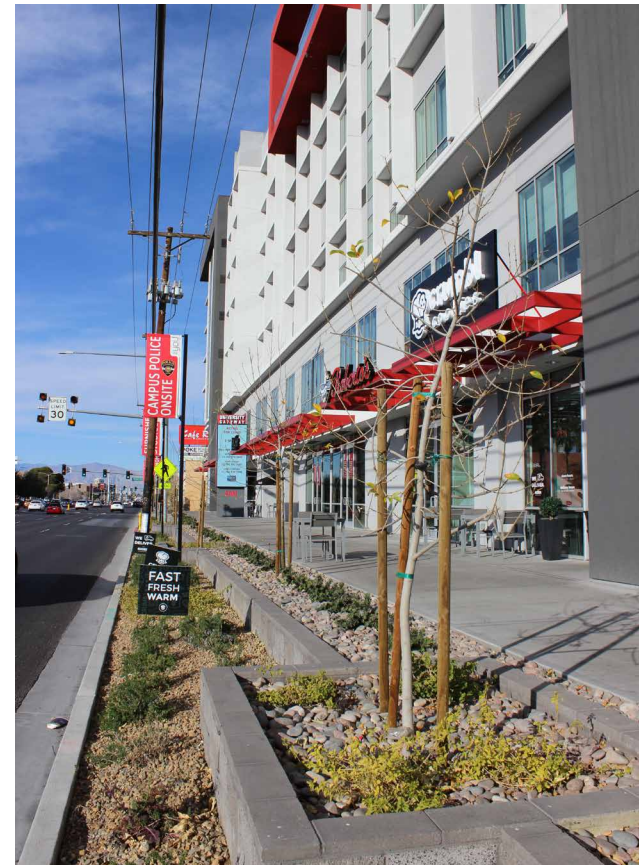
The Sahara Avenue through Sunrise Hospital Focus Areas are generally bounded by commercial zoning (C-1 and C-2) along the major roadways, with some higher density residential (R-4 and R-5) adjacent to Sahara Avenue and the hospital, and Single-Family Residential (R-1) neighborhoods surrounding them.

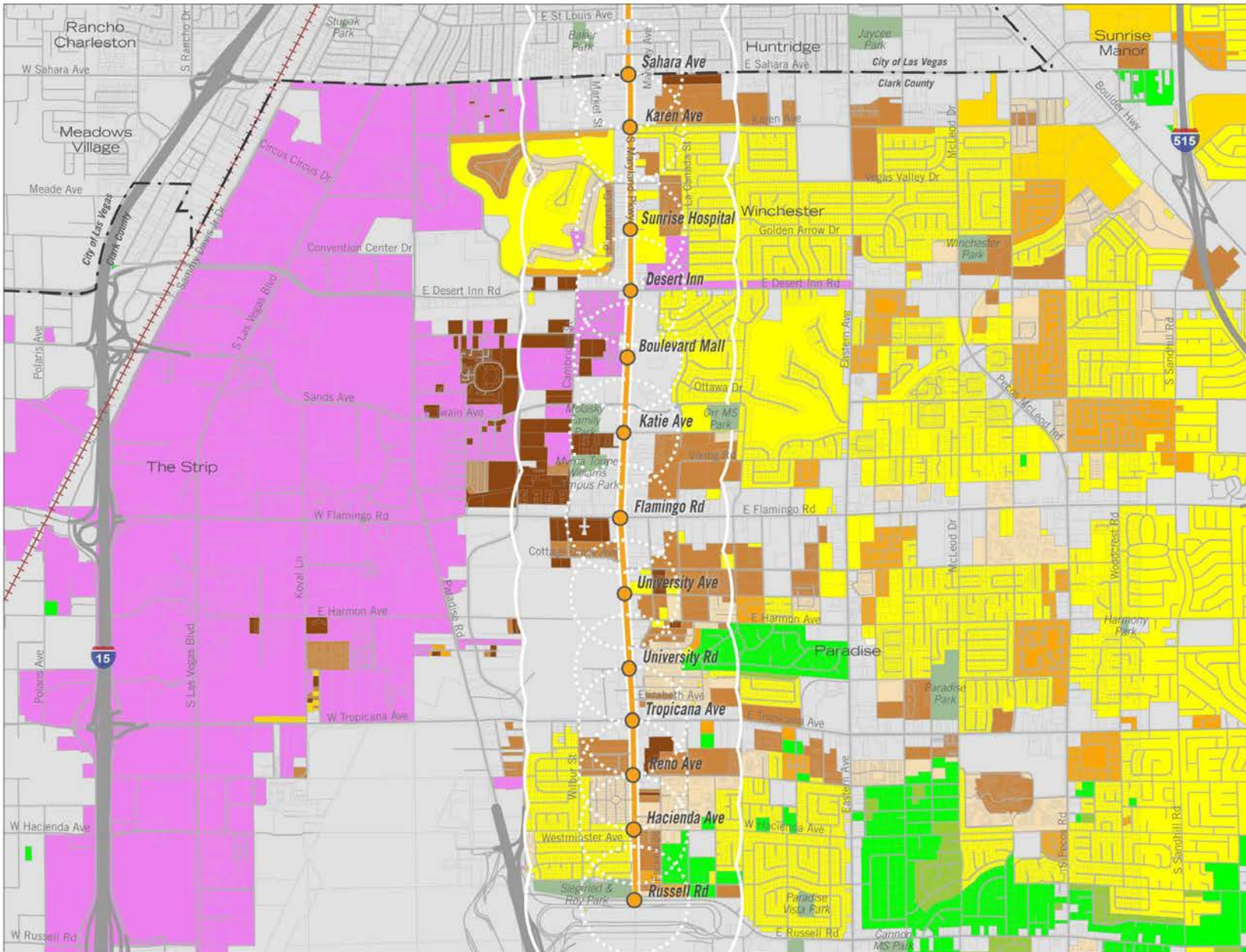
The Desert Inn Road through Katie Avenue Focus Areas contain large commercial developments (mostly C-2), surrounded by higher density housing (H-1, R-5 and R-4). There is a large area of Single-Family zoning (R-1) on the east side. Several areas of the Limited Resort and Apartment District (H-1), adjacent to the Convention Center on the west of the corridor, are intended to support gaming and gaming-supportive uses. This area contains the majority of the highest density residential zoning (R-5) found on the corridor. This density could benefit from new TOD redevelopment of the lower-density commercial along the corridor, including the now vacant portions of Boulevard Mall.

The Flamingo Road through Tropicana Avenue Focus Areas are unique with the presence of UNLV along the west side of the corridor. Surrounding zoning districts are mostly geared towards student uses, including commercial (C-1 and C-2) along the major roadways and almost entirely higher-density residential zones (R-3, R-4, R-5) in the neighborhoods.

The Tropicana Avenue through Russell Road Focus Areas are almost entirely made up of residential zones, ranging in density. The highest density residential zones (R-4 and R-5) are located near Tropicana Avenue, while the lowest density residential zones (R-1 and R-E) are located near Russell Road. The Public Facility District (P-F), which houses McCarran International Airport, is directly adjacent to these residential uses. Traffic from the airport offers a potential TOD opportunity in this portion of the corridor.

See page 11 for information on the Midtown Maryland Parkway District zoning overlay.





Maryland Parkway Corridor TOD Plan

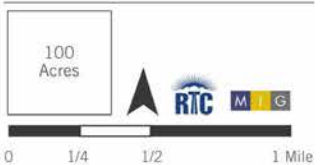


Residential Zoning

- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corrido
- Transit Stations
- 1/2 Mile Focus Area
- ⊙ 1/4 Mile Focus Area

Residential Zones Breakdown

- R-D Suburban Estates Residential District
- R-E Rural Estates Residential District
- R-1 Single Family Residential District
- R-T Manufactured Home Residential District
- R-2 Medium Density Residential District
- RUD Residential Urban Densit
- R-3 Multiple-Family Residential District
- R-4 Multiple-Family Residential District (High Density)
- R-5 Apartment Residential District
- H-1 Limited Resort & Apartment District



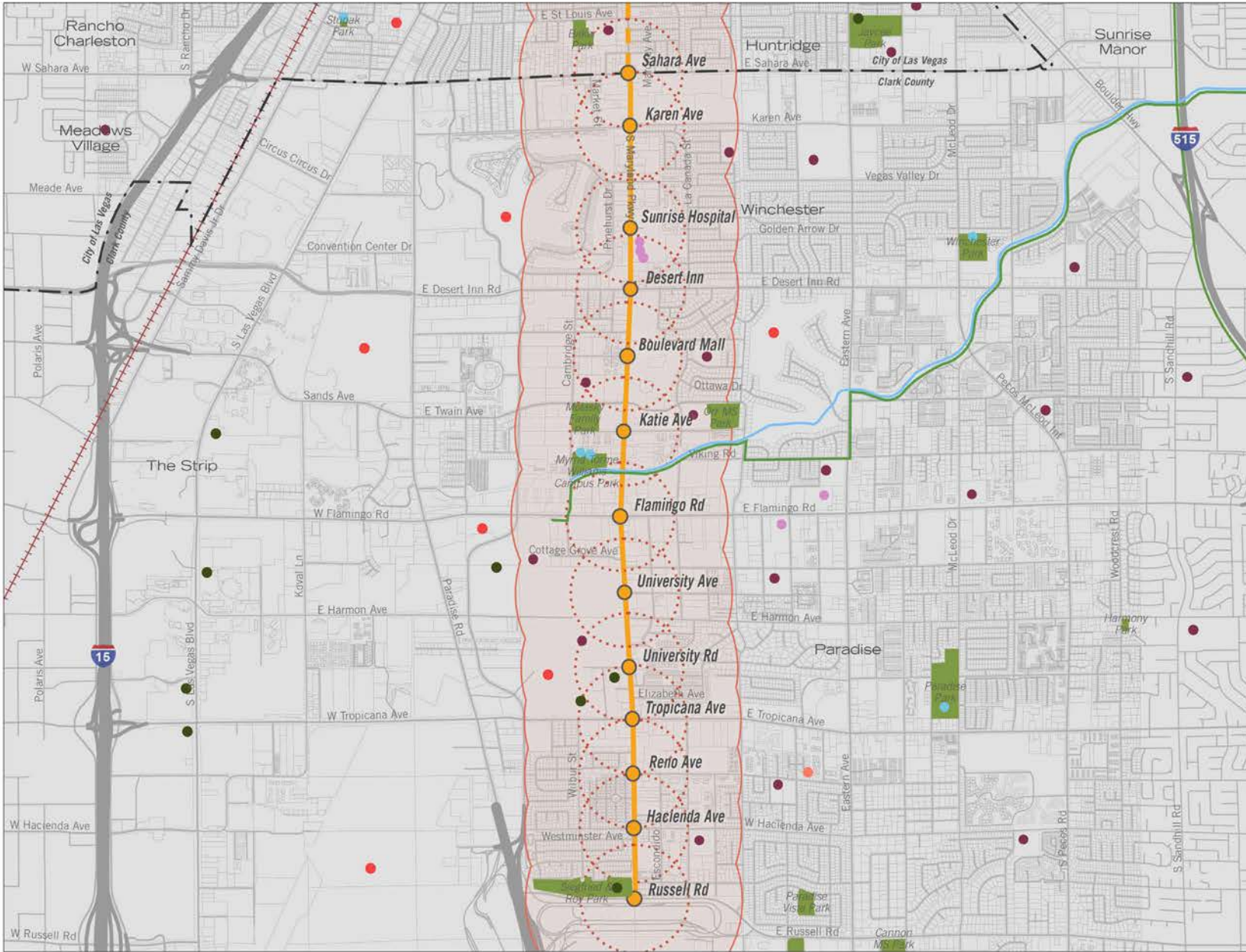
RESIDENTIAL TYPE

A variety of residential types and densities are zoned on the Maryland Parkway Corridor. In general, the highest density residential zones (R-4 and R-5), are zoned to occur at the major intersections and activity centers along the corridor, including at Sahara Avenue, Flamingo Road, University Avenue, Tropicana Avenue, and Russell Road. The majority of the Single-Family Residential District zoning (R-1) occurs between Karen Avenue and Flamingo Road and from Tropicana Avenue to Russell Road. Most of this District is set back from the corridor by several blocks. Existing and future residential uses are a key consideration when considering TOD, as new development should respectfully transition to surrounding existing residences, where higher-density development is more supportive of TOD.

The northern half of the corridor (north of Flamingo Road) includes a diverse range of residential zones. Three large Single-Family Residential Districts (R-1) intersect the study area, including at the Las Vegas Country Club, Winchester neighborhood, and Paradise Palms behind the Boulevard Mall. Portions of the Paradise Palms neighborhood have historical neighborhood designation. There are two large areas of high density Residential Districts (R-4 and R-5) between Sahara Avenue and Karen Avenue and R-4 between Katie Avenue and Flamingo Road on the east side of the corridor. Pockets of Apartment Residential Districts (R-5) exist primarily on the west side of the corridor between Desert Inn Road and Flamingo Road. This area also includes the Limited Resort and Apartment District (H-1), which allows for high-density residential buildings.

The southern half of the corridor (south of Flamingo Road) is primarily zoned with High and Medium Density Residential Districts (R-3, R-4, and R-5) north of Reno Avenue. The majority of housing in this area is directly north and east of UNLV and supports university students and faculty. Residential zoning south of Reno Avenue includes a wide range of densities on either side of the corridor.





Maryland Parkway Corridor TOD Plan

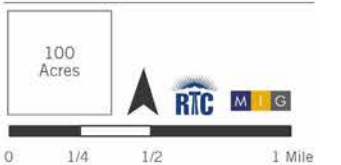


Parks, Public Facilities & Plazas

- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Wash
- Trails
- Maryland Pkwy Transit Corrido
- Transit Stations
- 1/2 Mile Focus Area
- 1/4 Mile Focus Area

Facility Type

- Plaza
- School
- Library
- Community Center
- Hospital
- Place of Interest



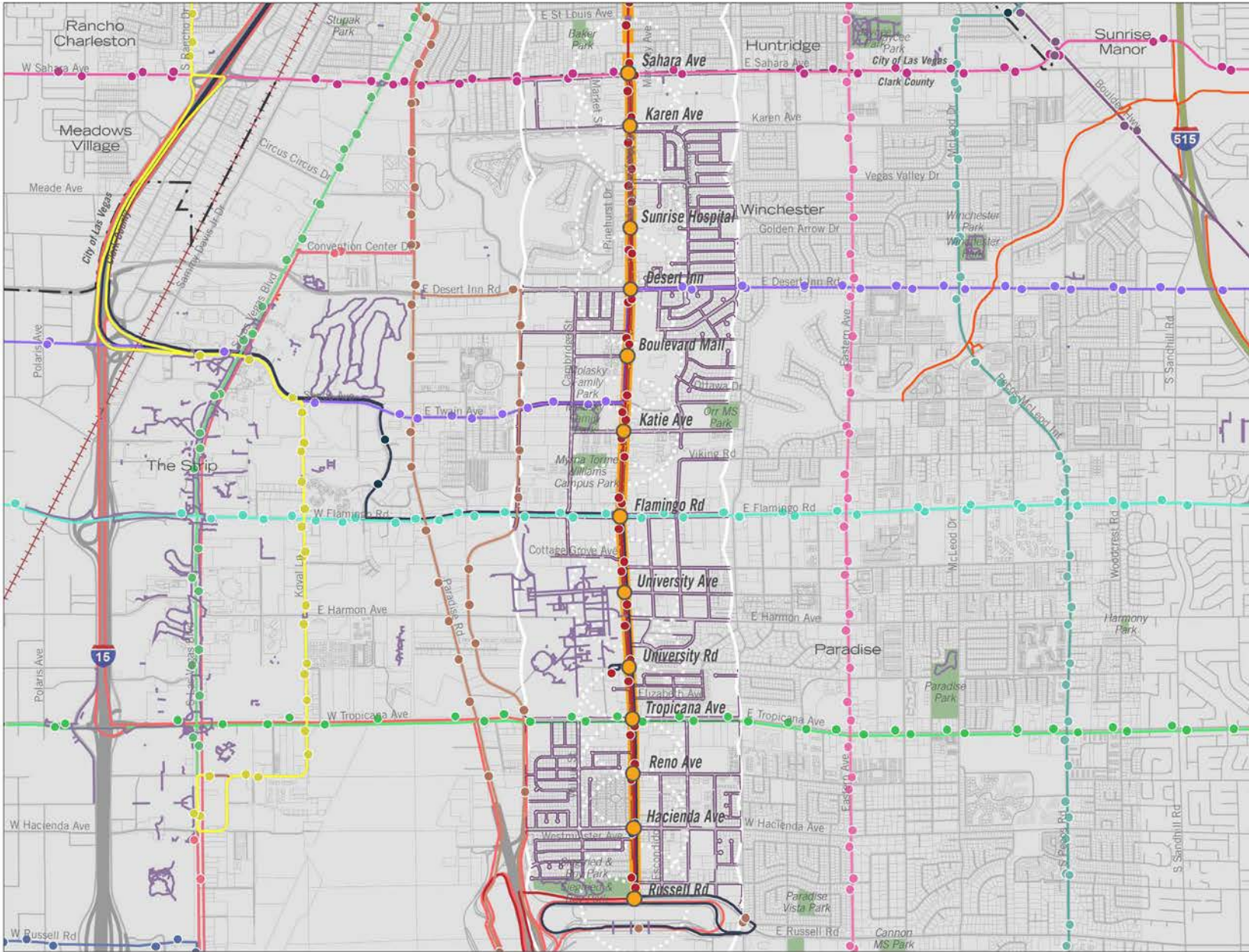
PARKS, PUBLIC FACILITIES, AND PLAZAS

Visitors and residents are offered several types of public facilities along the length of the corridor. The majority on the facilities include hospitals and medical uses as part of the Sunrise Hospital complex, multiple K-12 schools, UNLV and its associated public spaces, and several mid-sized parks. The corridor would benefit, however, from additional park spaces, recreation, and community centers, particularly on the far northern and southern ends. New TOD could provide additional assets for this area, particularly where they may be deficient.

The northern half of the corridor includes the medical facilities at the Sunrise Hospital site, three elementary schools, a middle school, two parks, and a recreation center. While the schools are well distributed, all of the green space for this portion of the corridor is located along Katie Avenue, leaving all of the areas north of Katie Avenue underserved in parks and open space. An urbanized wash also extends through this area of the corridor but supplies very little community benefit. Places of interest in and along the corridor are the two golf courses just north and south of Desert Inn Road. Notably, the Boulevard Mall is located along this stretch of the corridor.

The southern half of the corridor includes two elementary schools, Siegfried and Roy Park, and UNLV and its associated green spaces and plazas. The area is somewhat lacking in resident-serving amenities, particularly north and south of UNLV. While UNLV does include a variety of quads and plazas on its grounds, these are not perceived as publicly accessible to the surrounding residents. The density of housing along this portion of the corridor would benefit from additional parks and community spaces.





Maryland Parkway Corridor TOD Plan

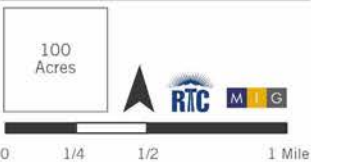


Existing Mobility

- Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Parcels
- Maryland Pkwy Transit Corrido
- Transit Stations
- 1/2 Mile Focus Area
- 1/4 Mile Focus Area

Transportation Facilities

- Bicycle Network
- Pedestrian Network
- Sidewalk
- Bus Stop
- Route 104
- Route 108
- Route 109
- Route 110
- Route 111
- Route 119
- Route 201
- Route 202
- Route 203
- Route 301
- Route 502
- Route 503
- Route 504
- Route 901
- Route 902
- Route 903



EXISTING MOBILITY

This corridor is served by an intermittent pedestrian network and a more robust bus/transit system. The area is primarily auto-oriented and few bicycle route options exist on the corridor. In addition to providing a high-capacity transit line along Maryland Parkway, the TOD Plan could help facilitate smoother pedestrian and bicycle travel.

Almost all major thoroughfares in and around the corridor are served by a transit line. These routes would connect to proposed stations at Sahara Avenue, Desert Inn Road, Katie Avenue (directly north at Twain Avenue), Flamingo Road, Tropicana Avenue, and Russell Road. Transit hubs exist at the UNLV campus and at the McCarran International Airport. There are few inter-neighborhood bus routes.

The pedestrian network is well built-out for some neighborhoods but deficient for others. Few safe and convenient connections exist from the neighborhoods across Maryland Parkway and the major cross-streets.



Infrastructure Conditions

An inventory of existing transportation-related infrastructure along the Maryland Parkway Corridor within the Clark County owned right of way was completed with the intent to provide an overview of the general usability and condition of transportation infrastructure and the pedestrian and bicycle environment along the corridor. Documented transportation elements include pedestrian access (sidewalks, crosswalks, bridges, and signalization), bicycle access (routes, parking), public transit (bus stops, stations), vehicular access (major intersections, driveways, and medians), pedestrian furniture (benches, trash, and shade), and streetscape landscape (shade trees, parkways). Infrastructure along the Maryland Parkway Corridor and additional roadways within this section vary significantly, specifically with key adjacent land uses, along the 3.8 mile length.

The Focus Area Profiles in Section 3 of this report include an existing infrastructure rating for each Focus Area based on the below categories. The categories are typical elements which characterize a successful multi-modal transit and pedestrian friendly streetscape. The ratings were developed based on observed quantities and qualities of these elements which are present within each Focus Area.

- **Pedestrian Safety** - Sidewalk quality and accessibility, separation from motorists, designated crossings
- **Pedestrian Infrastructure** - Bus stops, shade, signage, seating, trash receptacles
- **Bicyclist Infrastructure** - Designated bike lanes, bike racks, signage

TRANSPORTATION SUMMARY

OVERVIEW

The Maryland Parkway rapid transit route spans 9.4 miles from McCarran International Airport in Clark County to the Valley Hospital Medical Center via downtown Las Vegas. The corridor is characterized by wide suburban arterial development along the southern portion of Maryland Parkway and denser urban development towards the north of the route. Nearly four miles of the route are located in Clark County, south of Las Vegas.

Along with transit; driving, bicycling, and walking are the primary travel modes in the corridor. In addition to the conditions of these modes, mobility conditions are also assessed for safety, parking, and the street network itself. Within these topic areas, 27 metrics document activity, existing facilities, and planned changes within a half mile radius of station locations.



ACTIVITY

Transit ridership, average annual daily traffic, and pedestrian and bicyclist counts (where available) illustrate the relative volumes of activity per mode through the corridor. Speed and collision data document safety conditions.

- Walking is more common than bicycling in the Maryland Parkway rapid transit corridor. On a typical weekday in 2016, 540 people were counted walking near the intersection of Maryland Parkway and Harmon Avenue—more than ten times the number of people observed bicycling through this location.
- Average weekday transit ridership within a quarter mile of most County stations ranges from approximately 257 to 2,782. The area within a quarter mile of Flamingo Road, Tropicana Avenue, and Sahara Avenue, all see more than 2,000 boardings on a typical weekday.
- Between 2015 and 2017, collisions per year increased throughout the Maryland Parkway Corridor. In 2017, there was an average of 50 collisions within a quarter mile of County station locations.
- In 2017, collisions in the corridor were most common near Tropicana Avenue, Desert Inn Road, and Sahara Avenue station locations.
- Collisions involving people walking are more common than collisions involving people biking in and around the Maryland Parkway transit corridor. In 2017, Desert Inn Road and Karen Avenue station locations experienced more than ten pedestrian-involved crashes, with 12 and 14 collisions respectively per quarter mile Focus Area.
- Wide road widths on Maryland Parkway give way to higher traffic volumes. Within Clark County, vehicle traffic counts average 27,820 per day on Maryland Parkway.

EXISTING FACILITIES

A dozen metrics describe the shape, scale, and available services across modes in the corridor.

- Intersection and traffic signal counts are low within County Focus Areas, indicative of low walkability across the south segments of the transit corridor.
- Almost all major streets within a mile of County Focus Areas have sidewalks on both sides, especially across the north of the County segment corridor.
- County station locations average 3.8 miles of dedicated bike lanes within a quarter mile radius.
- Between one and three transit routes are accessible within a quarter mile of Maryland Parkway station locations in Clark County. Sunrise Hospital and Karen Avenue stations are the only stations without access to transfer to another route within a quarter mile.
- Maryland Parkway is an extraordinarily wide arterial road, with an average curb-to-curb width of 92 feet in Clark County. It is at its widest where the street crosses the city boundary at Sahara Avenue: three travel lanes and two center turning lanes span 108 feet curb to curb.
- Posted speed limits are high near the Maryland Parkway County stations, ranging from 30 to 35 miles per hour. The south of the corridor, near McCarran International Airport, has the highest speed limits. Observed speeds were not available for the county section of Maryland Parkway. However, infrastructure metrics such as a wide roadway, low intersection density and low traffic signal counts suggest design speeds that are greater than the posted speed limit, thereby increasing traffic safety risk.

MAJOR PLANNED CHANGES

Planned changes in transit and dedicated bicycle lanes illustrate the new multimodal connections planned to intersect the Maryland Parkway rapid transit corridor.

- County station locations average 8.1 miles of dedicated bike lanes planned within a quarter mile radius.
- According to RTC's OnBoard Mobility Plan, two new routes are planned within a quarter mile of County stations: the Harmon and the Russell/Gibson routes.



UTILITIES

There are a number of wet and dry utilities throughout the Clark County portion of the Maryland Parkway Corridor, including major, regional flood control channels, which flow below ground through the corridor. The utilities that present barriers to pedestrian traffic in the above ground pedestrian realm are as follows:

- NV Energy power distribution & transmission lines, pedestal mounted power meters & transformers in sidewalk
- Sprint, Cox Cable & Century Link internet, fiber optic and phone cable (attached to NV Energy transmission and distribution power poles that are mid sidewalk)
- Clark County fire hydrants, streetlights, street signs & traffic signal control boxes/ power meters in sidewalk

The major utility barriers are NV Energy transmission and distribution power lines that exist from the southern terminus close to Terminal 3 at McCarran International Airport all the way north to Flamingo Road. There are also NV Energy electric power distribution lines along the west side of Maryland Parkway from Twain Avenue to Desert Inn Road. Other utility barriers such as streetlights, traffic signs, bus shelters and fire hydrants are spaced throughout the corridor. While the NV Energy distribution lines can be buried underground at a reasonable cost, the NV Energy transmission lines are likely not candidates for burying due to the very high cost to do so.

Besides the above ground barriers that utilities in the pedestrian realm present for pedestrians trying to access transit, above ground and below ground utilities can present a much bigger barrier to TOD development. For example, if the utility infrastructure is inadequate to accommodate the much higher densities of residential/commercial development inherent to TOD, then costs to add the needed utility capacity can be prohibitively expensive.

Example Utility Figures (left):

Figure 1: NV Energy Transmission and distribution lines & pedestal mounted power meter at Maryland Parkway & Tropicana Avenue intersection (Note the transmission line runs in the sidewalk right of way all the way north to Flamingo Road)

Figure 2: Streetlight in sidewalk with NV Energy above ground box and wooden power distribution line along the west side of Maryland Parkway south of Tropicana Avenue.

Figure 3: NV Energy transmission power pole, RTC bus shelter and streetlights in sidewalk on east side of Maryland Parkway near the south entrance to the Boulevard Mall.



Figure 1



Figure 2

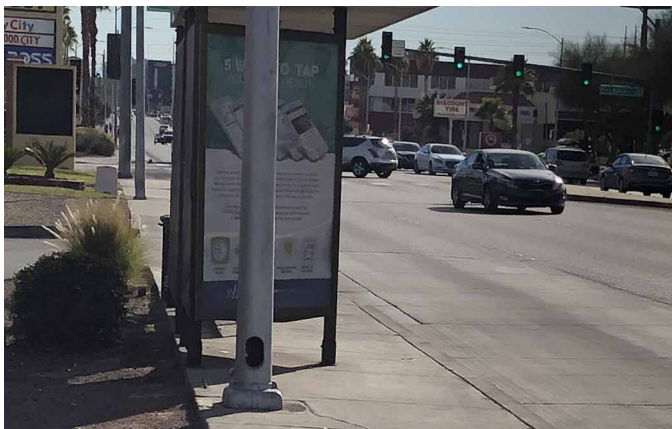


Figure 3

HEALTH INDICATORS

Transportation infrastructure that supports increased walking, bicycling, and transit use can have important health impacts on individuals who live, work, and shop along the Maryland Parkway Corridor. It is an important element in the social determinants of health, enabling individuals to be more physically active, access healthier foods, and connect to employment opportunities and social networks. An active transportation and transit supportive infrastructure can also reduce the miles traveled by single occupancy vehicles, which can have important direct and indirect environmental impacts on air quality and climate.

CHRONIC DISEASE

Sedentary behavior is associated with several chronic diseases such as obesity, heart disease and Type II diabetes. Unfortunately, health data on sedentary behavior and its associated health conditions is not available for Clark County.

None of the census tracts in the Clark County portion of the Maryland Parkway Corridor are considered to be a “food desert.” A food desert is a census tract with a poverty rate of 20 percent or greater or median family income at or below 80% of the statewide or metropolitan area median family income, and at least 500 persons and/or at least 33% of the population residing more than one mile from a supermarket or large grocery store.

Section 2: Corridor Profile

ENVIRONMENTAL HEALTH - AIR QUALITY

Several factors can affect overall air quality, including greenhouse gas emissions from motor vehicles. Exposure to ozone and particulate is associated with respiratory health issues such as asthma and chronic obstructive pulmonary disease. Adult asthma rates for the Clark County zip codes that the Maryland Parkway rapid transit route traverses range from 7.5% (89119) to 18.8% (89169) (Behavioral Risk Factor Surveillance Survey, 2015). Zip code 89169 has the highest rates of reported adult asthma in the county. McCarran International Airport lies within the boundaries of this zip code.

ENVIRONMENTAL HEALTH - CLIMATE

Extreme heat events are a leading cause of weather-related deaths in the United States. Clark County is an arid desert environment with warm to hot temperatures for a significant portion of the year. The county experienced 24 Extreme Heat Days in 2016, an increase of four days from the previous year (Extreme Heat Days are a model-based estimate and are defined as the number of days in which the daily maximum temperature exceeded the 90th percentile threshold) (National Environmental Health Public Tracking Network, 2016).



Primary health data sources:

Healthy Southern Nevada:

<http://www.healthysouthernnevada.org/>

Southern Nevada Healthy Food Access:

<https://rtcshv.maps.arcgis.com/apps/View/index.html?appid=00580c9a01fb4d8198099b72f5f09aeb>



3 FOCUS AREA PROFILES

This section of the Existing Conditions and Needs Assessment Report provides a deeper dive profile for each of the 13 Focus Areas planned along Maryland Parkway within Clark County. For each station, there are four pages that provide a variety of relevant data and observations related to general points of interest, land use and zoning, Focus Area demographics, candidate parcels for TOD development, existing infrastructure and the transportation network.

The general points of interest on the first page of each profile include a map showing the “as a crow flies” ¼-mile and ½-mile Focus Areas, ¼-mile and ½ mile walksheds (the area actually accessible on foot via the existing pedestrian network), an overall description of the Focus Area, and a list of major destinations and landmarks.

The second page includes a summary of the existing land use mix, zoning, portion of the Focus Area covered by the Midtown Maryland Parkway District Zoning Overlay, and a series of demographic information. The demographic summary includes age, race, income, housing tenure, transit dependency and percent of households that are rent-burdened.

The third page of the profile includes a preliminary assessment of candidate parcels for TOD and existing infrastructure conditions, with a focus on pedestrian and bicycle facilities. The final page of each profile summarizes a series of data related to the transportation network within each Focus Area and the opportunities and barriers most prevalent within each.

SAHARA AVENUE FOCUS AREA



Focus Area Map



DESCRIPTION

This proposed station is at the intersection of Maryland Parkway and Sahara Avenue. The quarter-mile Focus Area is half within the Huntridge neighborhood and half within the Winchester neighborhood. Only the southern half of this Focus Area is within Clark County as it crosses the municipal boundary with the City of Las Vegas at Sahara Boulevard. The area contains primarily auto-oriented commercial uses.

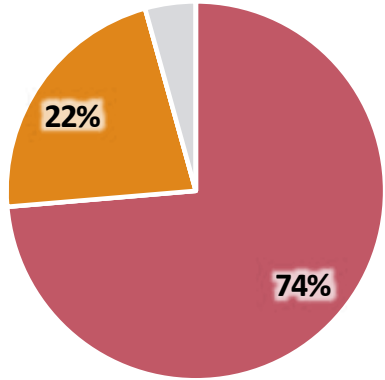
John C Fremont Middle School is located here as well as multiple private schools. Bus routes currently serving this Focus Area include Routes 109 and 504. The only public gathering space in this area is Baker Park.

It should be noted that since the Sahara Avenue Focus Area includes areas of both the Clark County and City of Las Vegas jurisdictions, it is included in both versions of the Existing Conditions and Needs Assessment. Analysis for the City of Las Vegas version uses half-mile rather than quarter-mile radius Focus Areas.

MAJOR DESTINATION / LANDMARKS

- John C Fremont Middle School
- City Impact Center
- Historic Commercial Center District
- New Orleans Square
- Las Vegas Athletic Club
- Smith's Grocery Store
- Baker Park

EXISTING LAND USE MIX



Primarily commercial uses with supportive multi-family residential.

- Commercial
- Multi-Family Residential
- Vacant

ZONING

The zoning in the Clark County half of this Focus Area is primarily:

- C-2 (General Commercial)

There is also a significant amount of:

- R-4 (Multiple-Family Residential)



81%
OF THIS FOCUS AREA IS WITHIN THE
MIDTOWN MARYLAND PARKWAY DISTRICT ZONING OVERLAY

DEMOGRAPHICS

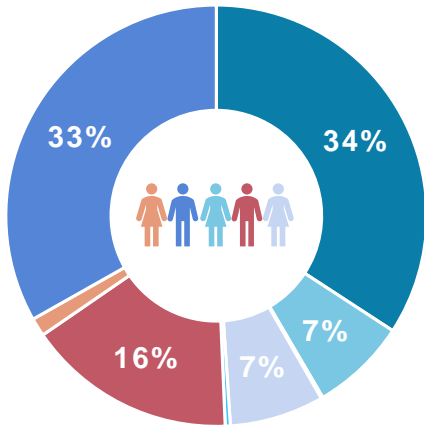
5,887
TOTAL POPULATION

MEDIAN INCOME
\$38,171

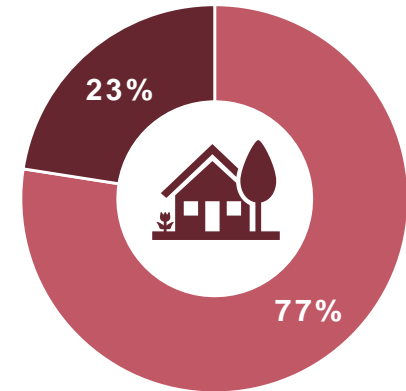
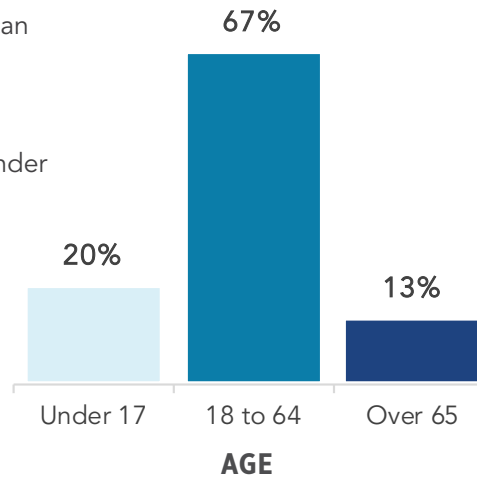


PERCENT OF HOUSEHOLDS AT OR BELOW THE POVERTY LINE
20.5%

OWNER VS. RENTER OCCUPIED HOUSING



- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other



PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE
21.3%



PERCENT OF RENT-BURDENED HOUSEHOLDS
50.1%
(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

2625 S. Maryland Parkway (Commercial Center Area)

- Two vacant parcels totaling 2.5 acres
- Current Ownership: VFR Melbury LLC (Michael Saltman, et al)



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only one bus stop, two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are four additional bus shelters along Sahara Avenue within ½ mile radius. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

South of Sahara Avenue, within the sidewalk there are few light poles and utilities, providing for a consistent path of travel along both sides. North of Sahara Avenue on the east side, there are numerous light poles within the sidewalk, disrupting a consistent path of travel. Additionally, there are multiple retail and commercial driveways on both sides of the roadway and adjacent to the Sahara Avenue intersection which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians.

Pedestrian comfort is poor with respite provided only at bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway, a prominent arterial roadway intersection, and multiple parking lots also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	■		
Pedestrian Infrastructure	■	■	
Bicyclist Infrastructure	■		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	14 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	665 pedestrians observed at Sahara Avenue on a weekday in January 2016
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	38% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	27 bicyclists observed at Sahara Avenue on a weekday in January 2016
	Existing Bike Lanes	6.9 miles of dedicated bike facilities
	Planned Bike Lanes	7.6 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	2,175
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	84 in 2017
		Increased 100% from 2015 to 2017
	Bicyclist-Involved Crashes	0 in 2017
		None recorded from 2015 to 2017
Pedestrian-Involved Crashes	0 in 2017	
	None recorded from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 108' curb to curb
		Travel Lanes: 3 NB, 3 SB, 2 Center Left Turn
	Average Daily Traffic	31,000
		+35% from 2014 to 2018
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

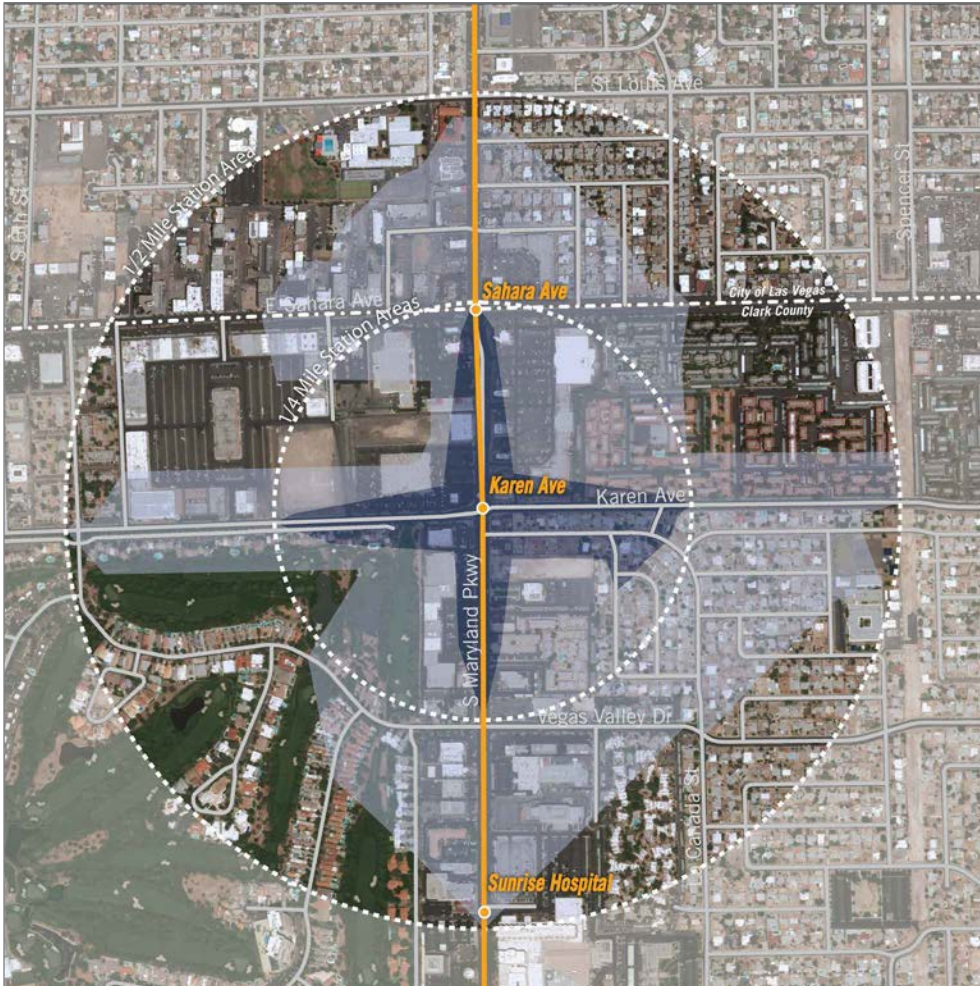
- Consider adding signals at key intersections
- Add/improve crosswalks and curb ramps at intersections
- Explore re-purposing of travel lanes on Maryland Parkway; widest curb-to-curb width in Maryland Parkway transit corridor
- Relatively high pedestrian count for Maryland Parkway transit corridor
- Implement planned bike facilities
- High off-street parking supply at the street fronts presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

Barriers

- Relatively high traffic volumes
- Disconnected street network offers few route options for people walking and bicycling
- Wide curb-to-curb width is currently a significant barrier to safe walking and bicycling
- Few options for pedestrians to cross Maryland Parkway, coupled with few marked and ADA compliant crosswalks
- Collisions doubled in last two years of available data
- Few connecting transit routes
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

KAREN AVENUE FOCUS AREA



Focus Area Map



DESCRIPTION

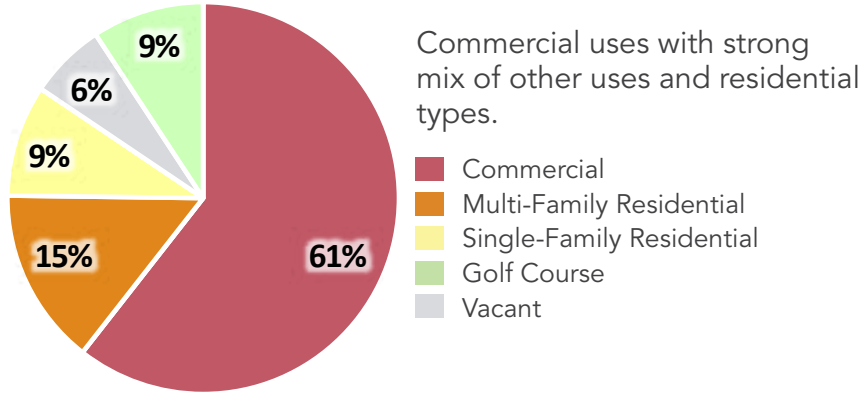
This proposed station is at the intersection of Maryland Parkway and Karen Avenue. The quarter-mile Focus Area is within the Winchester neighborhood. The area contains primarily auto-oriented commercial uses with large setbacks. It reaches into Las Vegas Country club to the southwest and includes some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

EXISTING LAND USE MIX



ZONING

The zoning in this Focus Area is primarily:

- C-2 (General Commercial)
- R-1 (Single-Family Residential)

There is also a significant amount of:

- R-4 (Multiple-Family Residential)
- C-1 (Local Business)

63%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

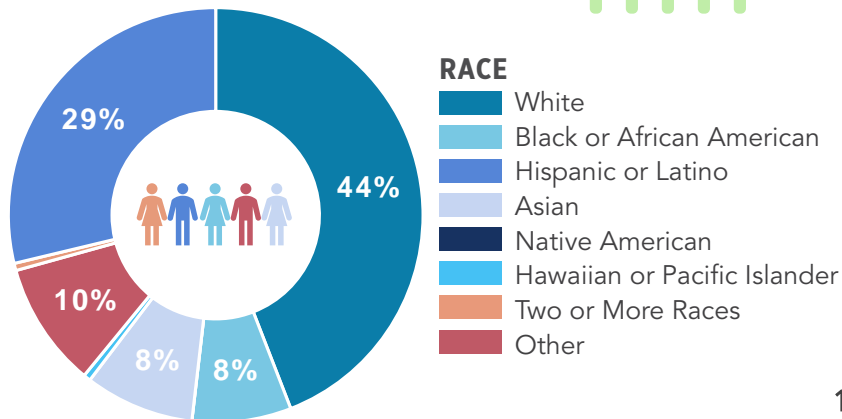
4,274
TOTAL POPULATION

MEDIAN INCOME
\$50,312



PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE
18.1%

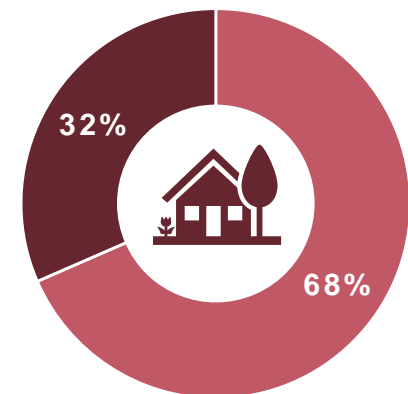
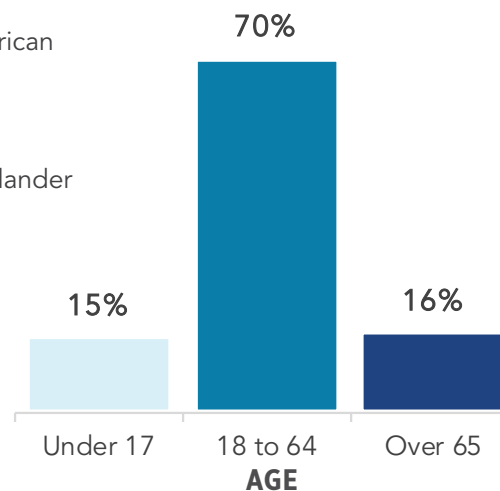
**OWNER VS. RENTER
OCCUPIED HOUSING**



PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE



22.4%



PERCENT OF RENT-
BURDENED HOUSEHOLDS

50.4%

(Rent > 30% of
Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.



955 E. Sahara Avenue (Commercial Center)

- One parcel totaling 5.78 acres
- Current Ownership: Sahara-Karen Associates LLC



2670 S. Maryland Parkway (Sahara Town Square)

- One parcel totaling 1.5 acres
- Current Ownership: Sahara Town Square LLC (Likely Molasky Development)



2770 S. Maryland Parkway

- Two parcels totaling 3.84 acres
- Current Ownership: Maryland Legacy GK LLC
- One parcel vacant, one parcel with vacant building



2750 S. Maryland Parkway

- One parcel totaling 1.14 acres
- Current ownership: STRR Investments LLC (Rehman Ahmed, Houston, TX)

EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with two bus stops (signs only), two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is lacking protection from the sun.

Within the sidewalk there are few light poles and utilities, providing a consistent path of travel along both sides. In contrast, there are multiple driveways for medical office parking lots on the west side and retail on the east side which intersect the sidewalk with no pedestrian markings.

Pedestrian comfort is poor with respite only provided at the bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway and multiple parking lots also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Progress bar: ~25%]		
Pedestrian Infrastructure	[Progress bar: ~30%]		
Bicyclist Infrastructure	[Progress bar: ~15%]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	10 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	665 pedestrians observed at Sahara Avenue on a weekday in January 2016
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	38% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	27 bicyclists observed at Sahara Avenue on a weekday in January 2016
	Existing Bike Lanes	6.9 miles of dedicated bike facilities
	Planned Bike Lanes	7.6 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	1,339
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	64 in 2017
		Increased 56% from 2015 to 2017
	Bicyclist-Involved Crashes	3 in 2017
		No change from 2015 to 2017
Pedestrian-Involved Crashes	12 in 2017	
	Increased 33% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 93' curb to curb
		Travel Lanes: 3 NB, 3 SB, 2 Center Left Turn
	Average Daily Traffic	[not available]
		[change data not available]
Posted Speed	30 MPH	
Actual Speed	[not available]	

Opportunities

- Consider adding signals at key intersections
- Add/improve crosswalks and curb ramps at intersections
- Explore re-purposing of travel lanes on Maryland Parkway
- Relatively high pedestrian count for Maryland Parkway transit corridor
- Implement planned bike facilities
- High off-street parking supply at the street fronts presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Few options for pedestrians to cross Maryland Parkway
- No connecting transit routes
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

SUNRISE HOSPITAL FOCUS AREA



Focus Area Map



DESCRIPTION

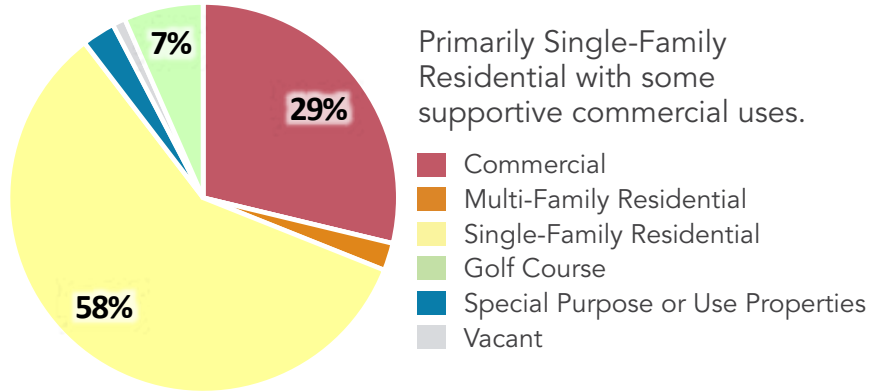
This proposed station is just north of the Sunrise Hospital and Medical Center on Maryland Parkway. The quarter-mile Focus Area is within the Winchester neighborhood. The area contains primarily medical uses and surface parking with some supportive commercial and a hotel. It reaches into Las Vegas Country Club to the west and includes some residential uses to the south and east.

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

MAJOR DESTINATION / LANDMARKS

- Sunrise Hospital
- Las Vegas County Club

EXISTING LAND USE MIX



ZONING

The zoning in this Focus Area is primarily:

- R-1 (Single-Family Residential)
- C-2 (General Commercial)

There is also a significant amount of:

- R-4 (Multiple-Family Residential)
- R-3 (Multiple-Family Residential)
- H-1 (Limited Resort and Apartment)

69%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

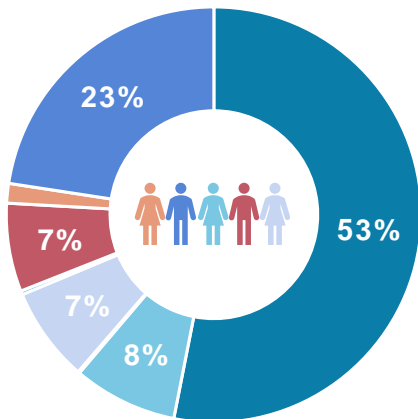
4,231
TOTAL POPULATION

\$39,432



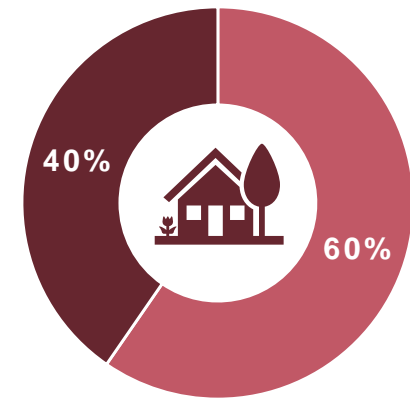
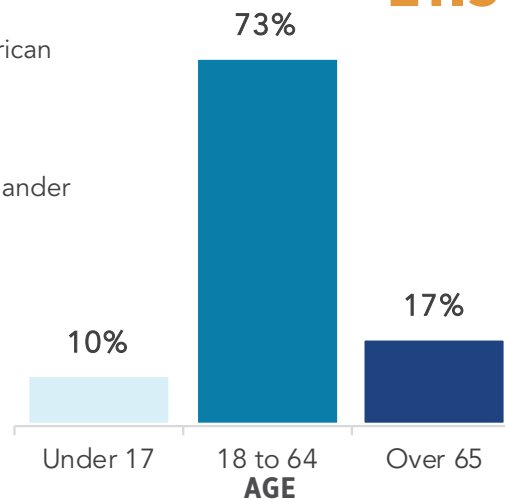
PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE
21.3%

**OWNER VS. RENTER
OCCUPIED HOUSING**



RACE

- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other



PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.



2882 S. Maryland Parkway

- One parcel totaling 2.14 acres
- Current Ownership: Cornerstone II LLC



3221 S. Maryland Parkway

- Two parcels totaling 4.4 acres
- Current Ownership: MOB 48/49 LLC (likely Molasky Development)
- Both parcels are underutilized surface parking

EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are fair with four bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is lacking protection from the sun.

Within the sidewalk there are few light poles and utilities, providing a consistent path of travel along both sides. In contrast, there are multiple driveways for medical office parking lots on the west side which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians. Along the Sunrise Hospital street frontage, there are wide entry drives which intersect the sidewalk. Designated pedestrian crossings are provided at these entry drives, which is an improvement in safety.

One key existing infrastructure element is the pedestrian bridge which spans Maryland Parkway. It provides a safe crossing for pedestrians with direct access to the Sunrise Hospital south main entry. The bridge is in fair condition, but is open to the sky with no shade provided.

Pedestrian comfort is poor to fair with respite only provided at the bus shelters. The only other opportunity for shade is a row of trees along the hospital street frontage. The sidewalk directly adjacent to Maryland Parkway and multiple large parking lots also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Orange bar spanning Poor and Fair]		
Pedestrian Infrastructure	[Orange bar spanning Poor and Fair]		
Bicyclist Infrastructure	[Orange bar in Poor]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	13 Intersections
	Traffic Control	2 Signals
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	33% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	4.3 miles of dedicated bike facilities
	Planned Bike Lanes	7.3 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	1 Route
	Average Daily Boardings	403
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	30 in 2017
		Increased 200% from 2015 to 2017
	Bicyclist-Involved Crashes	0 in 2017
		None recorded from 2015 to 2017
Pedestrian-Involved Crashes	3 in 2017	
	None recorded from 2015 to 2016	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 84' curb to curb
		Travel Lanes: 3 NB, 3 SB, 1 Center Left Turn
	Average Daily Traffic	[not available]
		[change data not available]
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

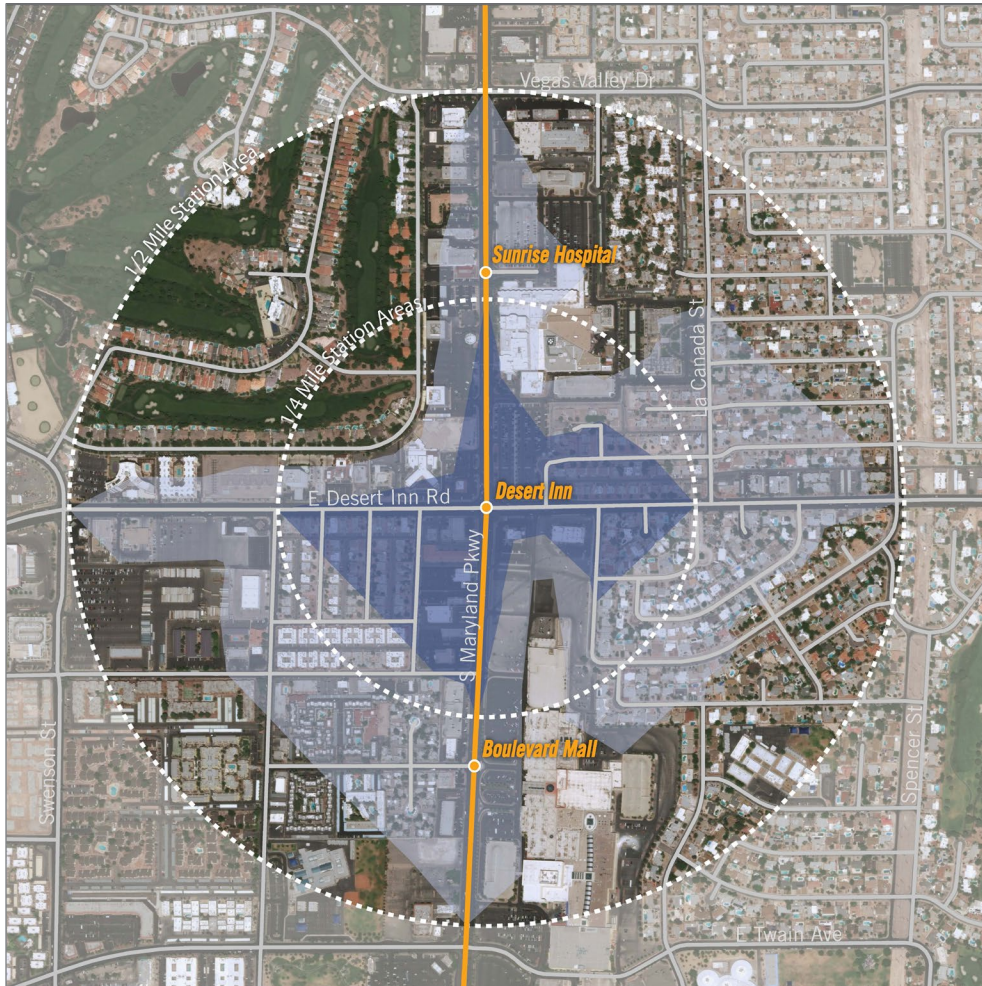
- Consider adding signals at key intersections
- Add/improve crosswalks and curb ramps at intersections
- Explore re-purposing of travel lanes on Maryland Parkway
- Implement planned bike facilities
- High off-street parking supply at the street front of Sunrise Hospital presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

Barriers

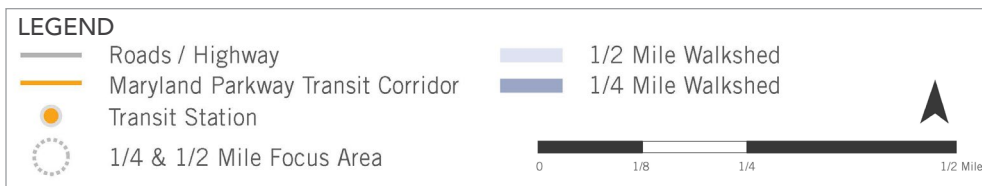
- Disconnected street network offers few route options for people walking and bicycling
- Few options for pedestrians to cross Maryland Parkway
- No connecting transit routes
- Relatively low transit ridership for the Maryland Parkway Corridor, and a medical campus destination
- Collisions tripled in last two years of available data; greatest proportional increase in Maryland Parkway transit corridor
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

DESERT INN ROAD FOCUS AREA



Focus Area Map



DESCRIPTION

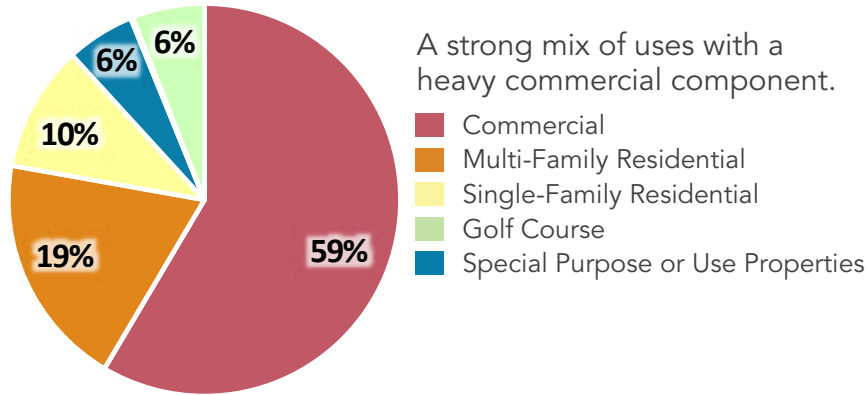
This proposed station is at the intersection of Maryland Parkway and Desert Inn Road. The quarter-mile Focus Area is half within the Winchester neighborhood and half within the Paradise neighborhood. The area contains a large amount of surface parking with some residential, commercial and medical uses. It reaches into Las Vegas Country Club and includes the Sunrise Hospital and a vacant anchor tenant space on the north side of Boulevard Mall.

Bus routes currently serving this Focus Area include Routes 109 and 203. There are no schools, parks or other public gathering spaces in this area.

MAJOR DESTINATION / LANDMARKS

- Sunrise Hospital
- Las Vegas Country Club
- Anchor Tenant Space on North Side of Boulevard Mall

EXISTING LAND USE MIX



ZONING

The zoning in this Focus Area is primarily:

- H-1 (Limited Resort and Apartment)
- C-2 (General Commercial)
- R-1 (Single-Family Residential)

There is also a significant amount of:

- C-1 (Local Business)

81%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

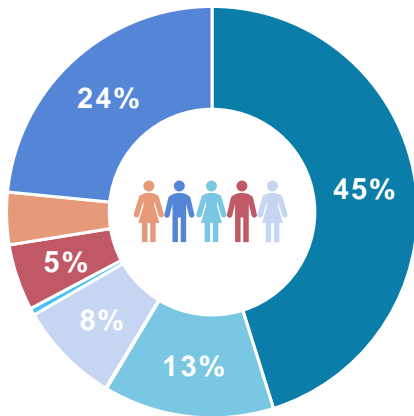
6,631
TOTAL POPULATION

MEDIAN INCOME
\$35,073



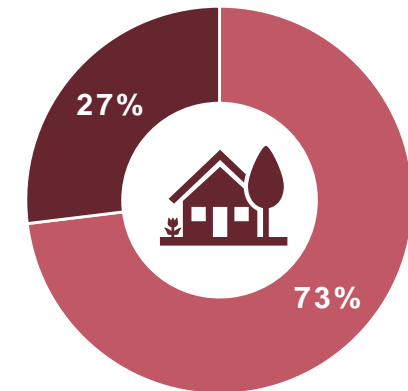
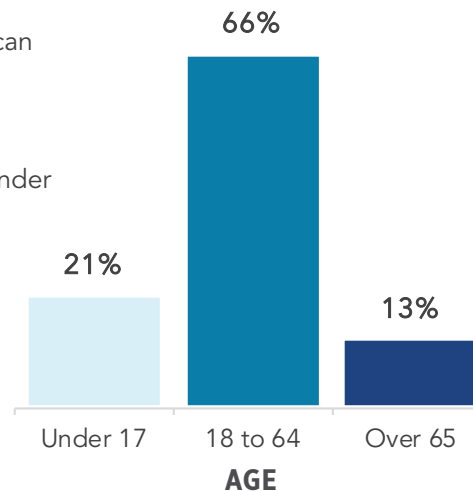
**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
35.6%

**OWNER VS. RENTER
OCCUPIED HOUSING**



RACE

- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

57.2%

(Rent > 30% of
Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

3450 S. Maryland Parkway (Parking Lot North of Boulevard Mall)

- One parcel totaling 17.34 acres (underutilized parking lot)
- Current Ownership: 3450 S Maryland Parkway LLC
- Includes two buildings



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only one bus stop, one bus shelter and a narrow sidewalk provided adjacent to the roadway. There is one additional bus shelter along Desert Inn Road within ½ mile radius. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

Within the sidewalk there are few light poles and utilities, providing for a consistent path of travel along both sides. In contrast, there are multiple retail and commercial driveways on the west side and adjacent to the Desert Inn Road intersection which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians.

Pedestrian comfort is poor with respite only provided at one bus shelter. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway, the Boulevard Mall’s large parking lots, and a prominent arterial roadway intersection also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	■		
Pedestrian Infrastructure	■	■	
Bicyclist Infrastructure	■		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	25 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	24% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	1.9 miles of dedicated bike facilities
	Planned Bike Lanes	8.7 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	1,330
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	84 in 2017
		Increased 71% from 2015 to 2017
	Bicyclist-Involved Crashes	1 in 2017
		Decreased 75% from 2015 to 2017
Pedestrian-Involved Crashes	14 in 2017	
	Increased 75% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 91' curb to curb
		Travel Lanes: 3 NB, 3 SB, 2 Center Left Turn
	Average Daily Traffic	37,000
		+16% from 2014 to 2018
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

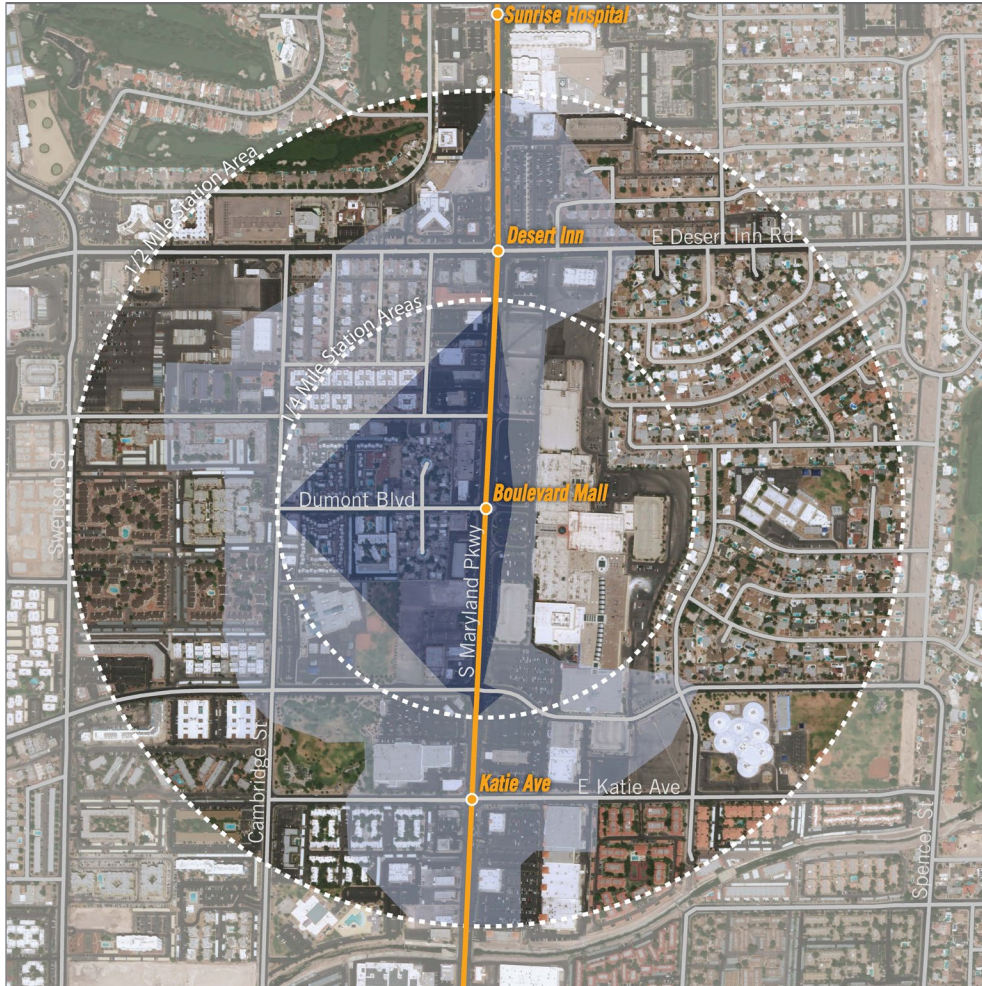
- Consider adding signals at key intersections
- Add/improve crosswalks and curb ramps at intersections
- Explore re-purposing of travel lanes on Maryland Parkway
- Implement planned bike facilities
- High off-street parking supply at the street front near Boulevard Mall and Sunrise Hospital presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

Barriers

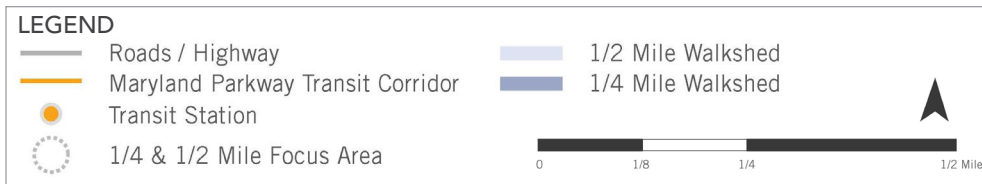
- Disconnected street network offers few route options for people walking and bicycling
- Few options for pedestrians to cross Maryland Parkway
- While crosswalks are present at the Desert Inn Road intersection, wide roadways and street front parking make the intersection area appear unsafe and unappealing for walking or bicycling
- Only one connecting transit route
- Highest traffic volumes in Maryland Parkway transit corridor
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

BOULEVARD MALL FOCUS AREA



Focus Area Map



DESCRIPTION

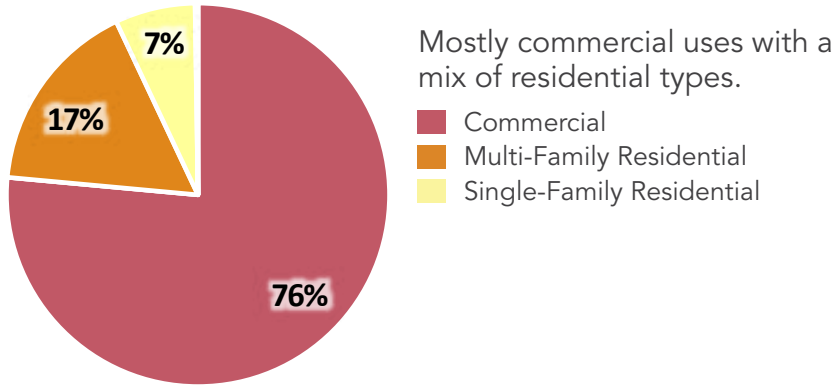
This proposed station is at the intersection of Maryland Parkway and Dumont Boulevard, in front of the Boulevard Mall. The quarter-mile Focus Area is within the Paradise neighborhood. The area is almost entirely commercial on the east side due to the mall but there are some residential and community uses about a block west of Maryland Parkway.

Dean Peterson Elementary School is located in the southwest corner of the Focus Area. Bus routes currently serving this Focus Area include Routes 109 and 203. There are no parks or other public gathering spaces in this area.

MAJOR DESTINATION / LANDMARKS

- Boulevard Mall
- Anchor Tenant Space on North Side of Boulevard Mall
- Dean Peterson Elementary School

EXISTING LAND USE MIX



ZONING

The zoning in this Focus Area is primarily:

- C-2 (General Commercial)
- H-1 (Limited Resort and Apartment)

There is also a significant amount of:

- R-5 (Apartment Residential)
- P-F (Public Facility)
- R-1 (Single-Family Residential)

94%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



Boulevard
Mall

DEMOGRAPHICS

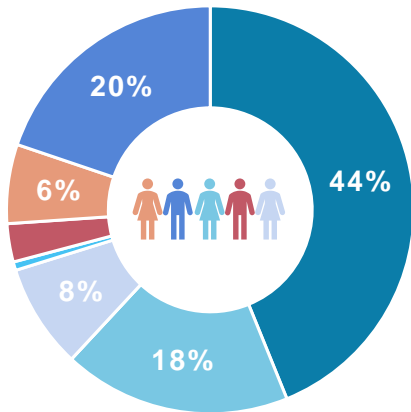
3,670
TOTAL POPULATION

MEDIAN INCOME
\$35,632



**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
43.4%

**OWNER VS. RENTER
OCCUPIED HOUSING**



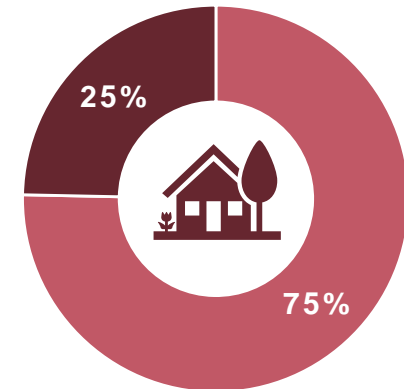
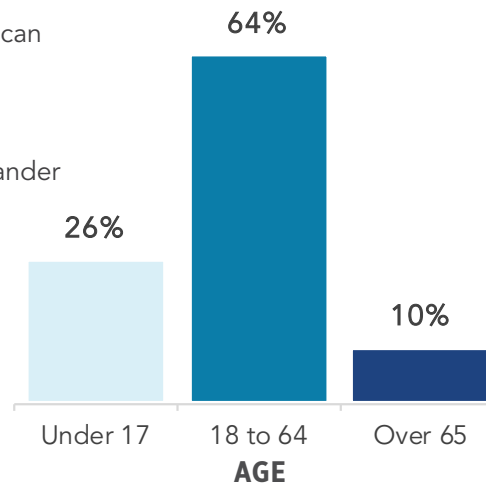
RACE

- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other

**PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE**



28.2%



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

60.3%

(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

3661 S. Maryland Parkway (Maryland Square - Brownfield Study Site)

- One parcel totaling 6.57 acres
- Current Ownership: Maryland Square LLC (Sheldon & Miriam Adelson)
- Large unutilized surface parking lot including two occupied buildings



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor to fair with one bus stop, four bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is lacking protection from the sun. The Dumont Boulevard intersection provides a signalized, striped crossing with yellow painted raised median and bollards. This is an improvement in pedestrian safety / infrastructure compared with other Maryland Parkway sections

Within the sidewalk there are few light poles and utilities, providing a consistent path of travel along both sides. In contrast, there are multiple retail driveways on the west side which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians. Along the Boulevard Mall street frontage, there are wide entry drives which intersect the sidewalk. Designated pedestrian crossings are provided at these entry drives, which is an improvement in safety.

Pedestrian comfort is poor to fair with respite only provided at the multiple bus shelters. The streetscape along the Boulevard Mall street frontage provides a row of tall palm trees which provide improved aesthetics, scale, and minimal shade along the sidewalk. The sidewalk directly adjacent to Maryland Parkway and the Boulevard Mall's large parking lots also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Orange bar spanning Poor and Fair]		
Pedestrian Infrastructure	[Orange bar spanning Poor and Fair]		
Bicyclist Infrastructure	[Orange bar in Poor]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	13 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	33% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	2.7 miles of dedicated bike facilities
	Planned Bike Lanes	10.2 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	1,843
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	53 in 2017
		Increased 104% from 2015 to 2017
	Bicyclist-Involved Crashes	1 in 2017
		Decreased 50% from 2015 to 2017
Pedestrian-Involved Crashes	9 in 2017	
	Increased 29% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 97' curb to curb
		Travel Lanes: 3 NB, 3 SB, 1 Center Left Turn
	Average Daily Traffic	[not available]
		[not available]
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

- Consider adding signals at key intersections
- Add/improve crosswalks and curb ramps at intersections
- Explore re-purposing of travel lanes on Maryland Parkway
- Implement planned bike facilities
- High off-street parking supply at the street front of Boulevard Mall presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Few options for pedestrians to cross Maryland Parkway
- Wide roadways and street front parking make the intersection area appear unsafe and unappealing for walking or bicycling
- Collisions more than doubled in last two years of available data
- No connecting transit routes
- Relatively high traffic volumes and posted speed limit
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*



KATIE AVENUE FOCUS AREA



Focus Area Map



DESCRIPTION

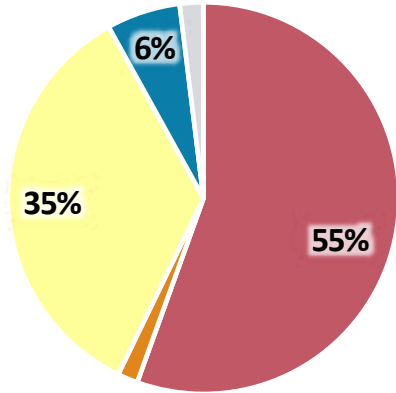
This proposed station is at the intersection of Maryland Parkway and Katie Avenue. The quarter-mile Focus Area is within the Paradise neighborhood. The area has big box and service commercial surrounding the intersection with large surface parking lots. There is also a large amount of multi-family residential and some community uses.

The Focus Area is just west of Orr Middle School. Bus routes currently serving this Focus Area include Routes 109 and 203. Both the Cambridge Recreation Center and Water Park and Molasky Family Park are within a quarter-mile of this station. Also within this Focus Area is the Flamingo Wash, an open, engineered drainage channel.

MAJOR DESTINATION / LANDMARKS

- Boulevard Mall
- Cambridge Recreation Center and Water Park
- Molasky Family Park
- Best on the Boulevard Shopping Center
- Clark County Social Services
- State of Nevada Division of Welfare and Supportive Services

EXISTING LAND USE MIX



Primarily commercial uses with single-family residential and a small amount of special purpose properties.

- Commercial
- Multi-Family Residential
- Single-Family Residential
- Special Purpose or Use Properties
- Vacant

ZONING

The zoning in this Focus Area is primarily:

- **C-2 (General Commercial)**

There is also a significant amount of:

- P-F (Public Facility)
- R-5 (Apartment Residential)
- R-4 (Multiple-Family Residential)

100%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



Katie Avenue

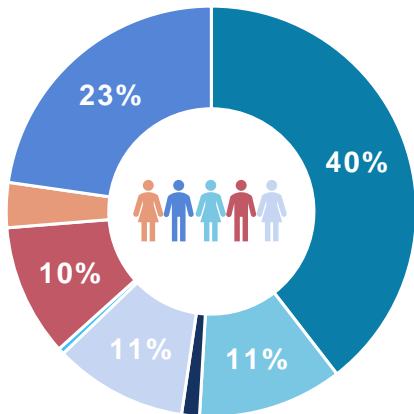
DEMOGRAPHICS

8,325
TOTAL POPULATION

MEDIAN INCOME
\$38,374



**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
26.9%



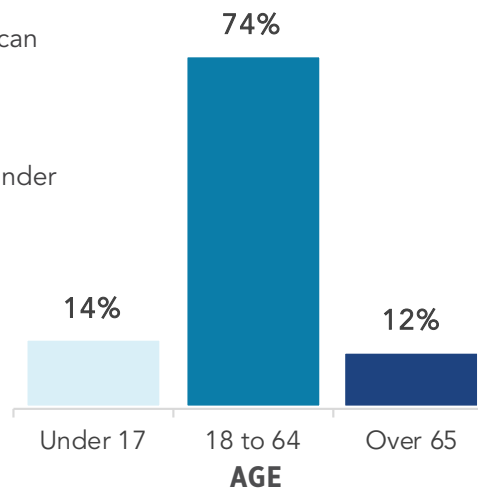
RACE

- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other

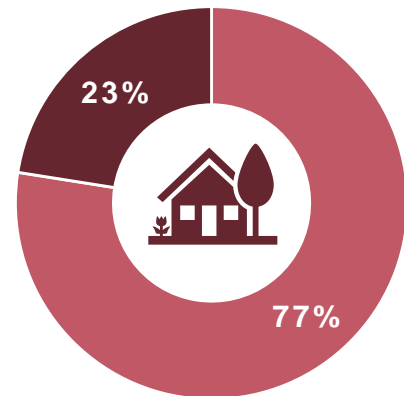
**PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE**



26.8%



**OWNER VS. RENTER
OCCUPIED HOUSING**



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

56.1%

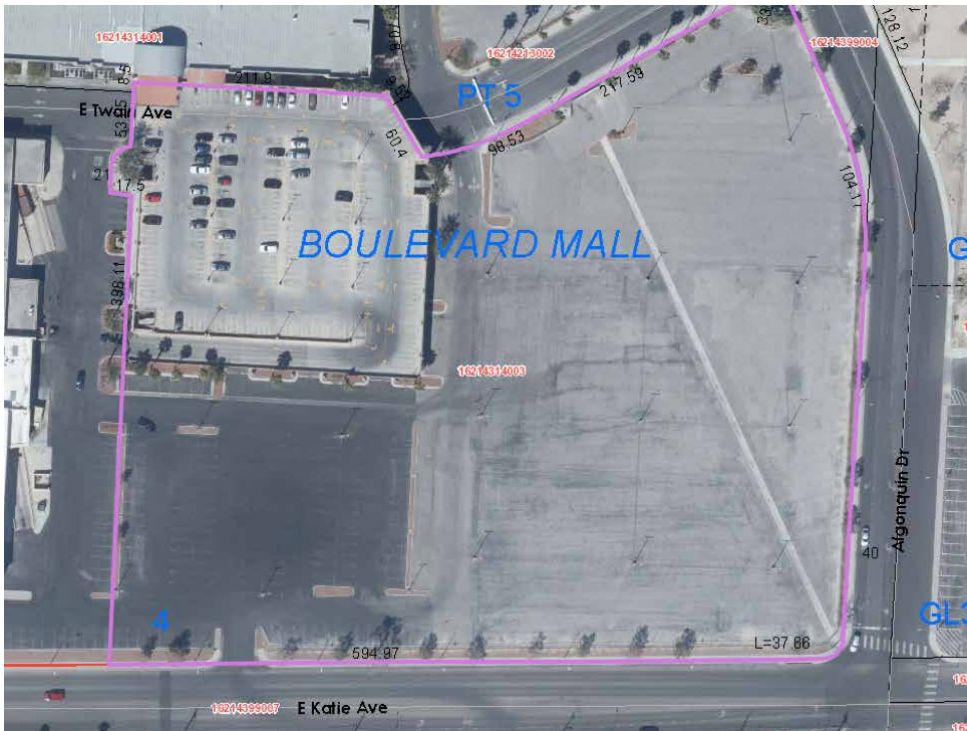
(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

3768 S. Maryland Parkway

- 1 parcel totaling 7 acres
- Current Ownership: Boulevard Ventures LLC
- Surface and structured parking



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only three bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

Within the sidewalk there are few light poles and utilities, providing a consistent path of travel along both sides. In contrast, there are multiple retail and commercial driveways on both sides which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians.

Pedestrian comfort is poor with respite only provided at the bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway and large retail parking lots also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	██████████		
Pedestrian Infrastructure	██████████		
Bicyclist Infrastructure	██████		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	3 Intersections
	Traffic Control	2 Signals
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	38% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	3.3 miles of dedicated bike facilities
	Planned Bike Lanes	10.9 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	1,594
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	67 in 2017
		Increased 131% from 2015 to 2017
	Bicyclist-Involved Crashes	0 in 2017
		None recorded from 2015 to 2017
Pedestrian-Involved Crashes	2 in 2017	
	Increased 100% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 90' curb to curb
		Travel Lanes: 3 NB, 3 SB, 1 Center Left Turn
	Average Daily Traffic	[not available]
		[not available]
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

- Add/improve crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway
- High off-street parking supply at the street front presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

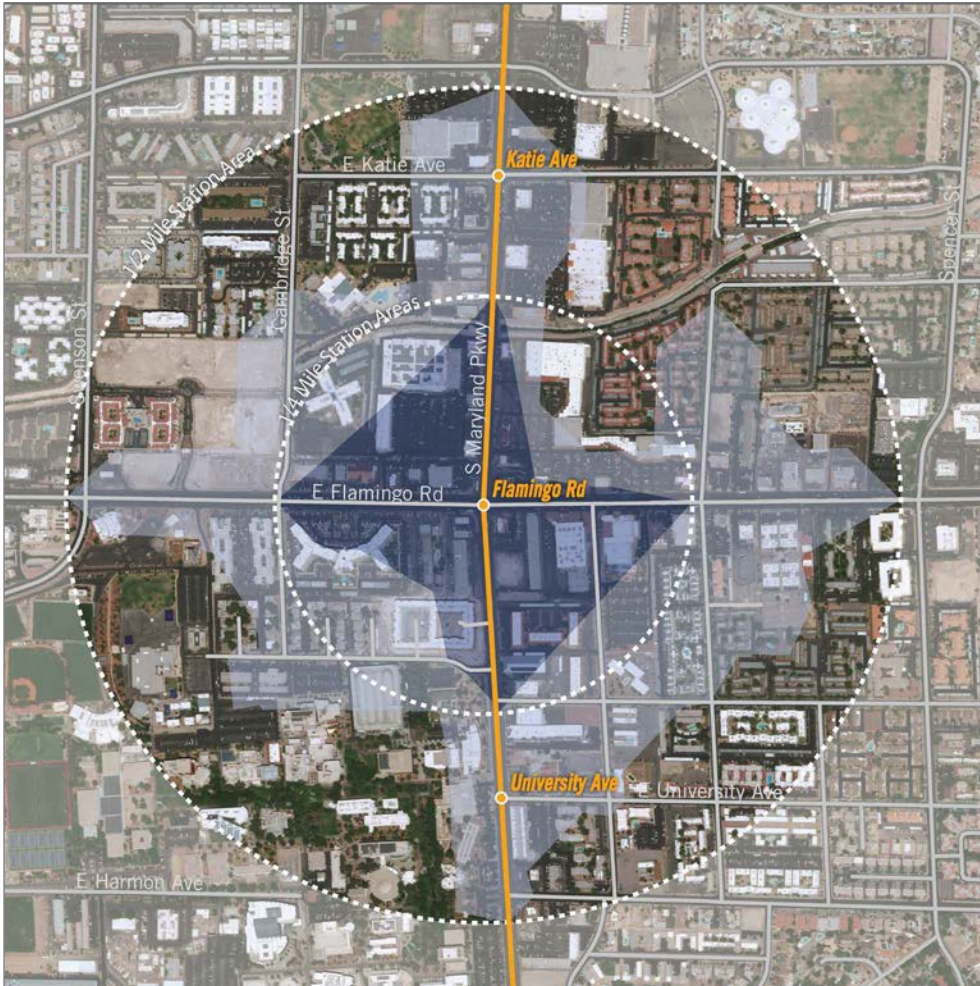
Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways and street front parking make the intersection area appear unsafe and unappealing for walking or bicycling
- Collisions more than doubled in last two years of available data
- Few connecting transit routes
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*



FLAMINGO ROAD FOCUS AREA



Focus Area Map



DESCRIPTION

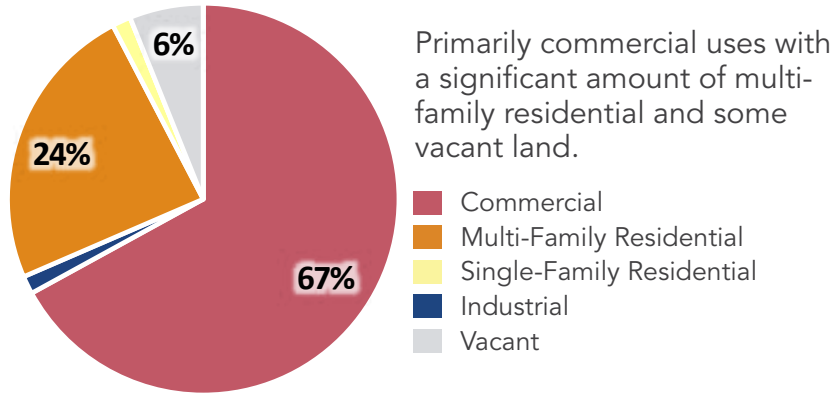
This proposed station is at the intersection of Maryland Parkway and Flamingo Avenue. The quarter-mile Focus Area is within the Paradise neighborhood. The area is primarily auto-oriented commercial with some multi-family residential.

The Focus Area just reaches into UNLV property on the southwest side but contains no other schools. Bus routes currently serving this Focus Area include Routes 109, 202 and 901. There are no parks or public gathering spaces here. Also within this Focus Area is the Flamingo Wash, an open, engineered drainage channel.

MAJOR DESTINATION / LANDMARKS

- Clark County Library
- UNLV
- Albertsons Grocery Store

EXISTING LAND USE MIX



ZONING

The zoning in this Focus Area is primarily:

- C-2 (General Commercial)

There is also a significant amount of:

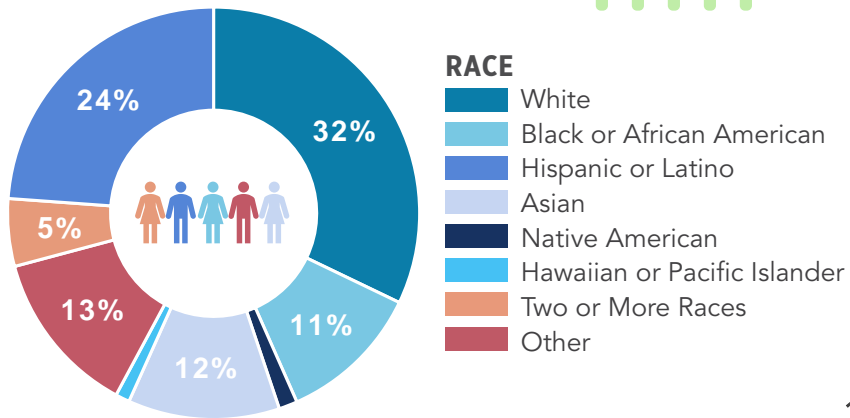
- P-F (Public Facility)
- R-5 (Apartment Residential)
- C-1 (Local Business)
- R-4 (Multiple-Family Residential)

100%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

10,109
TOTAL POPULATION

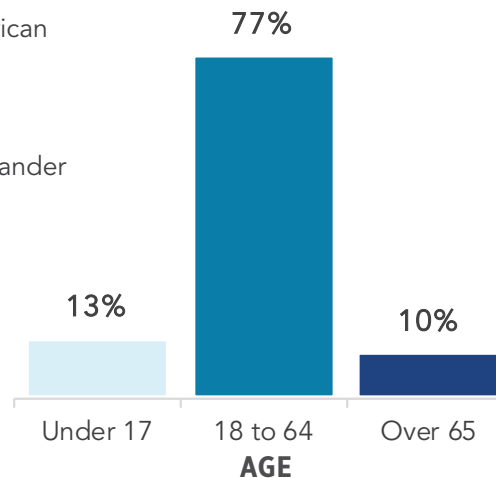


PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE
38.4%

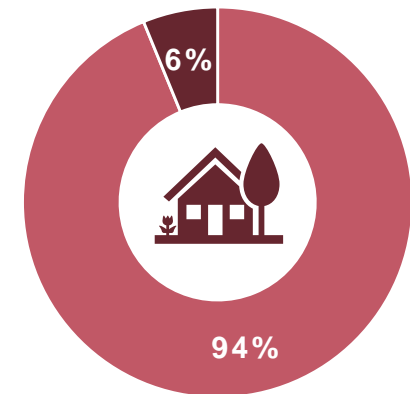
MEDIAN INCOME
\$28,376



PERCENT OF HOUSEHOLDS AT OR BELOW THE POVERTY LINE
29.6%



OWNER VS. RENTER OCCUPIED HOUSING



PERCENT OF RENT-BURDENED HOUSEHOLDS

57%

(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

4000 S. Maryland Parkway

- One parcel totaling 7.25 acre
- Current Ownership: Mission Center LLC (Windmill Realty Advisors)
- Underutilized surface parking with one vacant, large building



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only one bus stop, two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are two additional bus shelters along Flamingo Road within ½ mile radius. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

Within the sidewalk there are few light poles and utilities, providing for a consistent path of travel along both sides. In contrast, there are multiple retail and commercial driveways on both sides of the roadway and adjacent to the Flamingo Road intersection which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians.

Pedestrian comfort is poor with respite only provided at the bus shelter. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway and a prominent arterial roadway intersection also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	■		
Pedestrian Infrastructure	■	■	
Bicyclist Infrastructure	■		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	12 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	540 pedestrians observed at Harmon Avenue on a weekday in January 2016
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	38% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	49 bicyclists observed at Harmon Avenue on a weekday in January 2016
	Existing Bike Lanes	3.6 miles of dedicated bike facilities
	Planned Bike Lanes	11.8 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	3 Routes
	Average Daily Boardings	2,782
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	64 in 2017
		Increased 2% from 2015 to 2017
	Bicyclist-Involved Crashes	2 in 2017
		No change from 2015 to 2017
Pedestrian-Involved Crashes	4 in 2017	
	Increased 133% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 94' curb to curb
		Travel Lanes: 3 NB, 3 SB, 2 Center Left Turn
	Average Daily Traffic	30,500
		+9% from 2014 to 2018
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

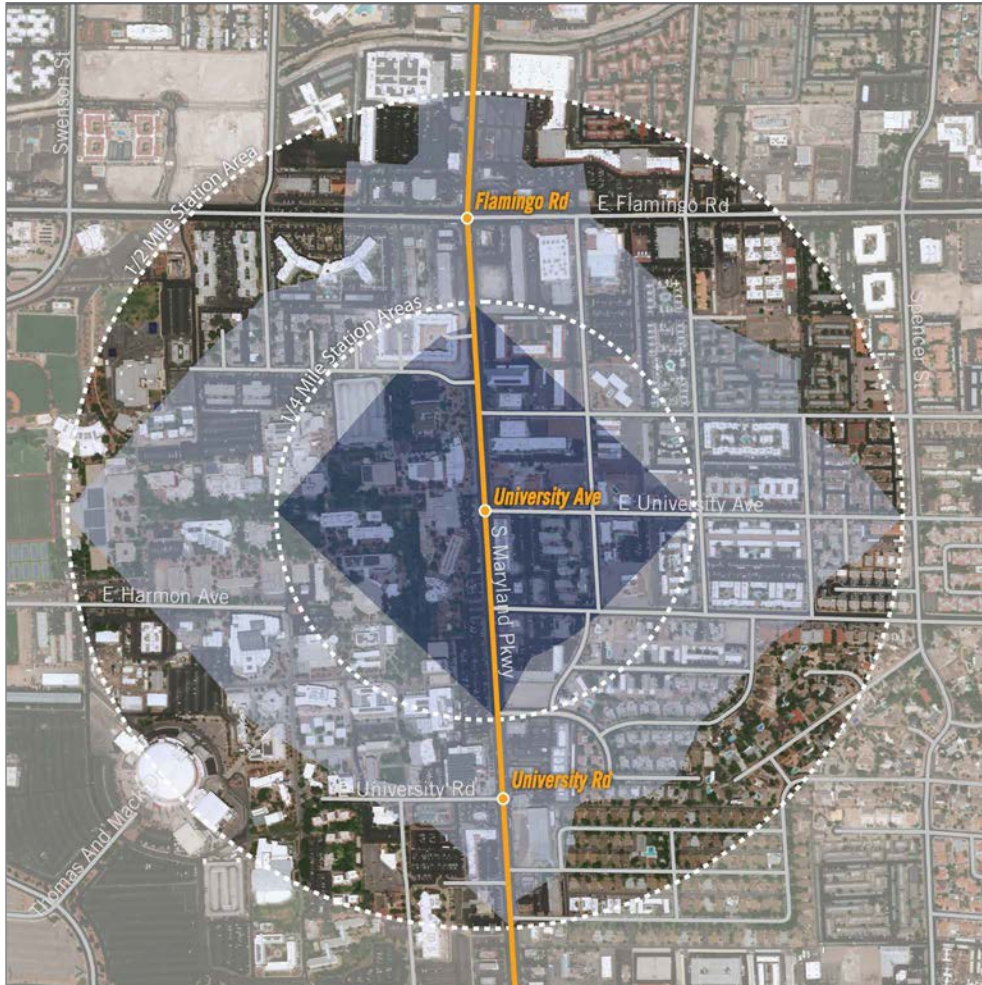
- Add/improve crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway
- High off-street parking supply at the street fronts presents opportunities for infill development, or shared-parking strategies to support park-and-ride travel

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways and street front parking make the intersection area appear unsafe and unappealing for walking or bicycling
- Collisions involving someone walking more than doubled in last two years of available data
- High traffic volumes
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

UNIVERSITY AVENUE FOCUS AREA



Focus Area Map



DESCRIPTION

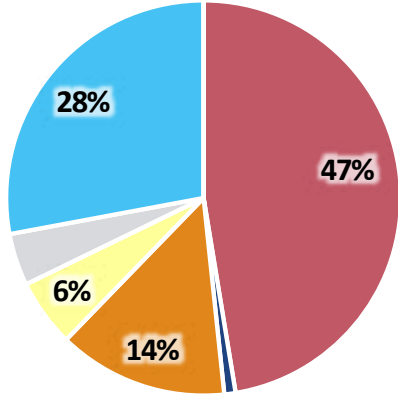
This proposed station is at the intersection of Maryland Parkway and University Avenue. The quarter-mile Focus Area is within the Paradise neighborhood. The west side of Maryland Parkway is entirely within the UNLV campus. The east side of the road has additional office and professional uses, a small amount of service commercial, and multi-family residential.

Paradise Elementary School is just outside of the Focus Area. Bus routes currently serving this Focus Area include Routes 109 and 901. Many parks and gathering spaces exist here but they are within the UNLV campus.

MAJOR DESTINATION / LANDMARKS

- University of Nevada Las Vegas (UNLV)
- UNLV Judy Bayley Theatre
- UNLV Donna Beam Fine Art Gallery
- UNLV Artemus W. Ham Concert Hall
- UNLV Marjorie Barrick Museum
- Nevada System of Higher Education
- Nevada State Board of Nursing

EXISTING LAND USE MIX



Primarily commercial uses with a strong educational component and a mix of housing types.

- Commercial
- Multi-Family Residential
- Single-Family Residential
- Industrial
- Educational
- Vacant

ZONING

The zoning in this Focus Area is primarily:

- **P-F (Public Facility)**

There is also a significant amount of:

- R-4 (Multiple-Family Residential)
- C-2 (General Commercial)
- C-1 (Local Business)
- R-1 (Single-Family Residential)

100%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

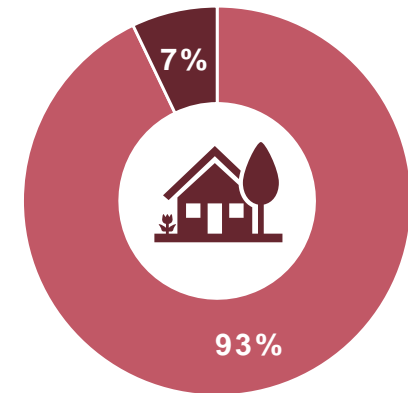
6,395
TOTAL POPULATION

MEDIAN INCOME
\$33,964



**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
25%

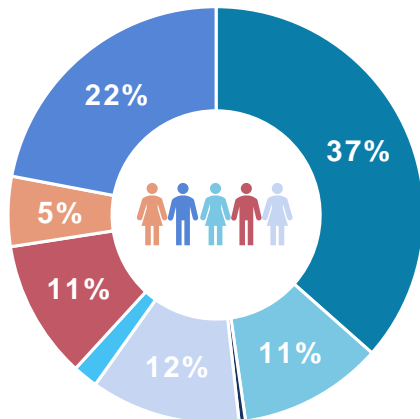
**OWNER VS. RENTER
OCCUPIED HOUSING**



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

45.3%

(Rent > 30% of Household Income)



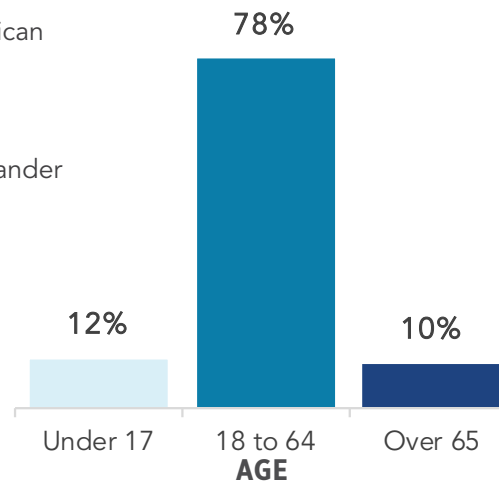
RACE

- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other

**PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE**



33.2%



PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

4440 S. Maryland Parkway (former Campus Village)

- Two parcels totaling 2.7 acres
- Current Ownership: G2-Campus Village LLC



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Although motorist focused, students utilize this section of roadway as it is an entry point into UNLV's campus. Existing infrastructure and pedestrian safety are poor to fair with only one bus stop, one bus shelter, and typically a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has minimal separation between motorists / pedestrians and is lacking protection from the sun. The streetscape along UNLV's Lee and Thomas Beam Music Center provides a very wide section of sidewalk and double row of shade trees. Additionally, The University Avenue intersection provides a signalized, striped crossing with yellow painted raised median and bollards. This is an improvement in pedestrian safety / infrastructure compared with other Maryland Parkway sections

Within the sidewalk there are numerous light poles and utilities which disrupt a consistent path of travel along the east side. In contrast, there are few driveways that intersect the sidewalk, which is an improvement in safety.

Pedestrian comfort is poor to fair with respite provided only at the bus shelter. The sidewalk on the west side of Maryland Parkway along the Thomas Beam Music Center is tree lined and provides intermittent shade, improved scale, and separation between motorists / pedestrians. The sidewalk directly adjacent to Maryland Parkway on the east side creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Orange bar representing Fair rating]		
Pedestrian Infrastructure	[Orange bar representing Fair rating]		
Bicyclist Infrastructure	[Orange bar representing Poor rating]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	15 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	540 pedestrians observed at Harmon Avenue on a weekday in January 2016
	Sidewalk Presence	100% of major streets within one mile have sidewalks on both sides of the street
	Crossings	23% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	49 bicyclists observed at Harmon Avenue on a weekday in January 2016
	Existing Bike Lanes	4.0 miles of dedicated bike facilities
	Planned Bike Lanes	11.1 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	304
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	28 in 2017
		Increased 115% from 2015 to 2017
	Bicyclist-Involved Crashes	2 in 2017
		No change from 2015 to 2017
	Pedestrian-Involved Crashes	4 in 2017
None recorded from 2015 to 2016		
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 87' curb to curb
		Travel Lanes: 3 NB, 3 SB, 0 Center Left Turn
	Average Daily Traffic	[not available]
		[change data not available]
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

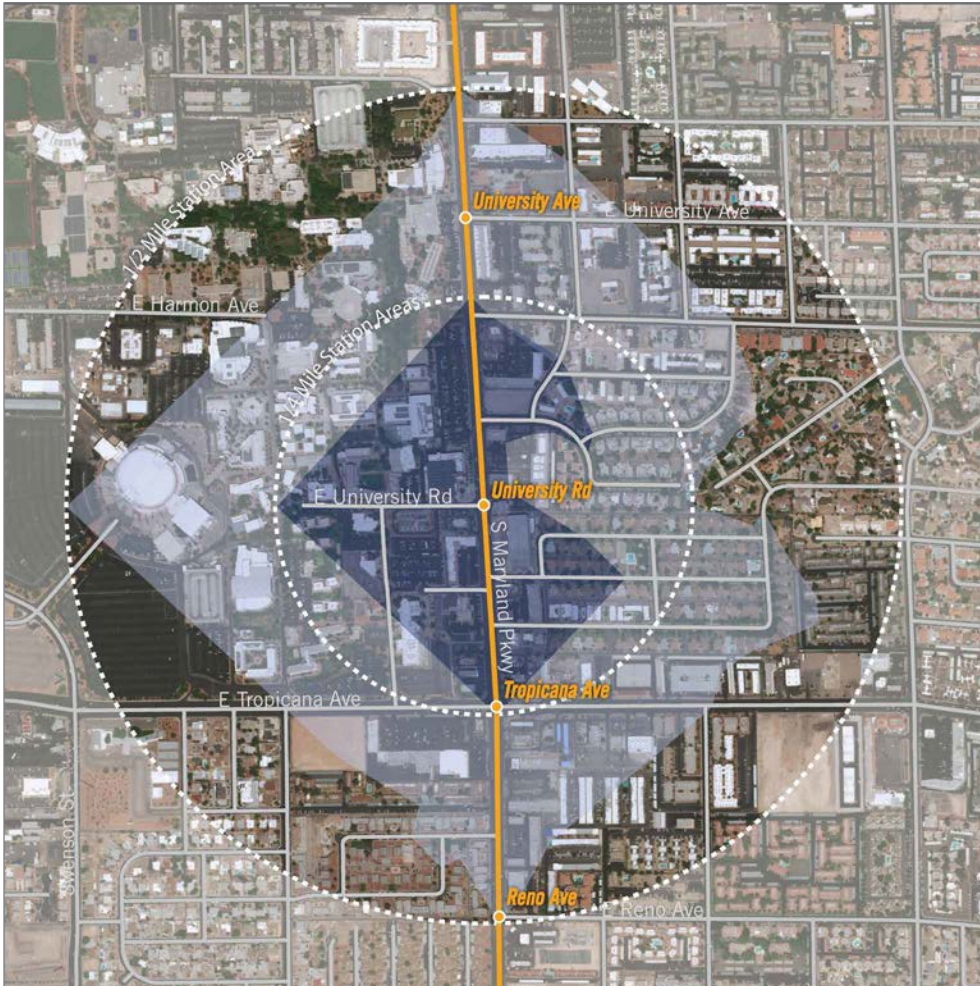
- Add/improve crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways make the intersection area appear unsafe and unappealing for walking or bicycling
- Collisions more than doubled in last two years of available data
- Few connecting transit routes
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

UNIVERSITY ROAD FOCUS AREA



Focus Area Map



DESCRIPTION

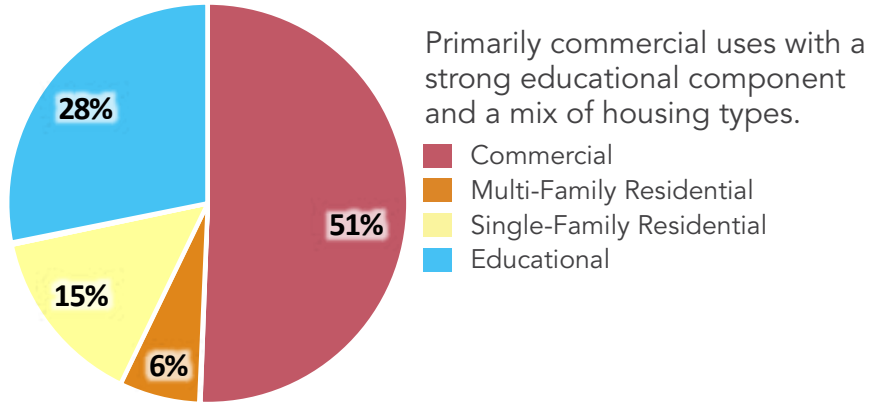
This proposed station is at the intersection of Maryland Parkway and University Road. The quarter-mile Focus Area is within the Paradise neighborhood. The west side of Maryland Parkway is almost entirely within the UNLV campus. There are commercial uses along both sides of Maryland Parkway south of University Road and east of Maryland Parkway north of University Road. The east side of the Focus Area has a mix of residential uses.

Bus routes currently serving this Focus Area include Routes 109 and 901. Many parks and gathering spaces exist here but they are within the UNLV campus.

MAJOR DESTINATION / LANDMARKS

- University of Nevada Las Vegas (UNLV)
- UNLV Bookstore
- University Gardens Shopping Center
- College Town Plaza

EXISTING LAND USE MIX



ZONING

The zoning in this Focus Area is primarily:

- **P-F (Public Facility)**

There is also a significant amount of:

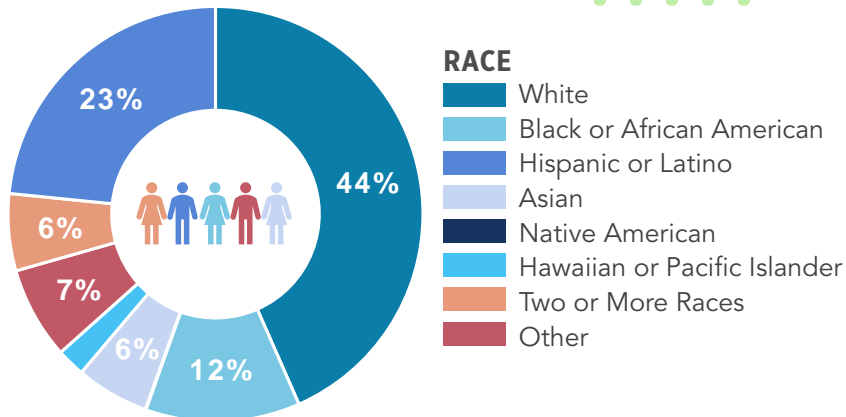
- R-3 (Multiple-Family Residential)
- C-2 (General Commercial)
- C-1 (Local Business)
- R-4 (Multiple-Family Residential)

100%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

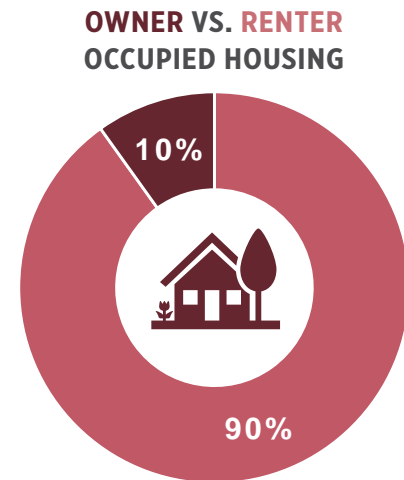
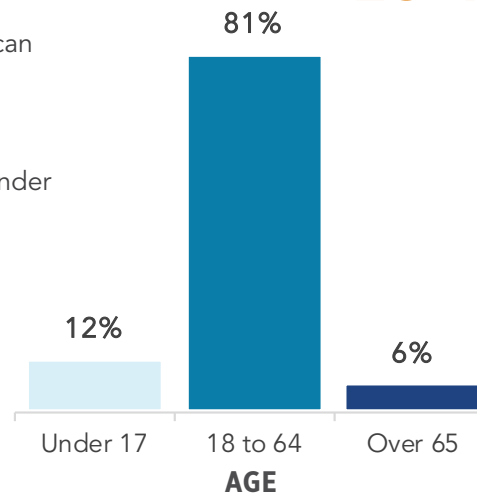
5,447
TOTAL POPULATION



PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE
27.6%

MEDIAN INCOME
\$33,058

PERCENT OF HOUSEHOLDS AT OR BELOW THE POVERTY LINE
28.4%



PERCENT OF RENT-BURDENED HOUSEHOLDS
50.9%
(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

1135 E. University Avenue

- One parcel totaling 2.2 acres
- Current Ownership: UNLV
- Surface parking and transit center - UNLV is considering creation of a regional mobility hub including student housing for the site



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with six lanes of mixed flow traffic. Although motorist focused, many students utilize this section of roadway as it is a primary entry point into UNLV's campus. There are no designated bus or bike lanes.

Within the sidewalk there are numerous light poles and utilities which disrupt a consistent path of travel. Additionally, there are multiple retail driveways on both sides which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorists and pedestrians.

The UNLV Transit Center is located west of the intersection within a 1/2 mile radius, and provides a key existing transportation infrastructure element. Pedestrian comfort here is very good with a shade structure, trees and benches.

Pedestrian comfort is poor to fair with respite provided only at the bus shelter. Trees along the sidewalk on the west side of Maryland Parkway (in front of Greenspun Hall) provide intermittent shade, improved scale, and separation between motorists and pedestrians. The sidewalk on the east side of Maryland Parkway is narrow, has minimal separation between motorists / pedestrians and is lacking protection from the sun. This creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Progress bar showing approximately 60% in the Fair category]		
Pedestrian Infrastructure	[Progress bar showing approximately 80% in the Fair category]		
Bicyclist Infrastructure	[Progress bar showing approximately 20% in the Poor category]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	22 Intersections
	Traffic Control	3 Signals
WALKING	Pedestrian Counts	540 pedestrians observed at Harmon Avenue on a weekday in January 2016
	Sidewalk Presence	97% of major streets within one mile have sidewalks on both sides of the street
	Crossings	27% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	49 bicyclists observed at Harmon Avenue on a weekday in January 2016
	Existing Bike Lanes	4.7 miles of dedicated bike facilities
	Planned Bike Lanes	8.9 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	3 Routes
	Average Daily Boardings	941
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	43 in 2017
		Increased 59% from 2015 to 2017
	Bicyclist-Involved Crashes	1 in 2017
		Decreased 50% from 2015 to 2017
	Pedestrian-Involved Crashes	3 in 2017
None recorded from 2015 to 2016		
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 88' curb to curb
		Travel Lanes: 3 NB, 3 SB, 1 Center Left Turn
	Average Daily Traffic	[not available]
		[change data not available]
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

- Fill gaps in the sidewalk network and add crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway

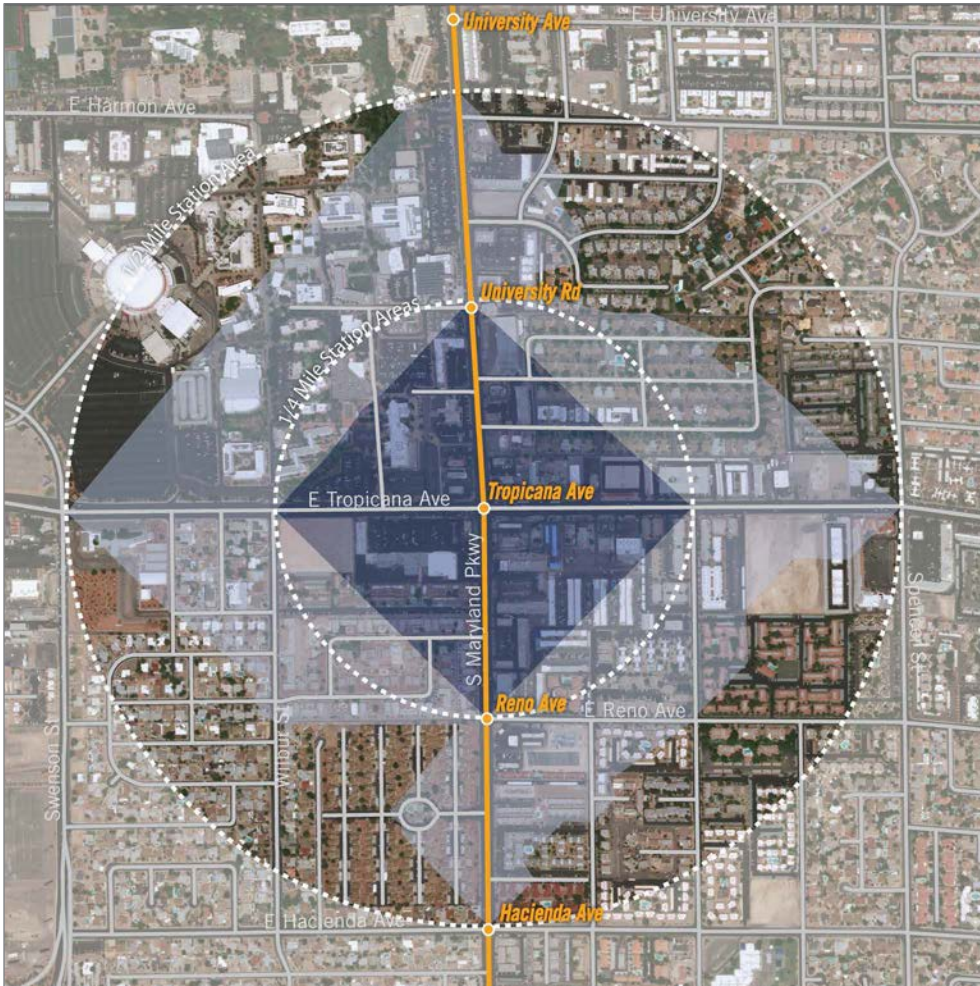
Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways and street front parking make the intersection area appear unsafe and unappealing for walking or bicycling
- Few connecting transit routes
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*



TROPICANA AVE FOCUS AREA



Focus Area Map



DESCRIPTION

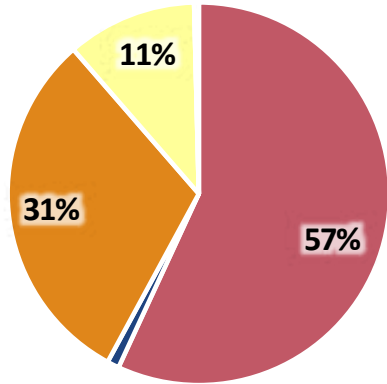
This proposed station is at the intersection of Maryland Parkway and Tropicana Avenue. The quarter-mile Focus Area is within the Paradise neighborhood. The northwest quadrant of this Focus Area is within the UNLV campus. There are commercial uses along most of Maryland Parkway and Tropicana Avenue. There is also a strong mix of residential uses.

Bus routes currently serving this Focus Area include Routes 109, 201 and 901. A few parks and gathering spaces exist here but they are within the UNLV campus.

MAJOR DESTINATION / LANDMARKS

- University of Nevada Las Vegas (UNLV)
- College Town Plaza
- Camelot Shopping Center
- Vons Grocery Store

EXISTING LAND USE MIX



A balanced mix of commercial, multi-family residential, and single-family residential uses.

- Commercial
- Multi-Family Residential
- Single-Family Residential
- Industrial

ZONING

The zoning in this Focus Area is primarily:

- **C-2 (General Commercial District)**

There is also a significant amount of:

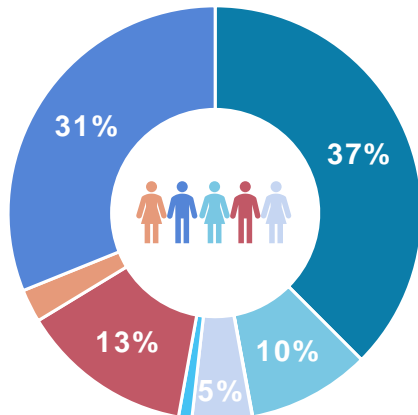
- R-4 (Multiple-Family Residential)
- P-F (Public Facility)
- R-3 (Multiple-Family Residential)
- R-5 (Apartment Residential District)
- C-1 (Local Business District)

98%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

7,267
TOTAL POPULATION



- RACE**
- White
 - Black or African American
 - Hispanic or Latino
 - Asian
 - Native American
 - Hawaiian or Pacific Islander
 - Two or More Races
 - Other

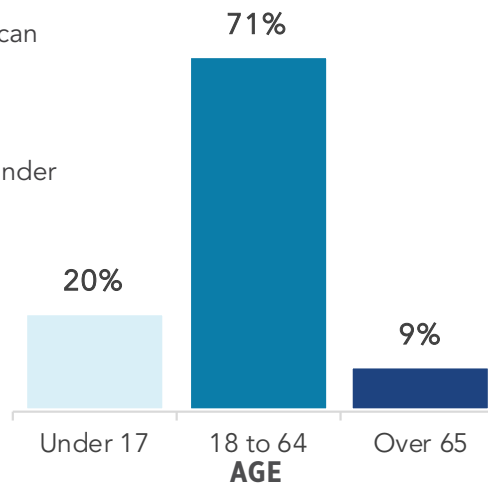
**PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE**

31.7%

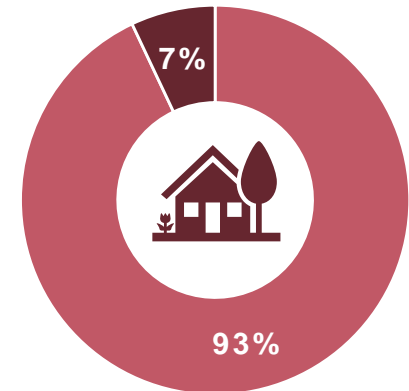
MEDIAN INCOME
\$29,705



**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
28.7%



**OWNER VS. RENTER
OCCUPIED HOUSING**



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

53.5%

(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

1250 E. Tropicana Avenue

- Two parcels totaling 2.2 acres
- Current Ownership: Tropicana Z Holdings LLC
- Brownfield Study Site - industrial use



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with four lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are two additional bus shelters on Tropicana Avenue within ½ mile radius. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

Within the sidewalk there are numerous light poles and utilities which disrupt a consistent path of travel along both sides. Additionally, there are multiple retail and commercial driveways on both sides of the roadway and adjacent to the Tropicana Avenue intersection which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians.

Pedestrian comfort is poor with respite provided only at the bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway and a prominent arterial roadway intersection also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	■		
Pedestrian Infrastructure	■	■	
Bicyclist Infrastructure	■		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	17 Intersections
	Traffic Control	2 Signals
WALKING	Pedestrian Counts	540 pedestrians observed at Harmon Avenue on a weekday in January 2016
	Sidewalk Presence	88% of major streets within one mile have sidewalks on both sides of the street
	Crossings	18% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	49 bicyclists observed at Harmon Avenue on a weekday in January 2016
	Existing Bike Lanes	4.4 miles of dedicated bike facilities
	Planned Bike Lanes	6.6 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	3 Routes
	Average Daily Boardings	2,254
	Planned Transit Changes	Planned Route (OnBoard 2040): Harmon
SAFETY	Total Crashes	72 in 2017
		Increased 95% from 2015 to 2017
	Bicyclist-Involved Crashes	2 in 2017
		Decreased 33% from 2015 to 2017
Pedestrian-Involved Crashes	6 in 2017	
	Increased 500% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 98' curb to curb
		Travel Lanes: 3 NB, 3 SB, 2 Center Left Turn
	Average Daily Traffic	[not available]
		[change data not available]
	Posted Speed	30 MPH
Actual Speed	[not available]	

Opportunities

- Fill gaps in the sidewalk network and add crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway

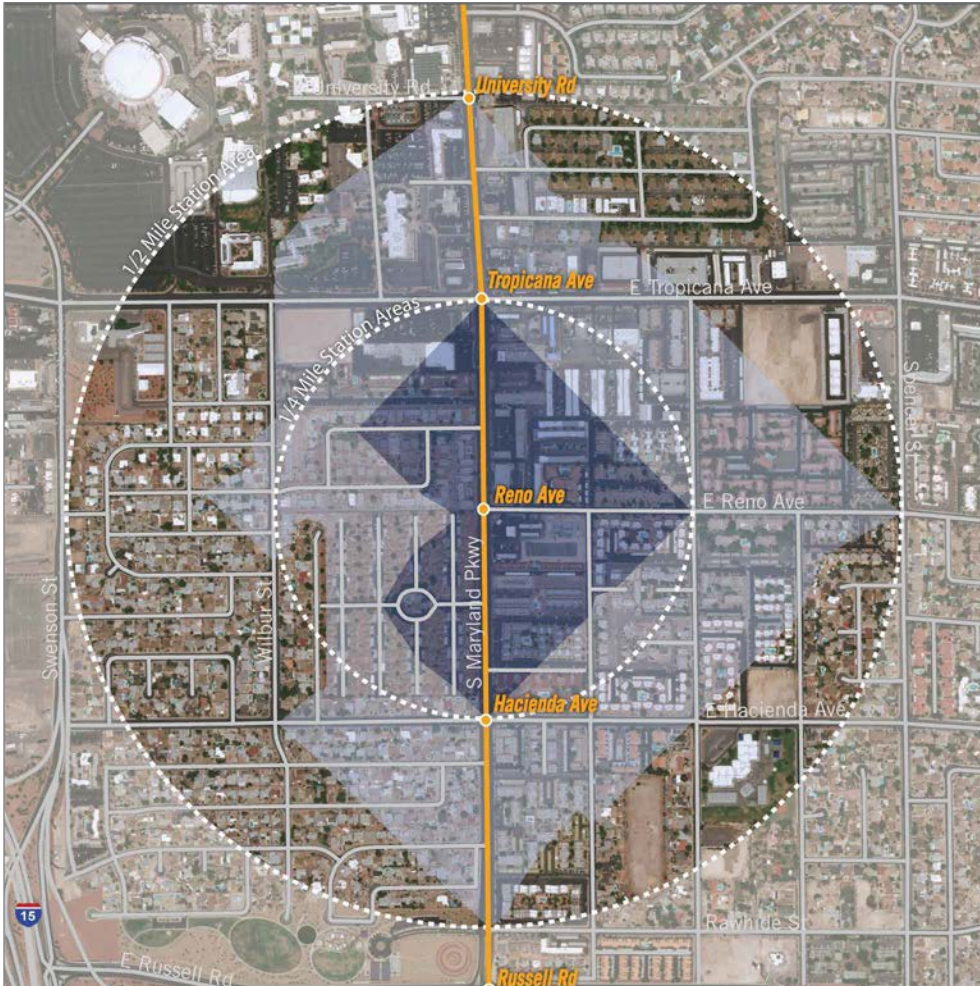
Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways make the intersection area appear unsafe and unappealing for walking or bicycling
- Collisions nearly doubled in last two years of available data—collisions involving someone walking increased by a factor of five
- Area parking supply is primarily privately operated

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*



RENO AVENUE FOCUS AREA



Focus Area Map



DESCRIPTION

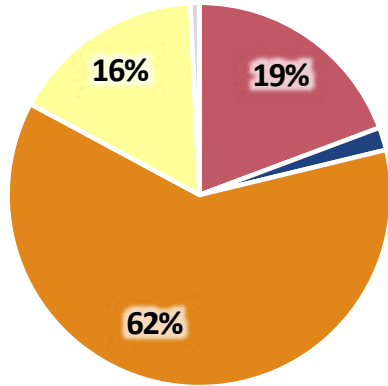
This proposed station is at the intersection of Maryland Parkway and Reno Avenue. The quarter-mile Focus Area is within the Paradise neighborhood. This area is primarily multi-family residential uses with some single-family residential as well. It also includes commercial uses along the east side Maryland Parkway north of Reno Avenue and at the intersection with Tropicana Avenue to the north.

Gene Ward Elementary School is just outside the Focus Area. Bus routes currently serving this Focus Area include Routes 109 and 901. No parks or public gathering spaces exist here.

MAJOR DESTINATION / LANDMARKS

- Vons Grocery Store
- Camelot Shopping Center

EXISTING LAND USE MIX



Mostly multi-family residential uses with supportive commercial and some single-family residential housing options.

- Commercial
- Multi-Family Residential
- Single-Family Residential
- Industrial
- Vacant

ZONING

The zoning in this Focus Area is primarily:

- R-3 (Multiple-Family Residential)
- R-4 (Multiple-Family Residential)

There is also a significant amount of:

- C-2 (General Commercial)
- R-5 (Apartment Residential)

84%
OF THIS FOCUS AREA IS WITHIN THE
MIDTOWN MARYLAND PARKWAY DISTRICT ZONING OVERLAY



DEMOGRAPHICS

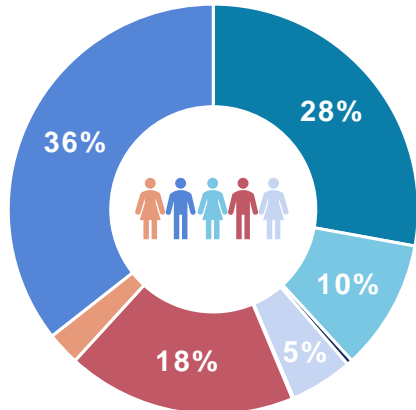
4,829
TOTAL POPULATION

\$27,197
MEDIAN INCOME



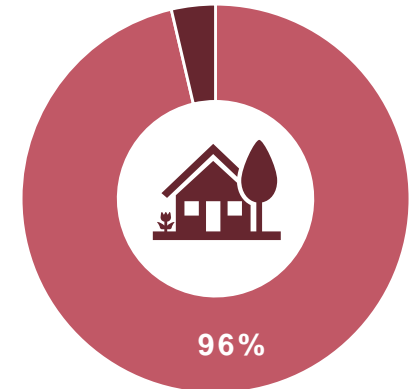
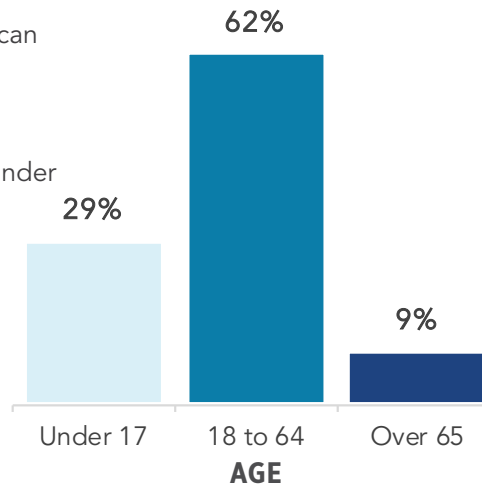
30.8%
PERCENT OF HOUSEHOLDS AT OR BELOW THE POVERTY LINE

OWNER VS. RENTER OCCUPIED HOUSING



- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other

34.9%
PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE



54.5%
PERCENT OF RENT-BURDENED HOUSEHOLDS

(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

The following vacant and/or publicly owned parcel(s) have been identified as candidate parcels for TOD or equitable TOD (eTOD) according to the criteria noted on page 19.

4792 S. Maryland Parkway

- 1 parcel totaling 4.42 acres
- Current Ownership: Camelot Shopping Center LLC
- Underutilized parking lot in a derelict shopping center and very low acquisition price



EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with four lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun. The Reno Avenue intersection provides a signalized, striped crossing with yellow painted raised median and bollards. This is an improvement in pedestrian safety / infrastructure compared with other Maryland Parkway sections.

Within the sidewalk there are numerous light poles and utilities which disrupt a consistent path of travel along both sides. Additionally, there are multiple driveways along the east side which intersect the sidewalk with no pedestrian markings. This creates many safety conflict zones between motorists and pedestrians.

Pedestrian comfort is poor with respite provided only at the bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Progress bar showing approximately 60% in the Fair column]		
Pedestrian Infrastructure	[Progress bar showing approximately 40% in the Fair column]		
Bicyclist Infrastructure	[Progress bar showing approximately 20% in the Poor column]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	29 Intersections
	Traffic Control	1 Signal
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	87% of major streets within one mile have sidewalks on both sides of the street
	Crossings	7% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	3.7 miles of dedicated bike facilities
	Planned Bike Lanes	5.2 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	1,687
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	31 in 2017
		Increased 107% from 2015 to 2017
	Bicyclist-Involved Crashes	1 in 2017
		No change from 2015 to 2017
Pedestrian-Involved Crashes	3 in 2017	
	Decreased 57% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 88' curb to curb
		Travel Lanes: 3 NB, 3 SB, 0 Center Left Turn
	Average Daily Traffic	20,300
		-88% from 2014 to 2018
	Posted Speed	35 MPH
Actual Speed	[not available]	

Opportunities

- Fill gaps in the sidewalk network and add crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways make the intersection area appear unsafe and unappealing for walking or bicycling
- Relatively high traffic volumes and posted speed limit
- Collisions more than doubled in last two years of available data
- Few connecting transit routes

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

HACIENDA AVENUE FOCUS AREA



Focus Area Map



DESCRIPTION

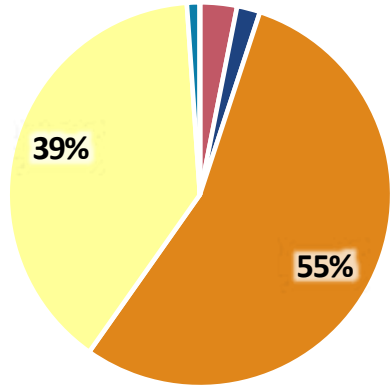
This proposed station is at the intersection of Maryland Parkway and Hacienda Avenue. The quarter-mile Focus Area is within the Paradise neighborhood. This area is almost entirely residential uses with a mix of multi-family and single-family.

Gene Ward Elementary School is just outside the Focus Area. Bus routes currently serving this Focus Area include Routes 109 and 901. No parks or public gathering spaces exist within the 1/4 mile Focus Area, but Siegfried and Roy Park exists near Russell Road and Maryland Parkway, within a 1/2 mile from the Hacienda Avenue Station.

MAJOR DESTINATION / LANDMARKS

- None

EXISTING LAND USE MIX



Almost entirely residential uses but balanced between single-family and multi-family.

- Commercial
- Multi-Family Residential
- Single-Family Residential
- Industrial
- Special Purpose or Use Properties

ZONING

The zoning in this Focus Area is primarily:

- R-3 (Multiple-Family Residential)
- R-1 (Single-Family Residential)

There is also a significant amount of:

- R-4 (Multiple-Family Residential)
- R-E (Rural Estates Residential)

80%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



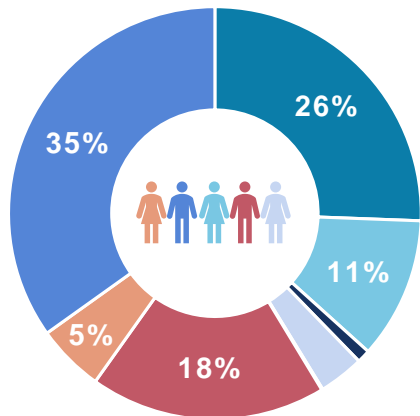
DEMOGRAPHICS

5,833
TOTAL POPULATION

MEDIAN INCOME
\$31,628



**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
30.4%



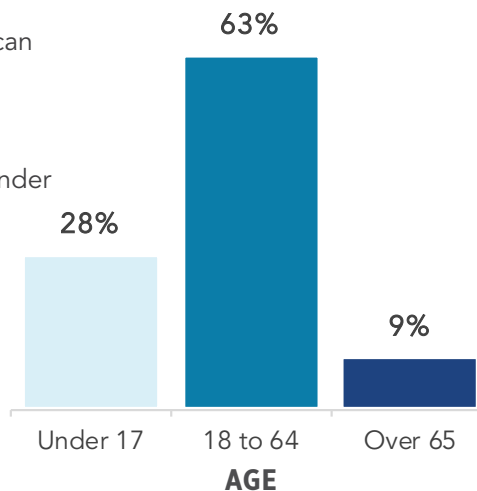
RACE

- White
- Black or African American
- Hispanic or Latino
- Asian
- Native American
- Hawaiian or Pacific Islander
- Two or More Races
- Other

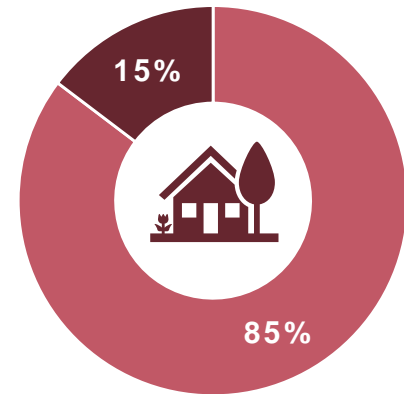
**PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE**



25.7%



**OWNER VS. RENTER
OCCUPIED HOUSING**



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

55.1%

(Rent > 30% of Household Income)

PUBLICLY OWNED / VACANT LAND

No candidate parcels for TOD or equitable TOD (eTOD) due to airport noise restrictions and lack of parcels that met evaluation criteria noted on page 19.

EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with four lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

Within the sidewalk there are numerous light poles and utilities which disrupt a consistent path of travel along both sides. In contrast, there are few driveways that intersect the sidewalk, which is an improvement in safety.

Pedestrian comfort is poor with respite provided only at the bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Progress bar showing approximately 30% in the Poor category]		
Pedestrian Infrastructure	[Progress bar showing approximately 35% in the Poor category]		
Bicyclist Infrastructure	[Progress bar showing approximately 15% in the Poor category]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	33 Intersections
	Traffic Control	1 Signal
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	88% of major streets within one mile have sidewalks on both sides of the street
	Crossings	5% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	3.5 miles of dedicated bike facilities
	Planned Bike Lanes	4.7 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	2 Routes
	Average Daily Boardings	257
	Planned Transit Changes	No additional new routes planned in Focus Area (OnBoard 2040)
SAFETY	Total Crashes	19 in 2017
		Increased 58% from 2015 to 2017
	Bicyclist-Involved Crashes	1 in 2017
		No change from 2015 to 2017
Pedestrian-Involved Crashes	7 in 2017	
	Increased 133% from 2015 to 2017	
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 86' curb to curb
		Travel Lanes: 3 NB, 3 SB, 1 Center Left Turn
	Average Daily Traffic	20,300
		-88% from 2014 to 2018
	Posted Speed	35 MPH
Actual Speed	[not available]	

Opportunities

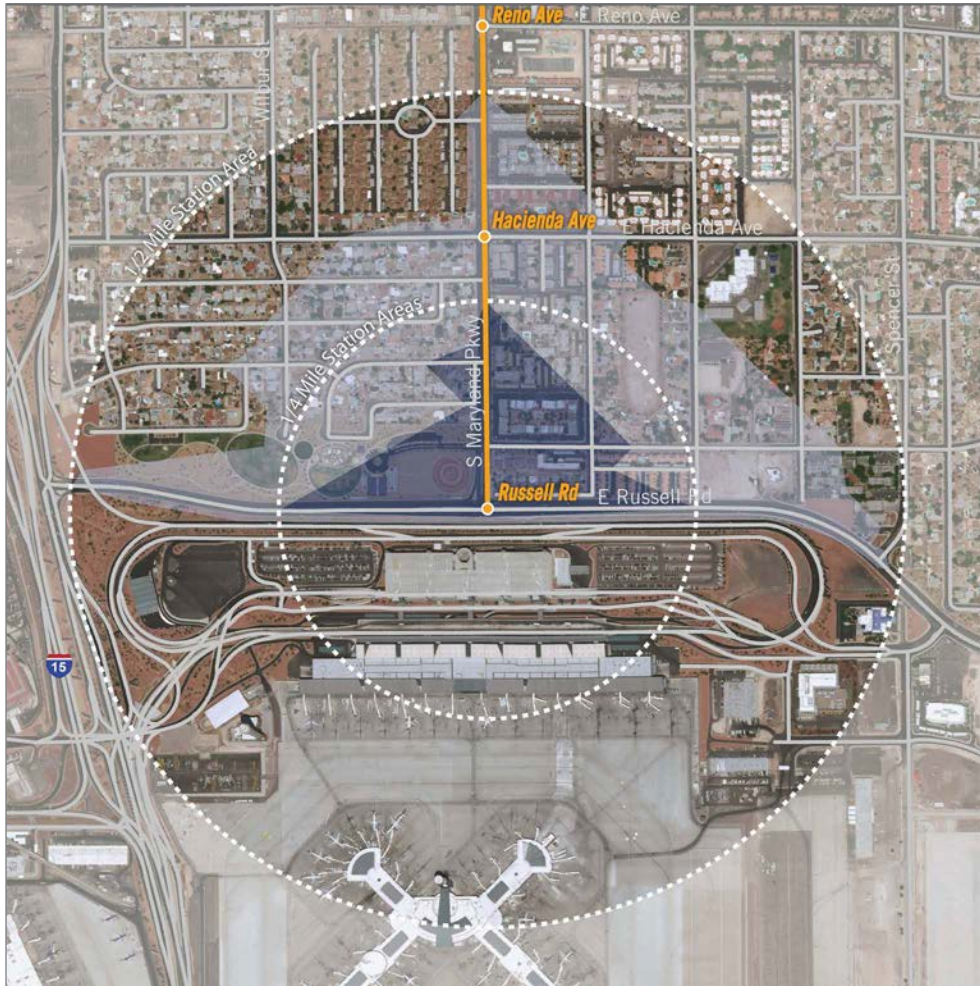
- Fill gaps in the sidewalk network and add crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways make the intersection area appear unsafe and unappealing for walking or bicycling
- Relatively high traffic volumes and posted speed limit
- Few options for pedestrians to cross Maryland Parkway, coupled with few marked and ADA compliant crosswalks
- Few connecting transit routes

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*

RUSSELL ROAD FOCUS AREA



Focus Area Map



DESCRIPTION

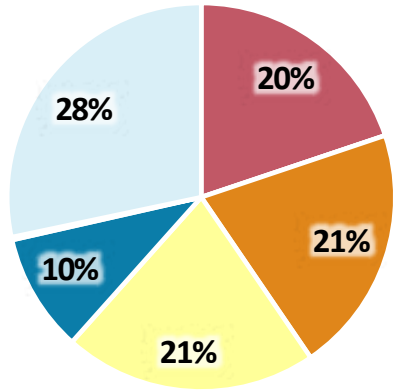
This proposed station is at the intersection of Maryland Parkway and Russell Road. The quarter-mile Focus Area is within the Paradise neighborhood. The Focus Area intersects with Terminal 3 of McCarran International Airport on the southern half, serving as a natural terminus for the Maryland Parkway Corridor. The area north of the airport includes residential uses and Siegfried and Roy Park. There are shops and restaurants within the airport terminal.

There are no schools within the Focus Area. Bus routes currently serving this Focus Area include Routes 109, 901 and 902.

MAJOR DESTINATION / LANDMARKS

- McCarran International Airport
- Siegfried and Roy Park

EXISTING LAND USE MIX



A strong, balanced mix of uses.

- Commercial
- Multi-Family Residential
- Single-Family Residential
- Special Purpose or Use Properties
- Transportation/Utilities/Communication

ZONING

The zoning in this Focus Area is primarily:

- **P-F (Public Facility)**

There is also a significant amount of:

- R-1 (Single-Family Residential)
- R-4 (Multiple-Family Residential)
- R-2 (Medium Density Residential)
- R-E (Rural Estates Residential)

27%
OF THIS FOCUS
AREA IS WITHIN THE
**MIDTOWN MARYLAND
PARKWAY DISTRICT
ZONING OVERLAY**



DEMOGRAPHICS

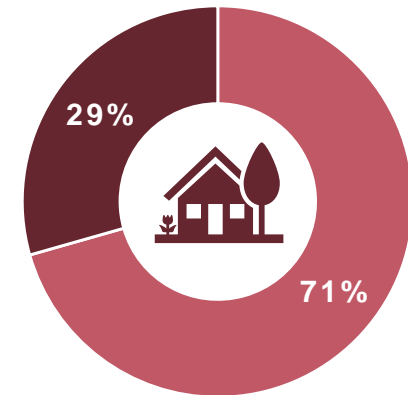
1,974
TOTAL POPULATION

MEDIAN INCOME
\$40,579



**PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE**
24.7%

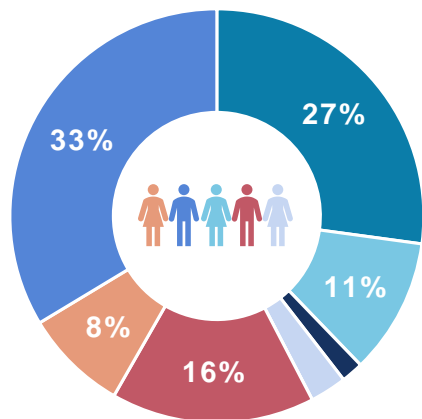
**OWNER VS. RENTER
OCCUPIED HOUSING**



**PERCENT OF RENT-
BURDENED HOUSEHOLDS**

50%

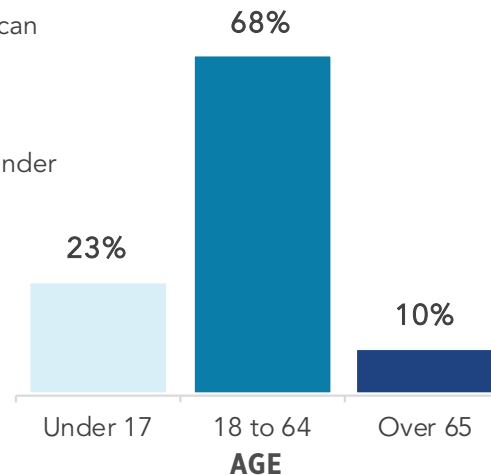
(Rent > 30% of Household Income)



- RACE**
- White
 - Black or African American
 - Hispanic or Latino
 - Asian
 - Native American
 - Hawaiian or Pacific Islander
 - Two or More Races
 - Other

**PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE**

16%



PUBLICLY OWNED / VACANT LAND

No candidate parcels for TOD or equitable TOD (eTOD) due to airport noise restrictions and lack of parcels that met evaluation criteria noted on page 19.

EXISTING INFRASTRUCTURE CONDITIONS

This section of roadway is motorist focused and very wide with four lanes of mixed flow traffic. Existing infrastructure and pedestrian safety are poor with only two bus shelters and a narrow sidewalk provided adjacent to the roadway. There are no designated bus or bike lanes. The sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun.

Within the sidewalk there are numerous light poles and utilities which disrupt a consistent path of travel along both sides. In contrast, there are few driveways that intersect the sidewalk, which is an improvement in safety.

Pedestrian comfort is poor with respite provided only at the bus shelters. There is a significant lack of pedestrian scale with the absence of street trees or streetscape furniture. The sidewalk directly adjacent to Maryland Parkway also creates a significantly negative impact on pedestrian scale, safety, and comfort.

Existing Infrastructure Rating

	Poor	Fair	Good
Pedestrian Safety	[Progress bar: 25% in Poor, 75% empty]		
Pedestrian Infrastructure	[Progress bar: 33% in Poor, 67% empty]		
Bicyclist Infrastructure	[Progress bar: 17% in Poor, 83% empty]		

See page 27 for criteria for the above ratings.

TRANSPORTATION NETWORK

**All metrics are based on a 0.25 mile radius around planned station locations, unless otherwise noted.*

TOPIC	METRIC	CONDITION
STREET NETWORK	Intersection Density	21 Intersections
	Traffic Control	1 Signal
WALKING	Pedestrian Counts	[not available]
	Sidewalk Presence	87% of major streets within one mile have sidewalks on both sides of the street
	Crossings	8% of intersections have marked crosswalks or ADA ramps present
BICYCLING	Bicyclist Counts	[not available]
	Existing Bike Lanes	3.1 miles of dedicated bike facilities
	Planned Bike Lanes	4.2 miles of dedicated bike facilities
TRANSIT	Number of Transit Routes	3 Routes
	Average Daily Boardings	292
	Planned Transit Changes	Planned Route (OnBoard 2040): Russell / Gibson
SAFETY	Total Crashes	21 in 2017
		Increased 110% from 2015 to 2017
	Bicyclist-Involved Crashes	1 in 2017
		No change from 2015 to 2017
	Pedestrian-Involved Crashes	4 in 2017
		No change from 2015 to 2017
DRIVING	Street Layout	Adjacent to the station Maryland Parkway is 101' curb to curb
		Travel Lanes: 4 NB, 1 SB, 2 Center Left Turn
	Average Daily Traffic	[not available]
		[not available]
	Posted Speed	35 MPH
Actual Speed	[not available]	

Opportunities

- Fill gaps in the sidewalk network and add crosswalks and curb ramps at intersections
- Consider adding signals at key intersections
- Implement planned bike facilities
- Explore re-purposing of travel lanes on Maryland Parkway

Barriers

- Disconnected street network offers few route options for people walking and bicycling
- Wide roadways make the intersection area appear unsafe and unappealing for walking or bicycling
- Relatively high posted speed limit
- Collisions more than doubled in last two years of available data

**Data Sources: Clark County, City of Las Vegas, Google Earth, NDOT, RTC of Southern Nevada*



4

FOCUS AREAS SUMMARY

This final section of the Existing Conditions and Needs Assessment Report provides a series of concluding thoughts in several key categories, including land use and zoning; vacant and publicly-owned land, infrastructure conditions and the transportation network.

The report concludes with a table that compares the TOD Supportiveness related to physical and key regulatory factors for each of the 13 Focus Areas. Note that there will be a deeper dive on several aspects of the priority Focus Areas when those are determined for the more detailed TOD planning effort.

Finally, the results of this report, while very telling, should not be used in isolation. It will be important to consider the key findings contained here along with economic analysis and community feedback before determining priority Focus Areas for further planning and design.

FOCUS AREA TOD SUPPORTIVENESS COMPARISON

LAND USE AND ZONING

A mix of land uses provides activity in an area at all times of day, reduced traffic and parking demand, increased walkability, and a sustainable development pattern. Although the study area has a horizontal mix of uses overall, this rarely happens within walkable sub-sections. There is also very little vertical mixed use.

Zoning varies across the corridor with the most prominent zoning districts being (in order): C-2, P-F, R-4, R-1, and R-3. R-4 and R-3 are medium to high density residential zones.

VACANT AND PUBLICLY-OWNED LAND

There are key reasons why vacant/public land parcels provide better TOD economic (re)development opportunities than occupied, private land as follows:

- Nevada law allows local governments to sell property they own at less than fair market value for public purposes and for economic (re)development
- RTC, Clark County and the City of Las Vegas have as key policy goals the development of affordable, urban housing and (re)development of the Maryland Parkway Corridor so they are motivated to provide incentives
- TOD has higher risks and lower profit margins than conventional, greenfield development, so incentives for TOD are often necessary--and those incentives come, quite often, from governments in the form of free or discounted land, waivers of conditions, expedited entitlement approvals and/or joint development opportunities
- Vacant parcels are, usually, much less expensive to purchase than a parcel with an occupied building with a non-TOD use, and demolition costs of the non-TOD use also increase the overall cost of TOD.

INFRASTRUCTURE CONDITIONS

Overall the proposed route is considered a poor environment for existing transportation infrastructure and pedestrian safety. Besides bus stops, bus shelters and narrow sidewalks, the route provides minimal existing infrastructure elements adjacent to Maryland Parkway. There are no existing designated bike or bus lanes. Although not located adjacent to Maryland Parkway, the UNLV Transit Center is within ½ mile radius and provides the only key existing infrastructure element. Maryland Parkway is motorist focused and very wide with four to six lanes of mixed flow traffic. Typically the sidewalk has no separation between motorists / pedestrians and is significantly lacking protection from the sun. This is potentially unsafe for pedestrians walking next to traffic and exposure to the intense Las Vegas sunlight. Within the sidewalk there are many light poles and utilities which disrupt a consistent path of travel along both sides. Additionally, there are multiple residential, retail, and commercial driveways along both sides which intersect the sidewalk path of travel with no pedestrian markings. This creates many safety conflict zones between motorist traffic and pedestrians.

TRANSPORTATION NETWORK

Nearly four miles of the Maryland Parkway Corridor are located in Clark County, south of the City of Las Vegas. The southern end of the corridor is a wider suburban arterial road, and is generally less walkable and bikeable, with lower intersection density, fewer traffic signals, and higher vehicle volumes, than the more narrow, denser urban development along the north end of the route within the City of Las Vegas.

There have been more vehicle collisions along the corridor involving people walking than for people bicycling. Opportunities exist to improve safety and access for people walking and bicycling, including infrastructure and programmatic improvements.

Planned multimodal connections include two new transit routes and numerous dedicated bicycle lanes.

TOD SUPPORTIVENESS COMPARISON TABLE

This table ranks each Focus Area based on the readiness indicators outlined in the Focus Area profiles. A Focus Area is considered more “TOD ready” if it currently has a strong mix of land uses, is more covered by the Midtown Maryland Parkway District zoning overlay, more development or redevelopment opportunities, high quality infrastructure conditions, and strong connectivity for bikes, pedestrians and cars.

	SAHARA AVENUE	KAREN AVENUE	SUNRISE HOSPITAL	DESERT INN ROAD	BOULEVARD MALL	KATIE AVENUE	FLAMINGO ROAD	UNIVERSITY AVENUE	UNIVERSITY ROAD	TROPICANA AVENUE	RENO AVENUE	HACIENDA AVENUE	RUSSELL ROAD
TOTAL SCORE <i>(Out of 14 maximum)</i>	5	3	6	6	7	6	7	8	9	5	4	3	3
MIX OF USES	1	0	1	1	1	1	1	1	1	1	2	1	2
ZONING	1	0	0	1	2	2	2	2	2	2	1	1	-1
(RE)DEVELOPMENT OPPORTUNITIES	1	1	2	2	1	1	1	2	2	0	-1	-1	-1
INFRASTRUCTURE CONDITIONS	0	0	1	0	1	0	0	1	2	0	0	0	0
MULTI-MODAL CONNECTIVITY	0	0	0	0	0	0	1	0	0	0	0	0	0
VEHICULAR ACCESSIBILITY	2	2	2	2	2	2	2	2	2	2	2	2	2
TRAFFIC SAFETY IMPACTS	0	0	0	0	0	0	0	0	0	0	0	0	1

TOD SUPPORTIVENESS SCORING RUBRIC

<p>MIX OF USES</p>	<p>The Mix of Uses scores were determined based on how many relevant land use categories occupy over 15% of a Focus Area. The land use categories determined to be relevant to mixed-use TOD include Commercial, Multi-Residential, Single Family Residential, and Special Purpose or Use Properties. The Commercial land use category also includes office and employment uses. These uses were chosen based on the activity and vibrancy they contribute to a Focus Area. The more of these uses a Focus Area contains, the more people will be present and moving around within the area at all times of day and days of the week. This critical mass of people is important in successful TOD in terms of consistently high transit ridership, creating a sense of place and community, increasing sales for retail businesses, and balancing parking demand to enable less stringent parking requirements.</p>
<p>ZONING</p>	<p>Zoning scores are based on what Focus Areas have the highest amount of land that is covered by the Midtown Maryland Parkway District zoning overlay (MMPD). This project uses a 1/4 mile radius from all proposed enhanced transit stations as its study area, and the MMPD covers 76% of that area. Coverage per Focus Area ranges from 27% - 100%.</p> <p>Being within this overlay makes a Focus Area more ready for TOD because if a developer or property owner chooses to adhere to the “Opt-In Design and Development Standards”, the property becomes eligible for many TOD-related incentives including (but not limited to) reduced land use separation requirements, increased densities, and reduced parking requirements. The MMPD also includes mandatory design standards for the pedestrian realm which contribute to walkable, safe, and comfortable environments well-suited for TOD.</p>
<p>(RE)DEVELOPMENT OPPORTUNITIES</p>	<p>The following subjective and objective criteria was used to develop a composite score for (Re)Development Opportunities for each Focus Area throughout the proposed Maryland Parkway Corridor:</p> <ul style="list-style-type: none"> • Presence of nearby residential rent of \$2.00 per square foot or higher • Employment density of 20 jobs per acre or higher • Capital investment as evidence of a transitioning neighborhood • Average Annual Daily Traffic of greater than 30,000 cars or high daytime and nighttime pedestrian volume • Walk score above 90, indicating a strong presence of neighborhood walking destinations • Overall pedestrian and bicycle network • Quality of and presence of Focus Area development incentives, e.g., redevelopment authority, not for profit development/business organizations (LVMD, Maryland Parkway Coalition), opportunity zone, parking reductions & density bonuses in code, etc. • Presence of available vacant land

<p>INFRASTRUCTURE CONDITIONS</p>	<p>The methodology for developing the existing infrastructure rating was based on the typical elements which characterize a successful multi-modal transit and pedestrian friendly streetscape. Refer to page 29 for a description of the specific elements. The categorical ratings are based on observed quantities and qualities of these elements which are present within each Focus Area. The overall rating is based on the combination of those existing elements working together to create what is the existing transportation infrastructure system.</p>
<p>MULTIMODAL CONNECTIVITY</p>	<p>Multi-Modal Connectivity scores are based on intersection counts, signal counts, pedestrian counts, sidewalk coverage on major streets, percentage of intersections with marked crosswalks and ADA ramps, bicyclist counts, miles of existing and planned bike lanes, counts of existing and planned transit routes, and sums of transit ridership. Higher values for these metrics contribute to higher scores.</p>
<p>VEHICULAR ACCESSIBILITY</p>	<p>Vehicular Accessibility scores are based on roadway width and lane count, with wider widths and higher lane counts contribute to higher scores. We scored these as more favorable attributes in terms of potential space to accommodate dedicated lanes for BRT; however, these attributes also reduce the traffic safety impact rating of a location.</p>
<p>TRAFFIC SAFETY IMPACTS</p>	<p>Traffic Safety Impacts scores are based on total traffic collisions, collisions involving bicyclists, collisions involving pedestrians, changes in annual totals for these three collision counts, roadway width, and lane count. Higher counts of collisions, higher increases in collisions, wider road widths, and higher lane counts contribute to lower scores.</p>

FOCUS AREA BY TOD SUPPORTIVENESS SCORE

<p>FOCUS AREA</p>	<p>TOD SUPPORTIVENESS SCORE</p>
<p>UNIVERSITY ROAD</p>	<p>9</p>
<p>UNIVERSITY AVENUE</p>	<p>8</p>
<p>BOULEVARD MALL</p>	<p>7</p>
<p>FLAMINGO ROAD</p>	<p>7</p>
<p>SUNRISE HOSPITAL</p>	<p>6</p>
<p>DESERT INN ROAD</p>	<p>6</p>
<p>KATIE AVENUE</p>	<p>6</p>
<p>SAHARA AVENUE</p>	<p>5</p>
<p>TROPICANA AVENUE</p>	<p>5</p>
<p>RENO AVENUE</p>	<p>4</p>
<p>KAREN AVENUE</p>	<p>3</p>
<p>HACIENDA AVENUE</p>	<p>3</p>
<p>RUSSELL ROAD</p>	<p>3</p>

(Out of 14 maximum)

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MARYLAND PARKWAY TOD MARKET READINESS ANALYSIS

Report prepared for:



Clark County



Regional Transportation
Commission of Southern Nevada



Economic & Planning Systems, Inc.
The Economics of Land Use

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PROJECT OVERVIEW

The Regional Transportation Commission of Southern Nevada (RTC), along with its partners the City of Las Vegas (CLV) and Clark County (CC), are preparing to make a substantial investment into the creation of an 8.7 mile long high-capacity transit line along the Maryland Parkway Corridor connecting the Las Vegas Medical District (LVMD), Downtown Las Vegas, Sunrise Hospital, Boulevard Mall, the University of Nevada – Las Vegas (UNLV), and McCarran International Airport.

To support the success and ridership of the transit line, the project partners want to identify and support opportunities for transit-oriented development (TOD) near transit stations. Economic & Planning Systems (EPS) is supporting MIG in the development of the TOD Plan for the Maryland Parkway Corridor.

This report provides a summary of the TOD Market Readiness Analysis, completed along the corridor to identify Focus Areas with the greatest potential to attract TOD. More in-depth market analysis will be completed for the highest priority Focus Areas to help efforts to attract TOD to the corridor.

MARKET READINESS APPROACH

The goal of the market readiness analysis is to identify Focus Areas that have (1) market demand for and (2) development conditions supportive of TOD.

The analysis used a two-tiered approach to score Focus Areas (encompassing the half-mile area around each transit station) based on criteria that correlate with **market momentum** and **development opportunity** for TOD. There are several factors or characteristics required for quality TOD to occur. Many of these can be measured using quantitative and/or spatial analysis. By identifying the presence of these TOD requirements, focus areas can be characterized in terms of the potential for TOD (or the level of public and private intervention needed to support it).

The TOD measures were grouped into two categories—Market Momentum and Development Opportunity—with a score calculated for each. Focus Areas were then ranked by the combined score. One point is given for each metric if a Focus Area meets the given criteria, with a total of 7 points in each category and 14 points in total.

INPUTS TO PRIORITY FOCUS AREAS SELECTION

The **market readiness** scores outlined in this Market Readiness Analysis are one of three major inputs into determining the highest priority Focus Areas for TOD. The second major input is the **TOD supportiveness score** developed in the Existing Conditions and Needs Assessment Report. The third major input is feedback gathered from the community and stakeholders during public engagement efforts. These three major inputs, along with staff expertise, local knowledge, and other considerations such as geographic distribution will ultimately be combined to determine which Focus Areas are the highest priority for TOD and where more detailed planning and design work will be done as part of this Plan.

The Priority Focus Area selection major inputs are:

- Market Readiness Report – Market Momentum and Development Opportunity scores
- Existing Conditions Report – TOD Supportiveness score
- Community and Stakeholder Input

TOD SUPPORTIVENESS AND COMMUNITY ENGAGEMENT

TOD Supportiveness

The TOD Supportiveness score is used to rank each Focus Area based on seven readiness indicators including mix of uses, zoning, (re)development opportunities, infrastructure conditions, multi-modal connectivity, vehicular accessibility, and traffic safety impacts. A Focus Area is considered more “TOD ready” if it currently has a strong mix of land uses, has a large amount of high-density or mixed-use zoning, has more development or redevelopment opportunities, has high quality infrastructure conditions, and has strong connectivity for bikes, pedestrians and cars. The TOD supportiveness scores are presented in the Existing Conditions and Needs Assessment.

Community and Stakeholder Input

The goal of community and stakeholder input as a part of the selection process for priority Focus Areas is to address community need throughout the study area. Community members and stakeholders will not only be able to provide a prioritized ranking of Focus Areas to become mixed-use hubs, but will also be able to provide valuable information about what they envision the community needs in different locations. These community needs may include better pedestrian and bike facilities, reduction of traffic congestion, more jobs, more shops and restaurants, more housing options, more affordable housing, increased safety, more shade trees, and/or more parks/open space.

FOCUS AREAS OVERALL SCORES

Total Score	TOD Supportiveness	Market Momentum	Development Opportunity
Clark County			
	5	2	4
	3	2	5
	6	2	3
	6	1	2
	7	2	3
	6	2	5
	7	3	6
	8	3	6
	9	3	3
	5	2	2
	4	1	2
	3	3	1
	3	2	2

Source: Economic & Planning Systems

* TOD Supportiveness scores are from the Existing Conditions and Needs Assessment Report

MARKET READINESS METHODOLOGY

This Market Readiness Analysis was conducted for the half-mile area around each proposed station (the “Focus Area”). Data was collected at either a point level (aggregated to a polygon) or at a polygon level aligning with the focus area boundaries. Where focus areas overlap, data are included for each relevant area (i.e. some data are double-counted). Data sources are noted on page 6.

As noted, two categories are used for analysis:

Market Momentum measures the strength of market trends and indicators of where market pressure is the greatest. Using metrics such as rent and vacancy levels, as well as population and employment growth, this metric evaluates which areas the market has already gravitated towards, indicating an existing level of support for new development.

Development Opportunity looks at locations where market trends could evolve in the future, based on the readiness of an area for TOD growth. Focusing on physical components, including average parcel size and level of vacant or underutilized acreage, this metric identifies areas with capacity and opportunity for new development.

DATA INPUTS

Market Momentum	Development Opportunity
Office Rents (2019, CoStar)	Average Parcel Size (assessor)
Retail Rents (2019, CoStar)	Acreage of Vacant Land (assessor)
Vacancy (office & retail) (2019, CoStar)	Acreage of “Underutilized” Land (assessor, EPS analysis)
Recent Development (office, retail, multifamily, hospitality) (built since 2010, CoStar)	Presence of Funding/Financing Opportunities (local and federal data)
Household Growth (2010–2019, ESRI)	Identified TOD Sites (Paceline Consulting analysis)
Employment Growth (2010–2017, US Census LEHD)	Number of major destinations/landmarks (Existing Conditions Report)
Presence of TOD–Supportive Demographics (2019, ESRI)	Population/Employment Density (2019, ESRI)

TOTAL MARKET READINESS SCORE

To determine a focus area's overall market readiness score, the Market Momentum and Development Opportunity scores are added, resulting in a score ranging from 0 to 14.

Among the 13 focus areas in Clark County, overall Market Readiness scores ranged from 3 to 9, with an average score of 6.

The four focus areas with the top overall scores are Flamingo Rd (9), University Ave (9), Karen Ave (7), and Katie Ave (7).



TOTAL SCORE

The highest scoring focus areas are Flamingo Road, University Avenue, Karen Ave, and Katie Ave. The highest scoring stations are those near UNLV. A focus area near UNLV is an attractive option for more in depth planning and economic analysis.

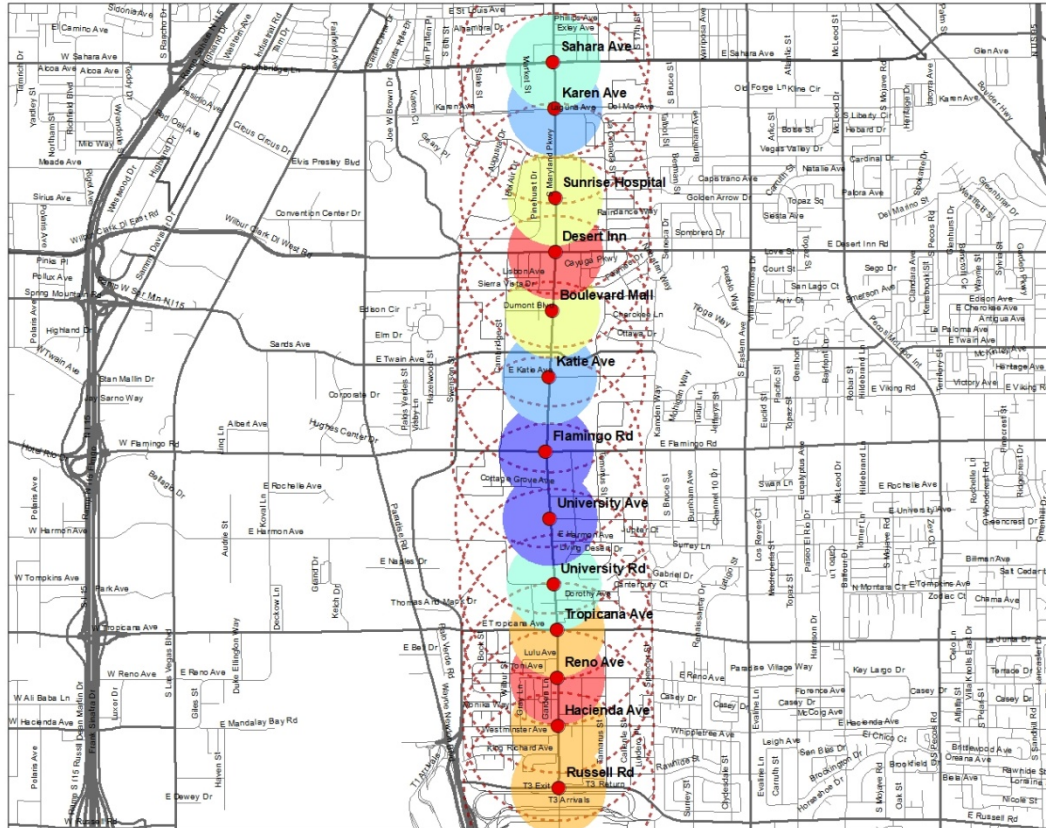
The other highest scoring area along the corridor are north of Sunrise Hospital. Focus on one of these station (Sahara Ave or Karen Ave) is another strong option.

Lastly, the Boulevard Mall Area is an attractive option to consider given the presence of large under-utilized parking fields, despite adjacent focus areas receiving average scores.

	Market Momentum	Development Opportunity	Total Score
Clark County			
Flamingo Rd	3	6	9
University Ave	3	6	9
Karen Ave	2	5	7
Katie Ave	2	5	7
Sahara Ave	2	4	6
University Rd	3	3	6
Sunrise Hospital	2	3	5
Boulevard Mall	2	3	5
Tropicana Ave	2	2	4
Hacienda Ave	3	1	4
Russell Rd	2	2	4
Desert Inn	1	2	3
Reno Ave	1	2	3

Source: Economic & Planning Systems

TOTAL SCORE MAP



Total Market Readiness Score

Legend

- Station
- Total Market Readiness Score
- 3
- 4
- 5
- 6
- 7
- 9
- Focus Area
- Streets



0 0.25 0.5 1 Miles

MAJOR TAKEAWAYS

The market conditions along the Maryland Parkway corridor within Clark County do not vary greatly. Much of the corridor is lined with strip retail or large community or neighborhood oriented shopping centers. The focus areas proximate to destinations (UNLV, north of Sunrise Hospital, Boulevard Mall) generally scored the highest and/or present the greatest opportunity. However, this opportunity is dependent on the land owners' desire and ability to revitalize/redevelop with a greater intensity of uses.

The reuse and revitalization of older commercial centers into more walkable, transit oriented formats appears to be the primary focus and need along this portion of the transit line. This typically requires the introduction of other uses (often multifamily residential) to support feasible redevelopment. The Focus Areas that present the best opportunities for large redevelopment projects and are attractive for housing uses—due to their proximity to employment and destinations—likely will have the greatest opportunity to capture TOD.

MARKET MOMENTUM

The **market momentum** component looks at the strength of the real estate market in each focus area, comparing each area's market to the other focus areas along the corridor and the broader Las Vegas metro area.

The metrics assess growth trends and real estate values, and are used as indicators of whether the market will support a new project/new development within the focus area.

Each focus area is scored on seven metrics, with a score of 0 or 1 for each.

The focus area's total market momentum score, ranging from 0 to 7, provides an indication of the current strength of the market support for TOD.

The scores are used to assess the relative differences between focus areas and assist in identifying areas for more in-depth market analysis.

MARKET MOMENTUM METRICS AND SCORING

Market Momentum	Year(s)	Source	Criteria	Scoring Values		Scores
				0	1	
Office Rents	2019	CoStar	Average rent level	≤ \$20 per sq.ft.	> \$20 per sq. ft.	0 or 1
Retail Rents	2019	CoStar	Average rent compared to corridor median	≤ median rent	> median rent	0 or 1
Vacancy (Office/Retail)	2019	CoStar	Vacancy rate below 10%	< 10% vacancy	≥ 10% vacancy	0 or 1
Recent Development	2010-2020	CoStar	Permitted new development	No new development	Presence of new development	0 or 1
Household Growth	2010-2019	Census; ESRI	Annual average new households	Growth of < 10 households/year	Growth of ≥ 10 households/year	0 or 1
Employment Growth	2010-2017	LEHD	Annual average new jobs	No growth or decline in employment	Growth in employment	0 or 1
TOD Demographics			More than 2 criteria met	2 or fewer criteria met	More than 2 criteria met	0 or 1
<i>Non-Family Households</i>	<i>2019</i>	<i>ESRI</i>	<i>Greater than 50% of HHs</i>			
<i>Households without Children</i>	<i>2017</i>	<i>ACS; ESRI</i>	<i>Greater percentage than MSA</i>			
<i>Householders age 25-34</i>	<i>2019</i>	<i>ESRI</i>	<i>Greater percentage than MSA</i>			
<i>Householders age 55-64</i>	<i>2019</i>	<i>ESRI</i>	<i>Greater percentage than MSA</i>			
Possible Score						0 to 7

MARKET MOMENTUM SUMMARY

The market readiness scores for all stations in Clark County are generally low, as 3 out of 7 was the highest score.

Focus areas near Boulevard Mall and near UNLV scored the best.

The transit corridor within Clark County has a high presence of aging retail centers. The market indicators show these centers are stable but may be in need of reinvestment to avoid further decline. The introduction of TOD could help boost these centers.

Market Momentum	Avg. Office Rent	Office Rent Score	Avg. Retail Rent	Retail Rent Score	Commercial Vacancy %	Vacancy Score	Recent Dev. Projects	Recent Dev. Score	Household Growth	HH Growth Score	Employment Growth	Emp. Growth Score	TOD Demo.	TOD Demo. Score	Total Score
Clark County															
Flamingo Rd	\$15.28	0	\$27.46	1	13%	0	0	0	17	1	-90	0	3	1	3
University Ave	\$15.10	0	\$27.72	1	11%	0	3	1	-8	0	-168	0	3	1	3
University Rd	\$9.61	0	\$18.86	1	19%	0	4	1	2	0	-79	0	3	1	3
Hacienda Ave	\$9.60	0	\$10.53	0	21%	0	1	1	17	1	1	1	1	0	3
Sahara Ave	\$11.75	0	\$15.59	0	11%	0	5	1	16	1	-124	0	1	0	2
Karen Ave	\$15.16	0	\$15.49	0	13%	0	5	1	14	1	-113	0	2	0	2
Sunrise Hospital	\$20.17	1	\$16.91	0	14%	0	0	0	0	0	32	1	2	0	2
Boulevard Mall	\$20.47	1	\$12.01	0	11%	0	0	0	-3	0	-104	0	4	1	2
Katie Ave	\$16.44	0	\$17.62	0	13%	0	0	0	18	1	-168	0	4	1	2
Tropicana Ave	\$9.61	0	\$18.56	1	20%	0	4	1	5	0	-113	0	2	0	2
Russell Rd	\$12.00	0	-	0	0%	0	0	0	12	1	111	1	2	0	2
Desert Inn	\$19.69	0	\$13.08	0	17%	0	0	0	-16	0	-7	0	3	1	1
Reno Ave	\$9.61	0	\$17.75	0	22%	0	4	1	10	0	-118	0	1	0	1

DEVELOPMENT OPPORTUNITY

The **development opportunity** component looks at the physical and regulatory characteristics of parcels in each focus area.

This metric measures the “readiness” of the physical environment for mixed-use TOD. Accounting factors such as available land, development suitability, and supportive policy, the metric is used as an indicator of the physical feasibility of development in the focus area.

Each focus area is scored on seven metrics, with a score of 0 or 1 for each.

The focus area’s total development opportunity score, ranging from 0 to 7, provides an indication of the current development potential for TOD.

The scores are used to assess the relative differences between focus areas and assist in identifying areas for more in-depth market analysis.

DEVELOPMENT OPPORTUNITY METRICS AND SCORING

Development Opportunity	Year(s)	Source	Criteria	Scoring Values		Scores
				0	1	
Development Supportiveness	2019	Assessor	Average parcel size	< 1/3 ac	≥ 1/3 ac	0 or 1
Development Sites						
Vacant Land	2019	Assessor	Vacant acreage	≤ 20ac vacant	> 20 ac vacant	0 or 1
Underutilized Land	2019	Assessor	Acreage of parcels with building to land value ratio of less than 0.5	< 50 ac underutilized	> 50 ac underutilized	0 or 1
Funding/Financing Opportunities	2019	Federal Data	Station within value capture mechanism or federal investment program designation (opportunity zone)	No value capture mechanism present	Presence of value capture mechanism	0 or 1
Identified TOD Sites	n/a	Existing Conditions Report	Acreage identified by Paceline Consulting analysis	≤ 2.5 ac of identified land	> 2.5 ac of identified land	0 or 1
Major Destinations and Landmarks	n/a	Existing Conditions Report	Number of major destinations and landmarks	Lower half of distribution	Top half of distribution	0 or 1
Population/Employment Density	2019	ESRI	Residents and employees per acre	Fewer than 30 residents/employees per acre	30 residents/employees per acre or more	0 or 1
Possible Score						0 to 7

DEVELOPMENT OPPORTUNITY SUMMARY

The Flamingo Road and University Avenue focus areas had the highest development readiness scores, largely due to the presence of larger parcels, and vacant and under-utilized parcels. Similar to the market readiness scores, the focus areas near UNLV, Boulevard Mall, and north of Sunrise Hospital scored the highest.

The built environment in areas with older, auto-oriented retail uses are often more conducive to redevelopment due to the large parking fields, lower floor area ratios (smaller buildings and large lots), and large parcels or collections of parcels under single ownership.

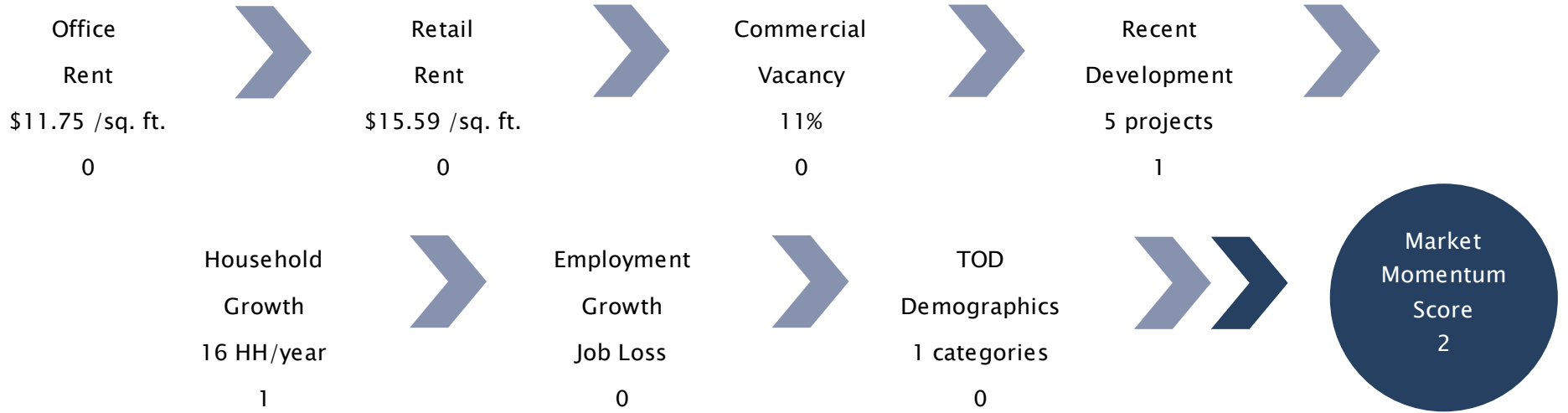
Development Opportunity	Avg. Parcel Size	Parcel Size	Parcel Score	Vacant Acreage	Vacant Acreage Score	Underutilized Acreage	Underutilized Acreage Score	Funding / Financing Tool Presence	Funding / Financing Score	Publicly Owned/Vacant Land Acreage	Publicly Owned/Vacant Land Score	Number of Major Destinations/Landmarks	Destinations Score	Population/ Employment Density	Density Score	Total Score
Clark County																
Flamingo Rd	0.57	1	43.58	1	55.26	1	1	Yes	1	7.25	1	3	0	41.08	1	6
University Ave	0.41	1	24.41	1	40.83	0	1	Yes	1	2.70	1	7	1	34.66	1	6
Karen Ave	0.43	1	15.31	0	77.06	1	1	Yes	1	12.26	1	5	1	20.19	0	5
Katie Ave	0.50	1	34.60	1	35.15	0	1	No	0	7.00	1	6	1	31.33	1	5
Sahara Ave	0.43	1	17.55	0	65.26	1	1	Yes	1	2.20	0	6	1	21.03	0	4
Sunrise Hospital	0.39	1	12.48	0	86.58	1	1	No	0	6.54	1	2	0	21.14	0	3
Boulevard Mall	0.45	1	5.30	0	37.81	0	1	Yes	1	6.57	1	3	0	26.48	0	3
University Rd	0.33	0	16.77	0	46.48	0	1	Yes	1	2.20	0	4	1	31.33	1	3
Desert Inn	0.42	1	10.70	0	31.03	0	1	No	0	17.34	1	3	0	24.85	0	2
Tropicana Ave	0.26	0	10.83	0	26.77	0	1	Yes	1	2.20	0	4	1	25.02	0	2
Reno Ave	0.24	0	13.48	0	27.40	0	1	Yes	1	4.42	1	2	0	27.60	0	2
Russell Rd	0.24	0	44.96	1	13.81	0	1	Yes	1	0.00	0	2	0	11.09	0	2
Hacienda Ave	0.24	0	7.66	0	22.29	0	1	Yes	1	0.00	0	0	0	21.41	0	1

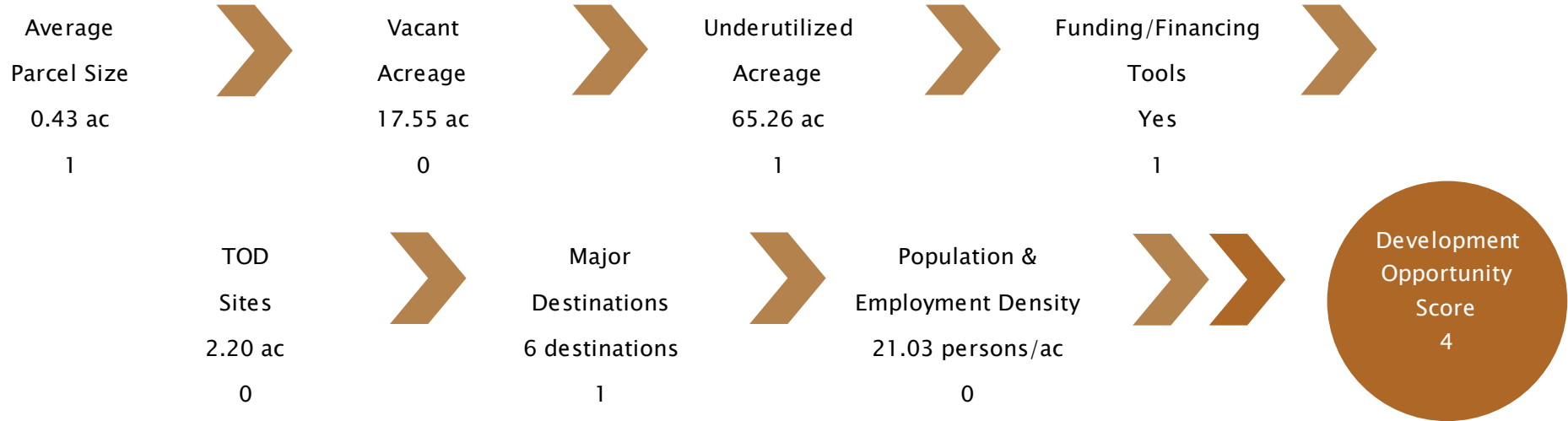
DEFINITIONS

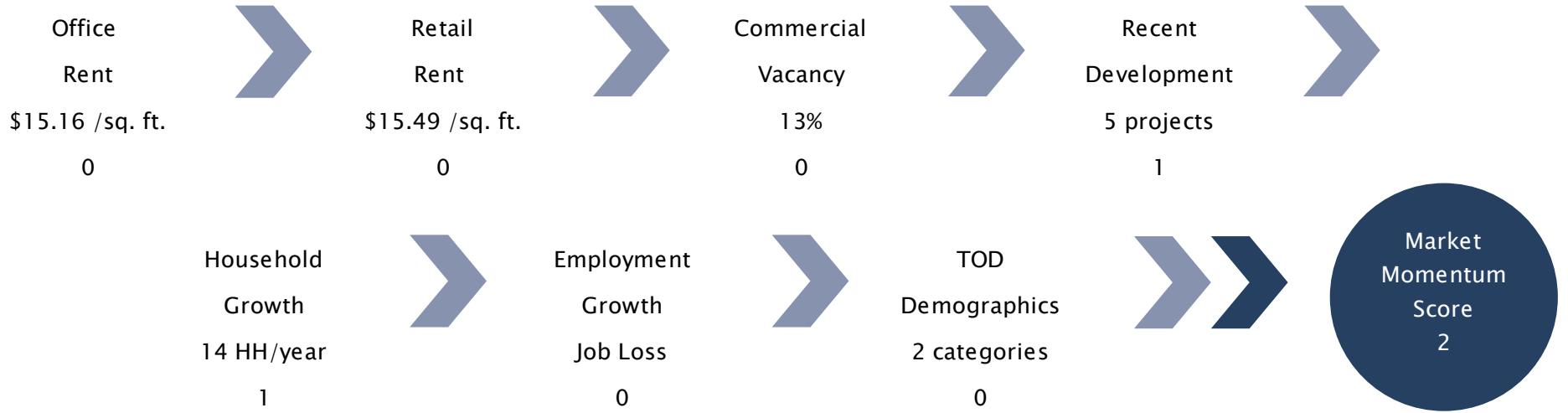
Terminology and concepts used through this analysis that may need definition for the reader include:

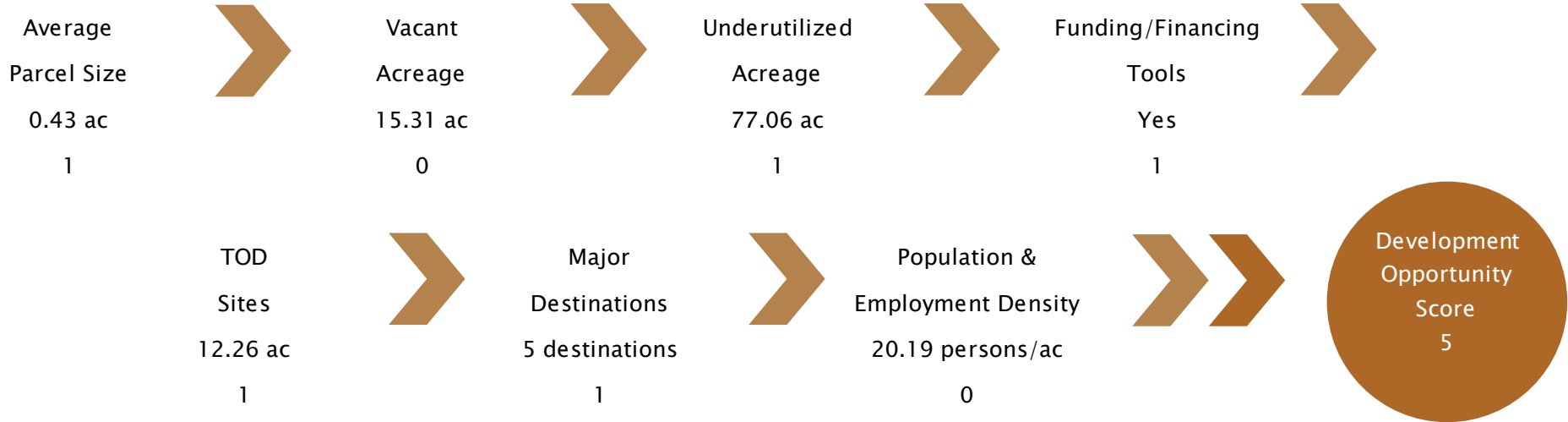
TOD:	Transit Oriented Development
Focus Area:	The term used to identify the ½ mile area around each proposed transit station
MSA:	Metropolitan Statistical Area (Las Vegas–Henderson–Paradise)
NNN Rent:	Retail rental rates referenced are based on their triple–net rent. The rental rate excludes the cost of taxes, insurance, and maintenance, which the tenant is responsible for in addition to rent.
Full Service Rent:	Commercial rental rates referenced are based on their full rental cost. The rental rate includes all costs including taxes, insurance, and maintenance, which is paid for and provided by the owner of the building.
Value Capture:	Term to describe public financing tools that can capture taxable value generated by new development for reinvestment into an area. (Example: Tax Increment Financing District)
Opportunity Zone:	A Federal designation of areas where investors (in businesses or real estate development) can obtain capital gains tax deference for investment made into an Opportunity Zone.

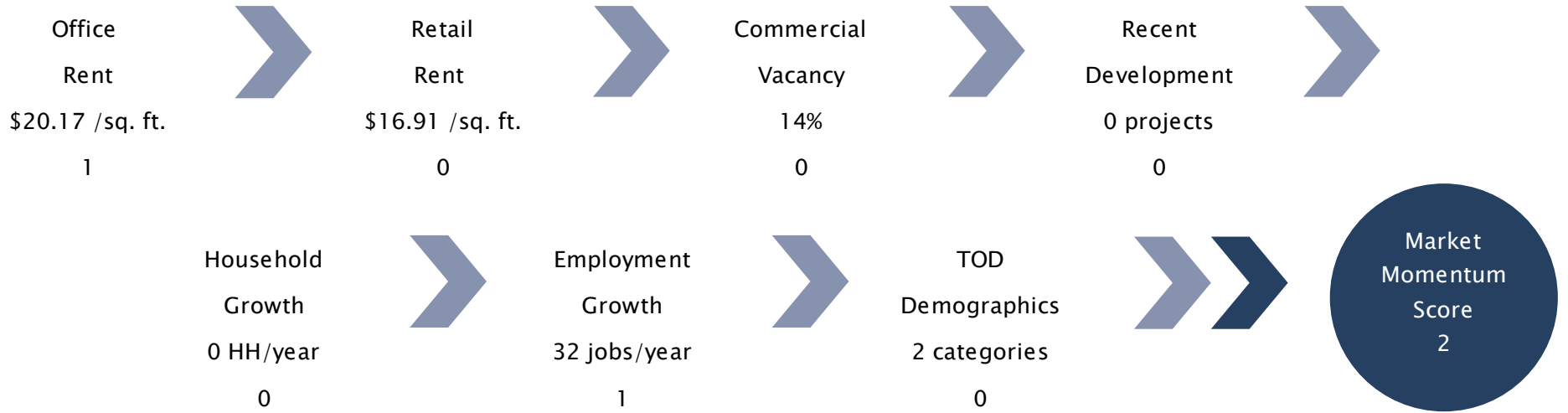
FOCUS AREAS SCORES

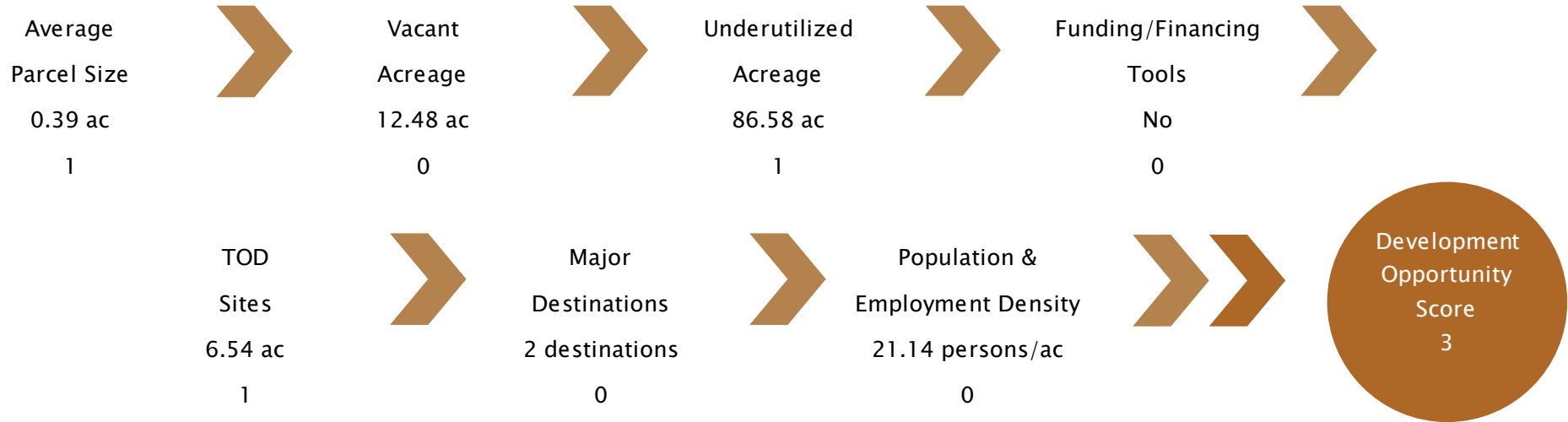


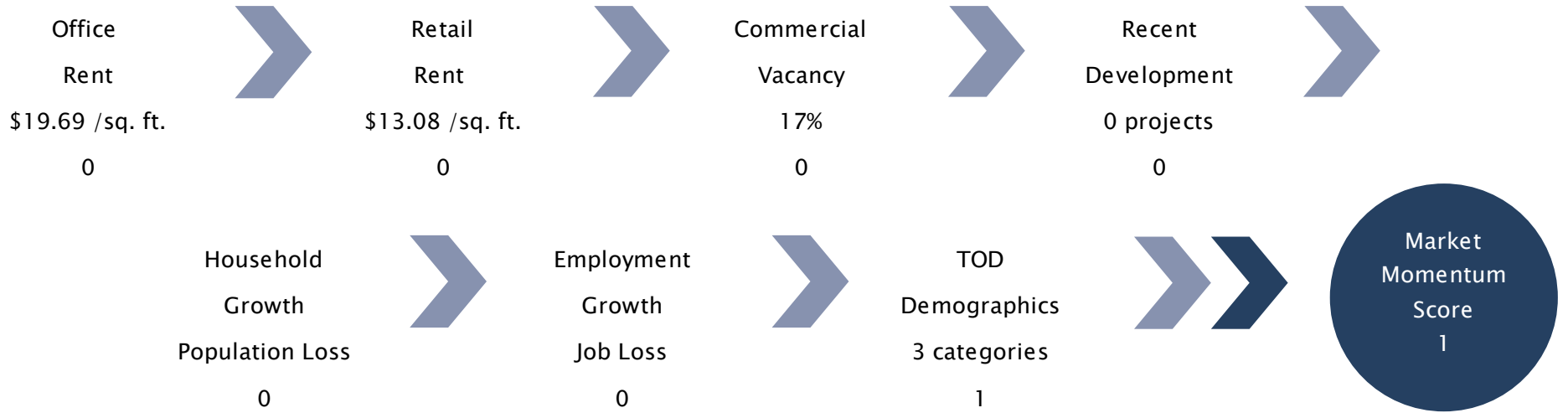


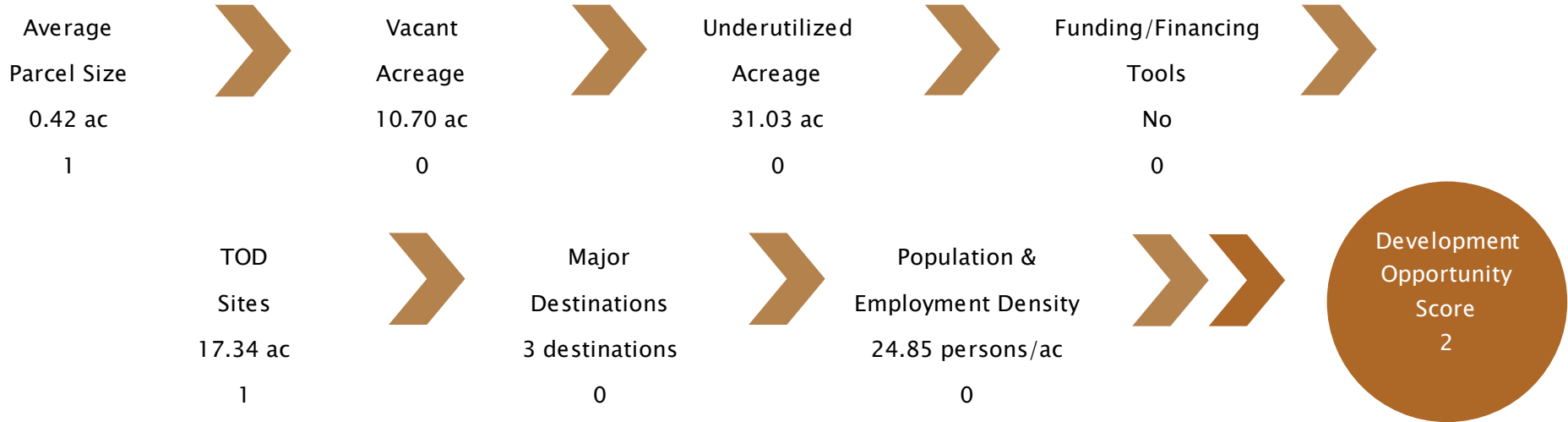


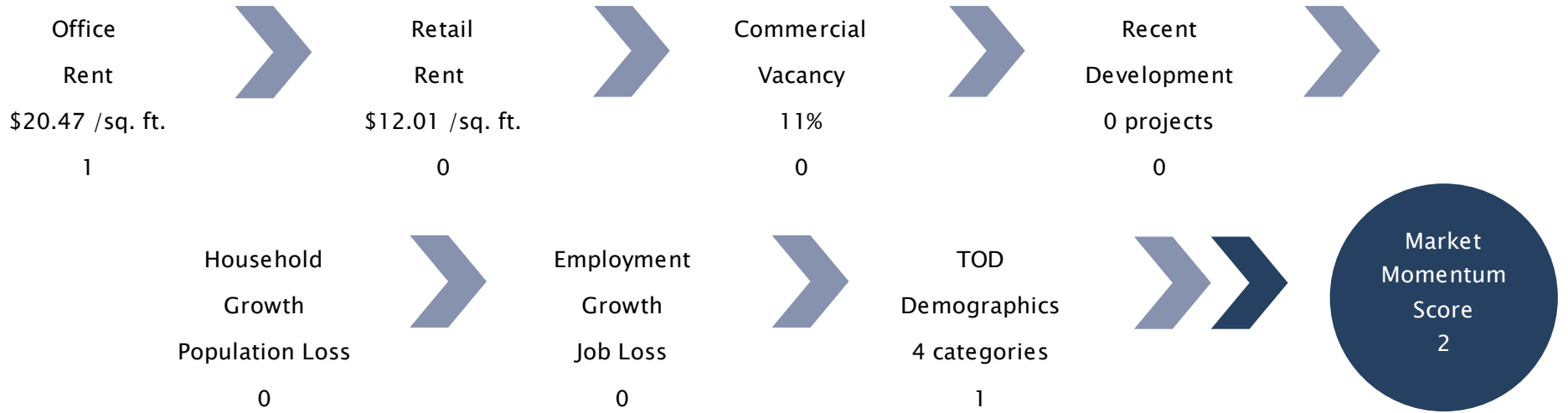


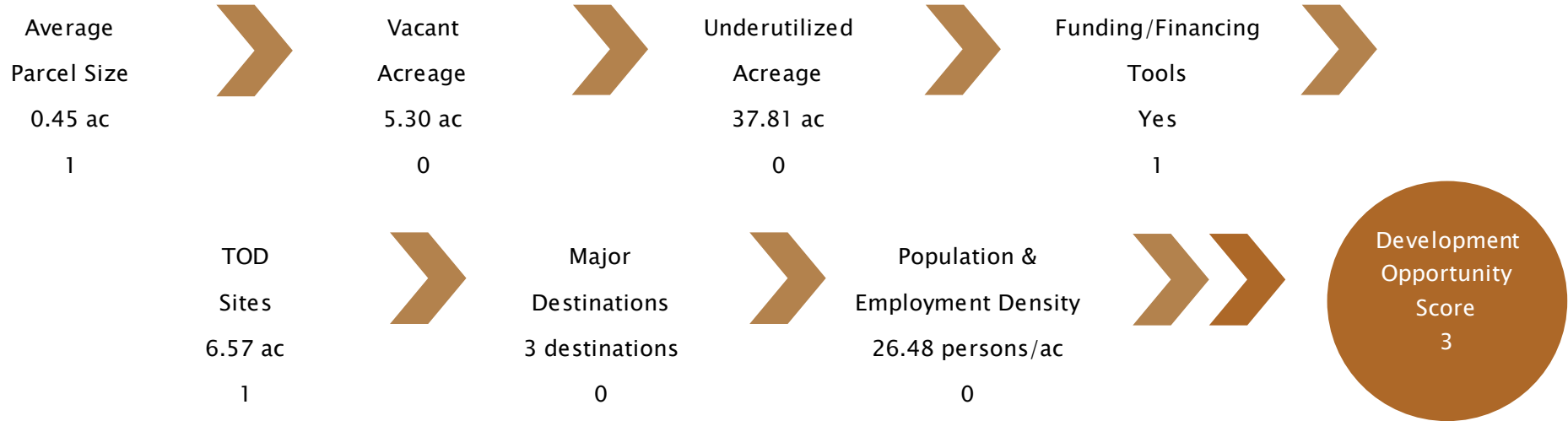


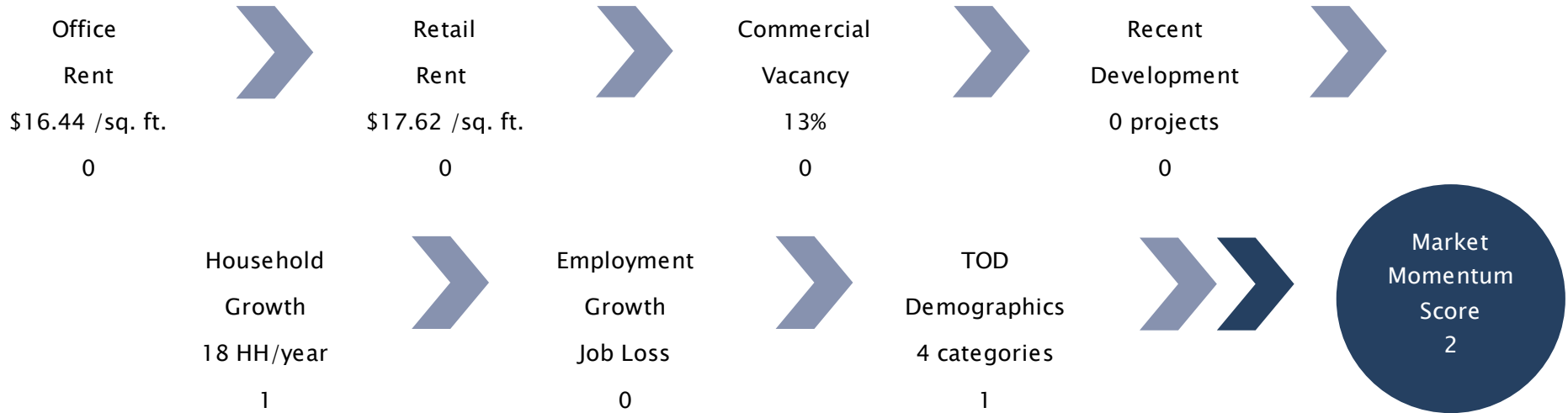


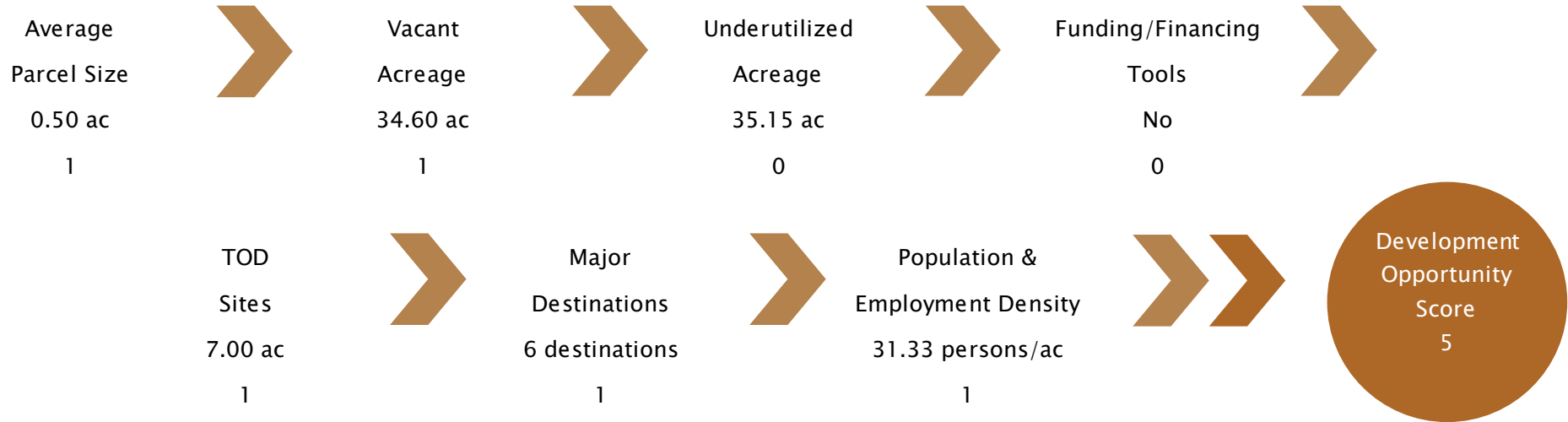


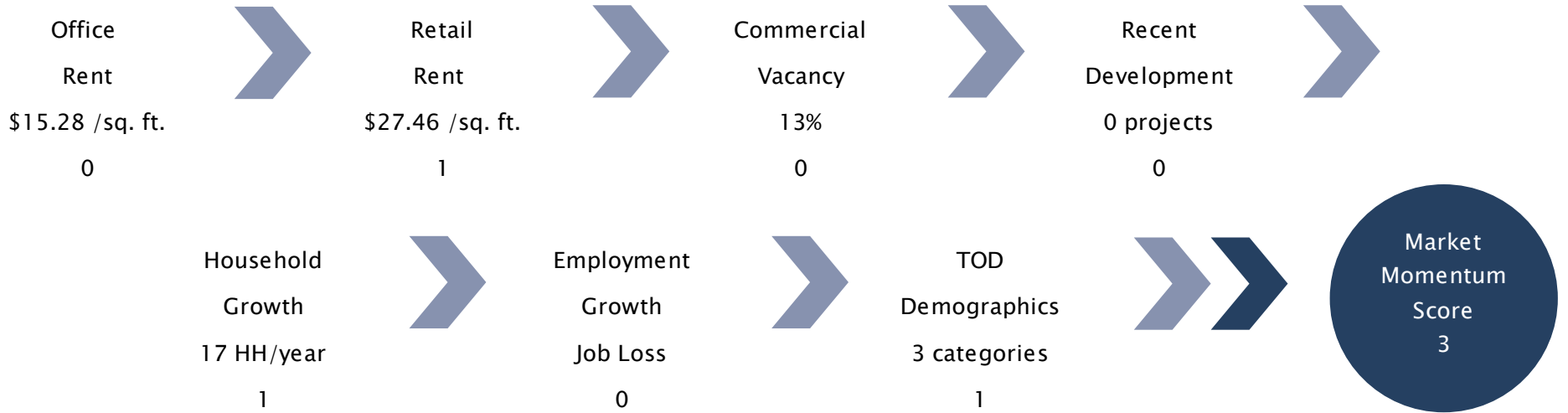


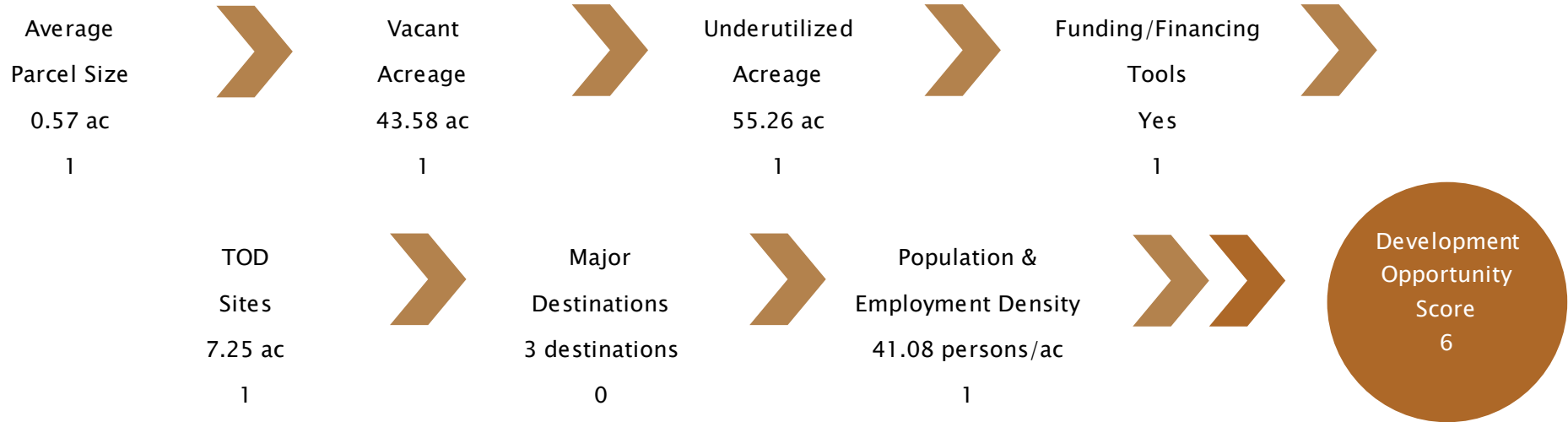


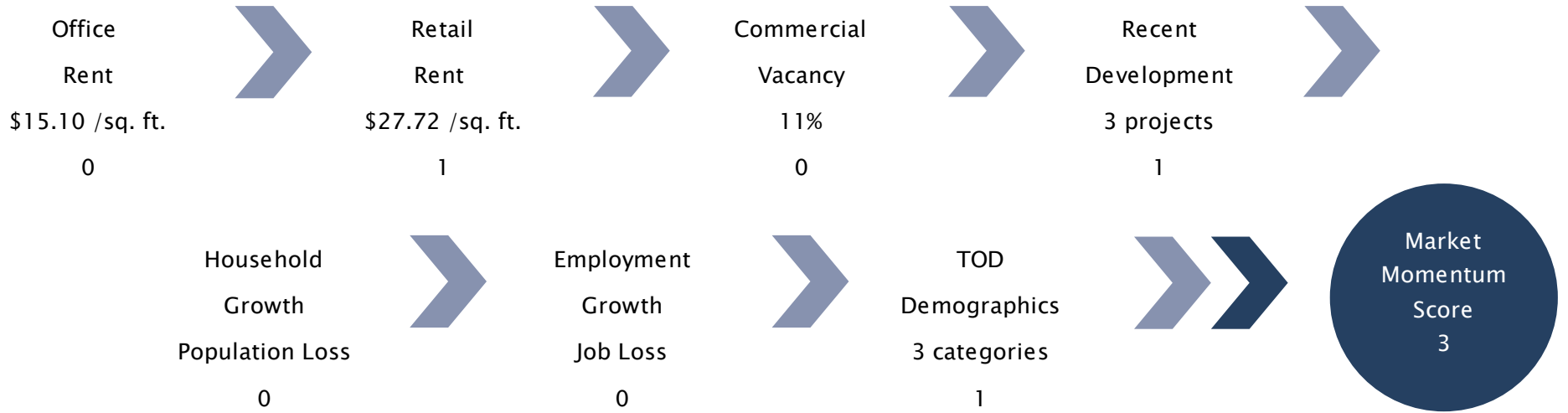


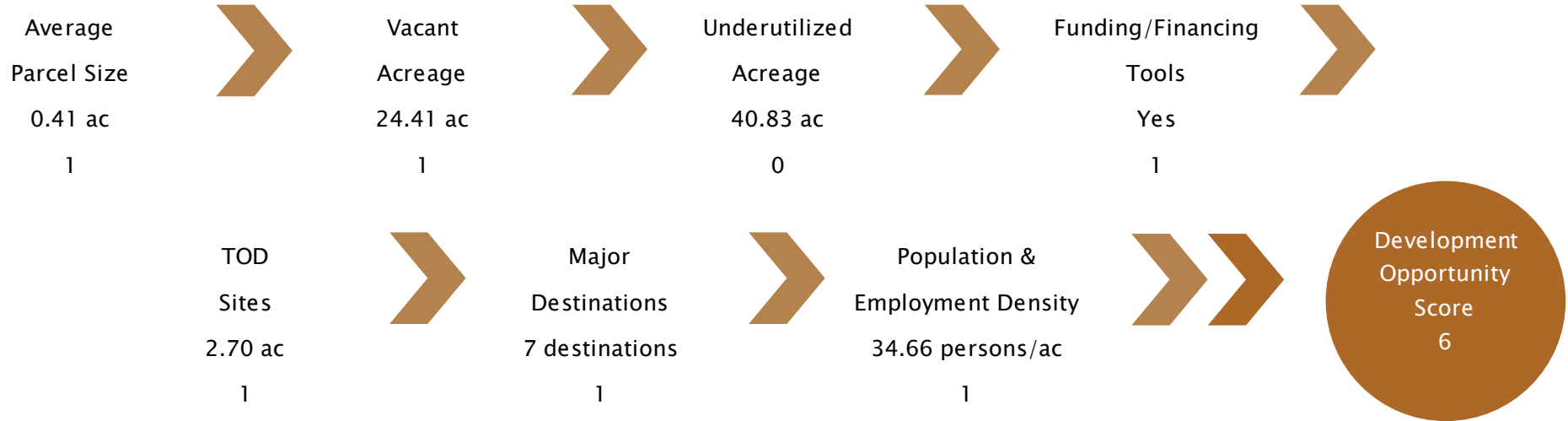


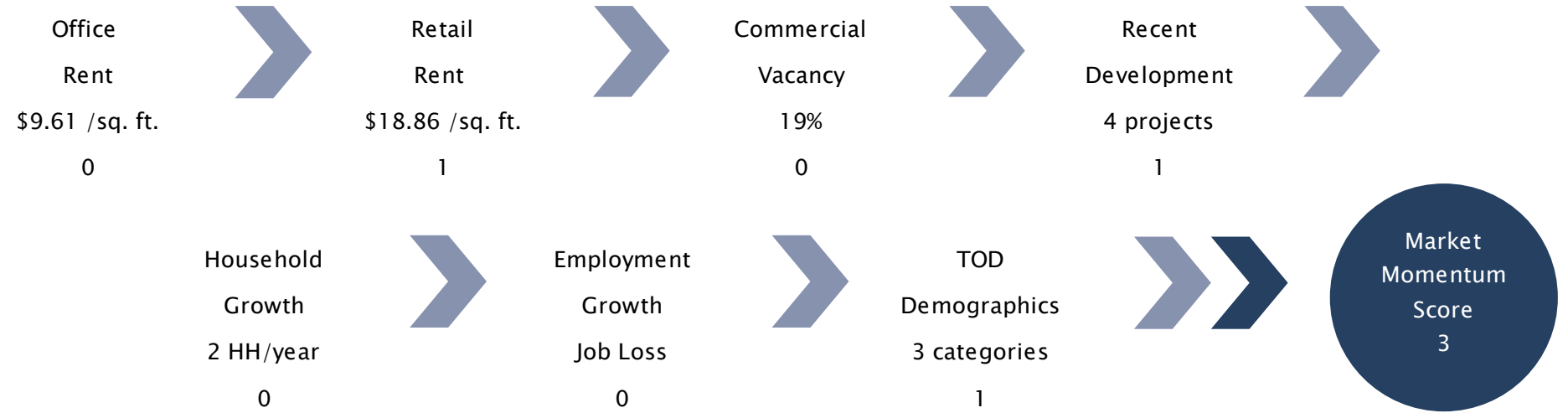


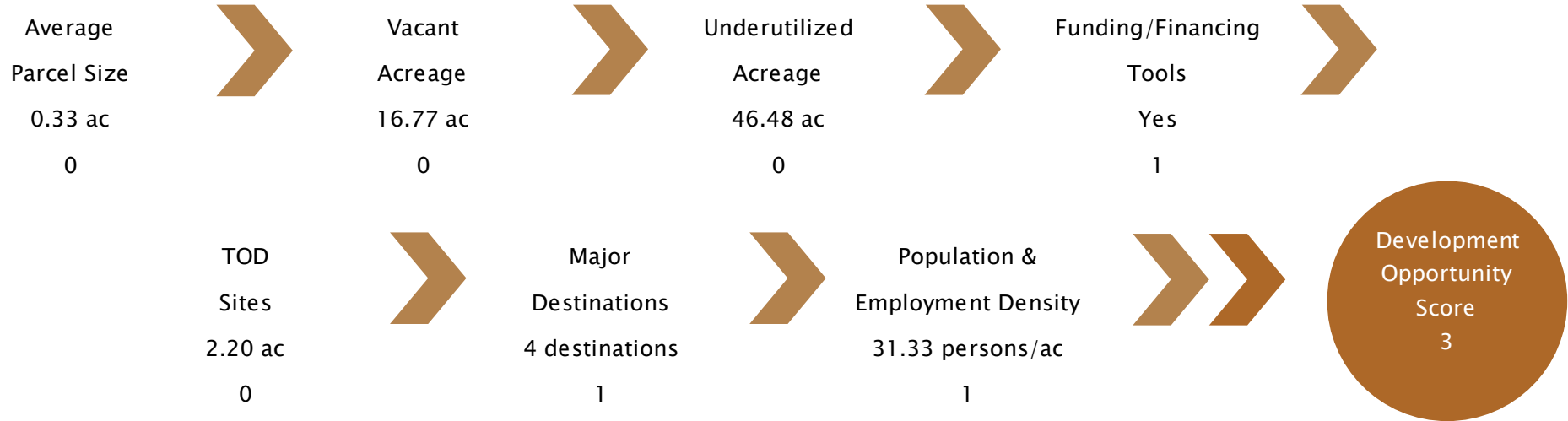


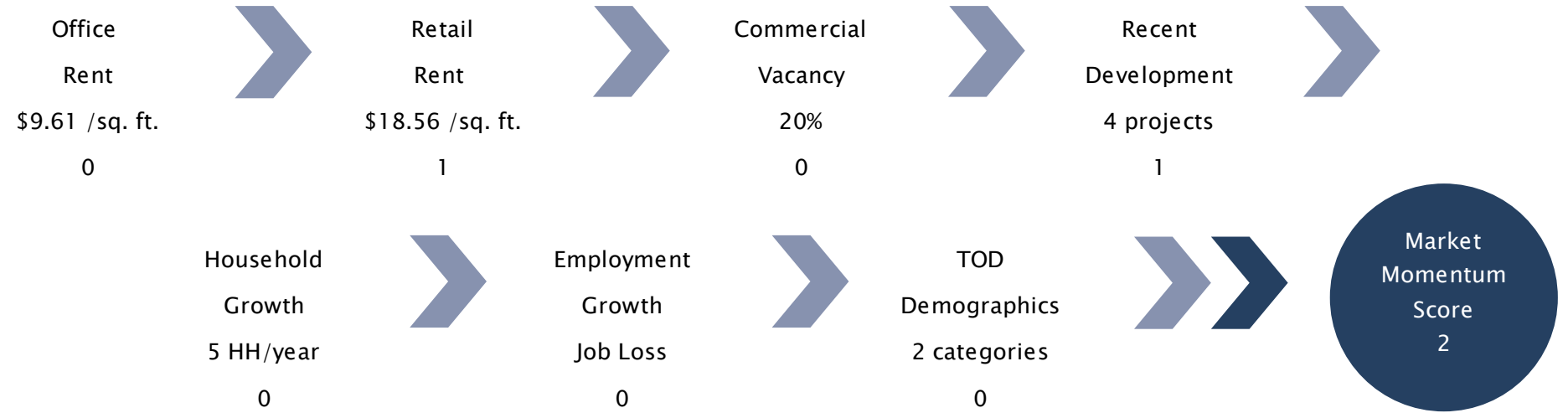


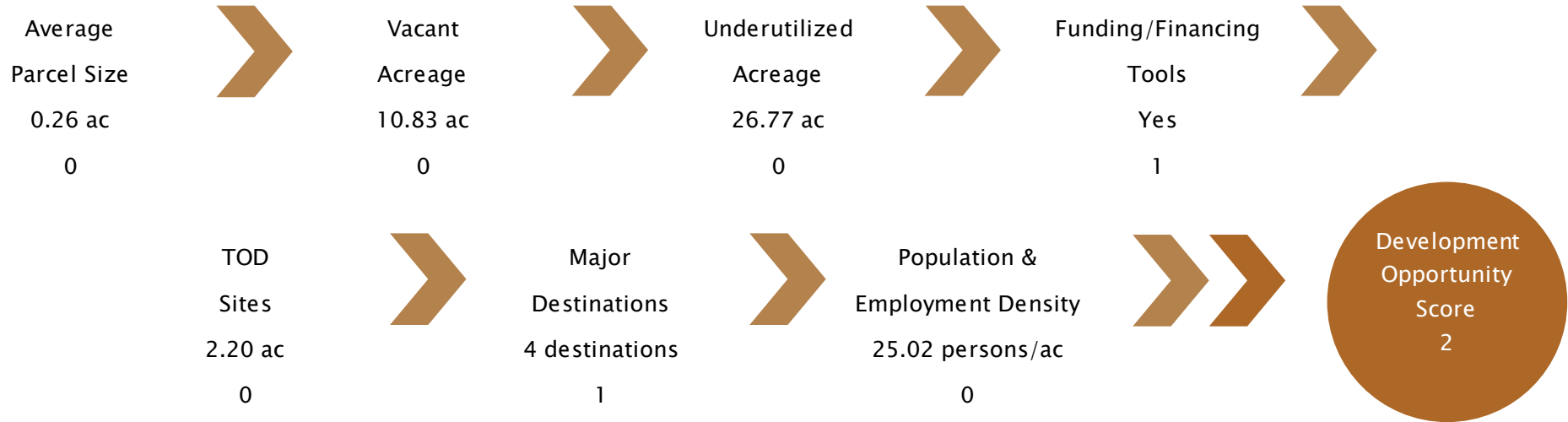


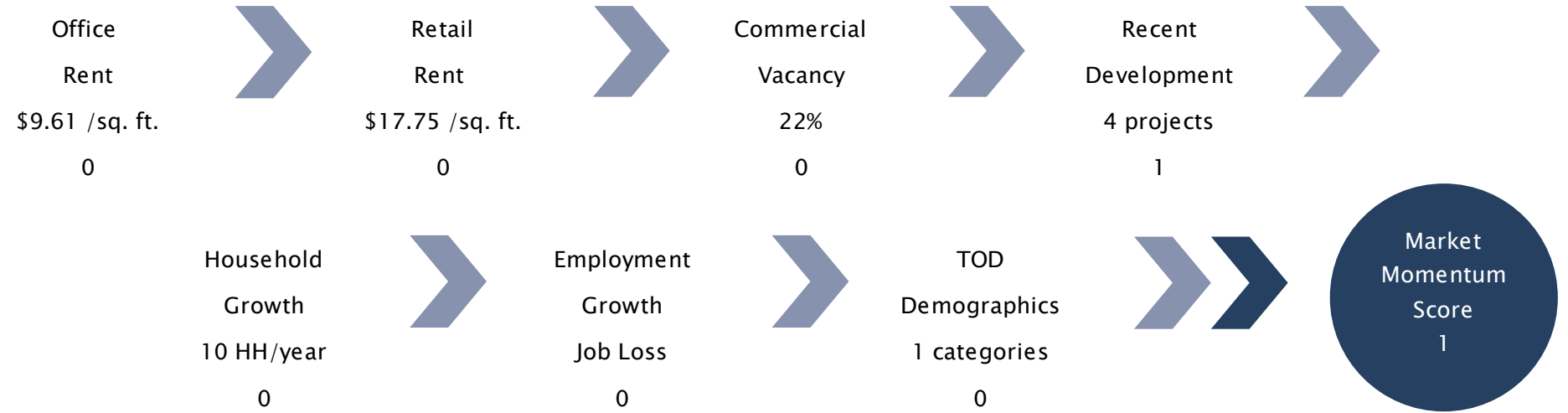




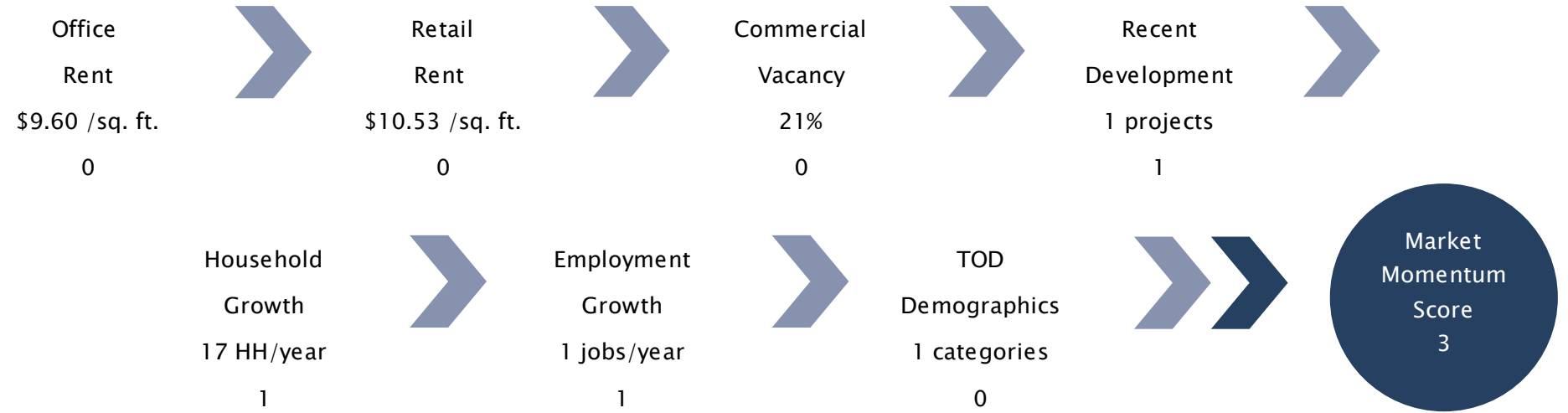


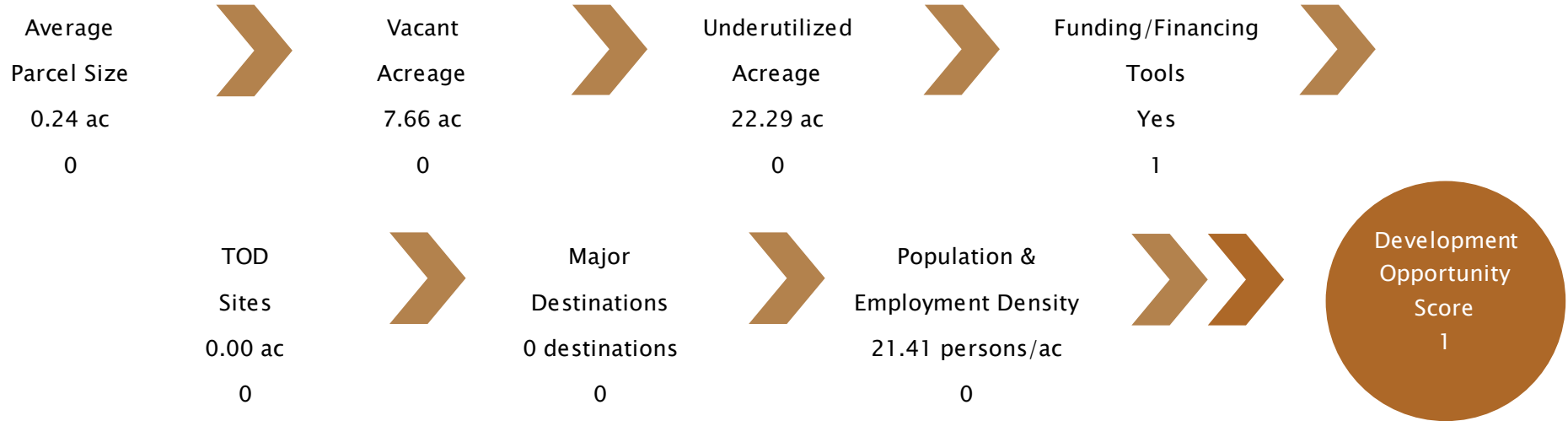


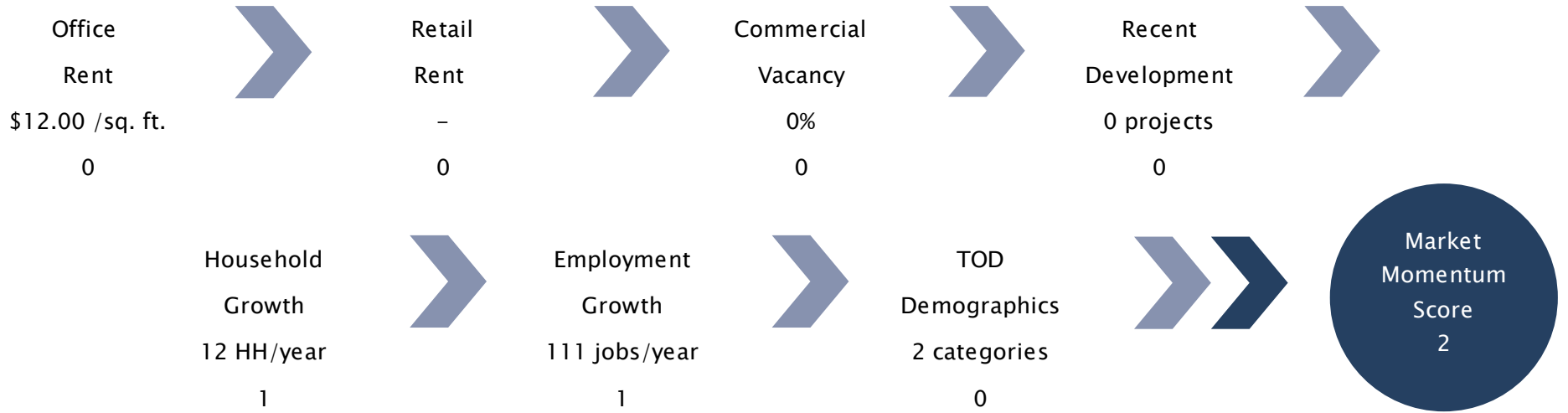


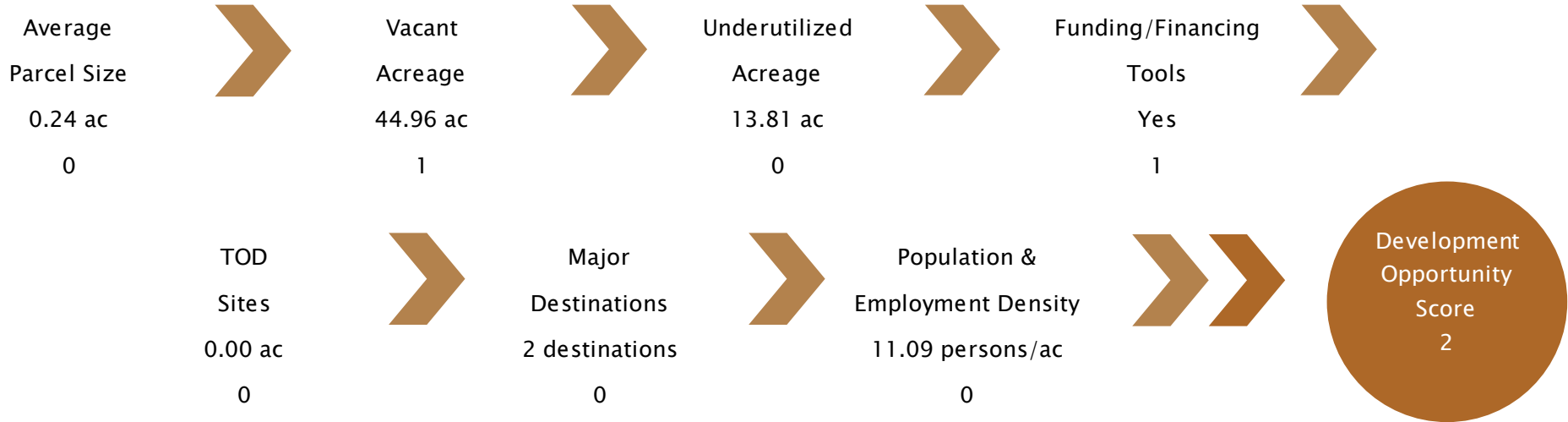




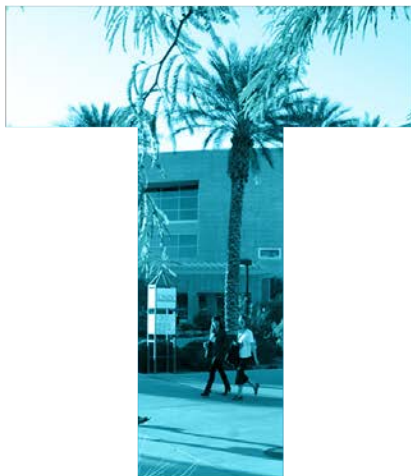








MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Workforce Housing Plan

August 4, 2020



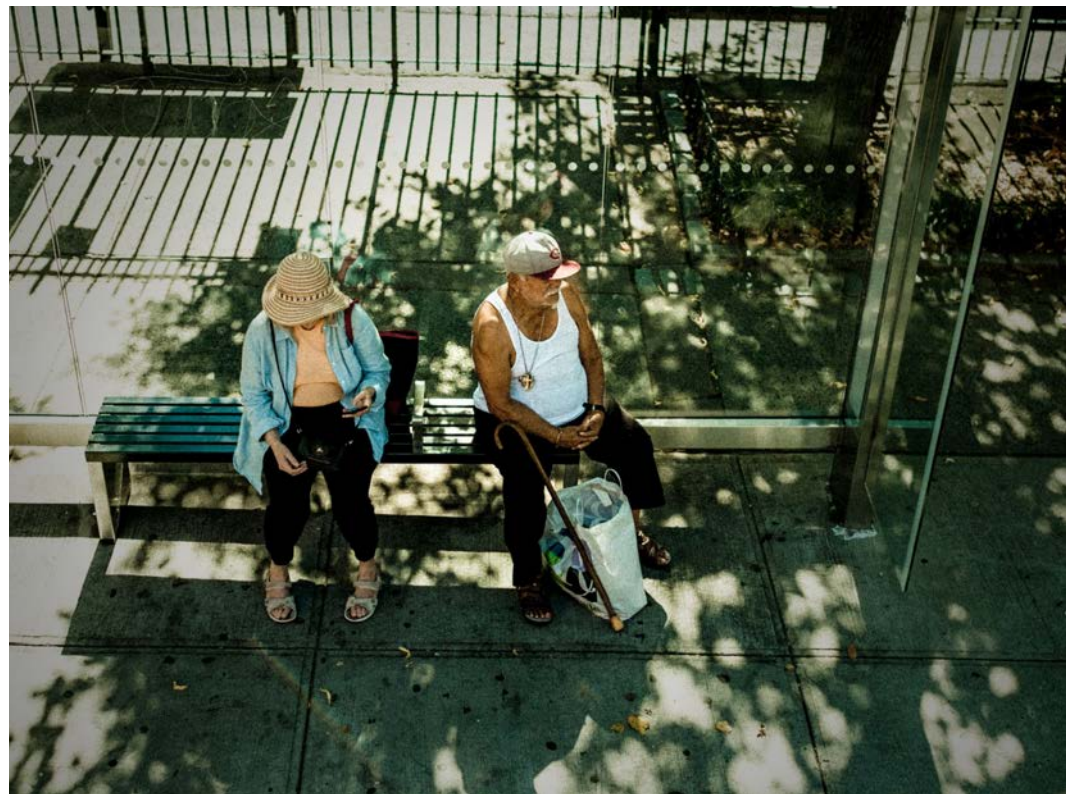
In association with: Economic & Planning Systems | Paceline Consulting



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1

INTRODUCTION

The Workforce Housing Plan is an easily-accessible resource for County staff, organizations, partners, and developers to assist in educating about the importance of workforce housing, encourage its development along the Maryland Parkway Corridor, and provide the tools to implement workforce housing and equitable transit-oriented development (eTOD) practices.

This document contains an overview of workforce and affordable housing and how it can support and be supported by high-capacity transit investments. It also includes an investigation of current conditions such as ridership, housing, and affordability that can encourage and sustain successful workforce housing as well as indicate a strong need for this type of development. This Plan provides an analysis of these conditions and outlines the components that will support workforce housing along the Maryland Parkway Corridor to create a guide for successful implementation of inclusive housing policies and programs.

This introductory chapter provides more detailed information about what workforce housing entails, including a brief history of how and why it is relevant, as well as how workforce and affordable housing relates to the Maryland Parkway Corridor, particularly in light of the corridor's TOD potential, planned investment, and proximity to major employment centers.



Workforce housing can be realized in a variety of housing types including (from top to bottom), townhomes, apartments, and plex housing.

WHAT IS WORKFORCE HOUSING?

The term “Workforce Housing” is typically defined as housing that is affordable to those making between 60 and 120 percent of the area median income (AMI). This subset of housing types aim to target middle-income workers, such as teachers, health care workers, etc., who may not benefit from affordability programs but will likely still struggle to find housing options. However, for the purposes of this document, this definition has been expanded to include more traditional affordable housing, affordable to people making less than 60% of the AMI, in addition to middle-income housing, in an effort to broaden the mix of incomes and housing types along the Maryland Parkway Corridor. Housing choice, a variety of housing options at a variety of price points, is a cornerstone of healthy and equitable communities.

Workforce housing refers primarily to the cost of housing and its proximity to employment centers. A housing option is considered affordable or attainable if the cost is at or below 30% of the household’s income. If a person or family spends more than 30% of their income on housing they are considered “cost burdened” and may have difficulty affording other bills and necessities like transportation, food, and medical care. The other primary goal of workforce housing is to provide housing closer to downtowns and other job centers to reduce commute distances, transportation costs, and associated externalities such as traffic and pollution.

History

The mid-to-late 20th century saw many new policies and programs to meet the demand for affordable housing, although these policies were limited primarily at those with the most need and with the lowest incomes. As the cost of living began to rise significantly above wages in the 1990s, a need for workforce housing became increasingly present.

While housing supply expanded dramatically in the early 2000s, much of the new construction was large, single-family houses, far away from urban centers. This surge, which was largely speculative single-family home development, also drove land costs higher and many were unable to afford housing without bridging the gap with unsustainable solutions such as variable interest rate loans, second loans, and other unconventional financing options. The subsequent subprime mortgage crisis and economic recession led to an even larger gap between the workforce and quality, affordable housing options. Today, both low and middle-income residents in cities across the country face many obstacles to finding housing, to rent or own. This trend continues to grow as rising housing costs outpace wage increases. This Plan offers a palette of housing and implementation options that can be used by Clark County as well as developers to help provide workforce and affordable housing options in close proximity to the planned Maryland Parkway High-Capacity Transit (HCT) corridor.

RELATION TO MARYLAND PARKWAY CORRIDOR TOD PLANNING

Workforce housing development is an important consideration for every major metropolitan area, particularly in light of the forces of change impacting residents nation-wide, including rising costs, climate change, public health impacts, and limited housing supply. In responding to these forces, the Maryland Parkway Corridor represents a major opportunity to help meet a portion of the County's housing needs, especially for those working in one of the many employment centers along the corridor. A number of conditions make this transportation corridor and the potential transit-oriented development (TOD) especially well suited for workforce housing:

- Suitability for higher density development;
- Proximity to existing residents;
- Planned public and private investment; and
- Proximity to jobs.

Workforce housing can be realized in a variety of housing types including low, mid, or high-rise apartments, townhomes, duplexes, triplexes, quadplexes, and mixed-use. Rarely does new single-family home development meet the criteria for workforce or traditionally affordable housing. Because workforce housing is typically more diverse and higher density, it is often supportive of transit, which relies on ridership in close proximity to operate efficiently.

In theory, the increased supply that accompanies higher-density development has a positive impact on affordability, although the laws of macro-economics are often not enough to ensure quality, affordable housing for all members of a community. To that end, the increased public and private investment that occurs along High-Capacity Transit (HCT) corridors can be leveraged to help support policies and programs that create and preserve affordability. These implementation tools will be discussed in more detail in Section 4 of this document.

As previously noted, the Maryland Parkway Corridor is especially well-positioned for the development of successful workforce housing units due to its proximity to jobs. The transit corridor connects existing residents and new development to major employment centers including McCarran International Airport, the Medical District, Downtown Las Vegas, a number of large shopping centers, and the University of Nevada- Las Vegas (UNLV). Connecting housing to these nearby jobs significantly improves the effectiveness of workforce housing and also helps to reduce resident's transportation costs.



Examples of higher density housing can be found along the corridor, such as (from top to bottom), mid-rise apartments, mixed-use, and student housing.



2

EXISTING AND POTENTIAL RIDERSHIP

The Maryland Parkway Corridor currently has one of the highest transit ridership rates in the Las Vegas Valley. While planning for workforce housing, it is important to ensure that people who currently live along the Corridor can remain while attracting new residents at the same time, especially if they're transit riders who will benefit most from the enhanced transit investment. Workforce housing is one piece of the puzzle for retaining and increasing ridership along the Maryland Parkway Corridor.

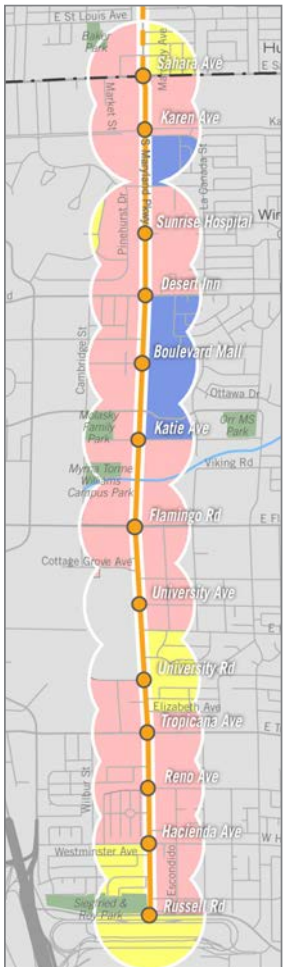
Low-income residents, seniors, residents who don't own a car, and non-family households often have the highest rates of transit ridership and are sometimes transit dependent for trips to school, work and for meeting daily needs for goods and services. For low income residents, housing and transportation are often the two highest household expenses. If good, affordable housing can be located close to high quality transit, lower income residents can solve two of their biggest financial challenges.

One major intent of this TOD Plan effort for the Maryland Parkway Corridor is to encourage new development around HCT stations. With this potential investment comes the potential for gentrification of existing low-income neighborhoods. By planning ahead with a focus on affordable/mixed-income housing and equitable TOD (eTOD) principles, the risk of displacing existing transit riders can be significantly reduced.

RIDERSHIP DEMOGRAPHICS

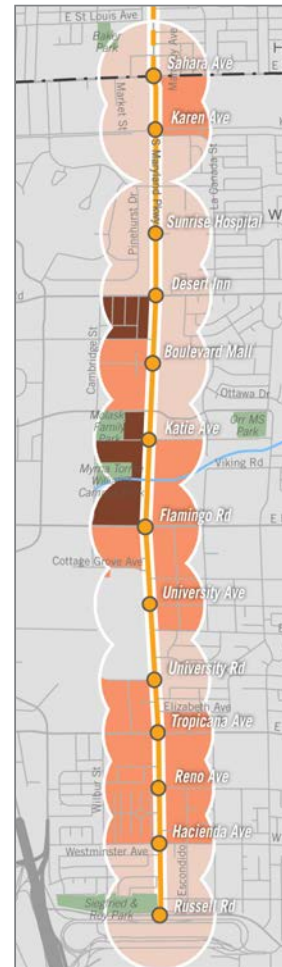
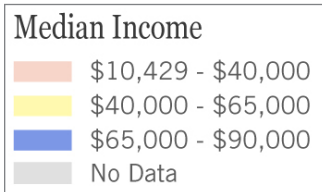
CHOICE VS. TRANSIT DEPENDENT RIDERSHIP

Transit riders are often categorized into two groups: “choice” riders and “transit dependent” riders. Choice riders are those who are more likely to own a car, and when they use public transit, it is due to their own preference or special occasion. “Transit dependent” ridership describes transit riders who often do not own a car, and often have a lower household income and/or are seniors. While these two groups may be perceived to have different needs, typically the most important factors for anyone using transit is the convenience, efficiency and dependability of the transit service itself. The following maps display common demographics that may indicate where “transit dependent” or other likely riders currently live in the study area.



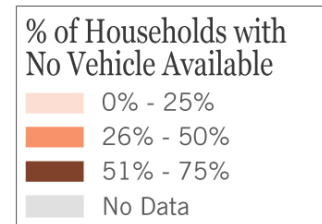
LOW-INCOME HOUSEHOLDS

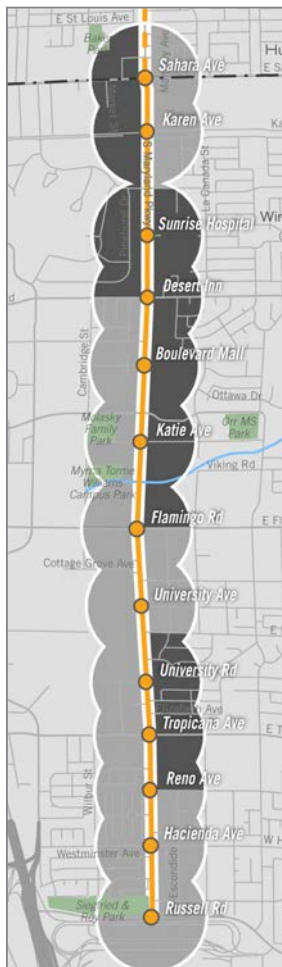
Low-income residents often have some of the highest rates of transit ridership. These households drove 25% to 30% fewer miles when living within a half mile of transit than those living outside TOD areas.



HOUSEHOLDS WITH NO VEHICLE AVAILABLE

Residents who do not own a vehicle have fewer transportation options and are more likely to ride transit than residents who do own a vehicle. Alternative transportation options like walking, biking, and rideshare services can also serve residents without a vehicle.



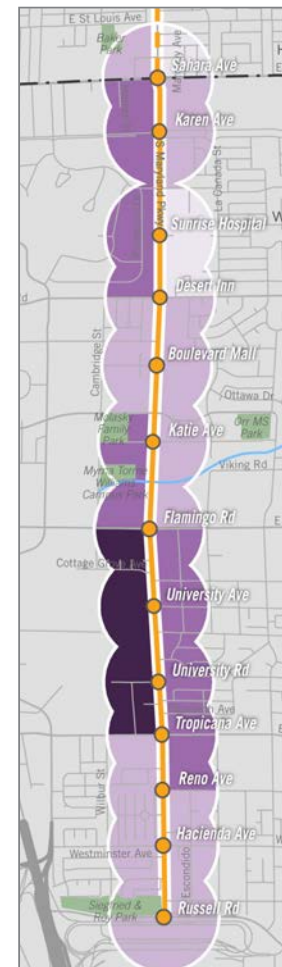


SENIORS

Public transportation can be extremely helpful in allowing seniors to continue to have autonomy and freedom if driving is no longer a safe option. Providing senior housing near transit is increasingly important as the average age in the US is increasing.

% of Population Age 65 or Over

- 3% - 10%
- 11% - 20%



NON-FAMILY HOUSEHOLDS

Households without children and/or non-family households are often attracted to more urban places that have good transit and they tend to drive less than families with children. Examples include empty nesters, singles, young couples, and non-related roommates.

% of Households with Non-Family Relationship

- 0% - 15%
- 16% - 30%
- 31% - 50%
- 50% or More



3

TRANSIT SUPPORTIVE CHARACTERISTICS OF HOUSING

Housing options that achieve a minimum density, provide for a diverse mix of residents and incomes, and have heightened levels of design that uniquely interplays and leverages the public realm, are all characteristics that can significantly support transit investment.

Density near transit ensures that a critical mass of residents - and therefore, potential riders - have excellent access to transportation options. It also contributes to activating areas around transit stations, providing a necessary sense of safety and security.

Diversity of housing type, scale and cost can help to provide both “Choice” and “Transit Dependent” riders, who may utilize transit with different frequencies and consistency, more direct access to transit choice. Diversity of housing also contributes to the unique cultural character around transit stations.

Careful attention to high quality **design** can help create places that better connect riders to transit, encourage transit-users to patronize local businesses and spend time in the public spaces nearby transit stations, whether they are nearby residents or visitors from other areas.

DENSITY

For Transit Oriented Development (TOD) to be most efficient and effective in providing its users access to an economically diverse set of housing options and a corresponding mix of uses and amenities, a minimum density should be targeted. Moderate density of 60-120 people per acre, or between 15-45 dwelling units per acre, is considered transit supportive - ranges can vary widely based on development type and urban form. Increased density near transit often equates to increased ridership.

STRATEGIES TO INCREASE DENSITY

Intensity and Zoning

- Establish regulatory and financing tools that support higher commercial and residential intensities
- Create allowance for greater building height and more flexible building massing through the Title 30 Unified Development Code and/or design standards
- Require minimum building intensities and lot coverages
- See the [Midtown Maryland Parkway District Zoning Overlay](#) for specific strategies

Parcel Assembly

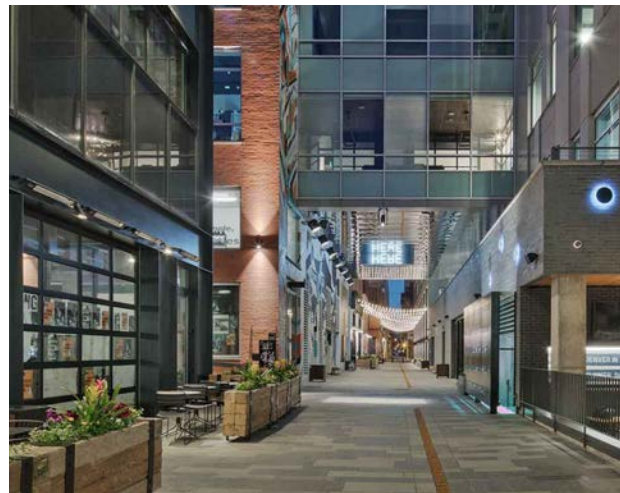
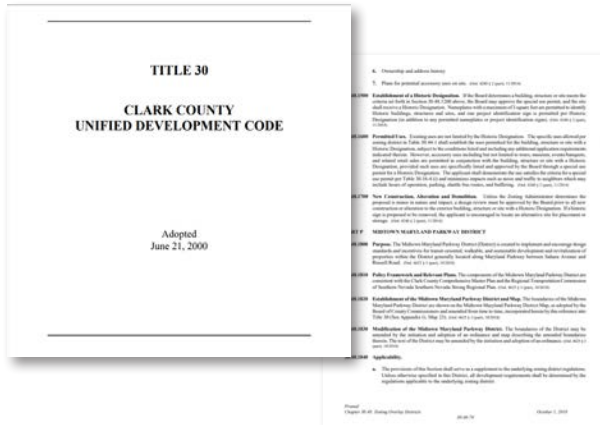
- Encourage/incentivize parcel assembly in order to promote efficient building footprints and a balance of density and publicly accessible, private open space

TOD Plans

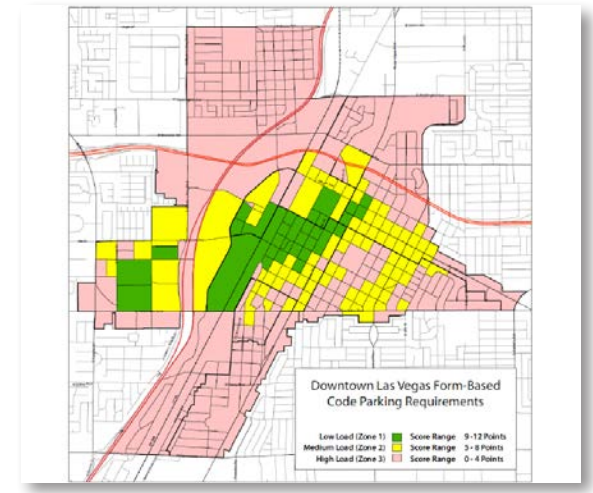
- Create TOD Plans that recommend targeting denser development types within the walkshed of a particular station so that regulatory policy aligns with TOD best practices

Reduced Parking Standards

- Implement aggressive maximum parking standards within TOD Focus Areas through regulatory tools
- Provide parking standard relief to developments that can achieve target densities within a TOD Focus Area
- Encourage shared parking agreements within TOD Focus Areas to minimize lot area dedicated to parking



Consolidated access points through parcel assemblage can catalyze meaningful public open space in exchange for increased density



Downtown Parking Load strategy from the City of Las Vegas Form-Based Code, which could extend to TOD Focus Areas south of the City, into the County

DIVERSITY

Diversity used here refers to places that have safe, walkable access to a wide variety of housing types, retail services, food and beverage outlets, recreation and entertainment outlets, community services, and employment destinations. Research shows that mixing housing diversity with accessible commercial and retail diversity yields twice the reduction in Vehicle Miles Traveled (VMT) than increasing density. Housing diversity promotes an innately walkable and transit-supportive environment that can be amplified with increased density.

STRATEGIES TO INCREASE DIVERSITY

Complementary Land Use Mix

- Mix housing with complementary land uses including those that are most active at different times of day/ days of week
- Support commercial and retail service diversity that cater to a mix of incomes
- Support community-serving uses, such as childcare and health services to give residents proximate access to daily necessities
- Mix housing types, including market rate and subsidized, rental and ownership, and age-restricted with non-age-restricted
- Leverage the land use mix to catalyze a corresponding mix of public gathering places and open spaces that provide opportunities for celebrating art and cultural diversity
- Balance jobs and housing mix to encourage residents to live and work within a TOD Focus Area walkshed

Existing and New Affordable Housing

- Implement programs to retain existing affordable housing through rehabilitation incentives that promote compatibility with new development, while incentivizing developers to build new affordable housing within a TOD Focus Area

Active Transportation Connections

- Increase active transportation connections between various uses, open spaces, and activity nodes, including, but not limited to, facilities for pedestrians, bicycles and other micro-mobility



A mix of uses that is active at varying times of the day can provide needed goods and services to a more diverse base of residents



Dense, walkable mixed-use environments benefit greatly from well-integrated and diverse public gathering and open spaces



Diversity of active transportation connections and access can diversify the user base of the facilities to include all ages and abilities

DESIGN

By leveraging a transit and infrastructure investment, Transit Oriented Developments (TODs) can often drive heightened levels of design, building, and public space articulation as reinvestment occurs in the area - establishing a true sense of place in TOD Focus Areas. These types of design enhancements can be compelled through regulatory mechanisms, such as zoning and/or design standards and guidelines, or they can be achieved through voluntary means, such as pattern books, best practice strategies, and purely market driven improvements.

STRATEGIES TO IMPROVE DESIGN

Development Pattern

- Encourage clustered or attached housing to create a dense, but walkable environment that has a human-scale and prioritizes pedestrian comfort
- When redeveloping larger parcel assemblages, establish small block patterns that have high degrees of permeability thus helping to enliven the streetscape environment



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

Setbacks and Public Space Access

- Place buildings at or close to the property line to promote a dynamic interaction between the public realm and the private development
- Allow zero or minimal building setbacks from the sidewalk to create intimate, pedestrian-scaled environments
- Require high quality finishes within building setbacks that serve as a coherent extension of the adjacent public space



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

Facades

- Create regular, functional building entries along the street frontage
- Prioritize active uses through a minimum percentage of active use frontage, with high degrees of transparency, along building ground-floors to activate the street level
- Create pedestrian-scaled facades along the ground floors of buildings
- Encourage front porches and patios
- Minimize or prohibit blank walls



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

Transportation Facilities

- Provide wide, offset sidewalks that make clear that areas around transit stations are intended to be pedestrian-oriented
- Establish a well-connected and intuitive street network
- Install high ease-of-use bike facilities to allow comfortable access for users of all ages and abilities



Physically separate bicycles and pedestrians from vehicular traffic, wherever possible.

Parking and Access

- Prohibit access to off-street parking on key frontages, instead providing access from secondary streets
- Locate parking areas behind or beside buildings and away from the primary street frontage where pedestrian comfort should be prioritized
- Prohibit parking spaces on the property between the primary building frontage and the street



Incorporate green infrastructure design principles as part of parking buffers and screening.

- Screen existing parking with landscaping when along the streetscape
- Move from free parking to cost recovery parking, to encourage higher turnover and availability
- Explore opportunities to consolidate parking into district or shared areas
- Share driveway access and limit the number and width of curb cuts



Parking structures should be screened or wrapped in active ground floor uses.



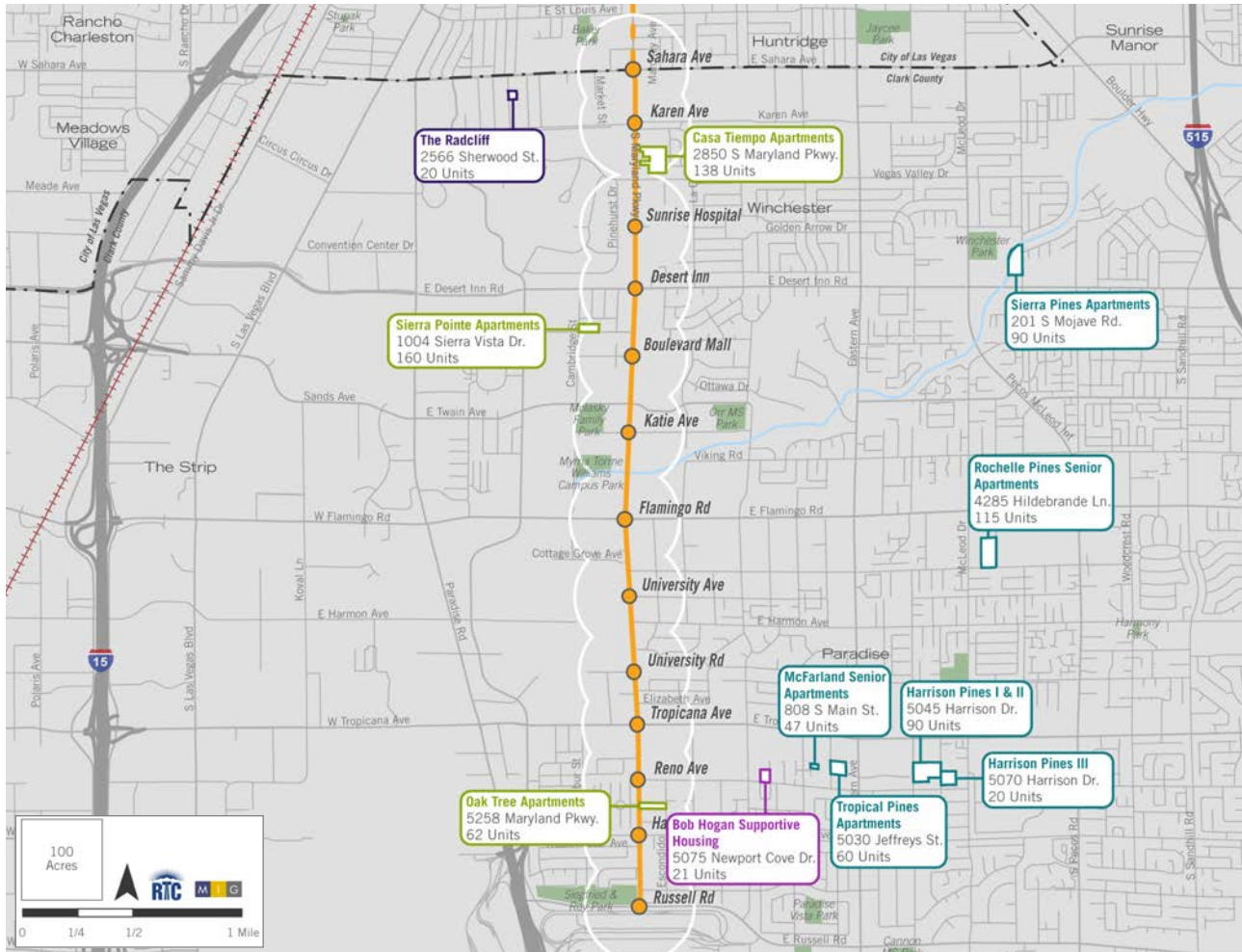
4 HOUSING MIX

The current mix of housing types along the Maryland Parkway Corridor is not especially supportive of high capacity transit (HCT) or housing affordability and choice. Most of the housing along the corridor today is single-family residential, while all of the available affordable units are in two to four story clustered apartment homes. In order to ensure that the transit investment being made along this HCT corridor is being supported by adequate ridership and that Clark County residents have equitable access to housing that meets their needs, a greater mix of housing types at a larger variety of price points is needed along the Maryland Parkway Corridor.

Expanding housing choice as part of TOD development has the two-fold benefit of first ensuring that low- and middle-income residents have housing options that are affordable and proximate to transit that can help connect them to jobs, which helps provide new ridership to support the transit investment. Second, this investment also provides the perfect opportunity to encourage and even incentivize the types of development that are needed along the corridor.

This chapter summarizes the existing affordability and housing types found along the corridor, provides a menu of recommended new development types and how they can be leveraged to improve housing choice along the corridor, and a case for why new development should be mixed-income, with both affordable and market-rate units.

EXISTING HOUSING MIX



EXISTING AFFORDABLE HOUSING

There are currently three affordable housing locations within the Clark County portion of the Maryland Parkway Corridor study area, with a total of 360 units. All three of these locations are family affordable units. Within one mile of the Corridor there are also 20 affordable units for veterans and 21 accessible affordable units for people with disabilities. Within two miles of the Corridor, there are 422 senior affordable units.

Existing affordable housing types in this area are all two to three story attached, clustered, apartment homes.

Legend

- • Municipal Boundary
- Roads / Highway
- +++ Railroad
- Parks & Open Space
- Wash
- Maryland Pkwy Transit Corridor
- Transit Stations
- 1/4 Mile Focus Area

Affordable Housing Types

- Disabled Affordable Housing
- Family Affordable Housing
- Senior Affordable Housing
- Veteran Affordable Housing



Casa Tiempo Apartments



Sierra Pointe Apartments



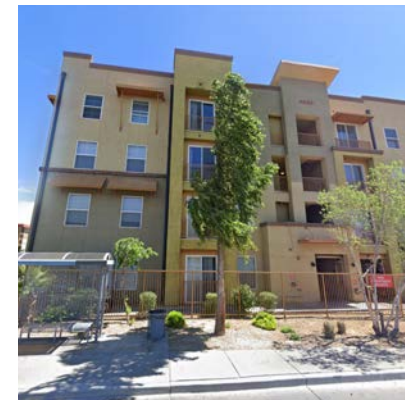
Oak Tree Apartments

EXISTING PREDOMINANT CLARK COUNTY HOUSING TYPES

Existing Predominant Clark County Housing Types



- **One-story single-family homes** - single-family ranch style homes are located primarily in the low density neighborhoods on the east side of the corridor
- **One to three story clustered apartments and condominiums**- groupings of older buildings are found all along the corridor, particularly in the southern half
- **Mid-rise podium apartments** - a few, new-construction, mid-rise apartment buildings exist along the western edge of the corridor
- **High-rise Condominiums** - The few condominiums in and around the County portion of the corridor are older high-rises on the western edge between Twain and Flamingo Rd
- **High-rise, luxury apartments that were formerly condos** - several tall, highly amenitized apartment/condo buildings can be found around the Las Vegas Country Club



RECOMMENDED HOUSING TYPES

Listed and described below are a variety of potential workforce housing types that would be appropriate for the Maryland Parkway Corridor. A mix of these housing types should be developed as part of a TOD strategy in Clark County. The table found on page 23 describes which housing types are most appropriate in specific TOD types along the corridor. Each workforce housing type includes a short description, typical lot size, density, building height, general transit supportiveness and affordability (without additional policy intervention), and a list of the most relevant affordability tools that will ensure these housing types provide much needed affordable and workforce housing stock for the area. A more detailed list of these implementation tools can be found in the following Section. The infographic on the following page shows the existing and recommended housing types described in this section.

Note: In the section, natural affordability is used to measure the typical market rate cost of different housing types, which is influenced by unit size, building density, amenities, and market demand. Additional tools should still be used to make these types more affordable.

RECOMMENDED HOUSING TYPES

Accessory Dwelling Units (ADUs)

An ADU, in-law unit, or accessory apartment is a secondary, separate residential living space on the same lot as a larger, primary house. They allow for more dense single-family neighborhoods and can provide for more diversity as well as aging-in-place.

Most applicable affordability tools:

- Provide process and zoning accommodations
- Provide incentives (density bonuses, reduced parking, etc.)
- Retain permanently affordable units (such as single-room occupancy)

Typical Lot Size:
6,000-8,000 SF



Density:
+4-8 du/acre



Height:
1-2 stories



Transit Supportiveness:



Natural Affordability:



low high



Accessory Dwelling Units (ADUs)

Quadplexes

Quadplexes are multi-family buildings with four units and a shared entry. They can be found in a variety of configurations, even converted from a large single-family home, but are most often found with two units on the ground floor and two above. Four units is also the most that can be conventionally financed through a residential loan.

Most applicable affordability tools:

- Establish inclusionary zoning requirements
- Provide process and zoning accommodations
- Create and maintain property deed restrictions
- Provide right of first refusal for tenants

Typical Lot Size:
12,000-15,000 SF



Density:
10-14 du/acre



Height:
2-3 stories



Transit Supportiveness:



Natural Affordability:



low high



Quadplexes

Recommended Housing Types



Townhomes

Townhomes or townhouses are multifamily structures, where in each unit has its front entry and first floor on the ground level, with one or more stories above, whose walls border at least one neighboring unit. Townhome occupants can be both renters and owners.

Most applicable affordability tools:

- Establish inclusionary zoning requirements
- Explore joint public/private development
- Create and maintain property deed restrictions
- Provide right of first refusal for tenants

Typical Lot Size:
2,000-4,000 SF



Density:
12-20 du/acre



Height:
2-4 stories



Transit Supportiveness:



Natural Affordability:



low high



Townhomes

Student Housing

Student housing is typically constructed on or near an educational campus (such as UNLV) and provides student-specific housing needs, such as smaller units with increased communal spaces and accommodations.

Most applicable affordability tools:

- Use public subsidies (land dedication, loans, grants)
- Establish partnerships with non-profit developers
- Provide process and zoning accommodations
- Provide incentives (density bonuses, reduced parking, etc.)

Typical Lot Size:
2+ acres



Density:
20-35 du/acre



Height:
2-5 stories



Transit Supportiveness:



Natural Affordability:



low high



Student Housing

Complete Community Group Living Apartments (Nevada HAND style)

Apartment complexes centered around community amenities such as play areas, business centers, green space, and even partnerships with daycares, churches, etc. Units may be smaller to offset larger communal spaces. They can accommodate specific groups such as low-income families or seniors.

Most applicable affordability tools:

- Use public subsidies (land dedication, loans, grants)
- Establish partnerships with non-profit developers
- Provide process and zoning accommodations

Mid-Rise Mixed-Use Residential

This housing type is most often constructed as mid-rise (3-5 stories) "podium" buildings with a concrete ground-floor containing retail and multiple levels of wood-construction residential units above.

Most applicable affordability tools:

- Establish inclusionary zoning requirements
- Provide process and zoning accommodations
- Create and maintain property deed restrictions
- Explore joint public/private development
- Provide incentives (density bonuses, reduced parking, etc.)

High-Rise Residential

High-rise residential is typically defined as multi-family structures over seven stories in height. These high-density buildings can have units to rent or own. Parking should not be accommodated with large surface parking lots.

Most applicable affordability tools:

- Establish inclusionary zoning requirements
- Provide process and zoning accommodations
- Create and maintain property deed restrictions
- Provide right of first refusal for tenants
- Provide incentives (density bonuses, reduced parking, etc.)

Typical Lot Size: varies



Density: 15-40 du/acre



Height: 2-5 stories



Transit Supportiveness:



Natural Affordability:



low high



Group Living Apartments

Typical Lot Size: 2+ acres



Density: 20-35 du/acre



Height: 3-5 stories



Transit Supportiveness:



Natural Affordability:



low high



Mid-Rise Mixed-Use Residential

Typical Lot Size: 2,000-4,000 SF



Density: 35-55 du/acre



Height: 7-12 stories



Transit Supportiveness:



Natural Affordability:



low high



High-Rise Residential

HOUSING TYPES BY LOCATION

While all of these proposed workforce housing types should be developed along the Maryland Parkway Corridor, not all of them are appropriate for every TOD location. The TOD typology (as established in the RTC's On Board Mobility Plan) and surrounding context should all be taken into account when locating new development types. The table below shows which of the proposed housing types are appropriate in the TOD typology. These guidelines will help ensure that new development is appropriate for the scale, market conditions, and character of the surrounding neighborhood or area.

		TOD Types							
		Downtown Regional	Downtown Local	Educational Campus	Employment District	Medical District	Town Center	Urban Neighborhood	Las Vegas Strip
Housing Types	Townhomes		X		X	X	X	X	
	Quadplexes		X		X	X	X	X	
	Group Living Apartments	X	X		X	X	X		
	Mid-Rise Mixed-Use Residential	X	X	X	X	X	X		
	High-Rise Residential	X			X	X			X
	Accessory Dwelling Units		X					X	
	Student Housing	X		X		X	X		

BENEFICIAL ATTRIBUTES OF MIXED-INCOME HOUSING

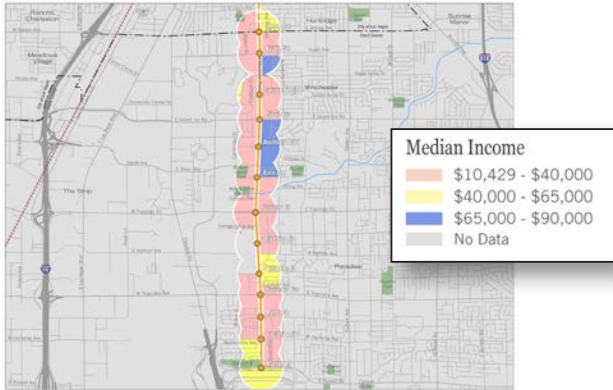


Illustration of Median Income in the study area

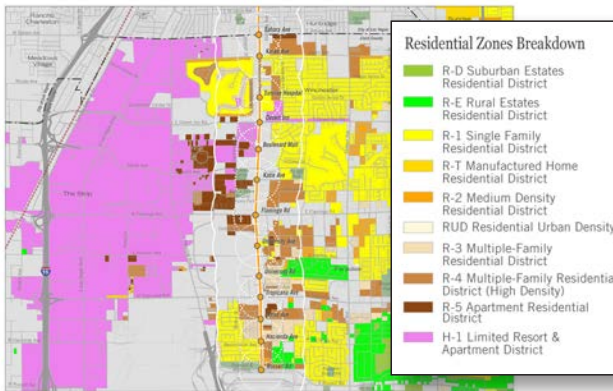


Illustration of Residential Zoning Districts near the Corridor

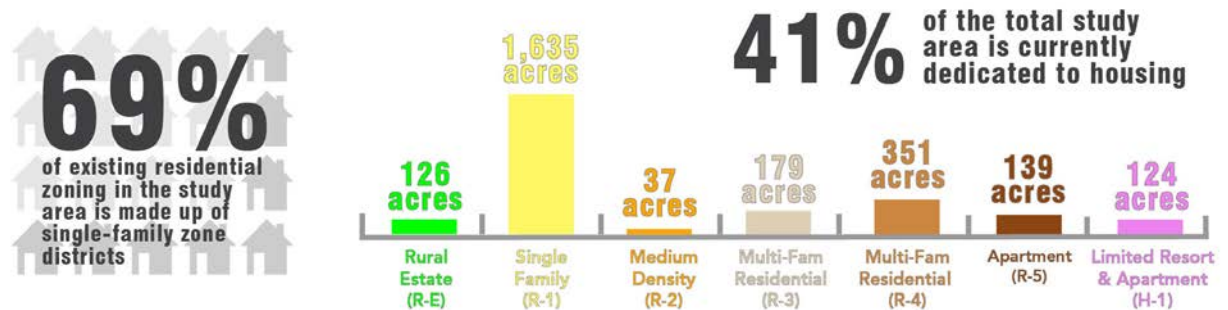


Single-family zoning districts make up the majority of residential zoning in the study area

EXPANDING HOUSING ATTAINABILITY THROUGH TRANSIT PROXIMITY

Beyond the benefits of expanding the prospective tenant and ownership mix that can be achieved through an emphasis on mixed-income housing, successful TOD also facilitates all residents having proximate, walkable and bikeable access to transit services. About 28.5% of Clark County residents within the study area do not own a vehicle, resulting in a significant number of “transit dependent” riders. In addition to being residents with a high likelihood of utilizing transit, these individuals would also greatly benefit from housing choices that are near transit because it serves as a critical means of transportation for their daily lives.

TOD along the Maryland Parkway Corridor, therefore, has a unique opportunity to provide more expansive housing choice within Clark County. At present, about 69% of the existing residential zoning in this plan’s study area is made up of single-family zone districts. With a median income within the study area ranging from ~\$10,000 to ~\$90,000, the disproportionate emphasis on single-family in terms of housing mix doesn’t provide a broad enough spectrum of housing choice and attainability. Forthcoming TOD investment is an opportunity to directly connect transit users - and especially those without personal vehicles - to attainable housing options.



Though more a specific discussion of tools to implement Workforce Housing is included in Section 6 of this document, a few basic strategies for expanding housing attainability are:

- Tax Exemptions, such as the Low-Income Housing Tax Credit (LIHTC)
- Creating a condominium master lease structure to separate legal ownership and financial risk of different forms of finance within one master development
- Payment in Lieu of Taxes (PILOT) to the County consistent with the maintenance of the low-rent character of housing projects

MARKET RATE AND AFFORDABLE UNIT BALANCE PROMOTES ATTAINABILITY

Regardless of the strategy employed to achieve increased access to workforce housing, a balance of market rate to affordable units is key to promoting housing attainability. Importantly, as new housing comes online within a TOD, there needs to be a uniform quality of the units regardless of the income of the renters or homeowners. In this way, a more consistent pride and personal ownership in the character of the neighborhood can be championed.

Market Rate Unit Benefits

Often times, when securing financing for residential developments that have an affordable component, a sufficient number of units must be designated as market rate to create a stable critical mass. Residents within market rate units also tend to have a more significant discretionary spending budget, which can positively influence the viability of commercial and retail uses in the immediate area. Therefore, the inclusion of market rate units into TODs not only helps to balance the project's financing, but it also can make or break the best practice goal of catalyzing a mixed use environment around a station area.

Affordable Unit Benefits

One of the greatest benefits of locating affordable housing units within TODs is the opportunity to provide direct access to an economic demographic that comprises the highest proportion of transit riders. In addition to those more quantitative benefits, from a qualitative perspective, the broader the range of affordable housing in a community, the greater the opportunity for a more diverse and dynamic composition of residents within the community. Cultivating a less homogeneous demographic within a station area is critical to creating both an economic and cultural richness in and around the TOD.



Design quality should be indistinguishable between market rate and affordable housing



Larger scale, well-coordinated developments can support both market rate and affordable units



5

AFFORDABLE HOUSING TOOLS

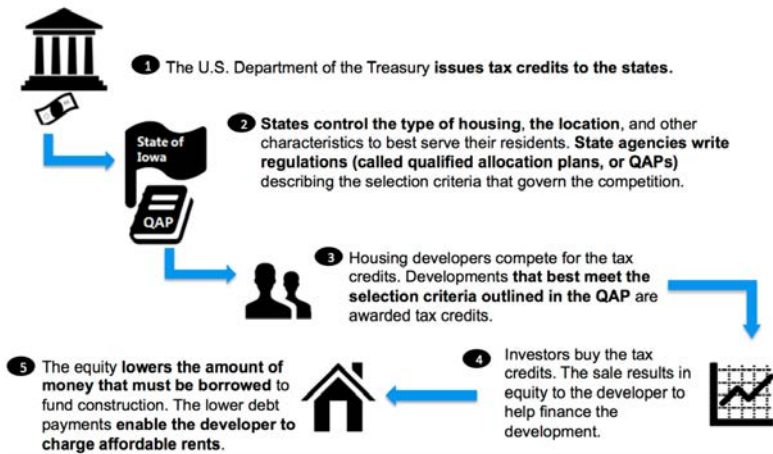
There are several new tools to help fund and incentivize affordable housing in Nevada as a result of the last state legislative session. Federal and local governments also have an important role to play in affordable housing. These tools should be promoted within the Southern Nevada development community to increase affordable housing options and to better serve the needs of the community.

Case studies can provide valuable insight on what peer cities are doing to incentivize the development of affordable and workforce housing, how these developments can be transit-supportive, and funding strategies based on level of investment.

EXISTING AFFORDABLE HOUSING TOOLS AVAILABLE IN SOUTHERN NEVADA

ROLE OF FEDERAL, STATE, AND LOCAL GOVERNMENTS

The federal government, state government and local government all have roles to play in funding and incentivizing the construction, preservation and rehabilitation of affordable housing. However, in Nevada, there have been relatively few tools available to facilitate the construction of affordable housing for low income residents. That all changed when the Nevada Legislature passed several bills specifically designed to give state and local governments more tools to subsidize or incentivize affordable housing and provide a safe home for low income residents. The following discussion outlines the existing tools and the new tools available to practitioners.



Federal Low-Income Housing Tax Credit (LIHTC) Through HUD

The Department of Housing and Urban Development (HUD) issues tax credits of about \$8.3 million dollars annually to the State of Nevada. The State Department of Housing then awards the credits to private developers of affordable rental housing projects through a competitive process. Figure 1 describes the overall process for how the federal LIHTC program works. In Nevada, the federal LIHTC has been the primary financial tool used to build affordable housing. But demand for affordable housing here far exceeds the amount of new affordable housing that can be built from the federal allocation of LIHTC.

How the Federal LIHTC Program Works
Image Credit: Andrew Greenlee



State of Nevada Low Income Housing Tax Credits (SLIHTC)

Senate Bill 448 in the 2019 Nevada Legislature authorized \$10,000,000, annually, in the form of Nevada SLIHTC that can be transferred to affordable housing projects. The Nevada State Housing Division estimates that SLIHTC will likely generate an additional 600 affordable housing units per year in Nevada. The way this legislation will work is any potential developer can apply to the State Housing Division for an allocation of the tax credits. The State Housing Division will transfer the tax credits to the projects it deems best according to criteria in the State Housing Division's Strategic Plan. Time is of the essence for this new tool as SLIHTC is only authorized for four years.

Boulder Pines Affordable Family Apartments on Boulder Highway near Desert Inn Road. LIHTC, Private Activity Bonds, Neighborhood Stabilization Program funds and HOME Investment Partnerships Program/Affordable Housing Trust Funds were used to construct this development.
Image Credit: Las Vegas Review Journal.

Elective Subsidy of Entitlement Fees for Affordable Housing

Senate Bill 103 in the 2019 Legislature authorized counties and cities to waive, or otherwise subsidize, any applicable impact fees, development fees or building permit fees for affordable housing projects that provide housing for those who make 60% or less of Clark County's median gross income. The way this legislation will work is any jurisdiction that desires to make this subsidy available to affordable housing developers will be required to adopt an ordinance that establishes the criteria that a project for affordable housing must satisfy to receive the subsidy. The jurisdiction will also be required to hold a public hearing and make a determination that the ordinance will not adversely affect the jurisdiction's finances.

Southern Nevada Public Lands Management Act (SNPLMA)

The United States Congress passed SNPLMA in 1998. The SNPLMA authorizes the United States Bureau of Land Management (BLM) to sell public land at up to a 95% discount if the land will be used by a local southern Nevada government for the construction of affordable housing. While there are no BLM owned parcels in the Maryland Parkway Corridor, the SNPLMA legislation does allow the Secretary of the Interior very broad discretion on how to use federal land ownership, sales and leases to facilitate affordable housing construction in southern Nevada, including the ability to swap private lands for public lands.

State of Nevada Affordable Housing Database


When Senate Bill 104 passed in the 2019 legislature it required the consolidation of affordable housing data from local jurisdictions and owners into a database that is in an acceptable and useful format to the users who need the data. The Housing Division has since created a statewide affordable housing database that incorporates detailed information on the market data of affordable housing, demographics of residents, affordable housing demand and supply, and the location and quality of affordable housing broken down by jurisdiction where possible.



The Harmon Pines affordable senior apartments were developed using the SNPLMA.

Image Credit: harmonpines.nevadahand.org

AFFORDABLE HOUSING NEED IN CLARK COUNTY

59,370 
shortage of affordable units available to
Extremely Low Income households
(at 30% area median income and below)

18,742 
shortage of affordable units available to
Low Income households
(at 50% of area median income)

 **78,112**
Total shortage of affordable units

Source: 2020-2024 HUD Consolidated Plan and 2020 Action Plan (Clark County)

Affordable Housing Need



*The Woodcreek apartments in Clark County serve residents who make 60% or less AMI. Private activity bonds will be used to renovate all 232 units.
Image Credit: livewoodcreekapartments.com*



*An affordable housing project for seniors at near Pebble Road and Eastern Avenue (operated by local nonprofit Coordinated Living of Southern Nevada and Ovation Development Corporation) requested \$2 Million in NHTF funding. This land is currently owned by the BLM and would be acquired by Clark County using the SNPLMA.
Image Credit: lasvegassun.com*

Private Activity Bond Cap A.K.A. 4% or “Bond” Deals

The Private Activity Bond Cap is an IRS provision in Federal Tax Code (Section 42) and is \$53 Million for Clark County. In order to allocate “Bond” Deals, the State determines the County’s annual bonding capacity and 4% tax credits on a first come, first served basis (not competitive applications like 9% LIHTC). The primary uses of this tool are to finance new construction and acquisition/rehabilitation low-income/affordable housing projects. “Bond” Deals are typically used to construct larger projects (180+ units) that provide housing for those who make 60% or less of Clark County’s median income. The benefit of this bond financing tool is the lower cost of capital versus conventional financing methods, and some projects may qualify for up to a 4% tax credit. However, this tool has a higher risk for the developer compared to LIHTC financing, which offers more equity in the form of up to a 9% tax credit. Developers can receive a 30% boost in tax credit allocation if a development is in a Qualified Census Tract (QCT) or Difficult Development Area (DDA).

National Housing Trust Fund (NHTF)

The National Housing Trust Fund had an amount of \$3 Million for the State of Nevada in the 2018/2019 program year. The NHTF is a Federal (HUD) fund and is administered by the Nevada Housing Division and funded by an assessment on all Fannie Mae and Freddie Mac loans. The NHTF is primarily used for GAP financing on new construction or acquisition/rehabilitation/conversion projects that provide affordable or low-income housing to those with a lower AMI. In order to receive NHTF funding, a competitive grant (equity to project) application must be completed. Projects that add to the Affordable Housing inventory will be prioritized. An emphasis is also placed on projects with the highest percentage of extremely low income (ELI) units and special needs/supportive services.

Growing Affordable Housing Program (GAHP)

In the second round of GAHP funding (fiscal year 2018), up to \$6 Million was available, sourced through the Nevada Housing Division. The GAHP is primarily used for GAP financing and to help overcome the cost associated with 4% bond deals for new construction of low-income/affordable housing. Financing is capped at \$3 Million per project or \$30,000 per unit. It is to be used in conjunction with the non-competitive 4% LIHTC's (not the 9% LIHTC). Construction must begin within 18 months of award and units placed in service within 2 years (150 units or less) or 3 years (projects more than 150 units). The GAHP is a financing mechanism with fully amortized soft debt; repayable from excess cash flows. There is a 3% interest rate, amortized over 30 years. A developer must be able to close on financing by year end, and the GAHP is subject to the LIHTC/QAP requirements.



*Fort Apache Senior Apartments (currently under construction) will provide affordable housing to seniors and utilized LIHTC to fund the project.
Image Credit: ovationdev.com*

HOME Investment Partnerships Program

The HOME Investment Partnerships Program is a federally funded, large-scale grant program for affordable housing. Funds are allocated by formula to participating state and local governments, and those in the private sector (both for profit and not-for-profit) who build, own, manage, finance, and support low-income housing initiatives.



*Blue Diamond Senior Apartments is applying to help meet the necessary underwriting criteria of the 4% LIHTC program.
Image Credit: ovationdev.com*

CASE STUDIES OF TRANSIT-SUPPORTIVE HOUSING TOOLS

A variety of case studies from peer cities that aim to provide affordable and workforce housing, with and without a High-Capacity Transit focus, are described below to help provide more context for potential implementation strategies being considered for the Maryland Parkway TOD corridor. These programs, including housing funds, Tax Increment Financing (TIF) districts, and land trusts, have been successful in implementing equitable housing solutions in other major US cities around the country. Even without additional emphasis placed on a transit-oriented component, all of the programs described have led to the development of projects that would be considered transit-supportive based on their design, density, and diverse housing types. These examples help illustrate that there are practicable solutions in helping close the housing gap for low- and middle-income families and aim to demonstrate the efficacy of implementation tools described in this document.

Each case study includes a description of the initiative's approach, including level of investment and basic organization and operation, a link to more information, and an image of a development that was made possible by the program.



Tasman Apartments, San Jose

Bay Area Transit-Oriented Affordable Housing

In an effort to curb the Bay Area's deepening housing crisis, with more than 30% of families in the nine-county area qualifying as "cost burdened," the Bay Area Transit-Oriented Affordable Housing (TOAH) Fund re-launched its efforts to provide affordable housing options to residents along transit corridors, with a 10 million dollar seed investment from the Metropolitan Transportation Commission (MTC) in 2015. The now \$40 million initiative, operated by five community development partners, provides funding for affordable housing projects, community and neighborhood services, and fresh food markets along transit lines across the Bay Area. The Fund, which focuses on equitable and sustainable housing solutions, works with local developers and prioritizes mixed-use buildings with affordable and market-rate units that are well connected to employment centers. For more information visit bayareatod.com



The Ramona Apartments, Portland

Portland TIF for Affordable Housing

Since 2006, Portland, Oregon has been working to abate gentrification by using Tax Increment Financing (TIF), a tool that diverts a portion of the added tax revenue that results from increased private investment, and subsequently, property values, in an area to make other public improvements to that area. Portland has specifically earmarked 30% or more of their TIF funds, equaling over \$152 million dollars in ten years, to affordable and workforce housing in nine areas of the City. This "Set Aside" money has been used to help finance affordable housing projects (adding thousands of affordable units to the area), preserve existing low-income units, fund home repairs for low-income residents, and provide down payment assistance to help those who may otherwise not be able to access home ownership. For more information visit portlandoregon.gov/phb/article/653603

Denver TOD Fund

As Denver's high-capacity transit corridors began to expand and trigger land speculation, skyrocketing prices, and increased development and gentrification, a number of partners came together to create a leading-edge loan fund to preserve and create affordable housing along these corridors. The Fund offers low-cost property acquisition loans to support affordable and workforce housing funds, and has successfully provided 16 such loans since its inception in 2010. Thousands of affordable units and supportive development have been created with the almost \$33 million that the Fund has provided. As loans are paid back, new ones are able to be created to continue the development of affordable housing adjacent to transit. For more information visit enterprisecommunity.org/financing-and-development/community-loan-fund/denver-regional-tod-fund



Park Hill Station Apartments, Denver

Atlanta Land Trust Collaborative

Atlanta's non-profit community land trust obtains and manages land to help reduce displacement and add affordable units in targeted areas of the city. It primarily focuses on housing opportunities along the Atlanta BeltLine - a 33 mile corridor of multi-use trails, parks, art, and transit that loops around Downtown Atlanta. The extensive BeltLine improvements have increased the risk of gentrification in many Atlanta neighborhoods. The collaborative seeks to preserve existing affordable units and provide 5,600 additional affordable and workforce units. The primary mechanism the Land Trust operates through is the purchasing and then leasing of land near the BeltLine to residents at affordable rates that are maintained over long periods of time. This also promotes homeownership and ensures homes continue to be affordable upon resale. For more information visit atlantalandtrust.org



Reynoldstown Senior Residences, Atlanta

Beverly Vermont Community Land Trust

With a focus on land stewardship and sustainability, the non-profit Beverly Vermont Community Land Trust aims to create permanently attainable housing options for those interested in "lower impact living patterns." Operating in Los Angeles, the land trust not only obtains and manages lands at long-term affordable rates for low and moderate income residents, even after resale, it also works to create sustainable communities that are walkable, provide recreational spaces, and are integrated with nature. The method of "ground leasing" with home owners promotes higher home ownership rates, greater community investment in the properties, and long term affordability regardless of market rates. For more information visit bvclt.org



Los Angeles Eco Village, Los Angeles



6 IMPLEMENTATION

The following tools and strategies serve as a workforce and affordable housing toolbox, with the potential to implement as conditions necessitate along the Maryland Parkway Corridor. Ten strategies have been identified; each is summarized, the relative ease of implementation and potential impact of each tool is outlined (each on a scale of 1 to 5), and the TOD Readiness Spectrum station categories (Strategize, Catalyze, Amenitize, Energize) that the tool best applies to are identified in the following pages of this section.

- General
 - » Develop a Maryland Parkway Workforce Housing Group
 - » Use under-utilized public land near transit stops for affordable housing development
 - » Create a TOD Housing and Land Trust Fund
 - » Acquire land or buildings near transit for housing
 - » Moderate condo (or tenure) conversions
 - » Acquire and/or rehabilitate at-risk affordable housing units
 - » Identify opportunities to utilize affordable housing easements or property deed restrictions to preserve affordable housing units
- Provide Incentives for Affordable Housing Development
 - » Regulatory Incentives
 - » Financial Incentives
- Explore the use of inclusionary zoning to create affordable housing units near transit
- Develop a program(s) to link impacts of tourism and gaming development to the creation of affordable housing.

IMPLEMENTING AFFORDABLE HOUSING

STRATEGIES AND TOOLS: GENERAL

Develop a Maryland Parkway Workforce Housing Group

Clark County should work with the Southern Nevada Housing Authority, other housing partners, and stakeholders to build a network of affordable and workforce housing developers. Developers that are active in building affordable and mixed income housing projects in Nevada and/or in the western US should be contacted to increase awareness of needs and opportunities in the local community, including available incentives and tools. The network can be used to solicit feedback on potential programs, solicit interest in public-private partnerships, and to increase awareness of potential land purchase and development opportunities. As an initial action, the County can convene a regional forum of developers, local government staff and elected officials, and housing service providers to inform short term action plans and desired legislative changes.



Ease of Implementation:



Potential Impact:



TOD Spectrum:

- STRATEGIZE
- CATALYZE
- AMENITIZE
- ENERGIZE

Use Under-Utilized Public Land Near Transit Stops for Affordable Housing Development

Where there is under-utilized public land available near transit stops, there is a significant opportunity to aid in the success of new affordable housing development. To best capitalize on this strategy, Clark County should create an inventory of surplus or under-utilized County-owned properties near transit stations/stops. These parcels should be evaluated to determine if they are well-suited for housing development, or could be sold to generate funding for affordable housing. This inventory should be maintained and updated to create a readily accessible resource.



Ease of Implementation:



Potential Impact:



TOD Spectrum:

- STRATEGIZE
- CATALYZE
- AMENITIZE
- ENERGIZE

Create a TOD Housing and Land Trust Fund

Development of affordable and workforce housing is expensive, particularly housing that is permanently affordable, located in areas that are best suited for supporting transit, and housing that is developed to best benefit residents. To make many affordable housing efforts work substantial funding is needed. In many cases, partnerships with mission-driven organizations are critical to achieving sustainable costs. A housing trust fund is a proven organizational strategy in furthering affordable housing goals. A Fund should be created through a partnership between the City, County, and non-profit, philanthropic, and State partners. The trust can be used for variety of purposes, including: buying and holding land for affordable housing, addressing development feasibility gaps, achieving a greater level of access to grant/financing programs using the partnership approach, and having greater autonomy to operate and generate profits/revenues than a governmental/quasi-governmental entity.

Ease of Implementation:



Potential Impact:



TOD Spectrum:

STRATEGIZE

CATALYZE

AMENITIZE

ENERGIZE



Acquire and/or Rehabilitate At-Risk Affordable Housing Units Near Transit Stations

Affordable housing, whether programmatic or naturally occurring, may exist near transit but is placed at risk when market conditions change with new development. Maintaining this existing affordable housing (whether income restricted or naturally occurring) can be as impactful as creating new housing units in transit station areas as market conditions improve with new public investments. Two methods of protecting these units are rehabilitation and acquisition. Clark County should explore targeting the use of programs funded through HOME and CDBG dollars aimed at home ownership, home repair, affordable rental projects, and others to mitigate the loss of naturally affordable units or affordable units reaching the end of their affordability requirements. Layer a requirement to participate in retention programs, such as first right of refusal for sale of rentals, section 8 vouchers, deed restricts/liens to prevent quick sales, and first right of refusal when affordability covenants end.

Ease of Implementation:



Potential Impact:



TOD Spectrum:

STRATEGIZE

CATALYZE

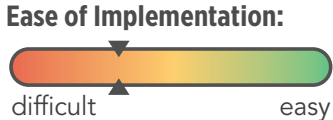
AMENITIZE

ENERGIZE



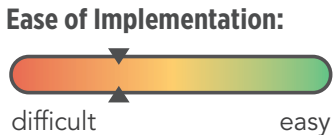
Moderate condo (or tenure conversions)

In strong housing markets, property owners often look to convert existing rental units into for-sale condo units. This frequently occurs with older rental projects and can result in a naturally occurring affordable rental unit becoming an expensive for-sale unit. To mitigate the impact of this change, a goal should be to protect existing rental units in transit station areas with strong market conditions from being converted to for-sale or other uses. This can be achieved through a variety of approaches including banning condo conversions, requiring a percent of units be made permanently affordable if converted, payment of a fee in lieu if a unit is converted, or a requirement allowing the County (and partners) the first opportunity to buy the project at market value before conversion is approved.



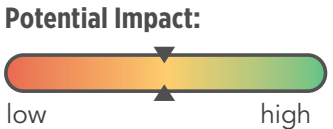
Acquire Land or Buildings Near Transit for Housing

The County should explore the potential to acquire land or buildings to create housing near transit stations. Where available, a Redevelopment Agency is a logical entity to purchase land or buildings for this purpose. A partnership with a non-profit entity or housing trust can also be successful. It should be noted that public purchases or sale of land can impact the market prices in the surrounding area, due to the ability of a public entity to carry additional costs or risks of purchases. Because of this, caution is needed to not over- or under-value due to public purchases.



Identify Opportunities to Utilize Affordable Housing Easements or Property Deed Restrictions to Preserve Affordable Units

In addition to ensuring the affordability of new development, preserving existing affordable housing is important, as well. To achieve this, easements or agreements with property owners can be made to preserve a certain percent of existing housing units as affordable. This approach can be used when discretionary approvals are made or when monetary contributions or incentives are provided to a project. An easement or property deed restriction will specify affordability (income) requirements and time length of affordability. This tool is often used to maintain and preserve existing affordable housing units by offering funding, financing, and/or incentives in exchange for the easement/deed restrictions. The functionality of this tool can be similar to historic preservation easements/tools.



STRATEGIES AND TOOLS: INCENTIVES

There are many actions Clark County could take to create incentives for the development of workforce and affordable housing. There are typically two users for incentives. The first user type includes developers of income restricted or special population focused housing projects. These are private, non-profit, and public entities that develop affordable housing projects based on income limits and other criteria for special populations and are typically subsidized using Federal, State, local, and philanthropic funding sources. Most often all or a majority of units are affordable, although some projects may be mixed income. These developers are often trying to layer multiple equity and financing sources to provide subsidized units, and benefit from even relatively small incentives (whether regulatory or financial) to make a project viable. The second user type includes developers of market rate projects that are either trying to build housing units that are attainable for the area workforce or are willing/required to provide affordable units within a market rate project. The incentives that are appealing to this group may vary especially for those developers to include units within their projects that are not oriented to at or below market rate tenants/purchases. While any incentive provides a benefit, significant incentives are likely needed to entice a developer to participate voluntarily. Market conditions that are strong and support development at densities greater than what is allowed by zoning are often needed.

Clark County should formalize a set of incentives, calibrated to market conditions and desired outcomes, that they are willing to provide to encourage and support both TOD and workforce housing projects. The incentives most often offered are either regulatory or financial. The most commonly used and impactful incentives provided in other cities include:

Regulatory Incentives

Height or Density Bonuses – Height and density bonuses fit well within TOD contexts as the goal to encourage higher density development in these areas is already established. Height and density bonuses, by allowing for more revenue-generating space, can help make projects with financial gaps achieve feasibility, and are particularly helpful to developers of affordable housing projects. Bonus programs aimed at enticing market rate developers to include a portion of units (e.g. 10% of units) as income restricted typically need to be located in areas with strong market conditions and where the bonus provides a substantial increase (e.g. 50% increase) over the allowable height or density in the area. Height is often the most valuable bonus in TOD contexts, especially when a form-based zoning approach is taken. However, form-based codes often already provide height allowances that encourage the highest feasible density, which means additional height may not be enticing



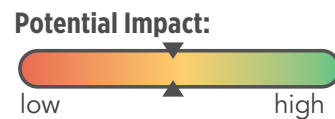
Parking Reductions – The cost of providing parking in TOD contexts is a major factor in project feasibility. Parking in TOD contexts most often needs to be provided within a parking structure, which has substantially higher costs than surface parking. Land prices and available sites can also make providing surface parking difficult. To offset this, communities can reduce parking requirements for residential projects as a way to reduce needed costs. This reduction provides flexibility for the developer, but may not be the ultimate determinant of the parking needed. Financing/lending requirements can be a critical factor, often driving parking requirements in areas that cannot demonstrate that tenants can rely on alternative modes. While this makes TOD contexts the most attractive types of areas for parking flexibility, given the lack of existing fixed-guideway or high frequency transit in the Las Vegas region it may take successful local projects with reduced parking to spur lenders to reduce requirements.



Expedited Project Approvals/By Right Development – The length of time needed to obtain project approvals for new development can have a major impact on project feasibility. Delays in entitlements can add major additional financing costs. Some communities have instituted expedited review processes for high priority projects, such as TOD and affordable housing. These projects have an entitlement process that is shorter than typical projects and may have fewer approval steps required. While this approach can be successful, often these attempts to speed up the entitlement process do not see meaningful results. To address this, some communities have utilized by right development triggers for desired projects in order to encourage development. Under this approach, projects that meet desired uses/criteria can proceed without discretionary review and are able to directly apply for building permits. This requires that zoning and land use regulations include specific development requirements for the area/project of interest, including income limits, setbacks, parking, architecture, site layout, and landscaping. The City of Reno uses this approach within their TOD corridors for all projects meeting desired use, density, and form requirements.



For Regulatory Incentives:



TOD Spectrum:



Financial Incentives

Fee Reduction/Waivers – Reducing project costs through fee reductions or waivers is a commonly used strategy to incentivize development. Building permit fees, project impact fees, and connection fees (e.g. water and sewer) are typically the most impactful fees that can be reduced or waived to support projects. While this strategy may work to spur development, it is important to note that some communities are required or choose to backfill the loss in fee revenue using other funding sources (e.g. General Fund, housing trust funds); this may be due to state requirements, fund enterprise structures, or because the fees are charged by quasi-municipal service providers (e.g. water district). Clark County could consider the reduction or waiving of development fees for affordable or workforce housing projects in TOD areas. Financial modeling is often needed to understand the amount needed to make a meaningful impact on projects, and also to understand the impact to the entity losing revenue.

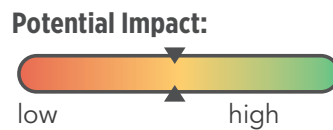
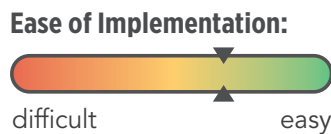


Gap Closure Funding or Financing – Some communities provide grants or low cost financing to developers to address feasibility gaps for affordable housing projects. Criteria needs to be established, with projects meeting program criteria eligible to access gap closure funds. The funding can be provided as a grant (with certain claw back requirements), zero or low interest financing, or deferred or modified repayment structures that reduce up-front financing issues/risks. An existing pool of funding is needed to make this program viable.



Tax Increment Financing – Tax increment financing (TIF) to support affordable housing projects is used in many states, but can have varying applications and rules due to state laws regarding redevelopment agencies and allowable uses of TIF. TIF funds from existing or new redevelopment areas around transit stations can be used to pay for public costs within projects to reduce the total development cost. Clark County could consider using enabling the use of TIF to support affordable housing. Existing TIF proceeds and/or proceeds from the affordable housing projects can be used to address financial gaps for affordable projects, provided as an incentive to include affordable units, or serve as seed or revolving loan funding for affordable housing programs. The use of funds to develop low-income housing is an allowable use of funds within Nevada, which provides greater flexibility of use than some other communities.

For Financial Incentives:



TOD Spectrum:

STRATEGIZE

CATALYZE

AMENITIZE

ENERGIZE

STRATEGIES AND TOOLS: INCLUSIONARY ZONING

Inclusionary zoning can be a powerful tool to create affordable housing. This tool is often most successful when the gap between market rate and affordable housing prices/rents is large and cannot be overcome by existing affordable housing programs. There are three primary applications of inclusionary zoning to consider: voluntary, discretionary, and mandates. Stakeholders often presume inclusionary zoning means mandated requirements, but there are successful approaches that are voluntary or only applied in certain contexts or situations. Best practice applications for use of inclusionary zoning couple the tool with incentives to offset the impact of the requirements and reduce development costs/barriers. The incentives used should be varied to match with the context of its application (e.g. density of area, market strength, need for affordable units). The goal is to help reduce the cost to developers of the inclusionary zoning ordinance but continue to use the development community to build affordable housing units.



Inclusionary Zoning Approaches

Voluntary – Voluntary inclusionary programs provide an incentive to a developer when they build affordable housing units as part of their projects. The incentives are often regulatory but can be also financial. These programs aim to have a portion (e.g. 10%) of units in a project subject to income or deed restrictions with corresponding AMI targets or household types. A zoning overlay or similar tool is used to designate areas where projects are eligible for incentives if affordable units are provided. A fee-in-lieu approach, where the developer pays a fee instead of providing units, can also be used instead of or in combination with on-site units. This allows for more flexibility and inclusivity for commercial projects.



Discretionary – Development projects throughout the County or within targeted areas (e.g. transit station area) that require a discretionary approval (such as annexation requests, Master Plan designation changes, and re-zoning requests) for entitlement can be made subject to an inclusionary housing requirement. Since the project is requesting a change from its existing use, zoning, or land use designation, the jurisdiction can tie the need for inclusion of area goals/needs or mitigation of impacts to approval for these requests.



Mandate – A mandate program is where a jurisdiction requires new development projects to provide affordable housing units (or pay a fee-in-lieu) to offset the need for affordable housing caused by the project. Mandates are the most aggressive form of inclusionary zoning. They will likely require changes to state law to implement and attract push-back from the development community. Mandate programs can be successful, especially in areas with high demand and high prices. However, the mandates do increase the cost of development, which may cause unintended impacts on overall housing affordability. Mandate programs are often required to be enforced community-wide (rather than area-specific) and therefore can have disproportionate impacts on different portions of a community. To address varying market conditions and housing needs, some communities vary mandate requirements based on use and location. Some programs are structured to produce housing units on-site, within each development project, while others encourage use of fees, in lieu of providing on-site units, in order to raise funds for more flexible applications.



STRATEGIES AND TOOLS: LINKAGE/IMPACT FEES

The gaming and hospitality industries are a major component of the economy in southern Nevada, accounting for 30% of employment in Clark County. While these industries provide a large number of jobs, they pay wages that are generally lower than the County average (\$30,000 per year for gaming, \$43,000 for hospitality), and these workers may struggle to access affordable housing, especially options near work. There are a variety of approaches to address workforce housing needs generated by these industries. Three potential approaches are described below that range across the spectrum in terms of ease of implementation and impact.



Partnerships with Businesses and Housing Providers – In other large cities, local government has partnered with local businesses to create affordable housing options for employees. The involvement of private businesses can take many forms, including matching funding from local and non-profit providers to subsidize rent and/or provide down-payment assistance. This type of partnership is more often found in smaller cities that have or are adjacent to major tourism destinations (e.g. ski towns). However, there are examples within larger, urban setting such as Denver (LIVE Denver pilot program) and San Antonio (Spurs Sports & Entertainment Downtown-Area Housing Incentive Program for Employees). The County can create these partnerships with major employers or a pool of employers located along Las Vegas Boulevard to provide housing along the Maryland Parkway Corridor near the intersection of major transit routes with the Maryland Parkway transit line.

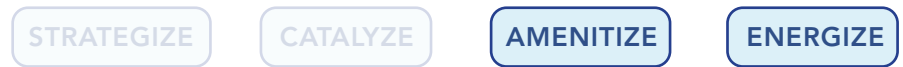
Ease of Implementation:



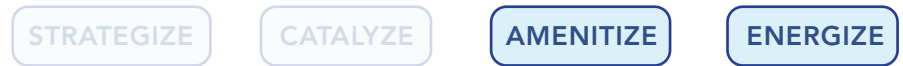
Potential Impact:



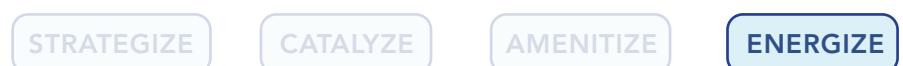
TOD Spectrum:



Discretionary Impact Mitigation/Linkage Fees – Given the link between these industries and the need for affordable housing, the County could require payment of mitigation fees linked to the impact of new, large scale tourism related projects (gaming, entertainment, or accommodation) that require discretionary approvals (such as annexation requests, Master Plan designation changes, rezoning requests) for entitlement. This fee approach may require a nexus study to establish the relationship and associated cost of the project with the fee being charged. The use of an impact fee may also have legal barriers within Nevada Revised Statutes.



Linkage Development Fee – Commercial linkage fees are inclusionary housing programs used by communities with affordable housing challenges due to employees generated by major employers or industries. A linkage fee, similar to an impact fee, charges a fee related to the size or value of a development to help fund the construction of affordable housing units. This fee approach typically requires a nexus study to demonstrate the impacts and costs of providing affordable housing caused by the business/development. (i.e. the number of affordable units required as a result of the development, and the cost of providing those units). While a traditional linkage fee may not currently be allowed in Nevada, a program may be able to operate like an impact fee for infrastructure (which is allowed in Nevada). This fee structure may be more manageable to use for housing than other public facilities (e.g. fire stations) given time limits on use of funds from impact fees within Nevada Revised Statutes. These programs are most often applied city or county wide but the use of the funds could be tied to creating units near transit.



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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Value Capture Toolkit

September 1, 2020



In association with: MIG, Inc. | Economic & Planning Systems



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Figure 1: This figure shows an example of transit-oriented development—vibrant, high-density residential development with wide sidewalks, street trees, and other amenities, and close and easy access to public transit.



1

INTRODUCTION

MARYLAND PARKWAY CORRIDOR TRANSIT STUDY BACKGROUND

The Maryland Parkway Corridor Transit Oriented Development (TOD) Plan is a collaborative endeavor between the Regional Transportation Commission of Southern Nevada (RTC), the City of Las Vegas, Clark County, stakeholders, and community members to improve transportation and spur TOD (see Figure 1 on left page) along the Maryland Parkway Corridor. Based on extensive input from local stakeholders and multi-agency technical groups, the resulting Plan will identify priority locations for TOD, preferred types of development and characteristics, as well as implementation actions and tools to guide investment along the Corridor. This value capture toolkit is one such tool to guide investment in the Corridor.

GOALS

Participants in the Maryland Parkway TOD plan described many aspirations for the future of the Maryland Parkway Corridor. In considering results from the range of engagement activities, several commonalities emerged. Below are five outcomes for which to strive for through planning and investment, which will help guide the value capture tool evaluation and selection process:

- Significant Mode Shift to Transit
- Easy, High Quality Transit and Destination Experience
- Diverse Housing Options
- Safe, Comfortable Environment
- Quality Development

WHAT IS VALUE CAPTURE?



Government **invests** in



infrastructure which improves the performance of the **transportation** system



and raises nearby **land values.**

Figure 2: Investment in transportation infrastructure increases property value. (Source: Adapted from National Academies of Sciences, Engineering, and Medicine 2018. *Guidebook to Funding Transportation Through Land Value Return and Recycling*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25110>)

Our transportation thoroughfares (streets, highways, transit lines, bike paths, sidewalks, and multi-use paths, etc.) are the most common forms of public space. Not only do they shape our cities, empower our economies, and make public space inviting (or the opposite), they also provide access to people, places, and property. New transportation infrastructure projects, like roads and transit systems, further improve access to property and can add significant increases to property values (see Figure 2).

However, as the value of real estate increases from transportation investments, most governments do not have systems in place to benefit from the value they deliver in neighborhoods (see Figure 3). And in fast-growth markets, neighborhoods are at risk of becoming unaffordable for current residents. This raises three important questions:

1. **As public space is planned, prioritized, and improved, and property values begin to rise, how can some of that increased property value be captured and reinvested into the community?**
2. **How do we do this in a way that sustains the operations of public transit that catalyzed value creation?**
3. **And how can we capture and distribute a portion of this new value—in real estate, local business, jobs, and more—in a manner that benefits local residents?**

The answers to all of these questions can be provided by the proper implementation of value capture tools.¹

Two similar properties are in different neighborhoods that are five miles from a city. A new **BRT line** that leads directly to the business district is built near Property A.



When value capture principles are applied, a portion of Property A's increased value is returned to the government.

Figure 3: Property with better transit access provides higher increases in land values than equally situated properties without similar accessibility. (Adapted from National Academies of Sciences, Engineering, and Medicine 2018. *Guidebook to Funding Transportation Through Land Value Return and Recycling*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25110>)

VALUE CAPTURE AND THE INFRASTRUCTURE FUNDING CHALLENGE

Paying for improved access from transportation is often very expensive. It has been well documented that the Federal Highway Trust Fund—the primary funding vehicle for federal investment in transportation infrastructure—has declined significantly in real dollars and has led to the inability of the federal government to keep pace with the need for investment in transportation.

Nevada has responded to this situation by increasing state and local transportation revenues from the indexation of the gas tax to inflation. However, the Nevada Constitution prevents gas tax funds from being used for mass transit projects. As such, southern Nevada, and much of the rest of the country, has not been able to rely on traditional funding sources at the federal, state, or local level to build and maintain transit infrastructure. However, as we will see from this toolkit, value capture funding and financing tools can help fill transit funding gaps so that needed projects can go forward and provide for viable alternatives to single-occupant vehicle travel (significant mode shift to transit). And, if implemented properly, value capture tools can simultaneously help achieve other desired outcomes such as:

- Housing choices for all income levels (diverse housing options)
- Improved streetscapes and walkability (safe, comfortable environment)
- Environmental sustainability and placemaking (high-quality transit and destination connections)
- Revitalization of economically distressed Corridors (quality development)

All of these outcomes correspond well with the goals that stakeholders set for the Maryland Parkway TOD study.

¹Value Capture in the Civic Commons, 2018.

CURRENT FUNDING MODEL VERSUS VALUE CAPTURE FUNDING MODEL

As mentioned previously, federal, local, and state governments don't have the money to build their planned transportation programs. Land value created by transportation investments that improve performance is largely overlooked as a means of generating funding for such investments. Traditional property taxes return only about 1% of the land value created by public infrastructure investment.²

The basic concept behind land value capture, as opposed to the current system of funding transportation, is that providing public transportation infrastructure creates value, and those who receive that value should return a portion of that value to the public sector to compensate for the costs incurred to provide the public goods and services.

Figure 4 demonstrates this concept that those who benefit from the transportation value should return an equal portion of the value created from it, which is also known as the "Beneficiary Pays Principle." The left side of the figure shows the current system where the government, which pays for all the cost of transportation investments, only receives a marginal return on its investment, and the adjacent property owners capture the majority of the monetary benefits resulting from that investment. The right side of Figure 4 demonstrates the Beneficiary Pays Principle, where the government and the adjacent property owners jointly pay for the transportation investment and equally benefit from the increased land value created.

Stated another way, value capture is the public recovery of a portion of the increased land value created as a result of public-sector investment in infrastructure. Under the right circumstances, this may allow practitioners to help close funding gaps and accelerate project delivery, as well as provide other real-estate-related benefits.³

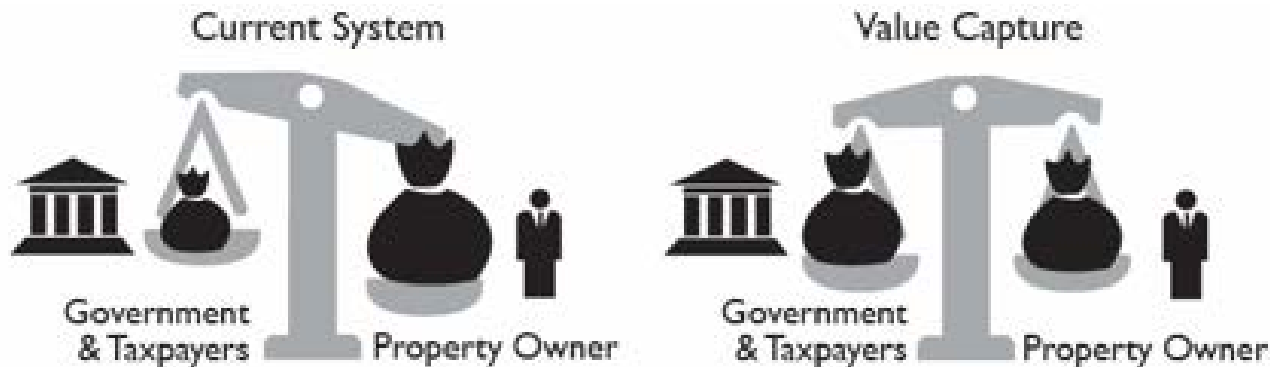


Figure 4: The figure to the left demonstrates the current system of transportation funding with its subsequent disproportionate benefits to property owners compared to those who paid for the transportation. This is contrasted with the figure on the right that shows the value capture system of more balanced funding and equal benefit to property owners and those who paid for the transportation.

²National Academies of Sciences, Engineering, and Medicine 2016. *Guide to Value Capture Financing for Public Transportation Projects*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/23682>.

³FHWA Value Capture Manual, 2019.

⁴Federal-aid Fund Management Tools, Federal Highway Administration, Center for Innovative Finance Support, https://www.fhwa.dot.gov/ipd/finance/tools_programs/federal_aid/

⁵FHWA Value Capture Manual pg. 3 exec summary

⁶TCRP Report 190.

⁷Bus Rapid Transit and Transit Oriented Development, Allen and Bongirone, April 2008.

⁸<http://www.riderta.com/healthline/about>

KEY PRINCIPLES OF VALUE CAPTURE

When public agencies consider pursuing value capture as a form of public infrastructure funding, there are key principles to keep in mind that are based on the experience of those jurisdictions that have implemented them. These key principles are as follows:

1. Early partnership of private and public developers, local government, and transit agencies is critical for success. When included in the first phases of project planning and throughout the project delivery process, value capture can be a planning and policy lever to align public and private objectives.
2. Careful and purposeful integration of transportation planning and land use planning is necessary for successful outputs. Development, in this case TOD, then supports transit.
3. Value capture is not a replacement for traditional funding sources for transportation. It is only a complement to, instead of a replacement for, the traditional funding sources of federal, state, and local funds, farebox revenues, and tolls.⁴
4. A strong value capture business case is an equitable distribution of costs and risks among both public and private participants.
5. The value capture business case should consider the need of investors and developers to meet profitability, financing, and timing thresholds. Public and private benefits and costs should appropriately balance return and risk for each party to make value capture investment feasible.⁵
6. The cornerstone of successful value capture implementation is the clear identification of the broader economic opportunity associated with (1) transit projects, and (2) embracing a value capture strategy that optimizes benefits both for public and private partners.⁶

This last key principle of value capture emphasizes the need to demonstrate to landowners and developers that there is a clear economic benefit that will accrue to them if they participate in the funding of a project that will clearly raise their property value. But what can a community do if the business case value of the transit project is not perceived as strong, attractive, or readily apparent? One case study indicates that if a strong value capture business case is not provided from either the transit investment itself or the basic underlying characteristics of the real estate market in and around the Focus Areas, then external incentives need to be infused to strengthen the business case for value capture. Such was the case in the weak real-estate market in Cleveland, Ohio, when the Greater Cleveland Regional Transit Authority (RTA) embarked on using The Health Line, a Bus Rapid Transit project, to revitalize the Euclid Avenue Corridor that connected a number of key hospitals and medical centers to downtown Cleveland.

The City of Cleveland and the RTA worked with developers to implement a number of different incentives to spur development up and down the Corridor, including the implementation of a TIF District, property tax abatements, and historical tax credits.⁷ By 2018, the RTA estimated that the Health Line brought 9.5 billion dollars of economic development to the Euclid Corridor.⁸

Other TOD-related incentives that have been successfully used to improve the prospects for TOD in weak real-estate markets include the following:

- Discounted or free land
- Expedited entitlements
- Waiver of development fees
- Subsidies such as cash, lease guarantees, prepaid infrastructure, utilities, parking, discounted loans, etc.



Figure 5: High-density development is seen behind a Health Line transit station along the Euclid Corridor in Cleveland, Ohio.

BENEFITS OF VALUE CAPTURE

The primary reason jurisdictions pursue value capture is to secure project funding so that transportation projects can be accelerated. Value capture is rapidly becoming much more of a traditional funding source, however. For example, the Chicago Metropolitan Agency for Planning (CMAP) began evaluating land value return for major capital projects as part of its Go To 2040 long-range plan after it realized the potential number of additional projects that could be funded while keeping within the same financial constraints. Also, several state Departments of Transportation now are turning to value capture forms of funding as part of their standard funding processes.⁹

But value capture can be much more than a way of achieving project funding. Value capture also presents an opportunity to meet public policy objectives. Because communities like sharing the costs along with the benefits, projects funded by value capture may more likely meet community goals and advance equity, sustainability, and quality. Value capture facilitates projects that are tailored to maximize community benefits. Selecting a value capture strategy that meets community values and policy objectives can result in a way forward to implement a coherent vision for transportation, mobility, and land use. As the case studies in Section Two will illustrate, there are many policy and community benefits tied to implementation of value capture tools. A brief summary of those benefits is summarized on the right.

1. Value capture can encourage community members to become more involved in a project because it requires engaging diverse stakeholders and bringing them together around a common goal of maximizing a transit project's value. This support can then often be leveraged to gain the political support to move forward with a value capture funding tool that is then used to obtain needed funds.
2. Value capture helps to integrate the land-use planning and transportation planning processes. Value capture tools such as Special Assessment Districts, Tax Increment Financing, and Joint Development are strongly associated with TOD.
3. Value capture can promote smarter land use by minimizing developer speculation. If developers know they are being assessed a fee for the benefit of being located next to a significantly improved transportation system, the uncertainty about the expected payoff from a development project is reduced thereby promoting envisioned development. It is also important to note that land speculators are simply taking advantage of a system that allows publicly created land values to accrue as windfalls to private owners (see Figure 4). The solution is to change the system. Land value capture, by returning publicly created land values to the public sector, removes the fuel for land speculation.
4. Value capture can advance social equity, sustainability, and quality of life objectives. Revenues collected through value capture are sometimes used to fund related infrastructure, affordable housing, community service facilities, or to revitalize distressed neighborhoods (see the case studies on Portland Streetcar, Cleveland Healthline BRT, and Denver TOD Fund)
5. By involving communities, value capture can also create opportunities for open space and recreational facilities, streetscapes or environmentally sustainable designs, reconnection of divided neighborhoods, business districts and parks, and other improvements to quality of life and economic development.



Figure 6: TOD is often the result of the successful implementation of the value capture process.

⁹Guidebook to Funding Transportation Through Land Value Return and Recycling

KEY QUESTIONS TO ANSWER

The key questions that this toolkit will answer are as follows:

“Can value capture tools be readily applied to the Maryland Parkway BRT project to achieve the goals of the TOD Study?”

If the answer is yes, then the next question is:

“Where in the Clark County portion of the Maryland Parkway Corridor can value capture tools be successfully applied (blocks, specific Focus Areas, districts, jurisdiction, entire Corridor)?”

Followed by:

“Which value capture tools are most likely to be successful in Clark County to meet the goals of the Maryland Parkway High Capacity Project as stated in the introduction?”

This exercise needs to be done in the context of the legal, institutional, political, regulatory, and market environment unique to Clark County. We also need to incorporate the analysis of the unique property ownership, Focus Area markets, and economic (Re)development opportunities of the Corridor as well as the institutional capacities of not just Clark County but also the RTC.

To help answer these questions, an analysis of what types of public policies that different value capture techniques support will be required. For example, if an equitable financing approach is a desired policy outcome, then the Beneficiary Pays model from a Special Assessment District may work best. If social policies such as the provision of affordable housing are desired, then joint development agreements, establishment of a community land trust, and/or a new redevelopment district where a portion of the increment of the new property tax generated by development is dedicated to incentivizing affordable housing may work best.

The next section will discuss the universe of tried and true value capture tools as implemented by municipalities and transit agencies from around the country. We will also briefly highlight some emerging value capture tools for further consideration. The last section will conclude with answers to the key questions stated above and recommendations for how to take the next steps in implementation of the selected tools.

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VALUE CAPTURE TOOLS

In this section, we will provide an overview of existing value capture tools and put them into the following categories:

- Developer Contributions
- Special Taxes or Fees
- Monetization of Public Lands
- Monetization of Private Lands

We will then outline the benefits and drawbacks of each tool, and also identify best practices/case studies that are applicable for each tool to Clark County's implementation context. Finally, we will provide a brief summary of the following key evaluation criteria (the key criteria will be explained in more detail in Section 3 for each value capture tool):

- Legality to use tool in Nevada
- Ease of implementation
- Revenue considerations
- Stakeholder support
- Jurisdiction implementation capacity
- Fit of tool to the Maryland Parkway Corridor context and goals

DEVELOPER CONTRIBUTIONS

IMPACT FEES

Impact fees are charges imposed on developers by municipalities to help fund additional public services, infrastructure, or transportation facilities required due to the new development.

Use of Impact Fees for Transit

Impact fees are frequently used to fund transit projects in Texas, California, Oregon, and Florida. In these states, impact fees are used for both capital and operations and maintenance. Impact fees traditionally have produced small amounts of revenue when compared to the large capital and operations and maintenance costs required of high-capacity transit systems.

Benefits of Impact Fees

- Because impact fees do not directly affect existing taxpayers, they are less likely to create public resistance. Impact fees may be appropriate in jurisdictions in which taxpayers oppose property tax increases on current residents to pay for new infrastructure.
- Impact fees are economically efficient, relatively easy to implement, and create little public resistance. Because they are collected up front, public agencies can access these funds earlier than with incremental tax charges or property tax revenues.
- Although impact fees may not fully

offset new infrastructure costs, they directly link those paying for and those receiving benefits, promoting economic efficiency and equity.

- Without impact fees, municipalities may not be able to make the required investments in infrastructure to accommodate growth.
- Because impact fees are applied similarly across all new developments within a jurisdiction, they help create a level playing field and predictability and certainty for the developer.

Drawbacks of Impact Fees

- Impact fees are unlikely to fund the entire cost of the infrastructure or service required. In addition, it can be challenging to estimate the incremental cost impact of a new development. Impact fees also sometimes face resistance from developers and landowners.
- The public may not be aware of the benefits and challenges of impact fees, including by whom they are paid and for what they are intended, and they could be perceived as a new tax.
- Impact fees could discourage development by raising the cost. This could result in developers moving their projects—and the accompanying job growth and development—to jurisdictions that do not have an equivalent impact fee.

Legal in Nevada?

It's complicated. Nevada Revised Statutes (NRS) Chapter 278b indicates that "streets, including all their appurtenances, traffic signals and incidentals necessary for any such facilities" are an allowable use for impact fees in Nevada, which would include many of the elements of the Maryland Parkway Bus Rapid Transit (BRT) project, but use for transit systems is not specifically authorized. NRS 278b 160.1 specifies that "a local government may by ordinance impose an impact fee in a service area to pay the cost of constructing a capital improvement or facility expansion necessitated by and attributable to new development." Thus, it is the new development that requires the transportation project, which is not the case for the Maryland Parkway BRT project. The lack of a specific authorization for impact fees to be used for a mass-transit project, coupled with the requirement that the impact fee needs to be necessitated by new development may likely preclude the implementation of impact fees in Clark County. New authorizing legislation would likely be required if use of impact fees is desired.

However, NRS 278.710 authorized Clark County to impose a "Development Tax" on all new residential, commercial and industrial developments throughout all jurisdictions within Clark County. Although Clark County exclusively uses this source of revenue for the Bruce Woodbury 215 Beltway, it is clear this impact fee can be used for the roadway elements of any eligible roadway. This legislation, which applies only

to Clark County specifically, authorizes the county to expend this source of funds on any roadway project if there is an interlocal agreement with the Regional Transportation Commission.

Ease of Implementation of Impact Fees

Easy. As one-time, standardized charges included in the development process, impact fees typically have low implementation costs. Nevertheless, an implementing agency should possess a robust framework for estimating the costs of development on existing infrastructure and services. This may be easier for greenfield projects than for existing developments that create incremental cost impacts. This tool is difficult to use for large, complex infrastructure projects in an already built-up area. It might be possible to use this tool for upgrades to utilities that may be needed for higher

TOD densities along the Maryland Parkway Corridor.

Revenue Considerations

Impact fees are typically used for capital expenses, although state law in Nevada does allow jurisdictions to use impact fees for maintenance, repair, or replacement of existing facilities. Impact fees are immediately distributed; however, they typically do not pay for a significant portion of a transit project as the development industry cannot bear that much of a major capital cost that often ranges in the hundreds of millions of dollars to the billions of dollars. Impact fees, similar to Clark County's 215 Beltway development tax, demonstrate a pattern of very wide fluctuation in annual revenue because they are driven by the level of development from year to year. As such, they are too unreliable for use as a primary

financing source for capital.

Stakeholder Support

There is very little to no support for the imposition of impact fees for a BRT project. However, because impact fees do not directly affect existing taxpayers, they are less likely to create resistance from the general public.

Fit to Context and Typology

Impact fees may be easier to justify in robust real estate markets. The high demand for student housing around UNLV may provide the best place along the Clark County portion of the Corridor where developers may be more willing to pay an additional levy to build a highly profitable development.

Institutional Capacity

Clark County has extensive experience in administering impact fees.

Best Practice for Transit Implementation:

San Francisco, CA, Transportation Sustainability Fee

The transportation sustainability fee is a citywide impact fee that addresses impacts by non-residential uses on the transit system. The fee has been in place since 1981 after a rise in office development in the 1970s increased the demand for transit. Although the transportation impact development fee was initially limited to funding growth in demand during peak hours and through the downtown, it was eventually applied to the entire city.

Revenue generated by the transportation sustainability fee is directed to the San Francisco Municipal Transportation Agency (SFMTA) and can be used to fund transit capital and operating expenses imposed by new developments. The fee is assessed in proportion to the size of the new development, with residential, non-residential, and production distribution paying \$7.74, \$18.04, and \$7.61 per square foot, respectively.

The transportation sustainability fee represents a small component of SFMTA's revenues and can be an unreliable funding source given year-to-year fluctuations. Nevertheless, the fee provides an important additional revenue stream. The transportation sustainability fee is projected to add \$14 million per year, or \$1.2 billion over 30 years.



Figure 7: San Francisco's world-famous cable car is partially subsidized by their "Sustainability Impact Fee": Image Source MUNI website

¹⁰FHWA, *Value Capture Implementation Manual*, 2019.

EXACTIONS

Exactions and proffers are one-time, negotiated requirements placed on a private developer to provide in-kind services, property, or payment as a condition for development approval where existing infrastructure, including transportation, lacks the capacity to accommodate new development.

Exactions differ from development impact fees, which are cash payments determined by a legislated formula. They can take the form of private provision of land, or construction of transportation, or other infrastructure facilities. Exactions are intended to cover costs that would otherwise be incurred by the public sector in providing needed infrastructure to serve new development. Exactions are applied very locally to site-specific improvements and are negotiated on a case-by-case basis. The legal requirements for exactions and proffers are very similar to those required for development impact fees in that the exaction or proffer must be related to and proportional to the infrastructure requirements created by the proposed development. Agencies may consider negotiated exactions when a new development creates demands on existing infrastructure or municipal services.

Use of Exactions for Mass Transit

Most of the jurisdictions in southern Nevada have used the exaction process for decades to obtain right of way and capital from developers to construct bus turnouts for the RTC's bus system. Other jurisdictions have obtained significant amounts from developers in exchange for connection rights

to rail transit—please see the best practice example in the below section.

Benefits of Exactions

- Because exactions do not directly affect existing taxpayers, they are less likely to create public resistance.
- Exactions are relatively easy to implement. Because they are collected up front, public agencies can access these funds/infrastructures earlier than with incremental tax charges or property tax revenues.
- Although exactions may not fully offset new infrastructure costs, they directly link those paying for and those receiving benefits, promoting economic efficiency and equity.
- Without exactions, municipalities may not be able to make the required investments in infrastructure to accommodate growth.

Drawbacks of Exactions

- Exactions are unlikely to fund the entire cost of the infrastructure or service required. In addition, it can be challenging to estimate the incremental cost impact of a new development.
- Exactions can also face resistance from developers and landowners.
- The public is generally unaware of the existence of exactions including by whom they are paid and for what they are intended.

- There is always the potential legal concern that exactions could be considered so onerous that they become a public taking of private property.

Legal in Nevada?

Yes, NRS 278—Planning & Zoning Chapter. This chapter specifically authorizes local governments to enter into development agreements with private parties and to grant developers development privileges in accordance with the exercise of statutorily granted zoning powers. Clark County Code outlines an exactions process referred to as “Development Agreements” which is defined in Title 30.08 of County code and applies to “High Impact Projects.” The “Development Agreement” process is spelled out in Table 30.16-20 of the code.

Ease of Implementation of Exactions

Similar to impact fees, exactions are essential one-time, standardized charges/in-kind services included in the development process. Exactions typically have low implementation costs. Nevertheless, an implementing agency should possess a robust framework for estimating the costs of development on existing infrastructure and services and have staff skilled in negotiations with developers. This may be easier for greenfield projects than for existing developments that create incremental cost impacts. This tool is difficult to use for large, complex infrastructure projects in an already built-up area. It might be possible to use this tool for upgrades to utilities that may be needed for higher densities in the Maryland Parkway Corridor.

Revenue Considerations of Exactions

Revenue generation is relatively low for exactions, but it depends on the size, scope, and scale of the project. Revenue can be cash or in-kind goods. Contribution or payment is made one time, not on a recurring basis. As such, exactions are limited to capital contributions only. Exactions are a funding source and cannot be used for financing. Exactions are also dependent on the rate of development and demonstrate a very high fluctuation from year to year.

Stakeholder Support for Exactions

Based on developer and stakeholder interviews, there is very little to no support for the use of exactions for a BRT project. However, because exactions do not directly affect existing taxpayers, they are less likely to create resistance from the general public.

Fit to Context and Typology

Exactions from developers may be easier to obtain in hot real-estate markets. The area around UNLV may be the best place along the Corridor where developers may be more willing to pay for infrastructure to build a highly profitable development.

Institutional Capacity

Clark County has extensive experience in the use of exactions.

Best Practice of Transit Implementation of Exactions:

Boston, MA

The Brighton neighborhood in western Boston is the site of the 15.48-acre Boston Landing at Allston/Brighton (Boston Landing) development. Boston Landing is a mixed-use development adjacent to the existing New Balance world headquarters building. The site is being developed by NB Development Group, a subsidiary of New Balance. The estimated \$500 million Boston Landing project includes a \$25 million commuter rail stop that is primarily funded and built by New Balance as part of the Exaction process (see Figure 8 below). An additional \$8 million of track and signal work will be funded by the Massachusetts Department of Transportation. The station will be on the MBTA's east-west Framingham/Worcester Commuter Rail Line. New Balance has also agreed to contribute \$47,000 per year for 10 years for costs incurred by the MBTA for station maintenance, repairs, and replacements. Interestingly enough, the Boston Landing development utilizes two value capture mechanisms: negotiated exaction and naming rights.¹¹



Figure 8: New Balance Corporation paid \$25 million dollars to construct a new commuter rail station as seen in this rendering to be integrated into the overall Boston Landing development.

¹¹Guide to Value Capture Financing for Public Transportation Projects, Page, Bishop & Wong, 2016.

TAXES, ASSESSMENTS, AND FEES

TRANSPORTATION UTILITY FEE (TUF)

Fees paid by property owners or building occupants to a municipality based on their estimated use of the transportation system. TUFs treat the transportation system like a utility, charging property owners or occupants for their share of transportation costs based on system use.

TUFs are paid on an ongoing basis, often monthly. They are imposed on an entire area and continue in perpetuity. Fees are typically determined by the land use of the property, the number of parking spaces, square footage, or gross floor area of all buildings in the area.

TUFs are based on the cost principle, which is those who impose costs on the transportation system should compensate the public for those costs, and that if users are not responsible for paying their fair share, overuse and inefficiencies in the system result. It is precisely these inefficiencies that are applied currently by using gasoline taxes, property taxes and sales taxes to pay for roadway maintenance.

Benefits of TUFs

- TUFs are more equitable and efficient than a property tax or a sales tax. With a property tax, a percentage of road users do not pay due to tax-exempt status, while every local traffic generator contributes to supporting the road system through TUFs.

- TUFs advance economic efficiency by linking the cost of maintaining transportation with the derived benefits.
- When the TUF is combined with other utility bills, the jurisdiction can easily discontinue water and other utility services for failure to pay the full utility bill, which is a very effective enforcement mechanism.
- TUFs works well in any real-estate market.

Drawbacks of TUF

- TUFs require broad stakeholder acceptance of the methodology for pricing and assessing fees. In cases where stakeholders have challenged the pricing methodology, the fees have had to be eliminated.
- TUFs may be subject to political resistance because they are perceived as a new or an additional tax.
- Because the TUF fee often places group land-use codes into broad categories, inequities can arise in fee categories.
- Other institutions such as not-for-profits, schools, etc. may try to be exempted from the fees. If imposed only within a benefit area, transportation utility fees may discourage location in the area near the transportation facility.

Legal in Nevada?

No. Perceived likelihood of legislative authorization is also low because Transportation Utility Fees are considered a tax and would require a super majority vote of the Nevada legislature, as well as a signature from the Governor, to be approved.

Feasibility/Ease of Administration Difficult

When existing billing systems are used, local governments theoretically incur no additional costs beyond initial costs associated with classifying land uses and, in some cases, establishing accounts for properties that do not yet receive services. Experience shows, however, that local governments still suffer an administrative burden from the TUF.

Revenue Considerations

Revenue generated from a TUF is considered to be low as they are designed specifically to provide for ongoing maintenance of roads or as an operational subsidy for transit systems—see the case study for Corvallis, Oregon. Residents and businesses in the TUF district make monthly payments, usually as part of their utility bills.

Stakeholder Support

TUF is difficult to understand as a new concept and would take a very high level of public and stakeholder outreach for the general public to understand, trust, and support it. TUFs are often perceived as an additional tax and so are rather unpopular.

Institutional Capacity

It seems likely that Clark County staff have little to no experience in administering such a program.

Tool Fits Maryland Parkway Corridor Context and TOD Typology

This tool is seldom used for public transit but is more frequently used for financing roadway maintenance. This is because the concept that virtually everyone benefits from use of the roads, so everyone should pay to have that benefit is perceived as equitable. However, if Clark County were to create a TUF district along the Maryland Parkway Corridor, and require all residents and businesses along the Corridor to pay a separate fee for transit, whether or not they actually use the transit, such a policy may be perceived as highly inequitable. This would be true especially if fares continue to

be charged for users of the transit system. Unless the transit project is perceived to offer a very high benefit to those in close proximity to it, a TUF fee would not fit the scale of the transit well. TUF has a better fit for application throughout an entire jurisdiction rather than in a specific Corridor or portion of a Corridor. However, if applied to an entire jurisdiction, a TUF fee that bundled together roadway, transit, sidewalk, bike lane, and landscaping maintenance together would result in a more efficient and more equitable source of funding than gas taxes, property taxes or sales taxes.

Best Practice of TUF in Transit Application:

Corvallis, OR

In 2011, Corvallis, OR, passed a transit operations fee that was imposed on all 56,425 city residents. This ordinance, which narrowly passed with a 5-4 vote, started out as a recommendation from a community sustainability task force to make the Corvallis Transit System (CTS) completely fare free for all users. The city still needed to somehow replace the revenue from the transit farebox, so they proposed to impose a monthly transit utility fee (TUF) of \$2.75 on all utility users in the City of Corvallis.

The ordinance did three things: (1) It eliminated fares systemwide on CTS, (2) it ended the property tax subsidy of CTS from the City of Corvallis's general fund, and (3) it added additional funds to expand the CTS route network. The TUF is generating an annual surplus of \$72,000 compared to the former property tax subsidy. The result has been an astounding 71% increase in ridership on the CTS. Of note, Corvallis, OR, uses the TUF proceeds to improve and maintain sidewalks and street trees as well as the street that the buses run on.¹²



Figure 9: Corvallis Transit System buses are fare free to all because of imposition of a Transit Utility Fee.

¹²Implementations and Outcomes of Fare Free Transit Systems, 2012, National Academies Press <https://www.nap.edu/read/22753/chapter/6>

LAND VALUE TAXATION

A land value tax (LVT) is where a higher tax rate is imposed on land than on buildings. This is also known as a split rate property tax. By shifting the property tax from the value of improvements to the value of the land, property tax payments are in proportion with benefits from public investments.

Under the typical property tax regime in the United States, property owners pay a tax that is tied to the total value of land and improvements on each piece of property. Investments in civic assets often increase nearby land value. LVTs would allow municipalities to capture a portion of the value of positive spillover effects and inject it back into the public spaces that boost land values. They are a way to redistribute a portion of land value from individual property owners to the civic assets that boost land value.¹³

Under the current conventional property tax assessment method in Clark County, investing in a property causes its assessed value and property tax level to rise, where such taxes on improvements can discourage investment. This system also creates very low holding costs for vacant land, which encourages land speculation. If a lot is unimproved or is kept for a low-value use like site storage or parking, the owner may pay little in property taxes. Speculative real

estate developers may purchase vacant, underdeveloped land in hopes that a surge in nearby development will increase the value of their property. LVTs discourage this type of speculative land holding by requiring property owners to pay a significant tax regardless of how well or poorly the land is used.¹⁴

Application to Transit

A land value tax has a significant place in the literature for value capture funding for transportation, yet there are no extant examples of property tax revenue actually being used to fund mass transit. While it is true that a land value tax was implemented in several cities in Pennsylvania for many decades during the 20th century, those tax revenues were used for city general fund budgets, which may have included transit in some cities such as Harrisburg or Scranton, PA, but there is no mention of it in the literature. Certainly, there is great potential to equitably fund transit and other municipal activities from a land value tax, but actual implementation has not found a wide foothold in the United States.

Benefits of LVTs

- Taxing land at a higher rate than property is more economically efficient and equitable than taxing

land at a lower rate than buildings.

- LVTs encourage investment and development.
- By returning the publicly created land value to the public sector, a land value tax removes incentive for land speculation.

Drawbacks of LVTs

- LVTs are often misunderstood and require significant outreach and education to implement.
- Because of their limited use to date, implementation costs may be high.
- Public opposition has meant for very limited applications of LVTs nationwide.
- It is difficult to separate the value of the land from the value of land improvements.
- LVTs can result in significant changes in property tax liabilities for some property owners; it may be beneficial to phase in land value taxes over time. A phase-in period enables property owners to adjust their investment decisions to the new incentives.

¹³Ozimek, Adam. *The Problem With 100% Land Value Taxes*. March 2015. <https://www.forbes.com/sites/modeledbehavior/2015/03/29/the-problem-with-100-land-value-taxes/#555b0b165349>

¹⁴*Value Capture in the Commons*, 2019.

¹⁵<https://www.apta.com/wp-content/uploads/Resources/resources/reportsandpublications/Documents/APTA-Value-Capture-2015.pdf>

¹⁶Bradley, Bill. *Why Don't More Cities Tax Based on Value of Land Rather Than What You Put On It?*. Next City. August 2013. <https://nextcity.org/daily/entry/cities-split-rate-property-taxes-value-capture-land-value-Innovation-lab>

¹⁷*Land Value Tax Policy in Harrisburg, PA, U.S., Densification Policy*. <https://blogs.ubc.ca/rosenluo/2013/04/08/land-value-tax-policy-in-harrisburg-pa-u-s-densification-policy/>

Legal in Nevada?

No. To implement LVTs in Nevada new, authorizing legislation is required. Since LVTs would be a new tax, 2/3 of both houses of the Nevada legislature, and the Governor of Nevada, would need to approve them.

Feasibility/Ease of Administration

The experience of the Pennsylvania cities demonstrates that LVTs are difficult to set up and administer at first. Once set up and appeals are dealt with etc., the normal land assessment and taxation process will adjust.

Revenue Generation High

Revenue generation is high, and because it is a property tax, the revenue source is perpetual, very reliable, and can be used to finance bonds. It can be used for both capital and operations and maintenance.

Stakeholder Support

Despite their equity and efficiency, LVTs have proven to be a highly controversial issue in their implementation in other states and municipalities. Private landowners of existing properties would likely be opposed to such a policy change.

Institutional Capacity

It is likely that no Clark County staff have any experience in implementation of LVTs.

Match to Clark County Maryland Parkway Context

Clark County has several vacant parcels and a few vacant buildings along northern portion of the Maryland Parkway Corridor, and general underinvestment in much of the rest of the Corridor so LVTs are a good match to the Clark County context.

Section 2: Value Capture Tools

Best Practice Example:

Pennsylvania Cities

Pennsylvania state law authorizes cities to tax land value at a higher rate than structures or improvements. Pittsburgh, Harrisburg, and Scranton were the only large cities to enact the land value tax, and did so in 1914. In the late 1970s and 1980s, Pittsburgh increased its tax on land values to six times the rate of the city's tax on buildings. Office and residential development in Pittsburgh grew considerably in the 1980s, even as the city's steel industry was struggling. Development within the city was faster than in the suburbs, unlike much of the United States, which demonstrated the ability of the land value tax to discourage land speculation.¹⁵ In 1995, a review of Pittsburgh's land value tax practice found that it produced significant revenues for the city while causing no harm to the local economy. Although the practice was successfully challenged in court by wealthy homeowners in Pittsburgh, it has continued to show promise in cities like Harrisburg.¹⁶

Between 1982 and 2010, Harrisburg witnessed several positive outcomes from its land value tax policy. The taxable value of properties increased from \$212 million to \$1.6 billion, the number of residential units in the city sharply increased, and vacant structures in the city fell by 80 percent.¹⁷

The land value tax revenues went to the City of Pittsburgh's general fund and did not fund transit. In Harrisburg, the revenues appear to have contributed to funding Harrisburg's transit system as well as the city's general fund.



Figure 10: Pittsburgh, PA used an LVT for almost a century.



Figure 11: Harrisburg, PA



Figure 12: A Harrisburg bus

SPECIAL ASSESSMENT DISTRICTS

Special Assessment Districts (SAD)s are a funding technique under which a fee is charged on property owners within a designated district whose properties are the primary beneficiaries of an infrastructure improvement.

In Nevada, SADs apply an additional property tax assessment on all private land parcels within a defined geographic area in order to fund a specific public improvement project. Most states, including Nevada, require at least 50% or more of all property owners in the proposed assessment district to not oppose the additional tax.

SADs are often implemented in areas that are already economically stable but are looking to make additional investment in infrastructure—most often consisting of curbs, gutters, streetlights and sidewalks. But, in Nevada, according to NRS Chapter 271, they can also include roads, water and sewer systems, transit projects, streetscapes, landscaping, public parks, greenspaces, and other amenities.

Benefits of SADs

- Equity: users pay for and users benefit from the transportation investment.
- Relatively easy to administer once created.
- Establishing a SAD may speed up the project's timeline because it is typically more efficient than waiting to assemble all the public funds needed.

- Municipalities sometimes offer zoning concessions that allow for increased density on properties within the SAD, which is an excellent incentive for TOD.
- SADs are commonly used throughout Clark County in forms such as Special Improvement Districts (SIDs) and Local Improvement Districts (LIDs) Note: Business Improvement Districts are not legal in Nevada, but businesses can impose costs on all willing participants.
- SADs are the most common form of value capture for transit projects nationwide.

Drawbacks of SADs

- It is a new tax and can often result in significant opposition from property owners.
- Coordination between property valuations/schedules of different jurisdictions can be problematic.
- Coordination of large numbers of different property owners in urban areas is difficult.
- Requires extensive due process: public outreach, notifications, public hearings, and coordination to obtain landowner approval.
- Tends to exacerbate displacement of existing residents due to higher taxes.

Use of SADs in Public Transit

SADs are considered the gold standard in transit value capture funding. One of the primary reasons SADs are so popular is that a SAD distributes a significant portion of the costs of the project to those (property owners close to the transit line) who benefit directly from the increase in property value the transit investment provides. The property owners themselves are frequently the ones who advocate for the SAD and other funding so they can benefit. The list of transit projects funded partly from SADs is impressive and diverse as seen in Table 1 to the right.

Legal in Nevada?

Yes. NRS Chapter 271, and NRS 318 for SADs. NRS 271.369 specifically authorizes a transportation improvement district. NRS 271.237 defines a "Transportation Project" to mean "a project to provide local transportation for public use, and includes works, systems, and facilities for transporting persons, rolling stock, equipment, terminals, stations, platforms, and other facilities necessary, useful, or desirable for such a project, and all property, easements, rights-of-way and other rights or interest incidental to the project." This language clearly authorizes a mass-transit project as eligible for use of a SAD.

Feasibility/Ease of Administration

It is relatively easy to incorporate additional special assessments into existing property tax billing processes; municipalities can use existing collection and enforcement processes to collect assessment fees, incurring little to no additional cost.

Revenue Generation

Depending on the district context, a SAD can provide a high amount of revenue. SADs are designed to primarily pay for new capital projects by providing a very stable, low-risk source of financing to repay bonds over time, but they can also be used for paying as you go funding of capital projects. In Nevada, SADS are limited to capital only, but many other states authorize SAD use for operations and maintenance.

Institutional Capacity

Staff in Clark County are very familiar with SADs having used them extensively, usually in the form of a special improvement district or a local improvement district, in a wide variety of locations throughout the county.

Match of SADs to Clark County Context

SADs fit best in districts, neighborhoods, and corridors where there is a good real-estate market and characterized by a high-density urban typology with strong prospects of continued growth.¹⁹ The linear layout of the Maryland Parkway Corridor within unincorporated Clark County does offer a

distinct geographical boundary for a SAD district, but it lacks the vibrant real estate market and high-density urban typology typically associated with successful SAD implementation. However, the consolidated land ownership of the Boulevard Mall does lend itself well to a SAD in that area. The market demand for student housing in and around UNLV may add potential for SAD implementation. Currently the growth prospects for the Corridor are not high, however. The Midtown Maryland Parkway Overlay District does provide some incentives that improve the case for SAD in Clark County.

SAD Funded Projects	Transit Type
Denver Union Station, Denver, CO	Transit Transfer Terminal
Tacoma, WA	Urban Streetcar
Lake Union, Seattle, WA	Urban Streetcar
Kansas City, MO	Urban Streetcar
Portland, OR	Urban Streetcar
Cincinnati, OH	Urban Streetcar
Detroit, MI	Urban Streetcar
Atlanta, GA	Urban Streetcar
Milwaukee, WI	Urban Streetcar
Los Angeles, CA	Urban Streetcar
Oklahoma City, OK	Urban Streetcar
Dallas, TX	Light Rail
Noma Station, Washington, D.C.	Heavy Rail
Red Line, Los Angeles, CA	Heavy Rail

Table 1

Stakeholder Support

The Environmental Assessment for the Maryland Parkway High Capacity Transit Project indicates there is much higher economic development potential and public support for Light Rail Transit (LRT) as opposed to Bus Rapid Transit (BRT).²⁰ SADs are successful only in the case of considerable public and private support for the proposed improvements. However, SAD may be a successful strategy to use to transition the BRT project to an LRT project seeing as several developers, and the public have expressed support for LRT, and that SAD has been such a successful source of local match financing and generation of community support for rail projects in other jurisdictions around the country.



Figure 13: A rendering of the proposed LA Streetcar—the project is on track for completion in 2021.

SADs Best Practice Example

Los Angeles, CA, Streetcar

Since 2011, the City of Los Angeles, CA, and the LA Metro have worked on a streetcar system for downtown Los Angeles. The project consists of a 3.8-mile loop that will serve many downtown districts and destinations. The \$290 million project is expected to be funded through an \$85 million SAD, funds from the Los Angeles Department of Transportation, a grant from the State of California, and a \$100 million Federal Transit Administration Small Starts grant.

In December 2012, local businesses voted overwhelmingly in favor, by 72.9 percent, of a special tax assessment, officially called the “City of Los Angeles Community Facilities District No. 9” (Downtown Streetcar). Properties in the district will be taxed based on their proximity to the streetcar line and on their size. A 10,000 square-foot parcel directly on the route will pay \$4,490 annually, properties one or two blocks from the streetcar line will pay \$3,640, and properties three blocks away will pay \$1,730. Most property owners will pay less than \$100 a year, and the median property owner will pay \$60 annually.

This case highlights the importance of strong public outreach for the establishment of a tax district. LA Streetcar Inc., (Streetcar or LASI), a non-profit formed to promote the project, worked with property owners for more than four years. They held outreach events to educate potential voters prior to the 2012 vote organizing meetings, presentations, a “Taste of Streetcar” event, and a public screening of the project at a new local park. In August 2012, they launched a voter registration and streetcar education campaign related to the community facilities district. As a result of their efforts, the number of registered voters increased from 7,497 on May 21, 2012, to 10,283 on November 1, 2012—a 37.2 percent increase. The general counsel for LASI noted that “the more people knew and understood the streetcar and why it’s important for Downtown, the more strongly they supported the streetcar.”¹⁸

¹⁸FHWA Value Capture Implementation Manual, D’Angelo, Edun, Hovey, Ladley, & Page, 2019.

EMERGING TOOL: EXCESS CAPITAL GAINS TAX

A capital gains tax is a tool a government or municipality can use to capture the value generated by the appreciation of real estate. Unlike a transfer tax, which is applied when a property changes hands and is typically based on the sale price of the property, a capital gains tax targets the profit generated from the sale of property. Ideally, a capital gains tax would be used in addition to the real property transfer tax. The capital gain is defined as the difference between the original (adjusted) purchase price and the sale price. Municipalities can fine tune the capital gains tax to apply only to gains that exceed the average gains on parcels in the area. These newly generated funds can then be dedicated to civic asset maintenance or affordable housing, which may help both offset potential displacement from rising real-estate values and advance residential socioeconomic mixing.¹⁹ In mature strong markets, it may be too late to put capital gains taxation into place as a tool to capture value.²⁰ This emerging value capture tool has yet to be used to fund public transit, but it offers potential to do so and should be considered for further study.

¹⁹Value Capture in the Commons, 2019.

²⁰Reforming the Property Tax in Developing Countries: A New Approach. Roy Bahl and Sally Wallace. <https://icepp.gsu.edu/files/2015/03/ispwp0819.pdf>

MONETIZATION OF PUBLIC LAND

JOINT DEVELOPMENT (LEASE OR SALE OF PUBLIC LAND)

In a joint development project, a public agency or a group of agencies partner with a private developer, or developers, to improve the use of land near, at grade, or above or below the infrastructure facility. An agency may solicit private developer involvement and then provide the private partner with access to land near transportation infrastructure. The agency can also alter zoning and other regulations—or at least advocate that with other public bodies—to incentivize the private partner to improve the land.

Benefits of Joint Development

- Joint development is characterized by the sale or lease of public property that is part of or directly adjacent to the transportation infrastructure, which creates very high value land and allows developers to charge high lease rates to tenants for that direct access to the transit
- Besides revenue windfalls for the lessee, the municipality receives increased property and sales taxes from the development
- Increased walking, biking and transit use

- *Explicit requirements for affordability can help prevent displacement of low-income residents*

Drawbacks of Joint Development

- Financing on leased land may be difficult to obtain unless the lease term is long
- Very tall buildings on leased government land can be very controversial
- Market rate only development may result in displacement of low-income residents

Potential Application to the Transit System

Many large transit agencies, particularly those with rail systems have acquired a sizable portfolio of land, especially in the form of surface park-and-ride lots. The success of the rail transit investment has caused the value of the park-and-ride lots to increase to the point that private development has sought to develop transit-oriented development either at grade or above or below the surface parking. Transit agencies then enter into direct sale agreements or, more typically, long-term leases for development of their surface parking lots as transit-oriented development.

Agencies may consider at-grade or above or below-grade joint development to fund transportation projects. In New York City, the New York Metropolitan Transit Authority entered into an agreement with The Related Company to build 12 million square feet of new residential and commercial property on top of their 27 acres of commuter rail yards in midtown Manhattan. The MTA leased the site to The Related Company for 99 years in exchange for one billion dollars.²¹



Figure 14: Phase 1 of Hudson Yards with the new commercial and residential buildings toward the back and the existing MTA rail yards (which will be covered by future phases of Hudson Yards) in the foreground.

Some transit agencies, such as Sound Transit in Seattle, use their land to address other social and equity challenges, particularly those of affordable housing and neighborhood connectivity. Sound Transit's new policy requires that all of its surplus land be developed with equitable transit oriented

²¹<http://www.mta.info/press-release/mta-headquarters/mta-finalizes-hudson-yards-deal>

²²<https://www.soundtransit.org/get-to-know-us/news-events/news-releases/board-adopts-policy-promoting-equitable-development-near>

²³Value Capture Implementation Manual, FHWA, pg. 93

development where a minimum of 80 percent of the residential units built on their surplus land be leased to area residents who earn 80 percent of the area median income for the county in which the property is located.²² The RTC and its partner jurisdictions could consider a similar policy.

Legal in Nevada?

Yes, NRS 277A, and NRS 277.180.

Feasibility/Ease of Administration

Simple at-grade joint development projects such as land sales or leases are very straightforward and simple to administer. Negotiating a lease of public land will require real estate and legal expertise. Once the lease is in place it is simple to administer with minimal resources.

Best Practice Case Study:

Atlanta, GA's Metropolitan Atlanta Rapid Transit Authority

(MARTA) began its joint development program in 2001, but despite a major transaction in the early 2000s, the program did not truly take off until 2013 when MARTA sought to enter into agreements to develop land near five of its rail stations. Currently, MARTA engages in air rights leases above its rail stations and ground leases for land adjacent to its stations. It was projected to receive \$7.4 million from current lease obligations in 2018. MARTA engages in a wide range of joint development transactions, and one of its most common strategies is to replace underutilized parking lots near metro stations with mixed-use commercial and residential developments. In addition to the

Revenue Generation

Joint development payments can be made one time in a land sale, up-front in a lease payment, or over time in several installments (the latter is typically the case). The funds from joint development can be spent on capital expenses or operations and maintenance over time. Funds from the sale or ground lease of public land typically only provide a small portion of the capital cost required for a major transit investment. Leasing of public land is typically considered to be the better approach to revenue generation than a sale. Depending on timing and location, a long-term lease of property after the transit investment has occurred can secure significant long-term rental revenue compared to the cost of acquisition of the land. This revenue can then

revenue and ridership benefits of MARTA's joint development projects, the agency is also seeking to increase density, create jobs, and ensure a supply of affordable housing with easy access to transit stations.²³



Figure 15: Chamblee Station is where a local developer is building a 70,000 square foot office building with 10,000 square feet of retail on a two-acre parcel owned by MARTA. The parcel is directly adjacent to Chamblee Station.

be used for operations and maintenance of the new transit line, or it can pay for the cost of new civic space, or it can help with bond payments.

Stakeholder Support

Joint development is well supported and usually non-controversial in many jurisdictions nationwide. It adds taxable development on land that previously was tax exempt, and it provides a mechanism to deal with equity issues and other social and neighborhood problems.

Institutional Capacity

The RTC has limited real-estate expertise, but it has the resources to outsource it when needed. Clark County has an entire department that focuses on real property management and their considerable real-estate portfolio.

Tool Fits Context and TOD Typology

Unfortunately, Clark County does not own any land in the Corridor that could be considered a candidate parcel. RTC, however, leases land from UNLV for the UNLV Transit Center. There have been some discussions of the possibility of expanding the transit center as part of an expanded mobility hub, including student housing, retail, etc., above and/or south of the transit center. The RTC's Onboard study also recommends turning the UNLV Transit Center into a mobility hub. UNLV also owns other parcels directly on or near the Maryland Parkway Corridor that also could be used for joint development.

GREEN INFRASTRUCTURE

Green infrastructure is a network providing the “ingredients” for solving urban and climatic challenges by building with nature. The main components of this approach include stormwater management, climate adaptation, less heat stress, more biodiversity, food production, better air quality, sustainable energy production, clean water, and healthy soils, as well as the more anthropocentric functions such as increased quality of life through recreation and providing shade and shelter in and around towns and cities. Green infrastructure also serves to provide an ecological framework for social, economic, and environmental health of the surroundings.²⁴

Green infrastructure can create a wealth of benefits that extend beyond environmental stewardship. Incorporating green infrastructure into civic asset projects can make each asset work double time by offering environmental and financial value. By developing a revenue-producing asset, green infrastructure can return the upfront investment over time in the form of an ongoing revenue stream. This revenue can supplement public space maintenance over the long term. Power purchase agreements for solar are mechanisms civic institutions can consider when thinking about additional ways to monetize their assets.

Potential Application to the Transportation System or the Civic Commons

State Departments of Transportation have been leasing surplus rights of way for solar companies as a common practice for decades. There are also numerous examples of roadway and transit projects that incorporate the use of green infrastructure such as bioswales, green roofs, permeable pavement, etc. The RTC has even incorporated solar infrastructure into the transit stations along the Strip to Downtown Express route. The surplus energy is not captured for value since it is just returned to the grid.

Solar panels, green roofs, urban forests, bioswales, permeable pavement, water harvesting, and other stormwater management practices are all examples of green infrastructure. None at this time, however, appear to be legal for monetization in Nevada except for solar energy generation. With solar infrastructure, for instance, power purchase agreements (PPAs) provide investors with rights to the revenue produced by the solar panels for decades.

The Maryland Parkway BRT project provides an opportunity to combine various green infrastructure components into not just the transit system itself but also into the transit-oriented development projects that will come from the transit investment. Such a system, coordinated by a local Community Development Corporation or other not for profit, could include a large enough solar program to justify the program costs.

Benefits of Green Infrastructure

- Easy to obtain stakeholder support.
- Programs provide environmental as well as financial value.
- Green infrastructure improves property value and lends itself to use with other value capture tools.

Drawbacks of Green Infrastructure

- Projects need to be large enough to drive economies of scale on the cost side of building the green infrastructure. It may be difficult to put together a large enough solar project on building roofs, transit stations, etc., in the Corridor to amount to anything to justify the costs to administer the program.
- Typically, civic institutions are not in the green infrastructure business, so they will likely need to seek third party ownership models such as a Community Development Corporation.

Legal in Nevada?

Yes, NRS 82 Not for Profit Corporations, NRS 704 Regulation of Public Utilities, and NRS 598.9807 Power Purchase Agreements.

Feasibility/Ease of Administration

Difficult to set up at first—may need perpetual subsidy.

Revenue Considerations

Depends on the scale of the program, but revenue generation would likely be low. The revenue would be used for Operation and Maintenance (O&M) only and would be returned periodically.

Stakeholder Support

Stakeholder support is high for such programs as they can provide significant community benefit, solve many environmental problems, and have little controversy.

Institutional Capacity

Clark County has a new Office of Sustainability that enjoys considerable support from the Clark County Commission. The establishment of Maryland Parkway as a new, green infrastructure corridor presents a great leadership opportunity for Clark County. There are also institutions such as NV Energy, the Clark County Regional Flood Control District, the Southern Nevada Water Authority, and the Desert Research Institute that could be very helpful in supporting a program.

Tool Fits Context and TOD Typology

Green infrastructure does not necessarily lend itself to any particular urban or suburban typology. It can be deployed anywhere there is an organization to administer it and a market for the green infrastructure product—solar energy, stormwater credits, etc. However, the presence of existing neighborhood associations such as the Maryland Parkway Coalition and the Las Vegas Medical District, etc., are good indicators of neighborhood support systems that can be sponsored and supported by both public and private interests and philanthropy to move forward.



Figure 16: The four heavy rail stations that make up the Southern Green Line Station Area Green Infrastructure Plan.

Best Practice Example:

Washington D.C. and Maryland, the Southern Green Line Station Area Plan

The Maryland-National Capital Park and Planning Commission used HUD Community Challenge Planning Grant funding to develop the Southern Green Line Station Area Plan. The focus of the plan was on four metro rail transit station areas at the southern end of the Metro Green Line operated by the Washington Metropolitan Area Transit Authority in southeast Washington, DC, and in Prince George's County, Maryland. The plan contains policies and recommendations for how shared green infrastructure could be coordinated with future transit-oriented development in the four heavy rail station areas of Maryland.²⁵

²⁴Hiltrud Pötz & Pierre Bleuze (2011). *Urban green-blue grids for sustainable and dynamic cities*. Delft: Coop for life. ISBN 978-90-818804-0-4.

²⁵<https://www.hud.gov/sites/documents/GREENINFRASTRUCTSCI.PDF>

NAMING RIGHTS

In a naming rights transaction, an agency sells the rights to name infrastructure to a private company. This type of value capture does not have to involve a traditional real-estate developer; it can involve any private company that is looking to advertise.

Agencies may consider naming rights for transit stations and agency-owned fleets as a relatively straightforward way to raise funds. But revenue from any naming rights program has to be weighed against the reputational risks of naming rights projects because constitutional free speech and equal protection clauses prevent agencies from limiting the types of organizations that can purchase naming rights from them.

Benefits of Naming Rights

- It can be an easy way to earn revenue with very little expense or effort from the agency.
- It can help to improve overall recognition of the transit by “branding” a Corridor.

Drawbacks of Naming Rights

- Legal risk from free speech and equal protection clauses can cause bad publicity, legal expense, and political challenges.

Legal in Nevada?

Yes, NRS 277A.

Naming rights agreements appear simple on the surface, but implementation of naming rights can be problematic because of the free speech mandates of the First Amendment and the equal protection clause of the 14th amendment to the United States Constitution. First Amendment principles disallow “viewpoint discrimination,” meaning that a company cannot be excluded from a naming rights transaction because of its image or business practices or whether it is a match with an agency’s desired image. Therefore, if an agency rejects a naming rights sponsorship, it could potentially be exposed to legal challenges.

Feasibility/Ease of Administration

Naming rights agreements are not usually complex, as they involve a standard procurement process. However, they should involve a financial feasibility study before implementation so that their potential revenues are accurately gauged.

Revenue Generation

There are very few instances of naming rights in the transit industry, and those examples usually can only raise moderate sums of money. Naming rights typically require periodic payments over a specified term. The payments can be used for both capital and operations and maintenance.

Stakeholder Support

The type of organization that wins a naming rights deal and its behavior may also create political challenges, since controversial organizations cannot necessarily be denied

by the transit agency as discussed above under Legal in Nevada. As such, a public asset sponsored by a company with a controversial reputation could damage an agency’s public image. One way to deal with the legal issues and potential political issues is to exclusively negotiate with one respected, noncommercial entity. UNLV plans to use the Maryland Parkway BRT line as an unofficial, intercampus shuttle, and there have been discussions within UNLV about the potential of theming the line to reflect the university and its two campuses along the Corridor. Additionally, RTC has always shown the vehicles in the renderings for Maryland Parkway in red colors, which are reflective of UNLV’s colors. It is noteworthy that several developers have recommended a UNLV theme/colors to identify stations and to add value to their developments and property.

Institutional Capacity

The RTC, which would likely be the entity that would control any naming rights deal for transit, has an extensive history and experience dealing with the legal and administrative issues associated with free speech and the equal protection clauses through its highly successful bus advertising program.

Tool Fits Context and TOD Typology

UNLV has both of its campuses as major destinations: The Main Maryland Campus on the southern end of the Corridor and the Shadow Lane Campus at the far northern end. Sunrise Hospital and the Boulevard Mall may also be interested in exploring a naming rights agreement.

Best Practice in Implementation:
NRG Station, Philadelphia, PA

In 2018, the South East Pennsylvania Transit Authority (SEPTA) negotiated a five-year \$5.25 million agreement to rename Pattison Avenue Station to NRG Station. NRG is the regional electric utility provider in the Philadelphia area. This naming rights agreement is thought to be the most lucrative agreement in the United States transit industry. NRG Station is the terminus for the Broad Street Subway, and the station serves the nearby stadium complex. NRG Station averages over one million passenger boardings per year. NRG will pay for changing out all of the station name plaques and signs.



Figure 17: A view of NRG Station from the street.

**EMERGING TECHNOLOGY:
TRANSFER OF DEVELOPMENT
RIGHTS**

Transferable development rights (TDR) are a mechanism through which the public sector and other civic institutions can generate revenue, especially in markets with a scarcity of developable land. With TDR, landowners can sell their development rights to another property owner. The unused floor area then transfers to the buyer's property, allowing them to build a taller or larger building than local zoning would otherwise allow. At the same time, the height of the seller's property becomes capped permanently. Transferring unused floor area from public land to a nearby property owner can generate revenue to help cities accomplish multiple goals, such as maintaining designated landmarks, conserving environmentally sensitive areas, or generating revenue to be used for other public purposes. TDR has been tested and shown to be effective in densely populated cities with a scarcity of land.²⁶ TDR has yet to be used to fund transit infrastructure probably because it is very difficult to establish and administer a TDR program. However, it has potential as a value capture tool, especially in markets where there is both the desire to conserve and protect development of environmentally sensitive land and transfer development to districts with high demand and very little developable land.

²⁶Value Capture in the Commons, 2019.

MONETIZATION OF PRIVATE ASSETS

TAX INCREMENT FINANCING

Tax increment financing (TIF) is a mechanism for capturing all or part of future tax revenue increases above an established base level within a designated geographic area that will benefit from a transportation investment.

Unlike special assessment districts, TIF programs do not increase tax rates, but rather capture the additional tax revenue generated when improved properties increase in value. After a TIF district is established, property tax revenues from the district are split between the existing tax districts (e.g. state, municipality general fund, public schools, libraries) and a fund for special projects inside the TIF district, with a focus on investments that could attract new economic activity. The existing tax districts

continue to receive property taxes generated from the base asset value of properties in the redevelopment district (blue area in Figure 18). The incremental value, or the additional tax collected from properties in the district that increased in value, goes into a fund for economic development projects within the TIF district (gold triangle area in Figure 18).

In Nevada, cities and counties are authorized to create redevelopment districts so that they can use the incremental property tax revenue created over time to revitalize a district that has demonstrable blight and underinvestment and to improve public health, safety, and welfare within the district.

NRS also authorizes TIF revenue created from a redevelopment district to be used “to develop an adequate supply of decent, safe, and sanitary low-income housing,” which could be an important subsidy for TOD if a new redevelopment district is created along the Maryland Parkway Corridor.

If accelerated project benefits are desired, Nevada redevelopment law allows a redevelopment authority to borrow against a redevelopment district’s future property tax revenues to help fund public projects, including civic assets. The municipality may opt to sell bonds secured against the district’s expected revenues in order to help start construction immediately, which can jump start development and increase real estate value in the redevelopment area. The bonds are repaid over time using the tax increment funds.²⁷

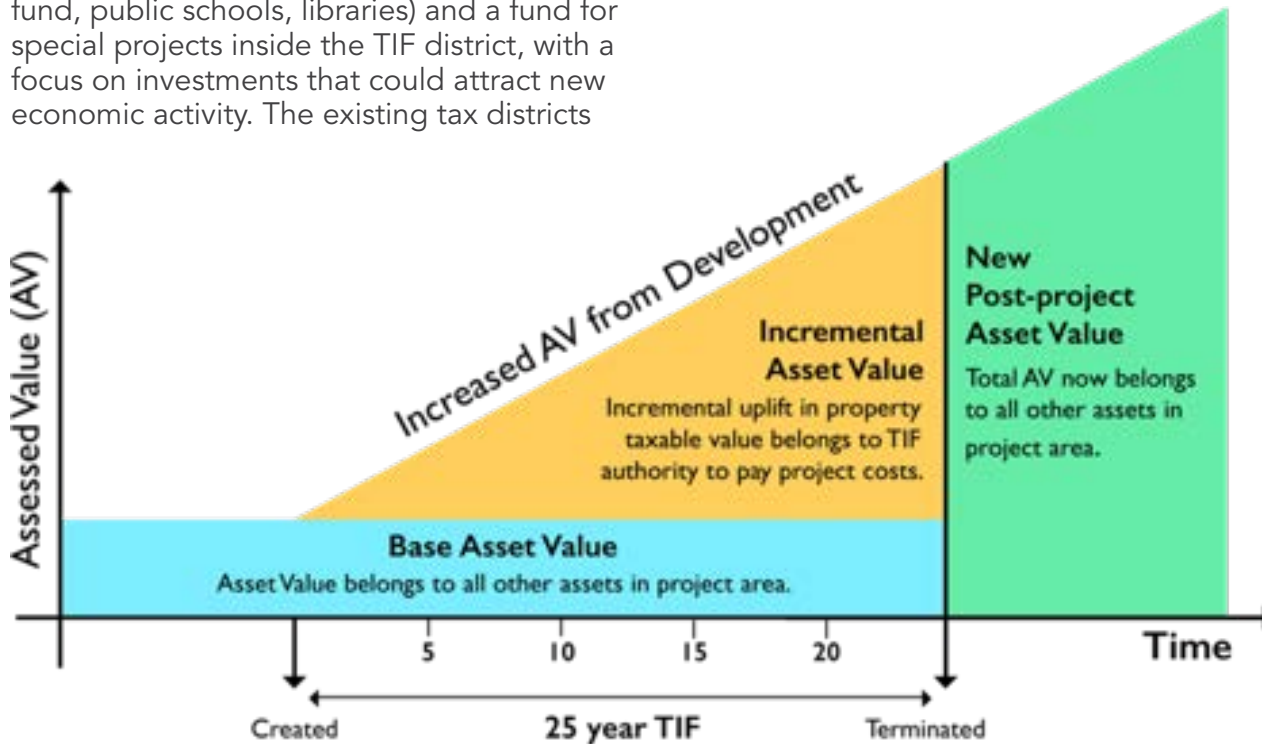


Figure 18: How tax increment financing works.

Use of TIF for Public Transit

City of Chicago TIF Districts

- The City of Chicago has ten TIF districts and has made extensive use of TIF revenue to support public transit for commuter rail (Metra), heavy rail and bus (Chicago Transit Authority) infrastructure. The state of Illinois has 250 jurisdictions that have collectively authorized more than 1000 TIF districts that fund all types of infrastructure, including TOD development.²⁸

The Transbay Transfer Terminal in San Francisco

- The Transbay project is partially funded through a tax increment. A portion of the tax increment is allocated to pay capital costs for the Transbay Terminal, while the rest is used to address other needs, including affordable housing. Specifically, **\$126 million of the total tax increment will fund affordable housing activities** within the Transbay Redevelopment Project Area.²⁹

Denver Union Station

- Denver's main transit transfer terminal in Lower Downtown (LoDo) has used both a SAD and TIF to provide funding and financing for the project.

Benefits of TIF

- TIF's biggest benefit is that it is not a tax; it does not add to development costs and, therefore, is easier to obtain stakeholder support than other tools.
- TIF financing often provides development incentives to transportation or TOD by using TIF revenues to pay for infrastructure that a developer would normally be required to pay for on their own.
- Nevada redevelopment law offers enormous flexibility to use TIF to pay for a wide variety of infrastructure and redevelopment costs.

Drawbacks of TIF

- TIF can be complex and expensive to administer, often requiring extensive financial and fiscal impact analyses, the use of experts in bond financing, economic development, real estate appraisal, civil engineering, and redevelopment law.
- Opportunity cost: Existing units of government, typically school districts, library districts, or the municipality itself pay for the project by forgoing the incremental growth in property tax revenue that is diverted away from them to the TIF project.

- Tax increment financing revenue is speculative and can fall short of projections as a result of reasons both related and not related to the infrastructure investment (i.e., changes in general economic conditions, delayed or incomplete development, decline in assessed property values, or abatements and incentives).
- How property is taxed in Nevada: Property value in Nevada is based on an estimated land value that is generated by comparable sales (standard approach). The improvement/building is valued based on replacement cost and this value is discounted/depreciated based on age of the building. Given this (not factoring in growth in value from re-evaluations), the amount a building produces in property tax decreases annually. This valuation approach makes TIF even more volatile/risky in Nevada. Specific project-based TIF approaches can be more risk adverse than a large district-based TIF where timing of development is unknown.

²⁷Funding Economic Development in Nevada: Redevelopment Fact Sheet 12-89 Frederick Steinmann <http://www.nvnaco.org/wp-content/uploads/Funding-Redev-Fact-Sheet.pdf>

²⁸<https://chicago.suntimes.com/2018/7/24/18361514/cook-county-tif-districts-bring-in-1-billion>

²⁹(San Francisco Office of Community Investment and Infrastructure, 2016)

Legal in Nevada?

Yes NRS 278 & 279. Nevada redevelopment law does not specifically identify transit projects by category, but there is very broad eligibility in the language of NRS 279.408 where “Redevelopment” is defined as follows:

1. “Redevelopment” means the planning, development, replanning, redesign, clearance, reconstruction or rehabilitation, or any combination of these, of all or part of a redevelopment area, and the provision of such **residential, commercial, industrial, public or other structures** or spaces as may be appropriate or necessary in the interest of the general welfare, including:

- Recreational and other facilities appurtenant thereto.
- Eligible railroads or facilities related to eligible railroads.
- **The alteration, improvement, modernization, reconstruction or rehabilitation, or any combination thereof, of existing structures in a redevelopment area.**
- **Provision for uses involving open space, such as:**
 - **Streets and other public grounds;**
 - Space around buildings, structures and improvements;
 - Improvements of recreational areas; and
 - **Improvement of other public grounds.**

This broad eligibility language specifically authorizes the use of TIF revenue for buildings, streets, public spaces, sidewalks, bike lanes, traffic signal systems and controls, as well as electrical and all other utility systems. While this interpretation is not an official legal opinion, it appears TIF revenue can be used for many elements of a transit system that uses a roadway or other public space. It also seems clear TIF revenue can be used for improving access to transit in public space, and it appears, arguably, that TIF revenue can even be used to subsidize private transit-oriented development (buildings) and spaces (vacant land). We recommend getting a separate legal opinion for the specifics of what transit elements are TIF eligible and what specific types of TOD incentives that TIF can be used for.

Feasibility/Ease of Administration

NRS 278 requires the formation of an organizational structure (redevelopment agency) that is separate from the municipality. Supporting the required analysis and administration of the agency is complex and expensive.

Revenue Considerations

TIF can generate sizable revenues (depending on the size of the redevelopment area and actual market growth) that can be used for both capital and O&M, but only for a maximum of 30 years in Nevada, unless the legislature authorizes an extension. However, there is no guarantee that any TIF funded project will actually result in the generation of incremental tax revenues from new growth in assessed value. For example, during the great recession of 2008–2013, assessed value growth was negative in a number of redevelopment districts statewide.

Stakeholder Support

Clark County does not currently have any TIF districts, but our interviews with Clark County landowners and developers in the Maryland Parkway Corridor indicate strong support for imposition of TIF as part of a redevelopment district. Previous discussions about the creation of a redevelopment district in Clark County have resulted in the Clark County School District and Clark County officials expressing concern about diversion of property tax increment to other projects.

Institutional Capacity

Clark County has acquired experienced staff and has considerable legal and administrative revenues and expertise to institute and administer a redevelopment district and TIF revenue.

TOD Context/Typology for Tool Use

TIF is of greatest value where transit stations will serve new, as opposed to existing, development. This is because every dollar of new, additional assessed valuation will contribute to the TIF revenue stream, and values of vacant land or blighted or underutilized property are likely to be less than those of existing and fully occupied buildings. In general, TIF is an effective tool for weaker or stable neighborhoods within communities where the overall market is strengthening, which are prevalent throughout the Clark County portion of the Corridor.³⁰

Best Practice in Implementation of TIF:

Portland, OR, Streetcar, TOD, and Affordable Housing

Tax increment financing (TIF) is a tool that municipalities use not just to spur development in blighted or underdeveloped areas, but also to achieve specific social, equity, and economic goals. One such example is the Targeted TIF district created in the City of Portland, Oregon.

Portland was the first city in the United States to revive the urban streetcar. The City of Portland funded the streetcar primarily by using value capture tools, including a SAD and a Targeted TIF. While most of the Targeted TIF revenue (60%) was used to fund the construction of the streetcar, Portland made it a primary goal to increase the number of affordable housing units in the Pearl District. **40% of the future Targeted TIF revenue (\$250,000,000 since 2010) was set aside to a dedicated fund for affordable housing in the district. Portland used the dedicated Targeted TIF revenue to construct more than 2,200 affordable housing units in this now, upscale and highly desired neighborhood.** These new affordable housing developments are interspersed with market rate developments throughout the Pearl District, which has been experiencing rapid development. The Targeted TIF strategy has been particularly effective at preserving housing affordability in the area.

When compared to other methods of affordable housing production, Targeted TIF financing in the Pearl District has outperformed the most popular methods. In fact, the number of affordable units generated in the Pearl District through Targeted TIF assistance has exceeded those produced by inclusionary housing programs in all but a few cities.

Portland's plan to use Targeted TIF funds for affordable housing is desirable for two reasons. First, Targeted TIF funding doesn't cost developers any additional money or add costs to the development process. Second, Targeted TIF generates revenue from both the value of new investment and the appreciation of existing properties and structures.³³



Figure 19: Photo of the redeveloped Pearl District several years after the TIF was imposed.

³⁰National Academies of Sciences, Engineering, and Medicine 2016. *Guide to Value Capture Financing for Public Transportation Projects*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/23682>

³¹<http://cityobservatory.org/a-solution-for-displacement-tif-for-affordable-housing/>

LAND BANKING

A community land trust (CLT) is a property trust which aims to benefit the surrounding community by ensuring the long-term availability of affordable housing and access to land. Land is taken out of the market and separated from its productive use so that the impact of land appreciation is removed. Using this mechanism, a community land trust, usually known as a CLT, attempts to meet the needs of residents least served by the prevailing market.³²

Potential Application to the Civic Commons and the Transit System

A direct way to capture increases in real estate value is to acquire and hold land parcels (well in advance of the transit) in prime locations relative to the planned transit system. For example, when planning the design of a transit line a not-for-profit entity,

such as a mission-based Community Land Trust (CLT), could acquire key properties in close proximity to transit stations early in the process. The CLT then leases their acquired land to affordable housing developers, or for that matter, any prospective buyer that meets the CLT's criteria.

Ground leasing gives prospective buyers the right to develop the land or acquire physical structures on it, but not to acquire the land itself. Since the value of land typically increases at a faster rate than the value of built structures, CLTs keep housing and other structures affordable. When the lessee of the built addition sells the structure, the lessee receives their investment paid to date plus a portion of the structure's increase in value (typically 25%). The CLT receives the remaining 75% of that equity and can use it to acquire new property or other mission-related costs such as ongoing maintenance and operations etc.³³

The CLT could then work with the jurisdictions to improve access to and from those properties to the transit stations. This would help capture the most value to deploy toward the operations of the asset (affordable or workforce housing) while also ensuring that existing residents can stay and thrive in place and benefit from the new transit system and its accompanying access amenities.

Benefits of CLTs

- **Long-term affordability:** CLTs keep land and housing affordable for low income residents over the long term and they also account for the needs of the very- and extremely-low income households in the corridor.
- **Match municipal goals to mission of CLT:** A mission-based community development organization (CDO) can acquire and maintain ownership of land as a tool to advance community objectives, such as programming and maintaining public spaces, preventing displacement of lower-income or workforce individuals by ensuring long-term housing affordability, providing affordable retail or office space for local businesses, etc.
- **Deep community engagement:** The CDO can provide a sense of permanent community control and deeply engage community members in decision-making processes. This is especially true where the governing board is made up of representatives of neighborhood associations, business districts, philanthropies, and local government.

A new buyer purchases the house, but leases the land underneath from the CLT.



With the cost of the land removed, the home is more affordable.

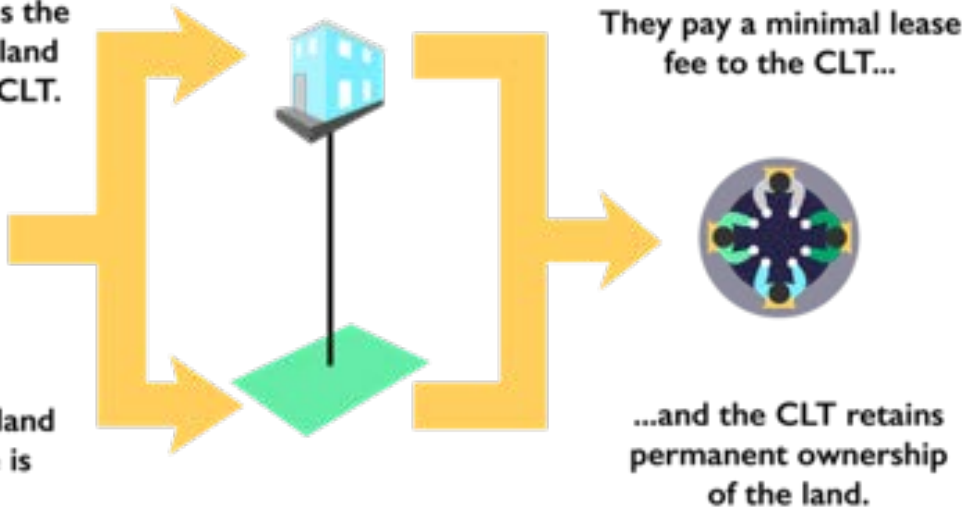


Figure 20: How a community land trust works. (Source: Beverly Lamont Community Land Trust.)

- **Blight prevention:** CLTs prevent blight by requiring the owners of homes and other structures on CLT land to adhere to established maintenance standards.
- **Reduces absentee ownership of affordable housing stock.**

Drawbacks of CLTs

- **Dependence on additional funding:** Many CDOs will depend on outside funding sources (municipal, state, philanthropic) unless a reliable revenue-generating model is created such as a revolving loan fund (See discussion of Denver TOD Fund).
- **Access to property in high-cost markets:** Acquiring land can be difficult if CDOs are bidding against for-profit developers.
- **Management continuity:** CDOs may also struggle to continue operations after a management transition and risk dissolution if a clear succession plan is not in place.³⁴

Examples of Community Land Trusts:

- Bay Area Transit Oriented Affordable Housing Trust Fund (TOAH)
- Beverly Lamont Community Land Trust
- Community Housing Land Trust (Reno, NV)

Legal in Nevada?

Yes NRS 82 Not for Profit Corporations (formed by interested parties, potentially supported by Clark County)

Feasibility/Ease of Administration

CLTs are essentially simple not for profits that are self-governing and relatively easy to administer.

Revenue Generation

CLTs, and TOD Trust Funds are not-for-profit organizations, and they do not generate revenue for transit systems; rather, they take the land value out of a real-estate transaction to preserve affordability of use of the buildings that are built on the land. Nevertheless, the land value they capture can be used to generate equity that stays in the organization, and that equity can be used to purchase additional land or to operate and maintain the organization and its assets.

Stakeholder Support

Support for such an organization has been growing in southern Nevada as evidenced by the newly formed Nevada Housing Coalition and the activism and support of Southern Nevada Strong, The Federal Reserve Bank of San Francisco, and other similar organizations.

Institutional Capacity

Southern Nevada does not currently have a CLT, but a new CLT could obtain support and guidance from the two CLTs in northern Nevada (the Community Housing Land Trust and the Northern Nevada Land Trust). The State of Nevada Housing Division and the Nevada Housing Coalition and other community-based organizations could also provide additional support.

Tool Fit to Maryland Parkway Context and Goals

The Clark County portion of the proposed transit route has vacant properties, both publicly and privately owned, that could be acquired and donated or sold at a discount to a new CLT.

³²The Beverly Lamont Community Land Trust website: <http://www.bvclt.org/what-is-a-community-land-trust.html>

³³Value Capture in the Commons, 2019

³⁴Ibid

Best Practice Case Study:

Denver Regional Transit-Oriented Development (TOD) Fund

Investment in public transit infrastructure often prompts land speculation, new development, gentrification, and displacement of low-income households from station areas. However, these households are most likely to use transit, thereby limiting the effectiveness of the infrastructure investment. Therefore, low-cost property-acquisition loan funds can be invaluable tools to preserve land affordability before speculation and until station areas can support affordable-housing development.

In 2010, Denver-area partners launched a first-of-its-kind fund to create and preserve affordable housing along current and future transit Corridors in the City of Denver. As the region's transit system extended beyond the City, the fund expanded to meet new demand. Today, the \$24 million Denver Regional Transit-Oriented Development Fund is available to qualified borrowers in seven Metro Denver counties to acquire property for affordable housing and supportive commercial space.

Since the Fund's inception, sixteen loans have been made, deploying \$32.8 million in capital for acquisition of land or operating properties near public transit in the Denver Metro area. Of the sixteen loans made, eleven loans have been repaid, allowing money to be recycled into future acquisitions, creating additional leverage for all the Fund's investors. The loans made to-date have created or preserved 1,354 affordable homes, a new public library, and well over 100,000 square feet of supportive commercial and non-profit space, all near public transit.³⁵

In most urban areas including Denver, transportation is the second highest household expense after housing. In Denver, working families who earn between \$20,000 and \$55,000 spend an average of 59 percent of their gross household income on housing and transportation.

Locating affordable housing in transit Corridors allows households to reduce expenses while increasing access to employment, educational opportunities, and services. It is essential that transit-accessible, affordable housing in the Denver region be preserved and developed to ensure long-term affordability and access to greater opportunity for low-income residents.



Figure 21: Evans Station Lofts, in Denver, CO. Denver TOD Fund purchased this one-acre parcel and developed this five-story workforce housing development—the first ever family-based low-income housing to be build adjacent to a Denver light rail station.

EMERGING TOOL: PUBLIC UPZONING MARKET

A public upzoning market is a tool for generating revenue when a change in zoning, such as an increase in height limits, creates additional development opportunities in an area. Rather than granting the new development rights to all existing property owners, an open auction could be created where developers trade or purchase development rights or floor area ratio (FAR) credits.

The proceeds would then contribute to a public fund that could be used to improve, maintain, or operate civic assets. While a public upzoning market is effective at generating upfront revenue, future revenue streams are less predictable. In addition, it would require significant upzoning to work in certain areas and possibly downzoning in other areas to create the market.

Upzoning may also be effective in neighborhoods with weak markets if applied close to a particular site, such as a new or improved amenity. While this tool has not been widely used in the United States, Latin American cities are experimenting with it.³⁶

³⁵Urban Land Conservancy website <https://www.urbanlandc.org/denver-transit-oriented-development-fund/>

³⁶Value Capture in the Commons, 2019.

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VALUE CAPTURE TOOL EVALUATION FRAMEWORK

To determine whether any of the above value capture tools can be considered to be reasonably available as a funding source to meet the unique challenges of the Maryland Parkway Corridor and the transit technology used (Bus Rapid Transit), we selected the following key factors to build our evaluation framework:

1. Legal and Due Process
2. Ease of Implementation
3. Revenue Considerations
4. Stakeholder Support
5. Institutional Capacity
6. Match to Corridor Typology and Context

1. LEGAL AND DUE PROCESS

Because Nevada is a Dillon’s rule state, jurisdictions such as Clark County, the RTC, or any other implementing entity will need to have specific legal enabling powers to use value capture tools. If none of the implementing agencies has the express legal authority to use the tool, then that tool cannot be used until the Nevada legislature and the Governor of the State of Nevada authorize its use. So, for each tool, we did research to determine the answer to the following questions:

- Does the implementing agency have the legal authority from the State of Nevada to impose and collect a particular value capture tax or fee?
- Does the jurisdiction have due process steps/requirements in place to ensure that people who have to pay the proposed tax or fee are provided with an adequate opportunity to be informed of the fee well in advance of its imposition, and then be able to oppose, approve, modify, or appeal the tax or fee?

Jurisdictional authority to use the tools is a very important evaluation factor so we have assigned a total of ten points maximum if the jurisdictions have the authority to use that particular tool and also have in place the due process steps to minimize legal challenges to the use of the tool.

Maximum point value: 10 points.

2. EASE OF IMPLEMENTATION

This factor is based upon if existing systems of administration within Clark County and/or the RTC can be used to easily implement and administer the new value capture revenue stream. For example, most local governments, including Clark County, already have the ability to easily administer a TUF by adding on the TUF assessment to monthly utility bills. In this case, the TUF score for Clark County would be the highest score possible, which for this factor is 5 points. Other tools such as TIF districts, which require the formation of separate entities to administer the TIF and the frequent use of financial, legal, and real-estate professionals, and can be difficult to set up and costly to administer, would have a lower score.

Maximum point value: 5 points.

3. REVENUE CONSIDERATIONS

The ability to generate a significant amount of revenue to fill funding or financing gaps in a project is one of the primary reasons why transit agencies and municipalities around the country are using value capture tools. We used guidance from our review of value capture literature, federal source guidance, and our professional experience to generate the following revenue considerations table. Table 2 shows each value capture tool along with (1) that tool’s ability to generate low, medium, or high revenue amounts, (2) that tool’s timing for generation of revenue (immediate or over time), and (3) that tool’s legal support and/or precedent for use for capital or operations and maintenance funding or both.

It is noteworthy to point out that the RTC’s current financial plan for the Maryland Parkway BRT project shows the use of three primary sources of capital: (1) \$100 million contribution from the federal government in the form of a Small Starts transit capital grant from the Federal Transit Administration, (2) \$60 million from eligible roadway improvements from the RTC’s local fuel tax account, and (3) the remainder from future Congestion Mitigation Air Quality or other flexible funding accounts the RTC has access to. The design scope of the project is now capped at a \$250,000,000 total project cost to maintain eligibility for the Small Starts grant.

The above summary indicates that the RTC is not seeking additional capital dollars for the project. It should be noted, however, that operations and maintenance costs for the Maryland Parkway BRT project are not identified for the long term, especially in light of the extensive financial setbacks from the outbreak of COVID 19, and the continued erosion of transit market share from Transportation Network Companies such as Uber, Lyft, and other forms of new mobility.

While the various jurisdictions may identify additional desired capital needs such as infrastructure for TOD, biking, and walking facilities, affordable housing, etc., there appears to be a greater need for O&M

funding for the transit project. Because of this discrepancy of need, the value capture tools that provide ongoing O&M funding will receive an additional two points.

The use of value capture techniques in funding transit projects is not a new or recent innovation. There is a substantial track record of the use of value capture tools to fill funding gaps in transit projects nationwide. Because revenue is such a key factor in being able to fill funding gaps in transit projects, this factor will have a maximum allocation of twelve points, including the two extra points for tools that provide O&M funding.

Maximum point value: 12 points.

Revenue Considerations	Revenue Generation Potential	Timing of Revenue Received	Capital, O&M, or Both
Impact Fees	Low	Immediate	Capital
Exactions	Low	Immediate	Capital
Transportation Utility Fees	Low	Delayed	O&M
Special Assessment Districts	Medium/High	Delayed	Both
Land Value Taxes	High	Delayed	Both
Tax Increment Financing	Medium/High	Immediate or delayed	Both
Land Banking	Low	Delayed	O&M
Green Infrastructure	Low	Delayed	O&M
Joint Development	Low/Medium	Immediate or delayed	Both
Naming Rights	Low	Immediate	O&M

Table 2

³⁷National Academies of Sciences, Engineering, and Medicine 2018. *Guidebook to Funding Transportation Through Land Value Return and Recycling*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/25110>.

4. STAKEHOLDER SUPPORT

Value capture has been a frequently overlooked source of transportation funding partly because stakeholders take for granted the tremendous value that transportation infrastructure provides to property owners. Many landowners feel that because they pay property taxes, sales taxes, fuel taxes, etc., that they should not have to pay anything additional to support transportation. This is because landowners do not have a full appreciation of the government's cost in providing that infrastructure. For example, for every \$100 of land value created by government investment in transportation, landowners typically only pay \$1 to \$2 annually in existing traditional property taxes.³⁷

Obtaining support for using value capture tools from stakeholders, the general public, and elected officials will require a change in this understanding and in expectations regarding how transportation infrastructure is funded. Depending on the value capture strategy and mix of tools selected, stakeholder support may also be needed to obtain new legislative authority as well as general concurrence with a new funding approach.

Because of the sensitivity and difficulty in establishing a new and potentially controversial source of funding transportation, stakeholder support from the general public, elected officials, and property owners becomes a key evaluation factor and is allotted a maximum of ten points.

Maximum point value: 10 points.

5. INSTITUTIONAL CAPACITY

Institutional Capacity refers to the knowledge, skills, abilities, experience, and training that Clark County/RTC key personnel will be required to use in the implementation and administration of the selected value capture tools. For example, Clark County has made extensive use of SADs and they have the full suite of expertise necessary to administer SADs. Therefore, the County's score for SADs would be the highest score possible, which is 5 points. Conversely, since a land value tax is currently illegal in Nevada, and the county has no or very limited experience dealing with a land value tax, the score for land value tax would be very low.

Maximum point value: 5 points.

6. MATCH TO CORRIDOR TYPOLOGY AND CONTEXT

Corridor context and typology refers to how well each value capture tool fits within the development context of each Focus Area. Some value capture tools will work well in a Focus Area with a specific real-estate market dynamic, a certain type of development intensity and urban form, but may not work at all in a Focus Area with a different context. Thus, different value capture strategies may be appropriate depending on where along the Corridor they are going to be used.

While the evaluation of this factor may be a bit more art than science, there is some experience and guidance that will help guide the evaluation process. For example, we have inserted Table 3, "Value Capture Mechanisms by Station Type" from the Transit Cooperative Research Program's Guide to Value Capture in Public Transit. This table provides some rough guidance in categorizing how some value capture tools apply to station type. For example, station types (Focus Areas) that are in mature urban locations may lend themselves well to a transfer of development rights, naming rights, and possible joint development.

Table 3 also indicates that use of a SAD may not work well in this context because a lack of future development may be likely in the context of the Metro Center area—the most densely developed area in Washington, D.C. Conversely, in instances where land for development, automobile ownership, travel, and parking are plentiful and inexpensive, such as that found in the Clark County portion of the Corridor, developers may perceive significant additional market risk both in pursuing optimal TOD yield and in embracing value capture. In these types of brownfield Focus Areas, value capture tools that offer benefits, incentives, or subsidies to developers, such as TIF, naming rights, joint development, and land banking may be more appropriate.

We have applied the cited source guidance, our previous work, and data gained from analysis of the Maryland Parkway Corridor Focus Areas, the previous real estate market analysis done by EPS, the Task 1 Existing Conditions report, as well as the guidance obtained from our literature review to generate a score for each Focus Area.

Maximum point value: 10 points.

Station Type
(Example)

Value Capture Opportunity

Mature urban locations
(Metro Center in Washington, D.C.)

Densely developed; increased density realizable only through upzoning; more difficult to impose special assessments; naming rights and some joint development possible.

Greenfield
(Dulles Metrorail in Washington, D.C., region)

Greatest opportunity for new development, dependent on land use and zoning changes; transit agency may own property for joint development; special assessment district could be implemented with property owner cooperation.

Brownfield
(Denver Union Station)

Depending on neighborhood, TIF may be most applicable; joint development could also be attempted if the transit agency or local government owns nearby property.

Park and ride
(Egan Transit Station in Minneapolis, MN)

Like greenfield yet with more limited short-term development opportunity; depends on surrounding planning since access to station may be limited to cars or infrequent buses.

Table 3: Value Capture Mechanisms by Station Type. Different transit station context lends itself to different Value Capture Tools. (Source: TCRP, Guide to Value Capture Financing for Public Transportation Projects, 2016.)

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ANALYSIS OF VALUE CAPTURE TOOLS FOR THE MARYLAND PARKWAY CORRIDOR

Now that our evaluation framework is complete, we can move onto the analysis of the framework so that we can answer the key questions outlined in the introduction section of this toolkit.

ANSWERS TO KEY QUESTIONS

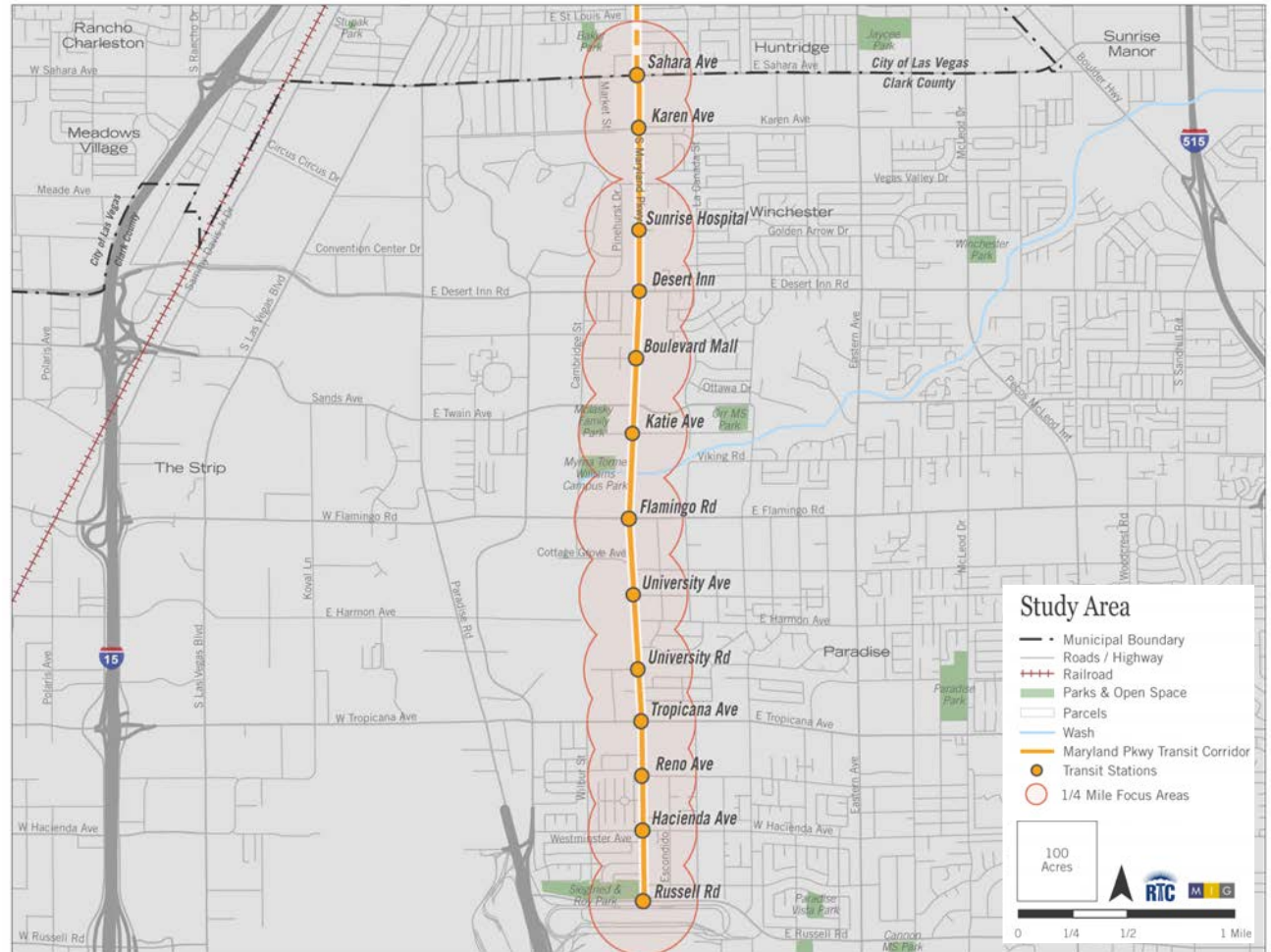
KEY QUESTION #1:

Can Value Capture techniques be readily applied to the Maryland Parkway High Capacity Transit Project to achieve the goals of the TOD Study?

Answer: Yes

Based on the research we have undertaken, it is apparent that not only can many value capture tools be applied to the Maryland Parkway High Capacity Transit Project, Clark County already uses some value capture tools as follows:

- Clark County has extensive experience with special assessment districts, more commonly referred to in Nevada as special improvement districts (SID) or Local Improvement Districts (LID). SIDs and LIDs have been used extensively for transportation improvements—usually for roads, curbs, gutters, sidewalks, and streetlights.
- Clark County is also very familiar with negotiated exactions and impact fees. Exactions have even been used extensively to provide bus turnouts for transit infrastructure in the County.



Clark County Maryland Parkway Corridor High Capacity Transit Project and Focus Areas

KEY QUESTION #2:

Where in the Clark County Portion of the Maryland Parkway Corridor Can Value Capture Tools be Successfully Applied?

As discussed in Section 3, Match to Corridor Context, the opportunity for value creation and subsequent value capture will vary as a typical, linear transit line progresses through different districts, neighborhoods and station types. Each Focus Area will have different real estate market and zoning characteristics etc., that will lend themselves to different value capture tools.

For example, the relatively few landowners around the Boulevard Mall may work well for the formation of a special assessment district if a few key property owners could see the benefits of working together for their own mutual interests. Conversely, the age, blight and presence of several vacant, abandoned or underutilized properties along much of the northern portion of the Clark County portion of Maryland Parkway could lend itself to the formation of a redevelopment area and the use of TIF revenue to fund needed infrastructure. And finally, the shortage of developable land and good student housing around both

UNLV campuses has created tremendous residential market demand. By coupling the available vacant land and or abandoned buildings in the Corridor, with the presence of a transit system that connects properties further away from both campuses, UNLV and the jurisdictions could create opportunities for the use of joint development or land banking tools.

To answer the questions of where can value capture tools be used by Focus Area, we analyzed each value capture tool to determine which were the most favorable for the scope, scale and real estate market

for each Clark County Maryland Parkway Corridor Focus Area. We then applied the data and principles used in our Tool Match to Context analysis. A score of “High” indicates a good fit for that tool in that Focus Area. A “Med” score indicates a fair fit for that tool in that Focus Area, and a “Low” score indicates a poor fit for that tool in that particular Focus Area. The results can be seen in Table 4 below.

VALUE CAPTURE POTENTIAL BY CLARK COUNTY FOCUS AREA

	RUSS	HACI	RENO	Trop	U RD	UAVE	FLAM	KATI	BLVD	DINN	SUNR	KARN	SAH
TIF	High	High	High	High	Med	Med	High	High	High	High	High	High	High
SAD	Low	Low	Low	Low	Med	Med	Med	Med	Med	Med	Low	Low	Low
LVT	Low	Low	Low	Low	Low	Low	Med	Med	Med	Med	Med	High	High
Impact Fees	Low	Low	Low	Low	Med	Med	Med	Med	Med	Med	Low	Low	Low
Exactions	Low	Low	Low	Low	Med	Med	Med	Med	Med	Med	Low	Low	Low
Green Inf	Low	Low	Low	Low	Med	Med	Med	Med	High	Med	Med	Med	Med
Naming Rt	Low	Low	Low	Low	High	High	Med	Med	High	High	High	Low	Low
TUF	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low
Joint Dev	Low	Low	Low	Low	Med	Med	Low	Low	Low	Low	Low	Low	Low
Land Bank	Low	Low	Low	Low	Low	Low	Low	Low	Low	Low	Med	High	High

Table 4: Value Capture Potential by Clark County Focus Areas

KEY QUESTION #3:

Which Value Capture Tools are Most Likely to be Successful in Clark County?

To determine the answer to the question of which value capture tools provide the best fit for the Clark County portion of the Maryland Parkway Corridor, we applied the evaluation framework discussed in Section 3 for each value capture tool. Table 5 to the right contains the scores in the framework as applied.

VALUE CAPTURE TOOLS	Eval. Factor	Legal	Feasibility	Revenue	Stakeholder Support	Institutional Capacity	Tool Fit to Context	Point Total
	Max Points	10	5	12	10	5	10	
TIF	10	2	8	8	5	10	43	
SAD	10	5	7	1	5	4	31	
LVT	0	3	12	1	0	10	26	
Impact Fees	10	5	2	0	5	2	24	
Exactions	10	5	2	0	5	3	25	
Green Inf	8	4	3	10	2	7	34	
Naming Rt	10	5	2	10	5	10	42	
TUF	0	4	8	0	0	4	16	
Joint Dev	10	5	5	8	5	7	40	
Land Bank	10	5	5	9	3	7	39	

Table 5: Clark County Evaluation Framework Matrix

RECOMMENDED VALUE CAPTURE TOOLS FOR FURTHER EVALUATION AND IMPLEMENTATION

We recommend that those tools with a score above 30 be considered for further evaluation and possible implementation by Clark County, the RTC and their partners. Based on the scores as applied, the tools that are the best fit for Clark County's portion of the Corridor are ranked in order as follows:

1. Tax Increment Financing
2. Naming Rights
3. Joint Development
4. Land Banking
5. Green Infrastructure
6. Special Assessment District

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SUMMARY AND RECOMMENDATIONS FOR NEXT STEPS

If Clark County and/or the RTC decide they want to implement the recommended value capture tools, then they will be making some major changes to “the way things have always been done.” When you ask stakeholders to actually start to pay for the economic benefit they have been receiving for free or for very little cost, there may be challenges ahead. Whenever there is change to the status quo, there is usually opposition because stakeholders may react with fear and anxiety to the unknown, or they may actively organize and work against the change because they perceive that they will be at a disadvantage if the change is made.

To address the concerns of stakeholders; transit investments, TOD, and any associated value capture tools must demonstrate the potential to create more value for landowners/developers than they cost, or property will not be developed, and the transit may not be funded. The key question that will need to be answered if value capture is to be seriously considered for implementation is “Does the proposed transit project provide enough of a value proposition that landowners/developers will be motivated to take on the increased risk and costs that come with the transit project and any accompanying TOD?”

Providing a solid business case for the transit project and its plan of finance is the solution to attracting stakeholders and keeping them on board for the implementation of the value capture process. Value capture is appropriate only when there is support for moving forward from key stakeholders and the general public. Such circumstances and conditions are indicative of a well-thought-out business and economic case. The jurisdictions should consider a range of funding options before deciding which value capture tools are most appropriate for a particular project. Value capture tools that align with government policies and stakeholder infrastructure priorities will have the best chance for success.

IMPLEMENTING VALUE CAPTURE

For value capture tools to be accepted, the proponents of value capture will have to pursue a number of steps and put in a considerable amount of time and effort to build a compelling business case for the project and financing. We suggest the following steps:

1. IDENTIFY, RECRUIT AND TRAIN VALUE CAPTURE CHAMPIONS

An agency undertaking the utilization of land value return and recycling should have champions to provide leadership. Leadership should be broad based and should come from developers, business leaders, elected officials, agency staff, and appointed officials. Champions can focus public attention and motivate action. Champions for any transportation agency or local government should be able to bring credibility and a broad reach of influence over numerous stakeholders and constituencies. When it comes to influencing a decision or shifting a debate, the messenger can be as important, or even more important, than the actual message.

2. INCORPORATE VALUE CAPTURE TOOLS INTO STANDARD PROJECT SELECTION PROCEDURES

As a funding tool, value capture is growing in frequency. As mentioned above, some state departments of transportation now regularly include the use of value capture tools as part of their fiscally constrained transportation planning processes. Also, one of the nation's leading Metropolitan Planning Organizations, The Chicago Metropolitan Agency for Planning (CMAP) began considering value capture funding options as part of their long range, fiscally constrained transportation plan. CMAP plans to continue using value capture funding going forward. Clark County and the RTC may also want to consider adding value capture review as part of their transportation planning process.

3. CONSIDER FORMING A NOT FOR PROFIT FOR VALUE CAPTURE ADVOCACY

Not-for-profit corporations can be very effective in assisting public agencies to educate and build support from the community. The not-for-profit corporation would be formed by interested parties and potentially supported by Clark County. As we have seen from one case study in this toolkit, the Los Angeles Streetcar benefited tremendously from the advocacy efforts of a not for profit. Landowners and community advocates near NOMA Station, part of Washington D.C.'s heavy rail metro system, also successfully formed their own not for profit to promote using a SAD to fund the station.

4. BRING IN OUTSIDE EXPERTS

Other transportation agencies and local governments have had much success with value capture as a funding source to fill gaps in important transit capital and operating budgets. Success tends to breed success. Bringing in another community's successful champions to tell their story and discuss how they overcame adversity to bring about a successful project can help to start the value capture ball rolling and overcome initial opposition. These visits and visitors can inspire others and help to identify local champions. Training for agency officials and peer exchanges with colleagues who have experience can enrich the champions' and others' understanding of the tools of value capture and how the use of these tools may vary to achieve specific objectives.

5. BUILD A SOLID ECONOMIC CASE FOR VALUE CAPTURE

To build a compelling economic and business case for value capture, the project sponsor(s) will need to conduct specific, formal studies to ascertain value generation increases resulting from the Maryland Parkway BRT project or other transportation projects. An implementing agency will need to develop specific technical information to build their case such as the following:

- Forecasting of revenue streams
- Forecasting of economic benefits
- Estimation of property value
- Fiscal impact analysis

6. CONDUCT A FORMAL STUDY/EVALUATION OF THE MERITS OF ESTABLISHING A REDEVELOPMENT AGENCY IN CLARK COUNTY TO IMPLEMENT VALUE CAPTURE TOOLS

Nevada law allows for redevelopment agencies to operate in a much more streamlined and simpler fashion compared to local governments. Using a redevelopment agency could offer Clark County several advantages for efficient implementation of value capture tools including:

- One agency/department to implement an entire suite of value capture tools
- Ease of acquiring needed right of way
- Less bureaucratic operating restrictions than a local government

Clark County will be able to better establish the pros and cons of forming a redevelopment agency after a more focused and detailed study of the subject.

This study identified and recommended that Clark County evaluate six Value Capture Tools for possible implementation. Three of these tools, TIF, Joint Development and Land Banking/Community Land Trusts, which are often combined together, have demonstrated effectiveness in the **provision of long-term housing affordability and providing transit supportive land uses**. Administration of these value capture tools could be greatly facilitated by the establishment of a redevelopment agency within Clark County.

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APPENDIX

- A. Value Capture Tool Implementation Checklist
- B. A Summary of Tax Increment Financing Best Practices
- C. Special Assessment District Checklist
- D. Joint Development Checklist
- E. Naming Rights Checklist
- F. Further Readings on Emerging Value Capture Tools

APPENDIX A: VALUE CAPTURE TOOL IMPLEMENTATION CHECKLIST (ADAPTED FROM TRCP VALUE CAPTURE AND PUBLIC TRANSPORTATION)

Step 1: Understand what is possible.

- Engage legal counsel to make a list of all possible value capture mechanisms that can be used for the project.
- If a desired value capture tool is not currently authorized, then begin the process to identify a bill draft request and seek political support to support needed authorizing legislation.
- Explore strategic land parcels near the project area that may be used for joint development and other mechanisms. Pay particular attention to parcels that are owned by the local government or another public entity.
- Identify possible stakeholders and partners (public, private, and institutional) that could serve as a starting point for strategic partnerships and investments.

Step 2: Select promising mechanisms for further exploration.

- Review value capture tools by Focus Area type to help identify value capture tools that may be most appropriate for the project.
- Consider Focus Area context including existing land uses, density, demographics, real-estate market dynamics, zoning, and other economic considerations such as opportunity zones, redevelopment districts, etc., when selecting value capture tools.

- Use the needs of the project as selection criteria for the value capture mechanisms. For example, if up-front capital costs are needed, then a financing option that offers a large infusion of funds up front such as a Special Assessment District or Tax Increment Financing funds from a redevelopment district may be more appropriate. If operations and maintenance funds are needed, then an assessment that provides long-term, dedicated funding streams such as a Transit Utility Fee or a Land Value Tax may be more applicable.

Step 3: Evaluate promising tools to ascertain value capture potential.

- Coordinate with public agencies such as the RTC's metropolitan planning organization and transit departments, planning departments, redevelopment agencies, county assessor, and state department of taxation to gather needed data and initiate conversations.
- Establish appropriate criteria and assumptions for estimating and evaluating value capture tools.
- Include assumptions for growth, inflation, catchment areas, assessment levels, and so forth.
- Evaluate promising mechanisms to get a back-of-the-envelope estimate of revenue and data.

Step 4: Decide on the most appropriate value capture tools that will further the project.

- Create selection criteria for the value capture mechanisms based on feasibility, appropriateness of the revenue generated in relation to project needs, stakeholder support, and so forth.
- Include major stakeholders in discussions and up-front coordination.
- For large, complex projects, consider establishing a task force to help with generating stakeholder support, decision making and providing recommendations.

Step 5: Engage with wide array of stakeholders and the public.

- Engage a wide array of stakeholders and the public, and include ample time for this process and workshops, as needed.

Step 6: Initiate and establish value capture tool(s).

- All tasks in this step are dependent on the specifics of the project and what is needed to utilize the selected value capture tool

APPENDIX B: A SUMMARY OF TAX INCREMENT FINANCING (TIF) BEST PRACTICES

Experience with several TIF financial models that have been used extensively throughout the country quantify several important issues to consider in evaluating potential TIFs. These financial issues are as follows:

1. Property assessment growth rates are key to identifying worthy TIF reinvestment zones. Areas with above average growth rates (in the local context) are developing without TIF and probably do not warrant public stimulus.
2. Net Present Value (NPV) is the appropriate tool to assess program paybacks. NPV is strongly affected by assumed interest rates. High bond rates decrease NPV, while low rates elevate NPV. The goal is to select rates that reflect market conditions so that observed paybacks match original estimates.
3. Financial viability is the minimum criterion for TIF programs. A TIF needs to repay fully borrowing and administrative costs related to its creation. It is deemed financially viable if it can.
4. Financial efficiency is highly desirable. Many underperforming areas will experience assessment growth without a TIF. Incremental tax receipts generated (above the underlying assessment growth pattern) determine a TIF's efficiency—the greater this value, the more

valuable the TIF is to a community and to potential developers in the redevelopment area.

5. Spillover effects are highly desirable. When a TIF positively influences assessment growth rates in adjacent non-TIF areas, this contributes to the TIF's efficiency and contributes to the public good.

In addition to the financial criteria presented above, the literature review identified several characteristics of successful TIFs. These are:

1. A seriously blighted zone holding little attraction for private development. Public investment is needed to encourage private interest in the target area. Typically, there is poor infrastructure and coordinated redevelopment must be undertaken. A TIF program can provide the administrative structure and project plan to make large projects happen.
2. Well-planned projects conforming to the County's master plan for development. The resulting investment will enhance the community and contribute to the public good, especially if the County's master plan has been based on extensive community feedback and direction.
3. Projects with extensive public support. Public support will lessen opposition and encourage overlying

tax districts (school districts) to participate.

4. Projects with clear causal linkages to private development within the target area. Clear attribution of assessment gains to a TIF will lessen opposition and encourage the participation of overlying tax districts (school districts,) because the overlying tax districts will perceive that there is long term property tax benefit that will accrue to them after the term of the TIF district is complete.
5. Projects presenting few barriers to implementation. Factors strongly conducive to success include:
 - No/minimal residential relocation needs.
 - No/minimal business relocation needs.
 - No requirement to provide low/moderate income housing.
 - Current property ownership concentrated in few hands.

Adapted from Tax Increment Financing (TIF) Best Practices Study Institute for Policy and Economic Development

APPENDIX C: SPECIAL ASSESSMENT DISTRICT CHECKLIST

1. Review NRS legislation to determine the extent of SAD eligibility to fund the desired project elements
2. Conduct detailed research on how other counties have implemented SAD for transit in their communities
3. Conduct a risk assessment for how SAD could function from a real estate market standpoint including revenue generation needs and assessment scenarios
4. Conduct a benefit assessment study to determine how the project will benefit the properties assessed, e.g., reductions in travel time, increased transit capacity, etc., to establish a solid business case for property benefits
5. Determine the geographic area that will fund the SAD and what type of properties, e.g., commercial and/or residential, public, etc. that will be assessed.
6. Once the economic benefit data and business case are established, consider forming a not for profit to advocate for the creation of the district or begin outreach to stakeholders to gauge support for SAD creation
7. Determine the best process to ascertain amount of assessment fees, e.g., property frontage, property value, distance from improvement, type of use, size of property, etc.
8. Determine how property owners will pay for the assessment, e.g., up front, over time, etc.
9. Decide how the County will collect and manage the assessment fees
10. Proceed with the County Special Assessment District due process requirements, e.g., engineering, engineer's estimate, resolution, public hearing, etc.

APPENDIX D: JOINT DEVELOPMENT CHECKLIST

1. Determine if vacant property or air rights above or below existing public facilities would be available for lease or sale as TOD
2. Match available properties with surrounding context to see if medium to high residential/commercial density is appropriate for the location
3. Assess if up-front cash is desired or if long term revenues would be preferred to ascertain if a direct sale or a long-term lease is preferable.
4. Determine desired mix of uses on the site, e.g., residential, commercial, industrial, mixed income housing, affordable housing, market rate housing, etc.
5. Consider using economic consultants to evaluate market feasibility of desired land use mix
6. Issue Request for Interest (RFI) document and/or contact potential developers to ascertain interest.

APPENDIX E: NAMING RIGHTS CHECKLIST

1. Consider a financial feasibility analysis of the use of naming rights along the Maryland Parkway Corridor
2. Contact potential sponsors, e.g., UNLV, Boulevard Mall, Sunrise Hospital, etc., to determine interest for sponsorship of either a station, a group of stations or for the entire Corridor
3. Evaluate the political and legal risk for naming a public infrastructure in the Corridor
4. Issue Request for Information or Request for Proposals for identified station(s) or Corridor

APPENDIX F: FURTHER READINGS ON EMERGING VALUE CAPTURE TOOLS

Municipal Tax on Excess Capital Gains Tax

- State Taxes on Capital Gains, Elizabeth McNichol, December 2018
<https://www.cbpp.org/research/state-budget-and-tax/state-taxes-on-capital-gains>

Transfer of Development Rights

- A Survey of Transferable Development Rights Mechanisms in New York City. Department of City Planning. February 2015
<https://www1.nyc.gov/assets/planning/download/pdf/plans-studies/transferable-development-rights/research.pdf>
- Nevada Planning Guide: American Planning Association Nevada Chapter, 2017
http://lands.nv.gov/uploads/documents/Docs_and_Pubs_E2017-146.pdf
- Brookings Institution “TDRs, How They Work and Their Role in Shaping Metropolitan Growth”
<https://www.brookings.edu/research/tdrs-and-other-market-based-land-mechanisms-how-they-work-and-their-role-in-shaping-metropolitan-growth/>

Public Upzoning Market

- <https://urban-regeneration.worldbank.org/node/21>

Upzoning, Public Policy & Fairness—A Study & Proposal

- <https://scholarship.law.wm.edu/cgi/viewcontent.cgi?referer=https://www.google.com/&httpsredir=1&article=2494&context=wmlr>

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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Sahara Avenue Focus Area Market Analysis

November 10, 2020



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SAHARA AVENUE MARKET ANALYSIS

This report provides an analysis of the market demand for and feasibility of transit-oriented development (TOD) in the area around the proposed Sahara Avenue transit station. This analysis is conducted with consideration to two market geographies:

FOCUS AREA

The Focus Area is a ¼ mile area surrounding the Sahara Avenue station. This area draws from both the Huntridge and Winchester neighborhoods. The southern portion of the Focus Area is in Clark County, while the northern portion (north of Sahara Avenue) is in the City of Las Vegas. The Focus Area is currently comprised primarily of auto-oriented commercial development.

MARKET AREA

The Market Area, as shown in the map on the next page, is approximately 3.6 square miles around the proposed station, bounded by Las Vegas Boulevard S and Joe W Brown Drive on the west, E Desert Inn Road on the south, S Eastern Avenue on the east, and E Charleston Boulevard on the north. With similar market conditions and attributes, the Market Area is used to gauge the strengths and weaknesses for various development types (residential, retail, office, hospitality) and characterize the existing market potential for TOD in the Focus Area.

STRENGTHS AND OPPORTUNITIES

The proposed station and surrounding Focus Area is located in close proximity to major destinations including Downtown, Las Vegas Boulevard, the Las Vegas Convention Center and the Sunrise Hospital and Medical Center. The Focus Area also has direct access to I-15 via Sahara Avenue.

Despite the Focus Area's proximity to potential demand drivers, there has been very little market activity in the Focus area in the recent past. The introduction of high frequency transit could serve as a catalyst to reinvestment in the Focus Area.



- ### Major Destinations
- John C Fremont Middle School
 - City Impact Center
 - Commercial Center
 - New Orleans Square
 - Las Vegas Athletic Club
 - Smith's Grocery Store
 - Baker Park
 - Las Vegas Convention Center
 - Sunrise Hospital and Medical Center

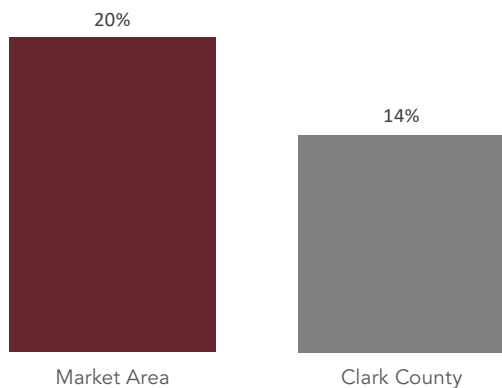
- Hotel/Convention Center
- Ⓜ Specialized Care Hospital
- Ⓜ Hospital
- Childcare Center
- Park
- Historic Area
- Government Property
- Transit Station
- ▭ Sahara Ave Market Area
- ▭ Focus Area (1/4 Mile)



POPULATION AND HOUSEHOLDS

The Sahara Avenue Market Area (illustrated in the map on page 2) is home to approximately 28,200 residents, an increase of nearly 1,900 residents since 2010. This growth represents less than 1% of Clark County's population growth of 306,600 new residents over this time. The Market Area population has grown at approximately half the rate of the County over this time at 0.8% per year compared to 1.6% annually in the County overall. Between 2010 and 2019 the Market Area added 480 households, an annual growth rate of only 0.5%. This is also much lower than the County where the number of households increased by an average of 1.5% per year.

Households with No Vehicle, 2019

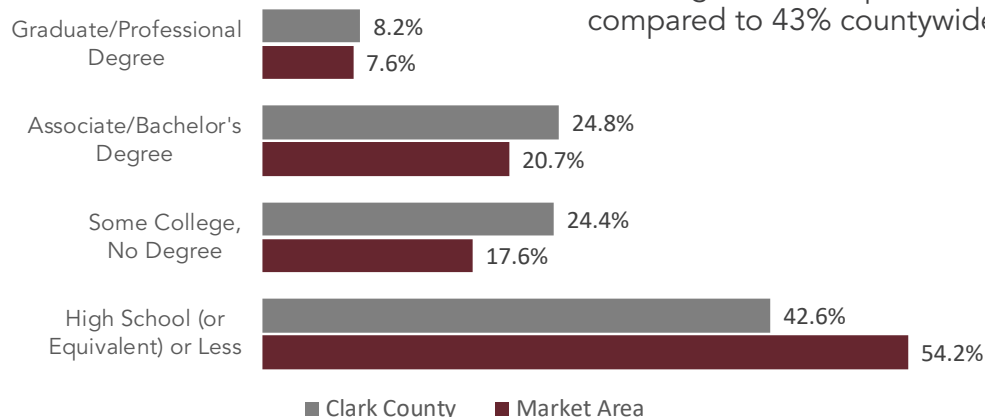


Source: ESRI Business Analyst

The Market Area has slightly lower levels of car ownership than the County, a factor that correlates with higher transit ridership. Within the Market Area, 20% of households do not have a vehicle, compared to 14% of households countywide. There is also a higher proportion of single-vehicle households, with 36% of households in the Market Area owning only 1 vehicle, compared to 30% countywide.

Market Area residents have a lower level of educational attainment than the County average. Within the Market Area 28% of the population (age 25 and older) has completed a post-secondary education (Associate Degree or higher), compared to 33% in the County while 54% of the population has a high school/equivalent or less education, compared to 43% countywide.

Education (Population Age 25+), 2019



Source: ESRI Business Analyst

DEMOGRAPHIC SNAPSHOT

Market Area

2019 Demographics

Population: 28,160

Households: 10,050

Average Household Size: 2.78

Population Growth

The market area grew by an average of 190 new residents per year from 2010 to 2019

Income

Median household income of \$40,300 in the market area is 32% lower than Clark County (\$58,800)

Clark County

2019 Demographics

Population: 2,257,900

Households: 816,500

Average HH Size: 2.74

Population Growth

Clark County grew by an average of 34,070 new residents per year from 2010 to 2019

Income

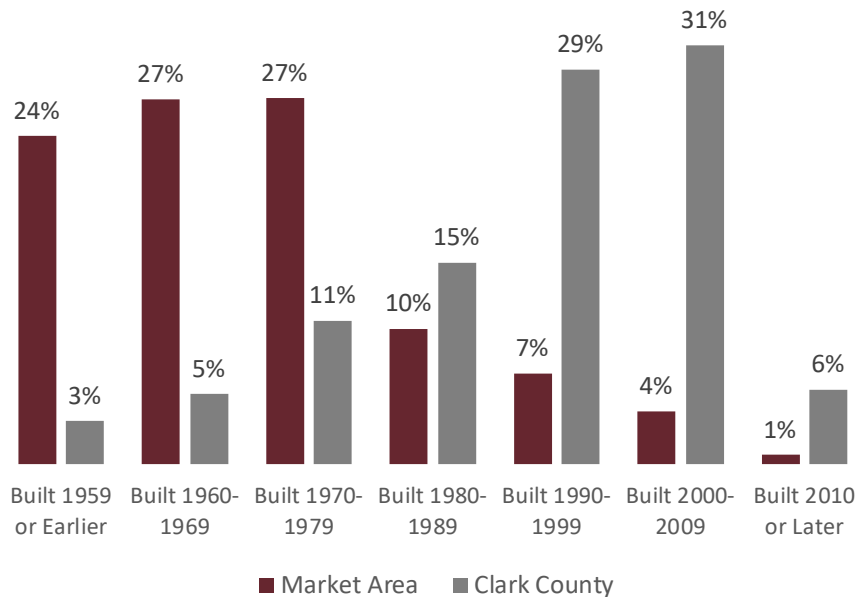
Median household income of \$58,800

HOUSING CONDITIONS

There are approximately 12,300 housing units in the Market Area, an increase from 11,700 in 2010. Between 2010 and 2019 the Market Area captured 0.6% of the housing growth in Clark County, which added 106,700 new units over this time. Overall, 1.3% of the County's housing is located in the Sahara Avenue Market Area.

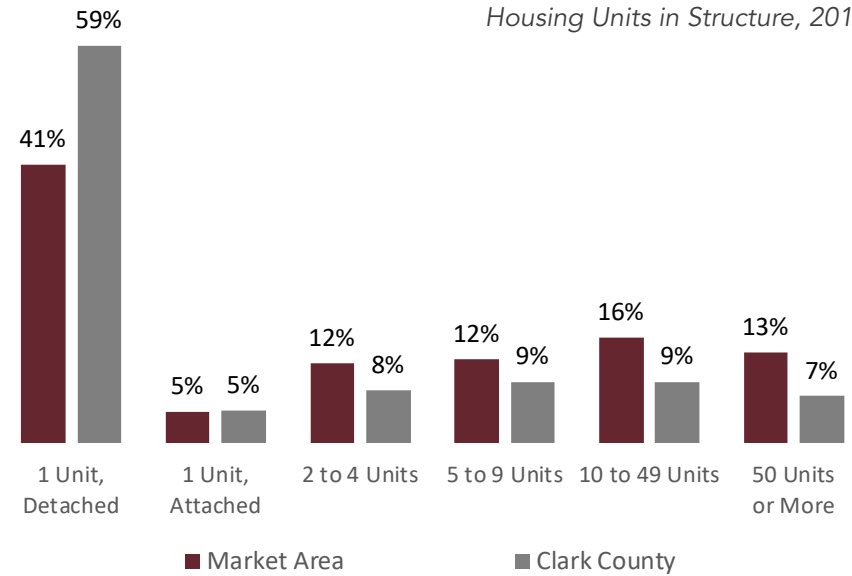
Housing composition in the Market Area differs from the County overall, likely reflecting its proximity to the City and its more urban development patterns. While 59% of housing units in the County are single family detached homes, these only account for 41% of homes in the Market Area. There is more multifamily housing in the Market Area than in the County overall; 29% of homes in the Market Area are in buildings with 10 units or more compared to 16% in the

Housing Units by Year Built



Source: ESRI Business Analyst

Housing Units in Structure, 2019



Source: ESRI Business Analyst

County as a whole. As is typical with a higher proportion of multifamily housing, more households in the Market Area are renters at 60% compared to 45% of households countywide.

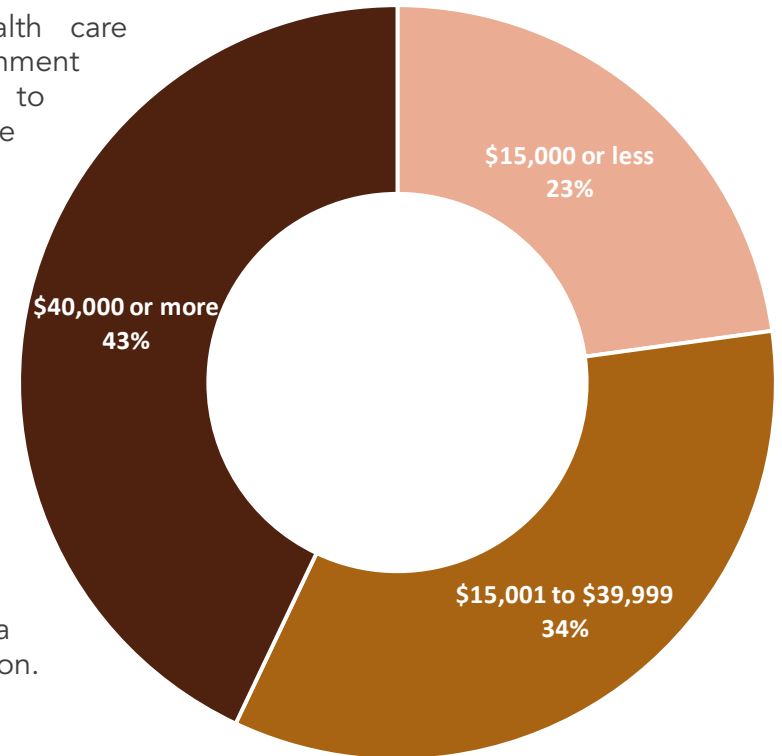
The Market Area has more older homes than the County overall. While 60% of the County's housing stock was built between 1990 and 2009, only 11% of homes in the Market Area were built during this time period with 54% of homes built between 1960 and 1979.

EMPLOYMENT

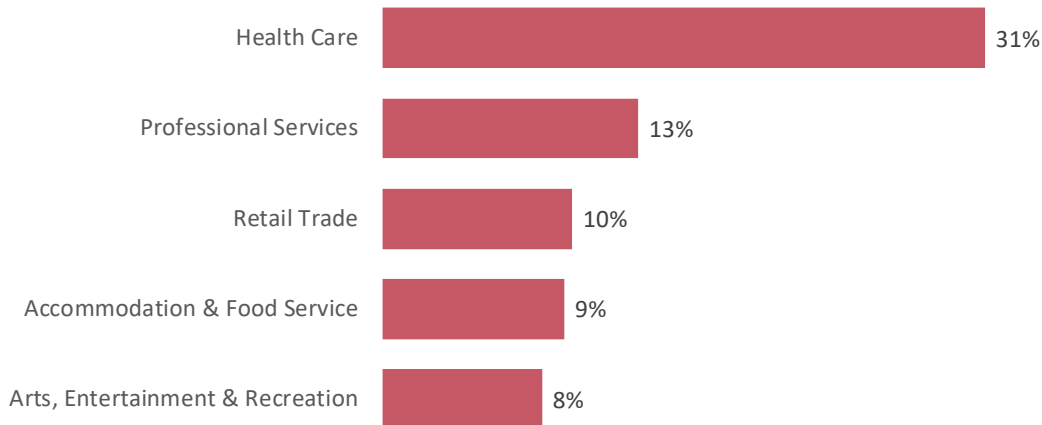
The employment base in the Market Area consists almost entirely of health care and health care related jobs with a strong presence of retail/food/entertainment jobs as well. There are 16,000 jobs in the Market Area – which equates to approximately 1.6% of the County’s 986,500 jobs. Due to the presence of Sunrise Hospital and Medical Center in the Market Area, nearly one-third of this employment is in Health Care (31% of jobs). Other major employment sectors within the Market Area are Professional Services (13%), Retail (10%), Accommodation & Food Service (9%), and Arts/Entertainment/Recreation (8%).

The mixture of employment between health care jobs and service jobs is reflected in the distribution of jobs by wage. While 57% of jobs in the Market Area are lower paying with annual earnings less than \$40,000 per year, the area has a slightly higher proportion of higher paying jobs (\$40,000 per year or more) than the County overall. Within the Market Area 43% of jobs are at this wage level compared to 39% of jobs countywide.

Within the Market Area, nearly half of jobs require some college education or an Associate degree. This reflects the concentration of employment in Health Care and Professional Services that often have a higher proportion of jobs requiring a degree or other advanced education.



Market Area Top Employment Sectors, 2019



Market Area Jobs by Wage, 2017

Source: US Census LEHD

Source: ERSI Business Analyst

EMPLOYMENT BY INDUSTRY SNAPSHOT

Market Area

Major Employment Industries:

1. Health Care (31%)
2. Professional Services (13%)
3. Retail (10%)

Clark County

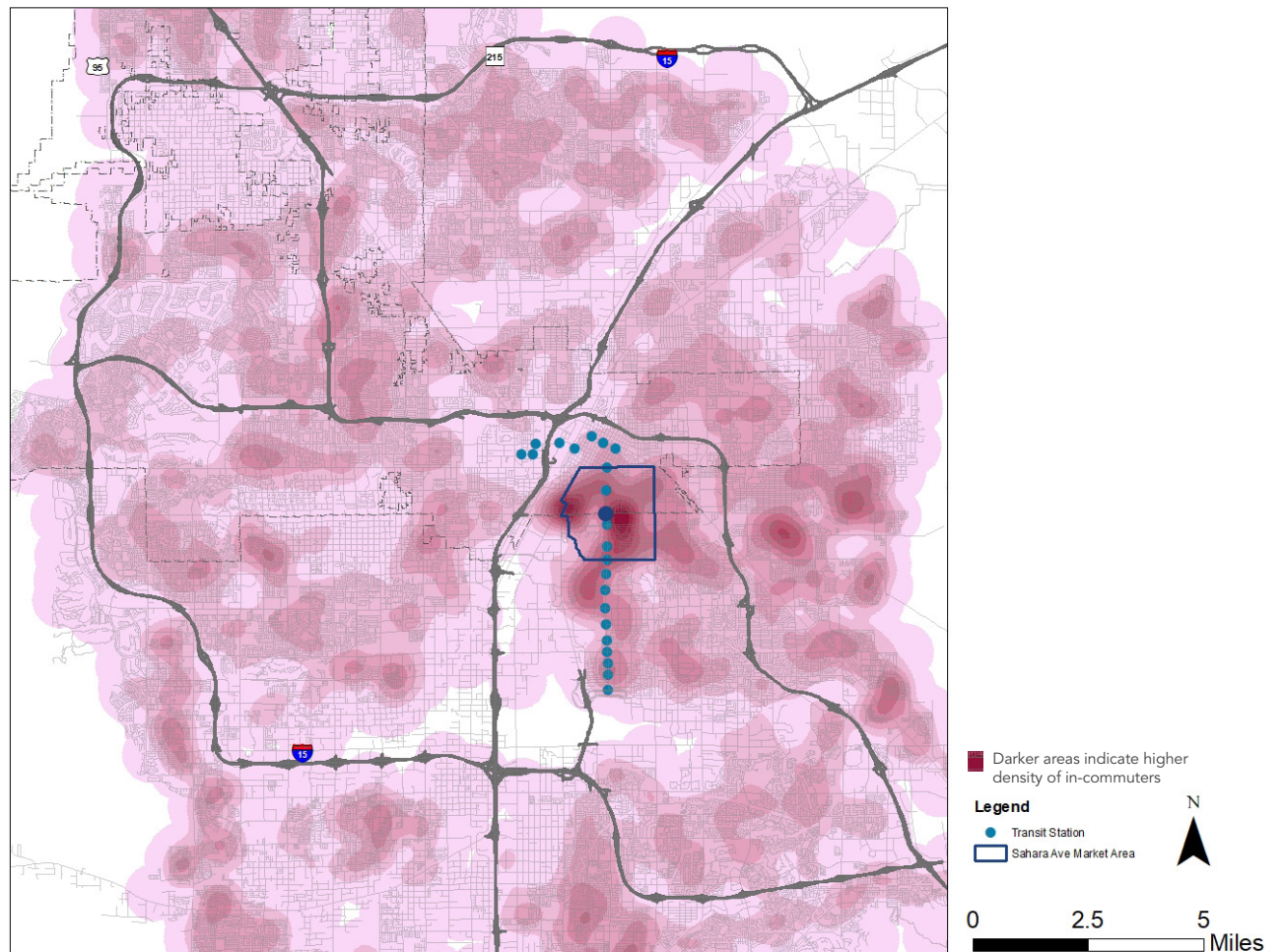
Major Employment Industries:

1. Accommodation & Food Service (17%)
2. Arts, Entertainment & Recreation (14%)
3. Retail (12%)

Home Location of
Market Area Workers, 2017

Typical of a centrally located area, workers employed in the Market Area live throughout the City of Las Vegas and Clark County. While nearly 73% of Market Area employees commute less than 10 miles to the area, 97% of those employed in the Market Area live outside its boundaries.

Of the Market Area residents who are employed, 96% work outside of the area while 4% both live and work in the Market Area. As shown on the map below, this area brings in employees from most of the City of Las Vegas as well as areas to the east and south of the city.



Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD), 2017

MULTIFAMILY RESIDENTIAL MARKET

There are 4,430 multifamily units in the Sahara Avenue Market Area, accounting for 2% of the Clark County inventory. There has been no new development built within the Market Area since 2010; however, there is currently one proposed project in the area.

Market Area rents are lower than the County with overall rents averaging \$0.98 per square foot (compared to \$1.17 in the County). Rents have been increasing at the same pace in the Market Area as the County with average annual increases of 1.8% or an average of \$13 per unit per year in the Market Area and \$16 across the County. Multifamily vacancy is slightly higher in the Market Area (8.8%) compared to the County overall (7.2%).

As noted, there are currently 370 units proposed in the area. The Thunderbird Lofts is a proposed high-rise apartment project located on Las Vegas Boulevard South in the northwest corner of the Market Area just south of the Downtown area.

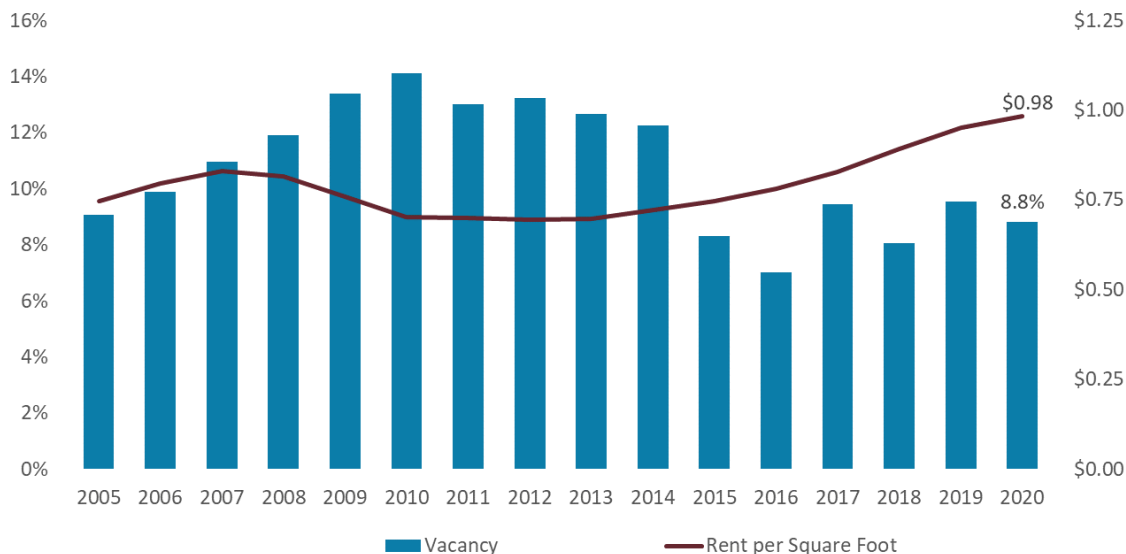
MULTIFAMILY SNAPSHOT

- 4,430 units
- No new development since 2010
- 370 units proposed
- Average rent of \$0.98/sf
- 8.8% vacancy

The market area has had no recent development, but current activity accounts for 5.0% of units currently proposed in the County

Market Opportunity

Multifamily Vacancy and Rent, 2005-2020



Source: CoStar

The proposed project indicates that the area is beginning to attract new units despite the poor existing market conditions. If successful, the project will help support demand for additional TOD multifamily projects that can be spurred by the presence of the transit station.

Market Area Multifamily



- Multifamily Development
 - Existing
 - Proposed
 - Under Construction
- Transit Station
- Sahara Ave Market Area
- Focus Area (1/4 Mile)



Source: CoStar

COMMERCIAL MARKET

RETAIL

There is 2.74 million square feet of retail space in the Market Area, accounting for 2.4% of the County’s 116.45 million square foot total. The Market Area inventory has only grown by 11,000 square feet since 2015, which is an increase of less than 1% overall. Over this time period the County’s retail inventory grew by 3.4%, adding over 4 million square feet of new space.

Retail rents in the Market Area are 26% lower than the County overall, at \$13.83 per square foot compared to \$18.78. Rents across the County peaked at over \$26 in 2007 and while they have yet to return to that high, they are slowly increasing after reaching a low of \$15.38 in 2013. Within the Market Area, rents hit a high of \$17.81 in 2006 and reached a low of \$10.83 in 2018.

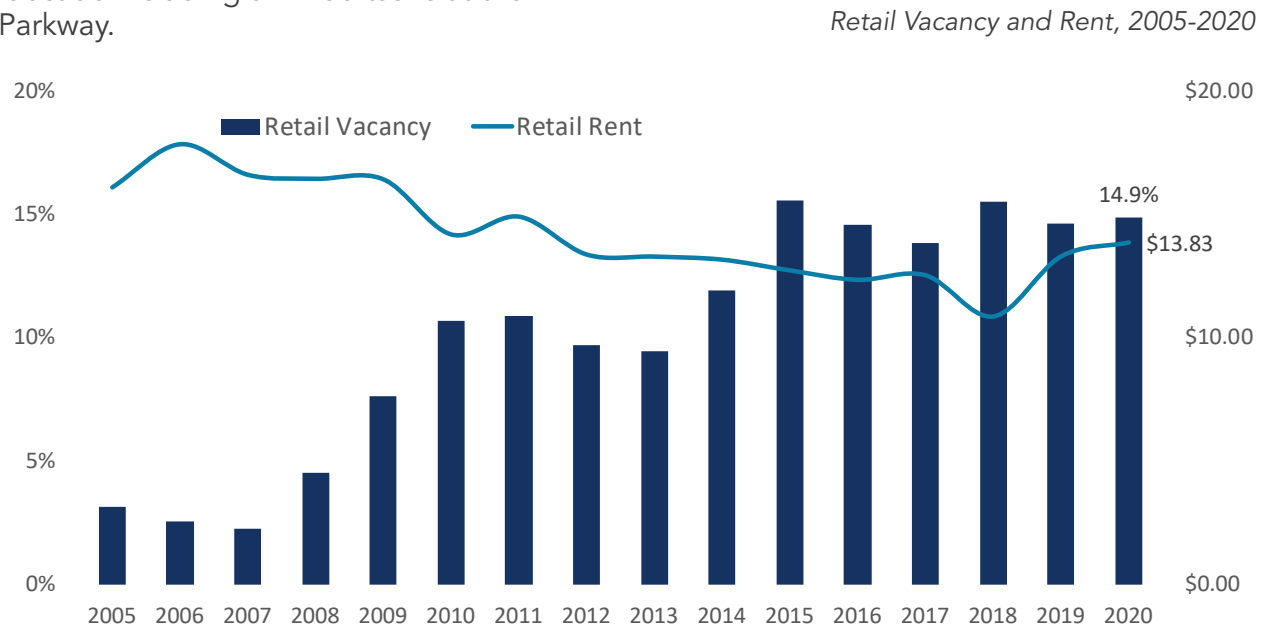
While countywide retail vacancy averages 6.5%, retail vacancy in the Market Area is much higher, at 14.9%. The low rents, high vacancy, and lack of recent development indicate that there is little demand for additional retail space in this area. The retail trade area has seen limited growth in households and has lost sales to retailers outside of the trade area. The Market Area has also lost retail anchors in the past decade including an Albertsons at the southwest corner of Sahara Avenue and Maryland Parkway.

RETAIL SNAPSHOT

- 2.74 million SF
- 11,000 SF built since 2015 (0.4% growth)
- Captured 0.3% of County growth

HOTEL

There are seven hotels and motels within the Market Area with a total of approximately 500 rooms. The Market Area for the Sahara Avenue Focus Area does not include major hotels/resorts along Las Vegas Boulevard south of Sahara Avenue. The majority of the hotel inventory within the Market Area is located along Las Vegas Boulevard South north of Sahara Avenue. The most recently constructed hotel in the Market Area was built in 1998; however, two hotels have been renovated recently – the Extended Stay America in 2015, and the Thunderbird Hotel in 2016.



Source: CoStar

OFFICE

There are 1.97 million square feet of office space in the Market Area, accounting for 3% of the 66.36 million square feet of space in the City. The Market Area has only had one new office development since 2010 adding less than 1,000 square feet of new space. Over this same time period, the County added 4.85 million square feet of new office space.

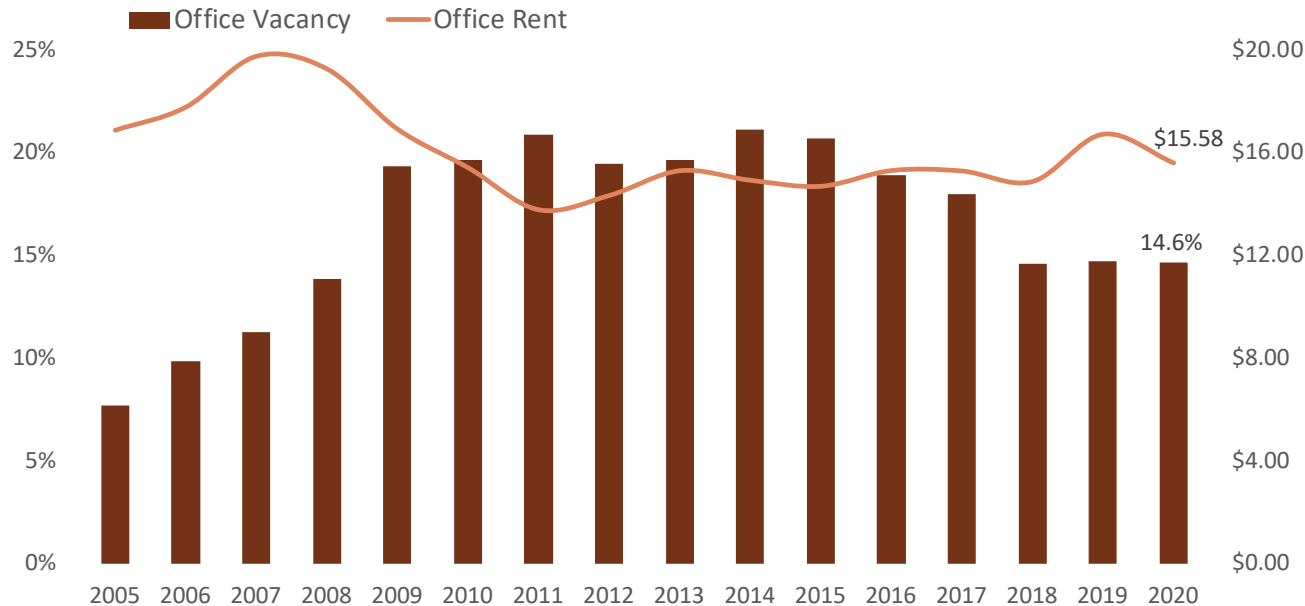
Office rents in the Market Area are currently \$15.58 per square foot, which is 25% lower than the countywide average rent of \$20.74. Market Area rents hit a high of \$19.75 in 2007 and then steadily declined to a low of \$13.74 in 2011. Since then, they have fluctuated around \$14 to \$15 per square foot.

Office vacancy in the Market Area is 14.6% and has averaged 16.9% since 2015. This is higher than the County overall where vacancy for office space is 10.4% and has averaged 12.2% since 2015.

OFFICE SNAPSHOT

- 1.97 million SF
- 978 SF built since 2010
- Rents are approximately 25% lower than the countywide average

Office Vacancy and Rent, 2005-2020



Source: CoStar

Recent Commercial Development



SECTION 2: DEMAND ANALYSIS

RESIDENTIAL

Growth Trend

This section estimates demand for new housing in the Market Area by applying capture rates to forecasted countywide housing growth.

The Sahara Avenue Market Area has not had recent (past 10 years) multifamily development; however, there are currently 370 units proposed for the area. This growth accounts for 5.0% of the current proposed projects countywide. Given the lack of recent development, the project currently proposed will have a significant impact on the area's multifamily market. If the project is successful, there may be demand for additional projects; however, if the project is not successful then it may be harder to attract additional development.

Demand Forecast

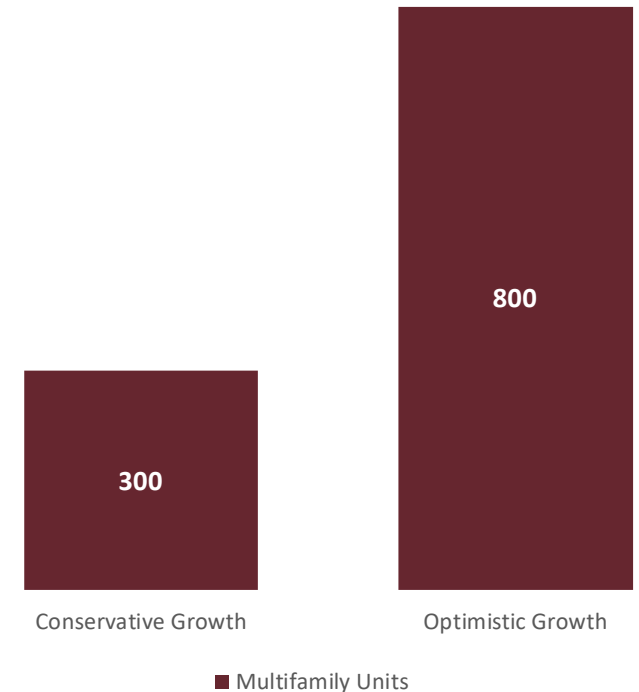
Clark County population growth forecasts (prepared by Center for Business and Economic Research) anticipate an additional 337,000 residents in the County between 2020 and 2030, at an average of 33,700 new residents per year (1.3% annual growth). This annual growth rate, applied to the County's housing stock, translates to approximately 135,770 new housing units over the next 10 years. Accounting for the 4,090 units currently under construction in the County, there is a net demand for 131,680 new units, or 13,168 new housing units per year. Applying recent trends, 40% of this growth

can be expected in multifamily housing (including apartments and condos) or an additional 52,700 multifamily units by 2030.

Two trends were used to create growth scenarios for the Market Area: an overall trend of 0.5% capture of County growth applicable if the project currently proposed does not spur the market to generate additional development, and a more optimistic trend of 1.6% capture of County growth that could occur if the local market is proven out by this first project.

Based on the projected countywide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the Sahara Avenue Market Area could capture between 300 and 800 new multifamily housing units over this time period. This wide range of development potential reflects the uncertain nature of the area's market. With no recent development, the project currently proposed is likely to set the market potential. If it is not successful, its 370 units may be the only development to take place in the next 10 years. If, however, the project succeeds additional projects may follow. The optimistic growth forecast would accommodate an additional two to three projects projects of this scale (300 to 400 units).

Market Area Residential Growth 2020-2030



Source: Economic & Planning Systems

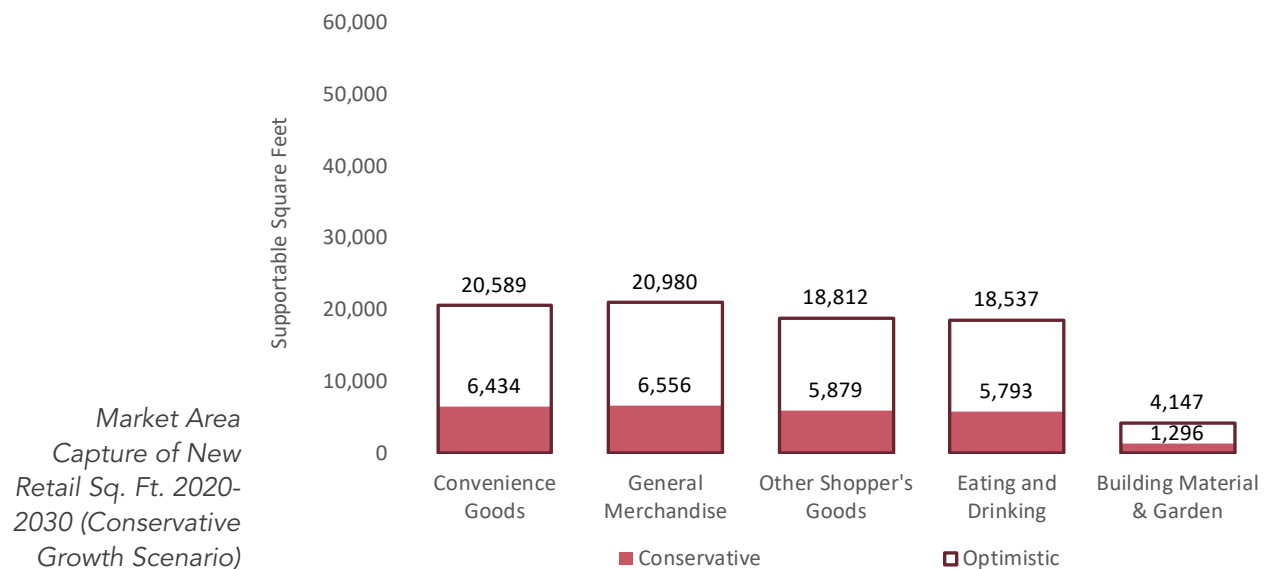
RETAIL

A demand estimate for future retail space in the Market Area was developed based on anticipated population growth and the related growth in retail spending. This analysis of retail development potential in the Market Area accounts for capture of demand from new residents considering the spending patterns for local retail (i.e. inflow and outflow of resident dollars). Demand analysis is based on the population of the area, per capita income, and spending habits for consumers in Nevada as reported by the Census of Retail Trade and ESRI Retail Marketplace data. To estimate retail demand for the area, the total personal income (TPI) is calculated by multiplying the population by per capita income for the Market Area. TPI is used along with spending patterns for consumers in the state to estimate retail expenditure potential: the amount of money that the average resident spends on retail goods. After accounting for leakage (outflow of dollars to retailers outside of the Market Area), this spending potential is converted to the amount of retail square footage that can be supported by new residents living in the area based on sales per square foot by store category.

Utilizing the growth capture scenarios from the residential demand analysis, there is potential for between 1,700 and 5,400 new residents in the Market Area by 2030. Retail expenditures of these residents will create demand for an additional 40,000 to 128,000 square feet of retail space over this time.

Of this total demand, not all is likely to be accommodated within the Market Area. Nor will demand necessarily translate to new retail space as the Market Area has a nearly 15% vacancy rate for retail space. Depending on the retail sector, there is potential for the Market Area to capture between 0 and 75% of resident spending. The highest capture rates are for convenience goods (e.g. grocery stores, pharmacies, liquor stores) and shoppers' goods (e.g. apparel, electronics, sporting goods, etc.), as well as restaurants, while spending in general merchandise stores (e.g. Target, Walmart) and more specialized sectors such as building material and garden stores is more likely to occur elsewhere in the community. Accounting for the capture and leakage of spending across sectors, the growth scenarios for the Market Area project demand for between 26,000 and 83,000 square feet of retail space by 2030.

This new demand is summarized in the chart below. Within the Market Area, the opportunity for capture of new spending is highest in Convenience Goods and General Merchandise and is also strong in Shopper's Goods and Eating & Drinking. These retail sectors with the strongest potential are also the most likely to locate in a TOD area. The combination of TOD and an auto-oriented existing environment mean that the Market Area may be able to attract a variety of retailers. As noted previously, however, the weak retail market in this area will create a challenge to translating increased demand into new retail development.



Market Area Capture of New Retail Sq. Ft. 2020-2030

Description	Retail Sales % of TPI (2019)	Capture Rate	Conservative Growth		Optimistic Growth	
			Expenditure Potential	Supportable Sq. Ft.	Expenditure Potential	Supportable Sq. Ft.
Convenience Goods						
Grocery Stores	5.6%	75%	\$1,634,132	4,085	\$5,229,221	13,073
Specialty Food Stores	0.2%	50%	\$47,446	119	\$151,828	380
Beer, Wine, & Liquor Stores	0.3%	75%	\$80,606	269	\$257,938	860
Health and Personal Care	2.7%	75%	<u>\$784,527</u>	<u>1,961</u>	<u>\$2,510,488</u>	<u>6,276</u>
Total Convenience Goods	8.8%		\$2,546,711	6,434	\$8,149,475	20,589
Shopper's Goods						
General Merchandise						
Department Stores (including discount department, superstores, and warehouse clubs)	5.3%	75%	\$1,544,349	5,148	\$4,941,917	16,473
Other General Merchandise Stores	2.5%	50%	<u>\$492,972</u>	<u>1,408</u>	<u>\$1,577,512</u>	<u>4,507</u>
Subtotal (General Merchandise)	7.8%		\$2,037,322	6,556	\$6,519,429	20,980
Other Shopper's Goods						
Clothing & Accessories	3.7%	50%	\$711,857	2,034	\$2,277,943	6,508
Furniture & Home Furnishings	1.2%	25%	\$120,822	483	\$386,629	1,547
Electronics & Appliances	1.1%	50%	\$220,119	440	\$704,381	1,409
Sporting Goods, Hobby, Book, & Music Store	1.2%	50%	\$233,490	667	\$747,167	2,135
Miscellaneous Retail	1.9%	75%	<u>\$563,539</u>	<u>2,254</u>	<u>\$1,803,325</u>	<u>7,213</u>
Subtotal (Other Shopper's Goods)	9.2%		\$1,849,826	5,879	\$5,919,444	18,812
Total Shopper's Goods	17.0%		\$3,887,148	12,435	\$12,438,873	39,792
Eating and Drinking	7.0%	75%	\$2,027,457	5,793	\$6,487,864	18,537
Building Material & Garden						
Building Material & Supplies Dealers	2.0%	50%	\$388,757	1,296	\$1,244,023	4,147
Lawn & Garden Equipment & Supply Stores	0.1%	0%	<u>\$0</u>	<u>0</u>	<u>\$0</u>	<u>0</u>
Total Building Material & Garden	2.1%		\$388,757	1,296	\$1,244,023	4,147
Total Retail Goods	34.9%		\$8,850,073	25,958	\$28,320,235	83,064

Source: ESRI; Economic & Planning Systems

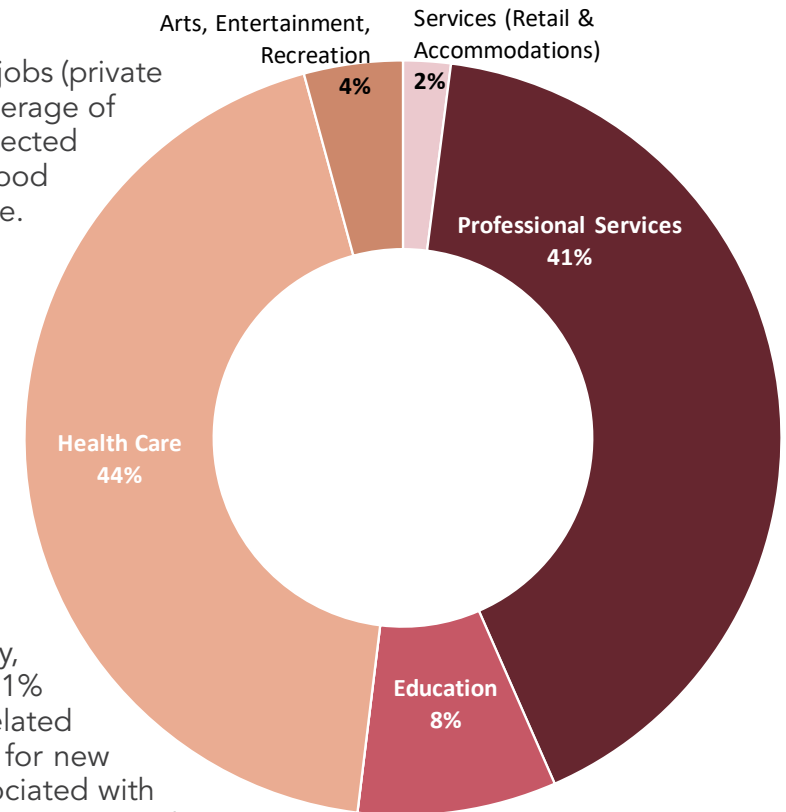
OFFICE Employment Growth

Countywide employment growth forecasts (already cited) outline an increase of 43,670 jobs (private non-farm employment) in Clark County between 2020 and 2030. This equates to an average of 4,367 new jobs per year or 0.3% average annual growth. Over 70% of this growth is expected in just two industries – Health Care (36% of growth) and Accommodations and Food Services (35% of growth) while nine industries are expected to remain flat or decrease.

Based on the current capture of County employment, the Sahara Avenue Market Area is expected to grow by 740 jobs over this time – which is 1.7% of County growth. Applying the countywide growth rates by industry, 85% of employment growth in the Market Area is estimated to be in Health Care and 14% in Professional and Technical Services.

Office Demand

Demand for office development in the Market Area is based on employment growth in sectors that occupy office space. Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care), over the next 10 years the Market Area is expected to see demand for an additional 135,000 square feet of office space. This demand is primarily generated by the Health Care industry, accounting for 44% of office space demand, and Professional Services, accounting for 41% of demand, which may also be related to health care. Note that growth specifically related to Sunrise Hospital was excluded from this estimate as it is unlikely to drive demand for new office space. This indicates that major development opportunities are likely to be associated with medical office space and may be associated with growth of the medical uses around Sunrise Hospital.



New Office Demand by Sector

Source: Economic & Planning Systems

Description	2020	2030	10-Year Job Growth	10-Year New Office Sq. Ft	Annual New Office Sq. Ft
Sahara Avenue Market Area					
Services (Retail & Accommodations)	4,063	4,171	108	2,722	272
Professional Services	6,867	7,173	306	55,521	5,552
Education	1,137	1,213	76	11,382	1,138
Health Care	6,582	7,498	916		
Health Care (excluding Sunrise Hospital)	3,382	3,852	471	58,813	5,881
Arts, Entertainment, Recreation	1,743	1,856	113	5,659	566
Total*	21,115	21,853	738	134,098	13,410

Market Area Office
Demand 2020-2030

* Note: total may not add to sum of industries shown due to exclusion of industries that do not generate office demand

Source: Center for Business and Economic Research; Economic & Planning Systems

SECTION 3: DEVELOPMENT OPPORTUNITIES

DEVELOPMENT SITES

The analysis of development opportunities for TOD looks at the Sahara Avenue Focus Area – the ¼ mile radius around the proposed station. Given that the Focus Area is almost fully developed, development opportunity sites are likely to be infill or redevelopment projects of parcels within the commercial areas.

PARCEL ANALYSIS

Within the Focus Area, development opportunity analysis was conducted at a parcel level. Using a multi-layered approach, parcels were identified that are:

- Over ½ acre in size (as parcels smaller than this likely cannot accommodate a development of scale)

And

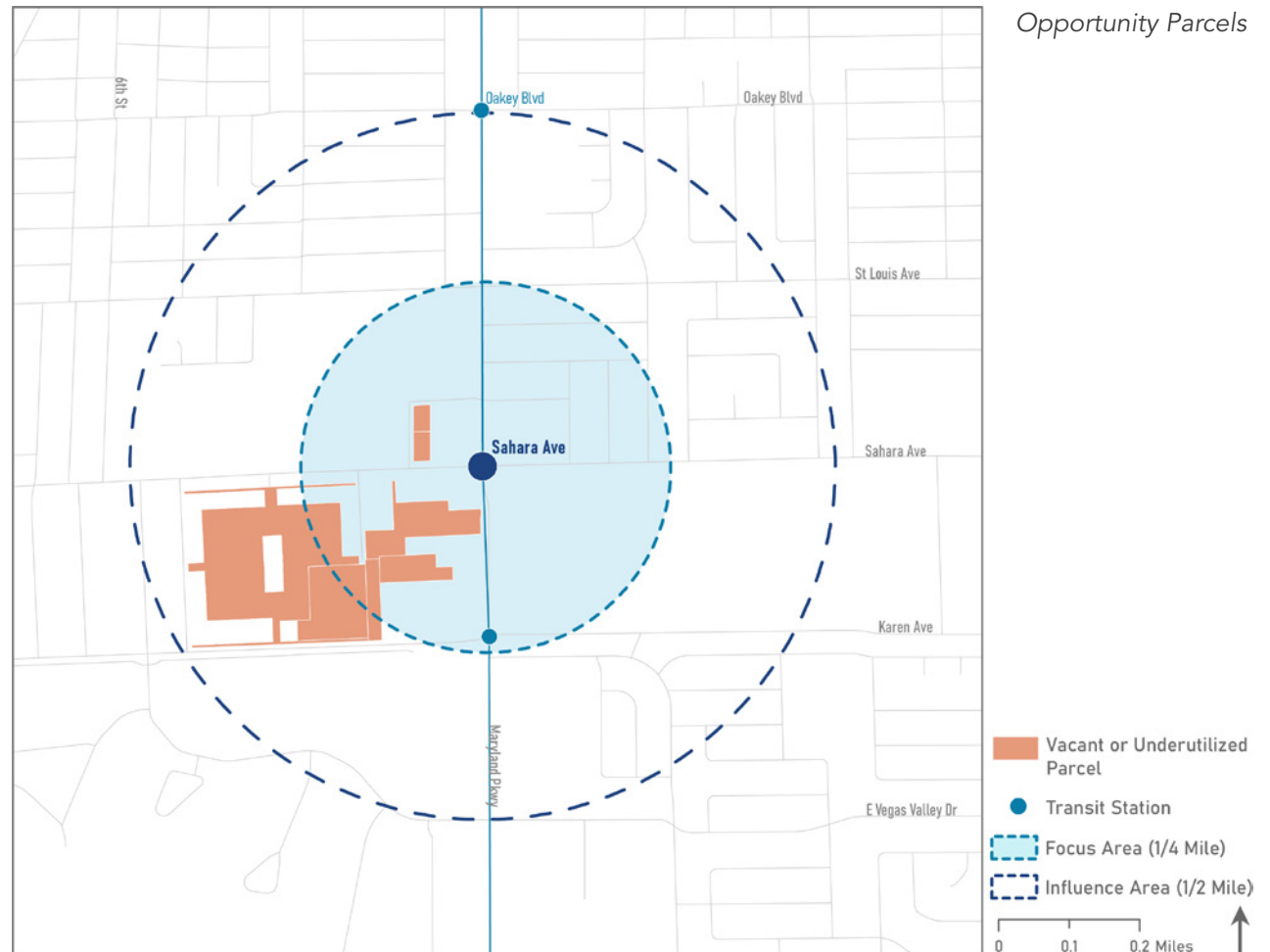
- Currently vacant

Or

- Existing development is low value (defined as a ratio of improvement value to land value of less than 0.5)

The infill and redevelopment opportunities in the Focus Area are limited. There are three vacant parcels to the north and west of the Las Vegas Athletic Club that are currently the most development-ready. In addition, the neighborhood shopping center on the southwest corner of Maryland Parkway and Sahara Avenue has a large vacated anchor space (a former Albertsons) that may have redevelopment potential.

The Commercial Center mall, located south of E Sahara Avenue and west of Maryland Parkway, has a number of small commercial spaces surrounding a large parking lot. The mall is not under single ownership and is a destination for ethnic businesses with a large number of small business tenants. These attributes indicate continued viability for this space despite the outmoded design and age of the buildings. Opportunities in this area may involve building on the current mix of businesses and destination appeal of the mall by supporting investment in the center.



DEVELOPMENT FEASIBILITY

Two measures of development feasibility—land sale prices and rental rates—were applied to the Market Area to gauge the supportability of new development by type.

LAND SALES

For this analysis, land sales are defined as property sales that were completed for the purpose of development (or redevelopment) and include both parcels that are vacant and those that are already developed. The average sale price per square foot for land from property sales completed within the Market Area is compared to the average countywide. This comparison assesses the value of land in the Market Area by use type to estimate the strength of the market for new development. Land sales for each TOD land use category are included.

The average sale price per square foot for land sales in the Sahara Avenue Market Area from 2017 through mid-2020 is \$12.80 per square foot, as shown in the first table below. This average price per square foot is 28 percent lower than the countywide average of \$17.67 per square foot. The Market Area only had 4 land sales completed in the analysis period. The low price of land indicates that this area may not be able to achieve rents necessary to support new development.

RENTAL RATES

The average rental rates (both overall and for new development) for retail space, office space, and apartments within the Focus Area are compared to the Market Area and countywide average. This measure gauges if rental rates achieved for new space in the Market Area and/or Focus Area are high enough to support new development.

Retail - The lack of new development in the Market Area makes gauging development feasibility difficult. The average rental rate for all retail spaces in the Market Area is lower than the Clark County average as shown in the table to the right. The average rental rate for the limited amount of new retail space in the Market Area is \$24 per square foot (NNN), which is lower than the countywide average for new space (\$35 per sf) indicating that even new space in the Market Area is achieving lower than average rents.

Office - The average rental rates for all office space in the Market Area (\$15.58 per square foot [Gross/Full Service]) are also lower than the county-wide average (\$20.74 per sf). There has not been significant new office development within the Market Area in recent years and the achievable rates of the new space indicate that developing new office uses will be difficult without being able to command higher rents.

Multifamily - As with office space, there has not been any new multifamily apartment development in the Market Area in the recent past. The average monthly rental rates for apartments in the area are less than \$1.00 per square foot and lower than the County average.

Sahara Avenue Market Area Land Sales, 2017-2020

	Clark County		Sahara Ave MA		% Diff.
	Price per SF	# of Sales	Price per SF	# of Sales	
Average/Total	\$17.67	1,749	\$12.80	4	-28%

Source: CoStar; Economic & Planning Systems

Focus Area and Market Area Average Rental Comparison

Use	Rent per Sq. Ft. Factor	Time-Period	Clark County		Sahara Ave MA	
			New	All	New	All
Retail	per sf (NNN)	Annual	\$35.16	\$18.78	\$24.00	\$13.83
Office	per sf (Gross)	Annual	\$32.51	\$20.74	---	\$15.58
Apartment	per sf	Monthly	\$1.38	\$1.17	---	\$0.98

Source: CoStar; Economic & Planning Systems

FEASIBILITY FINDINGS

The lack of development activity in the Market Area and the lower than average rents for most uses indicates that new development may not be feasible in the Market Area. The higher than average vacancy rates also indicate there is existing space that can accommodate new tenants, which may also lower demand. While there are a handful of potential development sites within the Focus Area, incentives will likely be needed to address feasibility gaps for new development. Providing support for a new project that can prove market demand and establish supportable rents, coupled with the construction of the transit station, can help to change the market dynamics of the area. Additionally, support for reinvestment in existing commercial uses may help to illustrate demand for new commercial development and supportability of higher rental rates.

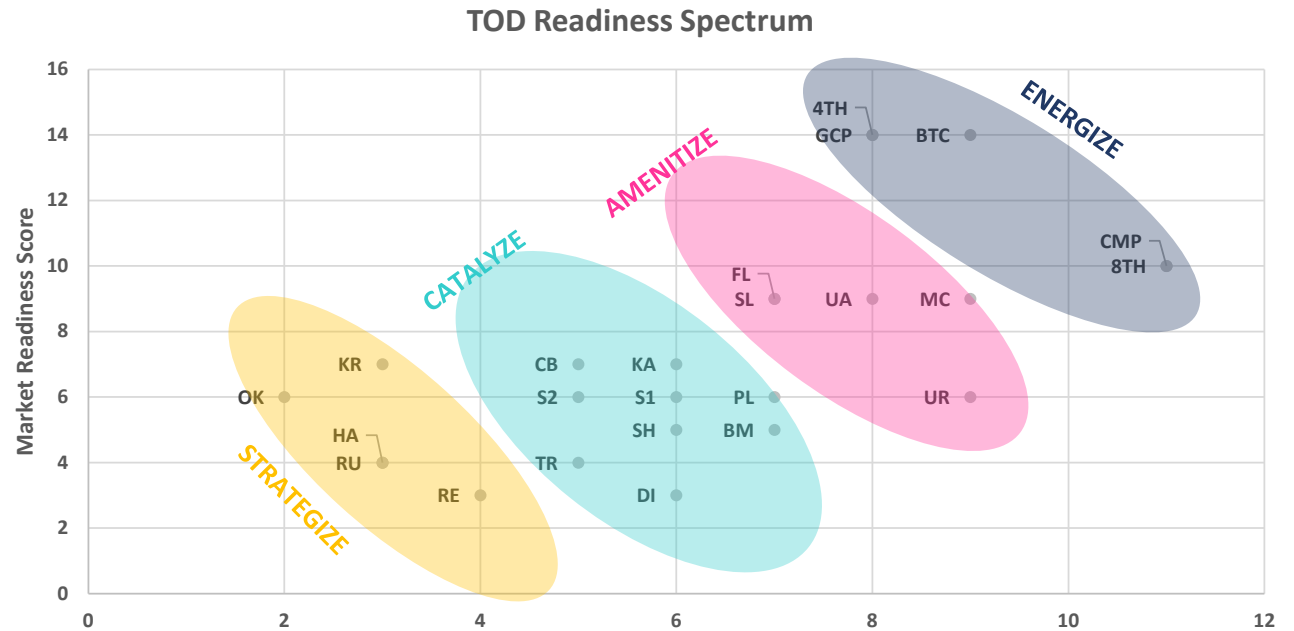
TOD MATURITY

A TOD Readiness Spectrum was created to categorize Focus Areas along the corridor in terms of their readiness to attract and support TOD. Focus Areas have been organized into four categories (Energize, Amenitize, Catalyze, and Strategize) based on their market readiness and supportiveness of the built environment. Overarching strategies for supporting TOD were developed for each category.

The Sahara Avenue Focus Area is within the Catalyze category as shown below. Focus Areas in this category are generally

lacking market support for TOD and need investments to increase the TOD supportiveness. Catalytic development and/or public investment is needed to spur TOD. Strategies for this category include:

- Identify catalytic TOD sites within the Focus Area
- Create development incentives for TOD
- Increase mix of uses within Focus Area
- Identify opportunities to attract additional ridership
- Revise zoning to encourage TOD-style development



PRIORITY ACTION RECOMMENDATIONS

Priority Actions

Identify tools and strategies to support reinvestment in existing commercial areas to attract tenants to vacant spaces and increase the attractiveness of leasable space.

Many of the commercial buildings in the Market Area are reaching the end of their useful life (i.e. older than 25 years) and are in need of reinvestment. The Focus Area includes a vacant grocery store space and other under-performing retail spaces. The lack of new housing growth in the area has led to the retail market shifting to areas to the south and east. Despite these conditions, there are retail centers that are stable and have opportunity. The Smith's anchored grocery shopping center on the southeast corner of Sahara Avenue and Maryland Parkway appears to be a stable center and could benefit from investment. Many of the commercial buildings on the north side of Sahara Avenue are on single parcels and/or smaller parcels and not part of anchored shopping centers. In these areas, a tenant-oriented improvement program may also work to help increase the attractiveness of these spaces and the area overall.

Reach out to the property owner(s) of the vacant parcels in the Focus Area to determine their plans for the properties and gauge their interest in TOD.

There are three large adjoining parcels in the Focus Area that could be used for redevelopment (behind the Las Vegas Athletic Club). Outreach to the owners could help understand if they plan to develop the parcels or may be willing to sell. Tools and incentives could be explored to either entice the owner to develop a TOD or to sell to a partner agency or developer wanting to do a TOD project. The lower land values may make the development of an affordable rental project using tax credits or other similar tools a viable project, even with current market conditions. As well, the parcels could be purchased as part of an affordable housing and/or TOD land bank for future use once the transit investments are made along Maryland Parkway.

Work with the owners and tenants in the Commercial Center mall to collectively develop ideas for reinvestment in the center, use of the parking lots, increased marketing of the center, and increased center wide events.

The Commercial Center mall has attracted a variety of small businesses, ethnically oriented businesses and visitors, and has interesting entertainment/recreation uses (e.g. the Sahara Event Center and Roller Hockey Rink). There may be an opportunity to partner with building owners and businesses to increase the visual appeal, customer amenities (e.g. improved parking, outdoor spaces), and promotion of the center.

VALUE CAPTURE RECOMMENDATIONS

A value capture toolkit has been developed for this effort and is provided in a separate document. Two potential value capture tools were identified that fit the conditions present and have the potential to be successful in the Sahara Avenue Focus Area.

- **Tax Increment Financing** – The Focus Area is in need of reinvestment. Establishment of a redevelopment area and the use of TIF can help attract a developer(s) to build a project on the opportunity sites in the Focus Area. The generated increment can help address feasibility gaps for the TOD and may also be used for capital improvements that support the transit station and area attractiveness and connectivity. A smaller, focused redevelopment area may be viable for the properties on the southwest corner of Maryland Parkway and Sahara Avenue in conjunction with a TOD to serve as the catalyst for the increment generation.
- **Land Banking** – The Focus Area is a good candidate for affordable housing given its current and future connectivity to transit, proximity to I-15, Las Vegas Boulevard South, and major employment areas to the west and north. However, because market conditions may not support a development project in the near-term, new housing development may not take place for a few years. Additionally, as transit investments are made, the ability to obtain financing through low income housing tax credits or other affordable housing financing tools may improve. With this in mind, land banking would position the area well for housing development once that happens. Purchase of vacant parcels that are large enough for a housing project would be a proactive strategy to preserve both affordability of the land and the potential for TOD once the transit line is built.

MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT PLAN

Sahara Avenue Focus Area

Final Plan - July 2021



In association with: Nelson\Nygaard | Economic & Planning Systems | Paceline Consulting | Anil Verma Associates, Inc



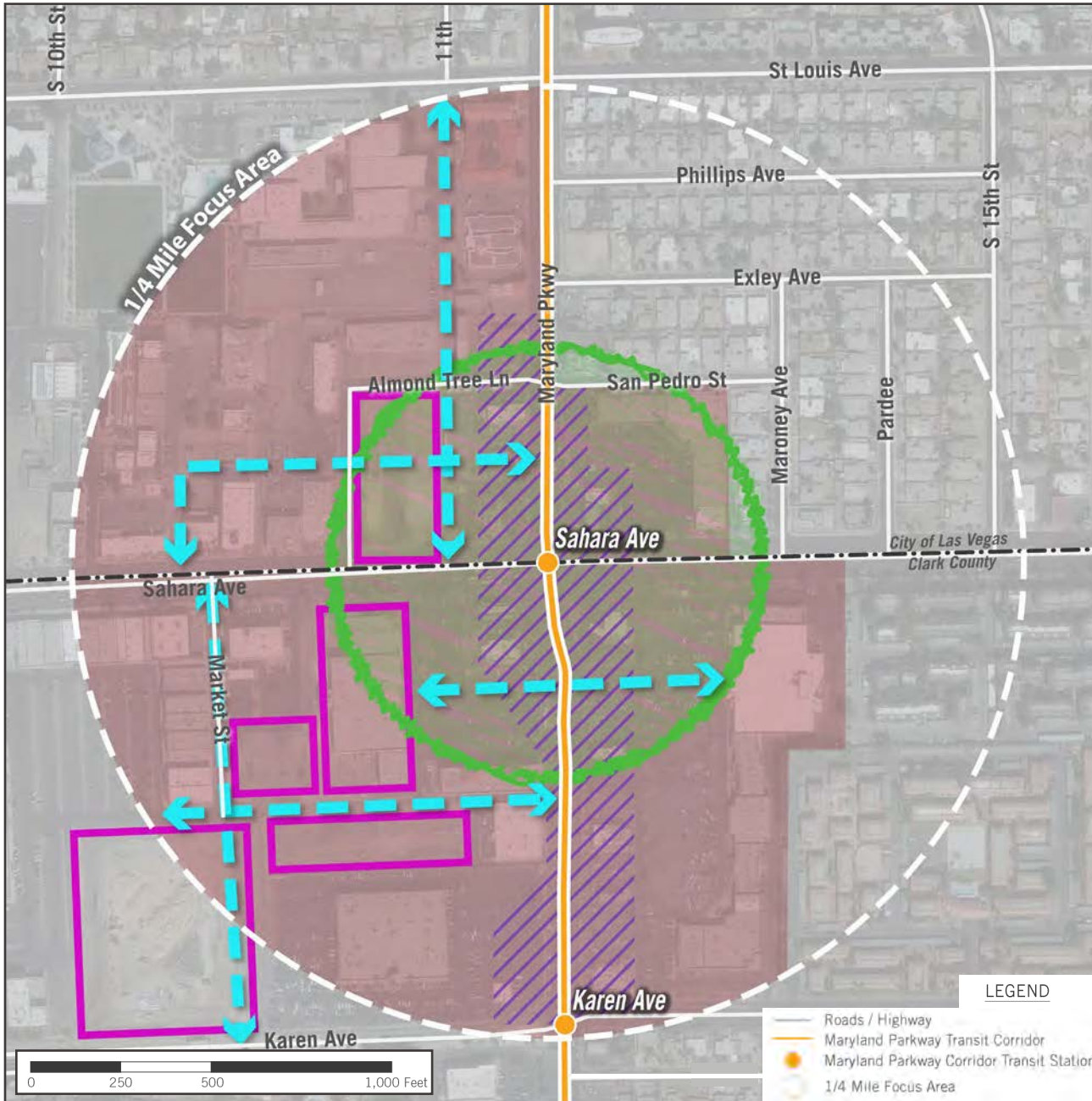
Note: This TOD Plan is not prescriptive; rather, the document offers a collection of potential policies and programs including design guidelines. The County and the local development community can choose to incorporate a sampling of insights from this plan, as it deems appropriate over time. It is likely that planning for short-term and long-term changes might differ along the Maryland Parkway Corridor, requiring implementation of specific aspects of the plan based on future events that could unfold in the revitalization of the district. For this reason, this TOD Plan is flexible, intended to anticipate needs, and be of value as the future unfolds.

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SAHARA AVENUE TOD PLAN FRAMEWORK



PLAN FRAMEWORK MAP

The Plan Framework Map presented here provides an “at-a-glance” of the key recommendations from the remainder of the Sahara Avenue Road Focus Area TOD Plan. The map locates key recommendations and the legend references more detail available later in the Plan while the facing page provides a high level review of key priorities.

Plan Framework Elements

TOD Readiness Spectrum

Catalyze This focus area is supportive of TOD but may need catalytic development to spur the market

Land Use

- Predominant TOD Type - Town Center (see pages 20-21 for more detail)
- Priority Infill / Revitalization Opportunities (see pages 46-47; 51 for more detail)

Building Form

- Pad Site Retrofits along Maryland Parkway (see page 50 for more detail)

Mobility

- Priority Mobility Corridors and Connections (see pages 48-51 for more detail)

Parks, Public Space, Amenities

- Public Parks and Open Space to Supplement & Support Infill Development at Key Intersection (see pages 24-27 for more detail)

Land Use

The most prominent TOD type in the focus area is Town Center. The Town Center TOD type is envisioned on all sides of the station itself and then extending south and west. The Town Center TOD type is intended to include mostly retail/commercial uses with some housing and public gathering spaces and an increased number and variety of local destinations for residents and visitors. In addition to the housing integrated into the Town Center TOD type, the eastern portion of the focus area is identified as Urban Neighborhood with mostly housing with some retail and services.

Building Form and Design

Community input provided during the planning process revealed a strong preference for development, revitalization and strategic infill that is generally low to mid-rise with active ground floors with ample pedestrian amenities, public gatherings spaces, and a pedestrian- and bike-friendly streetscape environment. There is an emphasis on adding density through infill, redevelopment, and revitalization west of Maryland Parkway, north and south of Sahara Avenue. Properties fronting Maryland Parkway between San Pedro Street and Karen Avenue are prioritized for pad commercial site retrofits. There may also be several opportunities for adaptive reuse of existing vacant buildings.

Note: The term “redevelopment” as used in this document refers to new development on already built out parcels and does not refer to a redevelopment district / agency or the NRS 279 definition.

Mobility

The TOD Plan highlights recommendations for a number of new connections to improve the overall connectivity and enhance pedestrian access to destinations and areas within the focus area that are currently disconnected from Maryland Parkway. In both the southwest and northwest quadrants, at least one major north/south and east/west connection should be made to improve multimodal connectivity and provide access to new development. In addition, the Plan Framework Map highlights an enhanced east/west pedestrian connection south of Sahara Avenue connecting an enhanced Maryland Parkway streetscape to anchor stores and other destinations currently separated by large surface parking lots.

Parks, Public Spaces, and Amenities

Community input also revealed a strong desire for a publicly accessible park or plaza space at or near the intersection of Maryland Parkway and Sahara Avenue. The northeast quadrant in particular is underserved by parks and open spaces. New publicly accessible park or plaza space should be integrated into development, redevelopment, and revitalization projects within the focus area. Many of the businesses and strip malls along Maryland Parkway have oversized parking lots that create opportunities for plazas and green space.



Low to mid-rise mixed-use development



Pedestrian connections through surface parking lots



Parks and plazas integrated into redevelopment



1

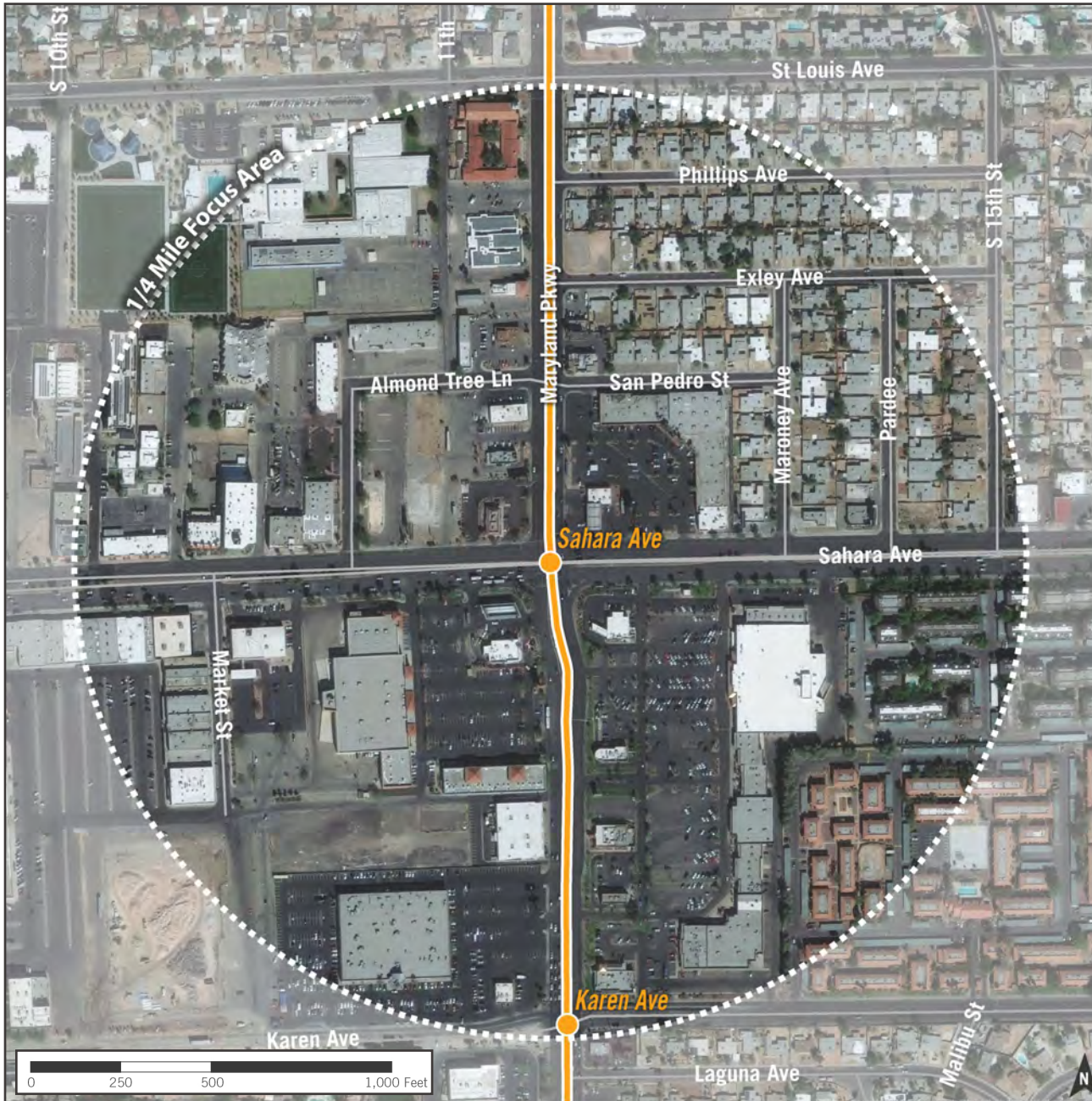
FOCUS AREA CONTEXT

The introductory chapter of the Transit-Oriented Development (TOD) Plan sets the stage for the recommendations and priority projects that follow, providing key takeaways and background information developed throughout the Plan process. In addition to a focus area profile, containing demographic and ridership information, the pages within this chapter highlight market opportunities, land use, and network connectivity – all key factors to be responsive to in order to catalyze successful TOD.

The market opportunity information included in the chapter is a distillation of the more comprehensive Market Readiness Analysis that was performed both corridor-wide, as well as customized for each priority focus area. “At a glance” demand analysis and development site feasibility are provided as foundational to the development of the focus area priorities that follow in Chapter 3.

A summary of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, conducted in collaboration with the Stakeholder Working Group, is provided, and helps to reinforce many of the key takeaways in the existing land use, built form, and connectivity analysis. The connectivity analysis focuses primarily on first and final mile connections to transit, through a variety of modes, to quickly highlight a critical component of the transit-supportive environment that should be achieved through TOD.

INTRODUCTION



FOCUS AREA PROFILE

Proposed Station Location	Near the intersection of Maryland Parkway and Sahara Avenue
Neighborhoods	Huntridge and Winchester
Existing Land Uses	Primarily commercial uses with supportive multi-family residential.
Unique Assets	
Major Destinations/Landmarks	John C Fremont Middle School, City Impact Center, Commercial Center, New Orleans Square, Las Vegas Athletic Club, Smith's Grocery Store, Baker Park

LEGEND	
	Roads / Highway
	Maryland Parkway Transit Corridor
	Maryland Parkway Corridor Transit Station
	1/4 Mile Focus Area

Current Ridership

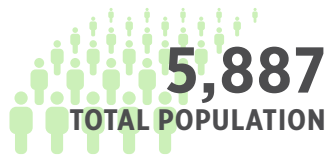
Two transit routes currently serve this focus area. There are currently 2,175 average daily boardings. No new transit routes are currently planned for this focus area besides the Maryland Parkway Corridor Bus Rapid Transit system.

Demographics

The following statistics help us understand who lives in this focus area (Source: 2018 American Community Survey 5-Year Estimate).

66%

OF POPULATION IDENTIFYING AS NON-WHITE OR MIXED/MULTIPLE RACES



MEDIAN INCOME
\$38,171

PERCENT OF HOUSEHOLDS AT OR BELOW THE POVERTY LINE

67%

OF POPULATION BETWEEN AGES 18-64

20.5%

PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE



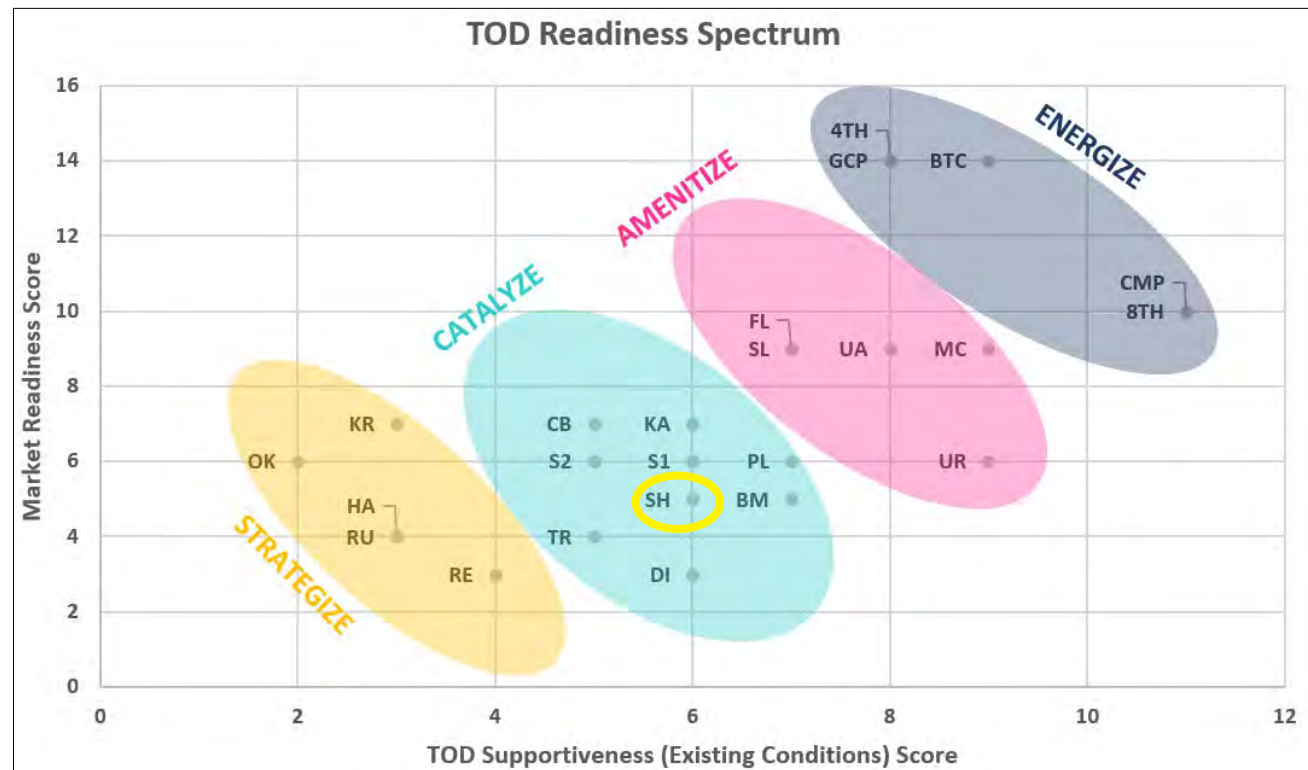
21.3%

TOD Readiness Spectrum: *Catalyze*

The Sahara Avenue Focus Area falls into the Catalyze category on the TOD Readiness Spectrum. This category is defined as areas that may be supportive of TOD but need catalytic development to spur the market. It scored mid-range in TOD Supportiveness and Market Readiness based on analysis done in the Existing Conditions and Needs Assessment and the Market Readiness Analysis. The chart below shows the entire TOD Readiness Spectrum, with all focus areas plotted and categorized.

TOD Types

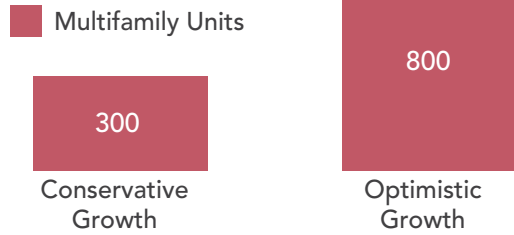
Nine TOD Types were identified as part of RTC's OnBoard Mobility Plan. The applicable TOD Types identified within the Sahara Avenue Focus Area include Town Center and Urban Neighborhood. More information about these TOD Types is available on pages 20-21.



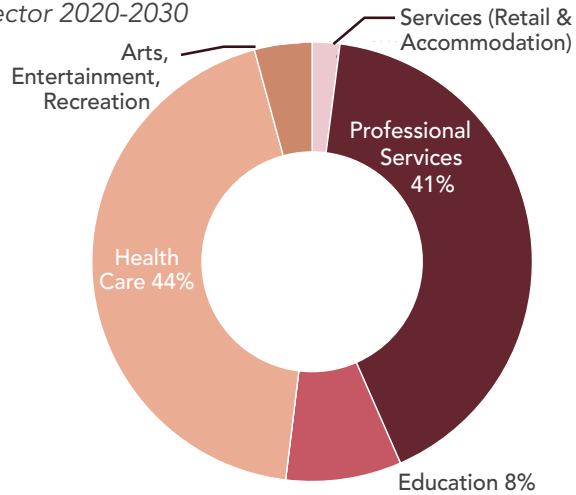
For more information on the TOD Readiness Spectrum, see the *Priority Focus Areas Selection Memo*.

MARKET OPPORTUNITIES

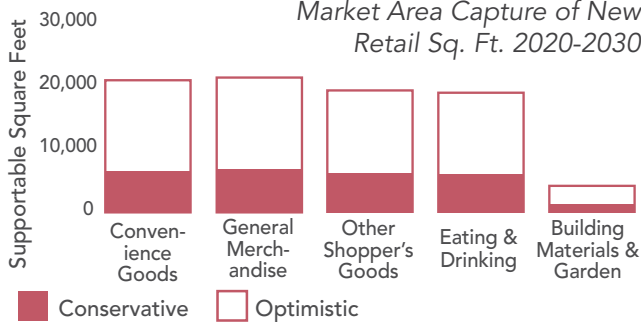
New Housing Demand 2020-2030



New Office Demand by Sector 2020-2030



Market Area Capture of New Retail Sq. Ft. 2020-2030



Source: Economic & Planning Systems

DEMAND ANALYSIS

As a component of the Maryland Parkway Corridor TOD Planning effort, a detailed Market Readiness Analysis was produced for each Priority Focus Area. Included in that report is an analysis of the demand in the focus area across three sectors — housing, office and retail — to better inform how future development can both leverage the transit investment and successfully respond to market demands and pressures. Findings for the Sahara Avenue Focus Area are summarized in the accompanying charts, but key findings for each sector include the following:

Housing

Based on the projected countywide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the Sahara Avenue Market Area could capture between 300 and 800 new multifamily housing units over this time period. This wide range of development potential reflects the uncertain nature of the area's market. The optimistic growth forecast would accommodate an additional two to three projects of this scale (300 to 400 units).

Office

Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care), over the next 10 years the Market Area is expected to see demand for an additional 135,000 square feet of office space.

Retail

Within the Market Area, the opportunity for capture of new spending is highest in Convenience Goods and General Merchandise and is also strong in Shopper's Goods and Eating & Drinking. These retail sectors with the strongest potential are also the most likely to locate in a TOD area. The combination of TOD and an auto-oriented existing environment means that the Market Area may be able to attract a variety of retailers.

DEVELOPMENT SITES AND FEASIBILITY

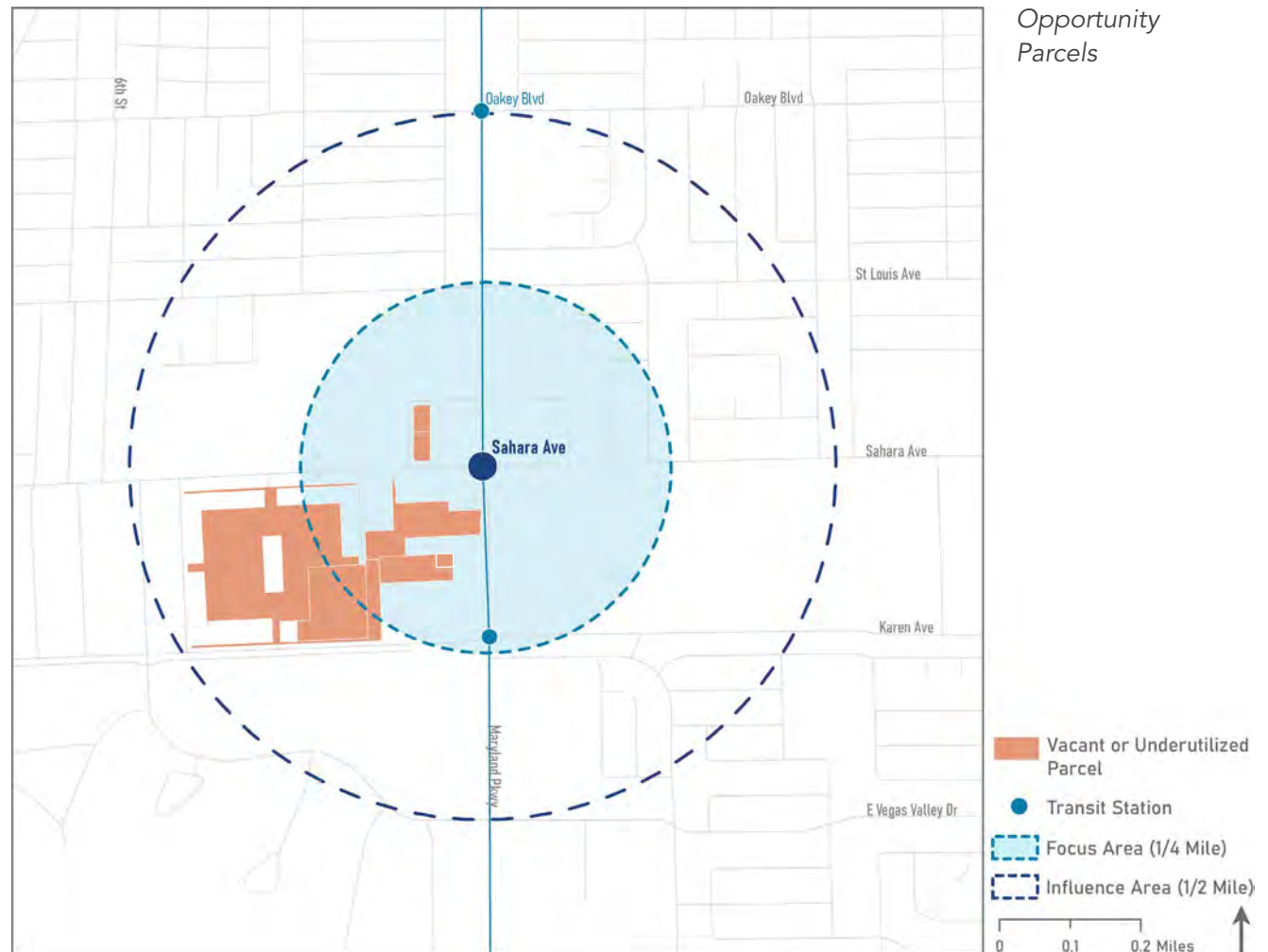
The Commercial Center mall, located south of E Sahara Avenue and west of Maryland Parkway, has a number of small commercial spaces surrounding a large parking lot. The mall is not under single ownership and is a destination for local and culturally diverse businesses with a large number of small business tenants. These attributes indicate continued viability for this space despite the outmoded design and age of the buildings. Opportunities in this area may involve building on the current mix of businesses and destination appeal of the mall by supporting investment in the center.

Development feasibility was assessed based upon land sale prices and rental rates, yielding the following findings:

- The lack of development activity in the Market Area and the lower than average rents for most uses indicates that new development may not be feasible in the Market Area. The higher than average vacancy rates also indicate there is existing space that can accommodate new tenants, which may also lower demand. While there are a handful of potential development sites within the focus area, flexibility will likely be needed to address feasibility

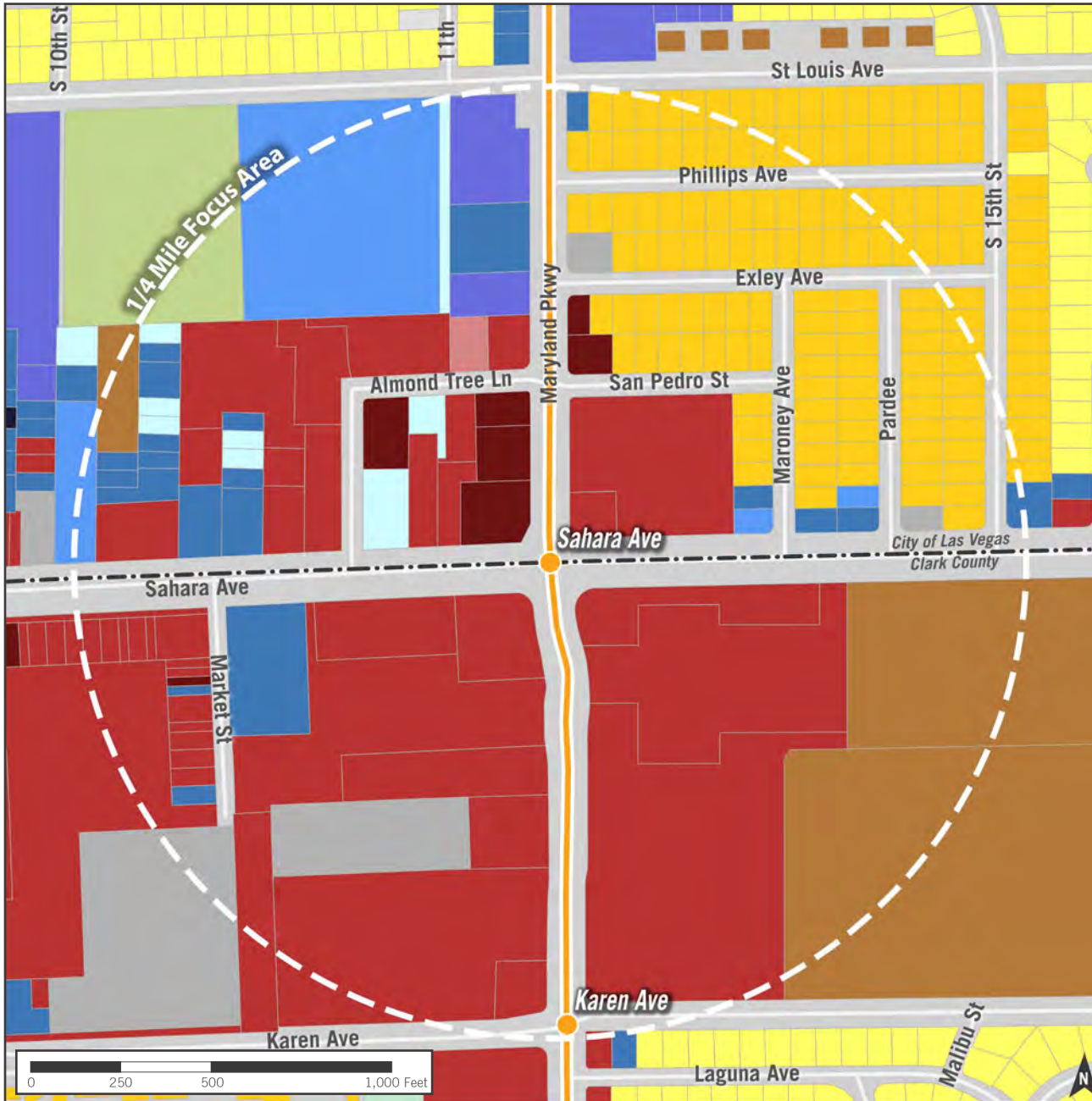
gaps for new development. Providing support for a new project that can prove market demand and establish supportable rents, coupled with the construction of the transit station, can help to change the

market dynamics of the area. Additionally, reinvestment in existing commercial uses may help to illustrate demand for new commercial development and supportability of higher rental rates.



Source: Economic & Planning Systems

EXISTING LAND USE AND BUILT FORM

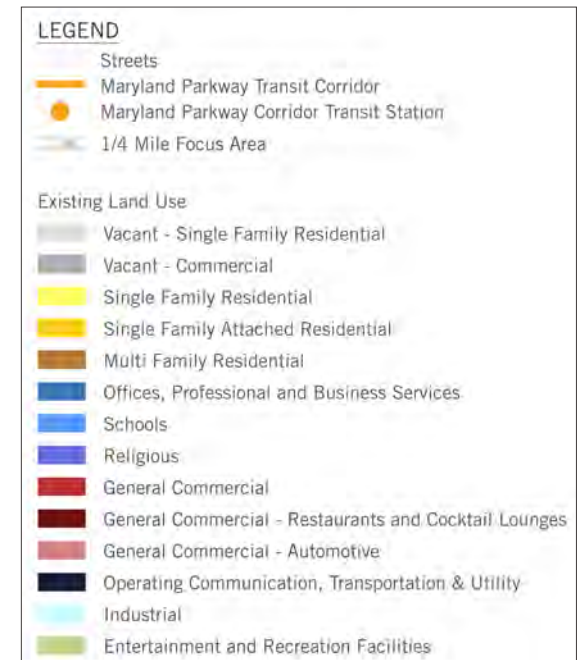


EXISTING LAND USE

The majority of the uses within the Sahara Avenue Focus Area are commercial, including a large grocery store southeast of the station, restaurants and bars, retail, and a variety of services. The commercial uses are accompanied by large surface parking lots.

Religious and institutional uses make up a notable amount of the land use with the large lot in the northwest corner of the focus area for the John C Fremont Middle School, and several smaller lots for a variety of community centers and churches.

The area north of Sahara Avenue and west of Maryland Parkway is made up of many



small lots that have a range of uses, including some office space, a radio and TV station, research, industrial, medical uses, financial services and auto shops. There is little continuity in the type or configuration of uses in this area. It should be noted that these parcels are part of the City of Las Vegas 2050 Master Plan. See Chapter 2 of this document for more information about this area.

The other major component of the focus area is residential. The northeast corner of the focus area is made up of low- to medium-density single family attached uses, primarily duplexes, and the southeast corner is medium-density multi-family residential.

Mixed into the commercial and office uses are a relatively large number of local businesses, including a stamp shop, a tattoo parlor, several small bars, spas, a salon, and a music store. Whenever possible, these small establishments should be preserved to maintain the character of the area.

There are several vacant and/or underutilized lots in the focus area. The most significant being the lots southwest of the intersection, which include two large empty lots and a vacant box store.

The low density and pad commercial development, as well as the vacant and underutilized parcels, provide an opportunity to add density to this area, given its prime location at the intersection of two major vehicular thoroughfares and transit lines.

EXISTING BUILT FORM

The majority of the commercial development in this area is made up of older low-density strip malls and box stores on large, deep lots, with smaller pad-style and automobile-oriented buildings immediately along the roadways. Buildings are oriented to the parking lots instead of to the street.

Almost all of the commercial, office, and institutional buildings within the focus area are one story. The few exceptions are the buildings within the Commercial Center on the far west side of the focus area, and a few of the miscellaneous buildings just north of Sahara Avenue.

The residential area in the northeast portion of the focus area is made up of older, single-story duplexes. Almost all of the buildings take the same form, with a driveway and carport on either side of the southwestern-style structure with a small landscaped area in-between.

The higher-density residential south of Sahara Avenue is made up of 2-3 story clustered apartment buildings in two large complexes. The buildings are in groups of four or more, organized around small shared open spaces. Both of the complexes have an internal street network, a pool and tennis court, over 30 buildings, and only a few shared entries off the main roadway.



Commercial strip mall and parking



Multi-family residential neighborhood



John C. Fremont Middle School

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

OPPORTUNITIES

The major intersection, as well as its proximity to Downtown Las Vegas creates many opportunities in the area. The wide Right of Way (ROW) and several vacant parcels and buildings provide the space needed to leverage the prominent location, intensify the area, and create a vibrant, pedestrian-friendly TOD.

Infill or
redevelop
vacant lots
and buildings

Wide
ROW

Gateway to
Downtown
Las Vegas

THREATS

Efforts to act on the above opportunities will need to contend with the historically automobile-oriented development patterns that the area is accustomed to, this includes potential push-back or uncertainty from existing property owners and the market, which may need incentivizing before additional density is possible.

Auto-
oriented
culture and
design

Existing
property
owners

Financing and
market
readiness for
development



Public ROW

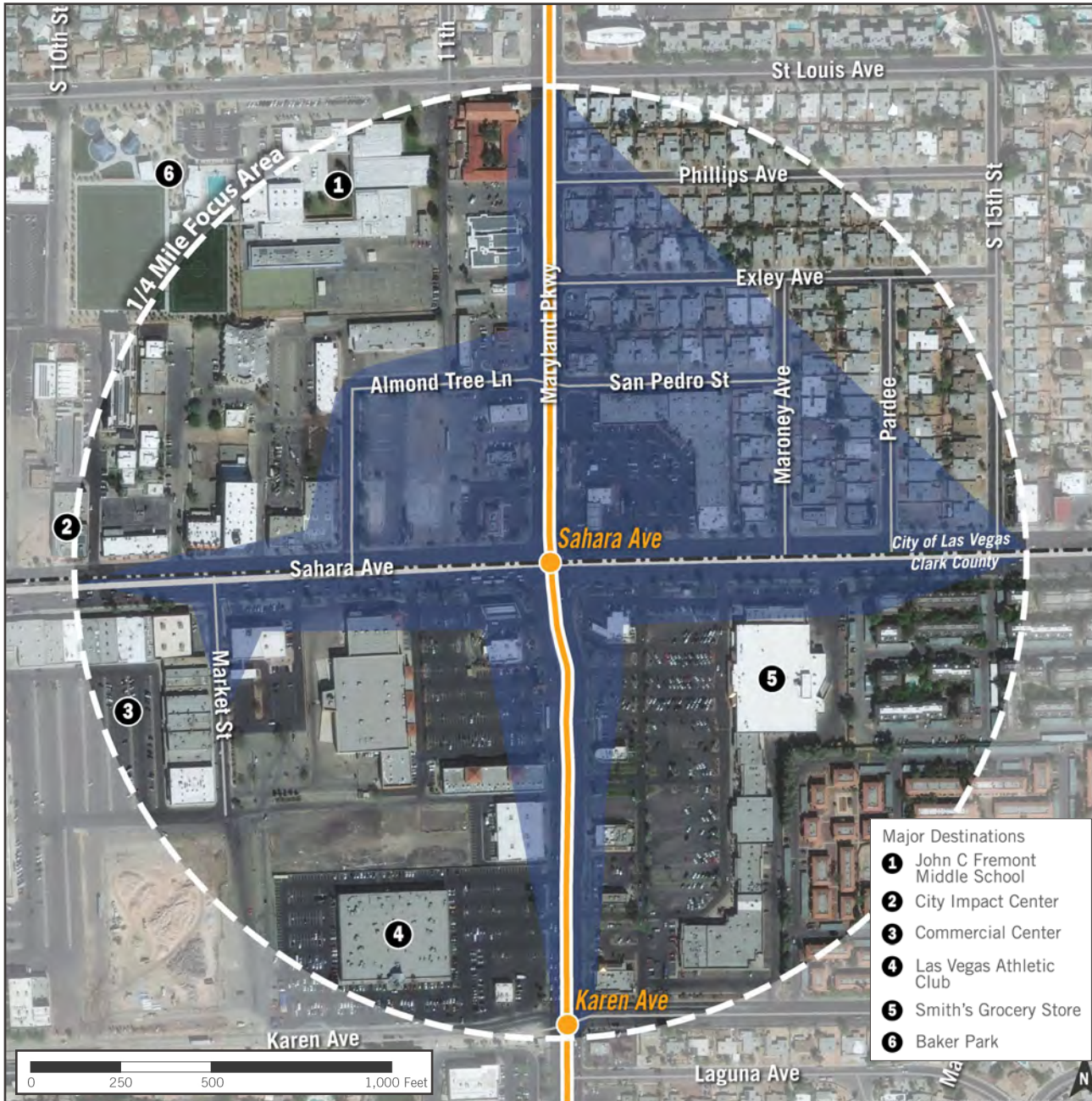


Drive-thru businesses along Maryland Parkway



Large surface parking lot

EXISTING WALKABILITY



WALKSHED ANALYSIS

A perfect walkshed on a grid street pattern would be a complete diamond, centered on the origin point. The walkshed in this focus area has perfect coverage in the northeast quadrant. Formal pedestrian connections from Almond Tree Lane to the northwest are limited, leading to gaps in the walkshed around John C Fremont Middle School and south towards Sahara Avenue. The large surface parking lots and minimal pedestrian facilities south of Sahara Avenue lead to minimal walkshed coverage.

This focus area has some local destinations which are highlighted on the map with black numbers. All of these major destinations fall outside of the focus area walkshed, although the Las Vegas Athletic Club would be more conveniently accessed from the proposed station at Karen Avenue. Additional connections from the station to these major destinations and improved pedestrian facilities within the large surface parking lots would greatly increase walkability within the focus area.

- Major Destinations**
- 1 John C Fremont Middle School
 - 2 City Impact Center
 - 3 Commercial Center
 - 4 Las Vegas Athletic Club
 - 5 Smith's Grocery Store
 - 6 Baker Park

LEGEND

- Roads / Highway
- Maryland Parkway Transit Corridor
- Maryland Parkway Corridor Transit Station
- - - 1/4 Mile Focus Area
- 1/4 Mile Walkshed

PEDESTRIAN NETWORK AND INFRASTRUCTURE

Existing infrastructure and pedestrian safety are generally poor along Maryland Parkway and Sahara Avenue near the focus area. While all major streets within one mile of the focus area have sidewalks on both sides of the street, they are generally narrow with no separation between motorists and pedestrians. Combined with the presence of light poles and utilities, the path of travel of nearby sidewalks are inconsistent. Shade is limited to bus shelters along Sahara Avenue as the tree canopy remains underdeveloped or absent altogether along Maryland Parkway and Sahara Avenue, thereby increasing the risk of heat exposure.

The Sahara Avenue Focus Area is represented by wide curb-to-curb widths (108' on Maryland Parkway) and low intersection density with only 14 intersections (defined here as where two roadways meet), which is relatively low for an area of this size, and only 3 traffic control signals. These two factors create a disconnected street network that offers few route options or safe crossings for pedestrians. Only 38% of the intersections present have marked crosswalks or ADA ramps. Stakeholders reported that people crossing at unmarked and unprotected mid-block locations is common in the focus area because of the lack of intersection crossings.

Walking was rated as the most desired mode of travel in the focus area, with 40% of Community Survey respondents reporting that as their preferred mode. Only 22% indicated walking as their usual mode of travel in the area at this time. Safer and more comfortable street crossings was rated as the most important improved infrastructure option in the Community Survey.



Sidewalk in focus area

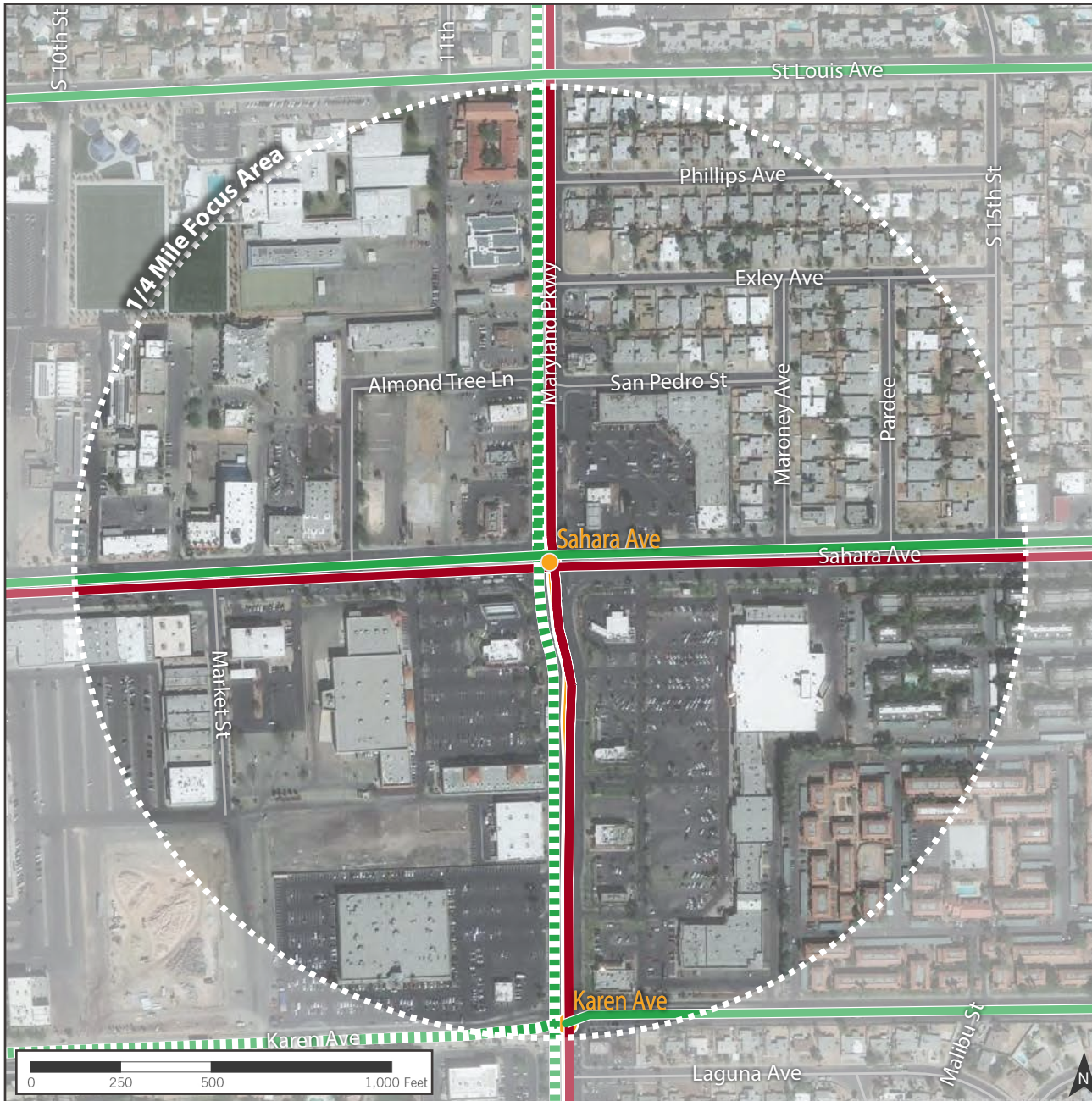


Pedestrian crossings across Maryland Parkway



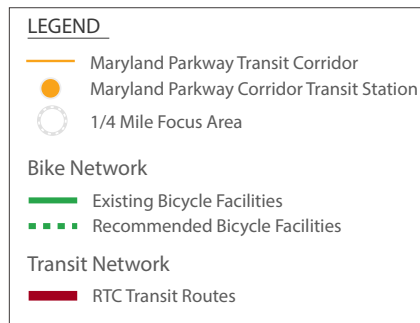
Lack of pedestrian connections through parking areas

OTHER EXISTING FIRST + FINAL MILE CONNECTIONS



BICYCLING

Bicycle access to the Sahara Avenue Focus Area is limited. Shared bus/bike-only lanes on Sahara Avenue currently provide a route for people biking to the future station. Bike lanes on E St Louis Avenue and Karen Avenue provide additional east-west routes within one-quarter mile of the station. The implementation of planned bikeways on Maryland Parkway will provide an important north-south connection directly to the station for people biking. When this and other planned bikeways are put in place, a comprehensive network of bicycle facilities with a spacing of about one-half mile or less will support bicycling as a first and final mile option.



TRANSIT

The focus area is currently served by two bus routes, the 109 – Maryland Pkwy and SX – Sahara Express. The Sahara Express operate 24 hours a day, seven days a week, arriving every 15 minutes during the day. While only 21% of Community Survey respondents indicated they currently ride transit as their usual mode of travel in the focus area, 40% noted that is how they would prefer to travel if the infrastructure was in place to support it.

DRIVING AND PARKING

Driving is the dominant mode of travel currently in the area (47% of Community Survey respondents). Maryland Parkway and Sahara Avenue are the main through routes for driving in the focus area. The street grid is limited, with local streets providing neighborhood access in the northeast part of the focus area, while large commercial lots with surface parking dominate the rest of the focus area.

On-street parking is available on a few residential streets within one-half mile of the station, but there is no publicly available off-street parking.



Bike facilities along E St Louis Avenue



Sahara Express bus service



Oversized surface parking lots within the focus area



2

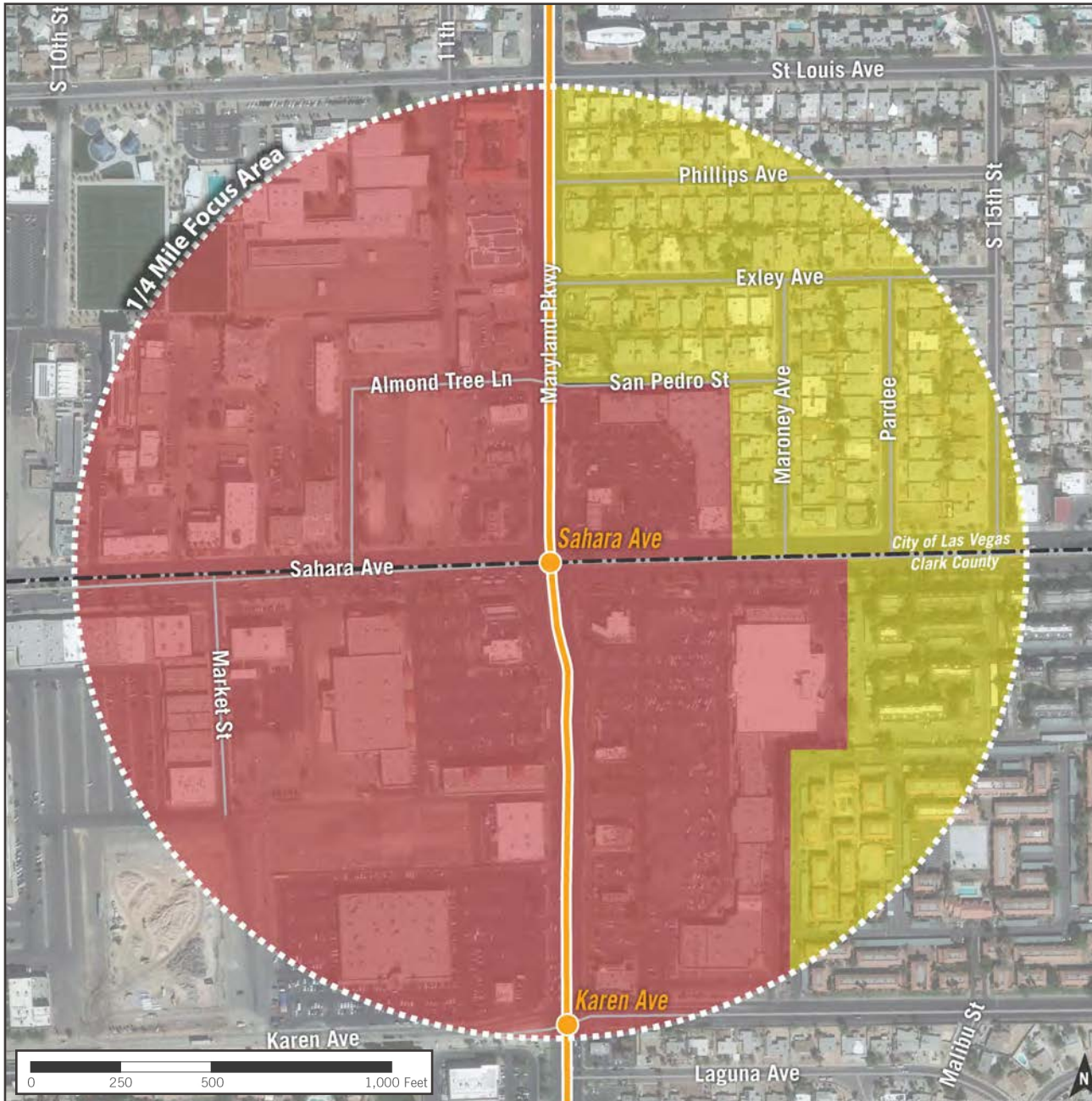
FOCUS AREA RECOMMENDATIONS

Successful Transit-Oriented Development is not achieved by a single catalytic development or streetscape improvement, but rather, by a series of interventions over time that encourage the focus area environment to prioritize transit supportive characteristics. Such characteristics include a diversity and mix of uses, building frontages that activate the pedestrian realm at a human scale, easy access to essential community amenities and services, quality and convenient connections to other mobility options, and a priority on safety within the public realm for users of all ages and abilities.

The Sahara Avenue Focus Area is categorized as a Catalyze focus area on the TOD Readiness Spectrum. So, although the primary emphasis is encouraging new catalytic development and revitalization, the recommendations that follow aim to supplement that infrastructure and development investment by pairing it with intentional, community vetted amenities and public spaces that help achieve the transit supportive characteristics described above. Included in this chapter are a mix of broader policy and regulatory recommendations, and location-specific amenity, connectivity, parking, and land use recommendations, all informed by community and stakeholder input gained through this Plan process.

While the recommendations in this chapter should not necessarily be regarded as a first phase in successful implementation of TOD, by providing the policy guidance in this document, the hope is that the County and City can work to get the corresponding regulations, amenities and connections in place that will compel corresponding development to respond accordingly.

TOD TYPES



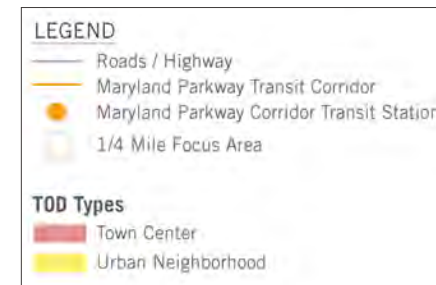
WHAT ARE TOD TYPES?

Transit-Oriented Development (TOD) is a type of development located close to high quality, high capacity transit, that creates a compact, walkable, mixed-use and dense environment. TOD areas contribute to livable communities and serve as activity centers that provide a range of benefits to the region, local community, and individual households.

During the RTC's *OnBoard Mobility Plan*, nine TOD types were established that are context-specific to Southern Nevada. The density, building form, block layout, types of use, time of activation and approach to equity differs in each of the nine TOD types.

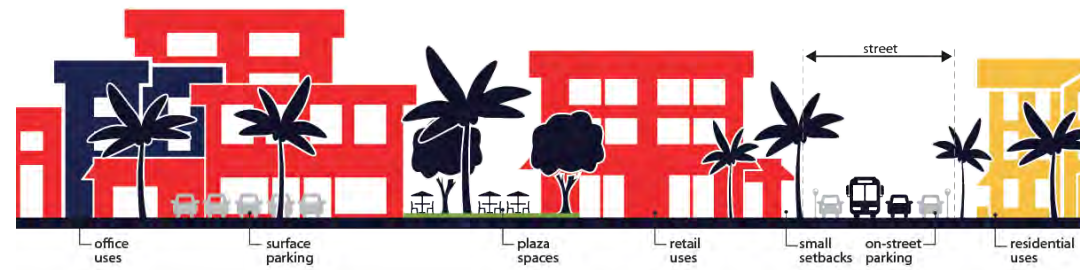
The Sahara Avenue Focus Area contains two of the nine TOD Types including: Town Center and Urban Neighborhood. Descriptions of each are on the page to the right.

For more information about the TOD Types within the City of Las Vegas, north of Sahara Avenue, see the City of Las Vegas 2050 Master Plan.



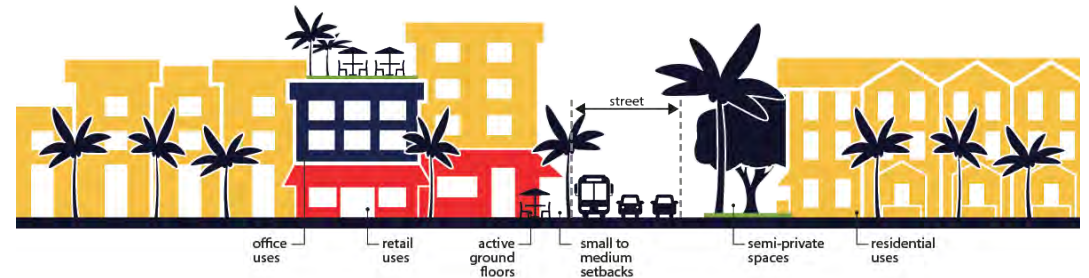
TOD TYPE: TOWN CENTER

Mostly retail/commercial uses with some housing and public gathering spaces. Local destination for residents and visitors. Increased activity when special events take place.



TOD TYPE: URBAN NEIGHBORHOOD

Medium density development that primarily serves local residents. Mostly housing with some retail and services.

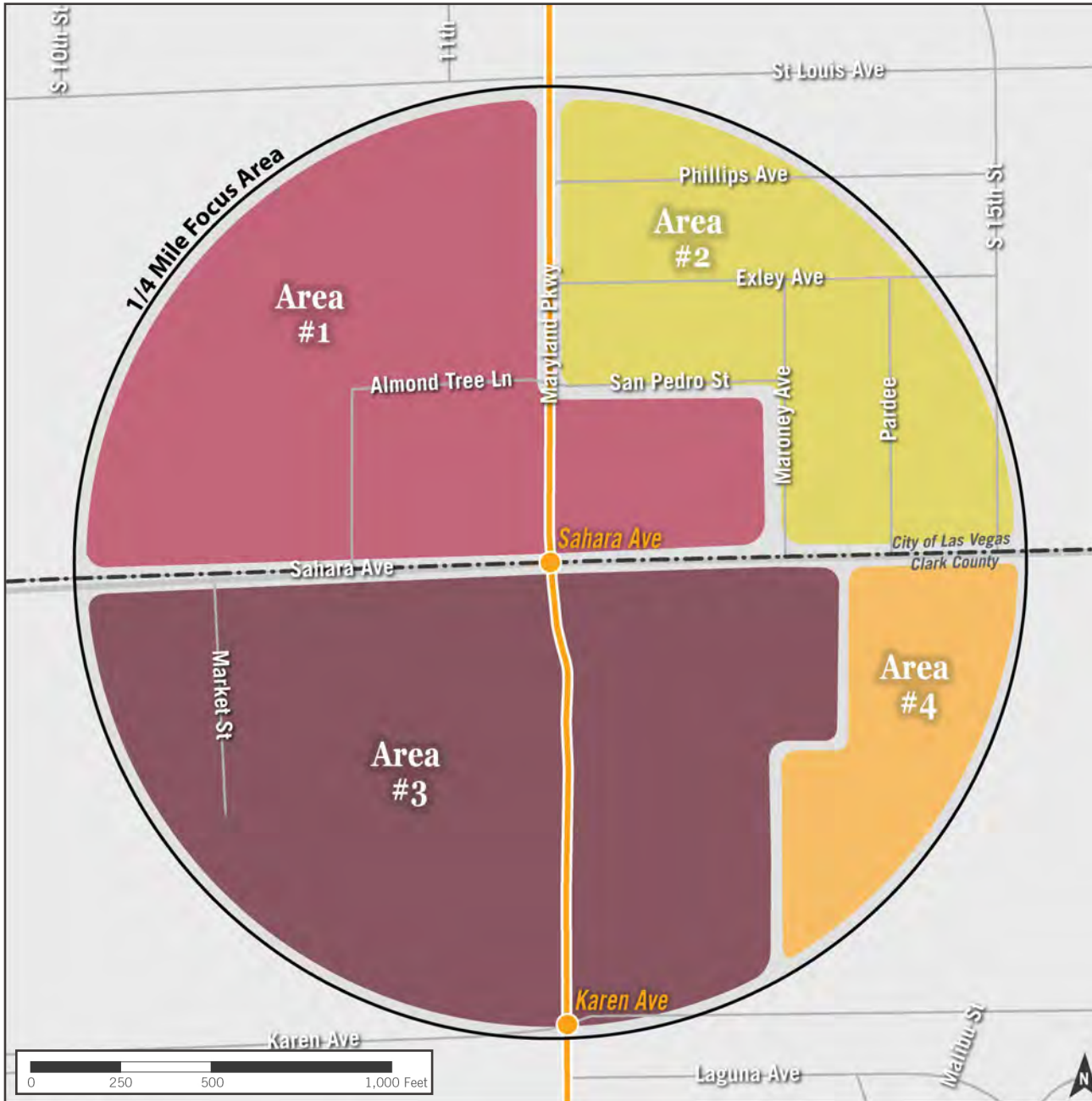


MIX OF USES

The most requested use for the Sahara Avenue Focus Area was commercial and retail. While there is already a significant amount of commercial land within the focus area, this indicates that not all of the retail and service needs are being met and more walkable, community-serving retail uses should be considered. Residential and employment uses were also a high priority for the focus area.



DEVELOPMENT TYPE PREFERENCES



WHAT SHOULD THIS AREA LOOK LIKE IN THE FUTURE?

While the TOD Types mapped on page 20 provide more detailed guidance on the mix of uses that each focus area should aspire to achieve to best support the transit investment along Maryland Parkway, the types of development that can occur within those TOD Types are still intentionally broad. To help better calibrate development type recommendations to the Sahara Avenue Focus Area, community members were asked to provide feedback on a set of visual preference images for four geographic areas within the focus area. Candidate images were selected that embody TOD supportive development characteristics such as limited building setbacks and engagement with the street, active ground floor frontages, an integrated mix of uses, and placemaking elements that would encourage transit users to linger and activate adjacent public spaces. Variation occurred, however, in elements such as building height, type, form and configuration of the public realm. *(Variable characteristics tested, along with the community's preference, indicated at right.)*

As future land use and development code decisions are made within Clark County, these inputs can be helpful in informing regulatory mechanisms that compel development that is not only transit-supportive, but also would be well received by the community.

Area #1

Community Survey
Preference: 2-3 story,
active ground floor
frontage with pedestrian
amenities

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



Area #2

Community Survey
Preference: Duplexes/
triplexes

Visual preference image
options were calibrated to
provide input on type
of residential use, density,
and transition to single-
family residential in this
area.



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.



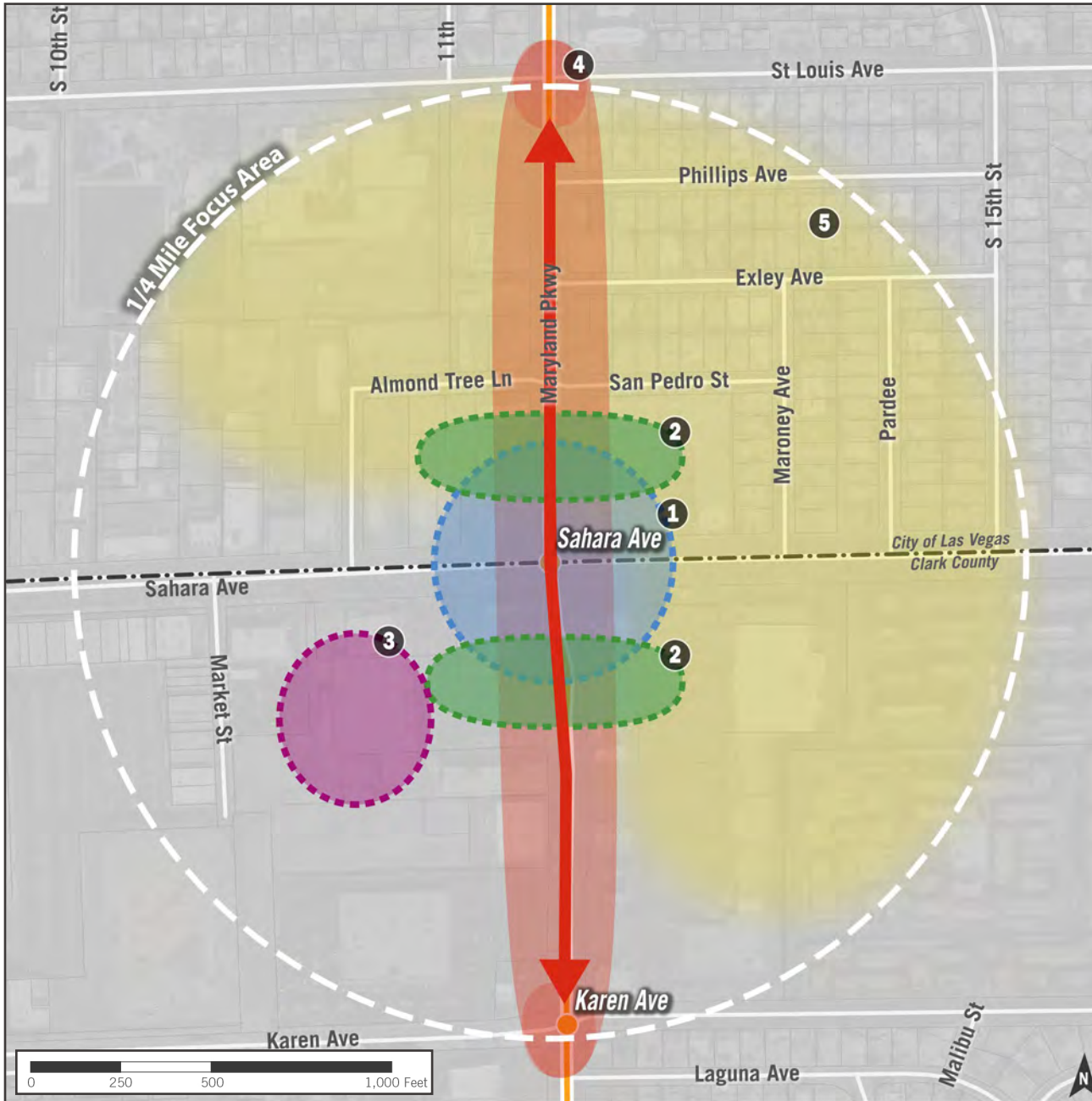
Area #4

Community Survey
Preference: Mixed-Use
apartments with active
ground floor

Visual preference image
options were calibrated to
provide input on type
of residential use, density,
and transition to single-
family.








COMMUNITY AMENITIES, SERVICES, AND PUBLIC REALM IMPROVEMENTS



As part of the Maryland Parkway Corridor Community surveys, participants were asked to identify where they would like to see additional amenities and infrastructure. The map at left is a high-level representation of the key takeaways from those survey results, based on clusters of pins placed by the community. The full results can be found in the Sahara Avenue Survey Results Memo.

These preferences, in combination with TOD best practices and an analysis of access to existing community amenities and infrastructure, informed the recommendations below and on the following pages.

Legend - Key Takeaways

- 
1. Safety Improvements Near Intersection
 Safer crossings and improved safety/security infrastructure were highly desired and should be added near the intersection and transit stops.
- 
2. Park Space Near Intersection
 Parks/open spaces were a top community priority and should be added north and south of the intersection.
- 
3. Amenities and Services at Big Box Store
 Many uses were requested for a large, vacant store including shops, restaurants, grocery stores, and services, see project on page 46 for details.
- 
4. More Shops and Restaurants Along Maryland Parkway and at Intersections
 Many people requested more shops and restaurants, primarily along the corridor and especially at major intersections.
- 
5. More Housing Options
 Diverse, affordable housing options were a priority, particularly north and east of the intersection.

Shops and Restaurants

Intent: Ground-floor retail and dining options support and benefit from increased density and foot traffic and create a local destination.

Public input indicates a desire for retail along Maryland Parkway, particularly where it intersects with Phillips, Exley, Sahara, and Karen Avenue, and along the length of Sahara Avenue as well. While most of these areas are already occupied by retail uses, both the survey results and best practices indicate a need for more variety and density, including more non- automobile-oriented uses. Many requests for the area just north of Sahara Avenue indicate that the retail in this area may not be sufficiently serving the community's needs.

Office Spaces

Intent: Flexible office spaces are included as part of new vertically mixed-use development and provide diverse employment options.

The community survey results indicate some desire for office space north of Sahara Avenue and west of Maryland Parkway. Office uses in this quadrant would add day-time activation and diverse employment options to the area.

Grocery Stores/Healthy Food Options

Intent: Food access is prioritized in focus areas that are currently lacking healthy food options, improving access for the whole transit corridor.

Community input revealed minimal need for additional food access, which is consistent with the location of the grocery store southeast of the intersection. A small market or convenience store would benefit those on

the west side of Maryland Parkway, but is not a top priority for the area.

Daily Services

Intent: A variety of neighborhood supporting daily goods and services allow nearby residents and transit riders to meet their needs without additional vehicle trips.

Findings from the survey highlighted the area southwest of the intersection, where there is dining, retail, bars, and vacancies. Given these results and the current uses, additional services such as a pharmacy, salon, or financial services, etc. should be considered.

Educational Facilities

Intent: Quality education facilities are easily and safely accessible from high frequency transit stations.

The community did not express much need for additional educational facilities in the focus area, likely because of the John C. Fremont Middle School and the proximity to a few K-12 schools. The biggest priority for improving education access in the area should be ensuring safe walking paths for students to and from the school.

Health Care/Social Services Facilities

Intent: Transit users and focus area residents have proximate access to health care and social service facilities, enhancing access for the whole transit corridor.

The surveys showed some level of community desire for additional health care or social services facilities within the focus area. Access to affordable health care would

be very beneficial to the focus area, which has a relatively low median income.

Housing Options/Affordable Housing

Intent: Focus areas have a variety of housing types and styles at multiple price points that benefit from new and improved amenities and support additional uses and density.

Community feedback indicates a strong desire for more housing options throughout the neighborhood. Proximity to two major transit lines makes this a prime opportunity for affordable and workforce housing.

Recommendations from the Workforce Housing Plan

Based on the guidance provided for the County in the Workforce Housing Plan and the specific needs of the focus area, the priority housing types for Sahara Avenue are quadplexes, townhomes, and group living apartment. Effective tools for the area include regulatory incentives, using underutilized land or buildings, a redevelopment district, public subsidies, and property deed restrictions.



Quadplexes

Typical Lot: 2+ acres 

Density: 20-35 du/acre 

Height: 3-5 stories 



Townhomes

Typical Lot: 2-4,000 SF 

Density: 12-20 du/acre 

Height: 2-4 stories 



Group Living Apartments

Typical Lot: 2+ acres 

Density: 20-35 du/acre 

Height: 2-5 stories 



Baker Park near Maryland Parkway



Trees along Sahara Avenue



Lighting in residential neighborhood

Community Parks and Open Spaces

Intent: Residents and transit riders can safely access parks and open spaces in the focus area via multiple modes.

There is very limited access to Community Parks and Open Spaces in the Sahara Avenue Focus Area. There is a large park adjacent to the Middle School in the far northwest corner of the area, but it is not easily accessible to the neighborhoods east of the corridor, who have almost no nearby open space. The northeast quadrant of the area is particularly underserved.

Several participants noted this deficiency and recommended new parks, particularly near the intersection and transit stops. Collocating new parks with development or revitalization near the intersection would make these amenities more easily accessible by those traveling along these major thoroughfares and visiting the businesses in the area.

In addition to public spaces near the busy intersection, additional parks and open spaces should be considered for the neighborhoods east of the corridor.

Many of the businesses and strip malls along Maryland Parkway have oversized parking lots that create an excellent opportunity for plazas and green space. Breaking up the large parking areas with these spaces would also make the area more easily navigable for pedestrians and benefit the environment.

Shade Trees

Intent: Major pedestrian and bicycle routes throughout the focus area have shade trees to allow comfortable travel, mitigate urban heat island effect, and encourage non-automobile trips.

The tree canopy in the focus area is notably sparse. Neither the businesses or the residential neighborhoods have adequate tree coverage. These trees can be collocated with new green spaces along the corridor, as well as in buffers between pedestrian routes and roadways. The majority of trees along Maryland Parkway through the focus area are palm trees and do not provide shade. More shade trees can be found along Sahara Avenue, but there are few to none in the adjacent parking lots or side streets. The segment of the corridor with the best tree canopy is the apartment complexes in the southeast quadrant. Despite relatively low survey responses requesting shade trees, they should be added throughout the focus area to improve pedestrian comfort and improve the environmental quality.

Safety and Security Infrastructure

Intent: Adequate safety and security infrastructure is provided for pedestrians and cyclists to remove barriers to traveling to and from the station.

While there is adequate street lighting along both Maryland Parkway and Sahara Avenue, it is primarily oriented to the roadways and

parking lots and offers less coverage for pedestrian routes. While there was limited input pertaining to safety and security from the survey, indicating this may be lower on the community's list of priorities for the area, additional pedestrian lighting is highly recommended, particularly near the stops. Emergency Light Boxes near transit stops would also significantly contribute to a feeling of security for pedestrians and cyclists in the area. For more information on safety and security see CPTED and Safety on page 42 of this Plan.

Public Art Opportunities

Intent: Opportunities for public art are included in focus areas, and particularly near transit stations, to cultivate a unique sense of place and community pride.

The visibility of the Sahara Avenue and Maryland Parkway intersection, as well as the amount of traffic seen on both of these thoroughfares, create a great opportunity for public art. Public art will help this area develop a more unique identity along the corridor. However, results from the online survey indicate this is a relatively low priority for the community. If public art is added, it should be near the transit stops or at the intersection of Sahara Avenue and Maryland Parkway, but more basic needs for pedestrian safety and comfort should be addressed first, if possible.

Signage and Wayfinding

Intent: Clear signage and wayfinding allow all users, regardless of mode, to easily locate the transit station and nearby destinations.

While signage and wayfinding was not included in the online survey it is a key part of creating a successful, easy-to-navigate focus area. The Sahara Avenue Focus Area would greatly benefit from wayfinding as a crossroads for two major transit routes. Signage, particularly near transit stops can direct people to nearby destinations including the Commercial Center, Baker Park, John C. Fremont Middle School, New Orleans Square, and even further destinations such as the Strip, Downtown, and the airport.

Street Furniture

Intent: Street furniture is provided along major pedestrian routes within the focus area to create a comfortable pedestrian realm, moments of respite, and encourage non-automobile trips.

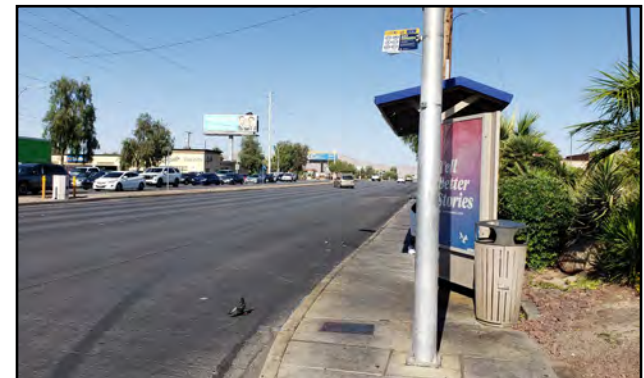
There are few pedestrian amenities present along Maryland Parkway and Sahara Avenue, which should be priority improvements for pedestrian traffic, particularly near transit stops. Furnishings in this area should include benches, trash/recycling receptacles, bike parking, planters, and pedestrian-scaled lighting. The variety of businesses increases the number of people walking in this area and it should be amenitized to match this level of use.



Art within New Orleans Square

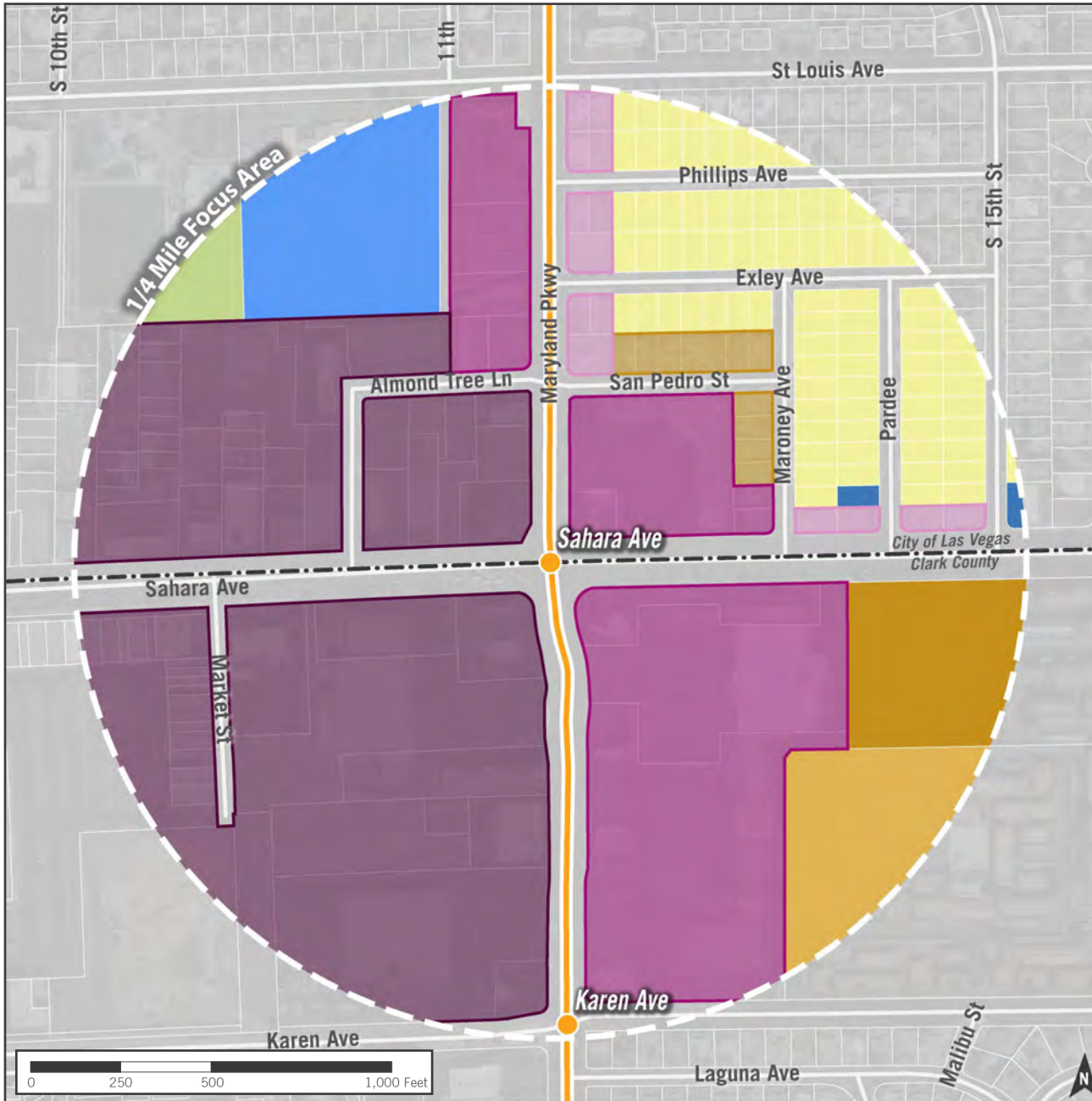


Signage at Sahara Avenue Transit Station



Lack of landscape buffer along Sahara Avenue

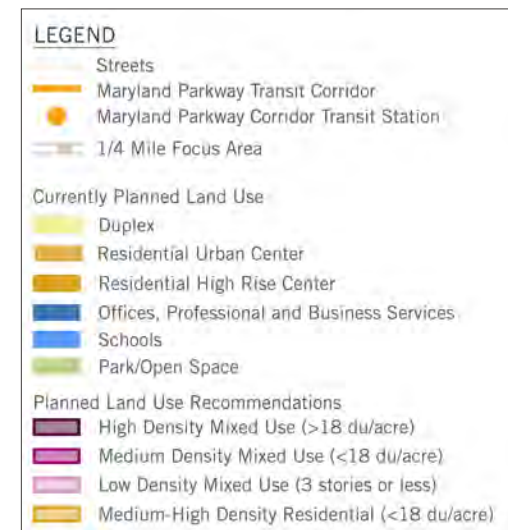
PLANNED LAND USE



PLANNED LAND USE

Planned Land Use (PLU) recommendations are informed by analysis and community feedback shared earlier in this document. The TOD Types and Mix of Land Uses on pages 20-21 informed the types of uses and quantitative mixture. The Development Types information provides additional insight on heights and densities the community would like to see within this focus area. The community surveys also included place-based desired land use feedback which was incorporated into these PLU recommendations.

The map on this page shows applied PLU recommendations for parcels within the Sahara Avenue Focus Area. The recommendations for PLU within this focus area are intended to support transit-oriented development as well as help to implement



the community's vision in this location. PLU can be used to guide infill development and revitalization in this focus area to contribute to a high-quality, walkable, mixed-use place with a vibrant pedestrian realm adjacent to the BRT station.

The areas envisioned for Mixed Use will need an increased variety of uses from what exists today in order to achieve this vision. The bullets below outline the additional land uses needed to achieve a true mix within these Mixed Use PLU areas:

- South of Sahara Avenue - both residential and office/professional
- North side of Sahara areas - residential
- West side of Maryland Parkway between Almond Tree Lane and St. Louis Avenue - both residential and office/professional
- East side of Maryland Parkway, between San Pedro Street and Philips Avenue - office/professional and residential
- East side of Maryland Parkway, north of Philips Avenue - office/professional and commercial

It is intended that the County considers these recommendations when updating the Comprehensive Plan and Unified Development Code.

For more information about Planned Land Use for the City of Las Vegas, north of Sahara Avenue, see the City of Las Vegas 2050 Master Plan.

MIX OF USES

In order to best leverage the transit and streetscape investments being made to the Maryland Parkway Corridor, it is key to increase the mix of land uses within 1/4 mile of the proposed station. A mix of land uses, such as retail, entertainment, residential, office, and institutional, can help achieve a critical mass of people. An ideal mix of uses balances live/work/play activities that support sustained activity throughout the day.

In order to help achieve a vertical mix of uses in addition to a horizontal mix of uses, it is recommended that a new "Mixed Use" planned land use is added to the County's list of Planned Land Use Codes. This will allow for flexibility that is not currently in the Code and can benefit all areas of TOD around future high-capacity transit investments.

Generally, the mix of uses should be predominantly retail/commercial with the addition of housing and public gathering spaces. Within the existing residential neighborhoods, the mix of uses should remain predominantly residential but with the addition of some local-serving retail and services along the peripheries and at key intersections, either in a horizontal mixed-use format or as the ground floor of a higher density residential mixed-use building.

DENSITY

Successful TOD requires a critical mass of people, or density, near the station at any

given time. Active focus areas promote ridership along transit lines and help to leverage the public investment.

Multifamily residential on the southeast side of Sahara Avenue and Maryland Parkway, behind the shopping center, is currently the highest density development in the focus area. These apartment buildings are closely clustered together and range from 2-3 stories.

Consideration of increased permitted building heights within the area should be potentially up to at least 5 stories. Within the focus area, increased density should be focused along Maryland Parkway south of Almond Tree Lane/San Pedro Street, along Sahara Avenue west of Maroney Avenue, and within the entire southwest quadrant.

TRANSITIONS

Density and height should step down towards the existing neighborhood in the northeast quadrant of the focus area. This area contains many duplexes as well as single-family detached homes, all one-story. If redevelopment of an increased density occurs on the northeast corner of Sahara Avenue and Maryland Parkway, it is recommended that an increase in residential density is permitted immediately adjacent to those areas to create a more gradual transition to the neighborhood. Attached single-family residential (such as townhomes, side-by-side triplexes, or quadplexes) could serve as an appropriate transition.

THOROUGHFARE TYPES

Adopted Complete Streets policies and guidelines provide the baseline for enhancing thoroughfares in the Sahara Avenue Focus Area. RTC adopted a Complete Streets policy and a report, including design guidelines, in 2012. The 2013 RTC Complete Streets Design Guidelines for Livable Communities expands upon the guidelines in the report and establishes a typology for complete streets that facilitate mobility for all modes of transportation, with a particular focus on people walking. Land use context and specific modal functions such as transit routes and bikeways are also important drivers of street design. Best practices in bike facility design have evolved significantly since 2012, and more recent national guidance, such as NACTO’s urban bikeway design guide, should be used to determine the appropriate bike treatment for thoroughfares in the Sahara Avenue Focus Area. In addition to those resources, outside of Downtown Las Vegas, Title 19.04 of the Unified Development Code (UDC) provides guidance in the form of Complete Streets Standards for a series of different thoroughfare types.

Boulevard

Corridor-wide recommendations:

Boulevards are designed for higher motor vehicle volumes and moderate speeds. They traverse and connect districts and cities and serve as primary transit routes. High-speed boulevards function as regional connectors and are often truck routes.

Maryland Parkway and Sahara Avenue are Boulevards that function as the retail and commercial heart of the neighborhood. These thoroughfares should serve as Main Streets with a higher level of amenities and streetscaping for people walking, including wider sidewalks, pedestrian-scale lighting, and shade trees. Transit and bikes are priority modes, and future design will dedicate space to bus lanes and bike lanes with adequate physical separation from motor vehicle traffic.

Avenue

Corridor-wide recommendations:

Avenues have moderate to high motor vehicle capacity and low to moderate speed. They act as connectors between, or the main streets of, urban centers.

S 15th Avenue is an Avenue that provides a connection through an Urban Neighborhood in the focus area. While it does not have any specific modal priority, it provides balanced access for people walking, driving, and biking.

Street

Corridor-wide recommendations:

Streets are local and neighborhood facilities that serve all uses. They should have wide sidewalks, on-street parking, and landscaping. They can be either residential or commercial. They are not typically transit routes, and are suitable for bikeway treatments in which bikes share the lane with motor vehicles, such as Bike Routes and Bike Boulevards.

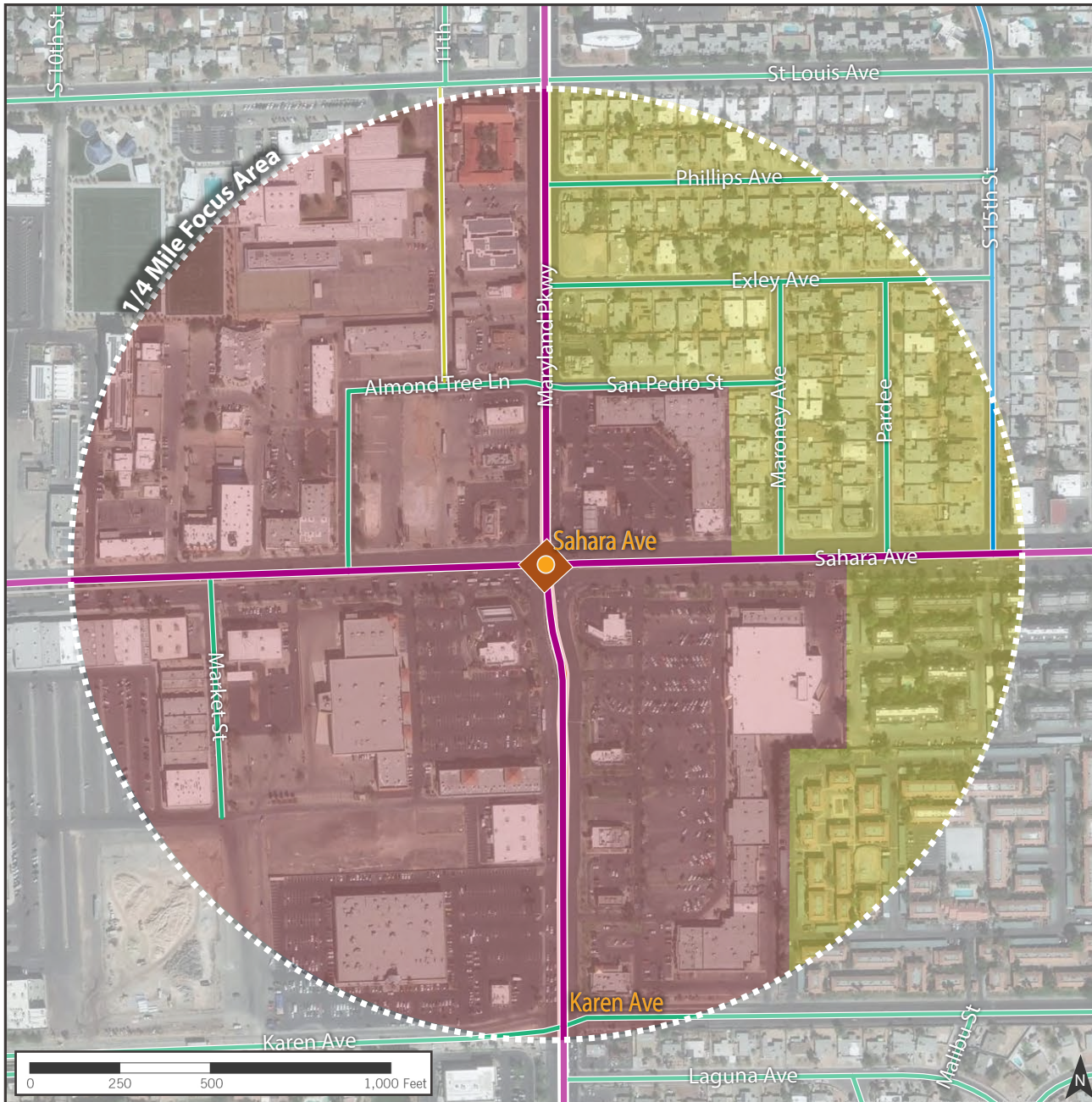
There are a number of neighborhood streets within the Sahara Avenue Focus Area. Karen Avenue is a future bikeway that should be designed to give priority to people biking. In the Town Center context, it provides access to businesses. Future design should provide a higher level of amenities for people walking and consider the need for urban freight and delivery access.

Alley




Corridor-wide recommendations:

Alleys are narrow streets, usually without sidewalks and often without curbs. They provide access to the backs of buildings and garages, and are often used as walking routes because of their very low vehicle volumes.

The alley behind Fremont Middle School is an informal walking route that should be assessed for comfort and safety improvements for pedestrians.





LEGEND

-  Maryland Parkway Transit Corridor
-  Maryland Parkway Corridor Transit Station
-  1/4 Mile Focus Area

Thoroughfare Types

-  Boulevard
-  Avenue
-  Street
-  Alley

TOD Types

-  Town Center
-  Urban Neighborhood

TRANSIT ATTRIBUTES SUPPORTING MULTI-MODAL CONNECTIVITY



An RTC bus stop with a high level of amenities



A Sahara Express stop with a mid-block crossing



An example of bike parking at the Bonneville TC

STATION PLACEMENT

The *On Board Mobility Plan*, Southern Nevada's vision for transportation and mobility for the next 20 years, identifies Sahara Avenue as a future BRT corridor with an implementation timeframe of 11 to 20 years. An upgrade to BRT service would likely involve extensive station planning and design. In the near-term, the Sahara Express eastbound and westbound stops at Maryland Parkway should be evaluated for re-location and improvement. The intersection is already a major transit transfer point and stops will need to accommodate an increase in passengers after BRT service begins. The westbound stop is about 300 feet from the intersection, meaning passengers transferring between the two services must walk a distance of about one block. While commercial driveways currently complicate relocation of the stop, driveway consolidation and stop redesign should be a priority. This could include moving the stop closer to the intersection, adding amenities such as additional shade, and expanding the passenger waiting area and moving it behind the sidewalk, through easements onto private property if necessary. If re-locating the westbound bus stop proves not to be an option, a mid-block crossing with a pedestrian signal near the current stop location should be considered.

The eastbound Sahara Express stop is located close to the Maryland Parkway intersection but would also benefit from additional amenities and an expanded passenger waiting area as well as added

distance from the curb. RTC is currently engaged in a system-wide effort to move bus shelters back from sidewalks, keeping them out of the path of travel for people walking on the sidewalk and creating a more comfortable waiting environment by locating transit stops farther from fast-moving traffic on arterial streets.

At minimum, basic bus shelters with clearly visible signs and branding, seating, and shade from the sun should be present at transit stops and stations. Stops and stations should meet American's with Disabilities Act (ADA) requirements. Sahara Express stops at Maryland Parkway already meet these basic standards. As a major transit connection location, the following amenities should also be considered at Sahara Avenue stops, as a short-term upgrade or in conjunction with BRT service:

- Off-board transit fare payment. Off-board fare payment speeds up boarding and contributes to shorter travel times. Fare payment options should include some that do not require a credit card, bank account, or smart phone.
- Landscaping. Landscaping plants should be selected for ease of maintenance and suitability for the climate, with native plants preferred.
- Bike and micromobility parking. Parking for bikes and scooters can be easily customized to fit the available space and level of use at each stop or station, ranging from secure, fully-enclosed bike lockers at BRT stations to a few bike racks.

CONNECTIONS

All Maryland Parkway transit stations should facilitate direct, easy-to-navigate transit connections. Wayfinding signs and informational kiosks, including real-time arrival information, help people transfer from BRT to local bus service. Sahara Express stops at Maryland Parkway are good candidates for upgraded connection information.

- Real-time information on transit arrivals and the availability of shared-mobility services helps people understand their options, make informed decisions, and optimize their travel experience. Basic information on transit arrivals, delays, and travel alternatives should be prominently displayed. Interactive kiosks and smart-phone apps provide the opportunity for customized real-time information and mapping.
- Clear directional signage allows people to navigate between transit lines and other mobility services within the area surrounding the station, as well as to nearby destinations.
- Paper or interactive transit route maps should be prominently displayed at stops. Area maps featuring nearby destinations and bike and pedestrian routes can be displayed on informational totems or kiosks.

TRANSIT SPEED AND RELIABILITY ELEMENTS

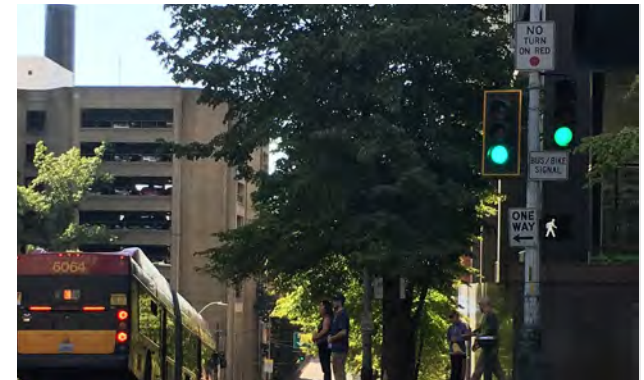
If BRT is to be a convenient, attractive option for passengers, the entire public transit system must be fast and reliable. The Sahara Express already includes a number of transit priority elements, including a bus-only lane and far-side bus stops that allow the bus to clear the traffic light before it stops to drop off passengers. Coordinated signal prioritization for the BRT and Sahara Express services should be explored for the intersection of Sahara Avenue and Maryland Parkway. Signal prioritization is a component of intelligent transportation systems (ITS). One form of signal prioritization is to optimize and synchronize the signal timing along a corridor for the average operating speed of a bus. Transit signal priority (TSP) involves technology on the bus and in the traffic signal that trigger the light to turn green, or stay green for longer, when the bus approaches.

TRANSIT SERVICE DESIGN

Maryland Parkway BRT and Sahara Express schedules should be coordinated to the greatest extent possible to minimize connection times for the predominant transfer flows.



Passengers boarding the Sahara Express



A signal in Seattle gives priority to buses and bikes



Real-time information helps transit passengers make informed decisions

FIRST AND FINAL MILE ACTIVE TRANSPORTATION



Source: Getty Images

High-visibility crosswalks



Source: SDOT (Creative Commons)

Wide sidewalks, benches, and pedestrian lighting



A mid-block crossing with a pedestrian signal

PEDESTRIAN ACCESS

Corridor-wide recommendations:

With pedestrians as the highest priority throughout the corridor, all focus areas must make commitments to safe access. This includes the following key components:

- Incorporation of high-visibility crosswalk design elements in all crosswalks.
- Requirements that construction and excavation permits be issued upon ensuring continued pedestrian traffic.
- Prioritizing new crosswalks in locations with a relatively high rate of pedestrian-vehicle conflicts and crashes.

Connections should be designed in the most direct and convenient way possible. By protecting the most direct walking route to the point of payment and platforms for transit, riders will be encouraged – not dismayed – by the experience getting to and from the station. The following measures can help ensure direct access:

- Allowance of proposed crosswalks placed along direct pedestrian routes to transit stops, schools, parks, senior centers, community centers, hospitals, as an exception to any crosswalk warrant/minimum demand requirements.
- Where parking facilities exist, a clearly demarcated walkway connecting all access and egress points to one another helps preserve pedestrian safety.

Given the substantial existing width (and crossing time) across Sahara Avenue, it is a priority to focus on tightening that distance. Tools to reduce this time crossing includes the installation of median islands for pedestrian refuge along the crosswalk in the centerline of the street, as well as extension of curbs into the outside lane. This will require the elimination of slip lanes rounding the southern corners of the intersection.

The Midtown Maryland Parkway District requires a minimum 20-foot wide pedestrian realm along all arterial and collector streets. This requirement includes both a through sidewalk and amenity zone. Additionally, a 10-foot-wide pathway connecting the sidewalk network to each site is required and shall not be gated. Extending the standards for the District into the City of Las Vegas boundaries should be encouraged for the purposes of continuity.

Additional enhancements to incorporate in the focus area include:

- Daylighting (the process of reducing visual barriers) at intersections by removing 20-25' of street parking approaching the intersection, to improve the line of sight for all travelers.
- New mid-block crossings to improve the accessibility and safety of pedestrian travel along Maryland Parkway and Sahara Avenue.
- Pedestrian travel enhancements in the surface parking lots and along the street through internal pathways and access management/driveway reductions along Sahara Avenue and Maryland Parkway.

ADA ACCESS

Corridor-wide recommendations:

The transportation experience set by the Americans with Disabilities Act (ADA), includes minimum dimension standards for barrier-free access, like an 8-foot-by-5-foot level pad at the head of the bus stop. Upgrading all sidewalks in the focus area to be continuously paved, level, and connected to curb ramps can ensure independence for people who may otherwise need to wait for an operationally expensive paratransit vehicle.

Universal design beyond compliance starts by listening to -- and centering the experience of -- the disability community in every single design choice. Every focus area must emulate this practice. Some of following examples of universal design are intended to provide an environment of safety and inclusion beyond compliance:

- Defining "pedestrian access" as "reasonable access for disabled persons in wheelchairs and similar devices" – to be consistent with Clark County and City of Las Vegas standards for pedestrian malls.
- Maintaining at least an 8-foot-wide platform at all bus stops, not just at the front.
- Touchless signalization that does not require the pushing of pedestrian and bicycle crossing indicators (aka "beg buttons") to receive a walking signal. Either a walking and biking signal shall

occur at least once every single traffic signal cycle, or it must be activated using a motion sensor. Extend touchless access to water fountains, doors, and lighting, and keep at least one sensor and switch within reach of people of all possible heights.

- Step-free access for all principal walkways along the most direct path of travel. And where there are ramps, multiple handrails with varying heights and embedded directions in braille must be included.
- No unnecessary distractions in materials. For example, any changes to pavement texture should only be to indicate a change in the pedestrian realm or to direct people to and from station entrances.



ADA compliant curb ramp



Bus stops with wide platforms



An ADA accessible path through a parking lot



Protected bike facilities are comfortable for all



Bike lanes should continue through intersections



Driveway crossings should be clearly marked

BIKE ACCESS AND SEPARATION

Corridor-wide recommendations:

Bicyclists are not all the same and what is required to make them feel safe and comfortable will vary. For example, some bicyclists travel much slower than vehicles, while others travel at higher speeds. On average, bicyclist speeds range from 12 to 20 mph. Some experienced bicyclists (a very small percentage of the total potential bicycling population) are comfortable sharing a lane with cars. For the rest of the population, the type of bicycle facilities that feel safe and comfortable vary based on a combination of motorist speed, traffic volume, roadway width, presence and location of on-street parking, and other design elements. Using traffic volume thresholds to recommend a specific type of bicycle facility is a good starting point; guidance can be found in the NACTO Urban Bikeway Design Guide. Bicycle facilities physically separated from motor vehicle traffic are effective in attracting people of all ages and abilities, who may not feel comfortable bicycling with vehicle traffic.

Over time, expanding the definition of protected infrastructure for bikes to include scooters, and small motorized carts may become vital for continued safety in route to transit. These measures also protect pedestrians, because in locations where there is not a protected bicycle lane, people may choose to ride on the sidewalk instead, thus increasing the discomfort of people simply walking on the sidewalk.

Secure bicycle parking helps make sure people biking feel confident that they have a place to park at the end of the ride. Trip-end storage facilities may be provided in the form of bicycle racks, on-demand bicycle lockers, or bicycle rooms like that available at the Bonneville Transit Center. Bicycle parking should always be sited with consciousness towards eyes on the parking area, good lighting for personal safety, and where they do not put someone at risk or in conflict with vehicular traffic, or intruding on the accessibility of the sidewalk. Good signage is also important to ensure the various parking options are easy to find throughout the focus area (secure parking vs. free standing racks, parking that will accommodate longer bikes/cargo bikes, etc). Secure bike parking could be provided in collaboration with partners in the Focus Area, such as the school district to provide bike parking for the middle school students.

SHARED-MOBILITY SERVICES

Corridor-wide recommendations:

Shared Mobility can require the use of curbside space in both static and temporary ways. In visible and accessible locations with sufficient sidewalk space along a local street just off an arterial or collector road, a car share or bike share spot may be useful to help newer users safely identify and unlock their vehicle while comfortably pulling into moving traffic. In the case of a dockless location, it is also important that users disembarking their vehicle have sufficient space to park their bike without interfering with free movement along the pedestrian realm's through zone (sidewalk).

In locations where there is a high volume of pick-up and drop-off activity, as well as bus stops with high frequency, a definitive placement of where one goes to be picked up/dropped off by a Transportation Network Company (TNC) vehicle is vital, as a misplaced vehicle – even if just waiting for minutes – may be interfering with safe bus movements in and out of stops.

TNC pickup and dropoff zones should be implemented near transit stations. Designated areas within parking lots may be most suited to the Sahara Avenue Focus Area, especially with the many nearby surface parking lots. Best practice guidelines for the placement of micromobility stations and curb design from NACTO should continue to be followed. Given to proximity to Downtown and the Strip, microtransit and “call and ride” services should also be explored for this area.



Off-street TNC pick-up/drop-off near transit



A curbside designated TNC pick-up/drop-off zone



RTC Bike Share (Photo credit RTC)

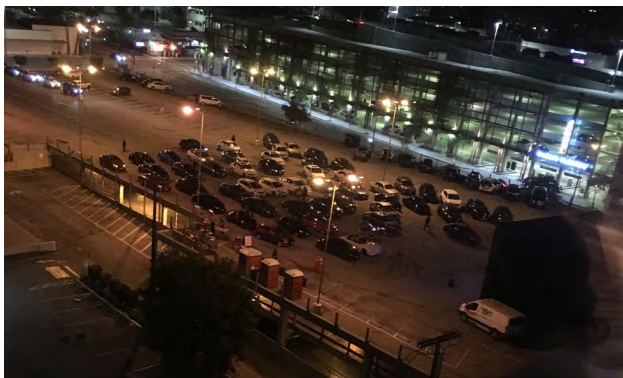
TDM AND CURB SPACE MANAGEMENT



TDM programs can be targeted to employees, residents, and visitors



TDM programs provide incentives to take transit



When travel behavior shifts, less parking is needed

TRANSPORTATION DEMAND MANAGEMENT (TDM)

Corridor-wide recommendations:

When parcels in the TOD Focus Areas go through the development or revitalization process, a concern may be how proposed buildings and spaces – and the people who live, work, or visit them – can exist without contributing to traffic congestion, compromised air quality, and unreliable neighborhood parking availability. To ameliorate this concern, building owners and managers along the Maryland Parkway Corridor must be prompted to enact transportation demand management (TDM) programs targeted to tenants and visitors alike. TDM programs and policies create incentives for people to choose environmentally sustainable modes of transportation.

- For employers, it may help increase employee satisfaction to directly subsidize the cost of commuter transit passes.
- For residents, a bicycle storage room conveniently placed on the ground floor can encourage more people to use their bike regularly.
- For visitors, people who ride transit may receive a discount on their purchases.

Building owners and tenants can benefit from this behavior shift as well; not only will the expense of constructing and maintaining on-site parking be reduced through less demand, but developments that incentivize biking and walking and highlight the proximity and accessibility of

nearby transit services are well positioned to attract tenants desiring a unique livable experience in the Las Vegas Valley.

Club Ride is an RTC program to reduce commute trips by vehicle through incentives and reporting. Participants in the free program report their daily commute choice (including the choice to work from home) and enter a monthly raffle for gift cards and free RTC bus passes. All participants also receive discounts from merchants and services throughout the Las Vegas Valley region.

The adoption of TDM programs is already cited in the Clark County Unified Development Code as a potential factor “which may justify the approval” of a waiver of development standards particular to the quantity of provided parking. Among the potential TDM components specified in the Code include:

- Ride-sharing programs such as carpools, vanpools, and shuttles (and/or preferential parking locations for carpools)
- Transit pass subsidies for employees
- Adoption of compressed work hours, alternative work schedules, and telework programs for employees
- Provision of a guaranteed ride home program (which can be in the form of a limited taxi/TNC reimbursement for the emergency use of employees commuting without a personal vehicle)

MODAL DESIGNATIONS FOR CURB SPACE USE

Corridor-wide recommendations:

The curbside lane is a valuable segment of infrastructure; it is used for bus stops, curbside parking, loading, and travel. As emerging uses, such as parklets, transportation network company (TNC) loading, bicycle parking corrals, scooter zones, and curb extensions have gained in popularity across cities, developing a plan to accommodate them requires an innovative approach which optimizes the curbside to meet an evolving “highest and best use” from an access and mobility perspective. A well-planned, flexible multi-use curb zone responds to different demands over time (such as bus-only travel lanes at rush hour and essential service pickup/delivery during midday).

Curbside regulation would ideally be phased in, starting with clarifying existing regulation (such as pavement markings), communicating the economic and mobility benefits of a more dynamic curbside and working with the community to define priorities.

As noted, priorities would shift depending on the time period, but also the street type. A predominantly commercial block defined by commercial loading in the morning may evolve to accommodate short-term visitor parking in the midday, and then a valet stand or passenger loading in the evening. Because of the nascent nature of dynamic curbside usage, it is advised to refer to NACTO and ITE sources on curb management.



Curbs serve many uses including stormwater management and parking



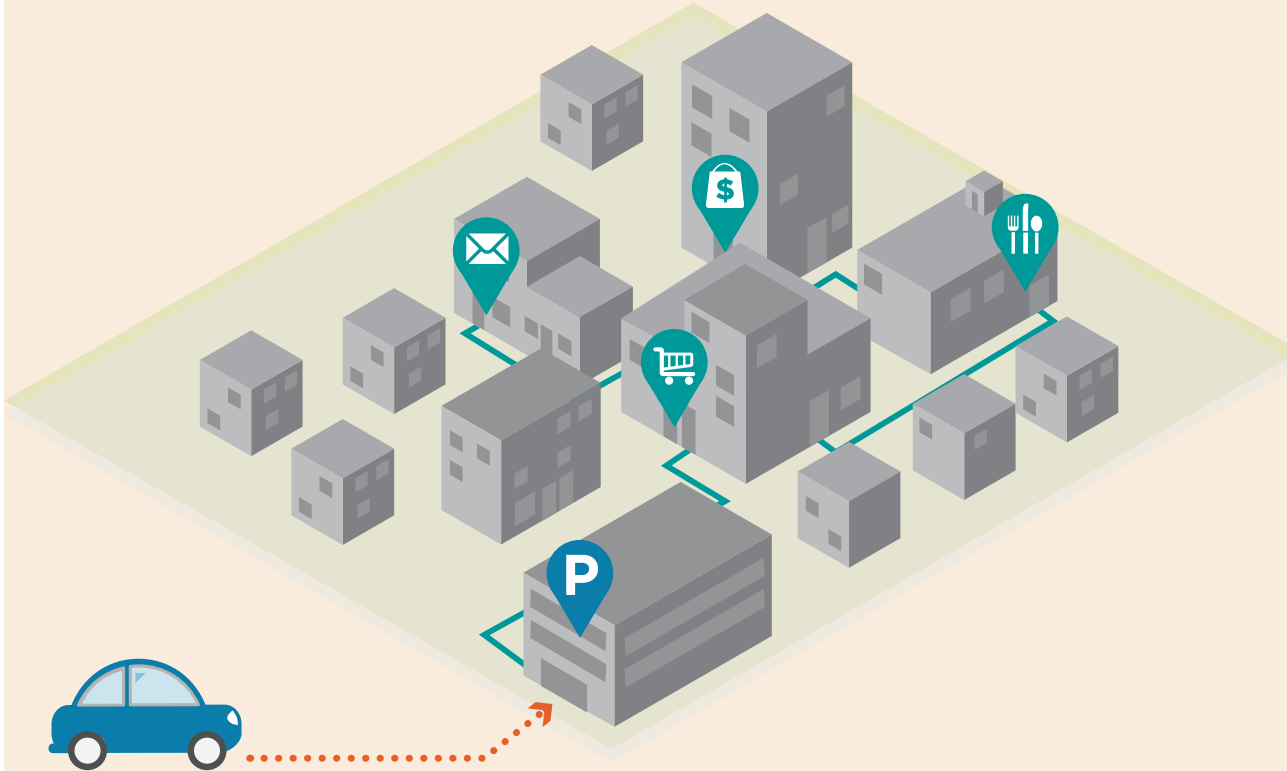
Parklets and outdoor dining are increasingly popular



Curb extensions and bike parking are emerging uses

PARKING MANAGEMENT

Corridor-wide recommendations:



An illustration of the “park once” experience, in which patrons can park once and frequent shops, dining, and entertainment all within a single trip

PARKING STRATEGY

Over the long-term along the Maryland Parkway Corridor, it is important to anticipate that parking needs may evolve over time, especially if high-quality transit service is added, land values increase, and consumer preferences continue shifting

towards walking, biking, and riding transit to all essential goods and services within a short distance of home. Thus, any parking strategies for the area should recognize all factors of a multimodal transportation network and abide by a series of principles.

Principles of Parking

The key principle of parking is to maximize supply efficacy while ensuring a space is available. All parking policy, regulation, and management practices should be designed to fill at least 85% of all on-street parking spaces at any given time and 90% of off-street parking spaces. To reach that goal, a variety of tools should be made available at the disposal of the public and private sectors alike, including:

- Pricing existing curbside parking to meet occupancy goals
- Pricing off-street parking at a relatively lower rate per hour to incentivize more long-term usage in garages and more turnover on curbside parking
- Encouraging shared parking agreements at off-street parking facilities to expand the supply of publicly available parking at minimal expense

Another principle of parking is to support a “park-once” experience where patrons can park once and frequent shops, dining, and entertainment all within a single trip. This requires using parking as a means to support multimodal transportation options. Strategies to meet this principle include:

- Priority placement of parking spaces closest to destination front doors for ADA vehicles, electric/hybrid vehicles, carpool vehicles, and car share vehicles.
- Consolidating curb cuts and parking entrances

- Requiring all new parking to be structured (to maximize the utilization of land, improve pedestrian conditions, and reduce the heat island effect of surface pavement)
- Requiring ground-floor frontage with retail uses at all parking structures

Regarding parking requirements, the establishment of minimums – particular in areas intended to facilitate more urban and multimodal transportation needs – create the unintended consequence of oversupplied parking, reduced developable spaces, and increased development capital costs. Parking requirements should be simplified to allow developers greater flexibility and maximize buildout potential of mixed-use transit-oriented developments. Key aspects of this principle include:

- The elimination of minimum parking requirements
- The institution of maximum parking requirements
- The consolidation of land uses in defining any parking requirements (e.g., combining all office, retail, and institutional uses under “non-residential”)
- If parking minimum requirements still exist, there must be:
 - allowance of incorporating curbside parking spaces, shared and designated off-site parking spaces within a quarter mile to meet parking requirements

- elimination/reduction of requirements for all senior housing, affordable housing, and student housing
- reduction of requirements for developments enacting a TDM plan
- Encourage the “unbundling” of residential-serving parking spaces from residential units by requiring landlords to lease parking spaces separately so that those who do not own vehicles are not paying for an unused services and can opt out of this expense, thus increasing housing affordability. The same concept can be applied for employment areas with constrained resources in the form of a parking “cash-out.”

A final principle of parking is that it should be customer-friendly. Too often, overregulation and mismanagement of parking supplies in high-demand areas results in customer frustration and discouragement from the visitor. To meet these needs, the public and private sectors should consider:

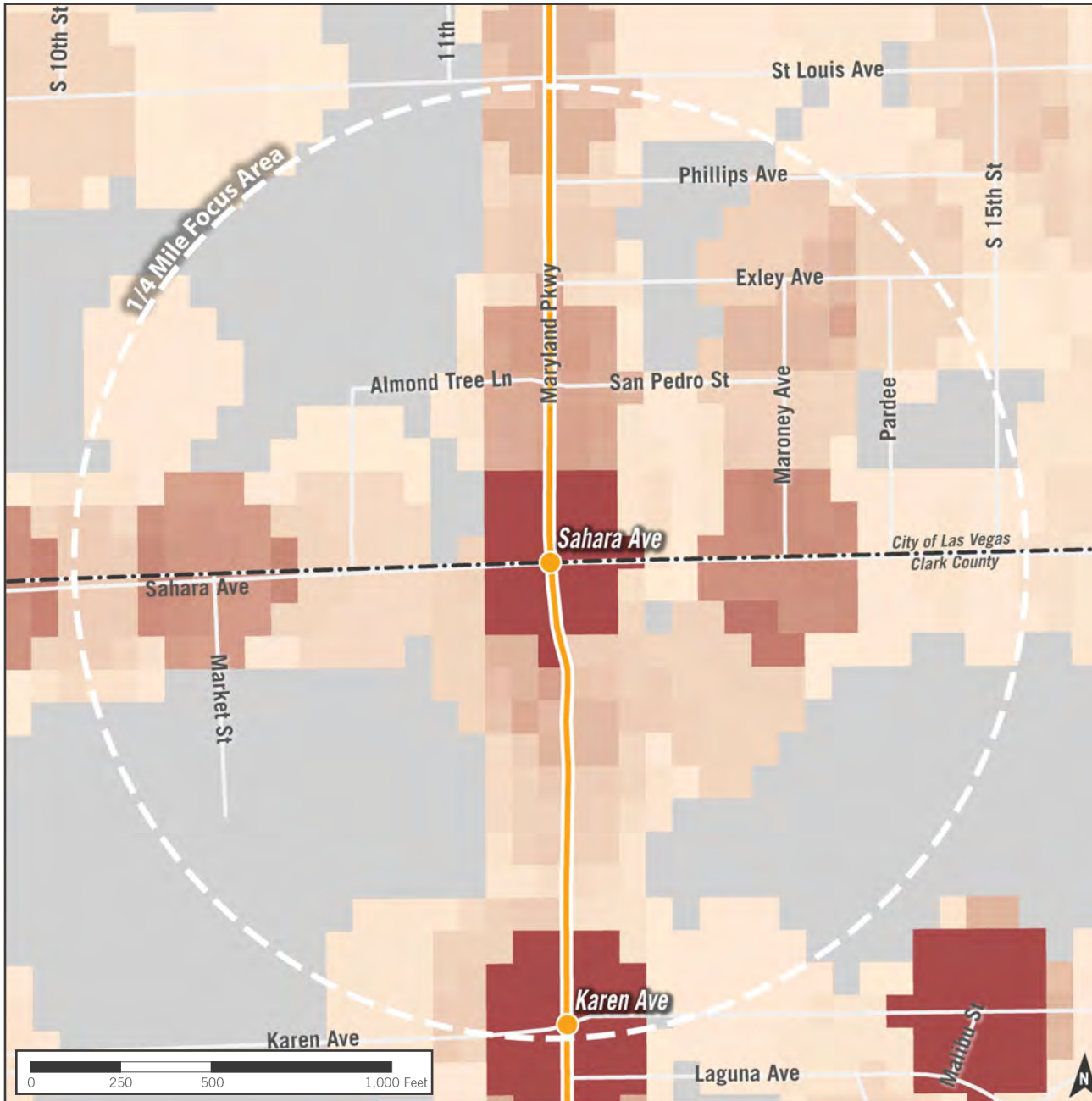
- Consolidating time limits to fewer options, such as 2 or 4 hours only
- Consider allowing all priced parking to have unlimited time limits, allowing the user to pay to park for as long as they wish
- Allowance of shared parking for uses across multiple locations

Given the sizable privately-managed supply of parking and the open access between adjacent commercially-serving surface lots in the area, shared parking agreements should be pursued. Shared parking agreements are arrangements with private parking lot owners that provide for privately owned off-street parking to be available to the public during specified periods of time, usually when the parking lot is in low demand for its associated tenants. Compensation for use of private lots may be made in the form of lease agreements that also outline specific provisions related to maintenance, operations, security, and liability.

A typical example of shared parking would be a land use that creates parking demand during the day, which could then become available to the public during non-business hours (evenings and/or weekends) or at other times when there is an overabundance of available parking. The agreement with the parking lot owner would stipulate the times during which public users may park in the lot and terms for compensation and operation.

If excessive empty parking supply remains, there are creative ways to monetize the space and create new destinations, such as the installation of a pop-up food truck event or drive-in movie theater.

CPTED AND SAFETY



CRIME HOT SPOTS

The amount of crime within the Sahara Avenue Focus Area is average relative to the rest of the Corridor. Crime is assessed based on Calls for Service reported by the Las Vegas Metropolitan Police Department, aggregated to the nearest block face.

Within this focus area, crime is particularly prevalent near the intersection of Sahara Avenue and Maryland Parkway and near the intersection of Karen Avenue and Maryland Parkway. Crime hot spots are most prevalent in the northeast quadrant of the focus area. Also noteworthy is prevalent crime just southeast of the focus area near Malibu Street and Karen Avenue.

531 Calls for Service were recorded in this focus area between June 2018 and December 2020. The top types of crime recorded included "Other Disturbances" (54%) and types of Assault/Battery (11%).



Corridor-wide recommendations:

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a set of strategies to mitigate crime and promote safety through design. The four main principles are natural surveillance (making sure areas are visible and well lit), natural access control (guiding people and vehicles clearly through a space), territorial reinforcement (creating a sense of ownership over spaces by delineating public from private), and maintenance (preventing deterioration to create a more positive community image, i.e. the Broken Windows Theory). These principles can be applied to the Sahara Avenue Focus Area to allow students, residents, employees, and transit users to feel secure and create a more vibrant pedestrian realm.

HOMELESSNESS

While specific design interventions, such as lighting, clear sight lines, and station amenities and improvements, can help people feel safer using transit, they do not mitigate an underlying issue: the reliance of those experiencing homelessness on transit. Helping the homeless population requires targeted policies and programs such as: collocating social services at transit hubs and along transit corridors (see Hub of Hope); using trained “rangers” or formerly incarcerated attendants with specific soft skills for norms enforcement rather than ticketing or arrest (see Urban Alchemy); integrating social workers into enforcement efforts; and training transit enforcement officers in crisis intervention.

STRATEGIES

The Sahara Avenue Focus Area would benefit from application of all of the CPTED principles, particularly at the intersections of Maryland Parkway and Sahara Avenue and Karen Avenue, where crime hot spots are indicated. Pedestrian lighting that is oriented to the sidewalks and a better line of sight between businesses and the sidewalk would improve the natural surveillance. More clear paths and entries for pedestrians and more controlled vehicle access, including more curbs, striping, and crosswalks, would improve access control. More effective and maintained buffers between the street and private businesses would improve territorial reinforcement and the area’s image. The neighborhood to the northeast of the station is particularly impacted by the maintenance principle of CPTED. Many of the homes in the area are dilapidated, there is litter along the streets, and the yards are often not maintained.

DESIGN ELEMENTS

Design elements that should be added throughout the focus area, and particularly along Maryland Parkway and Sahara Avenue, include improved transit stops with additional amenities, more consistent and pedestrian-oriented lighting fixtures, landscaped buffers and plantings, crosswalks, and clear pedestrian paths to and through private parcels. Elements such as improved landscaping and public art would also contribute to the safety of the area by improving the image, and therefore people’s pride and ownership, in the area.



Lack of natural surveillance



Lack of natural access control



Lack of territorial reinforcement



3

FOCUS AREA PRIORITIES

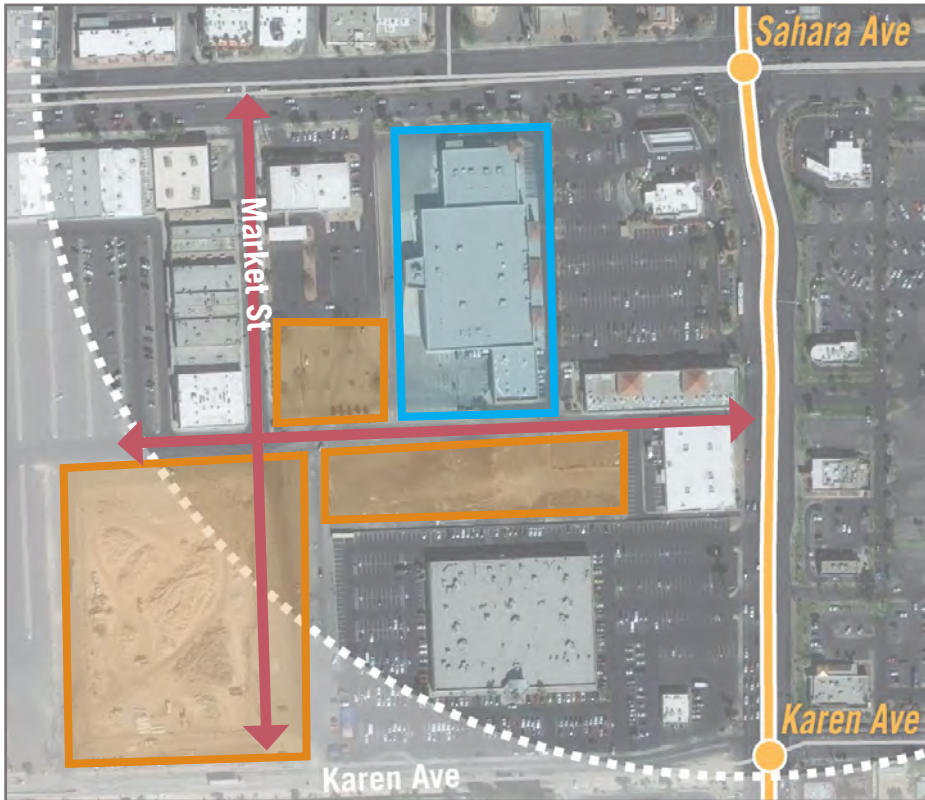
There are a number of excellent opportunities for improvements and development within the Sahara Avenue Focus Area, capitalizing on the increased transit investment and making the corridor more transit-supportive. While many of the substantial development and revitalization opportunities are in the vacant and underutilized lots on the west side, improvements to the pedestrian network and urban design are recommended throughout the area.

This chapter provides an overview of and recommendations for the highest priority projects for this focus area, as determined by community feedback, anticipated impact, and feasibility. Projects range from transportation and streetscape improvements, to infill opportunities, to building improvements and redevelopment. Recommendations are supported by precedent imagery, 3D graphics, and case studies to help provide a guide for the County in implementing these priority improvements. These recommendations are not prescriptive and instead offer a set of potential improvements that can be completed as is feasible, over time.

Infill and revitalization projects should focus on increased density, providing affordable housing, and adding shops, restaurants, and services, as prioritized by the community through this process. The transportation projects focus on walkability and comfort for residents, visitors, and in particular, transit riders. All improvements aim to realize the opportunities near the transit stops and create a walkable, safe, and vibrant TOD focus area.

Note that the Priority Projects outlined in this chapter have been conceived through community and stakeholder input throughout this process, as well as supporting technical analysis. While each Priority Project provides best practice guidance on how to create a transit-supportive environment within this focus area, references to specific parcels or buildings are intended to be purely illustrative of a concept. The successful implementation of these projects can be comprised of alternative forms, alignments, and uses, as appropriate to each site, but ought to strive to achieve the key themes and priorities expressed and articulated by the community in this effort.

PRIORITY PROJECT - INFILL / REVITALIZATION OPPORTUNITIES ON SOUTHWEST QUADRANT



ADDING DENSITY WITH MIXED-USE INFILL DEVELOPMENT
 (see orange boundaries on diagram above)

Several vacant parcels in the southwest quadrant of the focus area are prime for infill development. These include 955 E. Sahara Avenue, the long lot north of the Las Vegas Athletic Club, and the unused parking area between Market Street and the empty grocery store. These would be supported by improved connections east/west and north/south.

The recommended uses for these lots are mixed-use development with active ground-

floor retail and residential above, or for the smallest lot, two-story retail and public space. This area is lacking in residential options and increased density would be supported by the high capacity transit lines on both Maryland Parkway and Sahara Avenue. Suggested retail uses, as informed by survey results, include local shops and restaurants, grocery options, and services such as a daycare or gym. Buildings should orient to Market Street, which extends through to Karen Avenue, and the east/west alley, which should be formalized and improved as a clear, direct and safe connection - for all modes - to Maryland Parkway.



Images of small to mid-scale mixed-use/infill from Portland, OR; Carrollton TX; Memphis TN; and Estes Park, CO



Affordable Housing Opportunities

These infill parcels also offer a strong opportunity for more affordable housing for the focus area, which is centrally located and proximate to major transit corridors and employment options. Given the size of the lots and their recommended density, townhomes, mixed-use, and group living style apartments are the suggested potential development types. These building types are particularly appropriate on the southern-most lot facing Karen Avenue, which has townhomes fronting the south side of the street.



Example big box conversion in existing lot (consider parking infill)



Big box store conversion, Olathe KS

REUSE OR REDEVELOPMENT OF VACANT BUILDINGS
 (see blue boundary on diagram, page 46)

The building at 2575 and 2555 S. Maryland Parkway in the southwest quadrant, which was previously a grocery store, is now vacant, creating an opportunity for potential reuse or redevelopment to more transit-supportive uses, as feasible. Complete redevelopment of the parcels would allow for a wider variety of uses and building forms, but would require the building at S. 2585 Maryland Parkway to also become vacant. Adaptive reuse of the existing space may

be more economically viable, making use of the existing investment in the building and circulation, but also comes with some constraints and should include facade and site improvements. Successful examples of adaptive reuse of similar spaces often include techniques such as conversion to a two-story building, creating transparency on the ground floor, adding facade ornamentation, adding publicly accessible private space, subdividing the space, improving pedestrian connections, and using the square footage more efficiently. There is also a potential opportunity to add infill development in the adjacent parking

lots to better frame the building entry and circulation. Active commercial uses such as shops and restaurants, creative grocery concepts (public market, small-scale, or urban-style stores), and neighborhood services are appropriate for this lot. Other ideas for re-purposed big box buildings that have been effective elsewhere include mixed-use public/farmers markets or food courts, community centers, libraries, startup incubators, or indoor sports facilities such as a bike park or climbing gym. Any potential reuse or redevelopment should improve pedestrian connections and add public space.

PRIORITY PROJECT - INFILL / REVITALIZATION OPPORTUNITIES ON SOUTHWEST QUADRANT



Re-use of box stores and mixed-use infill from Atlanta, GA; Vancouver, Canada; California; Gresham, OR; Norfolk VA; and Houston TX

↔ NEW CONNECTIONS

(see pink arrows on diagram, page 46)

As shown on the diagram on page 46, in addition to the infill and revitalization opportunities, new street connections should be added to this portion of the focus area to support new density, businesses, and housing. At least one major north/south and east/west connection should be formalized and improved to enhance traffic flow and provide access to new development. The north/south connection is recommended as an extension of Market Street all the way

south to Karen Avenue. The east/west route should connect Maryland Parkway to the Commercial Center via an existing internal driveway. These connections should be formally established, improved, and include safe, easy-to-use pedestrian infrastructure.

OTHER OPPORTUNITIES

Other opportunities in this portion of the focus area include adding green/public space as part of new development, adding amenities such as public art and

pedestrian lighting, and tying into the unique Commercial Center and New Orleans Square immediately to the west and the Las Vegas Athletic Club to the south. This could include matching the architectural style, providing complimentary signage, wayfinding, and art, and connecting via adjacent public space. Some parking for the Commercial Center mall could also be re-purposed as shared community space as the lot is underutilized. Better pedestrian connections should also be made through these lots to make the area more walkable.

PRIORITY PROJECT - PEDESTRIAN CONNECTIONS



Images of safe pedestrian connections from California and Olympic College, WA

CREATING SAFE PEDESTRIAN ROUTES THROUGH EXISTING PARKING

In order to make the focus area safe and comfortable for pedestrians, the large areas of surface parking should be broken up by frequent, safe, and comfortable pedestrian routes. Large parking lots are a major deterrent of pedestrian use and create a safety hazard for people trying to reach the commercial uses and neighborhoods in the focus area from Maryland Parkway or Sahara

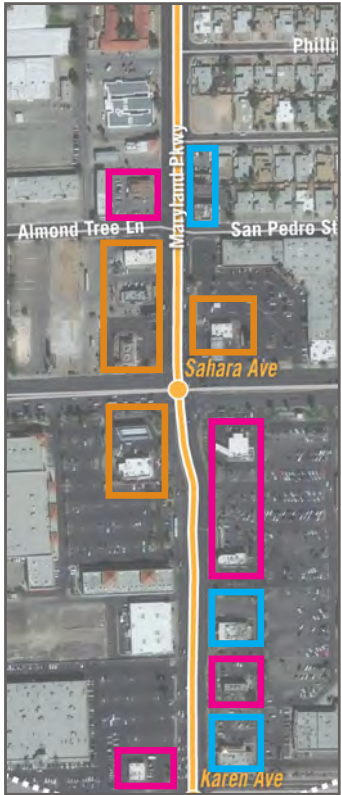
Avenue. These safe pedestrian routes are of even greater importance with the increased foot traffic created by the high-capacity transit corridors and those using the transit lines to access the area businesses.

Pedestrian connections should be at least four feet wide, but ideally six feet or more, and wherever possible, accompanied by pedestrian-scale lighting and a landscaped strip to provide a buffer from fast-moving traffic and reduce the urban heat island effect. These routes should be added in a

gridded configuration to parking areas with a frequency of approximately 200-300', and striping and signage should be provided where they cross vehicle circulation.

In addition to connections within parking lots, some of the alleyways and driveways within the focus area, particularly in the large blocks west of Maryland Parkway, should be formalized into pedestrian routes with sidewalks, lighting, signage and wayfinding, and if feasible, tree coverage.

PRIORITY PROJECT - PAD SITE RETROFIT / URBAN DESIGN



Suggested phase of design intervention



 Phase One

 Phase Two

 Phase Three

TRANSFORMING AUTO-ORIENTED USES TO PEDESTRIAN FRIENDLY PLACES

There are several pad site developments along Maryland Parkway within the Sahara Avenue Focus Area. The majority of these are restaurants (with and without drive-thrus), gas stations, or convenience stores. The majority of these, and most pad sites, are auto-oriented, lacking site design and amenities, building frontages along the street, and pedestrian infrastructure and comfort. They are also often over-parked and physically separated from the street and sidewalk.

The graphics above, and the recommended improvements at right, provide a framework for incrementally improving pad sites to create a more vibrant, pedestrian-friendly corridor. Each of the phases represents an increased level of effort and investment. Not all pad sites need to be completely re-designed and retrofitted, as many are still filling a community need, but almost all could be improved to some degree to better align with the corridor's TOD goals. The map to the left shows the potential pad sites along Maryland Parkway within the focus area and the suggested phase of design intervention for each.

Potential Phased Improvements

Phase One:

- Site improvements: increased or improved landscaping, outdoor seating, amenities (bike racks, trash receptacles, etc), and pedestrian connections to the building.
- Building improvements: shade awnings and facade repairs or upgrades.

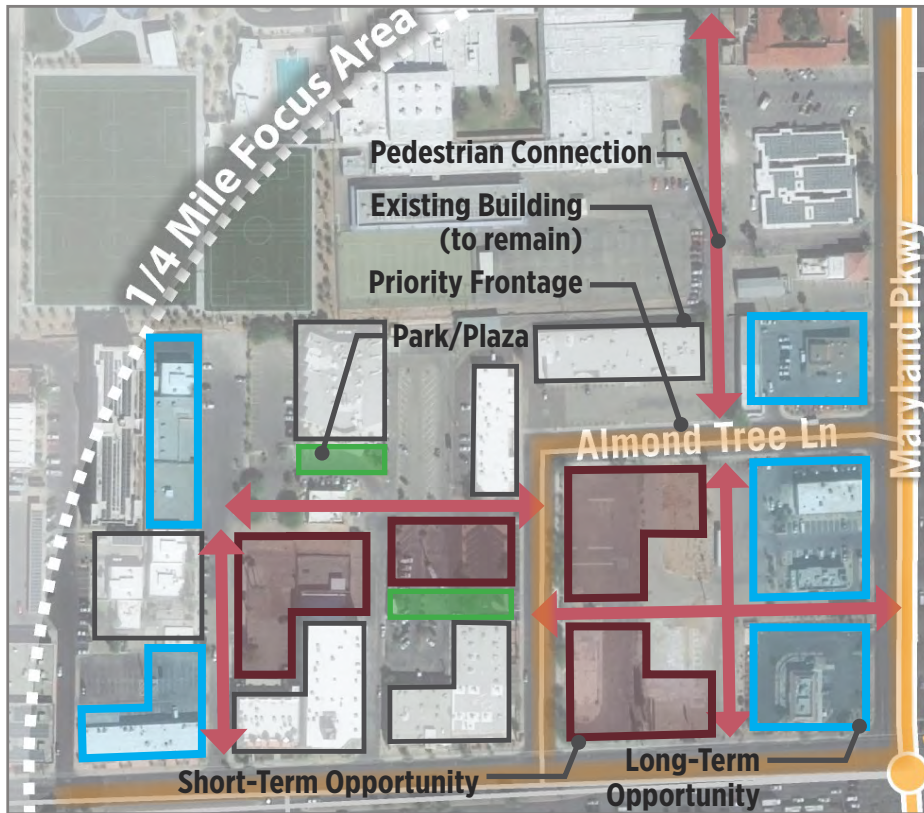
Phase Two:

- Reconfigure drive-thru aisles behind building and reduce parking (if necessary), reclaiming space for outdoor seating or landscaping.
- Site improvements: additional landscaping and outdoor seating.
- Building improvements: increased transparency (windows, doors).
- Circulation improvements: add additional pedestrian and bicycle connections and safety measures.

Phase Three:

- Remove drive-thrus, reclaim space for building additions that increase capacity and provide opportunity for additional uses.
- Replace chain establishments with local businesses to cultivate more authentic, area-specific character. Provide additional facade improvements and increased transparency.
- Consider adaptive re-use opportunities.

PRIORITY PROJECT - ALMOND TREE LANE PARCELS



Note: While the location of this priority project is in the City of Las Vegas it was included in this Plan for Clark County as it is a major opportunity and coordination and transitions to the area should be intentionally planned. For more information on these parcels see the City of Las Vegas 2050 Master Plan.



Images of small-scale mixed-use/multifamily infill from Camas, WA; Philadelphia, PA; Providence RI; and Oakland CA

CONSOLIDATING PARCELS FOR REDEVELOPMENT THAT ADDS DENSITY AND SUPPORTIVE USES

The intersection of Maryland Parkway and Sahara Avenue is a prime location, with significant vehicle, transit, and pedestrian traffic. However, many of the parcels in the northwest quadrant of this intersection are vacant or underutilized. By making a number of public realm improvements and creating a redevelopment district for the area, both short and long-term development opportunities

can be capitalized on. The diagram above shows recommended improvements including enhanced pedestrian connections (pink arrows) and new park/plaza space (green outlines). It also indicates the existing buildings that should be preserved (dark gray outline) and the key frontages that new development should be designed to face. The immediate development opportunities on empty parcels are indicated in maroon while the longer term opportunities, which would require additional vacancies and consolidation of parcels, are shown in blue. A redevelopment district would help the City of

Las Vegas capture funding and direct capital improvements to that area more easily.

The recommended uses for this area include small-scale mixed-use and multifamily infill developments. Active ground floor retail should be located along the priority frontages, facing the street. Parking should be located behind buildings except for a single row of diagonal spaces between the building and the street. Alleys and streets should be improved with art, pedestrian amenities, and trees/landscaping. The unique character of the local businesses should be preserved in this area.

PRIORITY STREETSCAPES, INTERSECTIONS AND CROSSINGS

MAJOR STREETS

Maryland Parkway and Sahara Avenue are wide arterials that serve all modes through and to the focus area. Both are future high-capacity transit corridors. The lack of street connectivity in the area means there are few alternative routes for people walking and biking. A Complete Streets approach to improvements on these arterials is critical, including design that provides adequate separation between people walking, people biking, people accessing transit, and motor vehicle traffic. Additionally, a driveway consolidation strategy should be considered. Multiple retail and commercial driveways on both streets interrupt the sidewalk, creating conflict zones between motorist traffic and people walking and biking.

BIKEWAYS

Other than Maryland Parkway itself, Karen Avenue provides the only existing and planned bicycle connection within ¼-mile of the future BRT station. Improvement and extension of this facility should follow NACTO Urban Bikeway Design Guide guidance for the appropriate facility type.

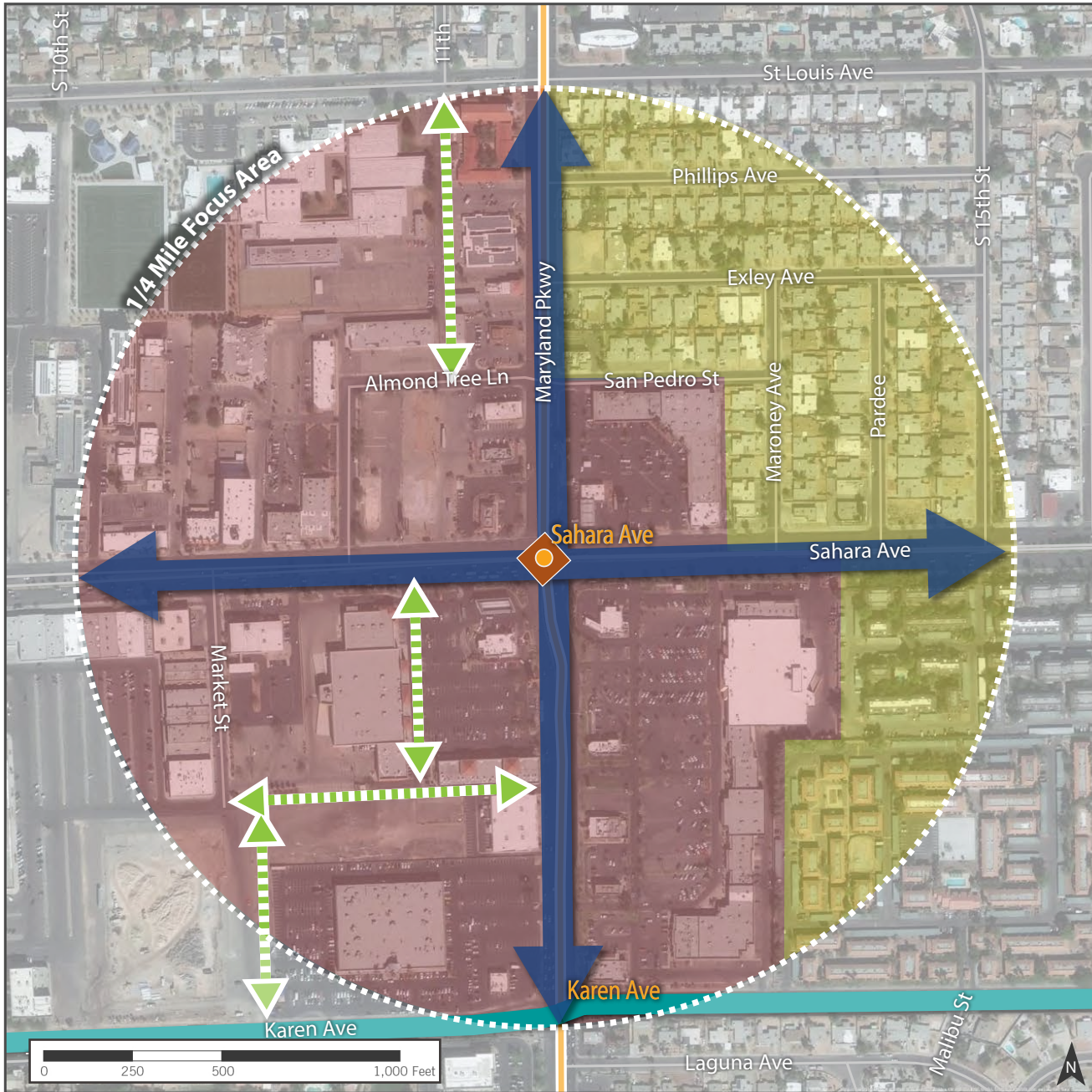
PEDESTRIAN PATHWAYS

To the northeast of the intersection of Maryland Parkway and Sahara Avenue, streets form a grid pattern that provides multiple possible routes for people biking. The other sides of the intersection are dominated by commercial lots with large surface parking lots that present a barrier to connectivity to people walking from surrounding neighborhoods. Providing comfortable pedestrian routes through these lots should be a short term priority, and should be integrated into future redevelopment and revitalization.




The alley that runs from St. Louis Avenue to Almond Tree Lane is an informal walking route and provides opportunities for enhancement as a shared space, where motor vehicle volumes and speeds are very low, and people walking and biking have priority.

INTERSECTIONS

Existing conditions at the Sahara Avenue and Maryland Parkway intersection create challenges for pedestrians, cyclists, and transit users, and therefore should be prioritized for future improvements. The intersection serves as a key point for bus transfers in which riders are required to cross the intersection to reach connecting services. While medians along Sahara Avenue help to shorten crossing distances, pedestrians and bicyclists must travel 140 feet to reach the other side of the street. Tools to reduce this time crossing include the installation of median islands for pedestrian refuge along the crosswalk in the centerline of the street, as well as extension of curbs into the outside lane. This will require the elimination of slip lanes rounding the southern corners of the intersection. Continental crosswalks are slightly faded and would benefit from upgrades to help improve the visibility of pedestrians and cyclists who frequent the intersection.





LEGEND

-  Maryland Parkway Transit Corridor
-  Maryland Parkway Corridor Transit Station
-  1/4 Mile Focus Area

Focus Area Priorities

-  Bikeways
-  Major Streets
-  Pedestrian Pathways
-  Intersections

TOD Types

-  Town Center
-  Urban Neighborhood



4 IMPLEMENTATION STRATEGY

The implementation strategy that follows summarizes several key action items from Chapters 2 & 3 of this document, in order to provide the County with actionable steps to begin to implement Transit-Oriented Development within the Sahara Avenue Focus Area. These recommendations represent catalytic investments and improvements that should be undertaken to generate new development activity that is transit-supportive, walkable, and vibrant. The vision that has been expressed by the community for the Maryland Parkway Corridor can be realized through the successful completion of these priority action items, as well as through implementation of other recommendations included in this Plan.

While these priority action items have been listed in an order that was informed by Stakeholder Working Group feedback, they are intended to be flexible enough to be achieved non-sequentially, and at a time when the political and economic climate can support them. Each item also identifies a set of Next Steps/Quick Wins, in an effort to provide lower cost, momentum-generating efforts that can build toward achieving the broader goals, should they prove to be challenging due to unforeseen circumstances.

IMPLEMENTATION PRIORITIES SUMMARY

Priority Action Item	Category	Phasing	Lead Champion(s)
ALMOND TREE LANE PARCELS	Public Private Partnership (PPP)	Near-term (1-2 years)	City of Las Vegas (Economic Development and Planning)
PEDESTRIAN CONNECTIONS THROUGH EXISTING PARKING	Capital Project	Near-term (1-2 years)	City of Las Vegas, Clark County
SAHARA AND MARYLAND INTERSECTION PUBLIC REALM IMPROVEMENTS	Public Private Partnership (PPP)	Near-term (1-2 years)	Clark County (Public Works and Parks and Recreation), City of Las Vegas (Public Works and Park and Recreation), RTC
INFILL/REVITALIZATION OPPORTUNITIES IN SOUTHWEST QUADRANT	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	Clark County Public Works, County Commissioners
PAD SITE RETROFITS	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	Clark County

Priority Action Items in this table are sorted by phasing.

OVERARCHING PRIORITIES

The Priority Action Items in this chapter each contain information intended to help guide implementation - Phasing, Lead and Supporting Champions, and Next Steps/ Quick Wins. However, in addition to those details that help inform each priority action recommendation, the following set of overarching priorities should be considered as a basis for all Transit-Oriented Development along the Maryland Parkway Corridor:

- Focus on projects that have identified funding and are moving forward—time is of the essence to incorporate TOD principles into project planning;
- Identify Key Stakeholders and their roles to deliberately include TOD in future planning, design and construction;
- Maximize inter-agency cooperation and funding between Clark County, the City of Las Vegas (CLV), the Regional Transportation Commission (RTC), the University of Nevada-Las Vegas (UNLV), and focus area landowners to meet mutual goals; and
- Provide preferences for projects that enhance the accessibility, safety, and comfort of people who are using active transportation and transit.

PRIORITY ACTION ITEMS

Priority Action Items in this section are sorted by Stakeholder Working Group Priority.

PEDESTRIAN CONNECTIONS THROUGH EXISTING PARKING

Stakeholder Working Group Priority #1

Phasing: Near-term (1-2 years)

Formalizing interior routes through existing surface parking can help make the walking and bicycling experience in this area more safe, pleasant, diverse, and convenient.

Opportunities to increase the access points for people walking and biking from the Bus Rapid Transit (BRT) station to businesses and residences in this area should be a priority.

Next Steps/Quick Wins:

Consult with John C Fremont Middle School, Christ Church Episcopal and adjacent businesses to determine the feasibility and interest in formalizing the S 11th St alley as a walking and biking route between St. Louis Avenue to Almond Tree Lane.

Implementation Champions

Lead Champion(s): City of Las Vegas , Clark County

Supporting Champion(s): RTC, Clark County School District, neighborhood groups

INFILL/REVITALIZATION OPPORTUNITIES IN SW QUADRANT

Stakeholder Working Group Priority #2

Phasing: Mid-term (3-5 years)

Building upon the momentum of the recently re-established redevelopment area in this part of unincorporated Clark County, this area could be successfully redeveloped leveraging its tax increment financing (TIF) potential. Additionally, during the great recession, the Nevada Chapter of the Urban Land Institute (ULI) expended significant effort on using redevelopment tools on this particular area (Commercial Center). With the redevelopment agency in place, much of ULI's work is still relevant and could be easily utilized by Clark County and local property owners.

Next Steps/Quick Wins:

Clark County could establish a pilot façade improvement project in this area to prove the concept. Façade Improvement Projects are typically funded through tax increment financing from established redevelopment areas. Now that a redevelopment area has been re-established for this portion of the Sahara Focus Area, the County could look into funding such a facade improvement pilot in the short-term.



Pedestrian-oriented public space

Clark County and/or RTC could also program a portion of their share of Fuel Revenue Indexing funds to provide an improved street connection from Market Street to Karen Avenue to improve access to the parcels in this area.

Implementation Champions

Lead Champion(s): Clark County Public Works, County Commissioners

Supporting Champion(s): Nevada Chapter of ULI, Maryland Parkway Coalition, business and landowners in southwest quadrant of focus area, various Chambers of Commerce, RTC



Pedestrian-oriented fast food



Restaurant with attention to urban design



Walk-up restaurant window

PAD SITE RETROFITS

Stakeholder Working Group Priority #3

Phasing: Mid-term (3-5 years)

Clark County or CLV could work with an interested property owner to launch a pilot project for retrofitting a pad site. The framework and design recommendations on page 50 provide an incremental approach to improve pad sites to create a more vibrant, pedestrian-friendly corridor. Each of the phases represents an increased level of effort and investment. Not every pad site needs to complete an entire retrofit, but each progressive phase is more TOD supportive than the previous.

The pilot project could involve public realm support from either jurisdiction to connect better from the public right-of-way to the building or through the parking lot. This would pair with a matched investment from the property owner in building design improvements.

This type of project and partnership could be a stepping stone for CLV or the County to launch a formal study or initiative to support additional pad site retrofits. CLV or the County could also explore grant opportunities that may help fund such a program.

Next Steps/Quick Wins:

CLV or the County could first work to identify a pad-site property owner along Maryland Parkway who is already planning design improvements to their property. The pilot project could be launched in coordination with this property owner to “ground truth” the design recommendations and provide a case study for moving forward with a formal initiative.

Either jurisdiction could also initiate a study to understand what incentives may work for supporting pad site redevelopment, what can be achieved with the existing Maryland Parkway Overlay, and to further understand the feasibility of supplying such incentives.

The champions outlined below could also conduct a pad site retrofit urban design seminar to share this vision with property owners and solicit interest in such a program.

Implementation Champions

Lead Champion(s): Clark County

Supporting Champion(s): RTC, Maryland Parkway Coalition, Nevada Chapter of ULI, various Chambers of Commerce, County Commissioners

SAHARA AND MARYLAND INTERSECTION PUBLIC REALM IMPROVEMENTS

Stakeholder Working Group Priority #4

Phasing: Near-term (1-2 years)

Improvements to the intersection of Sahara Avenue and Maryland Parkway will collectively help ease the comfort and safety of people walking through this area. These improvements should include the installation of pedestrian refuge islands, the elimination of slip lanes at corners, and the extension of curbs into the outside lane.

Additionally, publicly-accessible private open space near the intersection of Sahara Avenue and Maryland Parkway is desired. Increased transit ridership due to the BRT means more people walking and biking through the area, likely supporting local businesses if they are accessible and provide a pleasant outdoor setting. Public art near this intersection should also be considered, in line with the guidelines from the Maryland Parkway Public Art Strategic Design Plan.

Next Steps/Quick Wins:

A low-cost replacement of markings at Sahara Avenue and Maryland Parkway, which are currently faded, is an immediate step to increase driver awareness of people crossing the street and reduce ambiguity over whether pedestrians have the legal right-of-way when crossing. The RTC, Clark

County, and the City of Las Vegas can quickly repaint all crosswalk lines to be complete from curb to curb with a high-visibility hue and continental pattern. Additionally, quick build measures such as using paint and bollards to tighten curb radii, extend curbs, or create refuge islands could be considered for this intersection. Finally, consider adding a Leading Pedestrian Interval to signals in all directions, and continue to monitor pedestrian flows and crowding especially around bus arrivals and departures.

The City and County can initiate a study or review of opportunities for publicly accessible private open spaces in the area. This study should also include review of existing private open spaces associated with local businesses, and existing publicly accessible private open spaces in particular, to identify potential improvements that either jurisdiction would be interested in supporting. Property owners should be engaged and use of existing or new incentivizing tools to develop or improve these spaces should be considered.

Implementation Champions

Lead Champion(s): Clark County (Public Works and Parks and Recreation), City of Las Vegas (Public Works and Parks and Recreation), RTC

Supporting Champion(s): Nevada Department of Transportation

ALMOND TREE LANE PARCELS

Stakeholder Working Group Priority #5

Phasing: Near-term (1-2 years)

All nine parcels south and east of Almond Tree Lane are owned by the same entity and consolidation of parcels has already occurred. As such, these parcels could be combined for a significant TOD. Additionally, the CLV has a well-established record of success using redevelopment tools to remove blight and transform areas.

Next Steps/Quick Wins:

The CLV should meet with the representatives/owners of these parcels to discuss development plans and find opportunities for mutual benefit that achieves the TOD vision for this area. Conducting a design charrette with the property owners focused on achieving TOD principles would promote successful development outcomes. Concurrently, the CLV should implement the 2050 Master Plan and Title 19.07 TOD rezoning.

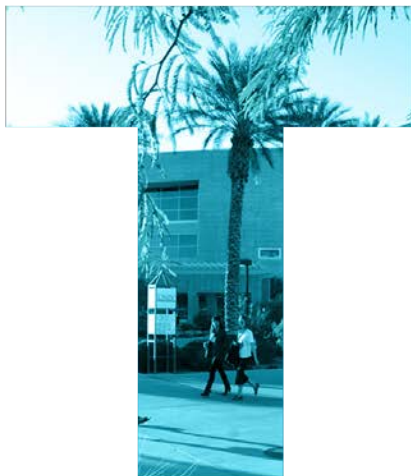
Implementation Champions

Lead Champion(s): City of Las Vegas (Economic Development and Planning)

Supporting Champion(s): FEM LLC, City of Las Vegas Councilmembers, Clark County, RTC, Nevada Chapter of ULI, Maryland Parkway Coalition, various Chambers of Commerce

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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Desert Inn Road Focus Area Market Analysis

July 12, 2021



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DESERT INN ROAD MARKET ANALYSIS

This report provides an analysis of the market demand for and feasibility of transit-oriented development (TOD) in the area around the proposed Desert Inn Road transit station. This analysis is conducted with consideration to two market geographies:

FOCUS AREA

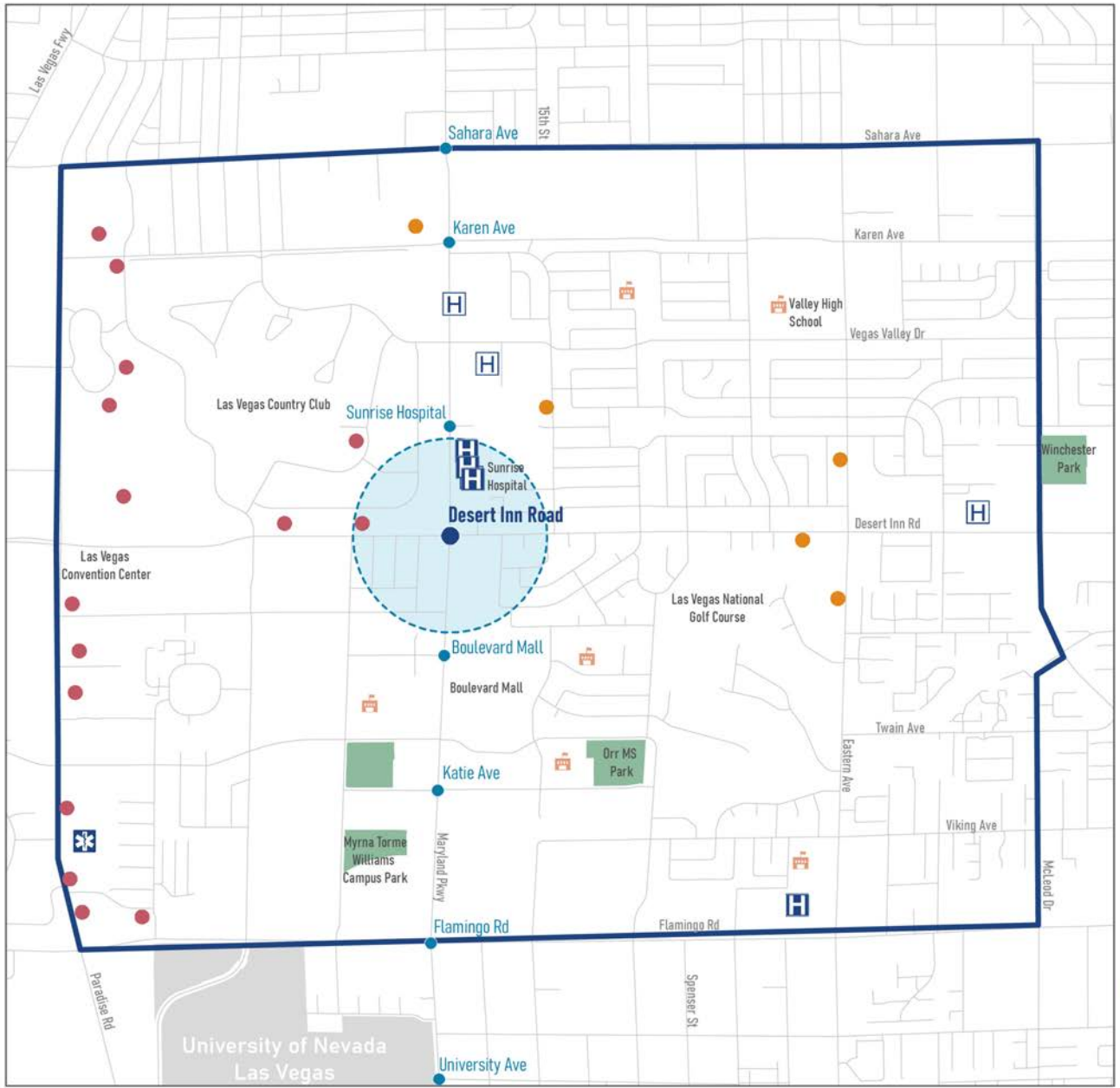
The Focus Area is a ¼ mile area surrounding the Desert Inn Road station. This area draws from both the Paradise and Winchester neighborhoods. The Focus Area contains a large amount of surface parking with some residential, commercial, and medical uses. Part of the area extends into the Las Vegas Country Club and includes Sunrise Hospital and the vacant anchor tenant space on the north side of the Boulevard Mall.

MARKET AREA

The Market Area, as shown in the map on the next page, is approximately 5.1 square miles around the proposed station, bounded by Paradise Road on the west, Flamingo Road on the south, McLeod Drive on the east, and Sahara Avenue on the north. As a larger area with similar market conditions and attributes, the Market Area is used to gauge the market strengths and weaknesses for various development types (residential, retail, office, hospitality) in order to characterize the existing market potential for TOD in the Focus Area.

STRENGTHS AND OPPORTUNITIES

The proposed station and surrounding Focus Area are located in close proximity to destinations including the Boulevard Mall, the Las Vegas Convention Center, and Sunrise Hospital. Despite the Focus Area's proximity to potential demand drivers, there's been little market activity in the area recently, outside of efforts made by the major destinations close by (e.g., Boulevard Mall and Sunrise Hospital). The introduction of high frequency transit could serve as a catalyst to reinvestment in the Focus Area.



- Major Destinations**
- Sunrise Hospital
 - Las Vegas Country Club
 - Las Vegas National Golf Course
 - Las Vegas Convention Center
 - Boulevard Mall
 - Valley High School

- CCSD School
 - Childcare Center
 - Hospital
 - Specialized Care Hospital
 - Emergency Clinic
 - Hotel/Convention Center
 - Focus Area (1/4 mile)
 - Desert Inn Market Area
 - Transit Station
- 0 0.25 0.5 Miles ↑

SECTION 1: STATION AREA OVERVIEW

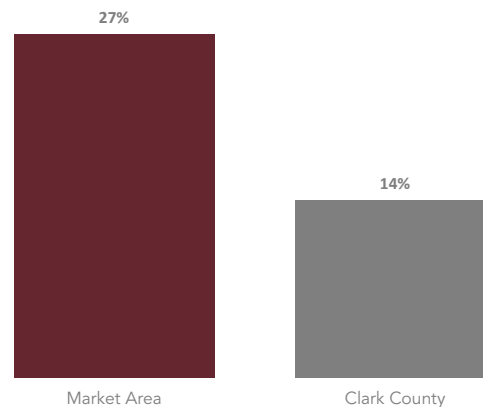
POPULATION AND HOUSEHOLDS

The Desert Inn Road Market Area (illustrated in the map on page 2) is home to approximately 44,500 residents, an increase of just over 1,400 residents since 2010. This growth represents less than 0.5% of Clark County's population growth of 306,600 new residents over this time. The Market Area population has grown at a much slower rate compared to the County over this time at 0.3% per year compared to 1.6% annually in the County overall. Between 2010 and 2019, the Market Area added 240 households – a slower growth rate than population at only 0.1% annual growth. This is also much lower than the County where the number of households increased by an average of 1.5% per year over this time.

The Market Area has lower levels of car ownership than the overall County which is a factor that correlates with higher transit ridership. Within the Market Area, 27% of households do not have a vehicle, compared to 14% of households countywide. There is also a higher proportion of single-vehicle households with 37% of households in the Market Area owning only 1 vehicle compared to 30% countywide.

Market Area residents have a lower level of educational attainment than the County average. Within the Market Area 25% of the population (age

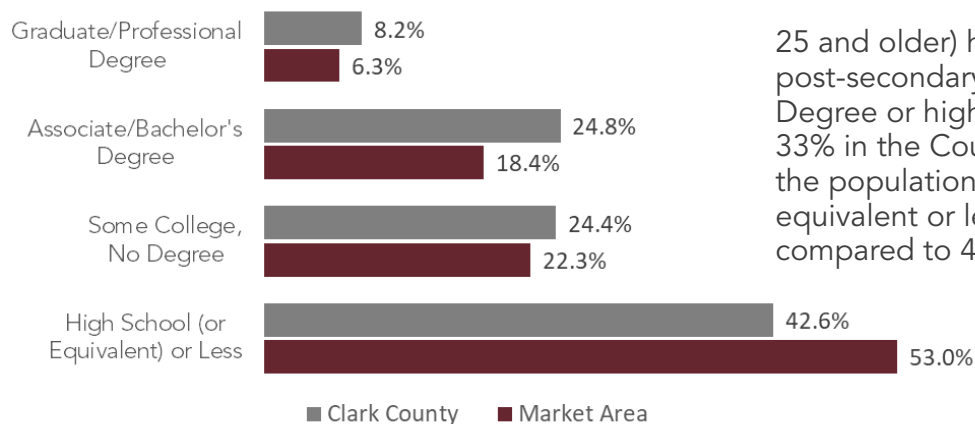
Households with No Vehicle, 2019



Source: ESRI Business Analyst

25 and older) has completed a post-secondary education (Associate Degree or higher) compared to 33% in the County while 53% of the population has a high school/ equivalent or less education, compared to 43% countywide.

Education (Population Age 25+), 2019



Source: ESRI Business Analyst

DEMOGRAPHIC SNAPSHOT

Market Area

2019 Demographics

Population: 44,500
Households: 18,900
Average Household Size: 2.35

Population Growth

The Market Area grew by an average of 140 new residents per year from 2010 to 2019.

Income

Median household income of \$34,300 in the Market Area is 42% lower than Clark County (\$58,800)

Clark County

2019 Demographics

Population: 2,257,890
Households: 816,505
Average Household Size: 2.77

Population Growth

Clark County grew by an average of 34,070 new residents per year from 2010 to 2019.

Income

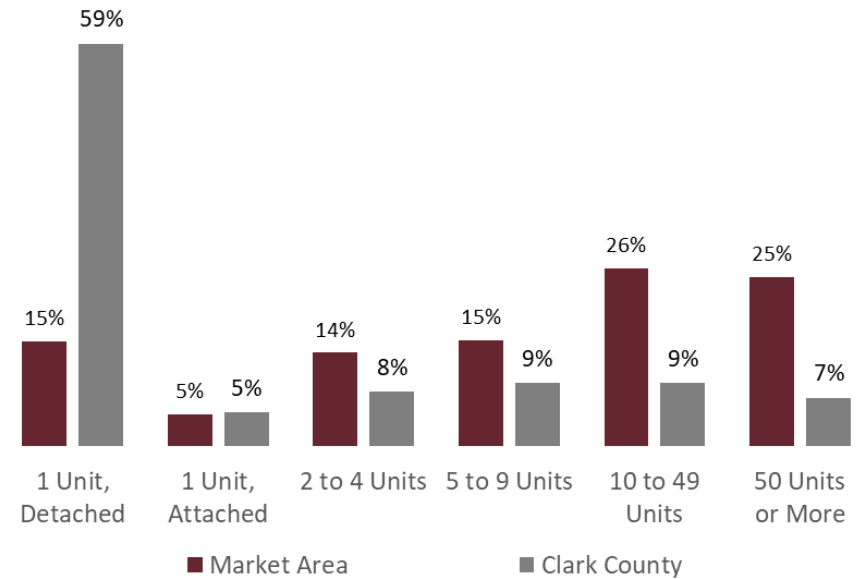
Median household income of \$58,800

HOUSING CONDITIONS

There are approximately 24,500 housing units in the Market Area, a small increase from 23,700 in 2010. Between 2010 and 2019 the Market Area captured 0.7% of the housing growth in Clark County, which added 106,700 new units over this time. Overall, 2.6% of the County's housing is located in the Desert Inn Road Market Area.

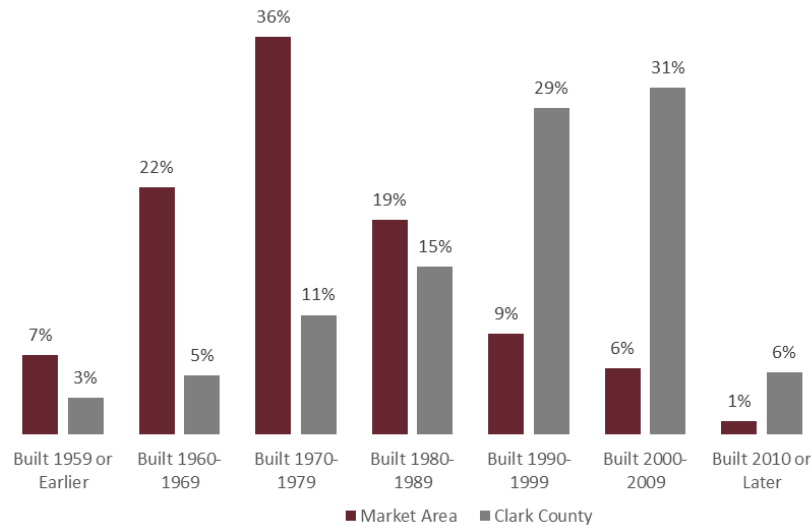
Housing composition in the Market Area differs from the County overall. While 59% of housing units in the County are single family detached homes, these only account for 15% of homes in the Market Area. There is more multifamily housing in the Market Area than in the County overall with 51% of homes in the Market Area are in buildings with 10 units or more compared to 16% in the County as a whole. As is typical with a higher proportion of multifamily housing, more households in the Market Area are renters - 77% rent their homes compared to 45% of households countywide.

Housing Units in Structure, 2019



Source: ESRI Business Analyst

Housing Units by Year Built



Source: ESRI Business Analyst

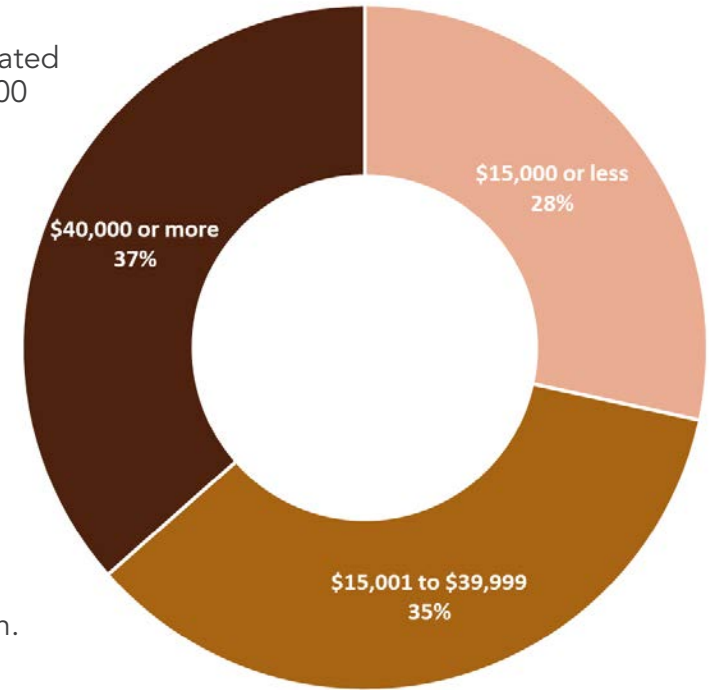
The Market Area has older homes than the County overall. While 60% of the County's housing stock was built between 1990 and 2009, only 16% of homes in the Market Area were built during this time period with 58% of homes built between 1960 and 1979 (compared to 16% of homes countywide).

EMPLOYMENT

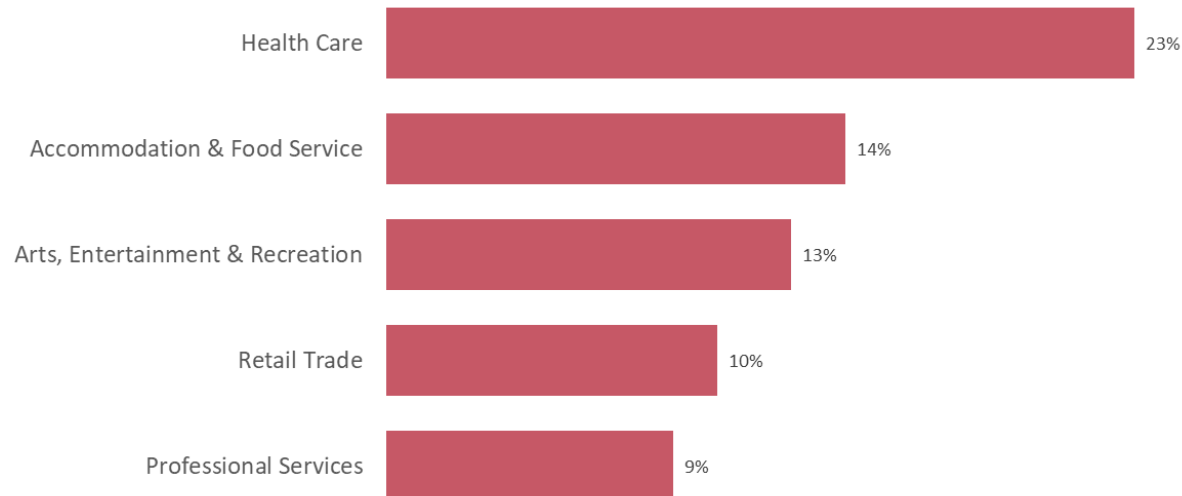
The employment base in the Market Area consists primarily of health care and health care related jobs with significant employment in retail/food/entertainment as well. There are 25,500 jobs in the Market Area – which equates to approximately 2.6% of the County’s 986,500 jobs. Due to the presence of Sunrise Hospital and Medical Center in the Market Area, nearly one-quarter of this employment is in Health Care (23.5% of jobs). Other major employment sectors within the Market Area are Accommodation & Food Service (14%), Arts/Entertainment/Recreation (13%), Retail (10%), and Professional Services (9%).

The prevalence of service jobs is reflected in the distribution of jobs by wage. 63% of jobs in the Market Area are lower paying with annual earnings less than \$40,000 per year, and the area has a slightly lower proportion of higher paying jobs (\$40,000 per year or more) than the County overall. Within the Market Area, 37% of jobs are at this wage level compared to 39% of jobs countywide.

Within the Market Area, nearly half of jobs require some college education or an Associate degree. This reflects the concentration of employment in Health Care and Professional Services – sectors that often have a higher proportion of jobs requiring a degree or other advanced education.



Market Area Top Employment Sectors, 2019



Source: ERSI Business Analyst

Market Area Jobs by Wage, 2017

Source: US Census LEHD

EMPLOYMENT BY INDUSTRY SNAPSHOT

Market Area

Major Employment Industries:

1. Health Care (23%)
2. Accommodation and Food Service (14%)
3. Arts, Entertainment & Recreation (13%)

Clark County

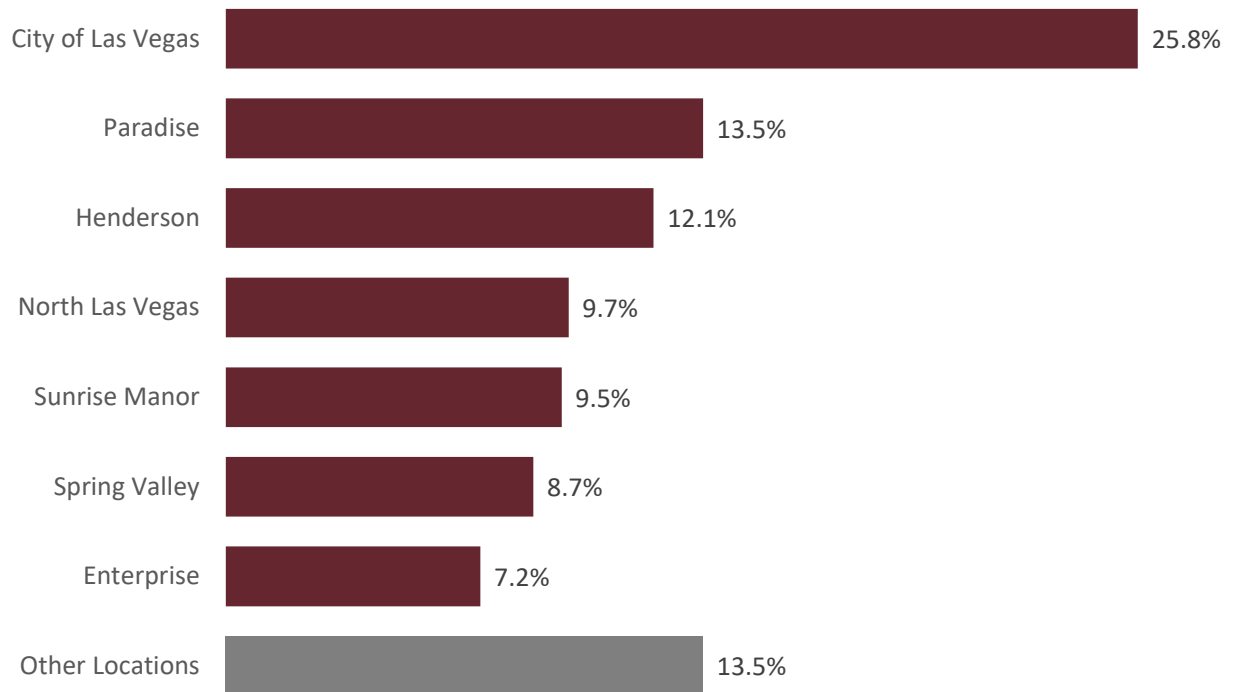
Major Employment Industries:

1. Accommodation and Food Service (17%)
2. Arts, Entertainment, and Recreation (14%)
3. Retail (12%)

Typical of a centrally located area, workers employed in the Market Area live throughout the City of Las Vegas and Clark County. While nearly 73% of Market Area employees commute less than 10 miles to the area, 95% of those employed in the Market Area live outside its boundaries.

Of the Market Area residents who are employed, 93% work outside of the area while only 7% both live and work in the Market Area. Nearly 26% of Market Area employees live within the City of Las Vegas. A significant number of employees also live in Paradise (13.5%), Henderson (12%), North Las Vegas (9.7%), and Sunrise Manor (9.5%).

Market Area In-Commuting, 2017



Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD), 2017

MULTIFAMILY RESIDENTIAL MARKET

There are 13,380 multifamily units in the Desert Inn Road Market Area, accounting for 6% of the Clark County inventory. There has been one new development built within the Market Area being the Siegel Suites Swenson II apartments adding 96 new units. There is currently one project under construction, the Royal Crest Apartment Homes, which will add an additional 300 units to the area.

Market Area rents are lower than the County with overall rents averaging \$1.03 per square foot (compared to \$1.17 in the County). Rents have been increasing at the same pace in the Market Area as the County with average annual increases of 1.8% or an average of \$12 per unit per year in the Market Area and \$16 across the County. Multifamily vacancy is only slightly higher in the Market Area (7.9%) compared to the County overall (7.2%).

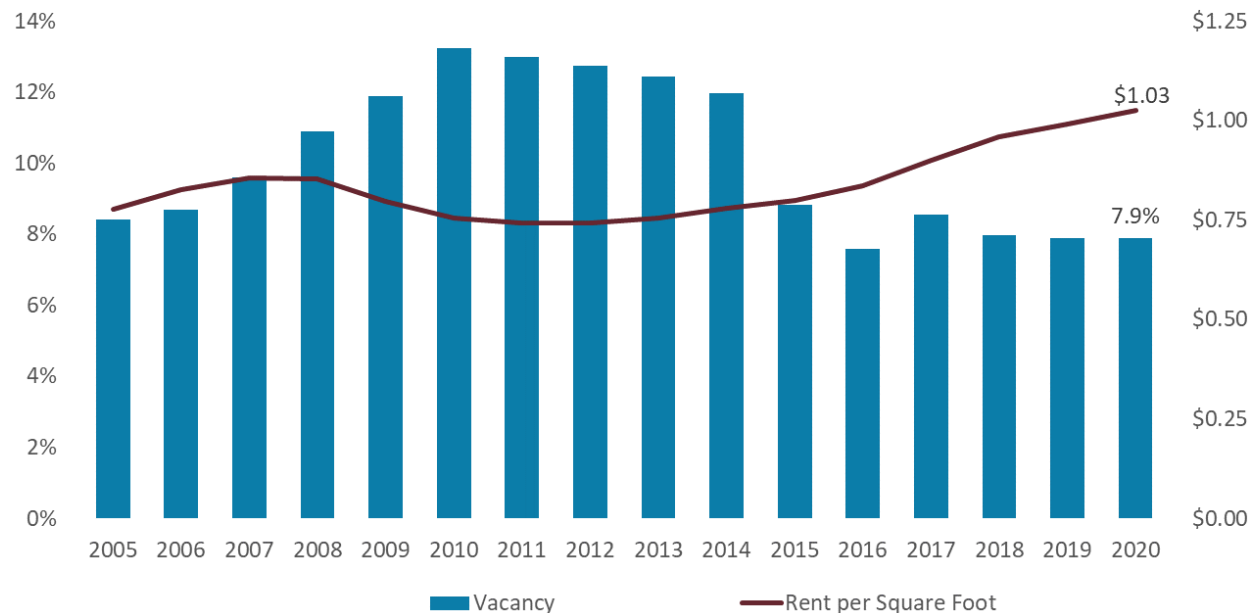
As noted, there are currently 300 units under construction in the area. The 6-story, Royal Crest Apartment Homes, located at 602 North Royal Crest Circle, is a market rate project that is anticipated to be completed in October 2021. A 400 unit apartment building has recently been proposed on the western edge of the Market Area along Paradise Road.

MULTIFAMILY SNAPSHOT

- 13,380 units
- 96 built since 2010
- 300 units under construction
- No units proposed
- Average rent of \$1.03/sf
- 7.9% vacancy

The current activity in the Market Area accounts for 7.3% of units currently under construction in the County.

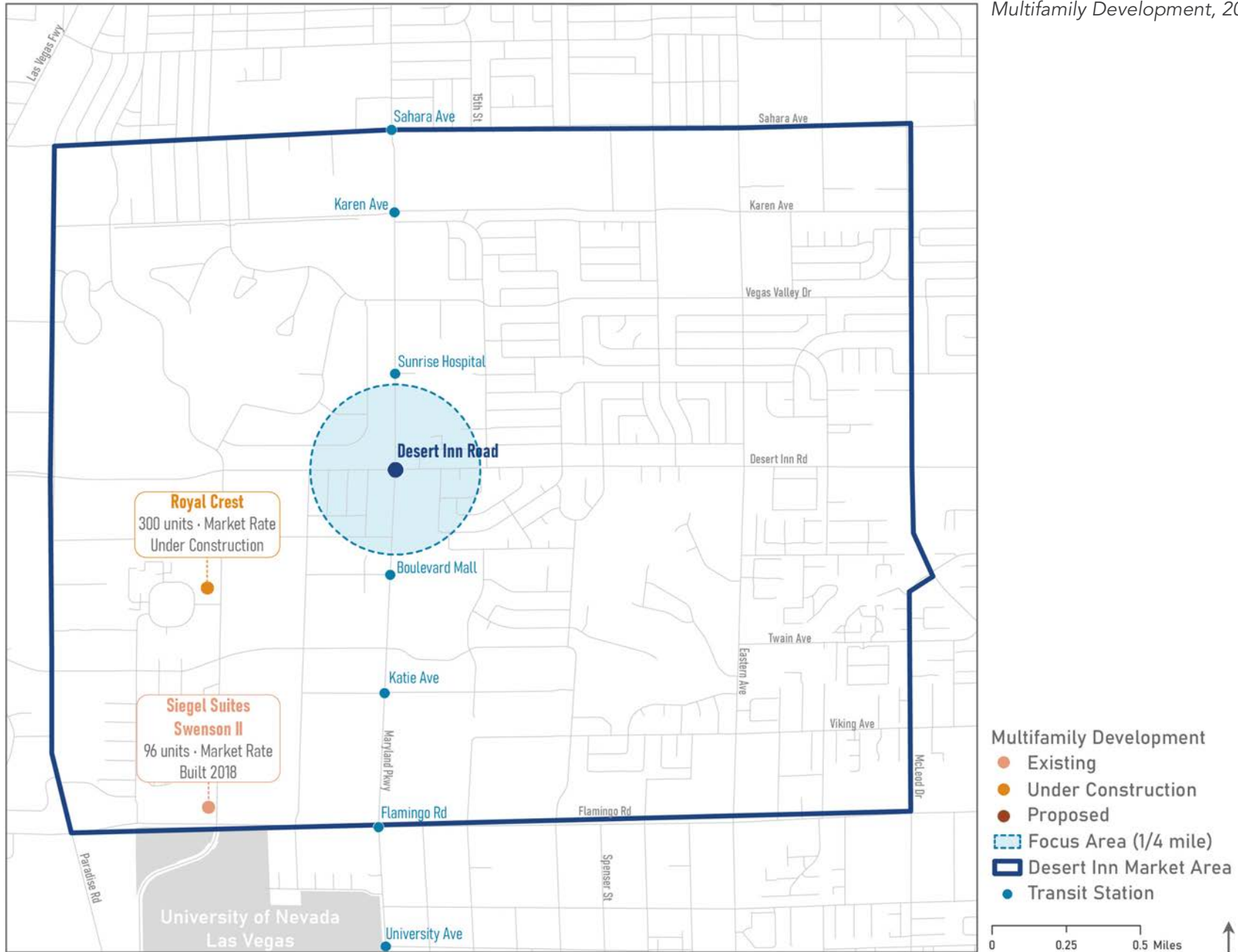
Multifamily Vacancy and Rent, 2005-2020



Source: CoStar

Market Opportunity

The Market Area has had one recent development and one that is proposed. While the Siegel Suites apartment project is a short-term lease development targeting a specific market, the project currently under construction is a traditional format, market rate project, which is an indication that the area is attracting new development despite weaker market conditions. If successful, the project will help support demand for additional TOD multifamily projects that can be spurred by the presence of the transit station.



COMMERCIAL MARKET

RETAIL

There are 4.33 million square feet of retail space in the Market Area accounting for 3.7% of the County's 116.45 million square feet of retail. The Market Area inventory has only grown by 2,500 square feet since 2015 which is an increase of less than 1% overall. Over this time period, the County's retail inventory grew by 3.4% which added over 4 million square feet of new space.

Retail rents in the Market Area are slightly lower than the County overall at \$18.00 per square foot compared to \$18.78. Rents across the County peaked at over \$26 in 2007 and while they have yet to return to that high, they are slowly increasing after reaching a low of \$15.38 in 2013. Within the Market Area, rents hit a high of \$21.54 in 2008 and reached a low of \$11.73 in 2018.

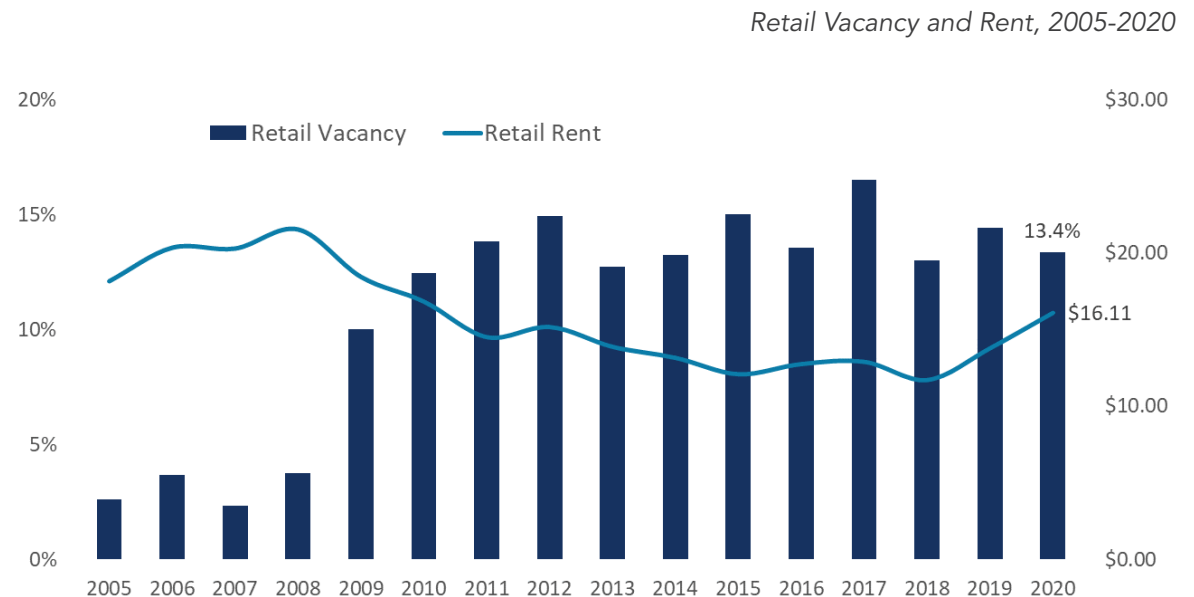
While countywide retail vacancy averages 6.5%, retail vacancy in the Market Area is much higher at close to 14%. The vacant anchor tenant space on the north side of the Boulevard Mall accounts for a large portion of the vacant space in the Market Area. The retail trade area has also seen limited growth in households and has lost sales to retailers outside of the trade area.

HOTEL

There are 14 hotels and motels within the Market Area with approximately 5,900 rooms. This includes the Westgate Las Vegas Resort & Casino with over 2,900 rooms. For the most part, the Desert Inn Road Market Area does not include major hotels/resorts along Las Vegas Boulevard South aside from the Westgate. There were two hotels built in 2020 in the Market Area, a Hampton and a Home2Suites both on Sierra Vista Drive, indicating some demand in the areas surrounding Las Vegas Boulevard South for limited-service options.

RETAIL SNAPSHOT

- 4.33 million SF
- 2,500 SF built since 2015 (0.06% growth)
- Captured 0.06% of County growth



Source: CoStar

OFFICE

There are 2.96 million square feet of office space in the Market Area accounting for 4.5% of the 66.36 million square feet of space in the County. The Market Area has had no new office development since 2010 and, in fact, has lost nearly 85,000 square feet of office space over this time. Over this same time period, the County added 4.85 million square feet of new office space.

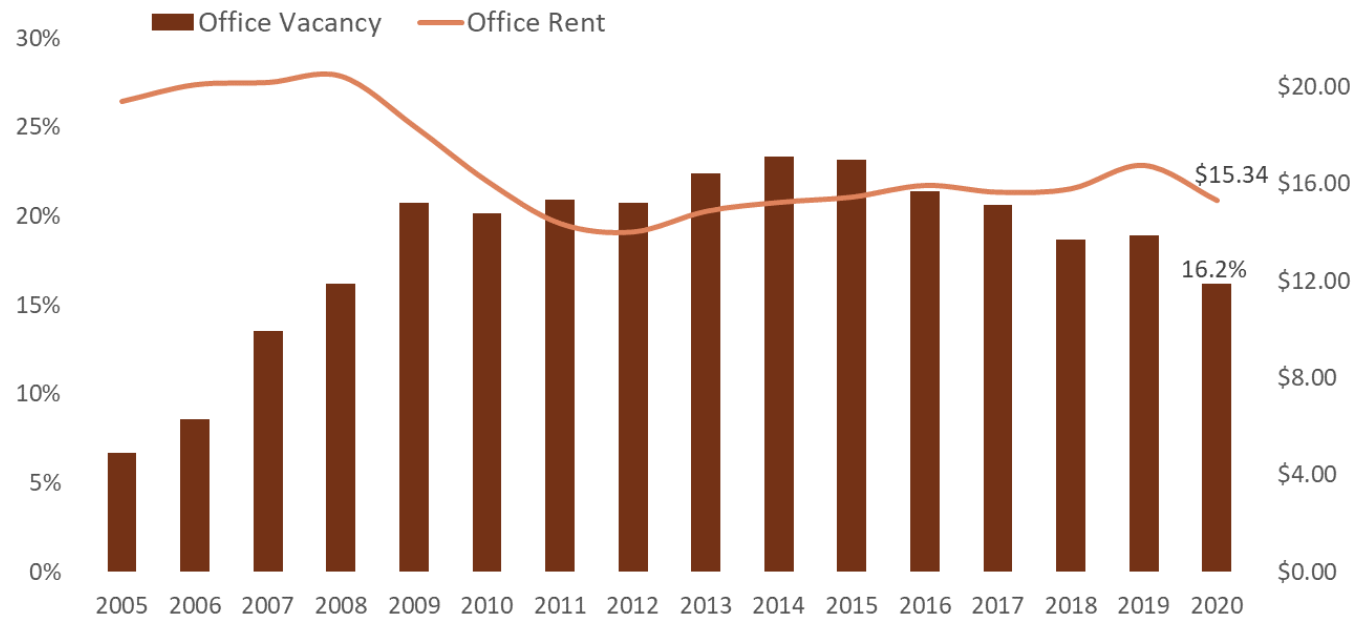
Office rents in the Market Area are currently \$15.34 per square foot which is 25% lower than the countywide average rent of \$20.74. Market Area rents hit a high of \$20.46 in 2008 and then steadily declined to a low of \$14.04 in 2012. Since then, they have fluctuated around \$14 to \$16 per square foot.

Office vacancy in the Market Area is 16.2% and has averaged 19.8% since 2015. This is higher than the County overall where vacancy for office space is 10.4% and has averaged 12.2% since 2015.

OFFICE SNAPSHOT

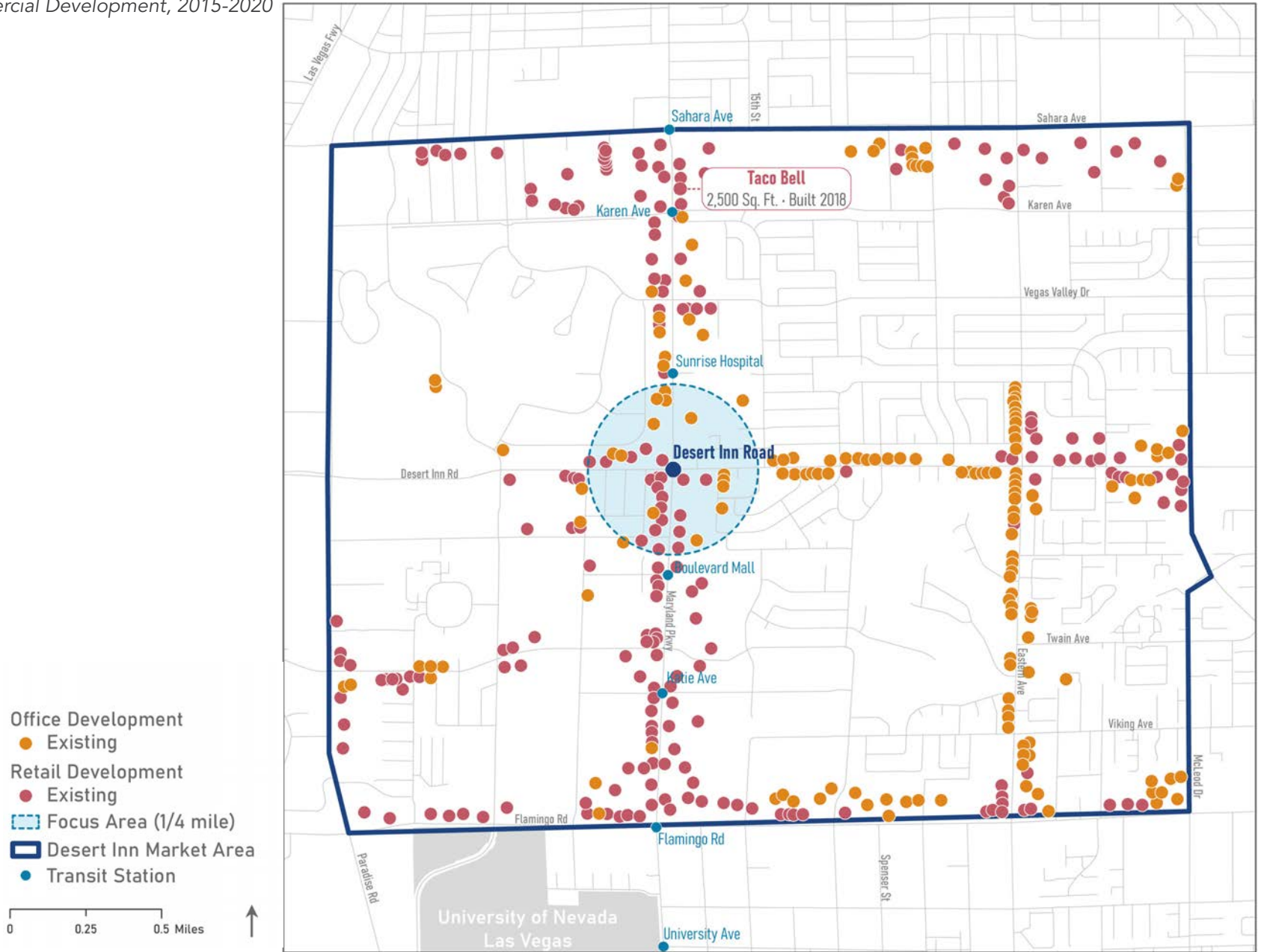
- 2.96 million SF
- Net loss of 85,000 square feet since 2010
- Rents are approximately 25% lower than the countywide average

Office Vacancy and Rent, 2005-2020



Source: CoStar

Commercial Development, 2015-2020



SECTION 2: DEMAND ANALYSIS

RESIDENTIAL

Trend

This section estimates demand for new housing in the Market Area by applying capture rates to forecasted countywide housing growth.

The Desert Inn Road Market Area has had 96 new multifamily units built in the past 10 years, and there are currently 300 units under construction. This construction accounts for 2.6% of projects currently under construction and proposed countywide. The combined 396 units (recently built and under construction) account for 1.8% of recent (since 2015) and currently under construction projects in the County. The recently constructed apartment development is a short-term lease or stay property aimed at renters needing shorter leases or lower income renters where the lease structure is more financially feasible for them due to lower barriers to entry (lower or no security deposit). The development of a new building to target this market indicates a likely need for additional housing affordable to lower income households. The project that is under construction is a larger, more traditional market apartment building and will likely have a positive impact on the area's multifamily market.

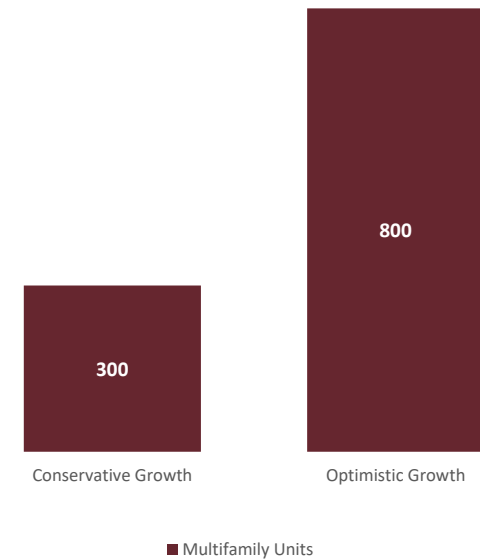
Demand Forecast

Clark County population growth forecasts (prepared by Center for Business and Economic Research) anticipate an additional 337,000 residents in the County between 2020 and 2030, an average of 33,700 per year (1.3% annual growth). This annual growth rate, applied to the County's housing stock, translates to approximately 135,770 new housing units over the next 10 years. Accounting for the 4,090 units currently under construction in the County (including 344 in the Market Area), there is a net demand for 131,680 new units or 13,168 new housing units per year. Applying recent trends, 40% of this growth can be expected in multifamily housing (including apartments and condos) or an additional 52,700 multifamily units by 2030.

Two trends were used to create growth scenarios for the Market Area: an overall trend of 0.5% capture of County growth applicable if the project currently under construction does not spur the market to generate additional development or cannot support redevelopment of under-utilized parcels, and a more optimistic trend of 1.5% capture of County growth that could occur if the local market is proven out by this first project and development sites can be obtained.

Based on the projected countywide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the

Market Area Residential Growth 2020-2030



Source: Economic & Planning Systems

Desert Inn Road Market Area could capture between 300 and 800 new multifamily housing units over this time period. This wide range of development potential reflects the uncertain nature of the area's market. The area is largely developed and lacks apparent infill or redevelopment sites aside from the vacant anchor tenant space on the north side of the Boulevard Mall. Redevelopment of underutilized sites present risks and higher supportable land costs which must be matched with achievable rental rates. Support for redevelopment in the area through incentives can help reduce these risks and help affordable housing projects.

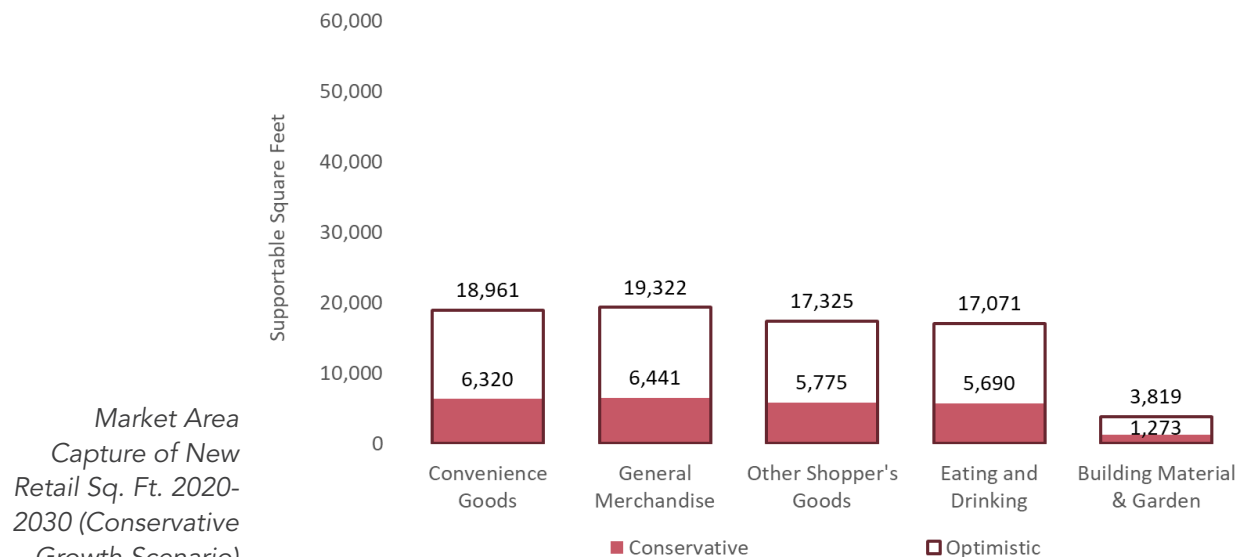
RETAIL

A demand estimate for future retail space in the Market Area was developed based on anticipated population growth and the related growth in retail spending. This analysis of retail development potential in the Market Area accounts for capture of demand from new residents considering the spending patterns for local retail (i.e., inflow and outflow of resident dollars). Demand analysis is based on the population of the area, per capita income, and spending habits for consumers in Nevada as reported by the Census of Retail Trade and ESRI Retail Marketplace data. To estimate retail demand for the area, the total personal income (TPI) is calculated by multiplying the population by per capita income for the Market Area. TPI is used along with spending patterns for consumers in the state to estimate retail expenditure potential: the amount of money that the average resident spends on retail goods. After accounting for leakage (outflow of dollars to retailers outside of the Market Area), this spending potential is converted to the amount of retail square footage that can be supported by new residents living in the area based on sales per square foot by store category.

Utilizing the growth capture scenarios from the residential demand analysis, there is potential for between 1,700 and 5,100 new residents in the Market Area by 2030. Retail expenditures of these residents will create demand for an additional 39,000 to 118,000 square feet of retail space over this time.

Of this total demand, not all is likely to be accommodated within the Market Area. Nor will demand necessarily translate to new retail space as the Market Area has a nearly 15% vacancy rate for retail space. The addition of new housing in the area can help spur interest in the area. The potential capture of new space varies depending on retail sector with capture estimates ranging from between 0 to 75% of resident spending. The highest capture rates are for convenience goods (e.g., grocery stores, pharmacies, liquor stores) and shoppers' goods (e.g., apparel, electronics, sporting goods, etc.), as well as restaurants, while spending in general merchandise stores (e.g., Target, Walmart) and more specialized sectors such as building material and garden stores will be more difficult to capture in this location than elsewhere in the community. Accounting for the capture and leakage of spending across sectors, the growth scenarios for the Market Area project demand for between 25,500 and 76,500 square feet of retail space by 2030.

This new demand is summarized in the chart below. Within the Market Area, the opportunity for capture of new spending is highest in Convenience Goods and General Merchandise and is also strong in Shopper's Goods and Eating & Drinking. These retail sectors with the strongest potential are also the most likely to locate in a TOD area, especially given that the Boulevard Mall is a known retail location. The combination of TOD and an auto-oriented existing environment mean that the Market Area may be able to attract a variety of retailers.



Source: Economic & Planning Systems

Market Area Capture of New Retail Sq. Ft. 2020-2030

Description	Retail Sales % of TPI (2019)	Capture Rate	Conservative Growth		Optimistic Growth	
			Expenditure Potential	Supportable Sq. Ft.	Expenditure Potential	Supportable Sq. Ft.
Convenience Goods						
Grocery Stores	5.6%	75%	\$1,605,269	4,013	\$4,815,806	12,040
Specialty Food Stores	0.2%	50%	\$46,608	117	\$139,824	350
Beer, Wine, & Liquor Stores	0.3%	75%	\$79,182	264	\$237,546	792
Health and Personal Care	2.7%	75%	\$770,671	1,927	\$2,312,012	5,780
Total Convenience Goods	8.8%		\$2,501,729	6,320	\$7,505,188	18,961
Shopper's Goods						
General Merchandise						
Department Stores (including discount department, superstores, and warehouse clubs)	5.3%	75%	\$1,517,072	5,057	\$4,551,216	15,171
Other General Merchandise Stores	2.5%	50%	\$484,265	1,384	\$1,452,796	4,151
Subtotal (General Merchandise)	7.8%		\$2,001,337	6,441	\$6,004,011	19,322
Other Shopper's Goods						
Clothing & Accessories	3.7%	50%	\$699,284	1,998	\$2,097,851	5,994
Furniture & Home Furnishings	1.2%	25%	\$118,688	475	\$356,063	1,424
Electronics & Appliances	1.1%	50%	\$216,231	432	\$648,694	1,297
Sporting Goods, Hobby, Book, & Music Stores	1.2%	50%	\$229,366	655	\$688,097	1,966
Miscellaneous Retail	1.9%	75%	\$553,585	2,214	\$1,660,756	6,643
Subtotal (Other Shopper's Goods)	9.2%		\$1,817,153	5,775	\$5,451,460	17,325
Total Shopper's Goods	17.0%		\$3,818,491	12,215	\$11,455,472	36,646
Eating and Drinking	7.0%	75%	\$1,991,647	5,690	\$5,974,942	17,071
Building Material & Garden						
Building Material & Supplies Dealers	2.0%	50%	\$381,891	1,273	\$1,145,672	3,819
Lawn & Garden Equipment & Supply Stores	0.1%	0%	\$0	0	\$0	0
Total Building Material & Garden	2.1%		\$381,891	1,273	\$1,145,672	3,819
Total Retail Goods	34.9%		\$8,693,758	25,499	\$26,081,273	76,497

Source: ESRI; Economic & Planning Systems

OFFICE

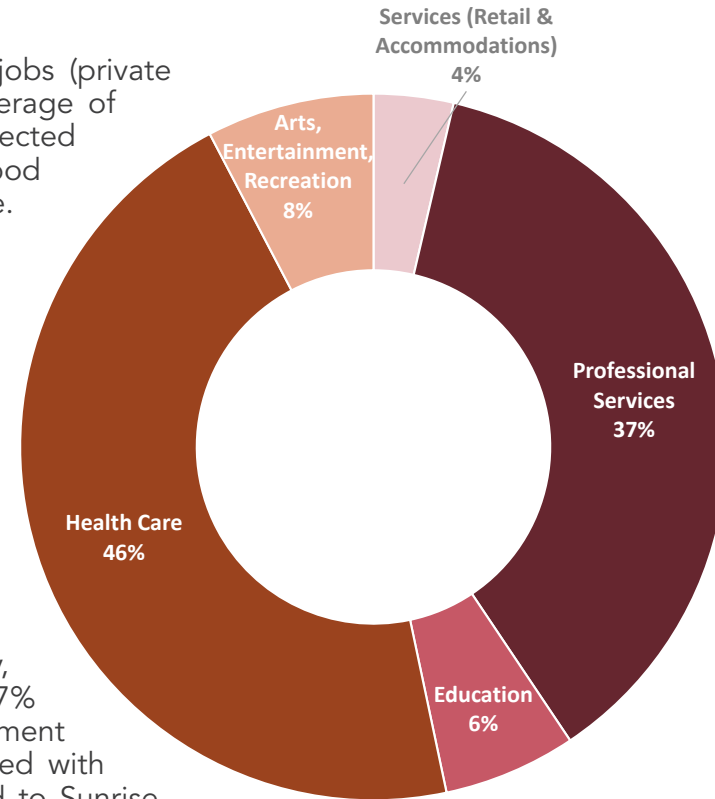
Employment Growth

Countywide employment growth forecasts (already cited) outline an increase of 43,670 jobs (private non-farm employment) in Clark County between 2020 and 2030. This equates to an average of 4,367 new jobs per year or 0.3% average annual growth. Over 70% of this growth is expected in just two industries – Health Care (36% of growth) and Accommodations and Food Services (35% of growth) while nine industries are expected to remain flat or decrease.

Based on the current capture of County employment, the Desert Inn Road Market Area is expected to grow by 1,150 jobs over this time – which is 2.6% of County growth. Applying the countywide growth rates by industry, 50% of employment growth in the Market Area is estimated to be in Health Care, 13% in Arts, Entertainment, and Recreation, and 12% in Accommodations and Food.

Office Demand

Demand for office development in the Market Area is based on employment growth in sectors that occupy office space. Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care), over the next 10 years the Market Area is expected to see demand for an additional 183,000 square feet of office space. This demand is primarily generated by the Health Care industry, accounting for 46% of office space demand, and Professional Services, accounting for 37% of demand, which may also be related to health care. This indicates that major development opportunities are likely to be associated with medical office space and may be associated with growth of the medical uses around Sunrise Hospital. Note that growth specifically related to Sunrise Hospital was excluded from this estimate as it is unlikely to drive demand for new private office space.



New Office Demand by Sector
Source: Economic & Planning Systems

Description	2020	2030	10-Year Job Growth	10-Year New Office Sq. Ft	Annual New Office Sq. Ft
Desert Inn Road Market Area					
Services (Retail & Accommodations)	8,451	8,716	265	6,681	668
Professional Services	9,256	9,668	412	67,646	6,765
Education	1,112	1,186	74	11,128	1,113
Health Care	8,005	9,118	1,114		
Health Care (excluding Sunrise Hospital)	4,805	5,473	668	83,556	8,356
Arts, Entertainment, Recreation	4,325	4,605	281	14,041	1,404
Total*	32,942	34,093	1,151	183,051	18,305

Market Area Office Demand 2020-2030

* Note: total may not add to sum of industries shown due to exclusion of industries that do not generate office demand
Source: Center for Business and Economic Research; Economic & Planning Systems

SECTION 3: DEVELOPMENT OPPORTUNITIES

DEVELOPMENT SITES

The analysis of development opportunities for TOD looks at the Desert Inn Road Focus Area – the ¼ mile radius around the proposed station. Given that the Focus Area is fully developed, development opportunity sites will be infill or redevelopment projects of parcels within the commercial areas.

PARCEL ANALYSIS

Within the Focus Area, development opportunity analysis was conducted at a parcel level. Using a multi-layered approach, parcels were identified that are:

- Over ½ acre in size (as parcels smaller than this likely cannot accommodate a development of scale)

And

- Currently vacant

Or

- Existing development is low value (defined as a ratio of improvement value to land value of less than 0.5)

The most likely site in the Focus Area to attract redevelopment is the vacant anchor tenant space and associated parking field on the north end of the Boulevard Mall site. The pad sites along Desert Inn Road on the north side of the vacant anchor tenant space are likely candidates to be included in a larger land aggregation. A site this large presents

major opportunities to include a mixture of uses, support higher density development, and have a major impact on the market in the area.

The other sites identified are the surface parking lots serving Sunrise Hospital and the parking and staging area for the Convention Center west of Maryland Parkway. To make these feasible development sites, the existing parking uses would need to be accommodated in other parking lots or new parking structures. The redevelopment of these sites is less likely to occur until market activity along the corridor increases and/or the owners need additional land to support expansion.



DEVELOPMENT FEASIBILITY

Two measures of development feasibility—land sale prices and rental rates—were applied to the Market Area to gauge the supportability of new development by type.

LAND SALES

For this analysis, land sales are defined as property sales that were completed for the purpose of development (or redevelopment) and include both parcels that are vacant and those that are already developed. The average sale price per square foot for land from property sales completed within the Market Area is compared to the average countywide. This comparison assesses the value of land in the Market Area by use type to estimate the strength of the market for new development. Land sales for each TOD land use category are included.

There were few “land” sales in the Desert Inn Market Road Area from 2017 through mid-2020. Sale of existing commercial properties were more prevalent. Those sales had a wide range of average sales price per square foot of land from \$15 to \$101. One land sale with price information was identified near Sunrise Hospital with a price per square foot of \$31. The lack of sales makes assessing feasibility difficult. The prices for existing properties were typically above \$30 per square foot indicating redevelopment of existing uses would require rental rates that could support a higher-than-average land price.

RENTAL RATES

The average rental rates (both overall and for new development) for retail space, office space, and apartments within the Focus Area are compared to the Market Area and countywide average. This measure gauges if rental rates achieved for new space in the Market Area and/or Focus Area are high enough to support new development.

Retail - The lack of new development in the Market Area makes gauging development feasibility difficult. The average rental rate for all retail spaces in the Market Area is lower than the Clark County average as shown in the table below. The average rental rate for retail space in the Market Area is \$18 per square foot (NNN), which is equivalent to the countywide average for space (\$18.78 per sf), but far lower than the average for new space in the county of \$35 per square foot.

Office - The average rental rates for all office space in the Market Area (\$22.67 per square foot [Gross/Full Service]) are slightly higher than the county-wide average (\$20.74 per sf). There has not been significant new office development within the Market Area in recent years and the achievable rates of the new space indicate that developing new office uses will be difficult without being able to command higher rents.

Multifamily - There has only been one new multifamily apartment development in the Market Area recently, which is oriented to short term leases. The average monthly rental rates for apartments in the area are less than \$1.00 per square foot and lower than the County average.

Desert Inn Road Market Area Land Sales, 2017-2020

Proposed Use	Clark County		Desert Inn Road		% Diff.
	Price per SF	# of Sales	Price per SF	# of Sales	
Retail	\$21.28	649	\$32.86	3	54%
Multifamily	\$12.43	156	\$5.17	1	-58%
Average/Total	\$17.67	1,749	\$19.87	4	12%

Source: CoStar; Economic & Planning Systems

FEASIBILITY FINDINGS

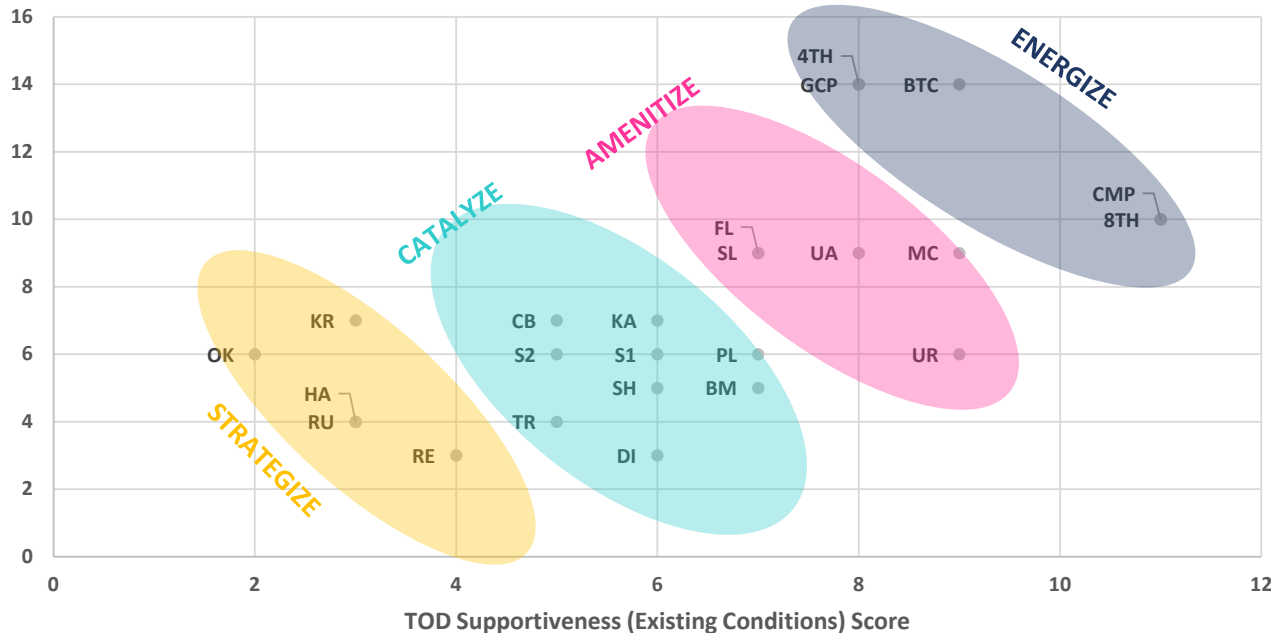
The lack of development activity in the Market Area and the lower-than-average rents for most uses indicates that new development may not be feasible in the Market Area. Providing support for a new project that can prove market demand and establish supportable rents, coupled with the construction of the transit station, can help to change the market dynamics of the area. The vacant anchor tenant site on the north side of the Boulevard Mall is large enough to support a significant amount of density that may be able to overcome land prices and help set the market for achievable rental rates. Additionally, support for reinvestment in existing commercial uses may help to illustrate demand for new commercial development and supportability of higher rental rates.

Market Area Average Rental Rates Comparison

Use	Rent per Sq. Ft. Factor	Time-Period	Clark County		Desert Inn Road Market Area	
			New	All	New	All
Retail	per sf (NNN)	Annual	\$35.16	\$18.78	---	\$18.00
Office	per sf (Gross)	Annual	\$32.51	\$20.74	---	\$22.67
Apartment	per sf	Monthly	\$1.38	\$1.17	---	\$0.93

Source: CoStar; Economic & Planning Systems

TOD Readiness Spectrum



TOD MATURITY

A TOD Readiness Spectrum was created to categorize Focus Areas along the corridor in terms of their readiness to attract and support TOD. Focus Areas have been organized into four categories (Energize, Amenitize, Catalyze, and Strategize) based on their market readiness and supportiveness of the built environment. Overarching strategies for supporting TOD were developed for each category.

The Desert Inn Road Focus Area is within the Catalyze category, as shown to the left. Focus Areas in this category are generally lacking market support for TOD and need investments to increase the TOD supportiveness. Catalytic development and/or investment is needed to spur TOD. Strategies for this category include:

- Identify catalytic TOD sites within the Focus Area
- Create development incentives for TOD
- Increase mix of uses within Focus Area
- Identify opportunities to attract additional ridership
- Revise zoning to encourage TOD-style development

PRIORITY ACTION AND VALUE CAPTURE RECOMMENDATIONS

PRIORITY ACTION RECOMMENDATIONS

Priority Actions

Work with the owners of the Boulevard Mall to collectively develop ideas for redevelopment and reinvestment in the northern portion of the mall properties, specifically the re-use or redevelopment of the vacant anchor tenant space and parking field.

- Boulevard Mall is still a retail destination but is evolving in tenant mix and focus due to the loss of anchor tenants and shifts in the retail marketplace. The size of the property and mostly single ownerships means the Mall area can and should continue to be a destination for retail and entertainment, serving perhaps a more resident oriented customer base. The vacant anchor tenant space on the north side of the Boulevard Mall and/or parking field represent a significant opportunity to introduce higher density and mixed-use development into the Focus Area that can support the future transit investment. Outreach to the property owner can help identify plans for and barriers to redevelopment that the County may be able to help address.

Reach out to Sunrise Hospital to understand their future expansion plans and provide resources to support the creation of transit-oriented uses at and around the hospital.

- Sunrise Hospital has been an active property owner in the Focus Area. The hospital has made recent land purchases to support their campus including buying areas for parking and rental homes to control land and units around the hospital. There is an opportunity to work collectively to identify potential sites or opportunities for TOD on their current land holdings or other areas surrounding the hospital.

Reach out to the Las Vegas Convention and Visitors Bureau to understand the potential for development on their parking and staging lots located on the southeast corner of University Center Drive and Desert Inn Road.

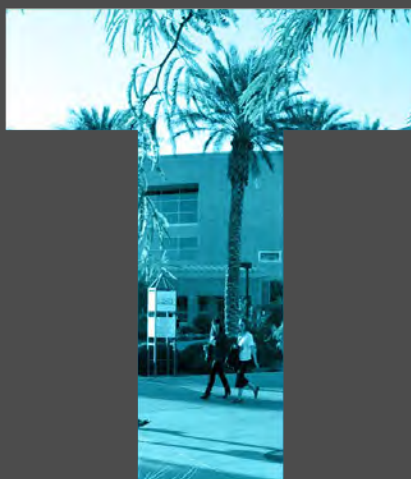
- The large parking and staging lot south and east of the intersection of University Center Drive and Desert Inn Road is a large undeveloped site with proximity to both Las Vegas Boulevard and Maryland Parkway. Consolidation of parking in a structured garage or other locations could create the opportunity for TOD on this site which could be an attractive location for a variety of users.

VALUE CAPTURE RECOMMENDATIONS

A value capture toolkit has been developed for this effort and is provided in a separate document. Three potential value capture tools were identified that fit the conditions present and have the potential to be successful in the Desert Inn Road Focus Area.

- **Tax Increment Financing** – The establishment of a redevelopment area and the use of TIF can help support the redevelopment of the large opportunity sites within the Focus Area. The generated increment can help address feasibility gaps to TOD and higher density development and may also be used for smaller capital investments that support the transit station and area attractiveness and connectivity. A focused redevelopment area around the vacant anchor tenant spaces on the north side of the Boulevard Mall, around Sunrise Hospital, and/or on the Convention Center lots will support redevelopment costs and logistical issues with reuse of the sites.
- **Naming Rights** – The proximity of the future transit stop to Sunrise Hospital and the Las Vegas Convention Center creates the opportunity to orient the transit station towards serving these major destinations. A naming rights agreement can help fund station area improvements and enhanced urban design in the area in exchange for marketing/promotional benefits to either one of these entities or their partners.
- **Special Assessment District** – The presence of a small group of property owners that own large sites or amounts of land in the Focus Area (e.g., Sunrise Hospital, Boulevard Mall) makes the use of a special assessment district a more feasible tool to consider. The large property owners will make creating buy-in easier for a district given that majority of revenue would be derived from their sites. A special assessment district can help fund enhanced streetscape, place-making, and transit supportive investment that can help catalyze reinvestment within the area.

MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT PLAN

Desert Inn Road Focus Area

Final Plan - July 2021



In association with: Nelson\Nygaard | Economic & Planning Systems | Paceline Consulting | Anil Verma Associates, Inc



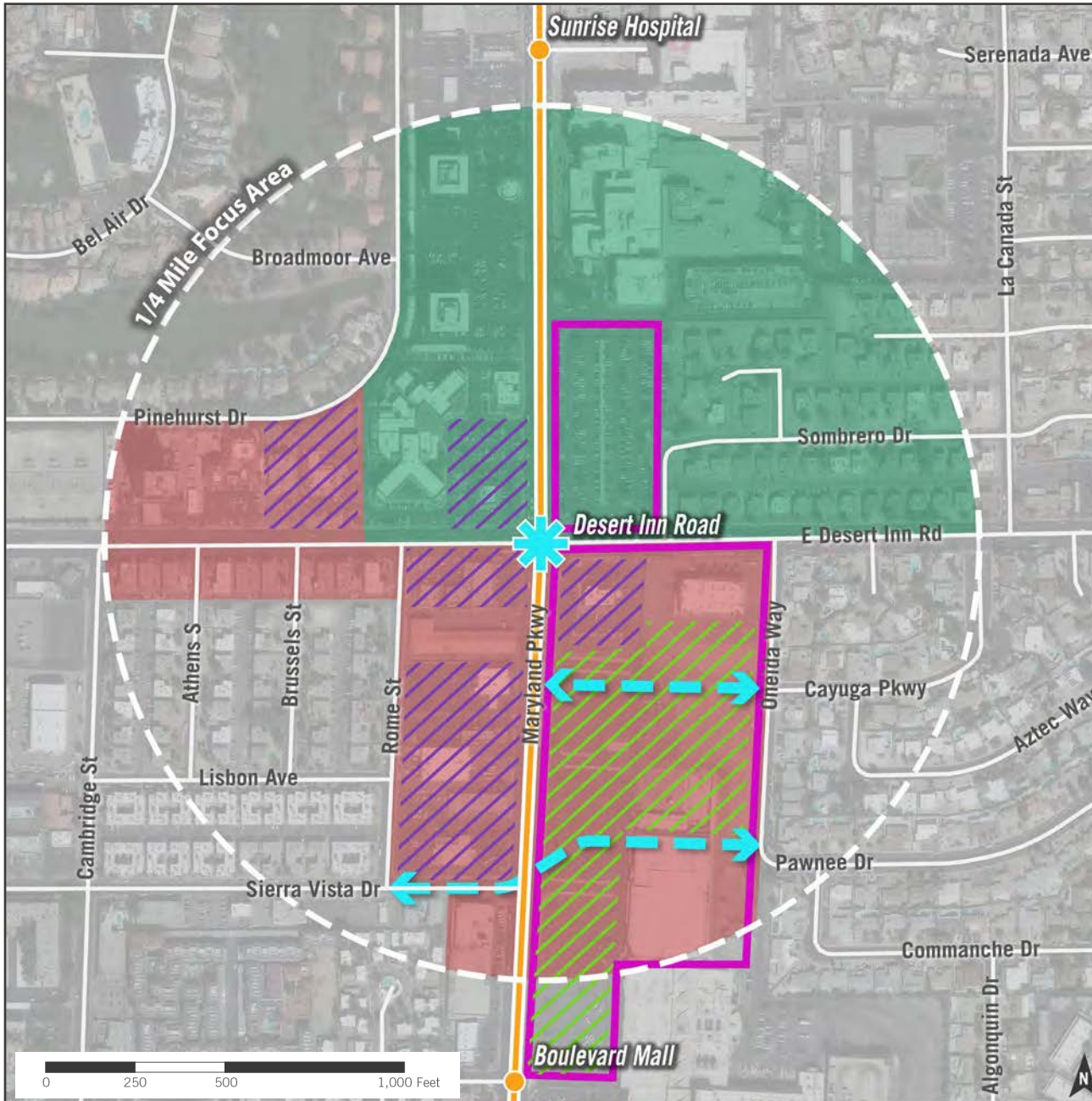
Note: This TOD Plan is not prescriptive; rather, the document offers a collection of potential policies and programs including design guidelines. The County and the local development community can choose to incorporate a sampling of insights from this plan, as it deems appropriate over time. It is likely that planning for short-term and long-term changes might differ along the Maryland Parkway Corridor, requiring implementation of specific aspects of the plan based on future events that could unfold in the revitalization of the district. For this reason, this TOD Plan is flexible, intended to anticipate needs, and be of value as the future unfolds.

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DESERT INN ROAD TOD PLAN FRAMEWORK



PLAN FRAMEWORK MAP

The Plan Framework Map presented here provides an “at-a-glance” of the key recommendations from the remainder of the Desert Inn Road Focus Area TOD Plan. The map locates key recommendations and the legend references more detail available later in the Plan while the facing page provides a high level review of key priorities.

Plan Framework Elements

TOD Readiness Spectrum

Catalyze This focus area is supportive of TOD but may need catalytic development to spur the market

Land Use

- Predominant TOD Type - Medical District (in green) and Town Center (in red) (see pages 20-21 for more detail)
- Priority Infill/Revitalization Opportunities (see pages 28-29; 46-49 for more detail)

Building Form

- Pad Site Retrofits along Maryland Parkway (see page 51 for more detail)

Mobility

- Priority Mobility Enhancement Corridors and Connections (see pages 52-53 for more detail)
- Small-Scale Mobility Hub (see page 50 for more detail)

Parks, Public Space, Amenities

- Opportunity for Publicly Accessible Private Open Space to support Infill Development (see pages 26; 28; 44 for more detail)

Land Use

The most prominent TOD types in the focus area are Town Center and Medical District. The Town Center TOD type is envisioned south of the station on both sides of Maryland Parkway and along Desert Inn Road west of the station. The Town Center TOD type is envisioned to include mostly retail/commercial uses with some housing and public gathering spaces and an increased number and variety of local destinations for residents and visitors. Medical District is envisioned north of Desert Inn Road along both sides of Maryland Parkway and includes medical mixed-use, office, and retail uses.

Building Form and Design

Community input revealed different visions for each of the four corners at Maryland Parkway and Desert Inn Road. Small to medium scale buildings were preferred for the northwest corner. Community members indicated a preference for medium scale buildings with active ground floor uses on the northeast corner. A mixed-use lifestyle center with internal pedestrian promenades was envisioned for the southeast corner and across Maryland Parkway on the southwest corner. The redevelopment of more auto-oriented commercial and the infill of existing parking lots provide short- to medium-term opportunities to realize these preferences.

Note: The term “redevelopment” as used in this document refers to new development on already built out parcels and does not refer to a redevelopment district / agency or the NRS 279 definition.

Mobility

Development on the existing surface parking lots associated with the Boulevard Mall and its surrounding pad developments could create opportunities to improve pedestrian connections from the residences east of Oneida Way to Maryland Parkway and the rest of the focus area. Similarly, redevelopment and revitalization of portions of the Mall could create opportunities to create additional east-west connections that are safe, comfortable and inviting to pedestrians and other users. An alignment connecting Sierra Vista Drive to Pawnee Drive would significantly enhance connectivity and improve access to new development in the focus area.

Parks, Public Spaces, and Amenities

Input from the community surveys revealed a strong preference for streetscape improvements along Maryland Parkway with an emphasis on shade trees and pedestrian lighting through this focus area. In addition, community input put a strong emphasis on mobility improvements at the intersection of Maryland Parkway and Desert Inn Road with safety, and more specifically safe pedestrian crossings, being the priorities. Community members also indicated a preference for parks and open space south of Desert Inn Road and community serving amenities being added in any new development on the southeast corner of the intersection.



Medical mixed-use



Mixed-use lifestyle center



Community parks and open space



1

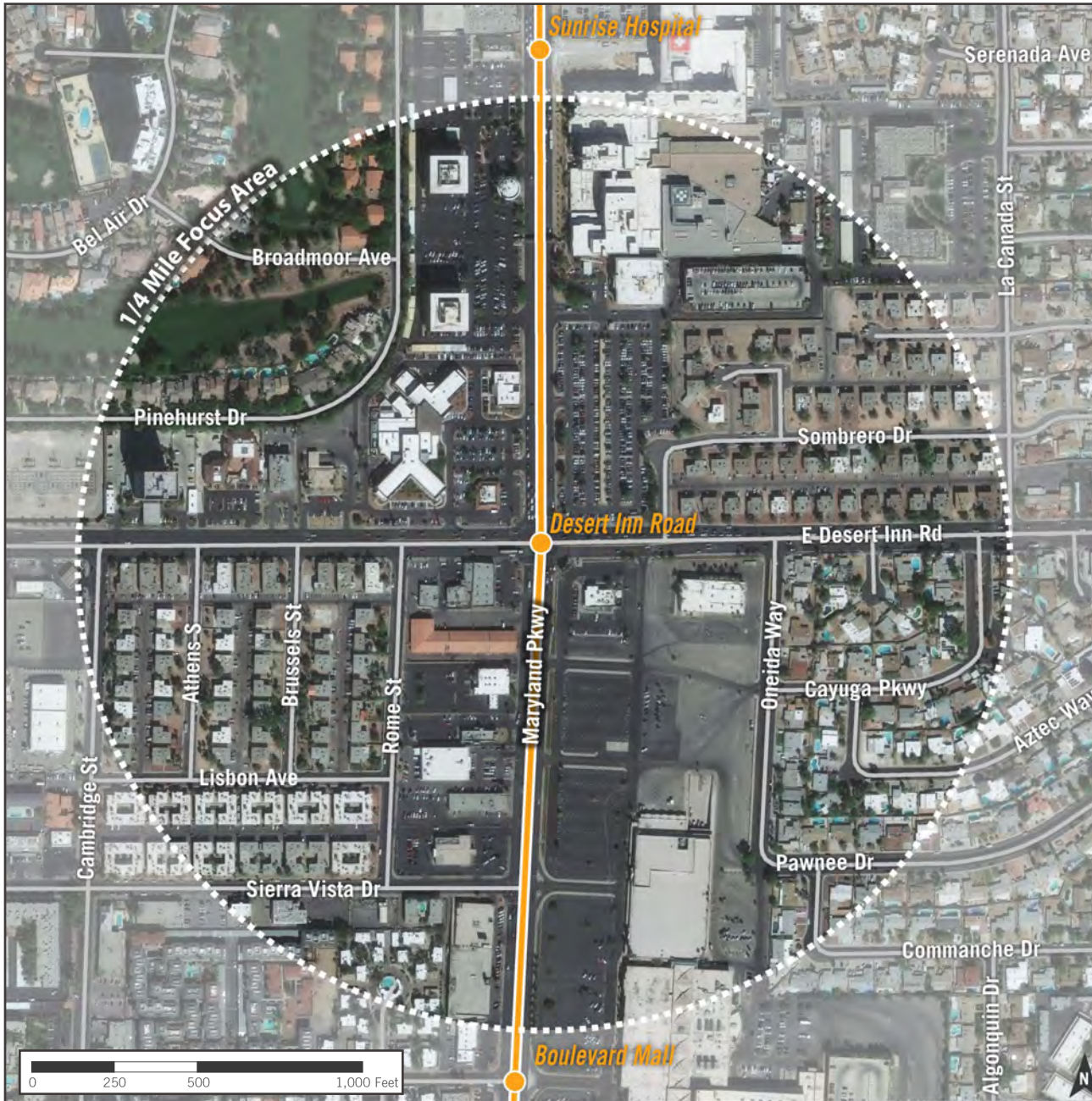
FOCUS AREA CONTEXT

The introductory chapter of the Transit-Oriented Development (TOD) Plan sets the stage for the recommendations and priority projects that follow, providing key takeaways and background information developed throughout the Plan process. In addition to a focus area profile containing demographic and ridership information, the pages within this chapter highlight market opportunities, land use, and network connectivity, all of which are key factors that should be considered in order to catalyze successful TOD.

The market opportunity information included in the chapter is a distillation of the more comprehensive Market Readiness Analysis that was performed both corridor-wide, as well as customized for each priority focus area. "At a glance" demand analysis and development site feasibility are provided as foundational to the development of the focus area priorities that follow in Chapter 3.

A summary of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, conducted in collaboration with the Stakeholder Working Group, is provided, and helps to reinforce many of the key takeaways in the existing land use, built form, and connectivity analysis. The connectivity analysis focuses primarily on first and final mile connections to transit, through a variety of modes, to quickly highlight a critical component of the transit-supportive environment that should be achieved through TOD.

INTRODUCTION



FOCUS AREA PROFILE

Proposed Station Location	Near the intersection of Maryland Parkway and Desert Inn Road
Neighborhoods	Winchester and Paradise
Existing Land Uses	Primarily commercial and medical uses with large areas of surface parking and a mix of single and multifamily residential
Unique Assets	Proximity to Convention Center and Sunrise Hospital, affordable housing
Major Destinations/Landmarks	Sunrise Hospital, Las Vegas Country Club, Boulevard Mall

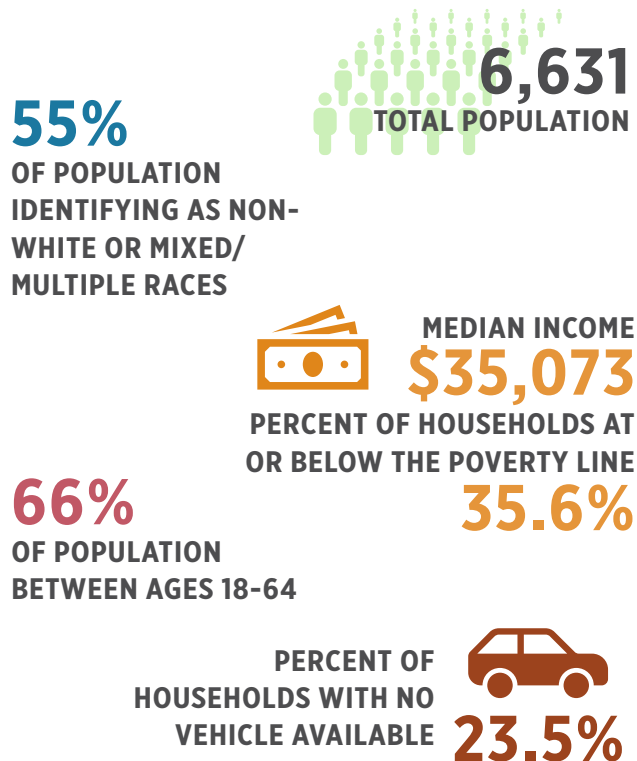
LEGEND	
	Roads / Highway
	Maryland Parkway Transit Corridor
	Maryland Parkway Corridor Transit Station
	1/4 Mile Focus Area

Current Ridership

Two transit routes currently serve this focus area. There are currently 1,330 average daily boardings. No new transit routes are currently planned for this focus area besides the Maryland Parkway Corridor Bus Rapid Transit system.

Demographics

The following statistics help us understand who lives in this focus area (source: 2018 American Community Survey 5-Year Estimate).

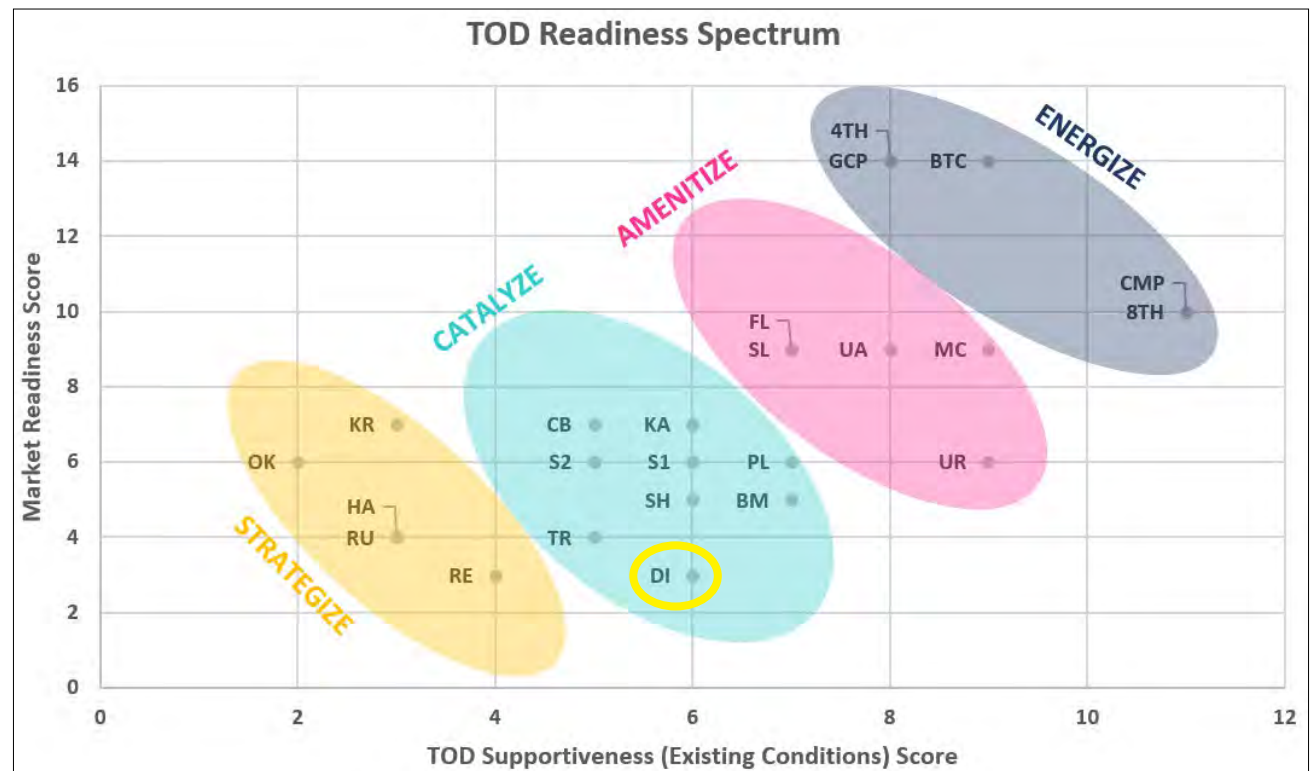


TOD Readiness Spectrum: *Catalyze*

The Desert Inn Focus Area falls into the Catalyze category on the TOD Readiness Spectrum. This category is defined as areas that may be supportive of TOD, but need catalytic development to spur the market. It scored mid-range in TOD Supportiveness and low in Market Readiness based on analysis done in the Existing Conditions and Needs Assessment and the Market Readiness Analysis. The chart below shows the entire TOD Readiness Spectrum, with all focus areas plotted and categorized.

TOD Types

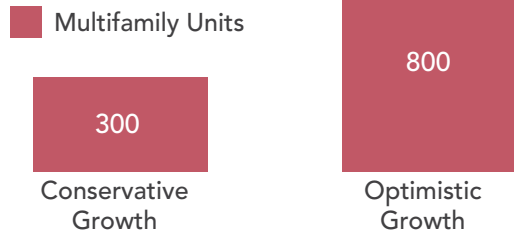
Nine TOD Types were identified as part of RTC's OnBoard Mobility Plan. The applicable TOD Types identified within the Desert Inn Focus Area include Town Center, Urban Neighborhood, and Medical District. More information about these TOD Types is available on pages 16-17.



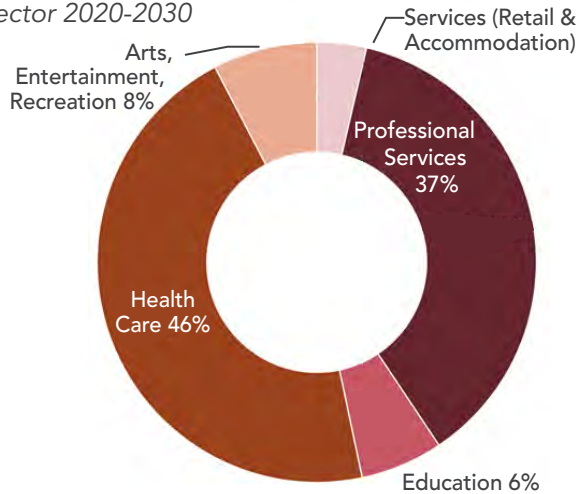
For more information on the TOD Readiness Spectrum, see the *Priority Focus Areas Selection Memo*.

MARKET ANALYSIS

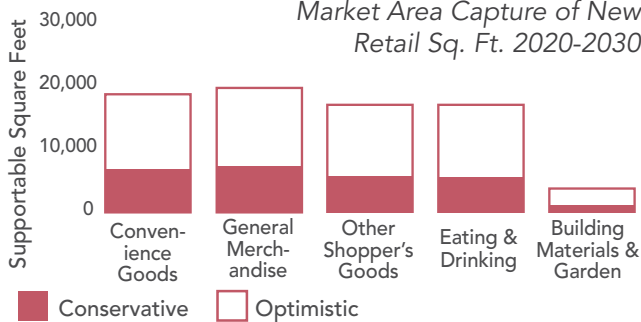
New Housing Demand 2020-2030



New Office Demand by Sector 2020-2030



Market Area Capture of New Retail Sq. Ft. 2020-2030



DEMAND ANALYSIS

As a component of the Maryland Parkway Corridor TOD Plan planning effort, a detailed Market Readiness Analysis was produced for each Priority Focus Area. Included in that report is an analysis of the demand in the focus area across three sectors — housing, office and retail — to better inform how future development can both leverage the transit investment and successfully respond to market demands and pressures. Findings for the Desert Inn Road Focus Area are summarized in the accompanying charts, but key findings for each sector include the following:

Housing

Based on the projected countywide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the Desert Inn Road Market Area could capture between 300 and 800 new multifamily housing units over this time period. This wide range of development potential reflects the uncertain nature of the area's market. The area is largely developed and lacks apparent infill or redevelopment sites aside from the vacant anchor tenant site on the north side of the Boulevard Mall and the adjacent underutilized parking. Redevelopment of underutilized sites present risks and higher supportable land costs, which must be matched with achievable rental rates. Support for redevelopment in the area through incentive tools can help reduce these risks and help affordable housing projects.

Office

Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care), over the next 10 years the Market Area is expected to see demand for an additional 183,000 square feet of office space. This demand is primarily generated by the Health Care industry, accounting for 46% of office space demand, and Professional Services accounting for 39% of demand, which may also be related to health care. This indicates that major development opportunities are likely to be associated with medical office space and may be associated with growth of the medical uses around Sunrise Hospital. The area on the northeast quadrant along Maryland Parkway provides an excellent opportunity for additional medical office space and mixed use.

Retail

Within the Market Area, the opportunity for capture of new spending is highest in Convenience Goods and General Merchandise and is also strong in Shopper's Goods and Eating & Drinking. These retail sectors with the strongest potential are also the most likely to locate in a TOD area, especially given that the Boulevard Mall is a known retail location. The combination of TOD and an auto-oriented existing environment means that the Market Area may be able to attract a variety of retailers. Given the existing density of Convenience Goods and General Merchandise establishments, a focus on more Eating and Drinking opportunities should be considered.

DEVELOPMENT SITES AND FEASIBILITY

The most likely site in the Focus Area to attract redevelopment is the site of the vacant anchor tenant space and associated parking field on the north end of the Boulevard Mall. The pad sites along Desert Inn Road on the north side of the Boulevard Mall are likely candidates to be included in a larger land aggregation. This scale of site presents major opportunities to include a mixture of uses, support higher density development, and have a major impact on the market in the area.

The other sites identified are the surface parking lots serving Sunrise Hospital and the parking and staging area for the Convention Center west of Maryland Parkway. To make these development sites, the existing parking uses would need to be accommodated in other parking lots or new structured parking. The redevelopment of these sites is less likely to occur until market activity along the corridor increases and/or the owners need additional land to support expansion.

Development feasibility was assessed based upon land sale prices and rental rates, yielding the following findings:

- The lack of development activity in the Market Area and the lower-than-average rents for most uses indicates that new development may not be feasible in the Market Area. Providing support for a new project that can prove

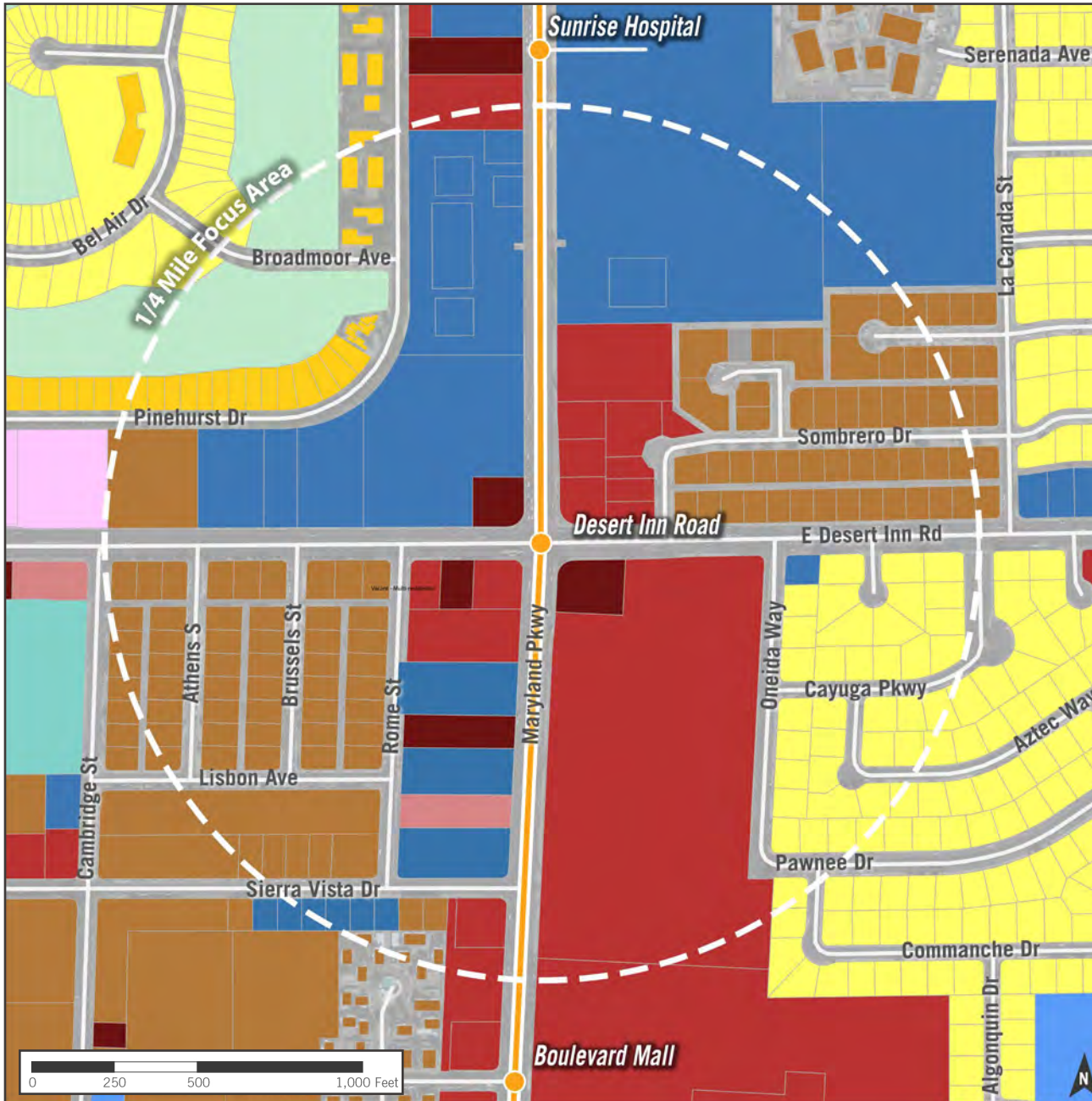
market demand and establish supportable rents, coupled with the construction of the transit station, can help to change the market dynamics of the area. The vacant anchor tenant site on the north side of the Boulevard Mall is large enough to support

a significant amount of density that may be able to overcome land prices and help set the market for achievable rental rates. Additionally, support for reinvestment in existing commercial uses may help to illustrate demand for new commercial development and support for higher rental rates.



Source: Economic & Planning Systems

EXISTING LAND USE AND BUILT FORM



EXISTING LAND USE

The primary land uses in the Desert Inn Road Focus Area are commercial, residential, and office uses. These uses are relatively defined by geography and proximity to Maryland Parkway. The commercial and office uses are primarily adjacent to Maryland Parkway while the residential uses are located 1-2 blocks off of Maryland Parkway or along Desert Inn Road. The commercial uses are primarily south of Desert Inn Road and the office uses are primarily north of Desert Inn Road. There are commercial uses on all four corners immediately adjacent to the intersection of these two major thoroughfares.

Note: Existing land uses on this map do not reflect official Clark County designations, but rather are intended to show what exists on the ground today.



The commercial uses in this area are characterized by single-story pad and strip mall developments and large surface parking lots. The commercial lots on the northeast corner of Maryland Parkway and Desert Inn Road are all parking for the Sunrise Hospital directly to the north. South of the intersection are several low-density, auto-oriented shops and restaurants, as well as the vacant anchor tenant space on the north side of the Boulevard Mall in the southeast corner of the focus area. There is significant opportunity for these parcels to redevelop and densify in the future.

There are a variety of residential densities in the focus area. The southeast corner of the area has the lowest density housing, with a traditional, single-family home neighborhood. This portion of the Paradise Palms neighborhood is considered a Historic Neighborhood Overlay District. Northeast and southwest of Desert Inn Road are fourplexes. This area is fairly low-income and not under single ownership. Slightly larger apartment buildings can be found in the southwest-most portion of the area. In the far northwest corner of the focus area are high-end duplexes in a gated community associated with the golf course.

The majority of the office uses in the area are medical and associated with Sunrise Hospital. This includes the hospital itself, in the northeast portion of the focus area, and several smaller clinics and medical offices west of Maryland Parkway. South of the intersection office uses transition more to financial and employment services. Future uses should consider building on the medical-focus already established in this area.

EXISTING BUILT FORM

The built form of the commercial uses in the Desert Inn Road Focus Area, adjacent to Maryland Parkway, is primarily single-story, automobile-oriented uses and large parking areas. There are several pad sites with oversized parking areas and/or drive-thrus as well as a few strip mall developments.

The buildings that house the medical offices north of Desert Inn Road are the largest in the focus area, excluding Boulevard Mall. West of the corridor are a few older-style mid-rise office buildings, between five and seven stories, and Sunrise Hospital east of the corridor is a fairly typical large clustered institutional building with three to five stories.

The single-family housing in the area is the single-story southwestern ranch style home that is common throughout the corridor. Most of the homes are on well-maintained and landscaped lots with pools. The attached single-family housing in the northwest corner is relatively high-end for this unit type. The golf course community is gated and has several shared amenities.

The multi-family buildings within the focus area are primarily simple, two-story stucco buildings. The majority are fourplexes and tend to be poorly maintained with no landscaping or ornamentation. The apartment clusters in the southwest corner have a more defined southwestern style and have shared landscaped areas.



Apartments southwest of the intersection



Medical offices west of Maryland Parkway



Strip mall-style retail

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



Major employer, Sunrise Hospital



Historic Boulevard Mall

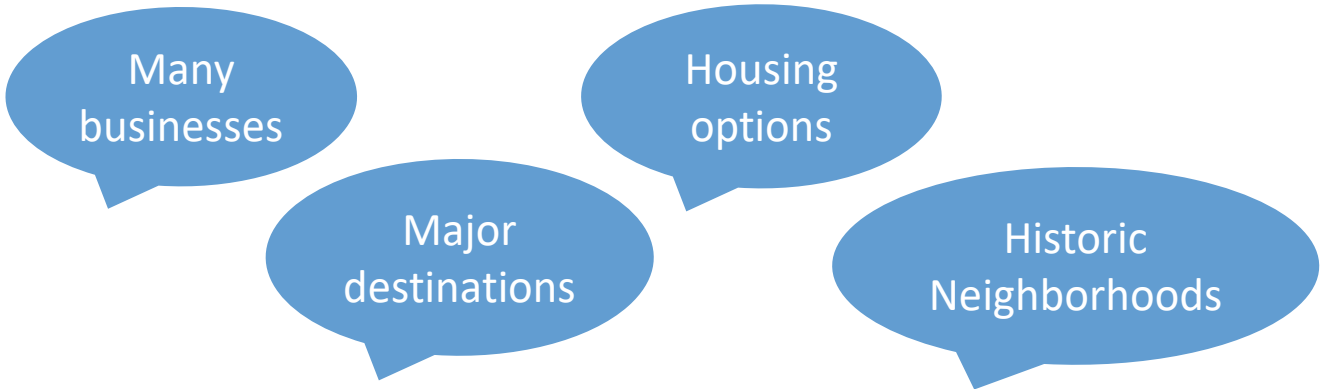


Residence northeast of the intersection

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

The density and variety of uses within the Desert Inn Focus Area provide many strengths that future development should capitalize upon, including local businesses, destinations like Sunrise Hospital and Boulevard Mall, a variety of housing types and opportunities, and neighborhoods.



WEAKNESSES

Most of the area's weaknesses are related to the level of poverty and homelessness, with almost 36% of the area's residents falling below the poverty line. A good deal of the area's housing stock is in disrepair, in turn contributing to higher rates of crime.



OPPORTUNITIES

There are many development opportunities in the focus area, many of which are related to the large vacant anchor tenant space on the north side of the Boulevard Mall and the proximity to other destinations. New development should focus on leveraging these connections and providing major streetscape and pedestrian improvements to further connect these destinations.

Good sites for new or re-development

Connect major destinations

Streetscape/ pedestrian improvements

THREATS

Some of the threats to successful new development include the high cost of land in the area and the low desirability of some of the areas, in part due to their deterioration and crime rate. New development must also be sensitive to the lower-income population that lives in the area and ensure that housing opportunities continue to be provided for them.

Gentrification

Cost of land

Desirability/ viability of this area for investment



Parking area south of Sunrise Hospital

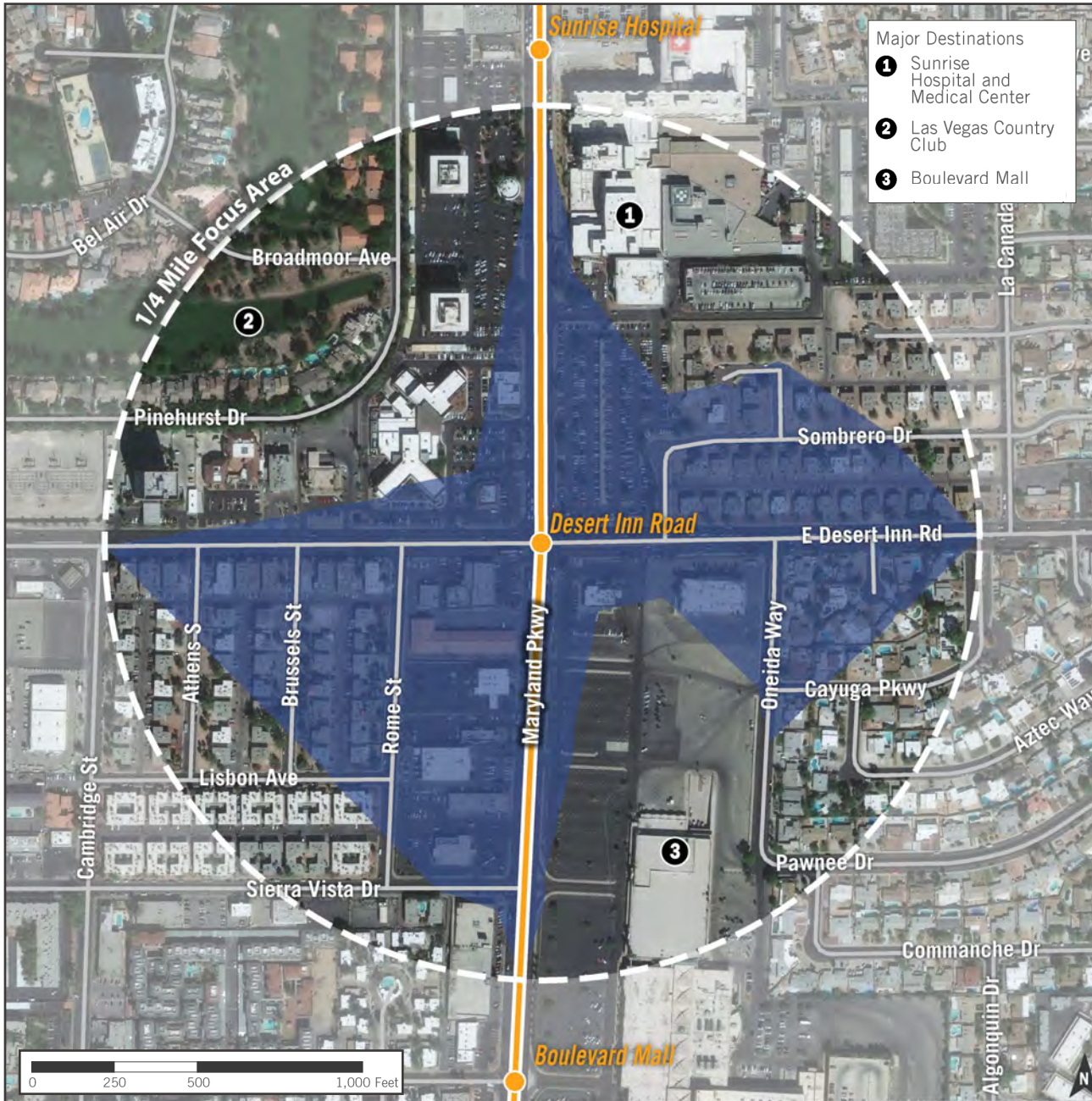


Vacant anchor tenant on the north side of the Boulevard Mall



Pad sites along Maryland Parkway

EXISTING WALKABILITY



WALKSHED ANALYSIS

A perfect walkshed on a grid street pattern would be a complete diamond, centered on the origin point. The walkshed in this focus area has perfect coverage in the southwest quadrant. A limited street network and few formal pedestrian connections within large surface parking lots lead to gaps in the walkshed throughout the rest of the focus area.

This focus area has three regional destinations which are highlighted on the map with black numbers. All of these major destinations fall outside of the 1/4 mile walkshed from the proposed BRT station, although nearby stations are more conveniently located to both the Boulevard Mall and Sunrise Hospital. Additional connections from the station to these major destinations and improved pedestrian facilities within the large surface parking lots would greatly increase walkability within the focus area.



PEDESTRIAN NETWORK AND INFRASTRUCTURE

The pedestrian environment in the Desert Inn Road Focus Area present barriers to comfortable and convenient access. Neighborhoods to the south of Desert Inn Road offer a network of low-traffic streets for people walking. To the north, and closer to the station, large commercial and institutional properties such as the golf course, the Boulevard Mall, and the Hospital parking lot lead to a disconnected street network that offers few route options for people to access the station on foot.

This means most people will need to walk along Maryland Parkway and Desert Inn Road, which are auto-oriented and very wide, with six lanes of traffic. While these major streets have sidewalks present on both sides, they are narrow and provide little to no separation from motor vehicles. There are minimal light poles and utilities obstructing sidewalks, however, numerous retail and commercial driveways proximal to the Desert Inn Road intersection create potential conflict zones between motorists and pedestrians. There is also a lack of street trees, streetscape furniture, and bus shelters, which negatively impacts pedestrian comfort.

Opportunities to cross major streets are few and far between, particularly along Maryland Parkway. Only 25% of intersections within one-quarter mile of the station have marked crosswalks or ADA ramps present.

Community survey results reflect the existing deficiencies in the walking environment. Only 21% of survey respondents said they currently walk in the focus area, but 37% said they would like to walk if improved infrastructure was put in place, which is more than any other mode of travel.

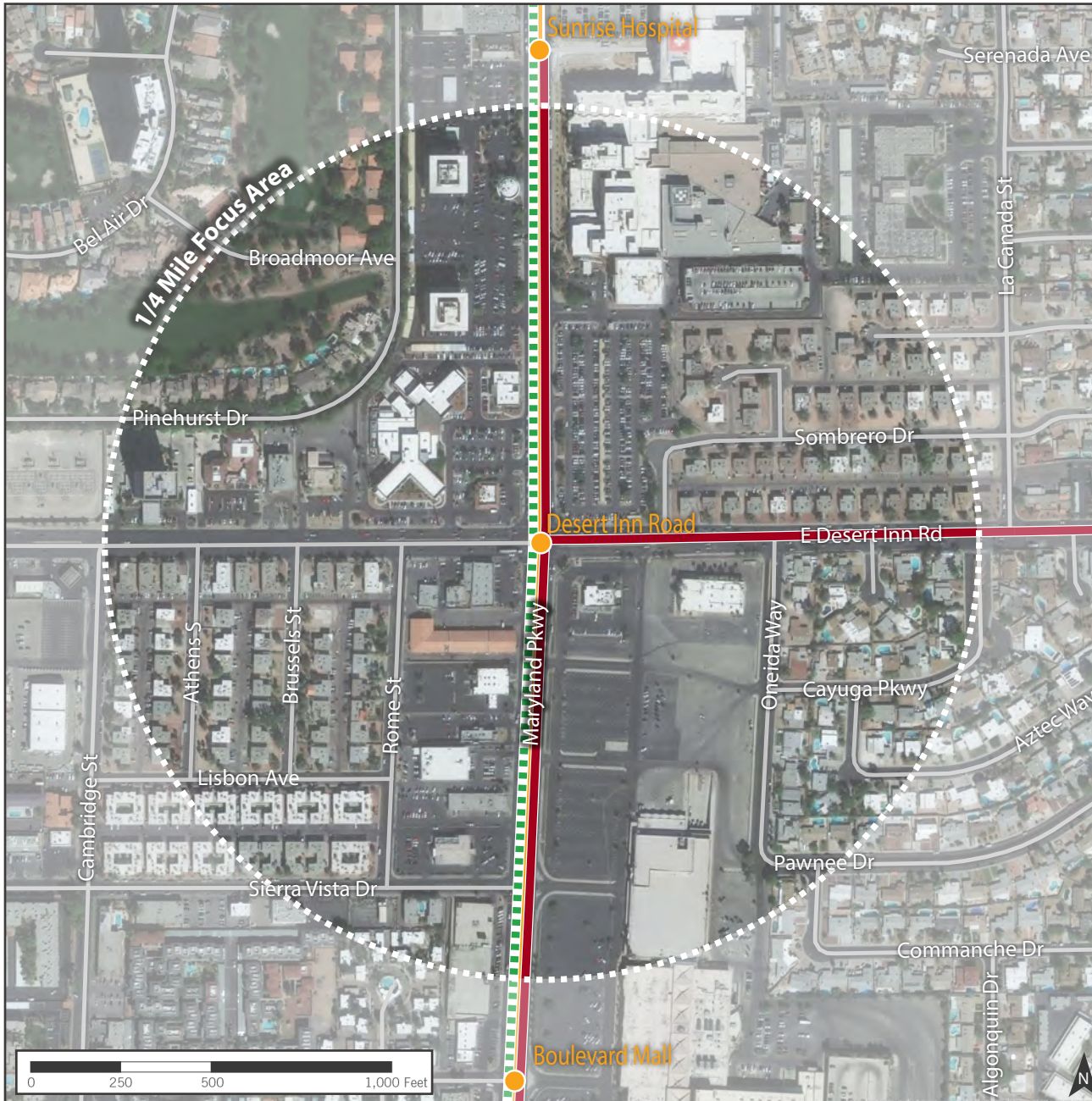


Sidewalks in focus area neighborhood *Lack of pedestrian connections through parking areas*



Maryland Parkway crossing in front of Boulevard Mall

OTHER EXISTING FIRST + FINAL MILE CONNECTIONS

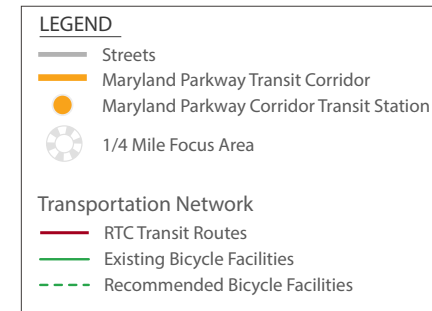


BICYCLING

Bicycle access to the Desert Inn Road Focus Area is currently limited. The closest bicycle facilities are a north-south bike lane on Joe W. Brown Drive, which is more than one-half mile from the focus area, and a short segment of bike lane on Pawnee Drive. There are currently no continuous east-west connections.

Few planned facilities, with the exception of a separated bike lane on Maryland Parkway, provide direct access to the station, however, a planned buffered bike lane on Vegas Valley Drive does provide a critical east-west connection to the Maryland Parkway Corridor north of Sunrise Hospital.

Only 4% of Community Survey respondents said they currently bike in the focus area, but 18% said they would like to if improvements were made.



TRANSIT

The Desert Inn Road Focus Area is currently served by two transit routes: the 109 – Maryland Pkwy, which provides connections to McCarran International Airport and the Las Vegas Strip, and the 203 – Spring Mountain/Desert Inn/Lamb, which provides access to several commercial centers and tourist attractions, including the Fashion Show Mall and the Boulevard Mall. South of Desert Inn Road, the 203 travels north-south on Maryland Parkway. The bus must turn to continue east on Desert Inn Road.

Existing bus stops shared by the 109 and the 203 are about 200 feet south of the intersection of Maryland Parkway and Desert Inn Road. They are located on narrow sidewalks (approximately six feet wide), which does not allow sufficient clear space for people using mobility devices to navigate around the stop. The lack of a buffer between the sidewalk and the street means that people waiting for the bus are very close to moving traffic on Maryland Parkway. The northbound stop has a shelter that provides shade, while the southbound stop includes a bench only.



Bike facilities along Pawnee Drive



Transit stop along Maryland Parkway

DRIVING AND PARKING

Roadways near the station are wide and auto-oriented. There is very little publicly operated parking in the focus area. Large privately-owned surface parking lots could present opportunities for shared parking agreements.



Oversized surface parking lots within the focus area



2

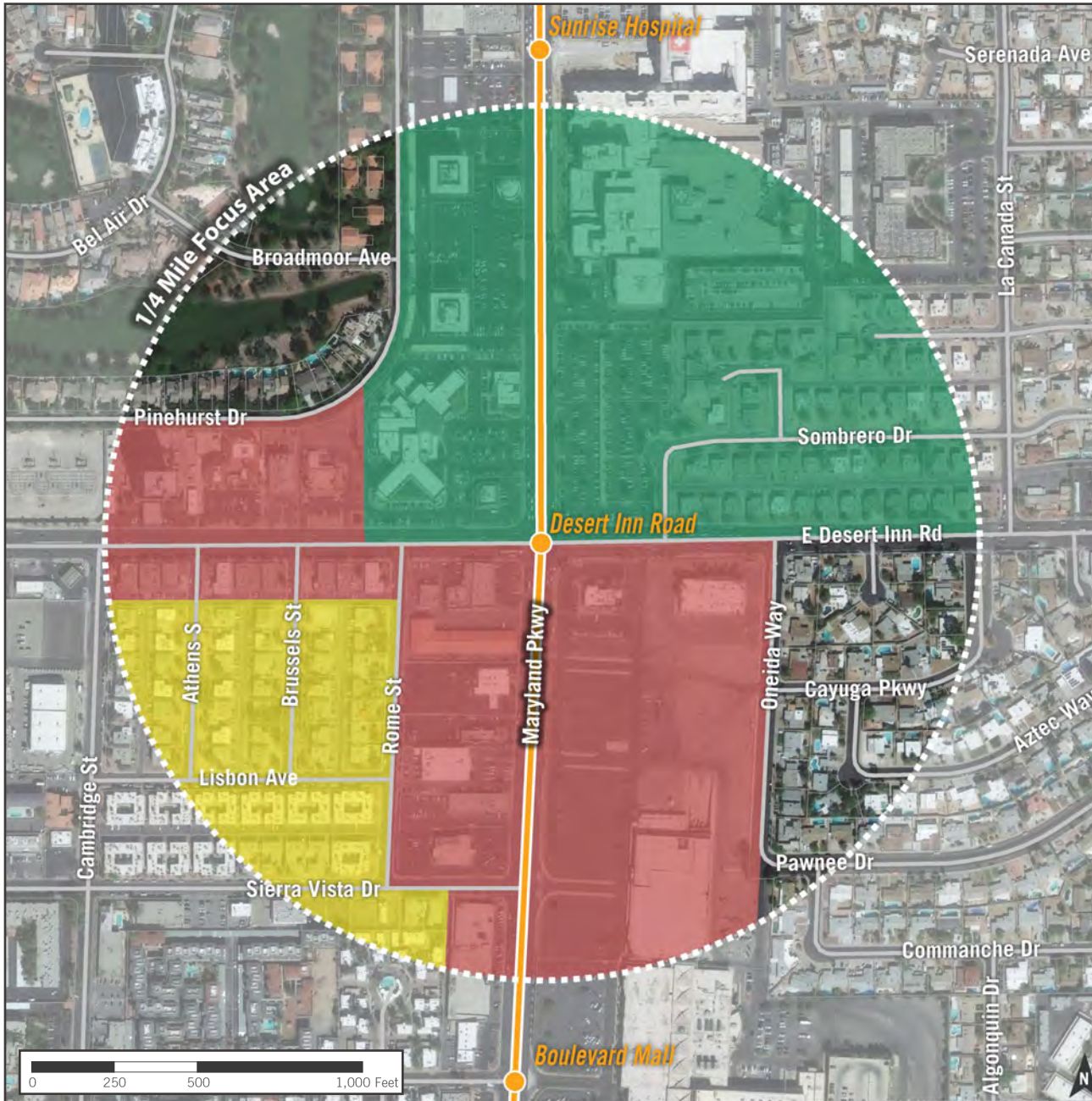
FOCUS AREA RECOMMENDATIONS

Successful Transit-Oriented Development is not achieved by a single catalytic development or streetscape improvement, but rather, by a series of interventions over time that encourage the focus area environment to prioritize transit supportive characteristics. Such characteristics include a diversity and mix of uses, building frontages that activate the pedestrian realm at a human scale, easy access to essential community amenities and services, quality and convenient connections to other mobility options, and a priority on safety within the public realm for users of all ages and abilities.

The Desert Inn Road Focus Area is categorized as a Catalyze focus area on the TOD Readiness Spectrum. So, although the primary emphasis is encouraging new catalytic development, the recommendations that follow aim to supplement that infrastructure and development investment by pairing it with intentional, community vetted amenities and public spaces that help achieve the transit supportive characteristics described above. Included in this chapter are a mix of broader policy and regulatory recommendations, and location-specific amenity, connectivity, parking, and land use recommendations, all informed by community and stakeholder input gained through this planning process.

While the recommendations in this chapter should not necessarily be regarded as a first phase in successful implementation of TOD, by providing the policy guidance in this document, the hope is that the County can work to get the corresponding regulations, amenities and connections in place that will compel corresponding development to respond accordingly.

TOD TYPES



WHAT ARE TOD TYPES?

Transit-Oriented Development (TOD) is a type of development located close to high quality, high capacity transit, that creates a compact, walkable, mixed-use and dense environment. TOD areas contribute to liveable communities and serve as activity centers that provide a range of benefits to the region, local community, and individual households.

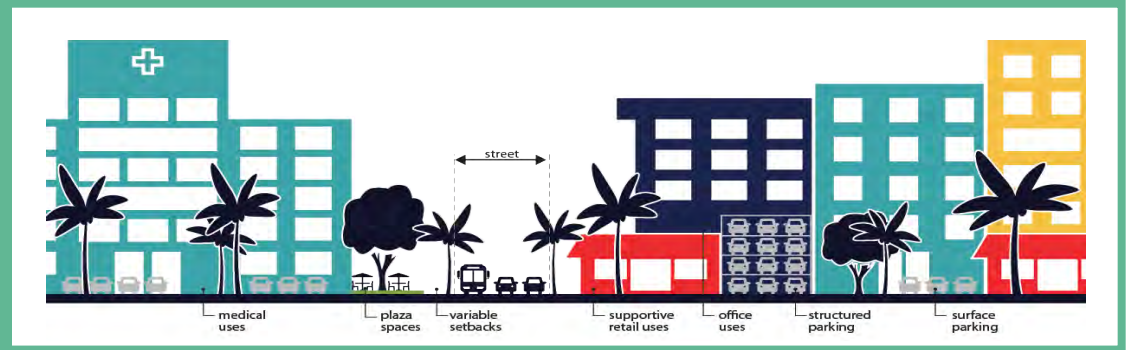
During RTC's OnBoard Mobility Plan, nine TOD types were established that are context-specific to Southern Nevada. The density, building form, block layout, types of use, time of activation and approach to equity differs in each of the nine TOD types.

The Desert Inn Road Focus Area contains three of the nine TOD Types including: Medical District, Town Center, and Urban Neighborhood. Descriptions of each are on the page to the right.



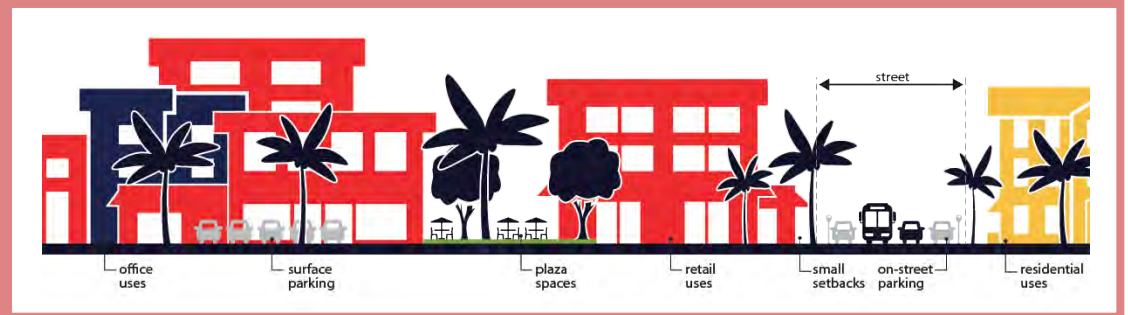
TOD TYPE: MEDICAL DISTRICT

A job center supported by medical, office and retail uses. Strong building-street relationship with limited walkability. High activity during the day with many job opportunities.



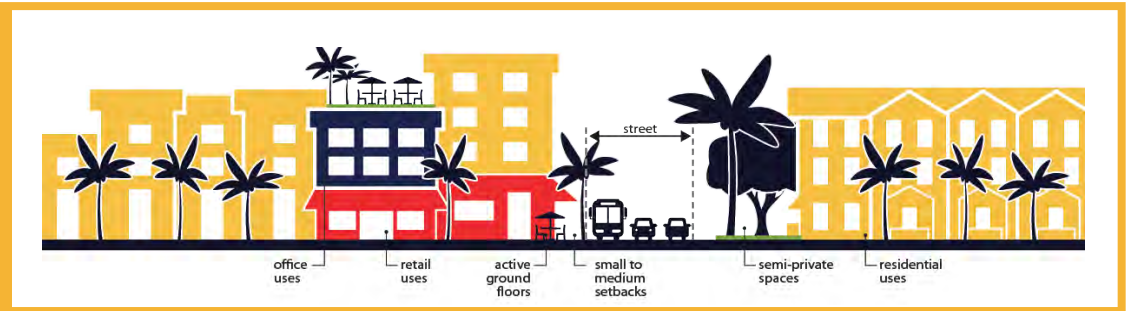
TOD TYPE: TOWN CENTER

Mostly retail/commercial uses with some housing and public gathering spaces. Local destination for residents and visitors. Increased activity when special events take place.



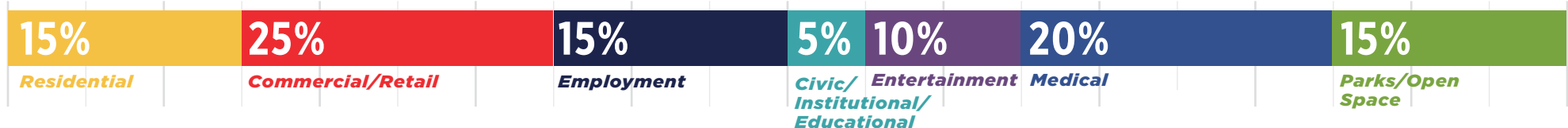
TOD TYPE: URBAN NEIGHBORHOOD

Medium density development that primarily serves local residents. Mostly housing with some retail and services.

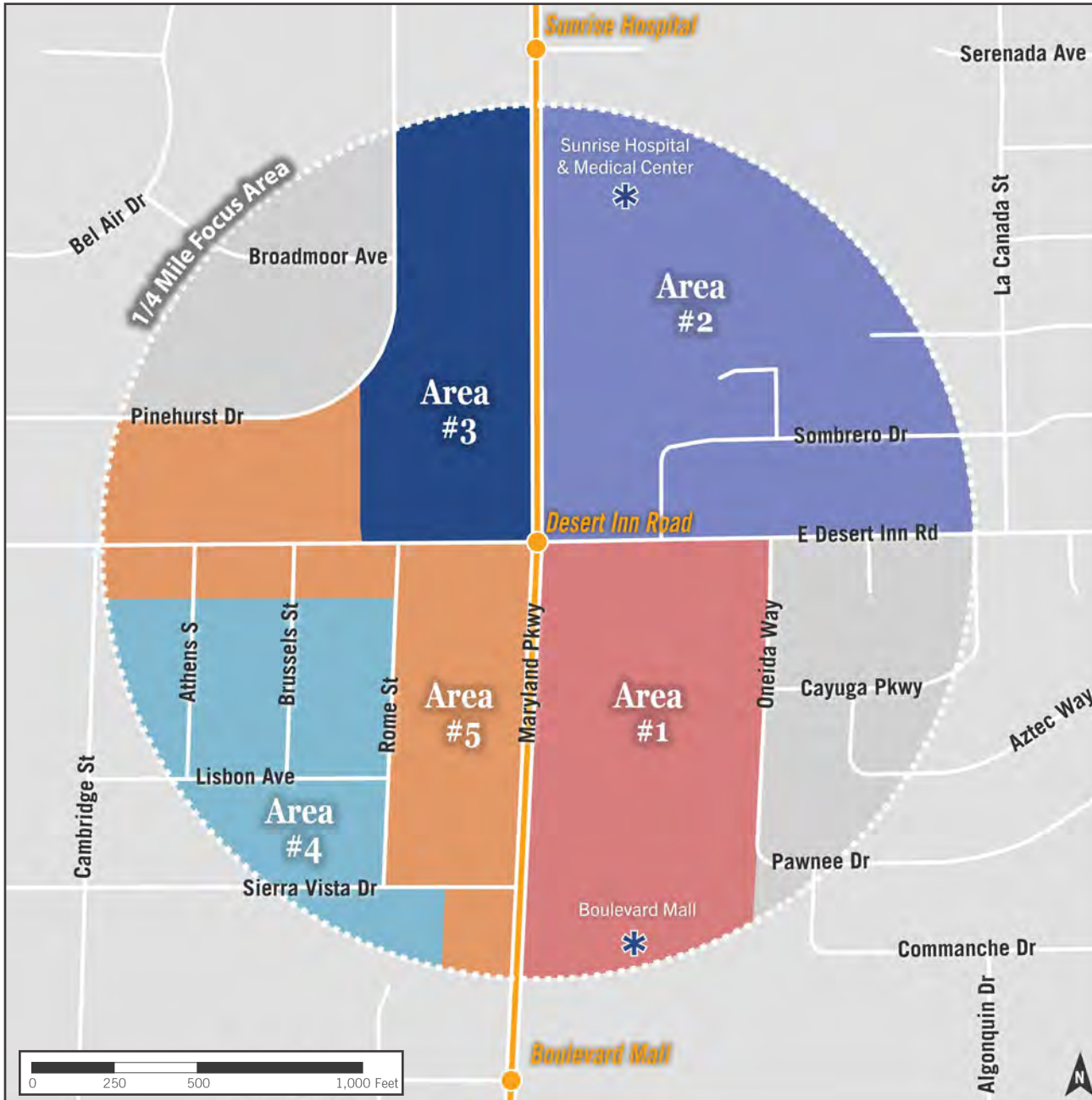


MIX OF USES

Several uses were indicated as the top priority for the Desert Inn Road Focus Area as part of the community survey. There is a strong desire for more commercial/retail, employment, medical, and residential uses. These uses would be particularly beneficial given the proximity to Sunrise Hospital and other medical uses. New uses should be designed for the needs of medical employees, visitors, patients, and nearby residents.



DEVELOPMENT TYPE PREFERENCES



WHAT SHOULD THIS AREA LOOK LIKE IN THE FUTURE?

While the TOD Types mapped on the previous spread provide more detailed guidance on the mix of uses that each focus area should aspire to achieve to best support the transit investment along Maryland Parkway, the types of development that can occur within those TOD Types are still intentionally broad. To help better calibrate development type recommendations to the Desert Inn Road Focus Area, community members were asked to provide feedback on a set of visual preference images for five geographic areas within the focus area. Candidate images were selected that embody TOD supportive development characteristics such as limited building setbacks and engagement with the street, active ground floor frontages, an integrated mix of uses, and placemaking elements that would encourage transit users to linger and activate adjacent public spaces. Variation occurred, however, in elements such as building height, building type, form and configuration of the public realm. (Variable characteristics tested, along with the community's preference, indicated at right.)

As future land use and development code decisions are made within Clark County, these inputs can be helpful in informing regulatory mechanisms that compel development that is not only transit-supportive, but also would be well received by the community.

Area #1 and #5

Community Survey Preference: Mixed-use lifestyle center with internal pedestrian promenade

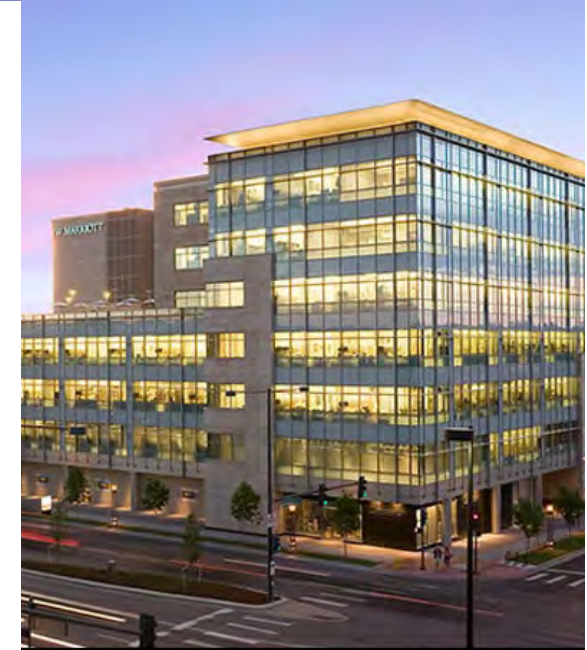
Visual preference image options were calibrated to provide input on the Town Center format and pedestrian realm design in this area.



Area #2

Community Survey Preference: Medium-scale building heights with integrated ground floor private uses

Visual preference image options were calibrated to provide input on building heights, character, and public interface in this area.



Area #3

Community Survey Preference: Smaller scale buildings with associated public plazas

Visual preference image options were calibrated to provide input on building heights, character, and public interface in this area.



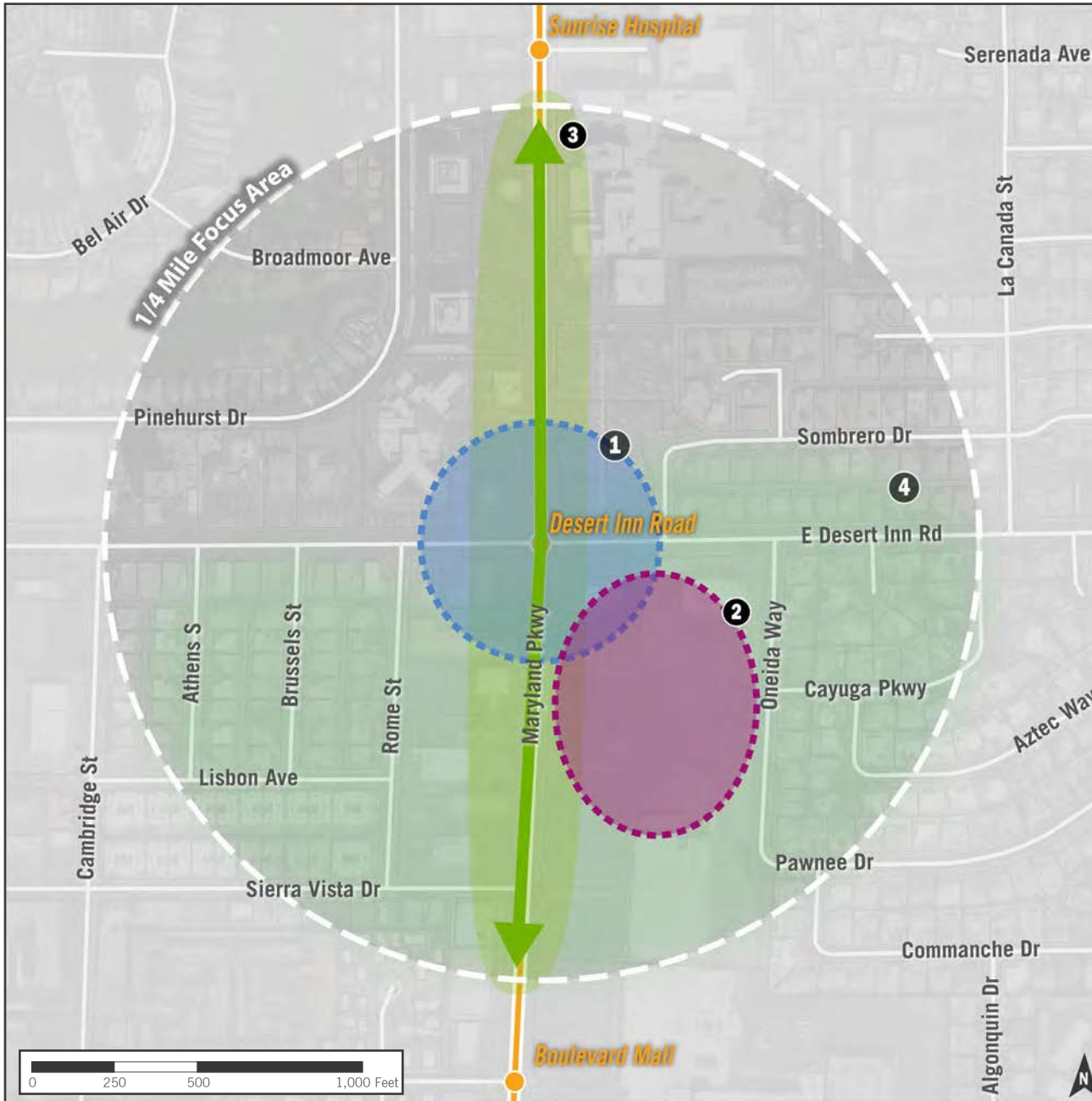
Area #4

Community Survey Preference: Mixed-Use apartments with active ground floor

Visual preference image options were calibrated to provide input on the type of residential use, density, and transition to single-family in this area.







COMMUNITY AMENITIES, SERVICES, AND PUBLIC REALM IMPROVEMENTS



As part of the Maryland Parkway Corridor Community surveys, participants were asked to identify where they would like to see additional amenities and infrastructure. The map at the left is a high-level representation of the key takeaways from those survey results, based on clusters of pins placed by the community. The full results can be found in the Desert Inn Road Survey Results Memo. These preferences, in combination with TOD best practices and an analysis of access to existing community amenities and infrastructure, informed the recommendations below and on the following pages.

Legend - Key Takeaways

- 
1. Mobility Improvements at Intersection
 A variety of infrastructure improvements were requested at the intersection of Desert Inn Road and Maryland Parkway including safer crossings, improved sidewalks, and safety infrastructure.
- 
2. Amenities at Empty Box Store
 Adding new uses such as shops/restaurants, grocery, and services to the underutilized lot southeast of the intersection was a top community priority, see project on page 48-49 for details.
- 
3. Shade Trees and Pedestrian Lighting Along Maryland Parkway
 Many people prioritized more shade trees and pedestrian lighting (safety/security infrastructure) directly along the Maryland Parkway Corridor.
- 
4. Park Space South of Desert Inn Road
 Parks/open space were a significant community priority and should be added throughout the area and especially south and east of the intersection.

Shops and Restaurants

Intent: Ground-floor retail and dining options support and benefit from increased density and foot traffic and create a local destination.

Public input indicates a desire for new retail within the focus area, however, it was not identified as a top community priority. The most notable location for requests for new shops and restaurants is at and directly north of the vacant anchor tenant on the north side of the Boulevard Mall. This empty building and adjacent vacant lot provide a great opportunity for new mixed-use development. The community also showed some desire for new or improved retail uses at the intersection of Maryland Parkway and Desert Inn Road.

Office Spaces

Intent: Flexible office spaces are included as part of new vertically mixed-use development and provide diverse employment options.

The community survey results indicate some desire for more office space north of Desert Inn Road and west of Maryland Parkway where medical offices are currently located, possibly indicating an interest in more mixed-use of flexible office space in this area.

Grocery Stores/Healthy Food Options

Intent: Food access is prioritized in focus areas that are currently lacking healthy food options, improving access for the whole transit corridor.

The Desert Inn Road Focus Area is currently lacking nearby access to a full service grocery. This use would greatly benefit this area, especially with the density of residential

and employment uses and it was one of the most requested by the community. Based on existing uses and survey results, the southwest portion of the focus area is most appropriate.

Daily Services

Intent: A variety of neighborhood supporting daily goods and services allow nearby residents and transit riders to meet their needs without additional vehicle trips.

Daily services were one of the less requested amenities through the community survey. Services are important to support the medical and educational uses and should be considered as part of new development, but as a lower priority than other uses.

Educational Facilities

Intent: Quality education facilities are easily and safely accessible from high frequency transit stations.

The community did not express much need for additional educational facilities in the focus area, likely because of the proximity to multiple K-12 schools. The priority for improved educational access should be connecting safely to these schools.

Health Care/Social Services Facilities

Intent: Transit users and focus area residents have proximate access to health care and social service facilities, enhancing access for the whole transit corridor.

While not a top community priority, new health and social services facilities were requested for the northern portion of the focus area. These uses are highly

recommended to tie into the existing health uses associated with Sunrise Hospital.

Housing Options/Affordable Housing

Intent: Focus areas have a variety of housing types and styles at multiple price points that benefit from new and improved amenities and support additional uses and density.

Community feedback indicates a strong desire for affordable housing options throughout the focus area. With its proximity to two significant transit lines and several major employers, it is a prime opportunity for affordable housing.

Recommendations from the Workforce Housing Plan

Based on the guidance provided for the County in the Workforce Housing Plan and the specific needs of the focus area, the priority housing types for Desert Inn Road are quadplexes, townhomes, and group living apartments. Effective tools for the area include regulatory incentives, process and zoning accommodations, public subsidies, partnerships with private or non-profit groups, and property deed restrictions.



Quadplexes

Typical Lot: 2+ acres 

Density: 20-35 du/acre 

Height: 3-5 stories 



Townhomes

Typical Lot: 2-4,000 SF 

Density: 12-20 du/acre 

Height: 2-4 stories 



Group Living Apartments

Typical Lot: 2+ acres 

Density: 20-35 du/acre 

Height: 2-5 stories 



Molasky Family Park, south of the focus area



Trees along sidewalk



Parking lot with lighting

Community Parks and Open Spaces

Intent: Residents and transit riders can safely access parks and open spaces in the focus area via multiple modes.

There is very limited access to community parks and open spaces in the Desert Inn Road Focus Area. The nearest green spaces are associated with K-12 schools or golf courses, which are not publicly accessible. Molasky Park, south of the focus area, provides the nearest community gathering space. Public green space would provide a considerable benefit to the focus area in particular for its many employees, visitors, patients, and residents in the nearby neighborhoods.

Community survey results showed a notable desire for park space particularly in the neighborhoods southwest and northeast of the corridor, as well as near the north side of the Boulevard Mall in the southeast quadrant. New green spaces should be collocated with new development and revitalization projects, new and existing medical facilities, and be easily accessible from the transit stops.

Green space is shown to have significant health benefits and is recommended as a supplement to health care facilities to aid in a holistic healing process. These spaces should be included with all the facilities in the Focus Area to build on the medical infrastructure.

Many of the businesses and strip malls along Maryland Parkway have oversized parking lots that create an excellent opportunity for plazas and green space. Breaking up the large parking areas with these spaces would also make the area more easily navigable for pedestrians and benefit the environment.

Shade Trees

Intent: Major pedestrian and bicycle routes throughout the focus area have shade trees to allow comfortable travel, mitigate urban heat island effect, and encourage non-automobile trips.

The tree canopy in the focus area is notably sparse and was one of the most requested amenities through the community survey. The existing canopy is the most dense in the neighborhoods around the perimeter of the focus area, but the businesses and parking areas around the intersection provide almost no cover. The majority of trees along Maryland Parkway and in the commercial portions of the focus area are palm trees and do not provide significant shade.

New shade trees should be a top priority of focus area improvements, particularly adjacent to the transit corridor, as requested by the community. New trees can be collocated with new green spaces, development and revitalization projects, and in buffers between pedestrian routes and roadways. A focus on new trees will improve pedestrian comfort, break up large areas of pavement, and improve the environmental quality.

Safety and Security Infrastructure

Intent: Adequate safety and security infrastructure is provided for pedestrians and cyclists to remove barriers to traveling to and from the station.

While there is adequate street lighting along both Maryland Parkway and Desert Inn Road, it is primarily oriented to the roadways

and parking lots and offers little coverage for pedestrian routes. There were many responses for safety and security infrastructure during the survey process, particularly along Maryland Parkway and in the adjacent parking lots, as well as the eastern portion of Desert Inn Road. This is shown to be a high priority for the community and additional pedestrian-scale lighting is highly recommended in these areas. Emergency Light Boxes near transit stops would also significantly contribute to a feeling of security for pedestrians, cyclists, and transit users in the area. For more information on safety and security recommendations see CPTED and Safety on page 45 of this Plan.

Public Art Opportunities

Intent: Opportunities for public art are included in focus areas, and particularly near transit stations, to cultivate a unique sense of place and community pride.

The major community assets/landmarks in the Desert Inn Road Focus Area like Sunrise Hospital and Boulevard Mall, create a good opportunity for public art. Art would also help this area develop a more unique identity along the corridor. However, results from the online survey indicate this is a low priority for the community. If public art is added, it should be near the transit stops or as part of new development near Sunrise Hospital or the Boulevard Mall, or incorporated into the pedestrian bridge, but more basic needs for pedestrian safety and comfort should be addressed first, if possible.

Signage and Wayfinding

Intent: Clear signage and wayfinding allow all users, regardless of mode, to easily locate the transit station and nearby destinations.

While signage and wayfinding was not included in the online survey, it is a key part of creating a successful, easy-to-navigate focus area. The Desert Inn Road Focus Area would greatly benefit from wayfinding to help residents, visitors, and patients and employees at Sunrise Hospital navigate to their destinations from the transit stations. Additional signage near transit stops and along major mobility routes should direct people to Sunrise Hospital, Boulevard Mall, Molasky Family Park, the Convention Center, and even further destinations such as the Strip, Downtown Las Vegas, and the airport.

Street Furniture

Intent: Street furniture is provided along major pedestrian routes within the focus area to create a comfortable pedestrian realm, moments of respite, and encourage non-automobile trips.

There are few pedestrian amenities along Maryland Parkway and Desert Inn Road, which should be a priority improvement for pedestrian traffic, particularly near transit stops. Furnishings in this area should include benches, trash/recycling receptacles, bike parking, planters, and pedestrian-scaled lighting. The variety of businesses, density of medical uses, and proximity to the Boulevard Mall increases the number of people walking in this area and it should be amenitized to match this level of use.



Sunrise Hospital pedestrian bridge

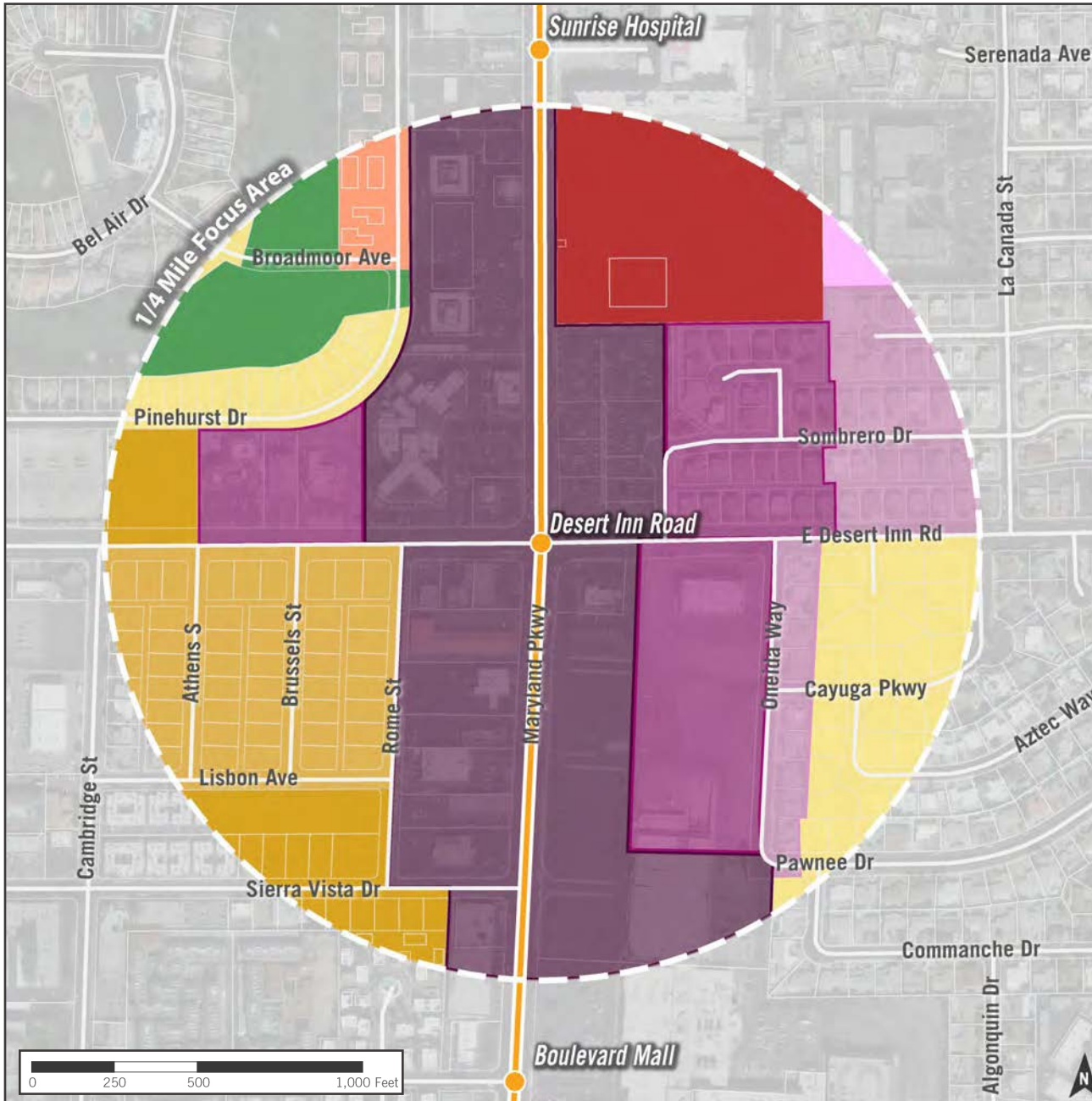


Children's Hospital sign



Covered pedestrian walkway near Sunrise Hospital

PLANNED LAND USE



PLANNED LAND USE

Planned Land Use (PLU) recommendations are informed by analysis and community feedback shared earlier in this document. The TOD Types and Mix of Land Uses on pages 20-21 informed the types of uses and quantitative mixture. The Development Types information provides additional insight on heights and densities the community would like to see within this focus area. The community survey also included place-based desired land use feedback which was incorporated into these PLU recommendations.

The map on this page shows applied PLU recommendations for parcels within the Desert Inn Road Focus Area. These recommendations are intended to support transit-oriented development as well as help to implement the community's vision in this



location. PLU can be used to guide infill development and revitalization in this focus area to contribute to a high-quality, walkable, mixed-use place with a vibrant pedestrian realm adjacent to the BRT station.

The areas envisioned for Mixed Use will need an increased variety of uses from what exists today in order to achieve this vision. The bullets below outline the additional land uses needed to achieve a true mix within these Mixed Use PLU areas:

- Northwest quadrant - residential throughout, commercial west of Rome Street, office/professional near the transit station
- Southwest quadrant - residential throughout, office/professional south of Sierra Vista Drive
- Southeast quadrant - residential and office/professional throughout
- Northeast quadrant - Commercial and office/professional throughout, residential along Desert Inn Road

It is intended that the County considers these recommendations when updating the Comprehensive Plan and Unified Development Code.

MIX OF USES

In order to best leverage the transit and streetscape investments being made to the Maryland Parkway Corridor, it is key to increase the mix of land uses within 1/4 mile of the proposed station. A mix of land uses,

such as retail, entertainment, residential, office, and institutional can help achieve a critical mass of people within close proximity to the station. An ideal mix of uses balances live/work/play activities that support sustained activity throughout the day.

In order to help achieve a vertical mix of uses in addition to a horizontal mix of uses, it is recommended that a new "Mixed Use" planned land use is added to the County's list of Planned Land Use Codes. This will allow for flexibility that is not currently in the Code and can benefit all areas of TOD around future high-capacity transit investments.

Generally, the mix of uses in the southern half of the focus area should be predominantly retail/commercial with the addition of housing, office/professional services, and public gathering spaces. North of Desert Inn Road, the mix of uses should generally be medical or office/professional services with the addition of supportive retail/commercial housing, and public gathering spaces. Changes are not recommended to existing residential neighborhoods, with the exception of the residential area in the northeast quadrant of the focus area. This area should remain predominantly affordable residential, but is an opportunity for increased density and quality.

DENSITY

Successful TOD requires a critical mass of people, or density, near the station at any given time. Active focus areas promote

ridership along transit lines and help to leverage the public investment.

Residential development within the focus area is generally medium density, consisting of mostly 2 story multifamily or duplex. The southeast section of the focus area has detached single-family residential homes which are mostly one story. There is also one, high-rise, 12-story, multifamily residential building on the north side of Desert Inn Road, just north of the intersection with Cambridge Street.

Commercial development is low-density, and the portion of the Boulevard Mall within the focus area is currently vacant. Medical uses are generally dense within the focus area, with a handful of buildings up to 6 stories and the large Sunrise Hospital development.

Increased permitted building heights within the area should be considered, potentially up to 5 stories with taller building permitted near the hospital. Within the focus area, the highest density should be focused along Maryland Parkway.

TRANSITIONS

Density and height should step down towards the existing neighborhoods to the northwest, northeast, and southeast of the focus area. Attached single-family residential (such as townhomes or quadplexes) or 2-3 story mixed-use buildings with residential on the upper floors could serve as an appropriate transition.

THOROUGHFARE TYPES

Adopted Complete Streets policies and guidelines provide the baseline for enhancing thoroughfares in the Desert Inn Road Focus Area. RTC adopted a Complete Streets policy and a report, including design guidelines, in 2012. The 2013 RTC Complete Streets Design Guidelines for Livable Communities expands upon the guidelines in the report and establishes a typology for complete streets that facilitate mobility for all modes of transportation, with a particular focus on people walking. Land use context and specific modal functions such as transit routes and bikeways are also important drivers of street design. Best practices in bike facility design have evolved significantly since 2012, and more recent national guidance, such as NACTO's urban bikeway design guide, should be used to determine the appropriate bike treatment for thoroughfares in the Desert Inn Road Focus Area.

Boulevard

Corridor-wide recommendations:

Boulevards are designed for higher motor vehicle volumes and moderate speeds. They traverse and connect districts and cities and serve as primary transit routes. High-speed boulevards function as regional connectors and are often truck routes.

Desert Inn Road and Maryland Parkway are Boulevards within both a Town Center and Medical District TOD type. These streets function as retail and commercial spines. Both Boulevards prioritize transit and should be enhanced to support people walking to access transit. Maryland Parkway is considered a low-speed boulevard because the posted speed is 30 mph. It should be designed as a Main Street, with a higher level of priority for people walking and streetscaping, including shade trees and pedestrian scale lighting. As a planned protected bikeway as well, Maryland Parkway balances the needs of all modes.

Avenue

Corridor-wide recommendations:

Avenues have moderate to high motor vehicle capacity and low to moderate speed. They act as connectors between, or the main streets of, urban centers.

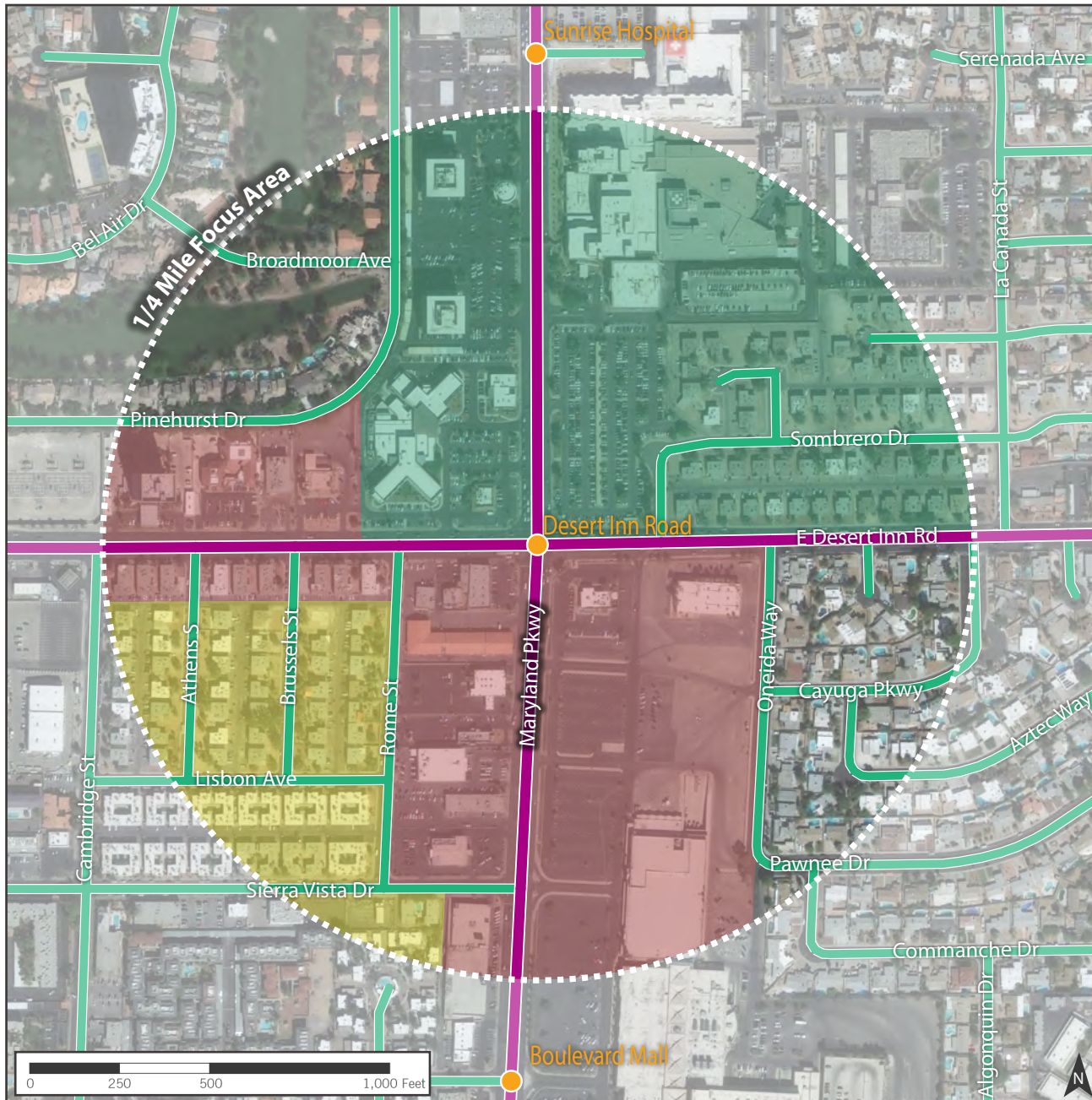
There are no Avenues in the Desert Inn Road quarter-mile focus area.

Street

Corridor-wide recommendations:

Streets are local and neighborhood facilities that serve all uses. They should have wide sidewalks, on-street parking, and landscaping. They can be either residential or commercial. They are not typically transit routes, and are suitable for bikeway treatments in which bikes share the lane with motor vehicles, such as Bike Routes and Bike Boulevards.

Streets near the planned Desert Inn Road BRT station fall within multiple TOD zones. Those in the Urban Neighborhood south of Desert Inn Road should strive to balance all modes, including high future volumes of people walking between multi-family housing and high-capacity transit services. Rome Street and Oneida Way are adjacent to commercial uses in the Town Center and need to consider urban freight and delivery access as well. Sierra Vista Drive is a good candidate for a neighborhood bikeway. Streets within the Medical District provide neighborhood access for all modes, but should prioritize the needs of employees and visitors walking to and from high-capacity transit.



LEGEND

- Streets
- Maryland Parkway Transit Corridor
- Maryland Parkway Corridor Transit Station
- ⊙ 1/4 Mile Focus Area

Thoroughfare Types

- Boulevard
- Avenue
- Street

TOD Types

- Medical District
- Town Center
- Urban Neighborhood



Section 2: Focus Area Recommendations

TRANSIT ATTRIBUTES SUPPORTING MULTI-MODAL CONNECTIVITY



Real-time information helps transit passengers make informed decisions



Maps of the focus area aid navigation



Upgrades to route 203 stops could include bollards

STATION PLACEMENT

Placement of Maryland Parkway BRT stations at Desert Inn Road requires some tradeoffs. Currently, the Route 203 and Route 109 – Maryland Parkway share stops, both of which are on the south side of the intersection. The Maryland Parkway BRT Environmental Assessment describes far-side stations at Desert Inn Road, meaning the northbound station will be on the north side of the intersection and the southbound station on the south side. Bus stops that are located on the far side of signalized intersections allow for smoother transit operations and reduce delay. However, the northbound stop for Route 203 must remain south of the intersection because the bus turns at Desert Inn Road. Co-locating Route 203 stops with Maryland Parkway BRT stations would have the benefit of smoother, faster transfers for passengers.

If the northbound 203 stop is to be separate from the BRT station, it should be relocated closer to Desert Inn Road so transferring passengers do not have to walk as far, and redesigned to provide adequate space in the sidewalk through zone, greater separation from motor-vehicle traffic, and additional amenities such as schedules and maps. The southbound station should be designed to accommodate both BRT and local bus. Existing stops do not allow adequate space for transit amenities and obstructs the sidewalk through zone. Both stations will be designed according to the Maryland Parkway BRT Station Area Guidelines.

CONNECTIONS

All Maryland Parkway transit stations should facilitate direct, easy-to-navigate transit connections. Wayfinding signs and informational kiosks, including real-time arrival information, help people transfer from BRT to local bus service. Stations at Desert Inn Road are good candidates for upgraded connection information to direct passengers between Route 203 and Maryland Parkway BRT service.

- Real-time information on transit arrivals and the availability of shared-mobility services helps people understand their options, make informed decisions, and optimize their travel experience. Basic information on transit arrivals, delays, and travel alternatives should be prominently displayed. Interactive kiosks and smartphone apps provide the opportunity for customized real-time information and mapping.
- Clear directional signage allows people to navigate between transit lines and other mobility services within the area surrounding the station, as well as to nearby destinations.
- Paper or interactive transit route maps are prominently displayed at stops and platforms. Area maps featuring nearby destinations and bike and pedestrian routes are displayed on informational totems or kiosks.

TRANSIT SPEED AND RELIABILITY ELEMENTS

Many passengers on Maryland Parkway BRT will transfer from other bus routes. If BRT is to be a convenient, attractive option for such passengers, the entire public transit system must be fast and reliable. The following transit priority elements should be considered on connecting routes as well as on the Maryland Parkway BRT corridor itself.

Signal prioritization

Signal prioritization is a component of intelligent transportation systems (ITS). One form of signal prioritization is to optimize and synchronize the signal timing along a corridor for the average operating speed of a bus. Transit signal priority (TSP) involves technology on the bus and in the traffic signal that trigger the light to turn green, or stay green for longer, when the bus approaches.

There are multiple considerations for the operation of the signal at Maryland Parkway and Desert Inn Road. If the northbound BRT station at Desert Inn Road remains on the south side of the intersection to facilitate transfers to and from route 203, transit signal priority is recommended to prevent the bus from missing the green phase while it stops to drop off passengers. Route 203 would also benefit from transit priority at the intersection, as it must make a left turn from Desert Inn Road onto Maryland Parkway.

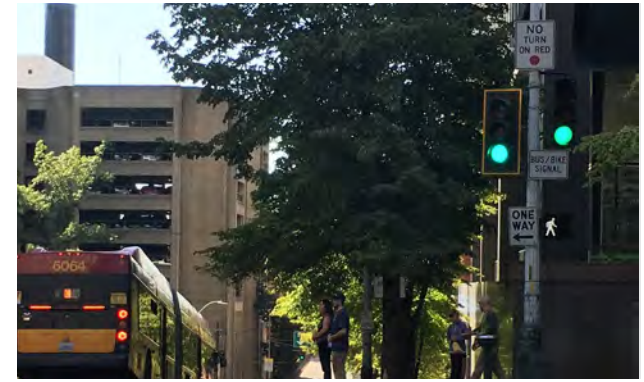
Bus lanes

Maryland Parkway BRT will operate in Business Access and Transit (BAT) lanes. BAT lanes allow general purpose traffic to make right turns at intersections or driveways. BAT lanes on Maryland Parkway will benefit Route 203 as well.

Currently, no high-capacity transit service is planned for Desert Inn Road and there are no plans to introduce transit lanes in the near future. Elements that require less right-of-way could be introduced on this connecting service to increase the reliability of the entire system. For example, queue jump lanes are short exclusive lanes for buses that allow them to process through an intersection before general traffic. They are sometimes created by converting a right-turn only lane to a bus-only lane.

TRANSIT SERVICE DESIGN

Maryland Parkway BRT and Route 203 schedules should be coordinated to the greatest extent possible to minimize connection times for the predominant transfer flows.



A signal in Seattle gives priority to buses and bikes

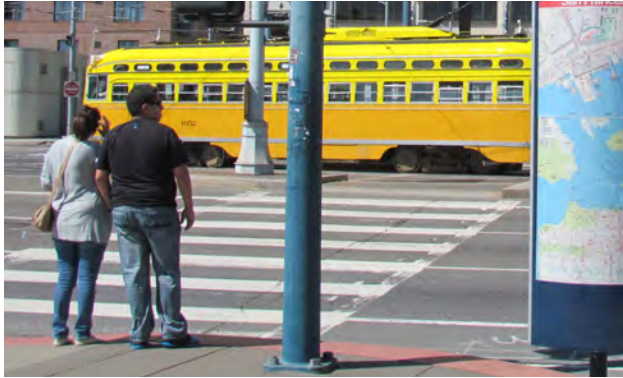


Right turn lanes can act as queue jumps for transit



Exclusive bus lanes are effective at reducing delay

FIRST AND FINAL MILE ACTIVE TRANSPORTATION



High-visibility crosswalk



An ADA accessible path through a parking lot



ADA compliant curb ramp

PEDESTRIAN ACCESS

Corridor-wide recommendations:

With pedestrians as the highest priority throughout the corridor, all focus areas must make commitments to safe access. This includes the following key components:

- Incorporation of high-visibility crosswalk design elements in all crosswalks.
- Requirements that construction and excavation permits be issued upon ensuring continued pedestrian traffic.
- Prioritizing new crosswalks in locations with a relatively high rate of pedestrian-vehicle conflicts and crashes.

Connections must be guaranteed in the most direct and convenient way possible. By protecting the most direct walking route to the point of payment and platforms for transit, riders will be encouraged – not dismayed – by the experience getting to and from the station. The following measures can help ensure direct access:

- Allowance of proposed crosswalks placed along direct pedestrian routes to transit stops, schools, parks, senior centers, community centers, hospitals, as an exception to any crosswalk warrant/minimum demand requirements.
- Where parking facilities exist, a clearly demarcated walkway connecting all access and egress points to one another helps preserve pedestrian safety.

Improvements at the intersection of Desert Inn Road and Maryland Parkway should focus on slowing the speed of turning vehicles to improve safety for people walking. The sidewalks turning the corner from Maryland Parkway and running along Desert Inn Road should be consistent and level to allow all people disembarking buses along Maryland Parkway to safely transfer at stops along Desert Inn Road. The intersection of Sierra Vista Drive and Maryland Parkway would benefit from closure of the right-turn slip lane.

The western side of the Boulevard Mall, facing Maryland Parkway, is mostly a series of consecutive surface parking lots of varying occupancy. As long as the development of these parcels are incomplete and surface lots remain immediately adjacent to the Maryland Parkway Corridor at this point, clear universal pathways should connect mall entrances (primarily and secondary) with the Maryland Avenue sidewalk as directly as possible. These paths of travel must be continuously well-lit at the pedestrian scale.

The surface parking lots surrounding Sunrise Hospital present a perceived barrier for people walking between Maryland Parkway and single family houses on the east side of the corridor. Although the Sunrise Hospital surface lots have made efforts to mark ramped walkways through the lot, they are primarily designed for the benefit of people parking, and an accessible well-lit path to the property edge is inconsistently applied. However, depending on the final location

of the northbound bus stop on Maryland Parkway, people accessing the corridor via Sombrero Drive may use the southern surface lot as a shortcut. Sunrise Hospital should embrace this desire by marking, lighting, and ensuring ADA-accessible ramps for people walking to access the Maryland Parkway Corridor from points east.

ADA ACCESS

Even though there are several surface parking lot parcels still in use close to Maryland Parkway, universally accessible designs must run the entire path from any new development's primary and secondary entrances to the sidewalk, and across all curb cuts. Where new primary entrances are established in the middle of the block, crossings should be warranted.

Any newly constructed surface parking spaces should be ADA accessible, especially in locations with uses focused on healthcare and clientele predominantly focused on older adults and people with disabilities.

Corridor-wide recommendations:

The transportation experience set by the Americans with Disabilities Act (ADA), includes minimum dimension standards for barrier-free access, like an 8-foot-by-5-foot level pad at the head of the bus stop, and 2 inches for the posted route numbers on a sign. Upgrading all sidewalks in the focus area to be continuously paved, level, connected to curb ramps, and 36-inches wide can ensure independence for people who may otherwise need to wait for an operationally expensive paratransit vehicle.

However, going above and beyond compliance to the ADA helps create a place that is truly inclusive for people with disabilities. Universal design beyond compliance starts by listening to -- and centering the experience of -- the disability community in every single design choice. Every focus area must emulate this practice. Some of following examples of universal design are intended to provide an environment of safety and inclusion beyond compliance:

- Defining "pedestrian access" as "reasonable access for disabled persons in wheelchairs and similar devices" – to be consistent with Clark County standards for pedestrian malls.
- Maintaining at least an 8-foot-wide platform at all bus stops, not just at the front.

- Touchless signalization that does not require the pushing of pedestrian and bicycle crossing indicators (aka "beg buttons") to receive a walking signal. Either a walking and biking signal shall occur at least once every single traffic signal cycle, or it must be able to be activated using a motion sensor. Extend touchless access to water fountains, doors, and lighting, and keep at least one sensor and switch within reach of people of all possible heights.
- Step-free access for all principal walkways along the most direct path of travel. And where there are ramps, multiple handrails with varying heights and embedded directions in braille must be included.
- No unnecessary distractions in materials. For example, any changes to pavement texture should only be to indicate a change in the pedestrian realm or to direct people to and from station entrances.

BIKE ACCESS AND SEPARATION

Corridor-wide recommendations:

Bicyclists are not all the same and what is required to make them feel safe and comfortable will vary. For example, some bicyclists travel much slower than vehicles, while others travel at higher speeds.

On average, bicyclist speeds range from 12 to 20 mph. Some experienced bicyclists (a very small percentage of the total potential bicycling population) are comfortable sharing a lane with cars.

For the rest of the population, the type of bicycle facilities that feel safe and comfortable vary based on a combination of motorist speed, traffic volume, roadway width, presence and location of on-street parking, and other design elements. Using traffic volume thresholds to recommend a specific type of bicycle facility is a good starting point; guidance can be found in the NACTO Urban Bikeway Design Guide. Bicycle facilities physically separated from motor vehicle traffic are effective in attracting people of all ages and abilities, who may not feel comfortable bicycling with vehicle traffic.

Over time, expanding the definition of protected infrastructure for bikes to include scooters, and small motorized carts may become vital for continued safety in route to transit. These measures also protect pedestrians, because in locations where there is not a protected bicycle lane, people may choose to ride on the sidewalk instead, thus increasing the discomfort of people simply walking on the sidewalk.

Just skirting the northern edge of the focus area's half-mile radius is Vegas Valley Drive, which is a street recommended for a buffered bicycle lane by the Regional Bike and Pedestrian Plan. Such a facility, which would extend 1 ½ miles east from Maryland Parkway, would not only increase bicycle accessibility from residential areas in the eastern side of this focus area, but also provide another direct connection in the bike network to the Flamingo Arroyo Trail.

To aid the implementation of a protected bicycle facility along Maryland Parkway in this focus area, there is approximately 4,000 continuous feet of surface lots fronting the eastern side of Maryland Parkway (from Sunrise Hospital south to Katie Avenue). In the process of development, these surface lots could provide for a shared-use path that does not come at the expense of the existing right of way along Maryland Parkway.

Traffic volumes on Desert Inn Road could likely be served by two through lanes per direction rather than the existing three per direction. The curb lane could be repurposed to provide protected bike facilities and/or a wider pedestrian realm. A traffic study to collect daily motor vehicle volumes could determine whether it falls under the FHWA's suggested threshold. The FHWA Road Diet guide provides more information on assessing the feasibility of a road diet.

Directly connecting Maryland Parkway from the west side of the corridor are Sierra Vista Drive (less than 1,000 feet south of Desert Inn Road) and Dumont Boulevard. Along with Cambridge Street, these

smaller enclosed corridors serve apartment complexes, a few small businesses, and community destinations such as Dean Peterson Elementary School and Molasky Family Park. Travel lanes on these three streets are over 12 feet wide each and the allowance of on-street parking is frequently limited or ambiguous. To ensure the street maintains a calm and reliable presence for all users, a continuously painted bike lane should be installed. This consistent presence of a marked painted bicycle lane on Sierra Vista Drive, Dumont Boulevard, and Cambridge Street will help increase the comfort of people biking to the BRT station and for small trips to places like Family Dollar or 7-11, while still permitting the same clearance for emergency vehicles under the current roadway design. At intersections, bike boxes (waiting areas) with textured heat-resistant pavement paint should be placed in front of stop lines and stopped vehicles to allow people riding bicycles to set the pace of traffic in this enclosed dense neighborhood.

East Twain Avenue technically has a marked bicycle lane with a single painted line, but it is otherwise unprotected and without any contrast from the rest of the street. Small barriers such as "armadillos" lining the outside of the lane are an incremental step toward more separation of traffic, which can be continuously interwoven with high-contrast paint on the bike lane at locations where the lane crosses curb cuts and driveway entrances.

SHARED-MOBILITY SERVICES

Corridor-wide recommendations:

Shared Mobility can require the use of curbside space in both static and temporary ways. In visible and accessible locations with sufficient sidewalk space along a local street just off an arterial or collector road, a car share or bike share spot may be useful to help nascent users safely identify and unlock their vehicle while comfortably pulling into moving traffic. In the case of a dockless location, it is also important that users disembarking their vehicle have sufficient space to park their bike without interfering with free movement along the pedestrian realm's through zone (sidewalk).

In locations where there is a high volume of pick-up and drop-off activity, as well as bus stops with high frequency, a definitive placement of where one goes to be picked up/dropped off by a Transportation Network Company (TNC) vehicle is vital, as a misplaced vehicle – even if just waiting for minutes – may be interfering with safe bus movements in and out of stops.

There are multiple off-street curbside pick-up spots at the Boulevard Mall, which may also attract shopping shuttles, community transit, and ridehailing pick-ups and drop-offs near the entryways of individual stores. Similarly concentrated activity centers include the Sunrise Hospital, which currently uses geofencing to restrict designated passenger pickup locations at one of five named entrances.

Designated passenger pickup and dropoff zones should be located where they provide convenient access to destinations and don't interfere with through traffic.



An off-street passenger pickup location



RTC bike share (Photo: RTC)



"Armadillos" help bike lane separation from traffic

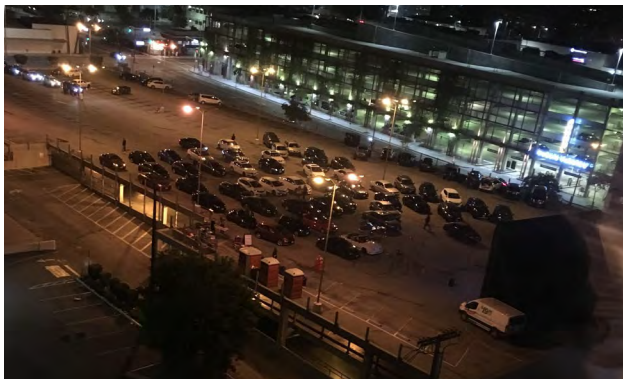
TDM AND CURB SPACE MANAGEMENT



TDM programs can be targeted to employees, residents, and visitors



TDM programs provide incentives to take transit



When travel behavior shifts, less parking is needed

TRANSPORTATION DEMAND MANAGEMENT (TDM)

Corridor-wide recommendations:

When parcels in the TOD focus areas go through the development or revitalization process, a concern may be how proposed buildings and spaces – and the people who live, work, or visit them – can exist without contributing to traffic congestion, compromised air quality, and unreliable neighborhood parking availability. To ameliorate this concern, building owners and managers along the Maryland Parkway Corridor must be prompted to enact transportation demand management (TDM) programs targeted to tenants and visitors alike. TDM programs and policies create incentives for people to choose environmentally sustainable modes of transportation.

- For employers, it may help increase employee satisfaction to directly subsidize the cost of commuter transit passes.
- For residents, a bicycle storage room conveniently placed on the ground floor can encourage more people to use their bike regularly.
- For visitors, people who ride transit may receive a discount on their purchases.

Building owners and tenants can benefit from this behavior shift as well; not only will the expense of constructing and maintaining on-site parking be reduced through less demand, but developments that incentivize biking and walking and highlight the proximity and accessibility of nearby transit services are well positioned to attract tenants desiring a unique livable experience in the Las Vegas Valley.

Club Ride is an RTC program to reduce commute trips by vehicle through incentives and reporting. Participants in the free program report their daily commute choice (including the choice to work from home) and enter a monthly raffle for gift cards and free RTC bus passes. All participants also receive discounts from merchants and services throughout the Las Vegas Valley region.

Sunrise Hospital and Medical Center is a significant employment center in the Desert Inn Road Focus Area. As the Sunrise complex plans to expand while also gaining the benefits of faster BRT transit service, Sunrise Hospital and Medical Center should be sure to adopt a comprehensive set of TDM strategies to encourage hospital employees to use transportation modes other than space-intensive single-occupancy vehicles. Programs should include:

- Reserving the most convenient and front-door facing parking spaces for carpools, vanpools, and ADA permitted vehicles
- Subsidizing bicycle purchases, equipment, and repairs
- Subsidizing RTC passes
- Constructing secure covered bicycle parking at ground level in proximity to primary and secondary entrances

Information and targeted marketing can encourage patients and other occasional visitors to carpool, ride transit, or bike to the Sunrise Hospital Medical Center.

Corridor-wide recommendations:

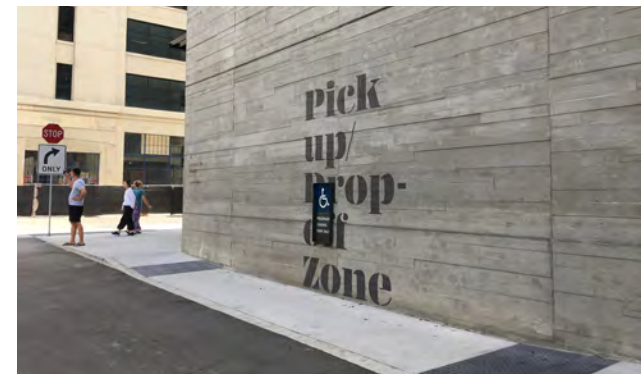
The curbside lane is a valuable segment of infrastructure; it is used for bus stops, curbside parking, loading, and travel. As emerging uses, such as parklets, transportation network company (TNC) loading, bicycle parking corrals, scooter zones, and curb extensions have gained in popularity across cities, developing a plan to accommodate them on the curbside requires an innovative approach which optimizes the curbside to meet an evolving “highest and best use” from an access and mobility perspective. By serving different purposes -- such as bus-only travel lanes during rush hour and essential service pickup/delivery during the midday -- a flexible multi-use curb zone responds to different demands over time.

Curbside regulation would ideally be phased in, starting with parking regulation (including pavement markings to define distinct spaces), and then working with the community to communicate the economic and mobility benefits of a more dynamic use of the curbside space.

As noted, priorities would shift depending on the time period, but also the street type. A predominantly commercial block defined by commercial loading in the morning may evolve to accommodate short-term visitor parking in the midday, and then a valet stand or passenger loading in the evening. These priorities would evolve through a community-driven process. Because of the nascent nature of dynamic curbside usage, it is advised to refer to NACTO and ITE sources on curb management.



Curbs serve many uses including stormwater management and parking



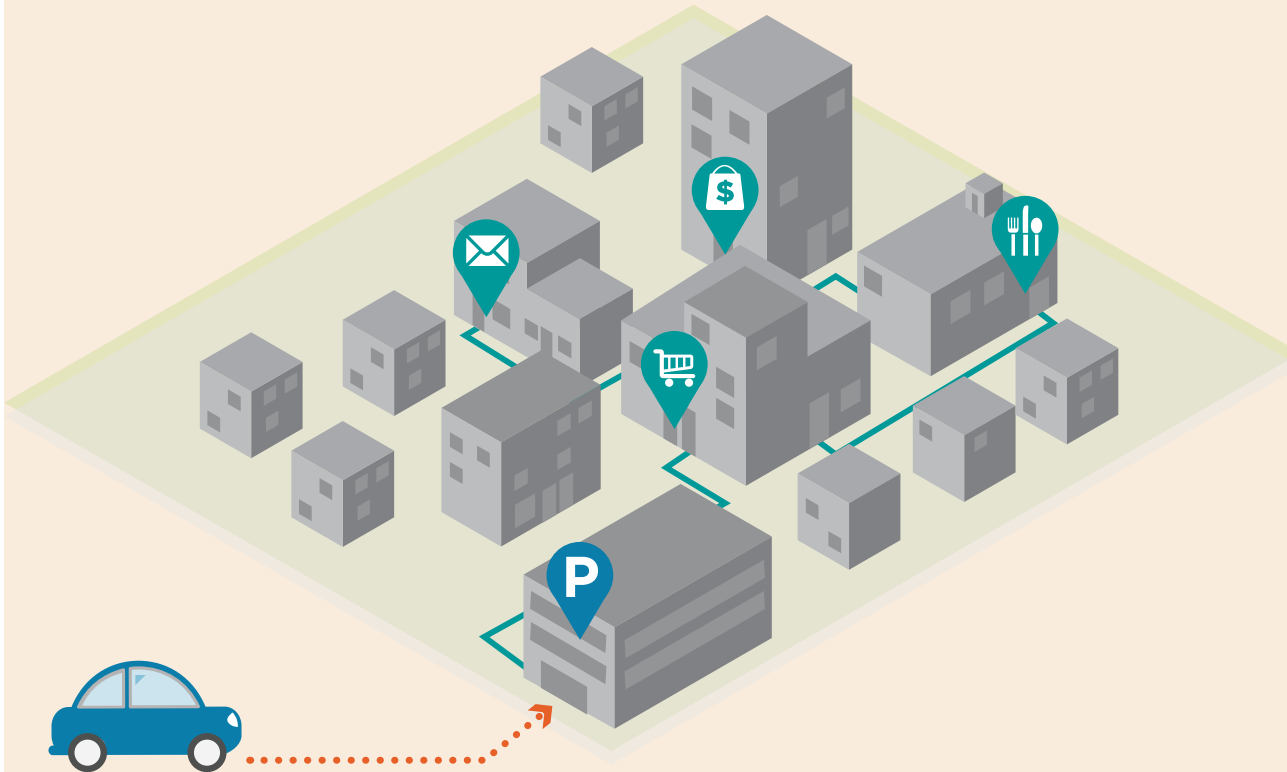
A designated TNC pick-up/drop-off zone



Curb extensions and bike parking are emerging uses

PARKING MANAGEMENT

Corridor-wide recommendations:



An illustration of the “park once” experience, in which patrons can park once and frequent shops, dining, and entertainment all within a single trip

PARKING STRATEGY

Over the long-term along the Maryland Parkway Corridor, it is important to anticipate that parking needs may evolve over time, especially if high-quality transit service is added, land values increase, and consumer preferences continue shifting

towards walking, biking, and riding transit to all essential goods and services within a short distance of home. Thus, any parking strategies for the area should recognize all factors of a multimodal transportation network and abide by a series of principles.

Principles of Parking

The key principle of parking is to maximize supply efficacy while ensuring a space is available. All parking policy, regulation, and management practices should be designed to fill at least 85% of all on-street parking spaces at any given time and 90% of off-street parking spaces. To reach that goal, a variety of tools should be made available at the disposal of the public and private sectors alike, including:

- Pricing existing curbside parking to meet occupancy goals
- Pricing off-street parking at a relatively lower rate per hour to incentivize more long-term usage in garages and more turnover on curbside parking
- Encouraging shared parking agreements at off-street parking facilities to expand the supply of publicly available parking at minimal expense

Another principle of parking is to support a “park-once” experience where patrons can park once and frequent shops, dining, and entertainment all within a single trip. This requires using parking as a means to support multimodal transportation options. Strategies to meet this principle include:

- Priority placement of parking spaces closest to destination front doors for ADA vehicles, electric/hybrid vehicles, carpool vehicles, and car share vehicles.
- Consolidating curb cuts and parking entrances

- Requiring all new parking to be structured (to maximize the utilization of land, improve pedestrian conditions, and reduce the heat island effect of surface pavement)
- Requiring ground-floor frontage with retail uses at all parking structures

Regarding parking requirements, the establishment of minimums – particular in areas intended to facilitate more urban and multimodal transportation needs – create the unintended consequence of oversupplied parking, reduced developable spaces, and increased development capital costs. Parking requirements should be simplified to allow developers greater flexibility and maximize buildout potential of mixed-use transit-oriented developments. Key aspects of this principle include:

- The elimination of minimum parking requirements
- The institution of maximum parking requirements
- The consolidation of land uses in defining any parking requirements (e.g., combining all office, retail, and institutional uses under “non-residential”)
- If parking minimum requirements still exist, there must be:
 - allowance of incorporating curbside parking spaces, shared and designated off-site parking spaces within a quarter mile to meet parking requirements

- elimination/reduction of requirements for all senior housing, affordable housing, and student housing
- reduction of requirements for developments enacting a TDM plan
- Encourage the “unbundling” of residential-serving parking spaces from residential units by requiring landlords to lease parking spaces separately so that those who do not own vehicles are not paying for an unused services and can opt out of this expense, thus increasing housing affordability. The same concept can be applied for employment areas with constrained resources in the form of a parking “cash-out.”

A final principle of parking is that it should be customer-friendly. Too often, overregulation and mismanagement of parking supplies in high-demand areas results in customer frustration and discouragement from the visitor. To meet these needs, the public and private sectors should consider:

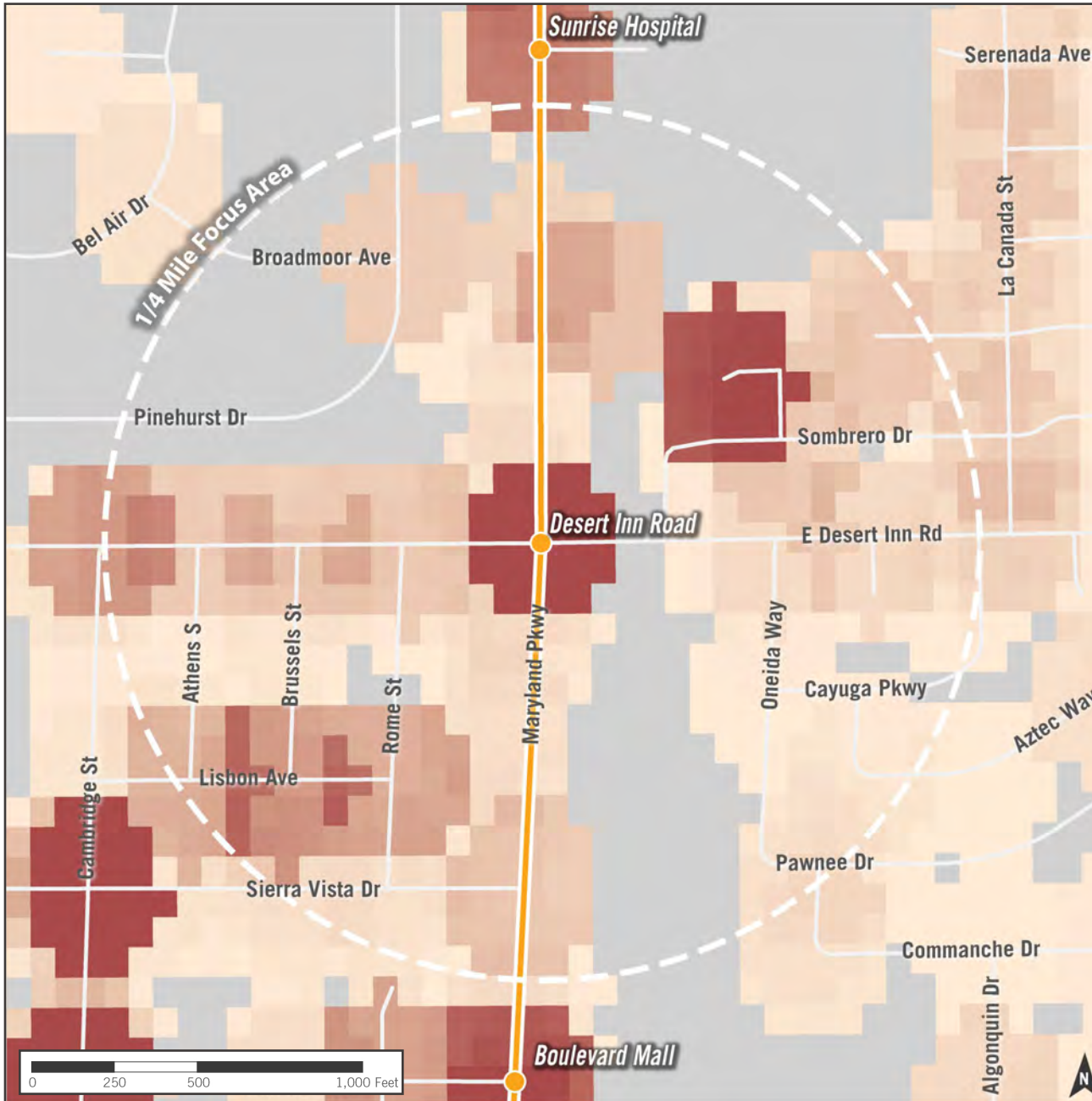
- Consolidating time limits to fewer options, such as 2 or 4 hours only
- Consider allowing all priced parking to have unlimited time limits, allowing the user to pay to park for as long as they wish
- Allowance of shared parking for uses across multiple locations

MODAL DESIGNATIONS FOR CURB SPACE USE

The area immediately surrounding the station (particularly along Maryland Parkway) is full of existing surface lots serving single land uses. Before any new parking is constructed, deals between neighboring landowners should be explored to open up parking supplies for multiple needs. Commuters who may be driving to this station should be directed to a specific location for parking.

Incentives should be given to employees of the Sunrise Hospital and Boulevard Mall tenants who have the means and ability to regularly park in remote spaces. This allows customers to experience the more convenient spaces closer to primary entrances of these major destinations, while making sure that existing parking spaces are utilized before any entity is compelled to spend the capital constructing new parking supplies.

If surface parking supplies continue to go underutilized, temporary uses (such as outdoor dining, drive-in theaters, and outdoor markets) should be explored on a temporary or permanent scale.



CRIME HOT SPOTS

There is more crime in the Desert Inn Road Focus Area than average along the Clark County portion of the the Corridor. 530 Calls for Service were recorded in this focus area between June 2018 and December 2020. The top types of crime recorded included "Other Disturbances" (49%) and various types of Assault/Battery (18%). Crime is assessed based on Calls for Service reported by the Las Vegas Metropolitan Police Department (LVMPD), aggregated to the nearest block face.

Within this focus area, crime is particularly prevalent near the proposed station, in the southwest quadrant (along Lisbon Avenue in particular) and in the northeast quadrant (near the intersection of Sombraero Drive and Serape Circle in particular). There are also a hot spot of crime just north and south of the focus area near the proposed stations at Sunrise Hospital and Boulevard Mall.



Corridor-wide best practices:

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a set of strategies to mitigate crime and promote safety through design. The four main principles are natural surveillance (making sure areas are visible and well lit), natural access control (guiding people and vehicles clearly through a space), territorial reinforcement (creating a sense of ownership over spaces by delineating public from private), and maintenance (preventing deterioration to create a more positive community image, i.e. the Broken Windows Theory). These principles can be applied to the Desert Inn Road Focus Area to allow patients, residents, employees, visitors, and transit users to feel secure and create a more vibrant pedestrian realm.

While specific design interventions, such as lighting, clear sight lines, and station amenities and improvements, can help people feel safer using transit, they do not mitigate an underlying issue: the reliance of those experiencing homelessness on transit. Helping homeless people requires targeted policies and programs such as: collocating social services at transit hubs and along transit corridors (see Hub of Hope); using trained "rangers" or formerly incarcerated attendants with specific soft skills for norms enforcement rather than ticketing or arrest (see Urban Alchemy); integrating social workers into enforcement efforts; and training transit enforcement officers in crisis intervention.

STRATEGIES

The Desert Inn Road Focus Area would benefit from application of all of the CPTED principles, particularly at the major intersections and within the neighborhoods, where crime hot spots are indicated. Pedestrian lighting that is oriented to the sidewalks would improve the natural surveillance. More clear paths for pedestrians and controlled vehicle access, including curbs, striping, and crosswalks, would improve access control, particularly in the large parking areas southeast of the intersection. More effective and better maintained buffers between the street and private businesses, particularly on the west edge of Maryland Parkway, would improve territorial reinforcement and the area's image. The neighborhood to the northeast of the station is particularly impacted by the maintenance principle of CPTED. Many of the buildings are dilapidated and the yards and alleys are not maintained.

DESIGN ELEMENTS

Design elements that should be added throughout the focus area, and particularly along Maryland Parkway and Desert Inn Road, include improved transit stops with additional amenities (the stops on the east side of Maryland Parkway are very in need of improvement), more consistent and pedestrian-oriented lighting fixtures, landscaped buffers and planting, crosswalks, and clear pedestrian paths to and through private parcels and parking lots. Elements such as improved landscaping and public art would also contribute to the safety of the area by improving the image, and therefore people's pride and ownership, in the area.



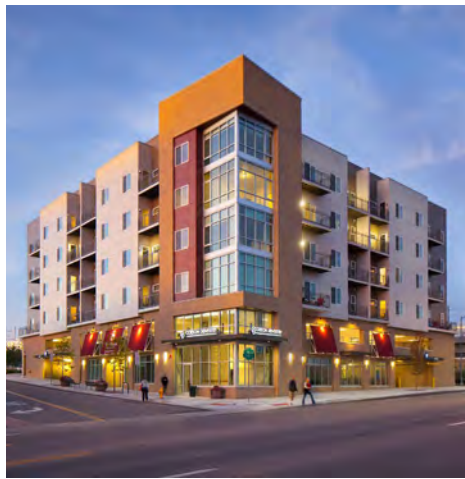
Lack of natural surveillance



Lack of natural access control



Lack of territorial reinforcement



3

FOCUS AREA PRIORITIES

The Desert Inn Road Focus Area has many unique assets and opportunities that can be leveraged to enhance the pedestrian realm, add density, expand upon the character of the area, improve mobility, and overall, make the corridor more transit-supportive. The priority projects for the Desert Inn Road Focus Area are focused around the opportunities associated with Boulevard Mall, Sunrise Hospital, revitalizing or infilling underutilized parcels, and improving mobility and the pedestrian experience.

This chapter provides an overview of and recommendations for the highest priority projects for this focus area, as determined by community feedback, anticipated impact, and feasibility. Projects range from mobility improvements to infill and revitalization. Recommendations are supported by precedent imagery, 3D graphics, and case studies to help provide a guide for the County in implementing these priority improvements.

Infill and revitalization projects should prioritize increased density, and providing a mix of uses including retail, educational and community uses, medical, and residential uses, as requested by the community. The transportation projects focus on walkability and comfort for residents, visitors, and particularly transit riders. All improvements aim to realize the opportunities near the transit stops and create a walkable, safe, and vibrant TOD focus area.

Note that the Priority Projects outlined in this chapter have been conceived through community and stakeholder input throughout this process, as well as supporting technical analysis. While each Priority Project provides best practice guidance on how to create a transit-supportive environment within this focus area, references to specific parcels or buildings are intended to be purely illustrative of a concept. The successful implementation of these projects can be comprised of alternative forms, alignments, and uses, as appropriate to each site, but ought to strive to achieve the key themes and priorities expressed and articulated by the community in this effort.

PRIORITY PROJECT - BOULEVARD MALL INFILL / REVITALIZATION



Images of mall re-use and public space from King of Prussia, PA; Tukwila, WA; Cleveland OH; and Irvine CA

CREATING COMMUNITY AMENITIES IN AN UNDERUTILIZED AREA

A Boulevard Mall anchor store, at the far north end of the mall, became vacant in early 2019. After facing a number of closures and economic decline, the Mall changed ownership in 2013 and began welcoming non-traditional tenants including many accommodating the significant nearby Hispanic and Filipino populations. New

development and revitalization in this quadrant should continue to encourage non-traditional and community-oriented uses. Based upon community input through this process, there is a desire for additional community and educational uses in this area, greater activation of underutilized parking, and a desire for safe, comfortable pedestrian connections from the adjacent neighborhoods to Maryland Parkway. (see green arrows on the above diagram).

Infill Development Potential (see blue boundary on diagram above)

Along the edge of Maryland Parkway there is opportunity to reclaim underutilized parking to create an active, walkable edge along the corridor. Appropriate development types include small scale mixed use and pedestrian-oriented commercial buildings with local shops, restaurants, and services. Any development here should have active ground floors, strong frontages, clear connections to the Parkway and the Mall, and shared community space.



Images of mall re-use and public space from King of Prussia, PA; Raleigh NC; Fairfield CA; and Waterloo IA

Publicly Accessible Private Open Space

There is a notable lack of, and strong community desire for, green space in the focus area. Areas of underutilized parking can be good opportunities to help connect the Mall (which already has several community-oriented uses) and the neighborhoods. A transit-supportive environment in this focus area would benefit greatly from the inclusion of creative community gathering spaces into revitalization efforts.

Underutilized and Vacant Properties

The vacant anchor building on the north side of Boulevard Mall could be adaptively reused to create a community-oriented space. Potential uses that could be considered include a community college, a clinic/wellness center, a library, or a community/recreation center. A food access component could also be considered. These uses would be in-line with existing community-oriented tenants and survey feedback and would add activity to the area.

Big Box Store Adaptive Reuse Design Guidance

There are many considerations in adapting a large box store to serve a new use. Several improvements should be made to transform the building into a community amenity; key design guidelines are listed below:

- Improve pedestrian connections to and through the building, including a clear connection from Pawnee Drive to Maryland Parkway.
- Add landscaping and pedestrian amenities to nearby parking areas.
- Make the building accessible and visually interesting from all sides, in particular, improve the back of the building to better interact with the neighborhood.
- Create transparency on the ground floor with additional windows and entrances.
- Maintain the visibility of building entries, use architectural and landscape elements to highlight existing and new entrances.
- Add activity and visual interest to the ground floor by adding plazas near entries, outdoor seating areas, public art, lighting, play areas, and clear signage.
- Add facade improvements and articulation including additional materials and colors, plane changes to provide relief, accent lines, wall projections or banding, windows, and awnings.
- Divide the interior space to make it a more comfortable scale and create a more efficient use of the square footage.

PRIORITY PROJECT - MEDICAL MIXED USE OPPORTUNITIES



Images of medical mixed-use from Redmond WA; Chicago IL; and Castle Rock CO (top right unknown)

INFILL AND REDEVELOPMENT TO MEDICAL-SUPPORTIVE USES

The Desert Inn Road Focus Area provides an excellent opportunity for both short-term and long-term infill and redevelopment projects that could provide housing, community amenities, and access to health facilities that are mutually beneficial to and supportive of the adjacent Sunrise Hospital. Medical mixed use can come in a variety of forms, including active ground floor retail such as

shops, restaurants, and daily services with medical offices or care centers above. The commercial ground floor supports an active pedestrian realm and provides goods and services to visitors and employees. Medical mixed use can also be configured as ground floor medical uses such as community clinics, with residential units above. Providing housing in this focus area will allow more people to live near a major destination and employment center. Affordable or senior housing would be particularly supportive, creating more

equitable access to essential services. In addition to housing, hospitality uses should be considered, similar to the Anschutz Campus in Denver, to accommodate researchers, traveling physicians, conferences, etc.

Short term opportunities for medical mixed use are the sites immediately adjacent to the intersection of Maryland Parkway and Desert Inn Road and are vacant or underutilized. However, almost the entire focus area should be considered for these uses when they eventually redevelop in the future.



Medical mixed use centered around public space will create a more cohesive medical campus, creating usable shared space for the community as well as active ground floor, residential, and hospitality uses.

Short Term Opportunities
(see orange boundary on diagram, page 50)

Immediate opportunities for medical mixed use include the parcels immediately south of the Hospital on both sides of the corridor. The large parking area on the northeast corner of the intersection is a prime location, and structured parking could be incorporated as part of the new development. The underutilized and over-parked pad sites around the intersection and should also be considered for near-term revitalization projects.

Long Term Opportunities
(see red boundary on diagram, page 50)

As parcels around the focus area become available they should also be considered for medical mixed use redevelopment. This includes all the pad sites along Maryland Parkway and Desert Inn Road and Boulevard Mall, if other opportunities for adaptive re-use are not achieved there. Only the residential neighborhoods, which provide low/middle income housing, are not recommended for eventual conversion to medical mixed use.



CASE STUDY: VIDA AT SLOAN'S LAKE

Along one of Denver's high-capacity transit corridors is a newly completed health-focused mixed use building, the Vida. The nine-story development includes an active ground floor with 28,000 square feet of commercial space and 176 housing units above, as well as a shared outdoor patio and roof garden. All the housing units are low-income restricted for senior and disabled persons and the ground floor includes a community clinic, an adult and senior wellness/activity center, and a kidney dialysis clinic. The \$60 million dollar project was primarily funded by the Denver Housing Authority through low-income housing tax credits, tax increment financing (TIF), and a New Markets Tax Credit. The project was constructed on the former site of St Anthony's Hospital and aims to re-establish the previous services provided. It is also four blocks from a complementary Long Term Care Hospital.

PRIORITY PROJECT - SMALL-SCALE MOBILITY HUB OPPORTUNITY



Connection to On Board Mobility Plan

The On Board Mobility Plan provides guidance for proposed mobility hubs in the Las Vegas Valley. All efforts on Maryland Parkway should align with this document. This project is intended to build upon that regional framework to provide another local opportunity. The Plan recommends a “Neighborhood” scale hub at UNLV but supports additional hubs along high-capacity transit routes. More detail can be found [here](#).



Images of mobility hubs from Haluchère, France; Denver, CO; and Los Angeles, CA

CONNECTING MAJOR MOBILITY CORRIDORS AND DESTINATIONS

A mobility hub helps connect people, and particularly transit riders, to a variety of mobility options. A small-scale hub should provide access to transit, bicycle and e-bicycle share, bicycle parking, micro-mobility share (such as e-scooters), ride share pick-up and drop-off, shuttles, and wayfinding. There are several parcels at the intersection of Desert Inn Road and Maryland Parkway (see orange squares in diagram above) that provide a strong opportunity for a small-scale

mobility hub connecting high capacity transit users from both major corridors to nearby destinations and neighborhoods.

Small-scale mobility hubs should be designed to be clear, safe, and easy to use, with signage providing information about mobility options, transit frequency, etc. and amenities such as small shelters, seating, landscaping, and lighting. Mobility hubs should also have a well-defined sense of place through signage and simple branding to help users understand and connect to their location as they continue on their journey.

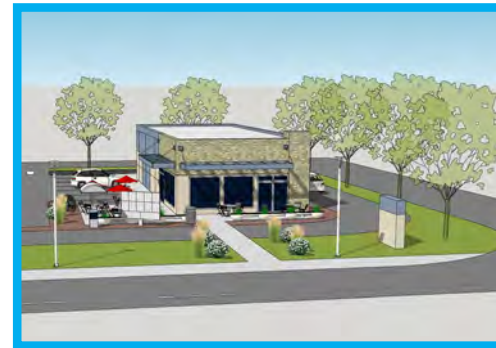
First and Final Mile Connections

In addition to amenities and mobility options at the hub itself, mobility hubs should be connected to safe transportation routes that allow transit riders to easily travel the first or last mile to their destination. A mobility hub requires an improved and robust pedestrian and bicycle network surrounding it to accommodate those using bikes, micro-mobility, wheelchairs, etc. Wayfinding should also clearly direct users to and from the hub to destinations like Sunrise Hospital, Boulevard Mall, the Strip, and the Convention Center.

PRIORITY PROJECT - PAD SITE RETROFIT / URBAN DESIGN



Suggested phase of design intervention



 Phase One

 Phase Two

 Phase Three

TRANSFORMING AUTO-ORIENTED USES TO PEDESTRIAN FRIENDLY PLACES

There are several pad site developments along Maryland Parkway within the focus area. Most are restaurants (with and without drive-thrus), financial institutions, or retail shops. The majority of these, and most pad sites, are auto-oriented and lacking site design and amenities, building frontages along the street, and pedestrian infrastructure and comfort. They are often over-parked and physically separated from the street and sidewalk. The graphics above, and the recommended improvements at right provide a framework for incrementally improving pad sites

to create a more vibrant, pedestrian-friendly corridor. Each of the phases represents an increased level of effort and investment. Not all pad sites need to be completely re-designed and retrofitted, as many are still filling a community need, but almost all should be improved to some degree to better align with the corridor's TOD goals. The map to the left shows the pad sites along Maryland Parkway within the focus area and the suggested phase of design intervention for each. Phase Three sites should be considered for immediate conversion to medical mixed use (see page 50), and should explore the inclusion of a mobility hub, as outlined on the previous page.

Phased Improvements

Phase One:

- Site improvements: increased or improved landscaping, outdoor seating, amenities (bike racks, trash receptacles, etc), and pedestrian connections to the building.
- Building improvements: shade awnings and facade repairs or upgrades.

Phase Two:

- Reconfigure drive-thru aisles behind building and reduce parking (if necessary), reclaiming space for outdoor seating or landscaping.
- Site improvements: additional landscaping and outdoor seating.
- Building improvements: increased transparency (windows, doors).
- Circulation improvements: add additional pedestrian and bicycle connections and safety measures.

Phase Three:

- Remove drive-thrus, reclaim space for building additions that increase capacity and provide opportunity for additional uses.
- Replace chain establishments with local businesses to cultivate more authentic, area-specific character. Provide additional facade improvements and increased transparency.
- Consider adaptive re-use opportunities.

PRIORITY STREETSAPES, INTERSECTIONS, AND CROSSINGS

MAJOR STREETS

Maryland Parkway and Desert Inn Road are wide arterials that serves all modes through and to the focus area. The lack of street connectivity in the northwest quadrant of the focus area means there are few alternative routes for people walking and biking. A Complete Streets approach to improvements on these arterials is critical, including design that provides adequate separation between people walking, people biking, people accessing transit, and motor vehicle traffic.

Traffic volumes on Desert Inn Road could likely be served by two through lanes per direction rather than the existing three per direction. The curb lane could be repurposed to provide much-needed protected bike facilities and wider sidewalks and landscaping. A traffic study to collect daily motor vehicle volumes could determine whether it falls under the FHWA's suggested threshold. The FHWA Road Diet guide provides more information on assessing the feasibility of a road diet.

On the west side of Maryland Parkway, a driveway consolidation strategy should be considered. Multiple retail and commercial driveways interrupt the sidewalk, creating conflict zones between motorist traffic and people walking and biking.

BIKEWAYS

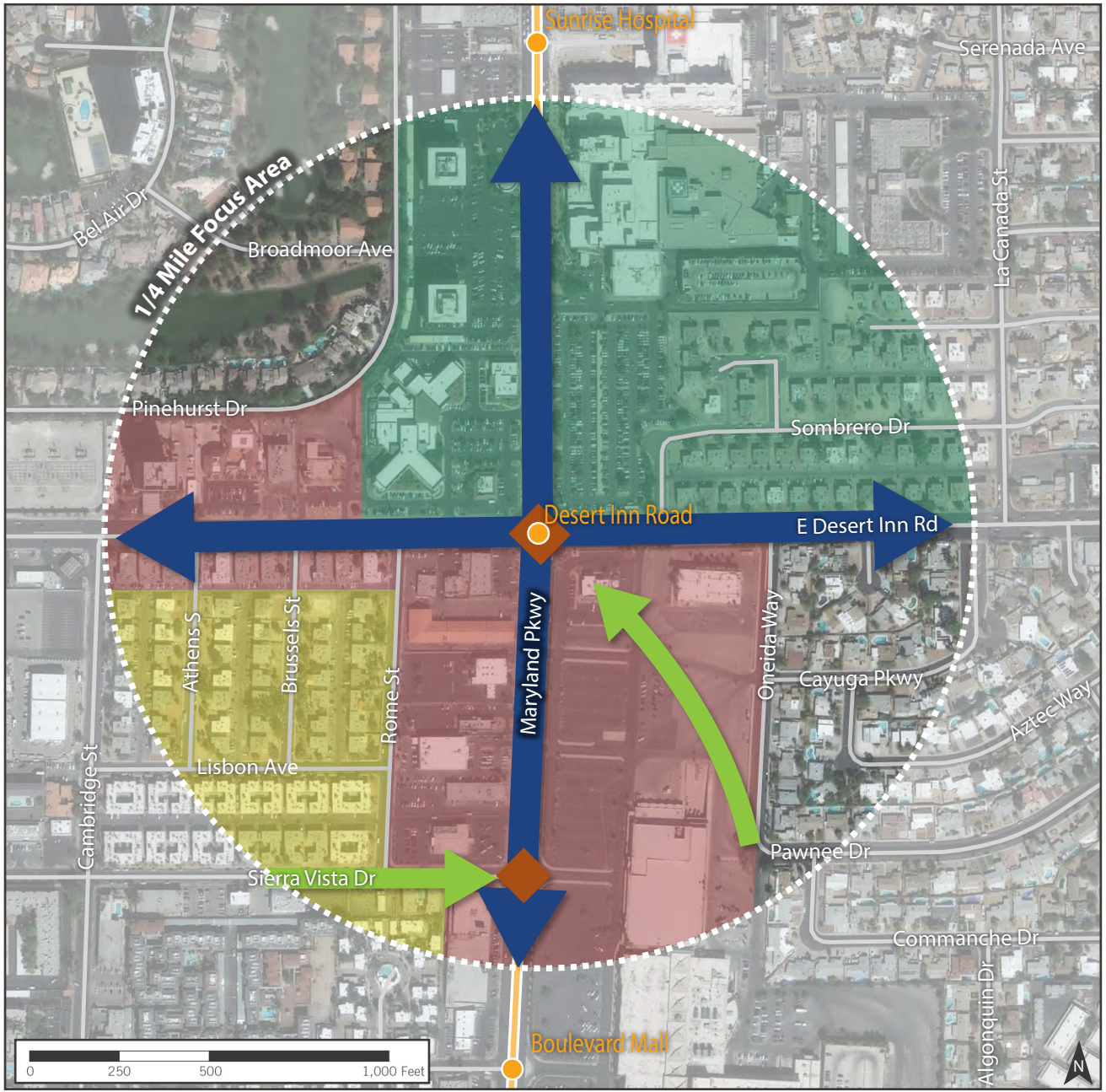
Filling gaps in the bike network in order to provide continuous bikeways to bring people to the focus area is a priority. Nearby land uses make this challenging, particularly for east-west routes, which are interrupted by golf courses both northwest and southeast of the focus area. While Desert Inn Road itself would provide the most direct connection to the station, no bike facilities are planned there. As mentioned above, a complete streets study of the corridor is recommended to consider the feasibility of repurposing one travel lane per direction for bikes and/or expanded sidewalks and landscaping.

Sierra Vista Drive should be investigated as a lower-traffic, lower-speed alternative to connect the convention center to the Desert Inn Road Station. East of Maryland Parkway, a connection is needed between Pawnee Drive and the station, either through the large commercial parcels on the southeast corner, or on Oneida Way.

INTERSECTIONS

The intersection of Desert Inn Road and Maryland Parkway is the highest priority for improvements for people walking and biking. Reconstruction of the intersection for BRT service may provide opportunities to add pedestrian refuge islands in a center median on Maryland Parkway. Curb radii should be tightened on all corners to slow the speed of turning vehicles, while still allowing Route 203 buses to make the right turn from Maryland Parkway onto Desert Inn Road, and high-visibility crosswalks should be repainted.

The intersection of Sierra Vista Drive and Maryland Parkway is also a priority for pedestrian safety improvements. The right-turn slip lanes that lead in and out of the Boulevard Mall parking lot should be closed to slow the speed of right-turning vehicles, allow people to walk across Maryland Parkway in one stage instead of two, and provide additional space for the pedestrian realm on both corners.



LEGEND

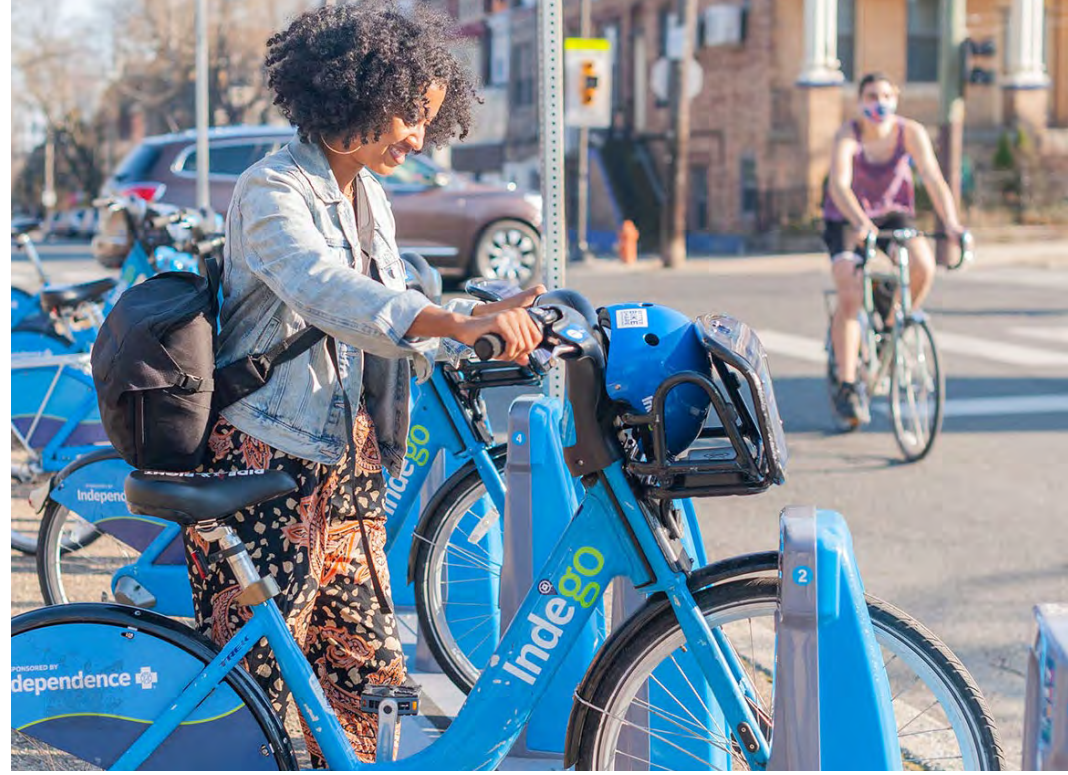
- Streets
- Maryland Parkway Transit Corridor
- Maryland Parkway Corridor Transit Station
- 1/4 Mile Focus Area

Focus Area Priorities

- Bikeways
- Major Streets
- ◆ Intersections

TOD Types

- Medical District
- Town Center
- Urban Neighborhood



4

IMPLEMENTATION STRATEGY

The implementation strategy that follows summarizes several key action items from Chapters 2 & 3 of this document, in order to provide the County with actionable steps to begin to implement Transit-Oriented Development within the Desert Inn Road Focus Area. These recommendations represent catalytic investments and improvements that should be undertaken to generate new development activity that is transit-supportive, walkable, and vibrant. The vision that has been expressed by the community for the Maryland Parkway Corridor can be realized through the successful completion of these priority action items, as well as through implementation of other recommendations included in this Plan.

While these priority action items have been listed in an order that was informed by Stakeholder Working Group feedback, they are intended to be flexible enough to be achieved non-sequentially, and at a time when the political and economic climate can support them. Each item also identifies a set of Next Steps/Quick Wins, in an effort to provide lower cost, momentum-generating efforts that can build toward achieving the broader goals, should they prove to be challenging due to unforeseen circumstances.

IMPLEMENTATION PRIORITIES SUMMARY

Priority Action Item	Category	Phasing	Lead Champion(s)
SMALL SCALE MOBILITY HUB OPPORTUNITY	Capital Project	Near-term (1-2 years)	RTC, Clark County (Community and Economic Development, Comprehensive Planning)
DESERT INN ROAD DIET	Capital Project	Mid-term (3-5 years)	Clark County (Public Works)
PAD SITE RETROFIT/ URBAN DESIGN	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	Clark County (Comprehensive Planning, Community and Economic Development)
BOULEVARD MALL INFILL/REVITALIZATION	Policy/ Regulation, Public Private Partnership (PPP)	Long-term (6+ years)	Clark County (Comprehensive Planning, Community and Economic Development)
MEDICAL MIXED-USE OPPORTUNITIES	Policy/ Regulation, Public Private Partnership (PPP)	Long-term (6+ years)	Sunrise Hospital, Clark County (Community and Economic Development, Comprehensive Planning)

Priority Action Items in this table are sorted by phasing.

OVERARCHING PRIORITIES

The Priority Action Items in this chapter each contain information intended to help guide implementation - Phasing, Lead and Supporting Champions, and Next Steps/ Quick Wins. However, in addition to those details that help inform each priority action recommendation, the following set of overarching priorities should be considered as a basis for all Transit-Oriented Development along the Maryland Parkway Corridor:

- Focus on projects that have identified funding and are moving forward—time is of the essence to incorporate TOD principles into project planning;
- Identify Key Stakeholders and their roles to deliberately include TOD in future planning, design and construction;
- Maximize inter-agency cooperation and funding between Clark County, the University of Nevada- Las Vegas (UNLV), the Regional Transportation Commission (RTC), and focus area landowners to meet mutual goals; and
- Provide preferences for projects that enhance the accessibility, safety, and comfort of people who are using active transportation and transit.

PRIORITY ACTION ITEMS

Priority Action Items in this section are sorted by Stakeholder Working Group Priority.

BOULEVARD MALL INFILL/ REVITALIZATION

Stakeholder Working Group Priority #1
Phasing: Long-term (6+ years)

As indicated in the text, the mall was acquired in 2013 and the new owner/developer brought in new community uses. Based on feedback from this developer, after years of TOD planning, the Boulevard Mall owners were pursuing a large scale, high density apartment complex on the vacant southern parking lot of the mall. These plans were abandoned after the developer sold his interest in the mall in 2019. As part of a developer interview during this project, the current owner indicated that they have plans/desires to redevelop the property, but unfortunately the plans are auto-oriented rather than TOD-style development. The TOD study recommendations provide a great opportunity to enlighten the new ownership with the profitable possibilities that could come from such a large area redeveloped with TOD principles.

Next Steps/Quick Wins:

Clark County could put together a Boulevard Mall Infill/Revitalization seminar with the new owners of the mall to discuss possible incentives, from the Maryland Parkway Overlay District and/or other redevelopment incentives and promote the concepts and recommendations from the new TOD study

to gauge owner interest and spark ideas for profitable redevelopment.

If the new owner's response from the seminar is positive, then an expanded workshop/practicum could be produced that would focus on successful mall redevelopment with practitioners brought in from other malls that have successfully redeveloped with TOD.

Façade Improvement Projects are a frequent incentive used to improve the look of an area in need of redevelopment. Clark County could adopt a façade improvement program for this select area or for a larger portion of Maryland Parkway.

Implementation Champions

Lead Champion(s): Clark County (Comprehensive Planning, Community and Economic Development)

Supporting Champion(s): Maryland Parkway Coalition, Urban Land Institute (ULI) Nevada Chapter, County Commissioners, UNLV College of Engineering, UNLV College of Architecture, RTC (Southern Nevada Strong Division)

DESERT INN ROAD DIET

Stakeholder Working Group Priority #2
Phasing: Mid-term (3-5 years)

A Complete Streets style road diet along Desert Inn Road would help calm vehicular traffic while ensuring substantial space for people to safely walk and bike along the same corridor.

Next Steps/Quick Wins:

Begin the planning, design, and funding process for a Complete Streets re-design for Desert Inn Road with potential elements to include a road diet, protected bicycle lanes, and wider sidewalks, in collaboration with the RTC Complete Streets Program. Preliminary steps should include a traffic study to determine if daily motor vehicle volumes fall within the Federal Highway Administration (FHWA) suggested threshold for traffic along two lanes per direction (as opposed to the current three).

Implementation Champions

Lead Champion(s): Clark County (Public Works)

Supporting Champion(s): RTC Complete Streets Program, FHWA Road Diet guidance.



Pedestrian-oriented fast food



Restaurant with attention to urban design



Walk-up restaurant window

PAD SITE RETROFIT/URBAN DESIGN

Stakeholder Working Group Priority #3

Phasing: Mid-term (3-5 years)

Clark County could work with an interested property owner to launch a pilot project for retrofitting a pad site. The framework and design recommendations on page 52 provide an incremental approach to improve pad sites to create a more vibrant, pedestrian-friendly corridor. Each of the phases represents an increased level of effort and investment. Not every pad site needs to complete an entire retrofit, but each progressive phase is more TOD supportive than the previous.

The pilot project could involve public realm support from the County to connect better from the public right-of-way to the building or through the parking lot. This would pair with a matched investment from the property owner in building design improvements.

This type of project and partnership could be a stepping stone for the County to launch a formal study or initiative for to support additional pad site retrofits. The County could also explore grant opportunities that may help fund such a program.

Next Steps/Quick Wins:

The County could first work to identify a pad-site property owner along Maryland Parkway who is already planning design improvements to their property. The pilot

project could be launched in coordination with this property owner to “ground truth” the design recommendations and provide a case study for moving forward with a formal initiative.

The County could also initiate a study to understand what incentives may work for supporting pad site redevelopment, what can be achieved with the existing Maryland Parkway Overlay, and to further understand the feasibility of supplying such incentives.

The champions outlined below could also conduct a pad site retrofit urban design seminar to share this vision with property owners and solicit interest in such a program.

Implementation Champions

Lead Champion(s): Clark County (Comprehensive Planning, Community and Economic Development)

Supporting Champion(s): UNLV, RTC, Maryland Parkway Coalition, Nevada Chapter of ULI, various Chambers of Commerce, County Commissioners

MEDICAL MIXED-USE OPPORTUNITIES

Stakeholder Working Group Priority #4

Phasing: Long-term (6+ years)

Nevada HAND, a local not for profit affordable/senior housing developer, has recently completed a comprehensive, community focused and health focused, affordable housing development on Boulder Highway near Desert Inn Road. While this new community would not be considered true TOD, it does have several similarities to the Medical Mixed-Use concept in that several community needs (good mass transit service, senior center, medical clinic, boys and girls club, etc.) have been consciously collocated with the affordable housing units. Nevada HAND has expressed strong interest in doing something similar along Maryland Parkway. Nevada HAND has a long track record of providing quality developments for seniors and lower income residents. They also understand the importance for high quality transit access for their residents.

Sunrise Hospital has visionary leadership, access to development capital funds, and is in the midst of an ambitious expansion plan. Their plans include new and remodeled hospital towers, new structured parking, potential acquisition of land currently in residential use to the east of Sunrise Hospital, and Medical Office Building expansion on the west side of Maryland Parkway. Their plans may provide a great opportunity to incorporate TOD.

Next Steps/Quick Wins

Clark County could meet with Sunrise Hospital Executives on the latest updates to their expansion plans to see how the TOD recommendations, such as affordable housing for hospital staff, medical mixed use etc., may fit into their plans.

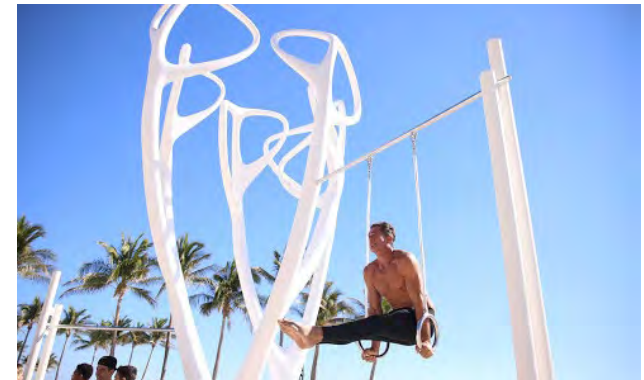
Implementation Champions

Lead Champion(s): Sunrise Hospital, Clark County (Community and Economic Development, Comprehensive Planning)

Supporting Champion(s): Nevada HAND, Nevada Housing Coalition, NAIOP Southern Nevada Chapter, Nevada Chapter of ULI, Boulevard Mall, RTC (Southern Nevada Strong Division and Transit Divisions), Maryland Parkway Coalition, County Commissioners



Mixed-use building with pharmacy on ground floor



Park space with exercise elements



Medical mixed-use example



Small mobility hub in parking lot



Thermoplastic paint in crosswalk



Shelter for rideshare pickup

SMALL SCALE MOBILITY HUB OPPORTUNITY

*Stakeholder Working Group Priority #5
Phasing: Near-term (1-2 years)*

Project stakeholders expressed a desire for a small scale mobility hub suited for the neighborhood surrounding the Desert Inn Road station. The lots at the northeastern, southeastern, and southwestern corners of the Desert Inn Road and Maryland Parkway intersection all have the potential to be incrementally transformed into more pleasant places for people to wait for the bus and running essential errands.

Next Steps/Quick Wins:

Clark County, in partnership with RTC, should monitor and identify the most appropriate site for a small scale hub based on where people are currently waiting for the bus, walking routes people take to and from the sidewalk, and where existing vehicular parking is underutilized. Clark County should work with landowners to develop a temporary permit and easement to extend the RTC bus stop area to encompass the small-scale mobility hub as a pilot project -- demarcating specific areas of the lot closest to bus stops and streets which are designated for small scale mobility hub use.

Clark County, in partnership with RTC, should identify all the potential paths of travel and rights-of-way one would conceivably take to walk to and bike to the mobility hub site based on existing conditions, including shortcuts across vacant parcels and surface lots. Those paths of travel should be identified using a combination of pavement markings, directional floor decals, and tactile markers for ADA purposes.

The application of textured thermoplastic paint on the lot area designated for pedestrians will help reinforce the idea that this mobility hub is a public space separate from roadway and private vehicle use.

Clark County should coordinate along with RTC to accept permits for small scale food truck or mobile/pop-up store operations at (or immediately adjacent to) the mobility hub, with priority given to vendors promising to sell produce (to help address the limited food access in the area).

Designated areas for bicycle and e-bicycle share, bicycle parking, micro-mobility share (such as e-scooters), ride share pick-up and drop-off, and shuttle stops should be identified and marked on the pavement through an easy-to-understand color code and pictorial system.

On all steps of the journey from bus stops to the mobility hub, clear bi-lingual directional signage should direct people to the mobility hub, along with nearby destinations and all mobility options (bus transfer points, bicycle share, ridehailing pickup/dropoff locations).

Over time, phased improvements to the lot as described in the pad site retrofit (including new landscaping and ADA-accessible paths of travel) should be considered, designed, and developed.

Implementation Champions

Lead Champion(s): RTC, Clark County (Community and Economic Development, Comprehensive Planning)

Supporting Champion(s): Potential mobile vendors of food, produce, and essential items, neighboring land owners and business owners



Bike share users



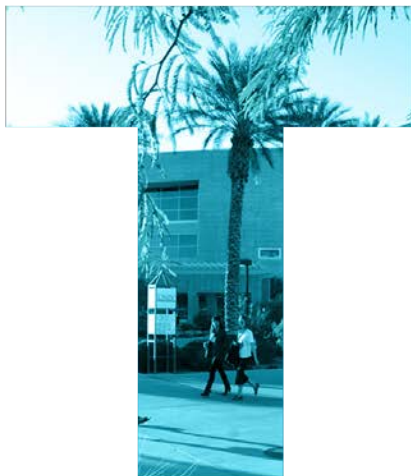
Digital wayfinding signage



Mobile food vendor

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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

Flamingo Road Focus Area Market Analysis

July 9, 2021



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FLAMINGO ROAD MARKET ANALYSIS

This report provides an analysis of the market demand for and feasibility of transit-oriented development (TOD) in the area around the proposed Flamingo Road transit station. This analysis is conducted with consideration to two market geographies:

FOCUS AREA

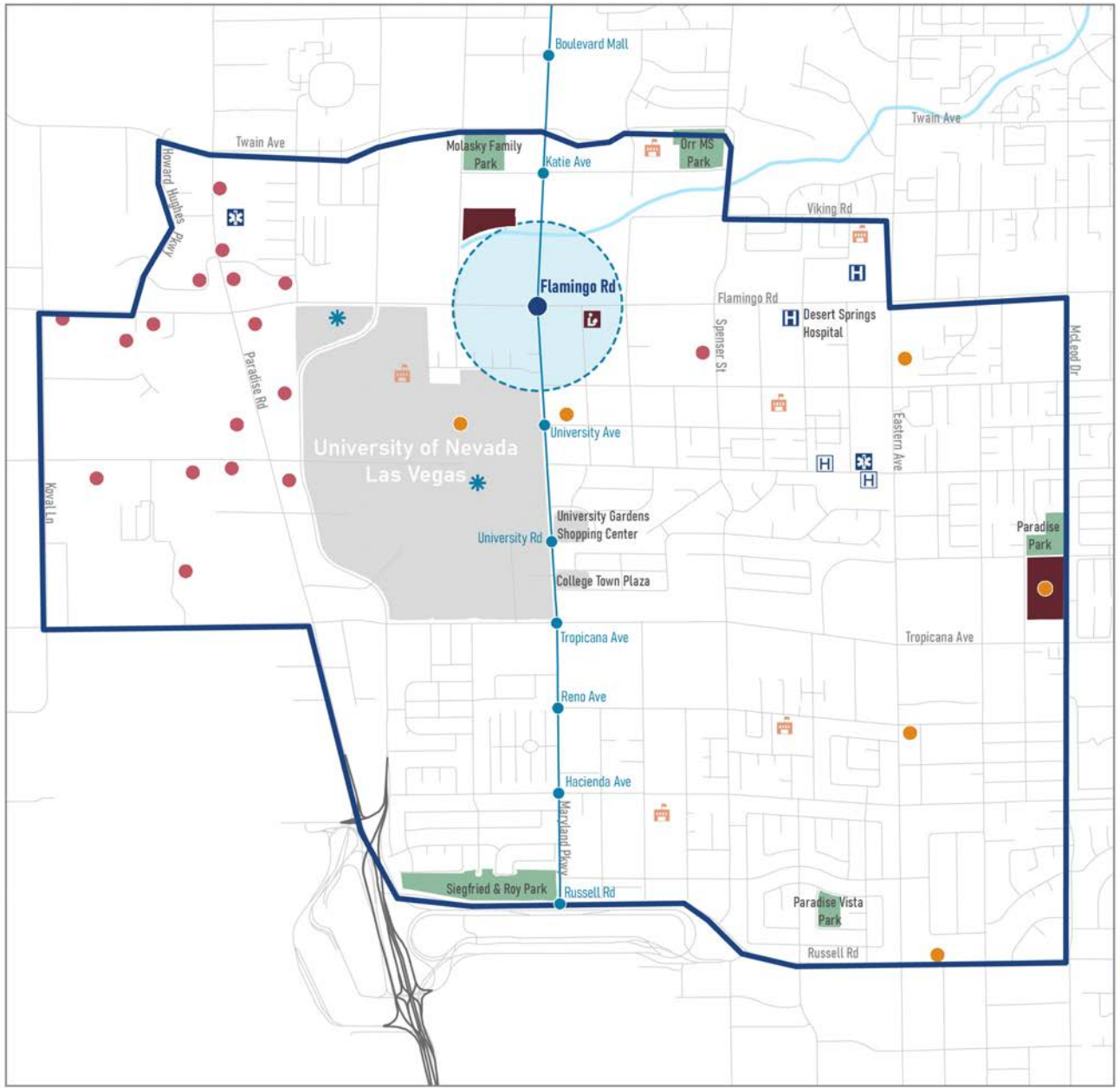
The Focus Area is a ¼ mile area surrounding the Flamingo Road station. This area currently has primarily retail and service uses, with strip retail on the northwest, northeast, and southeast corners of the Flamingo Road and Maryland Parkway intersection. There are apartments in the southwest portion of the Focus Area, as well as an office complex in the northwest portion, and a Clark County Library branch in the southeast portion.

MARKET AREA

The Market Area, shown in the map on the next page, is a much broader geography than the Focus Area. Bounded by McCarran International Airport/Russell Road on the south, McLeod Drive on the east, Flamingo Road/Twain Avenue on the north, and Paradise Road/Koval Lane on the west, this Market Area encompasses nearly 6 square miles of area surrounding the Flamingo Road station. The Market Area is used to gauge the market strengths and weaknesses for various development types (residential, retail, office, hospitality) in the larger area with similar market conditions and attributes to characterize the existing market for potential TOD in the Focus Area. Given its proximity to the University Road station and the similarities of market characteristics and opportunities, the Market Area utilized for this analysis is the same as that is used for the University Road market analysis.

STRENGTHS AND OPPORTUNITIES

The Flamingo Road Market Area includes UNLV, multiple healthcare institutions, as well as retail and hotel establishments. UNLV is the major driver of market demand for new development in the Market Area. This section of the Maryland Parkway Corridor is largely oriented to residents in the area and UNLV activity and is anchored by major community serving retailers like Target, Vons, and Albertsons.



Major Destinations

- University of Nevada Las Vegas (UNLV)
- University Gardens Shopping Center
- College Town Plaza
- Desert Springs Hospital

- CCSD School
- Childcare Center
- Hotel/Convention Center
- Museum
- Library
- Hospital
- Specialized Care Hospital
- Emergency Clinic
- Transit Station
- Community Center
- Focus Area (1/4 Mile)
- Flamingo Road Market Area



SECTION 1: STATION AREA OVERVIEW

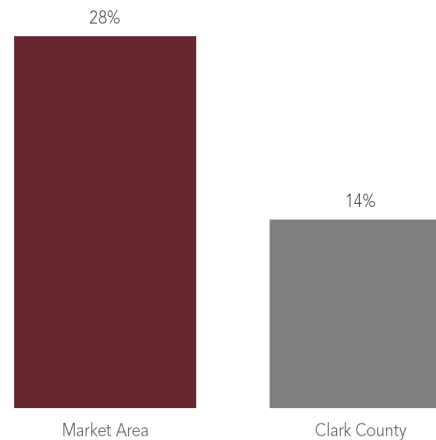
POPULATION AND HOUSEHOLDS

The Flamingo Road Market Area (illustrated in the map on page 2) is home to approximately 50,500 residents; with the area growing by just over 2,100 residents since 2010. This growth represents less than 1% of Clark County's population growth over this time, and the Market Area growth rate of 0.5% per year has been much slower than the County's 1.6% annual population growth.

Within the Market Area there is a greater proportion of households (HH) without autos (28%) compared to the County as a whole (14%). This is indicative of higher transit ridership and likely higher demand for TOD as well.

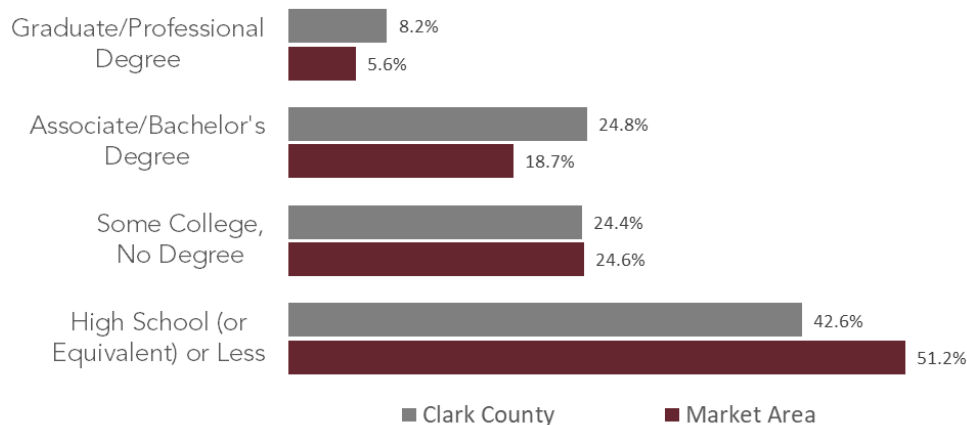
Market Area residents have a lower level of educational attainment than the County average. A smaller percentage of the population in the Market Area (25%) has completed a post secondary education (Associate Degree or higher) when compared to the overall County (33%). Additionally, residents in the Market Area have lower incomes than the County as a whole with a median household income of \$34,000 compared to \$58,800 countywide.

Households with No Vehicle, 2019



Source: ESRI Business Analyst

Education (Population Age 25+), 2019



Source: ESRI Business Analyst

DEMOGRAPHIC SNAPSHOT

Market Area

2019 Demographics

Population: 50,500
Households: 21,300
Average HH Size: 2.37

Population Growth

The Market Area grew by an average of 235 new residents per year from 2010 to 2019.

Income

Median household income of \$34,000 in the Market Area is 42% lower than Clark County (\$58,800)

Clark County

2019 Demographics

Population: 2,257,890
Households: 816,505
Average HH Size: 2.77

Population Growth

Clark County grew by an average of 34,070 new residents per year from 2010 to 2019.

Income

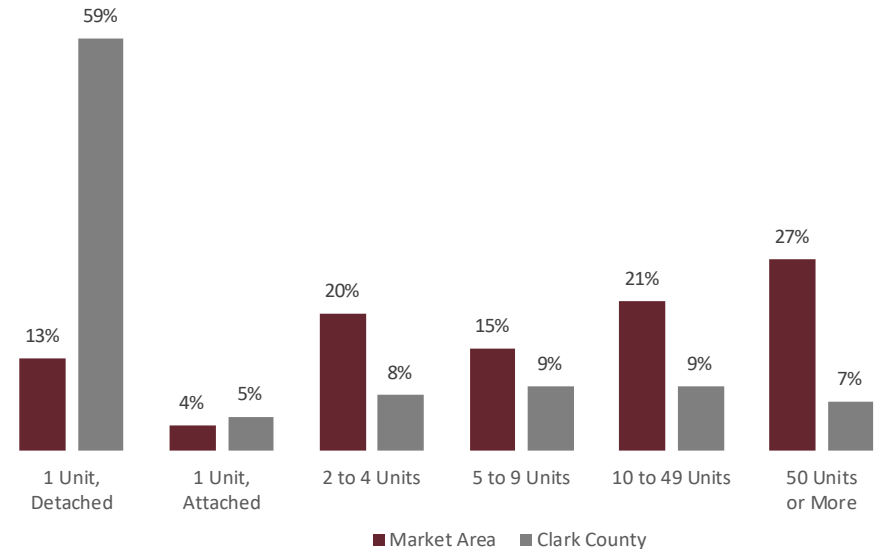
Median household income of \$58,800

HOUSING CONDITIONS

There are approximately 27,100 housing units in the Market Area, which is an increase from 26,000 housing units in 2010. Between 2010 and 2019 the Market Area captured only 1.0% of the housing growth in Clark County which added nearly 106,700 new units over this time. Overall, 2.9% of the County's housing is located in the Flamingo Road Market Area.

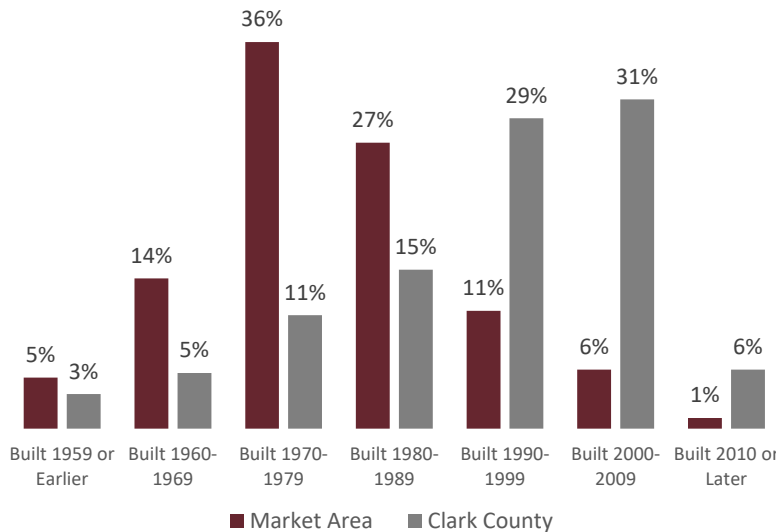
Housing composition in the Market Area differs in important ways from the County overall. A total of 59% of housing units in the County are single family detached homes compared to only 13% of homes in the Market Area. Almost half of homes in the Market Area (49%) are in buildings with 10 or more units, and 27% are in buildings with 50 or more units. This is a far greater percentage of large-scale multifamily housing than the County where only 16% of housing units are in buildings with 10 or more units. As is typical with a higher proportion of multifamily housing, more households in the Market Area are renters, 83% rent their homes, compared to 45% of households countywide.

Housing Units in Structure, 2019



Source: ESRI Business Analyst

Housing Units by Year Built



Source: ESRI Business Analyst

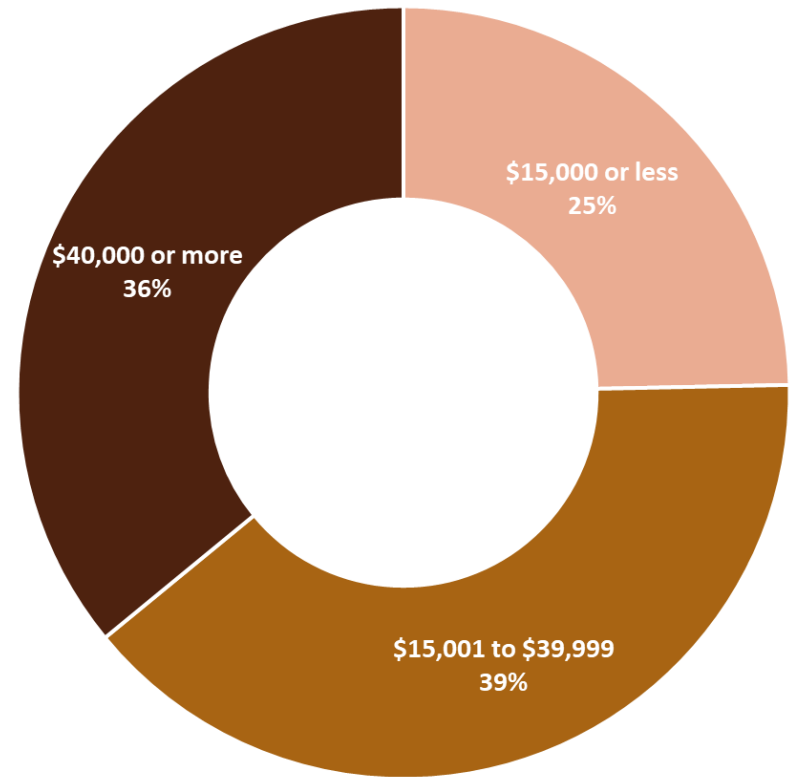
The housing stock in the Market Area is older in comparison to the countywide inventory. While two-thirds of homes in the County have been built since 1990, only 18% of homes in the Market Area have been constructed in this time period. By contrast, most homes in the Market Area (63%) were built between 1970 and 1990.

EMPLOYMENT

There are 36,700 jobs in the Market Area – 3.7% of the County’s 986,500 jobs. Overall employment in the Market Area has declined slightly since 2010 compared to job growth of over 2% per year in the County as a whole.

Within the Market Area, major employment sectors (accommodation/food service, health care, and education) reflect the major employers present in the area. Accommodation & food service, with 8,500 jobs, is the largest employment sector in the area. Healthcare (5,600 jobs) and Education (5,100 jobs) are the next two largest with UNLV’s 4,000 jobs comprising the majority of education employment in the area.

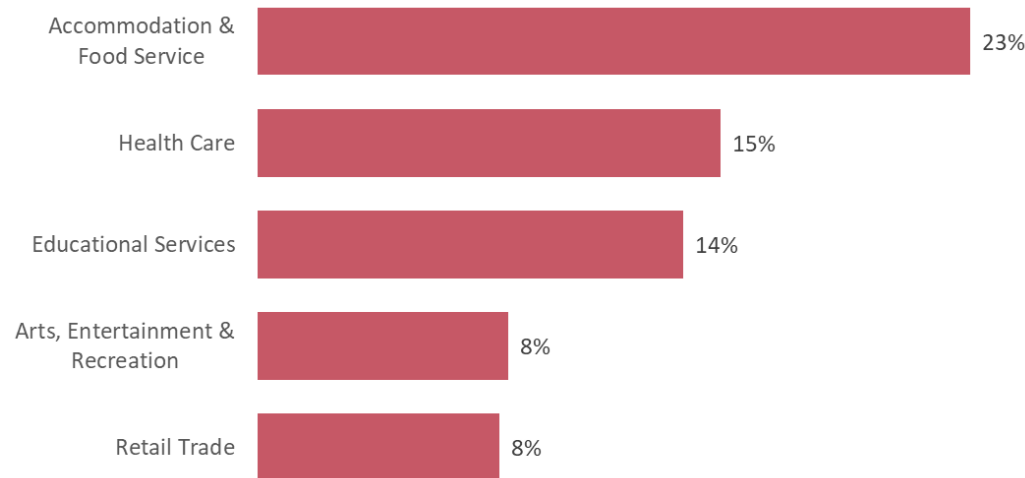
There are a wide distribution of wages in the Market Area as shown in the chart on the right: 25% of jobs pay \$15,000 or less per year, 39% pay between \$15,000 and \$40,000, and 36% pay \$40,000 per year or more. This wage range is slightly more skewed towards lower-paying jobs than the County overall where 21% of jobs pay \$15,000 or less, 40% pay between \$15,000 and \$40,000, and 39% pay \$40,000 or more. The overall average wage in the County is \$50,400.



Market Area Jobs by Wage, 2017

Source: US Census LEHD

Market Area Top Employment Sectors, 2019



Source: ERSI Business Analyst

Within the Market Area, there are jobs available to a variety of education levels – 12% of jobs require less than a high school education and 22% require a Bachelor’s or advanced degree. There is a greater presence of jobs requiring a bachelor’s degree than the presence of residents with a bachelor’s degree. This distribution reflects that there are a number of people who work in the Market Area but live outside the area, especially those with higher educational attainment. This is an indication that the area is attracting workers with a diverse mix of educational attainment.

Workers in the Market Area live throughout Clark County. This is largely due to the presence of larger destination employers, including Desert Springs and Kindred Hospitals, as well as the University of Nevada, Las Vegas campus. UNLV attracts a wide diversity of employees, students, and visitors, and this regional orientation means that there is opportunity to attract campus supporting uses that are oriented to demographic groups less present in the Market Area currently. While nearly three quarters of employees commute 10 miles or less, 95% of those employed in the Market Area live outside its boundaries. Conversely, 92% of those who live within the Market Area work outside its boundaries.

EMPLOYMENT BY INDUSTRY SNAPSHOT

Market Area

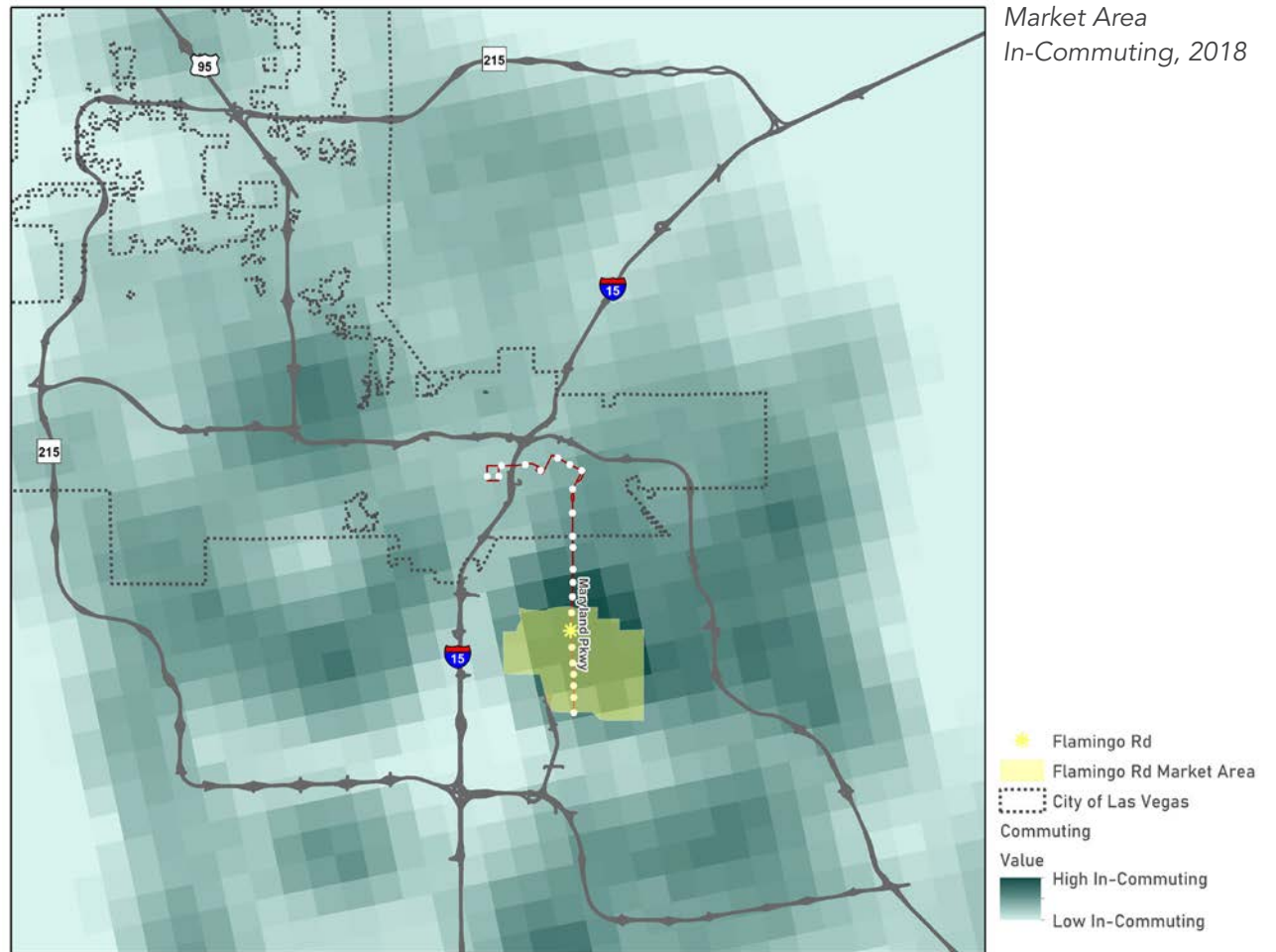
Major Employment Industries:

1. Accommodation and Food Service (23%)
2. Health Care (15%)
3. Education (14%)

Clark County

Major Employment Industries:

1. Accommodation and Food Service (17%)
2. Arts, Entertainment, and Recreation (14%)
3. Retail (12%)



Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD), 2018

MULTIFAMILY RESIDENTIAL MARKET

Multifamily units in the Flamingo Road Market Area account for approximately 7% of Clark County's total inventory. Market Area apartment average rental rates are on par with the County averaging \$1.17 per square foot; however, rents for new units within the Market Area are higher than the County overall at \$2.69 compared to \$1.38 in the County. Vacancy rates are slightly lower in the Market Area at 6.8% compared to 7.2% in the County overall.

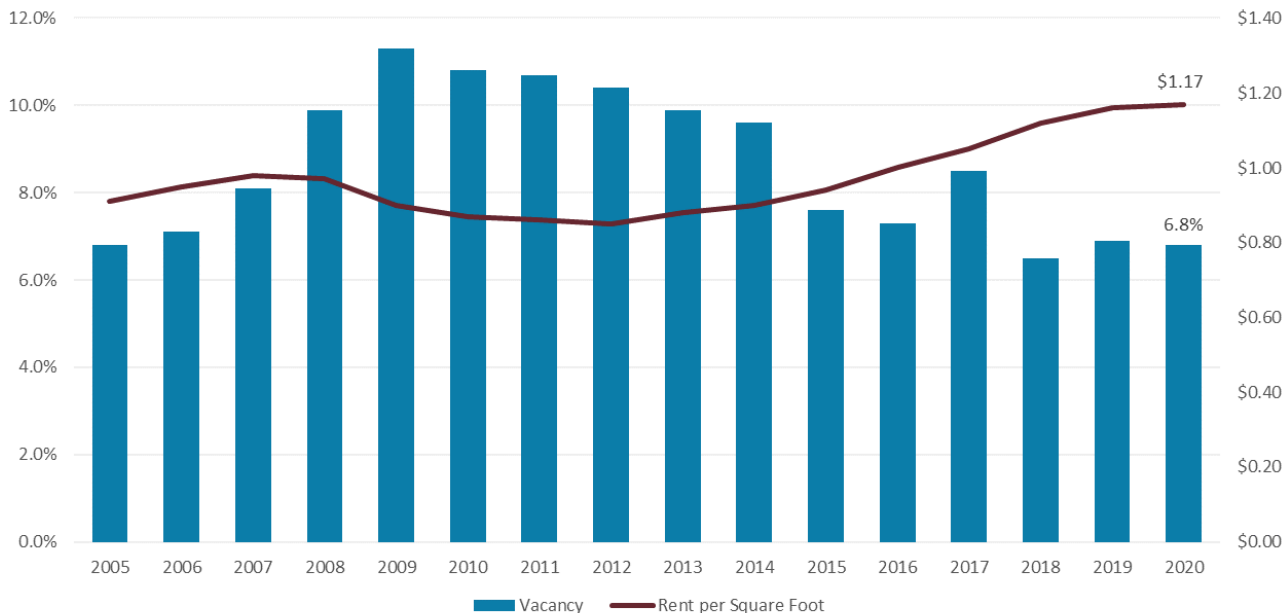
There have been four new apartment developments built in the Market Area since 2015, including two student apartment projects. The residential market for new housing in the Market Area is relatively strong, with new units renting for an average of \$2.69 per square foot compared to \$1.17 overall for units of all ages. The Market Area maintains a 6.8% vacancy rate with new projects in lease up.

MULTIFAMILY SNAPSHOT

- 15,723 units
- 265 built since 2015 (1.7% growth)
- Average rent of \$1.17/sf for all units
- Average rent of \$2.69/sf for new units
- 6.8% vacancy

The Market Area has captured 1.5% of County growth since 2015

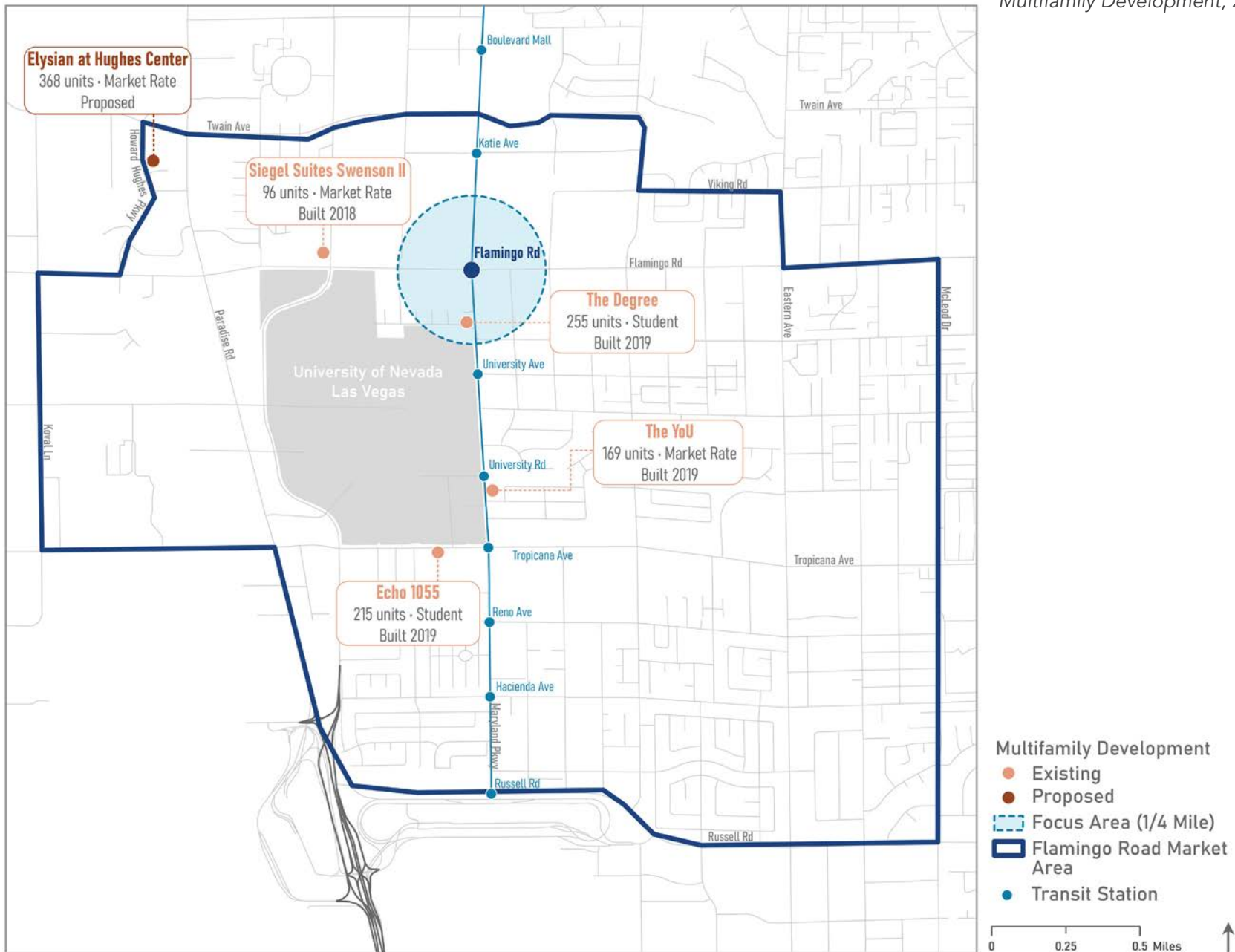
Multifamily Vacancy and Rent, 2005-2020



Source: CoStar

Market Opportunity

Students are the primary drivers of the residential market in this area. All of the new apartment development in the Market Area has been oriented to students or towards lower income residents. Three of the recently constructed projects are student oriented, and the fourth (Siegel Suites Swenson II) provides economy units with month-to-month rental agreements. Additional student oriented units are also in the development pipeline (either under construction or proposed).



COMMERCIAL MARKET

RETAIL

There are 3.48 million square feet of retail space in the Market Area accounting for 3% of the County's 116.45 million total square feet. The Market Area has grown by 1.6% since 2015 by adding 56,100 square feet of new space. Over this time the County's retail inventory grew by 4 million square feet or 3.6%.

The retail market in the Market Area is outperforming the County with average rents almost 1.5 times higher (\$26.69 compared to \$18.78). Rents for new development in the Market Area are even stronger compared to new development countywide, and the new development next to UNLV is attracting higher than average rental rates for smaller tenants oriented towards university students and visitors.

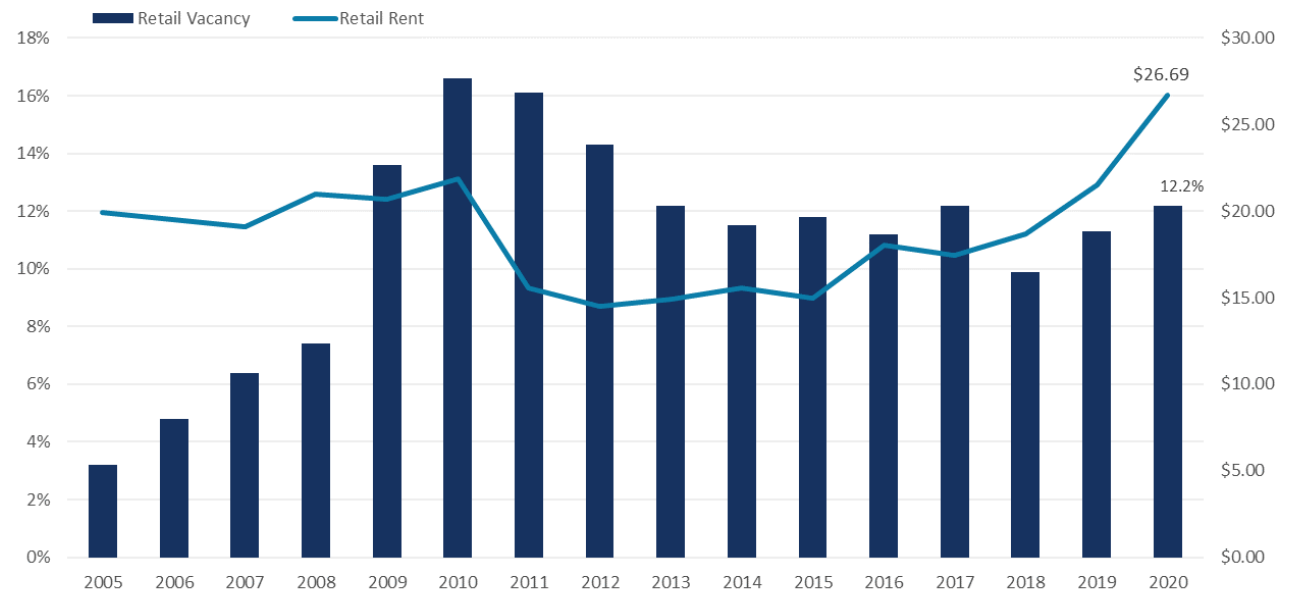
RETAIL SNAPSHOT

- 3.48 million SF
- 56,100 SF built since 2015 (1.6% growth)
- Captured 1.3% of County growth

HOTEL

There are 25 hotels within the Market Area with a total of 7,300 rooms. Three quarters of area hotels were built prior to 2000, and there has not been any new hotel development since 2010. The most recent hotel development was the Four Points by Sheraton on Palos Verdes Street which was built in 2009. Five hotels within the Market Area (representing 972 rooms and 13% of the total inventory) have been renovated since 2010. The majority of the hotel inventory is located in the western half of the Market Area which is closer to the Las Vegas Boulevard South strip.

Retail Vacancy and Rent, 2005-2020



Source: CoStar

OFFICE

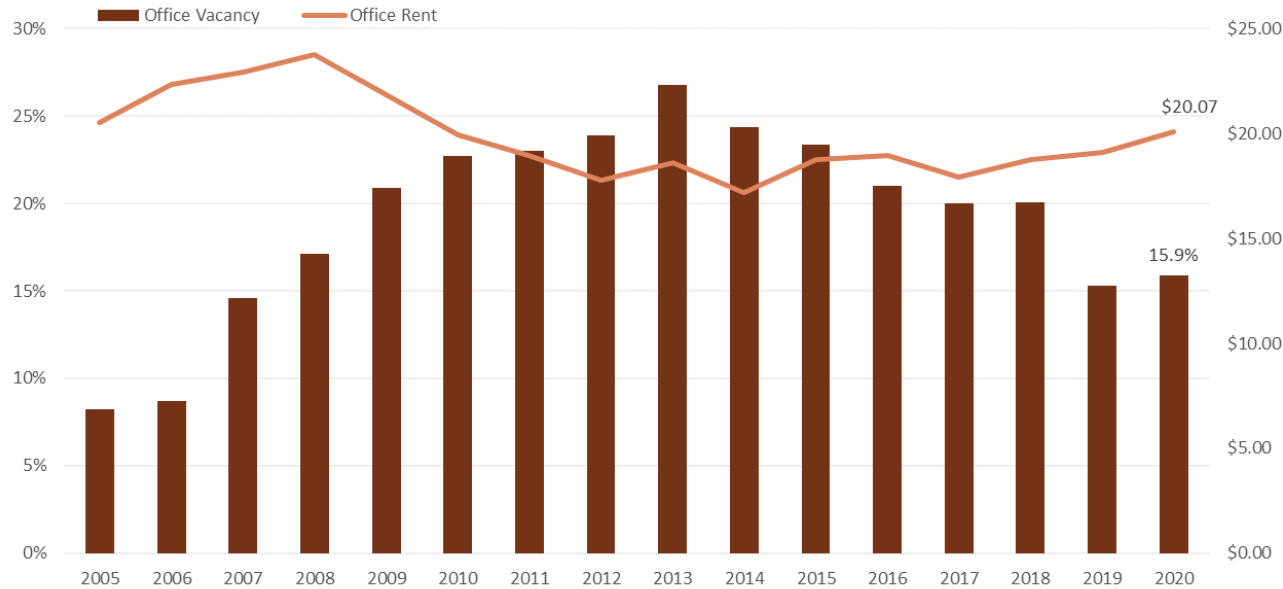
There are 3.56 million square feet of office space in the Market Area accounting for 5.4% of the 66.36 million square feet of space in the County. The Market Area has added 1.7% to its office inventory since 2015 with 61,150 square feet of new development. This new office space, in the University Gateway project, is primarily occupied by UNLV Administration.

While office rents in the Market Area have been increasing since 2012 at an average of \$20.07 per square foot in 2020, they have yet to recover to the 2008 peak of \$23.75. Despite the continued strengthening of rents, office vacancy in the Market Area remains high at 16% in 2019 through Q1 of 2020. From 2009 through 2018, vacancy averaged over 20% every year. Vacancy rates across the County have been between 10% and 11% recently and were highest in 2010 and 2011 at 18.3%.

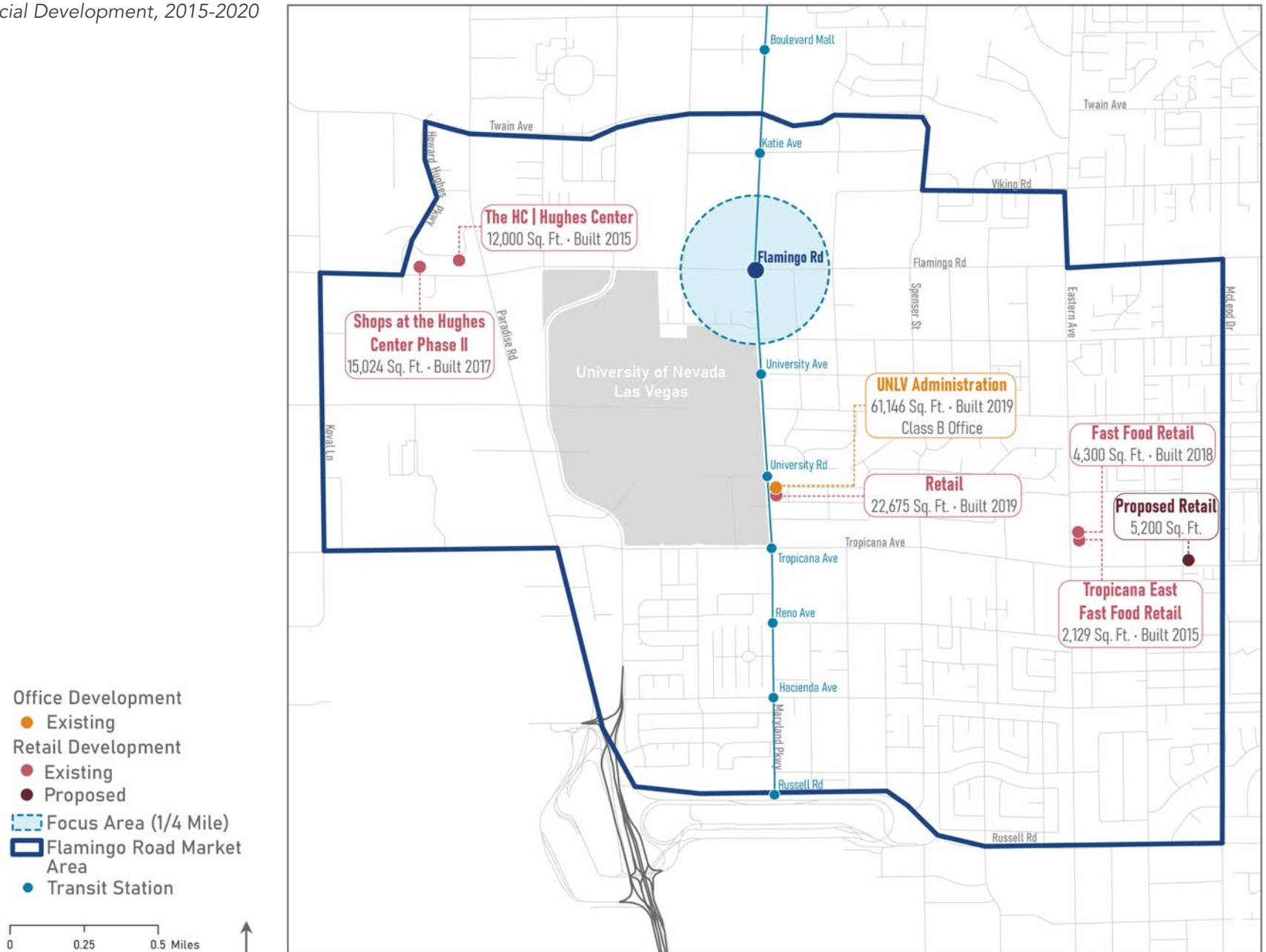
RETAIL SNAPSHOT

- 3.56 million SF
- 61,140 SF built since 2015 (1.7% growth)
- All in 1 new project near UNLV
- Captured 2.4% of County growth

Office Vacancy and Rent, 2005-2020



Source: CoStar



SECTION 2: DEMAND ANALYSIS

RESIDENTIAL

Trend

This section estimates demand for new housing in the Market Area by applying capture rates to forecasted countywide housing growth.

The Flamingo Road Market Area has captured approximately 1% of the County's overall growth since 2010. In recent years this capture has been slightly higher with the Market Area capturing 2.5% of County growth since 2017. Accounting for two recent student housing projects in the area, the Market Area has captured close to 3% of County growth indicating that including student housing demand in market potential can increase the development opportunity within the Market Area.

Demand Forecast

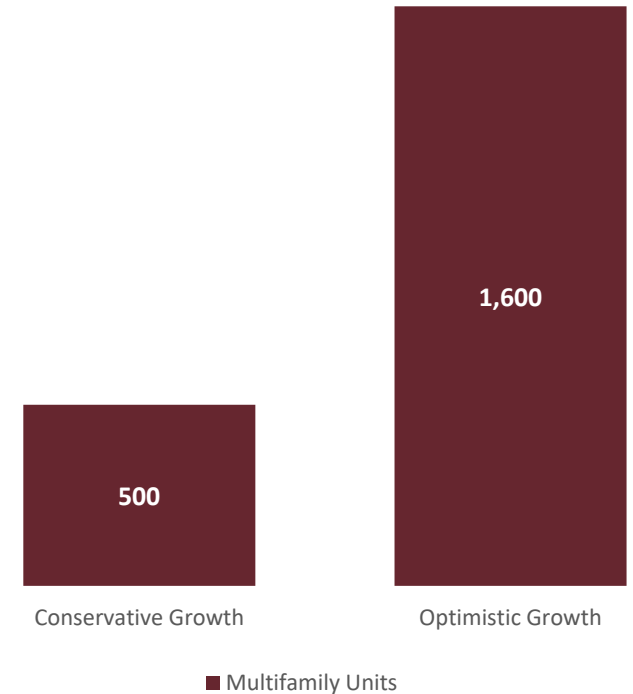
Clark County population growth forecasts (prepared by Center for Business and Economic Research) anticipate an additional 337,000 residents in the County between 2020 and 2030 which is an average of 33,700 new residents per year (1.3% annual growth). This annual growth rate, applied to the County's housing stock, translates to approximately 135,770 new housing units over the next 10 years.

Accounting for the 4,090 units currently under construction in the County (including 368 in the Market Area), there is a net demand for 131,680 new units or 13,168 new housing units per year. Applying recent

trends, 40% of this growth can be expected in multifamily housing (including apartments and condos) or an additional 52,700 multifamily units by 2030.

Two trends were used to create growth scenarios for the Market Area: the overall 2010-2019 Market Area trend of 1% capture of County growth, and the more optimistic trend accounting for additional student development of 3% capture of County growth. Based on the projected countywide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the Flamingo Road Market Area could capture between 500 and 1,600 new multifamily housing units over this time period. This translates to an average annual production of between 50 and 160 new multifamily units per year, or one large project every 1-2 years.

Market Area Residential Growth 2020-2030



Source: Economic & Planning Systems

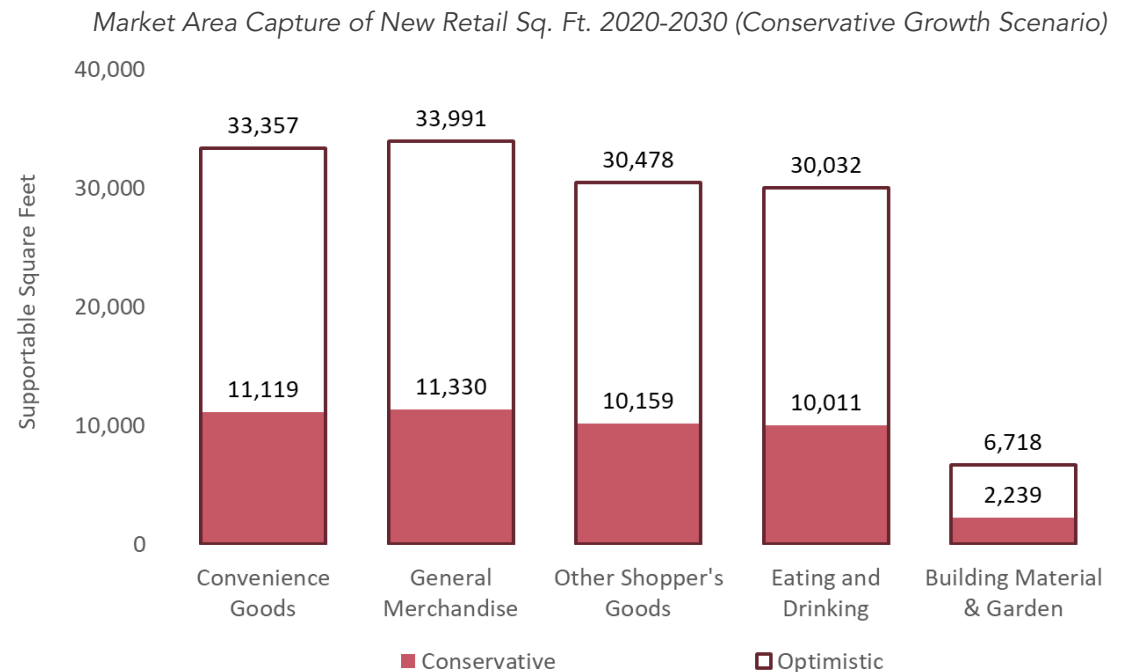
RETAIL

A demand estimate for future retail space in the Market Area was developed based on anticipated population growth and the related growth in retail spending. This analysis of retail development potential in the Market Area accounts for capture of demand from new residents considering the spending patterns for local retail (i.e., inflow and outflow of resident dollars). Demand analysis is based on the population of the area, per capita income, and spending habits for consumers in Nevada as reported by the Census of Retail Trade and ESRI Retail Marketplace data. To estimate retail demand for the area, the total personal income (TPI) is calculated by multiplying the population by per capita income for the Market Area. TPI is used along with spending patterns for consumers in the state to estimate retail expenditure potential: the amount of money that the average resident spends on retail goods. After accounting for leakage (outflow of dollars to retailers outside of the Market Area), this spending potential is converted to the amount of retail square footage that can be supported by new residents living in the area based on sales per square foot by store category.

Utilizing the growth capture scenarios from the residential demand analysis, there is potential for between 3,400 and 10,100 new residents in the Market Area by 2030. Retail expenditures of these residents will create demand for an additional 69,200 to 207,500 square feet of retail space over this time.

Of this total demand, not all is likely to be accommodated within the Market Area. Depending on the retail sector, there is potential for the Market Area to capture between 0 and 75% of resident spending. The highest capture rates are for convenience goods (e.g., grocery stores, pharmacies, liquor stores) and shoppers' goods (e.g., Target, Walmart, etc.), as well as restaurants while spending in more specialized sectors such as building material and garden stores is more likely to occur elsewhere in the community. Accounting for the capture and leakage of spending across sectors, the growth scenarios for the Market Area project demand for between 45,000 and 135,000 square feet of retail space by 2030.

This new demand is summarized in the chart below. Within the Market Area, the opportunity for capture of new spending is highest in Convenience Goods and General Merchandise and is also strong in Shopper's Goods and Eating & Drinking. These retail sectors with the strongest potential are also the most likely to locate in a TOD area. While there will be limited new demand for Building Material and Garden stores, and there is an opportunity for some Market Area capture, TOD locations are more likely to attract local and community-oriented retailers.



Source: Economic & Planning Systems

Market Area Capture of New Retail Sq. Ft. 2020-2030

Description	Retail Sales % of TPI (2019)	Capture Rate	Conservative Growth		Optimistic Growth		
			Expenditure Potential	Supportable Sq. Ft.	Expenditure Potential	Supportable Sq. Ft.	
Convenience Goods							
Grocery Stores	5.6%	75%	\$2,824,042	7,060	\$8,472,125	21,180	
Specialty Food Stores	0.2%	50%	\$81,995	205	\$245,984	615	
Beer, Wine, & Liquor Stores	0.3%	75%	\$139,299	464	\$417,898	1,393	
Health and Personal Care	2.7%	75%	<u>\$1,355,789</u>	<u>3,389</u>	<u>\$4,067,368</u>	<u>10,168</u>	
Total Convenience Goods	8.8%		\$4,401,125	11,119	\$13,203,375	33,357	
Shopper's Goods							
General Merchandise							
Department Stores (including discount department, superstores, and warehouse clubs)	5.3%	75%	\$2,668,883	8,896	\$8,006,649	26,689	
Other General Merchandise Stores	2.5%	50%	<u>\$851,935</u>	<u>2,434</u>	<u>\$2,555,806</u>	<u>7,302</u>	
Subtotal (General Merchandise)	7.8%		\$3,520,819	11,330	\$10,562,456	33,991	
Other Shopper's Goods							
Clothing & Accessories	3.7%	50%	\$1,230,203	3,515	\$3,690,610	10,545	
Furniture & Home Furnishings	1.2%	25%	\$208,799	835	\$626,397	2,506	
Electronics & Appliances	1.1%	50%	\$380,401	761	\$1,141,203	2,282	
Sporting Goods, Hobby, Book, & Music Stores	1.2%	50%	<u>\$403,507</u>	<u>1,153</u>	<u>\$1,210,522</u>	<u>3,459</u>	
Miscellaneous Retail	1.9%	75%	\$973,886	3,896	\$2,921,657	11,687	
Subtotal (Other Shopper's Goods)	9.2%						
Total Shopper's Goods	17.0%		\$6,717,615	21,490	\$20,152,845	64,469	
Eating and Drinking	7.0%	75%	\$3,503,772	10,011	\$10,511,315	30,032	
Building Material & Garden							
Building Material & Supplies Dealers	2.0%	50%	\$671,835	2,239	\$2,015,504	6,718	
Lawn & Garden Equipment & Supply Stores	0.1%	0%	<u>\$0</u>	<u>0</u>	<u>\$0</u>	<u>0</u>	
Total Building Material & Garden	2.1%		\$671,835	2,239	\$2,015,504	6,718	
Total Retail Goods	34.9%		\$15,294,346	44,859	\$45,883,039	134,576	

Source: ESRI; Economic & Planning Systems

OFFICE

Employment Growth

Countywide employment growth forecasts (already cited) outline an increase of 43,670 jobs (private non-farm employment) in Clark County between 2020 and 2030. This equates to an average of 4,367 new jobs per year or 0.3% average annual growth. Over 70% of this growth is expected in just two industries – Health Care (36% of growth) and Accommodations and Food Services (35% of growth) while nine industries are expected to remain flat or decrease.

Based on the current capture of County employment, the Flamingo Road Market Area is expected to grow by 1,667 jobs over this time – which is 3.8% of County growth. Applying the countywide growth rates by industry, over one-third of employment growth in the Market Area is expected to be in Health Care jobs, with 20% of growth in Accommodations & Food Service and 15% of growth in Education jobs.

Office Demand

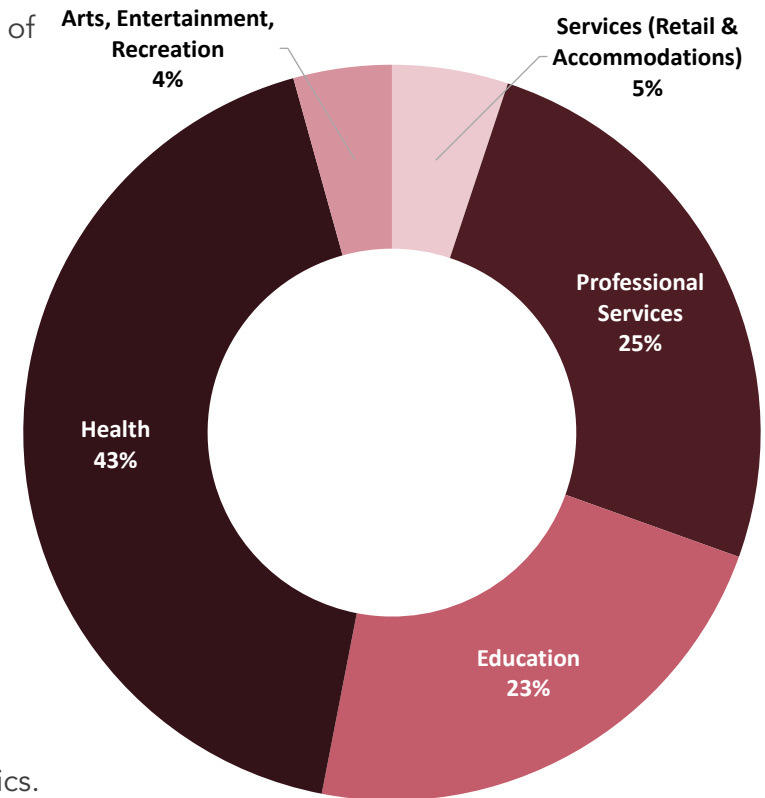
Demand for office development in the Market Area is based on employment growth in sectors that occupy office space. Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care) over the next 10 years the Market Area is expected to see demand for an additional 300,000 square feet of office space. This demand is primarily generated by the Health Care industry, accounting for 43% of demand, indicating that major development opportunities are likely to be associated with hospitals and related medical offices and clinics.

Description	2020	2030	10-Year Job Growth	10-Year New Office Sq. Ft	Annual New Office Sq. Ft
Flamingo Road Market Area					
Services (Retail & Accommodations)	15,333	15,948	615	15,449	1,545
Professional Services	11,087	11,554	467	77,018	7,702
Education	6,840	7,297	456	68,455	6,846
Health Care	7,437	8,471	1,035	129,327	12,933
Arts, Entertainment, Recreation	4,028	4,290	262	13,080	1,308
Total	47,686	49,353	1,667	297,729	29,773

* Note: total may not add to sum of industries shown due to exclusion of industries that do not generate office demand

Source: Center for Business and Economic Research; Economic & Planning Systems

New Office Demand by Sector



Source: Economic & Planning Systems

Market Area Office Demand 2020-2030

SECTION 3: DEVELOPMENT OPPORTUNITIES

DEVELOPMENT SITES

The analysis of development opportunities for TOD looks at the Flamingo Road Focus Area – the ¼ mile radius around the proposed station.

PARCEL ANALYSIS

Within the Focus Area, development opportunity analysis was conducted at a parcel level. Using a multi-layered approach, parcels were identified that are:

- Over ½ acre in size (as parcels smaller than this likely cannot accommodate a development of scale)

And

- Currently vacant

Or

- Existing development is low value (defined as a ratio of improvement value to land value of less than 0.5)

The Focus Area is mostly developed with few vacant parcels. The area has a mixture of retail shopping centers, apartment buildings, and some office uses. There are limited apparent development opportunity sites based on existing uses, land values, and density of development.

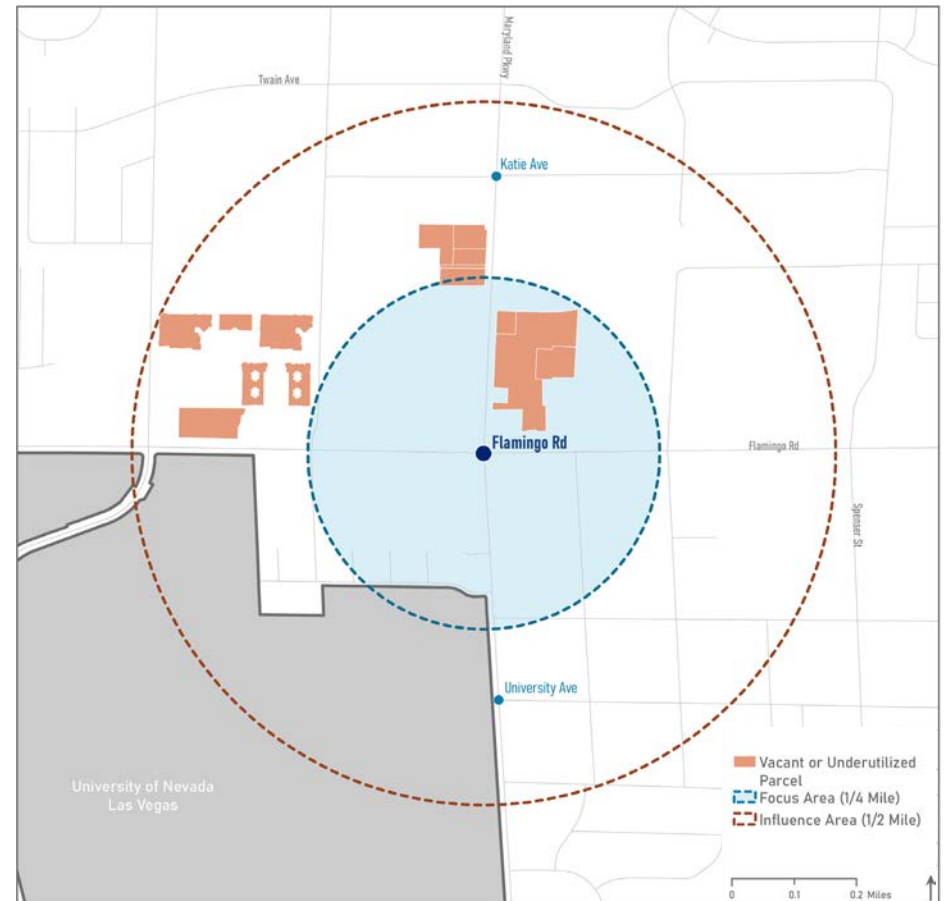
Three potential sites were identified that could be developed for TOD or with transit supportive uses. The most readily developable site(s) is the remaining undeveloped parcels of a planned project between University Center Drive and

Cambridge Street on the north side of Flamingo Road. This project was partially developed as the Las Vegas Grand Apartment project and occupies part of the western portion of the property. The remainder of this site could support additional transit supportive multifamily housing and retail uses along Flamingo Road. The existing apartments do, however, currently have a security fence surrounding them limiting access and walkability.

The other two potential sites currently have retail and office uses on them. The Mission Center shopping center on the northeast corner of Flamingo Road and Maryland Parkway has a major vacancy on the northern portion of the center. This large vacant space used to be occupied by TJ Maxx and Toys R Us. This portion of the center fronts the Flamingo Wash on its north edge.

The other potential site would be the aggregation of underutilized retail and office uses north of the wash on the west side of Maryland Parkway. The State of Nevada Division of Welfare and the Clark County Social Services Department occupy two of the buildings, which are single story buildings. The consolidation of these two tenants into a larger community servicing office building may be feasible. As well, this site is adjacent to the Cambridge Recreation Center, which is a major community asset in the area.

Opportunity Parcels



DEVELOPMENT FEASIBILITY

Two measures of development feasibility—land sale prices and rental rates—were applied to the Market Area to gauge the supportability of new development by type.

LAND SALES

For this analysis, land sales are defined as property sales that were completed for the purpose of development (or redevelopment) and include both parcels that are vacant and those that are already developed. The average sale price per square foot for land from property sales completed within the Market Area is compared to the average countywide. This comparison assesses the value of land in the Market Area by use type to estimate the strength of the market for new development. Land sales for each TOD land use category are included.

The average sale price for land sales in the Flamingo Road Market Area from 2017 through mid-2020 is \$19.87 per square foot as shown in the table to the right. This average price is 12 percent higher than the countywide average of \$17.67 per square foot.

There were a limited number of sales in the Market Area over the past 3 years. With only 23 sales over this time, the Market Area accounted for 1.3 percent of countywide sales of this type. The performance of the Market Area relative to the County varies by development type. Land sold for retail

and hotel development generated higher than average sales prices while other uses had below average sales prices. While the hotel sales show strong market strength, they are not as relevant for potential TOD. These sales were predominately located closer to the Las Vegas Strip than Maryland Parkway indicating the demand for those uses is tied more to tourism-related demand from Las Vegas Boulevard South than locally driven demand that would be reflected on Maryland Parkway. For retail, the proximity to UNLV and existing market presence of Maryland Parkway are drivers of retail land sales prices that are higher than the County average despite the limited growth of households in the Market Area (which would otherwise indicate limited demand for additional retail space).

RENTAL RATES

To gauge the feasibility of new development, the average rental rates (both overall and for new development) for retail space, office space, and apartments within the Focus Area are compared to the Market Area and countywide average. This measure gauges if rental rates achieved for new space in the Market Area and/or Focus Area are high enough to support new development.

Retail - The average rental rates for retail within the Flamingo Road Focus Area (\$21.09 per sf) are slightly higher than the countywide average (\$18.78 per sf). Rates for space in the Market Area for all space and new space are significantly higher than found in the Focus Area. The strength of the retail rates in the Market Area indicates the

Flamingo Road Market Area Land Sales, 2017-2020

Proposed Use	Clark County		Flamingo Road MA		% Diff.
	Price per SF	# of Sales	Price per SF	# of Sales	
Entertainment	\$28.98	24	\$12.43	2	-57%
Retail	\$21.28	649	\$32.86	6	54%
Mixed-Use	\$17.82	116	\$12.88	3	-28%
Hotel	\$16.12	24	\$33.51	2	108%
Unknown	\$15.32	780	\$17.56	6	15%
Multifamily	\$12.43	156	\$5.17	4	-58%
Average/Total	\$17.67	1,749	\$19.87	23	12%

Source: CoStar; Economic & Planning Systems

growing demand and development activity around the UNLV campus especially further south of the Flamingo Road Focus Area at University Road. The increasing demand for student/campus serving retail and increase in student-oriented housing near the campus makes the Flamingo Road Focus Area an attractive location to try to capture sales from this market.

Office - There does not appear to be a significant demand for new office development in this area. The average rental rate for office space in the Market Area is \$16.11 per square foot (Gross/ Full Service)—which is less than the countywide average. This is illustrated by the difference between rents in the Focus Area and the average rental rate for new office uses in the county (\$32.51 per square foot). Existing office vacancy rates of 16% in the Market Area are also indicative of weak demand. There has not been significant new office development within the Market Area to use as a point of comparison. If there was demand for new office space in this area, it would be expected that the overall rental rates would be higher than the County (indicating a constrained supply).

Multifamily - For apartments, the average rental rate in the Focus Area is \$1.21 per square foot per month which is slightly higher than the countywide average. There has been one apartment project built in the Focus Area, the Degree, a student housing project. There has been significant development activity in the Market Area. New units in the Market Area are primarily new student-oriented units built near the UNLV campus. These units are achieving average rental rates of \$2.69 per square foot which indicates the demand for student housing and the higher rental rates student units are able to achieve due to their rent structures (e.g., rented by the bedroom not unit). Additional multifamily housing that is student oriented is likely feasible in the near term in the Focus Area.

FEASIBILITY FINDINGS

The following findings were developed based on the two feasibility measures:

- Retail uses appear to generate land values and lease rates that support new development. The size of the consumer

base in the Focus Area between Market Area residents, UNLV students, and area workers continues to support retail uses serving their everyday retail needs. Retail uses, especially food-oriented businesses, could serve as an attraction, anchor, and a catalyzing component of TOD within the Focus Area.

- Multifamily development in the Market Area is providing strong rental rates and it appears that these uses could support new development if student oriented. It is more difficult to assess the feasibility of traditional, non-student-oriented apartments due to the lack of recent market rate apartment development in the Market Area. There is, however, one proposed project in the northwest portion of the Market Area, that when completed, may provide support and momentum for market rate development along Maryland Parkway.
- Hotel land sales in the Market Area indicate they can support new development; however, it is unclear if a hotel use on Maryland Parkway is supportable given the distance to the Las Vegas Strip. A hotel use that is oriented to UNLV visitors and activity may be in demand but may not be able to overcome competition from more casino and entertainment-oriented hotel options that can also serve UNLV activity.

Focus Area and Market Area Average Rental Rates Comparison

Use	Rent per Sq. Ft. Factor	Time-Period	Clark County		Flamingo. Rd. Market Area		Flamingo Rd. Focus Area	
			New	All	New	All	New	All
Retail	per sf (NNN)	Annual	\$35.16	\$18.78	\$58.54	\$26.69	---	\$21.09
Office	per sf (Gross)	Annual	\$32.51	\$20.74	---	\$20.07	---	\$16.11
Apartment	per sf	Monthly	\$1.38	\$1.17	\$2.69	\$1.17	---	\$1.21

Source: CoStar; Economic & Planning Systems

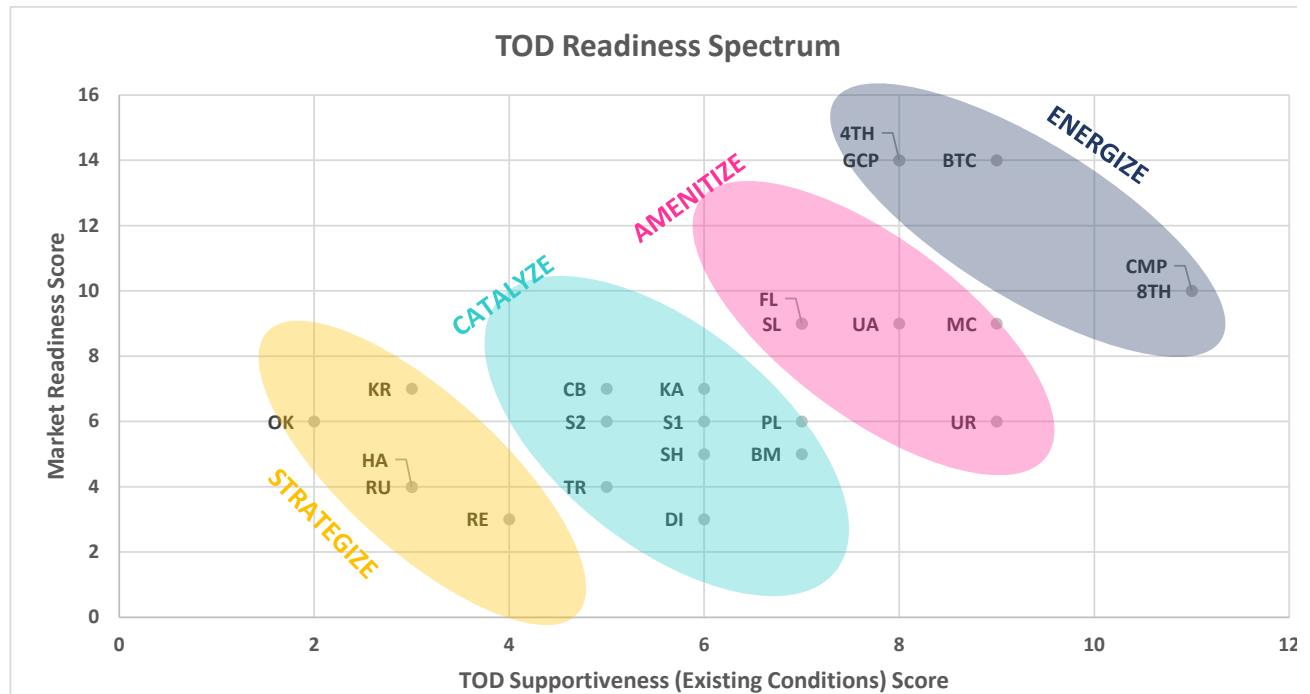
TOD MATURITY

A TOD Readiness Spectrum was created to categorize Focus Areas along the corridor in terms of their readiness to attract and support TOD. Focus Areas have been organized into four categories (Energize, Amenitize, Catalyze, and Strategize) based on their market readiness and supportiveness of the built environment. Overarching strategies for supporting TOD were developed for each category.

The Flamingo Road Focus Area is within the Amenitize category as shown to the right. Focus Areas in this category are close to being TOD-Ready but need amenities, infrastructure, and/or connectivity improvements to enhance their ability to attract additional TOD. Strategies for this category include:

- Provide/improve amenities within the public realm
- Create multi-modal first and final mile connections to surrounding area
- Prioritize and complete necessary infrastructure investments
- Improve ground-floor experience
- Incentivize mixed income/affordable housing

The Flamingo Road Focus Area fits well within this category as the area is attracting higher density uses and has transit supportive land uses around it; however, it also has a largely auto-oriented built environment. Additional improvements to provide amenities that are attractive to developers and users of transit-oriented projects can help generate additional demand and increase the attractiveness for TOD in the Focus Area.



PRIORITY ACTION AND VALUE CAPTURE RECOMMENDATIONS

PRIORITY ACTION RECOMMENDATIONS

Priority Actions

Reach out to the property owner/ developer of the vacant parcels around the Las Vegas Grand Apartments to determine their plans for the properties and identify any barriers to development of the rest of the site.

- The vacant sites are part of a planned development between University Center Drive and Cambridge Street on the north side of Flamingo Road. One apartment complex has been built in the project, but the remainder has remained vacant. Outreach to the property owner/developer can help understand what barriers to development exist. As well, the outreach could present the opportunity to discuss changes to the development plan and landscaping approach to make it more transit oriented. The existing apartment building is behind a fence and gate, which inhibits walkability.

Explore opportunities to oriented activity and/or uses along the Flamingo Wash.

- The Flamingo Wash runs through the Focus Area north of Flamingo Road. The wash currently is walled or fenced off from its surroundings and can be a connectivity barrier in the area. The wash also attracts homeless camps and undesired activities to the area since there is limited activity along it and areas can be hidden from ground level. The wash could become an amenity for the area if it can be improved to support recreation opportunities (i.e., bike/pedestrian trail) or enhance the visual appeal as a way to attract reinvestment in the area.
- There are two potential development sites adjacent to the wash. The first are sites currently used by the State of Nevada and the Clark County Social Services offices. The location of these service providers next to the Cambridge Recreation Center also creates an opportunity to grow the presence and community destination appeal of the recreation center if uses are connected and coordinated. This effort could also help to orient more activity and uses to the wash area running through the Focus Area.

The second site is the large, vacant tenant space on the north edge of the Mission Center shopping center, on the northeast corner of Maryland Parkway and Flamingo Road. Outreach to the center owner could determine if there is potential for redevelopment of the northern portion of the center for TOD or transit supportive uses along the wash.

VALUE CAPTURE RECOMMENDATIONS

A value capture toolkit has been developed for this effort and is provided in a separate document. Two potential value capture tools were identified that fit the conditions present and have the potential to be successful in the Flamingo Road Focus Area.

- **Joint development** – UNLV is a major landowner on the edges of their campus and some of this land could be used for TOD. Using university land can help reduce land costs for a development that provides uses that are not currently feasible or need to be subsidized but provide a broader community purpose. It should be noted that the use of university land (which is owned by the State) may have restrictions related to use that may present a barrier. The collection of State of Nevada and Clark County Social Services uses along Maryland Parkway, north of Flamingo Road, may present the opportunity for a public-private partnership. These uses could potentially consolidate into a new facility and building that can also include space for private uses or other civic uses.
- **Naming Rights** – Given the connectivity of the Maryland Parkway Corridor to the main UNLV campus and the UNLV Medical School in the Medical District, there are natural opportunities to provide naming rights for individual stations or the whole transit line in exchange for contributions to fund improvements that support the transit line.

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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT PLAN

Flamingo Road Focus Area

Final Plan - July 2021



In association with: Nelson\Nygaard | Economic & Planning Systems | Paceline Consulting | Anil Verma Associates, Inc



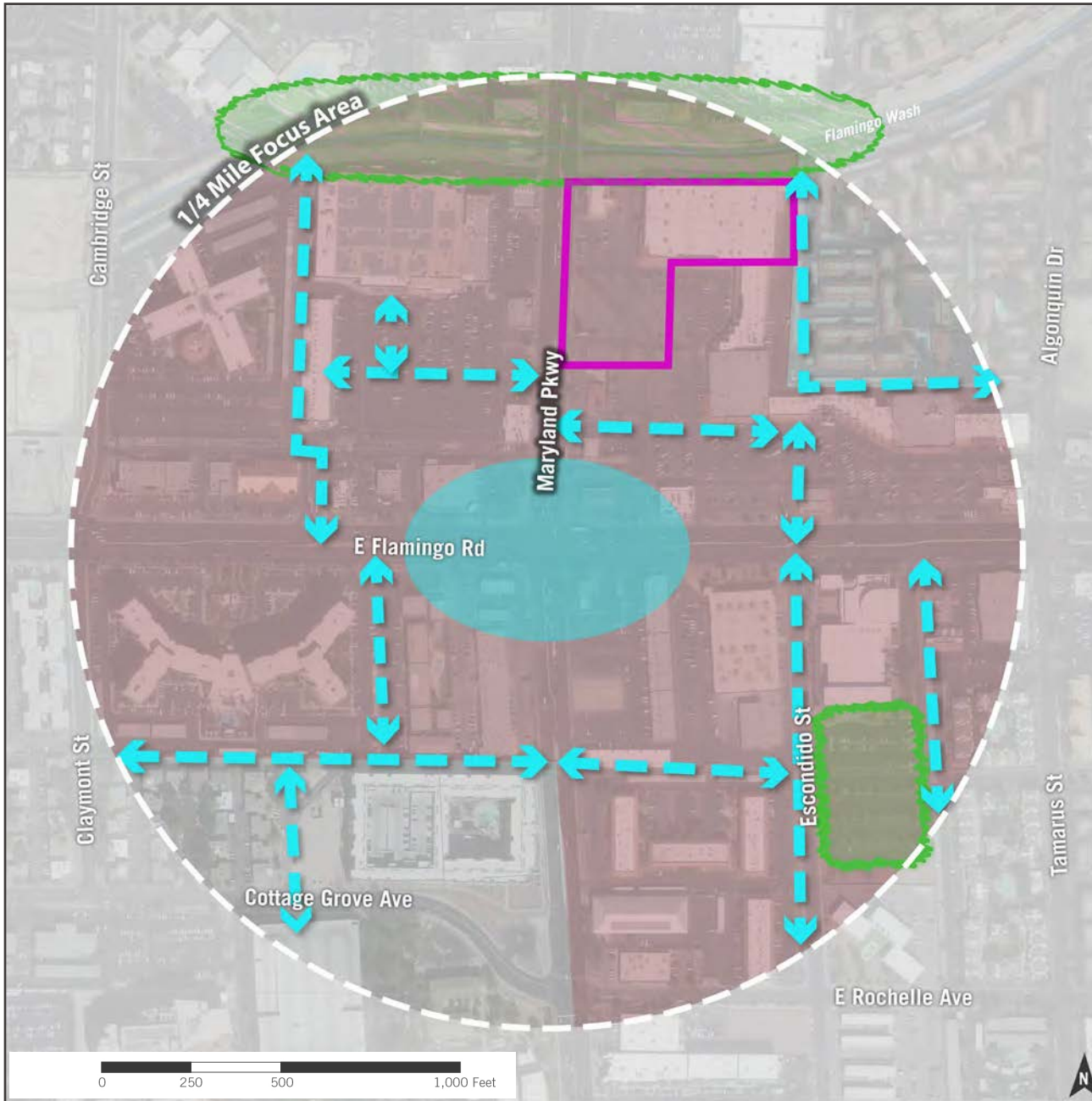
Note: This TOD Plan is not prescriptive; rather, the document offers a collection of potential policies and programs including design guidelines. The County and the local development community can choose to incorporate a sampling of insights from this plan, as it deems appropriate over time. It is likely that planning for short-term and long-term changes might differ along the Maryland Parkway Corridor, requiring implementation of specific aspects of the plan based on future events that could unfold in the revitalization of the district. For this reason, this TOD Plan is flexible, intended to anticipate needs, and be of value as the future unfolds.

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FLAMINGO ROAD TOD PLAN FRAMEWORK



PLAN FRAMEWORK MAP

The Plan Framework Map presented here provides an “at-a-glance” of the key recommendations from the remainder of the Flamingo Road Focus Area TOD Plan. The map locates key recommendations and the legend references more detail available later in the Plan while the facing page provides a high level review of key priorities.

Plan Framework Elements

TOD Readiness Spectrum

Amenitize This focus area is close to TOD-ready but needs amenity, infrastructure, and/or connectivity improvements

Land Use and Building Form

- Predominant TOD Type - Town Center (see pages 20-21 for more detail)
- Priority Revitalization/Adaptive Reuse Opportunities (see pages 50-51 for more detail)

Mobility

- Mobility Hub and Priority Mobility Corridors and Connections (see pages 24-27; 46; 52-53 for more detail)

Parks, Public Space, Amenities

- Phased Improvements to Flamingo Wash to Transform into a Public Amenity (see pages 48-51 for more detail) and
- Flexible Use Clark County Library Public Space (see page 47 for more detail)

Land Use

The most prominent TOD type in the focus area is Town Center. The Town Center TOD type is envisioned in all four quadrants of the intersection of Maryland Parkway and Flamingo Road. The Town Center TOD type is envisioned to include mostly retail/commercial uses with some housing and public gathering spaces and an increased number and variety of local destinations for residents and visitors. The intersection of Maryland Parkway and Flamingo Road is identified as a priority location for introducing new development and revitalization that reflects the mix of uses envisioned in the Town Center TOD type.

Building Form and Design

Community input revealed a relatively consistent vision for the building form and design in the focus area. Community members indicated a strong preference that the area mapped Town Center TOD include a highly walkable, mixed use development pattern with buildings that engage safe and comfortable pedestrian facilities. Mobility improvements highlighted below and detailed within this Plan should frame a block-like pattern that help to break up the existing pattern of large surface parking lots and provide a framework for new development with active ground floor oriented to the new edges.

Note: The term “redevelopment” as used in this document refers to new development on already built out parcels and does not refer to a redevelopment district / agency or the NRS 279 definition.

Mobility

Aligning with the priority recommendations highlighted above, the major mobility improvements recommended in the TOD Plan are intended to introduce a high level of pedestrian connectivity throughout the focus area with an emphasis on connecting to the planned BRT station and a large-scale mobility hub that is recommended near the planned station. Pedestrian improvements could come about as improvements to existing roadways, as part of new roadway connections, through existing surface parking lots, and along the periphery of sites as they redevelop, as feasible. Priority pedestrian facilities include new east-west and north-south connections.

Parks, Public Spaces, and Amenities

Community input revealed a strong preference for improvements to the Flamingo Wash through the focus area. Improvements can and should include pedestrian and open space improvements and an orientation of building improvements and new development to facilitate more “eyes” on the corridor. In addition, community input supported creating a multi-functional community space on the footprint of some or all of the parking associated with the Clark County Library along Escondido Street. A portion of the existing parking immediately adjacent to the building could be used for a programmable outdoor space.



Walkable mixed use development



A large-scale multi-modal mobility hub



An improved wash as a public amenity



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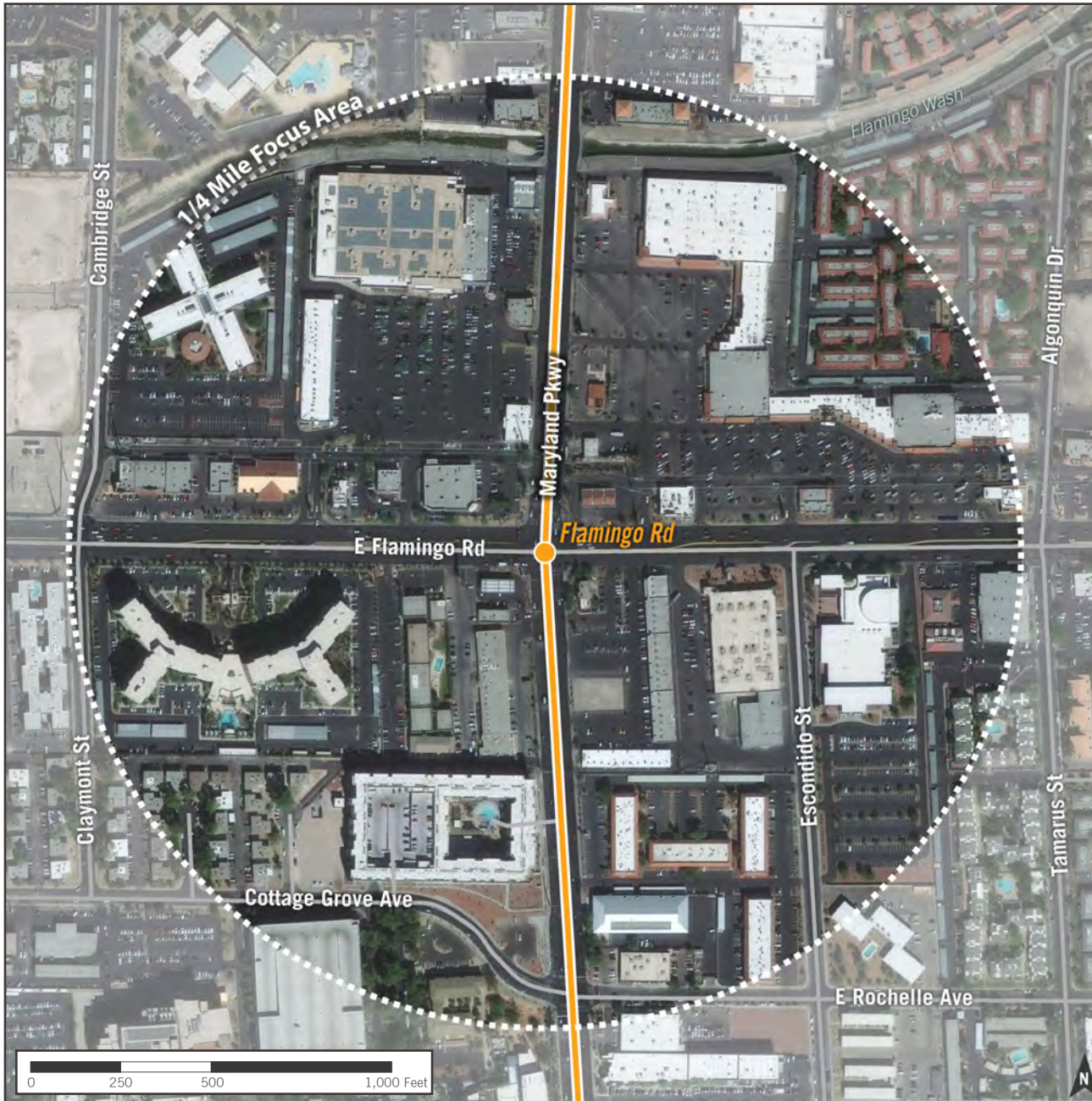
FOCUS AREA CONTEXT

The introductory chapter of the Transit-Oriented Development (TOD) Plan sets the stage for the recommendations and priority projects that follow, providing key takeaways and background information developed throughout the Plan process. In addition to a focus area profile, containing demographic and ridership information, the pages within this chapter highlight market opportunities, land use, and network connectivity – all key factors to be responsive to in order to catalyze successful TOD.

The market opportunity information included in the chapter is a distillation of the more comprehensive Market Readiness Analysis that was performed both corridor-wide, as well as customized for each priority focus area. “At a glance” demand analysis and development site feasibility are provided as foundational to the development of the focus area priorities that follow in Chapter 3.

A summary of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, conducted in collaboration with the Stakeholder Working Group, is provided, and helps to reinforce many of the key takeaways in the existing land use, built form, and connectivity analysis. The connectivity analysis focuses primarily on first and final mile connections to transit, through a variety of modes, to quickly highlight a critical component of the transit-supportive environment that should be achieved through TOD.

INTRODUCTION



FOCUS AREA PROFILE

Proposed Station Location	Near the intersection of Maryland Parkway and Flamingo Road
Neighborhoods	Paradise
Existing Land Uses	Primarily auto-oriented commercial with some multi-family residential.
Unique Assets	Flamingo Wash, proximity to UNLV, high-density housing
Major Destinations/Landmarks	Clark County Library, University of Nevada-Las Vegas; Alberston's Grocery Store

LEGEND	
	Roads / Highway
	Maryland Parkway Transit Corridor
	Maryland Parkway Corridor Transit Station
	1/4 Mile Focus Area

Current Ridership

Two transit routes currently serve this focus area. There are currently 2,782 average daily boardings. No new transit routes are currently planned for this focus area besides the Maryland Parkway Corridor Bus Rapid Transit system.

Demographics

The following statistics help us understand who lives in this focus area (source: 2018 American Community Survey 5-Year Estimate).

68%

OF POPULATION IDENTIFYING AS NON-WHITE OR MIXED/MULTIPLE RACES



\$28,376
MEDIAN INCOME

PERCENT OF HOUSEHOLDS AT OR BELOW THE POVERTY LINE

77%

OF POPULATION BETWEEN AGES 18-64

29.6%

PERCENT OF HOUSEHOLDS WITH NO VEHICLE AVAILABLE



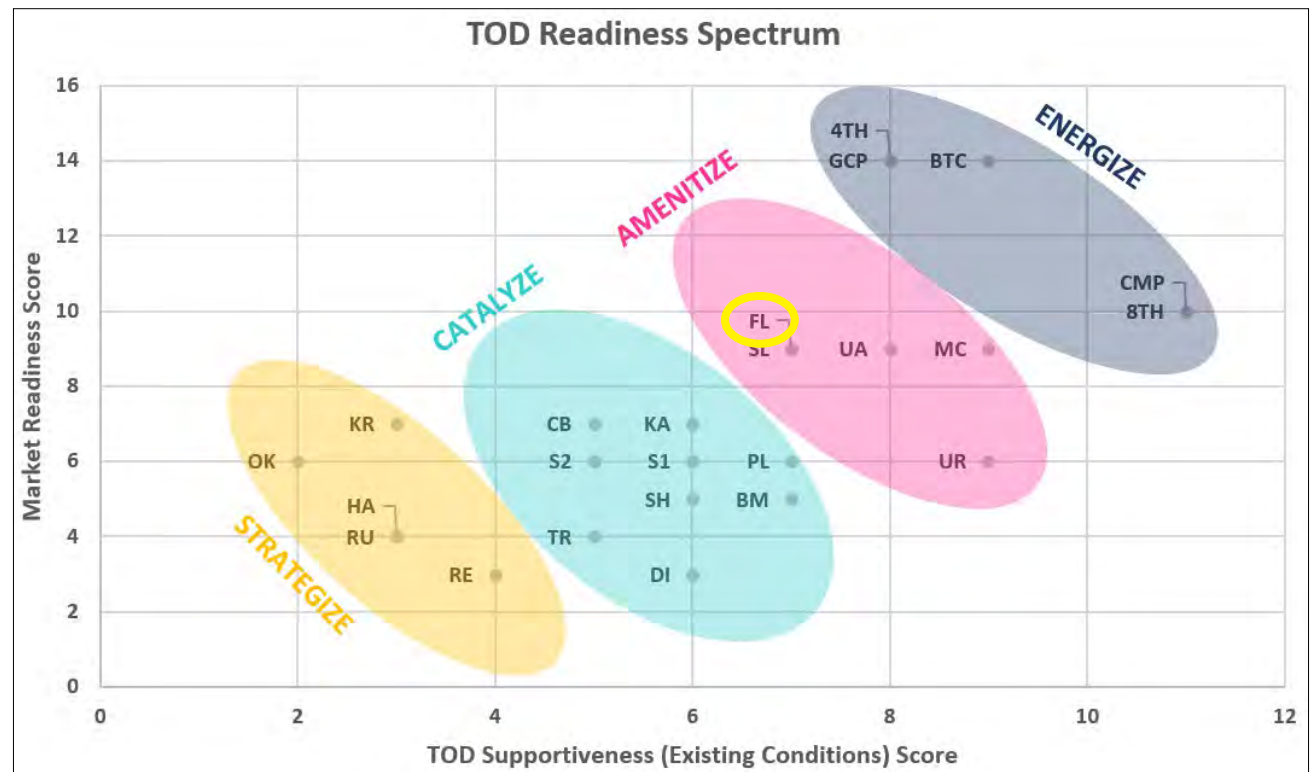
38.4%

TOD Readiness Spectrum: **Amenitize**

The Flamingo Road Focus Area falls into the Amenitize category on the TOD Readiness Spectrum. This category is defined as areas that are close to TOD-ready but need amenity, infrastructure, and/or connectivity improvements. It scored mid-range in TOD Supportiveness and high in Market Readiness based on analysis done in the Existing Conditions and Needs Assessment and the Market Readiness Analysis. The chart below shows the entire TOD Readiness Spectrum, with all focus areas plotted and categorized.

TOD Types

Nine TOD Types were identified as part of RTC's OnBoard Mobility Plan. The applicable TOD Types identified within the Flamingo Road Focus Area include Town Center, Urban Neighborhood, and Educational Campus. More information about these TOD Types is available on pages 20-21.



For more information on the TOD Readiness Spectrum, see the *Priority Focus Areas Selection Memo*.

MARKET ANALYSIS

New Housing Demand 2020-2030

■ Multifamily Units

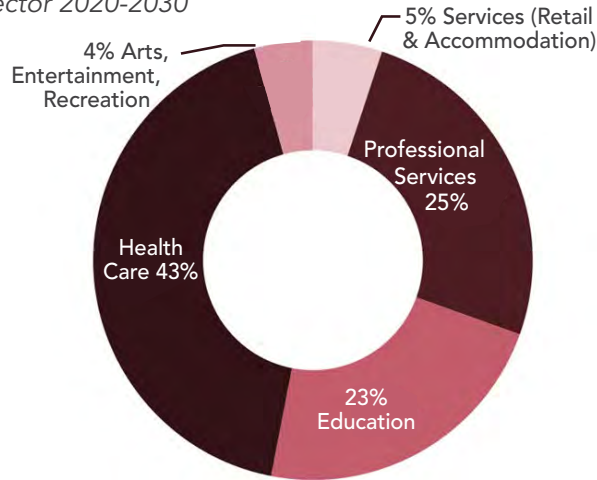


Conservative Growth



Optimistic Growth

New Office Demand by Sector 2020-2030



DEMAND ANALYSIS

As a component of the Maryland Parkway Corridor TOD Planning effort, a detailed Market Readiness Analysis was produced for each Priority Focus Area. Included in that report is an analysis of the demand in the focus area across three sectors — housing, office and retail — to better inform how future development can both leverage the transit investment and successfully respond to market demands and pressures. Findings for the Flamingo Road Focus Area are summarized in the accompanying charts, but key findings for each sector include the following:

Housing

Accounting for the 4,090 units currently under construction in the County (including 368 in the Market Area), there is a net demand for 131,680 new units, or 13,168 new housing units per year. Applying recent trends, 40% of this growth can be expected in multifamily housing (including apartments and condos), or an additional 52,700 multifamily units by 2030. Based on the projected county-wide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the Flamingo Road Market Area could capture between 500 and 1,600 new multifamily housing units over this time period. This translates to average annual production of between 50 and 160 new multifamily units per year, or one large project every 1-2 years.

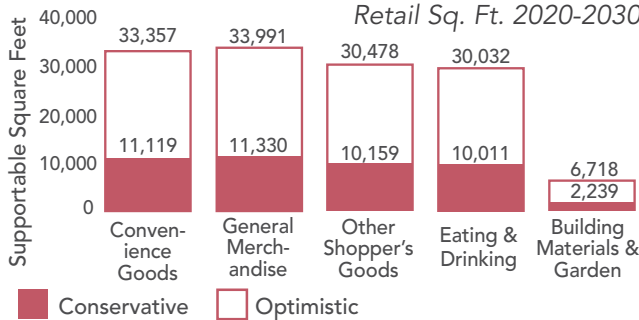
Office

Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care) over the next 10 years the Market Area is expected to see demand for an additional 300,000 square feet of office space. This demand is primarily generated by the Health Care industry, accounting for 43% of demand, indicating that major development opportunities are likely to be associated with hospitals and related medical offices and clinics.

Retail

Within the Market Area, the opportunity for capture of new spending is highest in Convenience Goods and General Merchandise and is also strong in Shopper's Goods and Eating & Drinking. These retail sectors with the strongest potential are also the most likely to locate in a TOD area. While there will be limited new demand for Building Material and Garden stores, and there is an opportunity for some Market Area capture, TOD locations are more likely to attract local and community-oriented retailers.

Market Area Capture of New Retail Sq. Ft. 2020-2030



DEVELOPMENT SITES AND FEASIBILITY

The focus area is mostly developed with few vacant parcels. There are limited apparent development opportunity sites based on existing uses, land values, and density of development. Two potential sites were identified that could be developed for TOD. The most readily developable sites are the remaining undeveloped parcels of a planned project between University Center Drive and Cambridge Street on the north side of Flamingo Road. The other potential site is the Mission Center shopping center on the northeast corner of Flamingo Road and Maryland Parkway, which has a major vacancy. The vacant portion of the center fronts the drainage wash on its north edge.

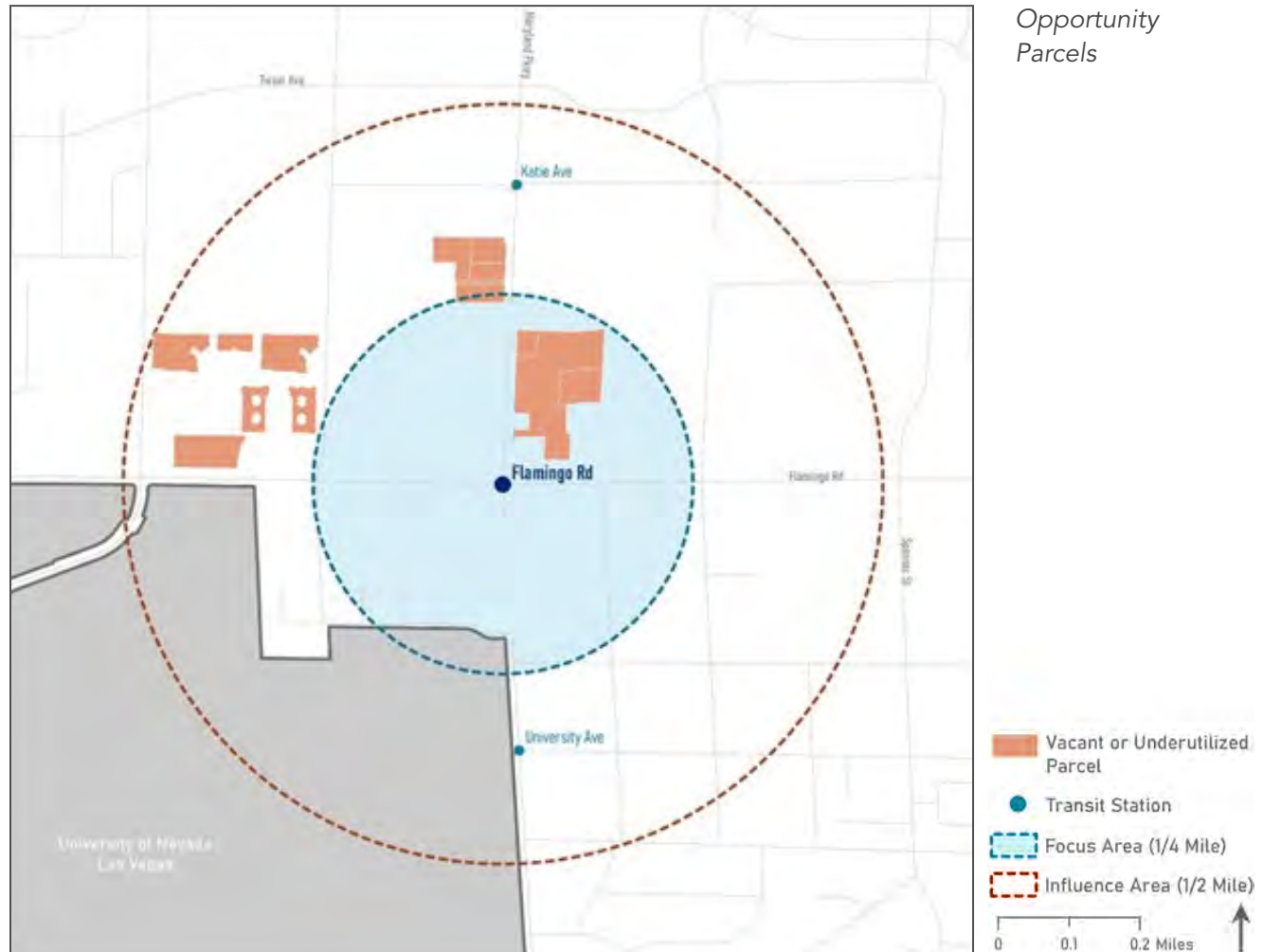
Development feasibility was assessed based upon land sale prices and rental rates, yielding the following findings:

- Retail uses appear to generate land values and lease rates that support new development. The size of the consumer base in the focus area between residents, students, and employees continues to support retail uses serving their everyday needs. Retail, especially food-oriented businesses, could serve as an attraction, anchor, and a catalyzing component within the focus area.
- Multifamily development in the area is providing strong rental rates and could support new development, if student-oriented. It is more difficult to assess the feasibility of traditional, non-student-

oriented apartments due to the lack of recent market rate apartment development in the area.

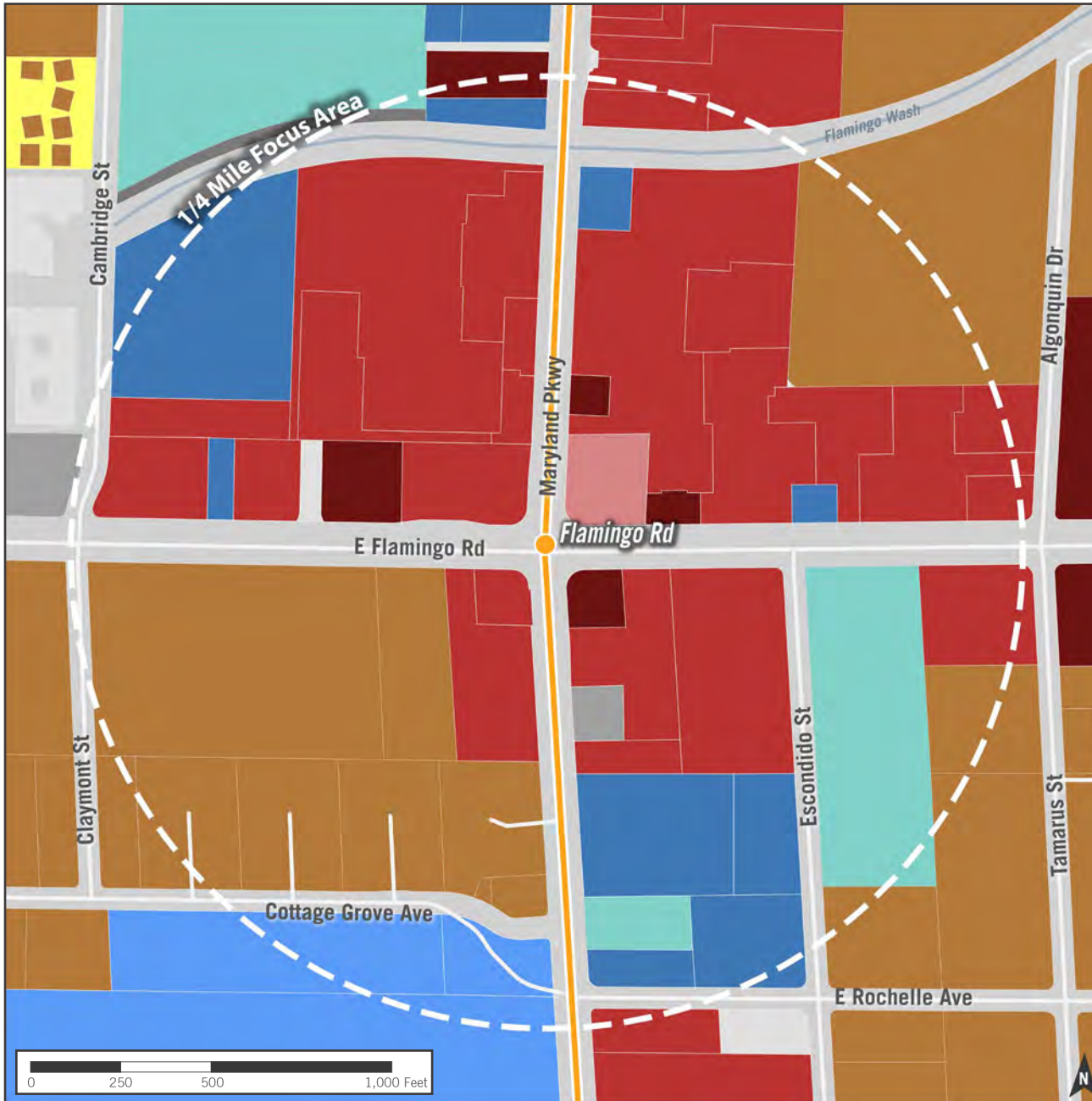
- Hotel land sales in the market area indicate they can support new development; however, it is unclear if a hotel use on

Maryland Parkway is supportable given the proximity to the Las Vegas Strip. A hotel use that is oriented to UNLV visitors and activity may be in demand but may not be able to overcome competition from more casino and entertainment-oriented hotel options that can also serve UNLV activity.



Source: Economic & Planning Systems

EXISTING LAND USE AND BUILT FORM



EXISTING LAND USE

The primary land uses in the Flamingo Road Focus Area are commercial, residential, and office. The majority of commercial uses are immediately adjacent to and north of the intersection, office uses are located in the northwest and southeast corners, and the residential uses are primarily south and west of the station, with the higher density residential uses located along Flamingo Road to the west and touching the far eastern edge of the focus area.

The commercial uses in this area are primarily characterized by single-story pad and strip

Note: Existing land uses on this map do not reflect official Clark County designations, but rather are intended to show what exists on the ground today.



mall developments with large surface parking lots around the intersection of Maryland Parkway and Flamingo Road. Two large box stores are located on the northern edge of the focus area, adjacent to Flamingo Wash, although the building on the east side of Maryland Parkway is vacant. Commercial uses in this area are primarily neighborhood and university serving retail, pharmacies, and restaurants. There is significant opportunity for these commercial parcels and parking areas to redevelop and densify in the future.

There are a variety of residential densities in the focus area. There is a small area of small multi-family between Cottage Grove Avenue and Flamingo Road, but the predominant housing type is multifamily. East of Maryland Parkway this mostly consists of small-scale apartment clusters. West of Maryland Parkway are several significantly higher density multi-family buildings.

The majority of the office uses in the focus area are administrative, professional services, or financial institutions. A cluster of governmental administration buildings are located at Maryland Parkway and Rochelle Avenue while a large and more diverse collection of office uses are located in a single building in the far northwest corner of the focus area, south of Flamingo Wash.

The other notable uses in the area are civic and public use areas. The primary civic use in the focus area is the Clark County Library and associated parking. The area of civic/community facility northwest of the focus area is the uses and open space associated with the Cambridge Recreation Center.

EXISTING BUILT FORM

The built form of the commercial uses in the Flamingo Road Focus Area, adjacent to the intersection, is primarily single-story, automobile-oriented uses and surface parking. There are several strip malls, pad site developments, and box stores. Most are older developments, set back from the street.

The multi-family buildings within the focus area range significantly in height and form, with the smallest buildings on the east side, trending to the largest on the far west side of the area. Those on the east side are two-story stucco and Spanish-style apartment clusters with shared amenities. The west side includes two large apartment complexes, a modern 5-story development with structured parking and an older, resort-style 10-story building. The area of multi-family immediately north of UNLV is made up of simple two-story quadplexes with minimally landscaped lots, shared alleys, and surface parking. This area benefits from an excellent tree canopy.

The office building style varies significantly within the focus area. The smaller administrative buildings in the southeast quadrant are single-story Spanish-style buildings. The larger shared office complex in the northwest quadrant is three-story brick, office park style building. Both have large areas of shared surface parking.

The Clark County Library is the most unique building in the focus area. The large two-story neoclassical building stands out within the neighborhood and signifies its significance as a community gathering place.



Commercial strip mall along Maryland Parkway



Multifamily high-rise along Flamingo Road



Clark County Library facade

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS



UNLV Campus edge



New residential development along the corridor



Flamingo Wash

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

The strengths of the Flamingo Road Focus Area are primarily a result of its density and variety of uses in combination with its proximity to the UNLV Campus. These factors mean that many people live and work within the area, greatly increasing its transit-supportiveness.

Shopping/dining/
retail options

Proximity to
UNLV

Density of
residents &
multifamily
housing

WEAKNESSES

Weaknesses within the focus area are predominately associated with safety and security, including a high crime rate, an uncomfortable pedestrian realm (which also contributes to crime and lack of safety) and the large homeless population, mostly located along Flamingo Wash.

High crime &
lack of safety

Large
homeless
population

Poor
pedestrian
environment

OPPORTUNITIES

The existing density, lack of safety, and poor pedestrian environment all create major opportunities for the focus area. Leveraging the density for affordable housing and creating a safe and comfortable pedestrian realm, particularly through more trails and green space, will create a more vibrant, active, and transit-supportive focus area.

Affordable Housing

Improved pedestrian environment

Increased green spaces, linear parks & trails

Connectivity to UNLV



Cambridge Recreation Center

THREATS

Threats to the Flamingo Road Focus Area include increasing vacancies in the area, displacement, and the very auto-oriented nature of the built environment and culture in the area. However, careful planning, infill, and an emphasis on affordability could help mitigate these threats as new development occurs.

Vacant businesses (existing and increasing due to COVID)

Displacement

Vehicle-centric culture

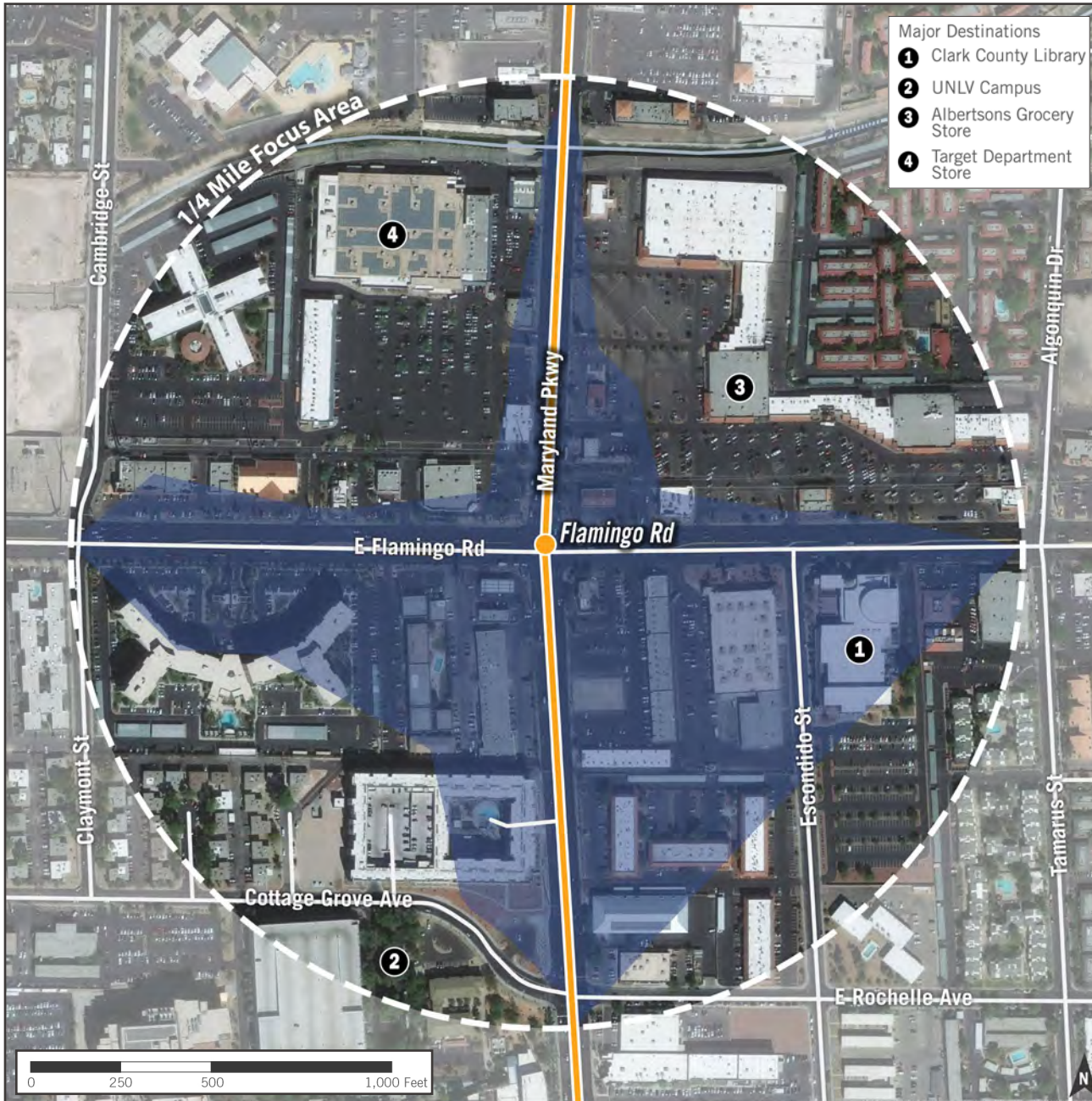


Gas stations along Maryland Parkway



Vacancy along Maryland Parkway

EXISTING WALKABILITY



WALKSHED ANALYSIS

A perfect walkshed on a grid street pattern would be a complete diamond, centered on the origin point. The walkshed in this focus area has perfect coverage in the southeast quadrant due to Escondido Street creating a smaller block than the other quadrants. Despite the walkshed coverage in the southeast quadrant, there are no formal mid-block pedestrian connections. A limited street network, few formal pedestrian connections, and large surface parking lots lead to major gaps in the walkshed throughout the rest of the focus area.

This focus area has four regional destinations which are highlighted on the map with black numbers. Only one of these major destinations, the Clark County Library, falls within the 1/4 mile walkshed from the proposed BRT station. Despite the Albertson's grocery store and Target department store being in close proximity to the intersection, there is no formal pedestrian facility to walk between them. Apart from walking down Maryland Parkway itself, there are no direct pedestrian connections between the intersection and the UNLV campus. Safe, comfortable pedestrian facilities are needed between buildings and across large parking lots in order to better connect these major destinations to the station and to increase walkability within the area.



PEDESTRIAN NETWORK AND INFRASTRUCTURE

A disconnected street network and a predominance of large commercial parcels mean there are few route options for people walking in the Flamingo Road Focus Area. Aside from Maryland Parkway and Flamingo Road, there are only three through streets within a quarter-mile of the planned BRT station, which means people walking must use major arterials for a significant portion of their trip, particularly if they are coming from north of the station.

Maryland Parkway and Flamingo Road are primarily auto-focused and very wide, with six lanes of general purpose traffic. Sidewalks are narrow and provide no separation from motorists. Large commercial and multi-family residential surface parking lots about the sidewalk and frequent driveways create potential conflict points between pedestrians and motorists along both E. Flamingo Road and S. Maryland Parkway. The absence of trees and streetscape furniture also negatively impacts pedestrian scale and comfort.

South of the station, people walking from the UNLV campus and adjacent high-density housing have more route options, and the streets to the southeast form a better-connected grid. However, most walkways eventually dead end at parking lots before reaching the station, and only 38% of intersections in the focus area have marked crosswalks or ADA ramps present.

23% of Community Survey respondents said they currently walk around the focus area, while 40% said they would like to if there were new and improved infrastructure.



Sidewalks in focus area neighborhood

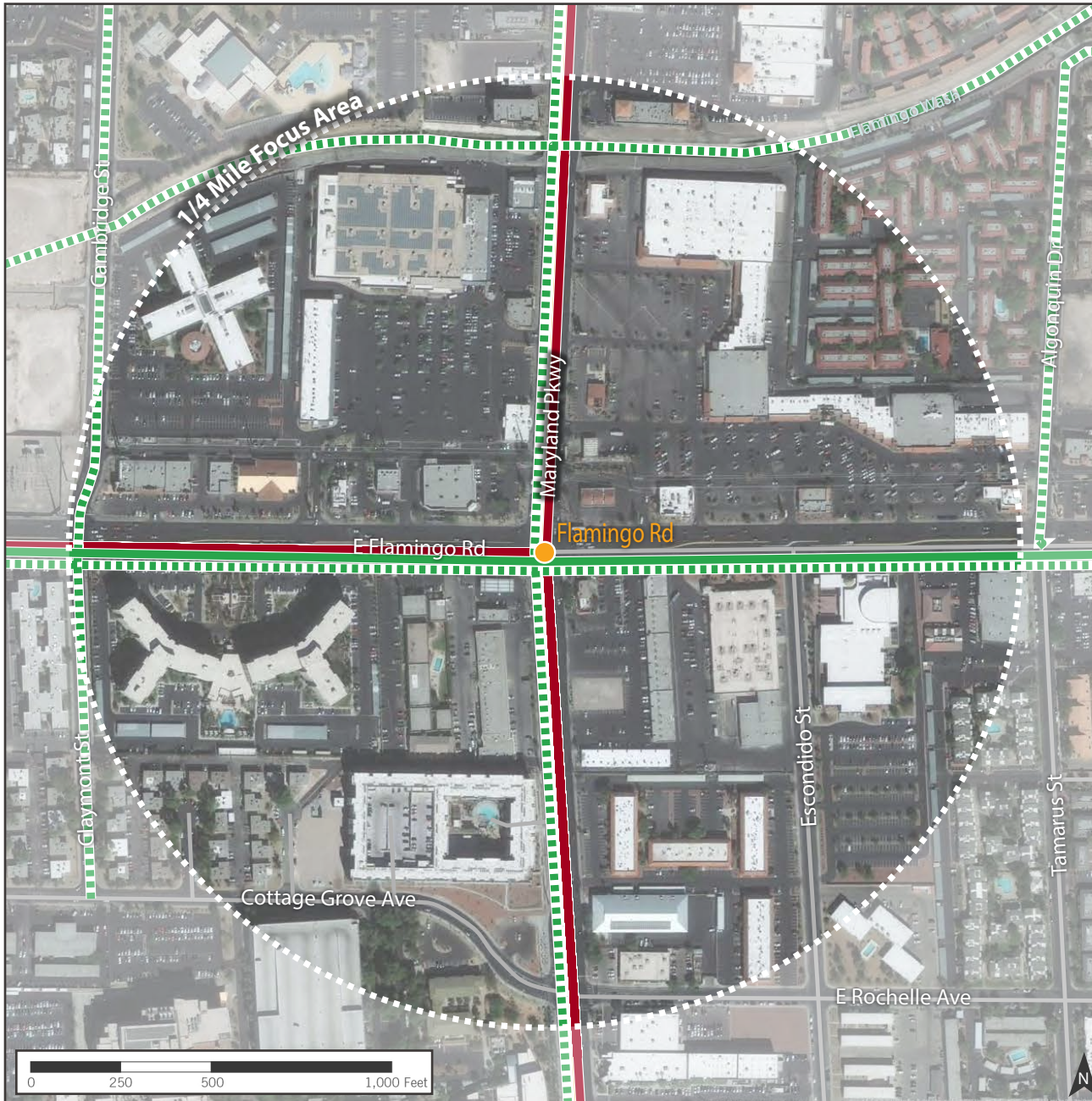


Pedestrian crossings across Maryland Parkway



Poor pedestrian connections through parking areas

OTHER EXISTING FIRST + FINAL MILE CONNECTIONS






BICYCLING




Bicycle access to the Flamingo Road Focus Area is currently limited to an east-west bus/bike lane on Flamingo Road that directly serves the station and connects to the north-south bike lane on Spencer Street, outside of the focus area. Several planned facilities, including a north-south bike lane on Maryland Parkway, a north-south bike lane on Claymont Street/Cambridge Street, and a north-south bike lane on Algonquin Drive, will help to address gaps in the existing network. There are also plans to upgrade the existing bicycle facility on Flamingo Road to a separated bike lane and to implement a shared use path along the Flamingo Wash that connects to UNLV.

A quarter of Community Survey respondents said they would like to bike around the focus area, but only 7% do so today.

LEGEND

-  Maryland Parkway Transit Corridor
-  Maryland Parkway Corridor Transit Station
-  1/4 Mile Focus Area

Transportation Network

-  RTC Transit Routes
-  Existing Bicycle Facilities
-  Recommended Bicycle Facilities

TRANSIT

The Flamingo Road Focus Area is currently served by several transit routes, including the 109 – Maryland Parkway, which provides connections to McCarran International Airport and the Las Vegas Strip, and the 202 – Flamingo. Flamingo Road is part of the Cross Valley Connector corridor, a planned light rail or BRT route in RTC's Phase 1 High Capacity Transit Network.

Existing bus stops at the intersection are large and have a high level of amenities, including shelters, seating, and trash cans. Each stop is located 250 to 500 feet from the intersection, meaning people transferring between routes have a significant walk.



Residential street



Bus service along Flamingo Road

DRIVING AND PARKING

Roadways near the station are wide and auto-oriented. On street parking supply is very limited and there is no publicly operated off-street parking in the focus area. Large privately-owned surface parking lots present opportunities for shared parking agreements.



Existing bus shelter



2

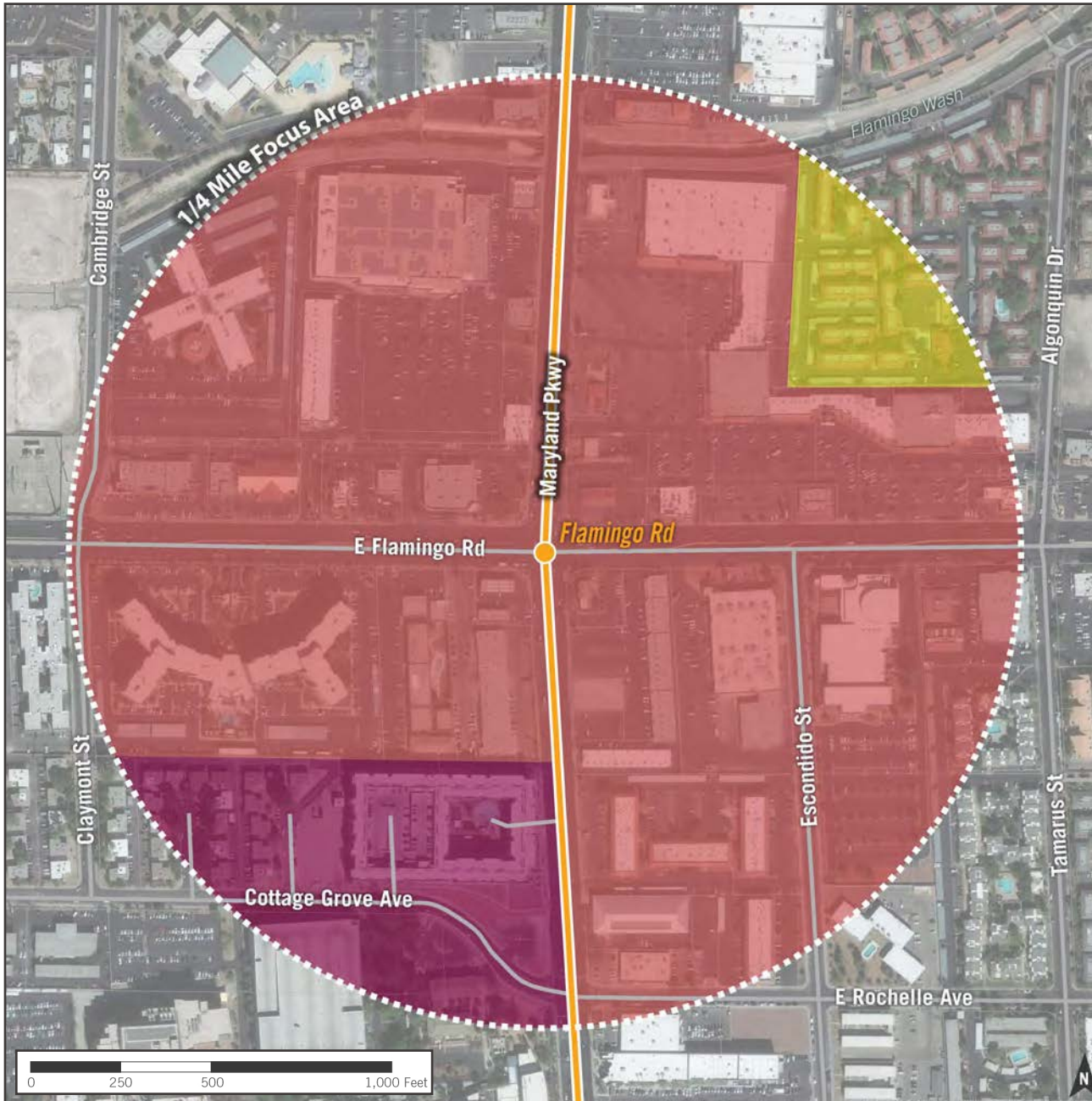
FOCUS AREA RECOMMENDATIONS

Successful Transit-Oriented Development is not achieved by a single catalytic development or streetscape improvement, but rather, by a series of interventions over time that encourage the focus area environment to prioritize transit supportive characteristics. Such characteristics include a diversity and mix of uses, building frontages that activate the pedestrian realm at a human scale, easy access to essential community amenities and services, quality and convenient connections to other mobility options, and a priority on safety within the public realm for users of all ages and abilities.

The Flamingo Road Focus Area is categorized as an Amenitize focus area on the TOD Readiness Spectrum. While the area has many qualities that make it transit supportive, it is in need of additional amenities, infrastructure, and mobility improvements to reach its potential as a vibrant and walkable TOD area. The recommendations that follow aim to supplement the existing infrastructure and development investment by pairing it with intentional, community vetted amenities and public spaces that help achieve the transit supportive characteristics described above. Included in this chapter are a mix of broader policy and regulatory recommendations, and location-specific amenity, connectivity, parking, and land use recommendations, all informed by community and stakeholder input gained through this Plan process.

While the recommendations in this chapter should not necessarily be regarded as a first phase in successful implementation of TOD, by providing the policy guidance in this document, the hope is that the County can work to get the corresponding regulations, amenities and connections in place that will compel corresponding development to respond accordingly.

TOD TYPES



WHAT ARE TOD TYPES?

Transit-Oriented Development (TOD) is a type of development located close to high quality, high capacity transit, that creates a compact, walkable, mixed-use and dense environment. TOD areas contribute to livable communities and serve as activity centers that provide a range of benefits to the region, local community, and individual households.

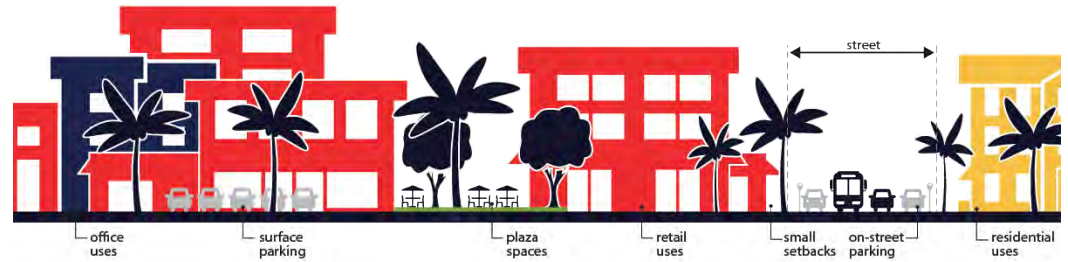
During RTC's OnBoard Mobility Plan, nine TOD types were established that are context-specific to Southern Nevada. The density, building form, block layout, types of use, time of activation and approach to equity differs in each of the nine TOD types.

The Flamingo Road Focus Area contains three of the nine TOD Types including: Town Center, Urban Neighborhood, and Educational Campus. Descriptions of each are on the page to the right.



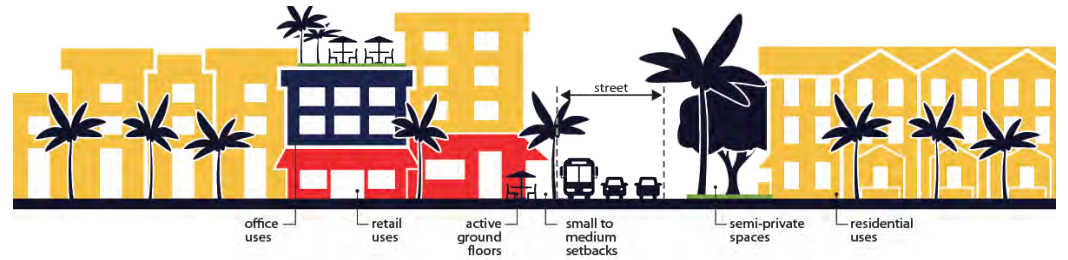
TOD TYPE: TOWN CENTER

Mostly retail/commercial uses with some housing and public gathering spaces. Local destination for residents and visitors. Increased activity when special events take place.



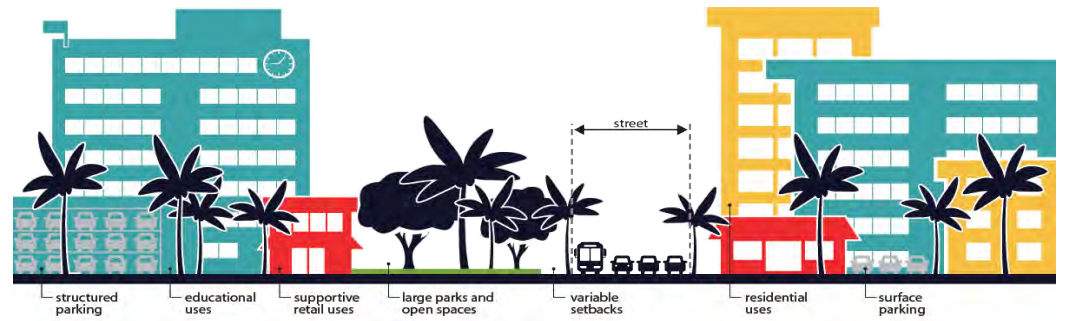
TOD TYPE: URBAN NEIGHBORHOOD

Medium density development that primarily serves local residents. Mostly housing with some retail and services.



TOD TYPE: EDUCATIONAL CAMPUS

High student activity during the day. Primarily educational use with some on-campus housing and retail. Excellent walkability with large outdoor spaces.

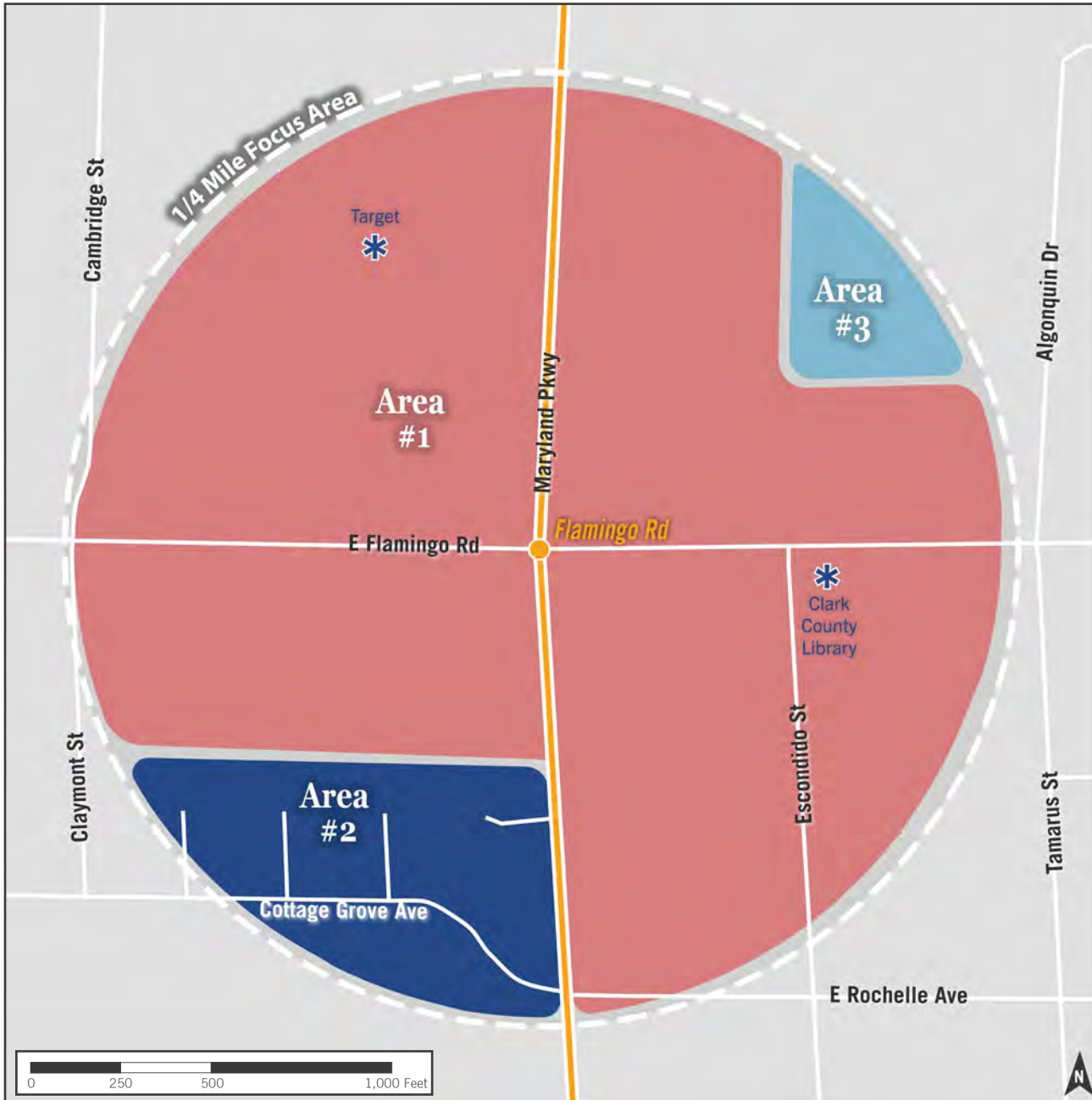


MIX OF USES

Residential and commercial/retail uses were the most highly requested land uses for the Flamingo Road Focus Area. While these are the two most common existing uses, this community preference indicates a desire for more dense, walkable, and community-serving residential and retail developments. Employment and open space were also a high priority and should be included in new development as well.



DEVELOPMENT TYPE PREFERENCES



WHAT SHOULD THIS AREA LOOK LIKE IN THE FUTURE?

While the TOD Types mapped on the previous spread provide more detailed guidance on the mix of uses that each focus area should aspire to achieve to best support the transit investment along Maryland Parkway, the types of development that can occur within those TOD Types are still intentionally broad. To help better calibrate development type recommendations to the Flamingo Road Focus Area, community members were asked to provide feedback on a set of visual preference images for three geographic areas within the focus area. Candidate images were selected that embody TOD supportive development characteristics such as limited building setbacks and engagement with the street, active ground floor frontages, an integrated mix of uses, and placemaking elements that would encourage transit users to linger and activate adjacent public spaces. Variation occurred, however, in elements such as building height, building type, form and configuration of the public realm. (Variable characteristics tested, along with the community's preference, indicated at right.)

As future land use and development code decisions are made within Clark County, these inputs can be helpful in informing regulatory mechanisms that compel development that is not only transit-supportive, but also would be well received by the community.

Area #1

Community Survey Preference: Mixed-use lifestyle center with internal pedestrian promenade

Visual preference image options were calibrated to provide input on Town Center formats, circulation, and pedestrian realm design in this area.



Area #2

Community Survey Preference: Lower-scale, walkable urban streetscape environment

Visual preference image options were calibrated to provide input on campus engagement with the street, building heights, and pedestrian realm design in this area.



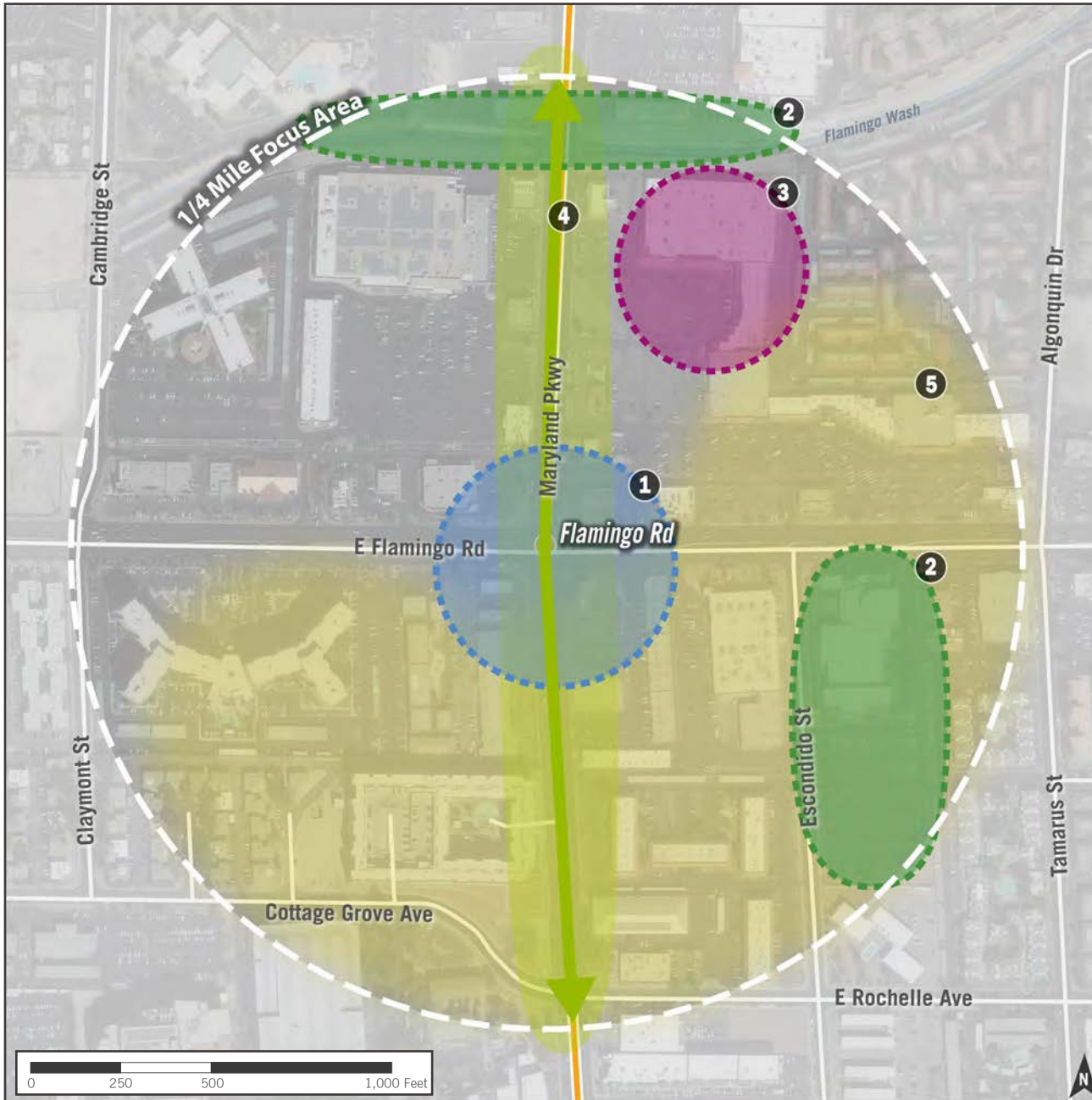
Area #3

Community Survey Preference: Duplexes and Triplexes and Townhomes (tie)

Visual preference image options were calibrated to provide input on preferred types of residential uses and buildings, appropriate density, and how best to transition to single-family uses in this area.








COMMUNITY AMENITIES, SERVICES, AND PUBLIC REALM IMPROVEMENTS



As part of the Maryland Parkway Corridor Community surveys, participants were asked to identify where they would like to see additional amenities and infrastructure. The map at left is a high-level representation of the key takeaways from those survey results, based on clusters of pins placed by the community. The full results can be found in the *Flamingo Road Survey Results Memo*.

These preferences, in combination with TOD best practices and an analysis of access to existing community amenities and infrastructure, informed the recommendations below and on the following pages.

Legend - Key Takeaways

- 
1. Mobility Improvements at Intersection
 A variety of infrastructure improvements were requested at Flamingo Road and Maryland Parkway including safer crossings and improved bike facilities, see project on page 46 for details.
- 
2. New Park and Open Space
 New park space should be added throughout the area, particularly adjacent to Flamingo Wash and the library, see projects on pages 47-49 for details.
- 
3. Amenities at Empty Box Store
 Adding new uses such as shops/restaurants, grocery, and services to the underutilized building northeast of the intersection was a top community priority, see project on pages 50-51 for details.
- 
4. Shade Trees Along Maryland Parkway
 More shade trees were highly requested along the corridor and around Flamingo Wash.
- 
5. More Affordable Housing/Options
 Housing options were a significant community priority and should be added throughout the area and especially south and east of the intersection.

Shops and Restaurants

Intent: Ground-floor retail and dining options support and benefit from increased density and foot traffic and create a local destination.

As one of the top requested amenities, public input indicates a desire for more retail throughout the focus area and particularly along Maryland Parkway. While much of this area is already occupied by retail uses, both the survey results and best practices indicate a need for more variety and density, including non automobile-oriented uses. The results also indicated a desire for new uses in the vacant building northeast of the intersection.

Office Spaces

Intent: Flexible office spaces are included as part of new vertically mixed-use development and provide diverse employment options.

The community survey results indicate minimal desire for more office uses within the focus area. If new offices uses are added they should be part of mixed use development east of Maryland Parkway.

Grocery Stores/Healthy Food Options

Intent: Food access is prioritized in focus areas that are currently lacking healthy food options, improving access for the whole transit corridor.

Despite an existing grocery store and a department store with food in the focus area, grocery/healthy food options were a top requested priority, which indicates the existing facilities may not be meeting the needs of the community and should be supplemented with other healthy food options.

Daily Services

Intent: A variety of neighborhood supporting daily goods and services allow nearby residents and transit riders to meet their needs without additional vehicle trips.

Findings from the survey highlighted the appetite for additional services within the focus area, which would support the residential density. Additional services such as a pharmacy, salon, daycare, or gym should be considered throughout the area and particularly around the vacant box store and adjacent to UNLV.

Educational Facilities

Intent: Quality education facilities are easily and safely accessible from high frequency transit stations.

The community did not express much need for additional educational facilities in the focus area, likely because of the proximity to several K-12 schools and UNLV. The biggest priority for improving education access in the area should be ensuring safe paths for students to and from the schools.

Health Care/Social Services Facilities

Intent: Transit users and focus area residents have proximate access to health care and social service facilities, enhancing access for the whole transit corridor.

The surveys showed some community desire for additional health care or social services facilities within the focus area and especially around the intersection. Access to affordable health care would help support the residential density and student population.

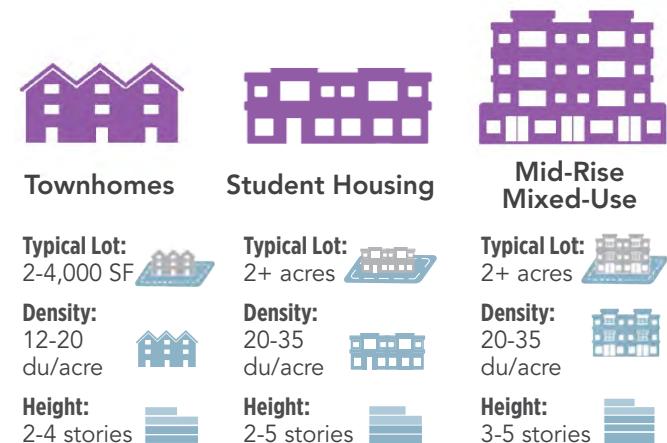
Housing Options/Affordable Housing

Intent: Focus areas have a variety of housing types and styles at multiple price points that benefit from new and improved amenities and support additional uses and density.

Community feedback indicates a strong desire for more affordable housing options throughout the focus area. With the proximity to a major transit route along Maryland Parkway, the UNLV student population, and significant employment uses, it is a prime opportunity for affordable housing.

Recommendations from the Workforce Housing Plan

Based on the guidance provided for the County in the Workforce Housing Plan and the specific needs of the focus area, the priority housing types for Flamingo Road are townhomes, student housing, and mid-rise mixed use. Effective tools for the area include regulatory incentives, process and zoning accommodations, public subsidies, partnerships with private or non-profit groups, and property deed restrictions.





Cambridge Recreation Center green space



Trees along Claymont Street



Vehicle-oriented lighting along Maryland Parkway

Community Parks and Open Spaces

Intent: Residents and transit riders can safely access parks and open spaces in the focus area via multiple modes.

There is very limited public access to Community Parks and Open Spaces in the Flamingo Road Focus Area. There is a small amount of public green space associated with the Cambridge Recreation Center immediately northwest of the focus area, but the Flamingo Wash is a significant pedestrian barrier to the Center for the neighborhoods to the south. There is also green space on the UNLV Campus, which again, is not particularly accessible to the neighborhoods and does not feel as open to the public.

Many participants noted this deficiency and recommended new open space, particularly along Flamingo Wash and around the Clark County Library, which is immediately adjacent to a large portion of the area's housing stock. Collocating new parks with development or revitalization projects and existing community amenities would make it more easily accessible to the public and for those traveling along these major thoroughfares. New parks associated with the Wash would also provide a major connectivity benefit to the area and improve one of the least safe portions of the focus area.

Smaller areas of green space should also be considered in underutilized parking lots in the area. Breaking up the large parking areas with these spaces would also make the retail uses more easily navigable for pedestrians and benefit the environment.

Shade Trees

Intent: Major pedestrian and bicycle routes throughout the focus area have shade trees to allow comfortable travel, mitigate urban heat island effect, and encourage non-automobile trips.

The tree canopy in the commercial portions of the focus area is notably sparse. Particularly in the areas immediately adjacent to the intersection, large expanses of pavement create an inhospitable pedestrian environment. While the residential areas and the UNLV Campus have significantly more tree coverage, they would also benefit from additional tree canopy. New shade trees were a top community priority and were most requested along Maryland Parkway and Flamingo Road. These trees can be collocated with new green spaces along the corridor and within parking lots, as well as in buffers between pedestrian routes, roadways, and parking aisles. They should also be added as part of improvements to the Flamingo Wash, which would benefit the environment for both pedestrians and local flora and fauna as they return to the wash.

Safety and Security Infrastructure

Intent: Adequate safety and security infrastructure is provided for pedestrians and cyclists to remove barriers to traveling to and from the station.

While there is adequate street lighting along both Maryland Parkway and Flamingo Road,

it is primarily oriented to the roadways and parking lots and offers less coverage for pedestrian routes. There weren't many responses for safety and security infrastructure during the survey process, indicating this may be lower on the community's list of priorities for the area. However, additional pedestrian lighting is highly recommended, particularly near the transit stops and in the residential neighborhoods. Emergency Light Boxes near transit stops would also significantly contribute to a feeling of security for pedestrians and cyclists in the area. For more information on safety and security see CPTED and Safety on page 42 of this Plan.

Public Art Opportunities

Intent: Opportunities for public art are included in focus areas, and particularly near transit stations, to cultivate a unique sense of place and community pride.

The density of the Flamingo Road Focus Area and the density of current and future community amenities, including the Cambridge Recreation Center, Flamingo Wash, Clark County Library, and UNLV, create a great opportunity for public art. Public art will help this area develop a more unique identity along the corridor. However, results from the online survey indicate this is a relatively low priority for the community. If public art is added, it should be near the transit stops or major destinations, but more basic needs for pedestrian safety and comfort should be addressed first, if possible.

Signage and Wayfinding

Intent: Clear signage and wayfinding allow all users, regardless of mode, to easily locate the transit station and nearby destinations.

While signage and wayfinding was not included in the online survey it is a key part of creating a successful, easy-to-navigate focus area. The Flamingo Road Focus Area would greatly benefit from wayfinding especially given its proximity to several major destinations. Signage, particularly near transit stops can direct people to nearby destinations including UNLV, Clark County Library, the Strip, Cambridge Recreation Center, and even further destinations such as Downtown Las Vegas and the airport. Signage can also be leveraged to establish the area's character.

Street Furniture

Intent: Street furniture is provided along major pedestrian routes within the focus area to create a comfortable pedestrian realm, moments of respite, and encourage non-automobile trips.

There are few pedestrian amenities present along Maryland Parkway and Flamingo Road, which should be a priority improvement for pedestrian traffic, particularly near transit stops. Furnishings in this area should include benches, trash/recycling receptacles, bike parking, planters, and pedestrian-scaled lighting. The density of residential and commercial uses, and proximity to UNLV increases the number of people walking in this area and it should be amenitized to match this level of use.



Public Art on the UNLV Campus

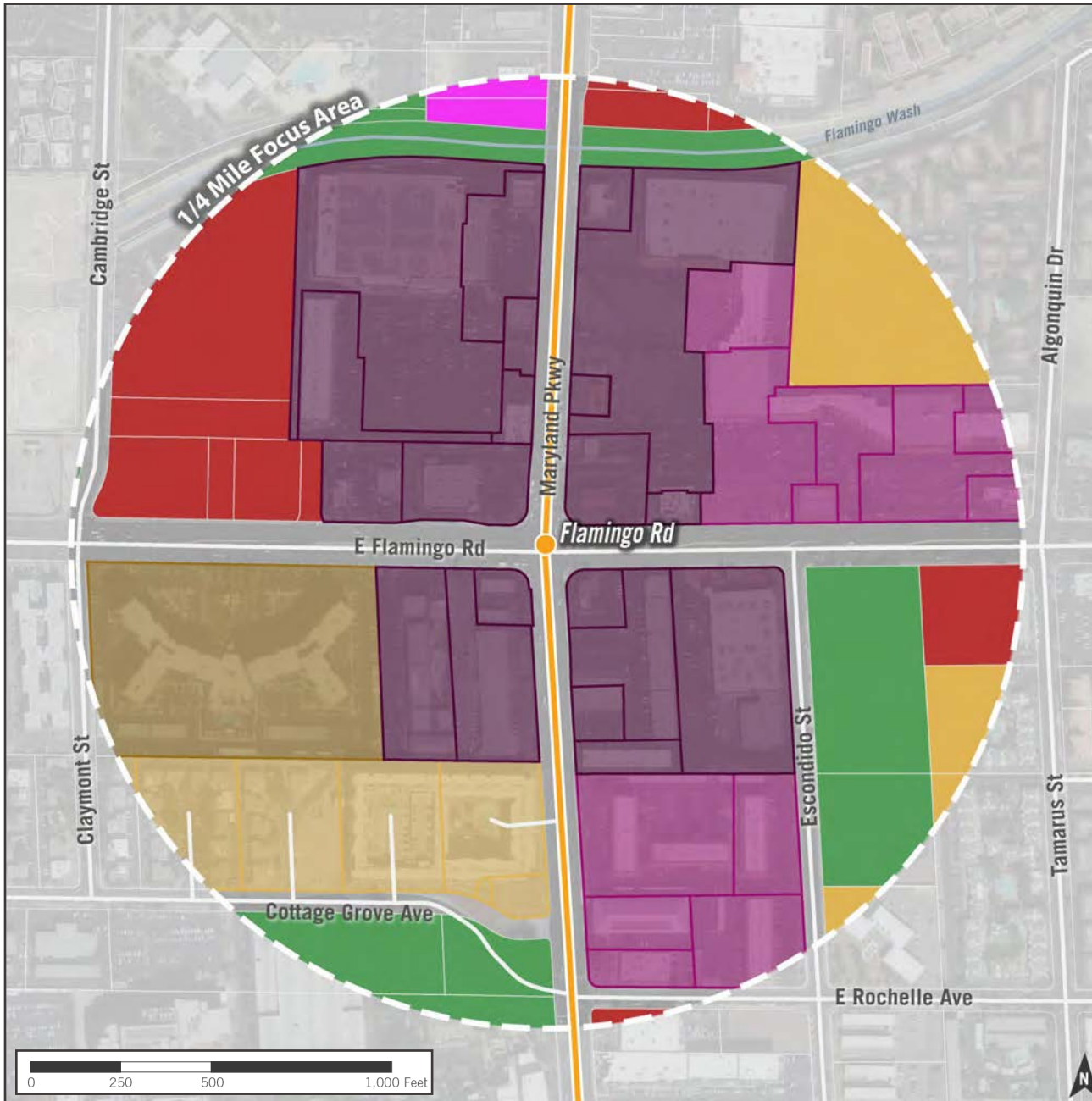


Landscaping along sidewalk



Sheltered transit stop

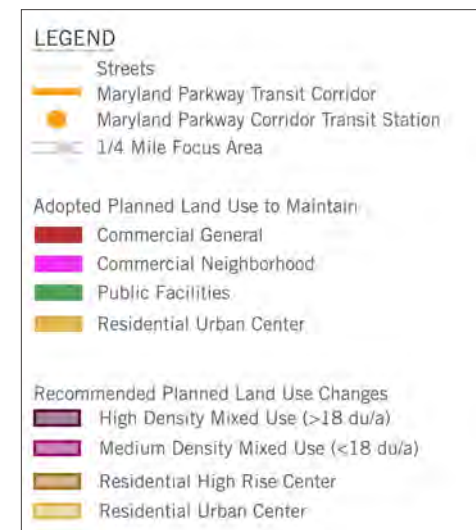
PLANNED LAND USE



PLANNED LAND USE

Planned Land Use (PLU) recommendations are informed by analysis and community feedback shared earlier in this document. The TOD Types and Mix of Land Uses on pages 20-21 informed the types of uses and quantitative mixture. The Development Types information provides additional insight on heights and densities the community would like to see within this focus area. The community survey also included place-based desired land use feedback which was incorporated into these PLU recommendations.

The map on this page shows applied PLU recommendations for parcels within the Flamingo Road Focus Area. These recommendations are intended to support transit-oriented development as well as help to implement the community's vision



in this location. PLU can be used to guide infill development and redevelopment in this focus area to contribute to a high-quality, walkable, mixed-use place with a vibrant pedestrian realm adjacent to the BRT station.

The areas envisioned for Mixed Use will need an increased variety of uses from what exists today in order to achieve this vision. The bullets below outline the additional land uses needed to achieve a true mix within these Mixed Use PLU areas:

- Northwest quadrant - residential and office/professional throughout
- Southwest quadrant - residential and office/professional along Maryland Parkway; commercial and office/professional west of the shopping center
- Southeast quadrant - residential and office/professional near proposed station; commercial and residential to east and south
- Northeast quadrant - residential and office/professional throughout

It is intended that the County considers these recommendations when updating the Comprehensive Plan and Unified Development Code.

MIX OF USES

In order to best leverage the transit and streetscape investments being made to the Maryland Parkway Corridor, it is key to increase the mix of land uses within 1/4 mile of the proposed station. A mix of

land uses, such as retail, residential, office/professional, entertainment, public facilities, and institutional can help achieve a critical mass of people within close proximity to the station. An ideal mix of uses balances live/work/play activities that support sustained activity throughout the day.

In order to help achieve a vertical mix of uses in addition to a horizontal mix of uses, it is recommended that a new "Mixed Use" planned land use is added to the County's list of Planned Land Use Codes. This will allow for flexibility that is not currently in the Code and can benefit all areas of TOD around future high-capacity transit investments.

Generally, the mix of uses in the northern half focus area should be predominantly retail/commercial with the addition of housing, office/professional services, and public open spaces. South of Flamingo Road, the mix of uses should remain the same but be more integrated vertically especially close to the proposed station. Changes are not recommended to existing residential neighborhoods. PLU recommendations over existing residential show a revision to Residential High Rise Center and Residential Urban Center to maintain and densify housing options, rather than change to Commercial as shown in the adopted future land use.

DENSITY

Successful TOD requires a critical mass of people, or density, near the station at any

given time. Active focus areas promote ridership along transit lines and help to leverage the public investment.

Existing residential development within the southwest quadrant of the focus area is already high density, including the Vegas Towers Apartments and The Degree (student housing). Elsewhere in the focus area, residential is low to medium density, consisting of mostly 1-3 story multifamily apartments.

Commercial development is low-density, consisting of mostly one-story big box stores, strip-style retail, and pad site development. Office/professional uses are generally low-density, 1-story buildings surrounded by surface parking in either a business center or pad site style development.

Increased permitted building heights within the area should be considered, potentially up to 5 stories with taller buildings permitted near UNLV, the existing high-rise apartment buildings, and along the Flamingo Wash.

TRANSITIONS

Density and height should step down towards the existing neighborhoods to the southeast and northeast. Attached single-family residential (such as townhomes), small-scale multi-family (such as quadplexes) or 2-3 story mixed-use buildings with residential on the upper floors could serve as an appropriate transition.

THOROUGHFARE TYPES

Adopted Complete Streets policies and guidelines provide the baseline for enhancing thoroughfares in the Flamingo Road Focus Area. RTC adopted a Complete Streets policy and a report, including design guidelines, in 2012. The 2013 RTC Complete Streets Design Guidelines for Livable Communities expands upon the guidelines in the report and establishes a typology for complete streets that facilitate mobility for all modes of transportation, with a particular focus on people walking. Land use context and specific modal functions such as transit routes and bikeways are also important drivers of street design. Best practices in bike facility design have evolved significantly since 2012, and more recent national guidance, such as NACTO’s urban bikeway design guide, should be used to determine the appropriate bike treatment for thoroughfares in the Flamingo Road Focus Area.

Boulevard

Corridor-wide recommendations:

Boulevards are designed for higher motor vehicle volumes and moderate speeds. They traverse and connect districts and cities and serve as primary transit routes. High-speed boulevards function as regional connectors and are often truck routes.

Maryland Parkway and Flamingo Road are Boulevards in a Town Center TOD type that function as the retail and commercial heart of the neighborhood. These thoroughfares serve as main streets and should be designed with a higher level of amenities and streetscaping for people walking, including wider sidewalks, pedestrian-scale lighting, and shade trees. Transit and bikes are priority modes, and future design will dedicate space to bus lanes and bike lanes with adequate physical separation from motor vehicle traffic.

Avenue

Corridor-wide recommendations:

Avenues have moderate to high motor vehicle capacity and low to moderate speed. They act as connectors between, or the main streets of, urban centers.

There are no Avenues in the quarter-mile Flamingo Road Focus Area.

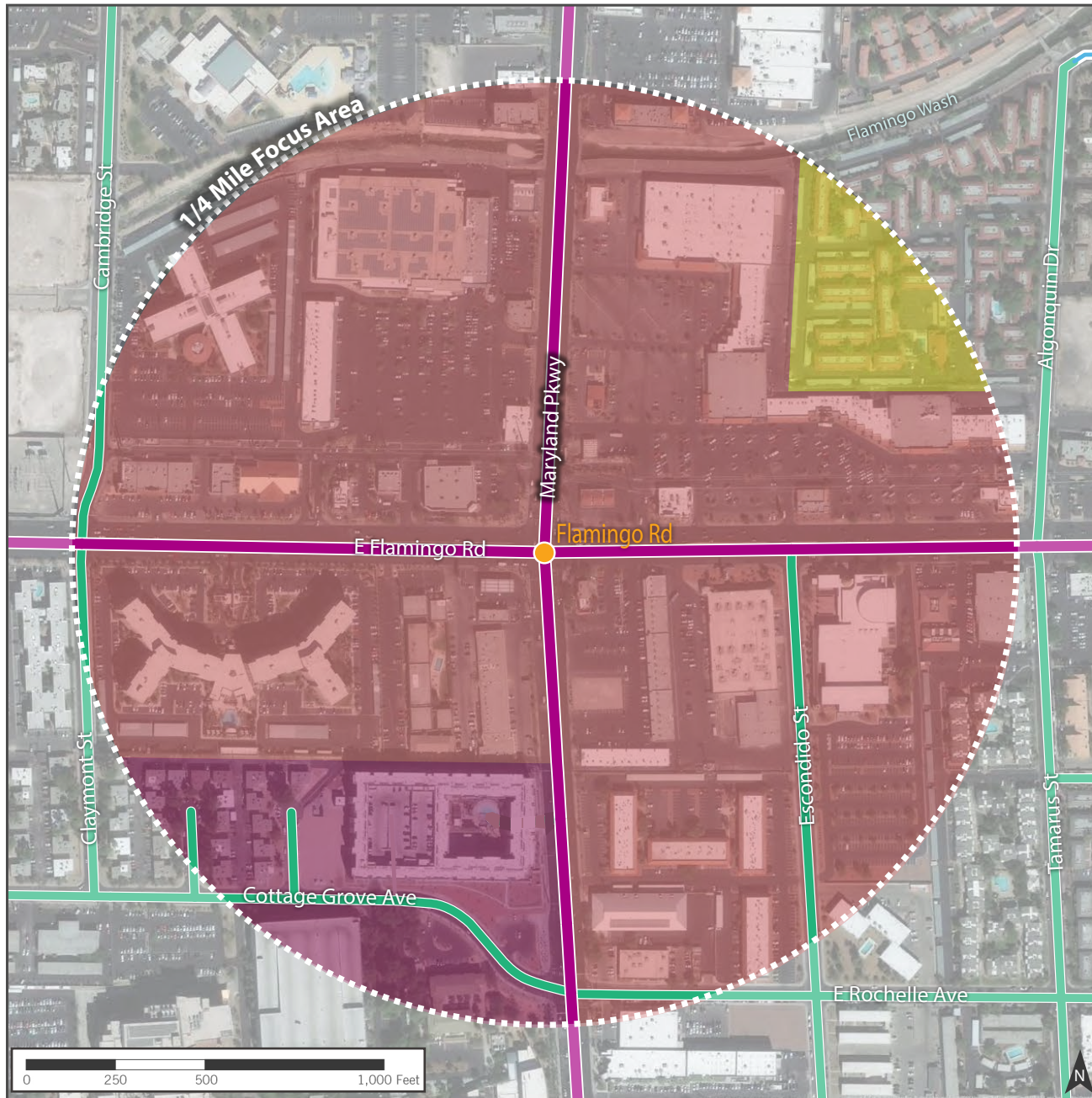
Street

Corridor-wide recommendations:




Streets are local and neighborhood facilities that serve all uses. They should have wide sidewalks, on-street parking, and landscaping. They can be either residential or commercial. They are not typically transit routes, and are suitable for bikeway treatments in which bikes share the lane with motor vehicles, such as Bike Routes and Bike Boulevards.

There are only three Streets within a quarter-mile of the planned Flamingo Road BRT station: Cambridge Street/Claymont Street, Cottage Grove Avenue/Rochelle Avenue, and Escondido Street. The modal priorities for these streets vary.



Cambridge Street/Claymont Street is a planned bikeway and should be designed to optimize the experience of people biking. Cottage Grove Avenue forms the northern boundary of the UNLV campus and should prioritize people walking. Escondido Street and Rochelle Avenue are within the Town Center TOD type. Escondido Street is adjacent to the Library, a potential new park or plaza, and commercial establishments, and should provide balanced access for people walking, biking, and driving, as well as potential delivery access.






LEGEND

-  Maryland Parkway Transit Corridor
-  Maryland Parkway Corridor Transit Station
-  1/4 Mile Focus Area

Thoroughfare Types

-  Boulevard
-  Avenue
-  Street

TOD Types

-  Town Center
-  Educational Campus
-  Urban Neighborhood

TRANSIT ATTRIBUTES SUPPORTING MULTI-MODAL CONNECTIVITY



Off-board fare payment and real-time arrival info



Maps of the focus area aid navigation



Secure bike parking and vending machines at Bonneville Transit Center

MOBILITY HUBS

Mobility hubs are places where multiple travel options come together, along with supportive amenities, services, and technology. They are typically located around transit stops and stations with the goal of providing seamless transfers and first-last mile solutions — offering multiple options to deliver passengers to their destinations. In addition to public transit, mobility hubs may include shared micromobility (such as bikeshare and e-scooters), pickup/dropoff zones for ridehail and private vehicles, wayfinding and information, and enhanced amenities and services. Mobility hubs vary in size and available services and can be thought of more as an organizing principle for the transportation system than as a specific type of infrastructure.

Cities across North America have adopted mobility hub guidelines and typologies to help them create a better passenger experience at transit stops and stations, particularly at stops that are served by high capacity transit such as light rail and Bus Rapid Transit (BRT). The mobility hub concept can be applied to everything from a regional train hub where many different modes come together, to a transit stop in a residential neighborhood. The level of amenities changes, but the principle remains the same – that people should be able to easily access information, transit services, and other modes.

RTC's On Board Mobility Plan identifies two types of mobility hubs for Las Vegas – regional and neighborhood. The Plan does not propose a mobility hub for Maryland Parkway and Flamingo Road. However, as the intersection of two Phase 1 High Capacity Transit lines, the area is a good candidate for a neighborhood mobility hub.

One of the principles of mobility hub design is that connections between transit services and to other transportation options should be conveniently close together and easy to navigate. Several parcels at the corner of Maryland Parkway and Flamingo Road may be possibilities for a Mobility Hub. Even if an ample contiguous space is not available for a large transit station, amenities such as secure bike parking, scooter parking, electric vehicle charging, and public space can be spread out and located within a block or so of the BRT stop with wayfinding elements to connect them.

The parking lot behind the library could be converted back to a plaza with a mobility hub focus: short-term bike parking, bike lockers, interactive trip planning kiosks, and electric vehicle charging stations paired with shaded seating, food carts, and other park-like elements. Wayfinding signs would help people find their way between the plaza and BRT stations on Maryland Parkway and Flamingo Road, as well as navigate to other nearby destinations like UNLV. Other mobility hub elements could be in the parking lot on the SE corner or closer to the multi-family housing complexes and north end of the UNLV campus.

CONNECTIONS

All Maryland Parkway transit stations should facilitate direct, easy-to-navigate transit connections. Wayfinding signs and informational kiosks, including real-time arrival information, are especially important at a Mobility Hub.

- Real-time information on transit arrivals and the availability of shared-mobility services helps people understand their options, make informed decisions, and optimize their travel experience. Basic information on transit arrivals, delays, and travel alternatives should be prominently displayed. Interactive kiosks and smart-phone apps provide the opportunity for customized real-time information and mapping.
- Clear directional signage allows people to navigate between transit lines and other mobility services within the area surrounding the station, as well as to nearby destinations.
- Paper or interactive transit route maps are prominently displayed at stops and platforms. Area maps featuring nearby destinations and bike and pedestrian routes are displayed on informational totems or kiosks.

TRANSIT SPEED AND RELIABILITY ELEMENTS

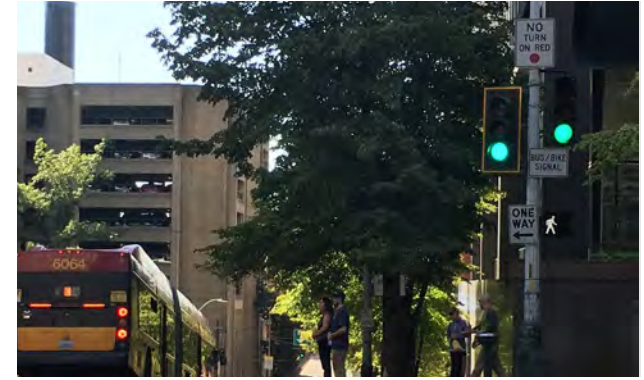
As future high-capacity transit corridors, both Maryland Parkway and Flamingo Road will include transit speed and reliability elements. Flamingo Road already includes speed and reliability elements: a bus/bike and right-turn only lane keeps existing service from being delayed by traffic, and bus stops are located on the far-side of the intersection, which allows the bus to clear the traffic light before it stops to drop off passengers.

Signal prioritization

Signal prioritization is a component of intelligent transportation systems (ITS). One form of signal prioritization is to optimize and synchronize the signal timing along a corridor for the average operating speed of a bus. Transit signal priority (TSP) involves technology on the bus and in the traffic signal that trigger the light to turn green, or stay green for longer, when the bus approaches.

Transit lanes

Maryland Parkway BRT will operate in Business Access and Transit (BAT) lanes. BAT lanes allow general purpose traffic to make right turns at intersections or driveways. Flamingo Road will be designed with a high level of transit priority as well, ranging from BAT lanes to exclusive guideways for light rail, depending on which mode is chosen during FTA project development.



A signal in Seattle gives priority to buses and bikes

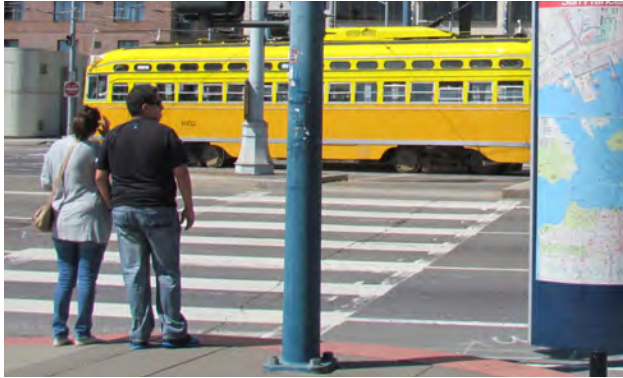


Right turn lanes can act as queue jumps for transit



Exclusive bus lanes are effective at reducing delay

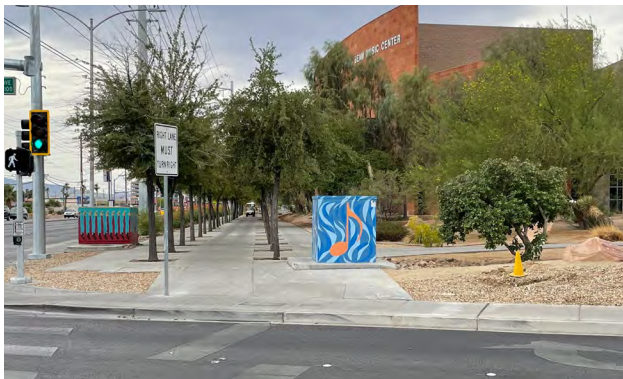
FIRST AND FINAL MILE ACTIVE TRANSPORTATION



High-visibility crosswalk



An accessible path through a parking lot at UNLV



Wide tree-lined sidewalk near UNLV Campus

PEDESTRIAN ACCESS

Corridor-wide recommendations:

With pedestrians as the highest priority throughout the corridor, all focus areas must make commitments to safe access. This includes the following key components:

- Incorporation of high-visibility crosswalk design elements in all crosswalks.
- Requirements that construction and excavation permits be issued upon ensuring continued pedestrian traffic.
- Prioritizing new crosswalks in locations with a relatively high rate of pedestrian-vehicle conflicts and crashes.

Connections must be guaranteed in the most direct and convenient way possible. By protecting the most direct walking route to the point of payment and platforms for transit, riders will be encouraged – not dismayed – by the experience getting to and from the station. The following measures can help ensure direct access:

- Allowance of proposed crosswalks placed along direct pedestrian routes to transit stops, schools, parks, senior centers, community centers, hospitals, as an exception to any crosswalk warrant/minimum demand requirements.
- Where parking facilities exist, a clearly demarcated walkway connecting all access and egress points to one another helps preserve pedestrian safety.

Most people will travel through the focus area on Maryland Parkway or Flamingo Road to access the BRT station. Large commercial parcels that are dominated by surface parking lots make it difficult for people walking to find parallel routes. The UNLV campus located in the southwest portion of the proposed focus area serves as a critical catalyst for future pedestrian realm improvements. Sidewalks along Flamingo Road and Maryland Parkway adjacent to campus grounds are wide. There is also a healthy tree canopy on the north end of the UNLV campus that provides shade and positively contributes to the scale of the environment. Extending these amenities to the BRT station and other destinations in the focus area, such as the Mission Center and Maryland Crossing shopping centers, will create a more comfortable environment.

Because University Center Drive curves west for a change in elevation, it is not a convenient option for people walking between the center of campus and points northeast. As UNLV works to improve circulation on campus, they should consider options for a more direct pathway due south from the intersection of Flamingo Road and University Center Drive into the heart of campus.

Claymont Street and Cottage Grove Avenue are walking routes to UNLV from the northeastern side of campus. In the case of Cottage Grove Avenue, it is a direct route to UNLV preschool and other family-friendly facilities. It is critical the sidewalks on these streets are shaded as much as possible during the day, and well-lit at the pedestrian scale during the night.

About 600 feet south of Flamingo Road on the east side of Maryland Parkway is the Nevso Drive alignment, part of a string of alleyways from directly perpendicular to Maryland Parkway, running east past Tamaurus Street, to Spencer Street. Along the Nevso Drive alignment, there are obstructions in the form of chainlink fences and gates between property lines. As this area develops, easements should be encouraged, incentivized, and granted to create a direct publicly accessible walkway running the entirety of the stretch between Maryland Parkway and Spencer Street. Making this pathway open to all would create a new direct route and add to the permeability of the residential neighborhoods along Tamaurus Street. With the promise of more convenient and direct walking routes like this one, more people may be encouraged to walk to not only transit, but also locations like the Clark County Library (via the back entrance), UNLV Robotics Lab, and Pioneer Plaza Shopping Center. The conditions of such an easement would include guarantees of pedestrian-scale lighting, regular maintenance, and cleaning. This walkway could expand even farther to Eastern Avenue if this were to become a well-utilized shortcut in the greater neighborhood east of UNLV.

Any new curb cuts coming off Flamingo Road -- subject to state jurisdiction -- should be limited and not become the primary vehicle entrance to future developments.

SHARED-MOBILITY SERVICES

Corridor-wide recommendations:

Shared Mobility can require the use of curbside space in both static and temporary ways. In visible and accessible locations with sufficient sidewalk space along a local street just off an arterial or collector road, a car share or bike share spot may be useful to help newer users safely identify and unlock their vehicle while comfortably pulling into moving traffic. In the case of a dockless location, it is also important that users disembarking their vehicle have sufficient space to park their bike without interfering with free movement along the pedestrian realm's through zone (sidewalk).

In locations where there is a high volume of pick-up and drop-off activity, as well as bus stops with high frequency, a definitive placement of where one goes to be picked up/dropped off by a TNC vehicle is vital, as a misplaced vehicle – even if just waiting for minutes – may be interfering with safe bus movements in and out of stops.

Designated and marked standing zones for shuttle vehicles and buses along Flamingo Road, one of the busiest east-west corridors for Las Vegas residents and tourists alike, is a priority to consider. Bike share is not currently in operation in this area, but a campus-based system should be considered.



An off-street passenger pickup location



RTC bike share (Photo: RTC)



Sidewalk impeded by utility pole

ADA ACCESS

Corridor-wide recommendations:

Even though there are several surface parking lot parcels still in use close to Maryland Parkway, universally accessible designs must run the entire path from any new development's primary and secondary entrances to the sidewalk, and across all curb cuts. Where new primary entrances are established in the middle of the block, crossings should be warranted.

Any newly constructed surface parking spaces should be ADA accessible, especially in locations with uses focused on healthcare and clientele predominantly focused on older adults and people with disabilities.

The transportation experience set by the Americans with Disabilities Act (ADA), includes minimum dimension standards for barrier-free access, like an 8-foot-by-5-foot level pad at the head of the bus stop, and 2 inches for the posted route numbers on a sign. Upgrading all sidewalks in the focus area to be continuously paved, level, connected to curb ramps, and 36-inches wide can ensure independence for people who may otherwise need to wait for an operationally expensive paratransit vehicle.

However, going above and beyond compliance to the ADA helps create a place that is truly inclusive for people with disabilities. Universal design beyond compliance starts by listening to -- and centering the experience of -- the disability community in every single design choice. Every focus area must emulate this

practice. Some of following examples of universal design are intended to provide an environment of safety and inclusion beyond compliance:

- Defining "pedestrian access" as "reasonable access for disabled persons in wheelchairs and similar devices" – to be consistent with Las Vegas standards for pedestrian malls.
- Maintaining at least an 8-foot-wide platform at all bus stops, not just at the front.
- Touchless signalization that does not require the pushing of pedestrian and bicycle crossing indicators (aka "beg buttons") to receive a walking signal. Either a walking and biking signal shall occur at least once every single traffic signal cycle, or it must be able to be activated using a motion sensor. Extend touchless access to water fountains, doors, and lighting, and keep at least one sensor and switch within reach of people of all possible heights.
- Step-free access for all principal walkways along the most direct path of travel. And where there are ramps, multiple handrails with varying heights and embedded directions in braille must be included.
- No unnecessary distractions in materials. For example, any changes to pavement texture should only be to indicate a change in the pedestrian realm or to direct people to and from station entrances.

In general, each corner of all existing 4-way signalized and unsignalized intersections in this focus area should have two curb ramps with tactile warnings. Preceding the curb ramps on the sidewalks, there must be a level space for a wheelchair to turn.

North of the Flamingo Wash along the west side of Maryland Parkway are multiple public services, including the Cambridge Community Center, a State of Nevada Health Center, and the Clark County Social Services Department. The path of travel to and from the Flamingo Road station and these social services should be consistently and universally accessible.

On the UNLV campus, there are efforts to safely accommodate universal access needs through surface parking lots. By having a wide (at least 6-8 feet) curb ramp, tactile warning, and high-visibility pavement marking running a straight line between pathway gaps on campus, this practice should become the minimum expectation for pedestrian accommodations across all surface parking lots along the Maryland Parkway Corridor.

BIKE ACCESS AND SEPARATION

Corridor-wide recommendations:

Bicyclists are not all the same and what is required to make them feel safe and comfortable will vary. For example, some bicyclists travel much slower than vehicles, while others travel at higher speeds. On average, bicyclist speeds range from 12 to 20 mph. Some experienced bicyclists (a very small percentage of the total potential bicycling population) are comfortable sharing a lane with cars. For the rest of the population, the type of bicycle facilities that feel safe and comfortable vary based on a combination of motorist speed, traffic volume, roadway width, presence and location of on-street parking, and other design elements. Using traffic volume thresholds to recommend a specific type of bicycle facility is a good starting point; guidance can be found in the NACTO Urban Bikeway Design Guide. Bicycle facilities physically separated from motor vehicle traffic are effective in attracting people of all ages and abilities, who may not feel comfortable bicycling with vehicle traffic.

Over time, expanding the definition of protected infrastructure for bikes to include scooters, and small motorized carts may become vital for continued safety in route to transit. These measures also protect pedestrians, because in locations where there is not a protected bicycle lane, people may choose to ride on the sidewalk instead, thus increasing the discomfort of people simply walking on the sidewalk.

Apart from Maryland Parkway, Cambridge Street and Flamingo Road are both designated bikeways in this focus area. Upon future conversion into a fully accessible shared-use path, the Flamingo Wash promises to be a consequential addition to the protected bicycle network. To that end, enabling access to and from the path from the surrounding urban grid will be vital. Clearly marked and signed access routes to and from the Flamingo Wash should utilize best practices of bicyclist-scaled wayfinding systems, including:

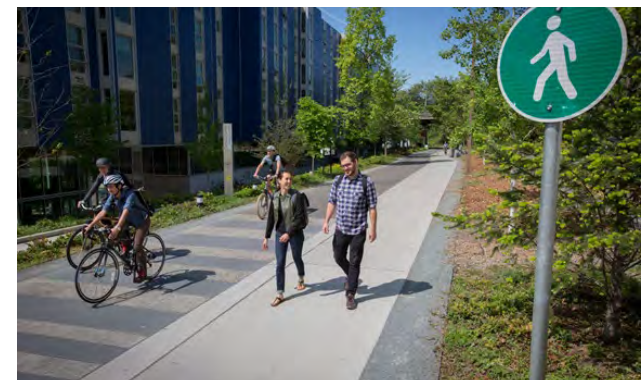
- Filling in existing marked bicycle facilities with a solid contrasting color, including across large intersections.
- Setting up “confirmation” signs to remind people they are presently on a designated bikeway and biking in the desired direction towards the Flamingo Wash or another destination
- Setting up “decision” signs at the intersection of multiple designated bikeways (which will be necessary along the Flamingo Wash itself at all access and egress points)
- Setting up “turn” signs in advance of when the bicyclist must turn to remain on the same designated bikeway in their desired direction.



Protected bike facilities are planned on Maryland Parkway and Flamingo Road



Bike crossing and turn boxes at an intersection



A shared-use path with clearly marked areas for walking and biking

TDM AND CURB SPACE MANAGEMENT

TRANSPORTATION DEMAND MANAGEMENT (TDM)

Corridor-wide recommendations:

When parcels in the TOD focus areas go through the development or revitalization process, a concern may be how proposed buildings and spaces – and the people who live, work, or visit them – can exist without contributing to traffic congestion, compromised air quality, and unreliable neighborhood parking availability. To ameliorate this concern, building owners and managers along the Maryland Parkway Corridor must be prompted to enact transportation demand management (TDM) programs targeted to tenants and visitors alike. TDM programs and policies create incentives for people to choose environmentally sustainable modes of transportation.

- For employers, it may help increase employee satisfaction to directly subsidize the cost of commuter transit passes.
- For residents, a bicycle storage room conveniently placed on the ground floor can encourage more people to use their bike regularly.
- For visitors, people who ride transit may receive a discount on their purchases.

Building owners and tenants can benefit

from this behavior shift as well; not only will the expense of constructing and maintaining on-site parking be reduced through less demand, but developments that incentivize biking and walking and highlight the proximity and accessibility of nearby transit services are well positioned to attract tenants desiring a unique livable experience in the Las Vegas Valley.

Club Ride is an RTC program to reduce commute trips by vehicle through incentives and reporting. Participants in the free program report their daily commute choice (including the choice to work from home) and enter a monthly raffle for gift cards and free RTC bus passes. All participants also receive discounts from merchants and services throughout the Las Vegas Valley region.

Beyond the northern edge of the campus core, UNLV's sphere of influence as a major employer and trip generator extends even further into the Flamingo Road Focus Area with the College of Engineering's Robotics Laboratory at 4101 Escondido Street. UNLV is a critical partner in TDM programs, as they offer programs that help reduce parking demand on campus and in the area, including:

- The U-Pass, which provides all UNLV Rebel Card holders a majority (at least 50%) discount off the regular price for an RTC pass on a monthly or semester-long basis.
- A policy of no required parking permits for bicycles, provided they are parked in campus bike racks

To that effect, all residential buildings targeting University students, faculty, and/or staff as tenants must not only be aware of existing programs, but work to regularly promote them to tenants, through regularly emailing information, printing brochures to be packaged with building orientation materials, and in public spaces throughout the building (e.g., lobby) Such materials can be arranged through coordination with the UNLV Parking and Transportation Services office.

Similar packages of transit incentives and informative materials should be distributed by the several large retail employers in the Flamingo Road area, including Albertsons, Dollar Tree, and Target.

MODAL DESIGNATIONS FOR CURB SPACE USE

Corridor-wide recommendations:

The curbside lane is a valuable segment of infrastructure; it is used for bus stops, curbside parking, loading, and travel. As emerging uses, such as parklets, transportation network company (TNC) loading, bicycle parking corrals, scooter zones, and curb extensions have gained in popularity across cities, developing a plan to accommodate them on the curbside requires an innovative approach which optimizes the curbside to meet an evolving “highest and best use” from an access and mobility perspective. By serving different purposes -- such as bus-only travel lanes during rush hour and essential service pickup/delivery during the midday -- a flexible multi-use curb zone responds to different demands over time.

Curbside regulation would ideally be phased in, starting with parking regulation (including pavement markings to define distinct spaces), and then working with the community to communicate the economic and mobility benefits of a more dynamic use of the curbside space.

As noted, priorities would shift depending on the time period, but also the street type. A predominantly commercial block defined by commercial loading in

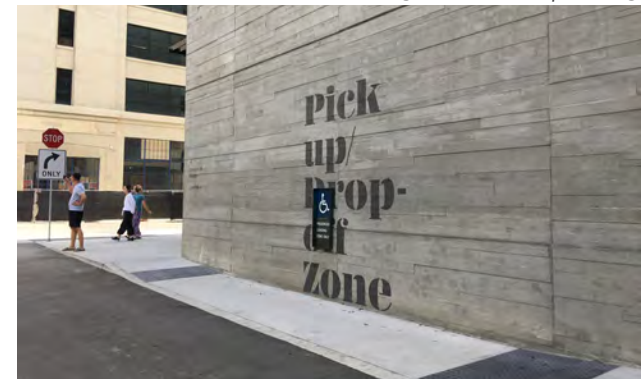
the morning may evolve to accommodate short-term visitor parking in the midday, and then a valet stand or passenger loading in the evening. These priorities would evolve through a community-driven process. Because of the nascent nature of dynamic curbside usage, it is advised to refer to NACTO and ITE sources on curb management.

The curbside lanes along Flamingo Road are currently used as a bus-only lane. These lanes are marked as such, but because the intent of bus lanes is to maintain faster bus travel times, additional effort should be made to discourage intrusions onto this lane from private vehicles that are not using the lane for the purposes of turning, access, or egress. Flamingo Road is to continue having bus-only lanes, additional design interventions should include:

- Repeated overhead signage saying the lanes are for buses and bicyclists only
- Grooved pavement along the edge between the bus lane and the rest of travel lanes
- Painting of lanes to a high-contrast color
- Setup of cameras above lanes at bus stops to discourage any private vehicles from interfering with bus stops



Curbs serve many uses including stormwater management and parking



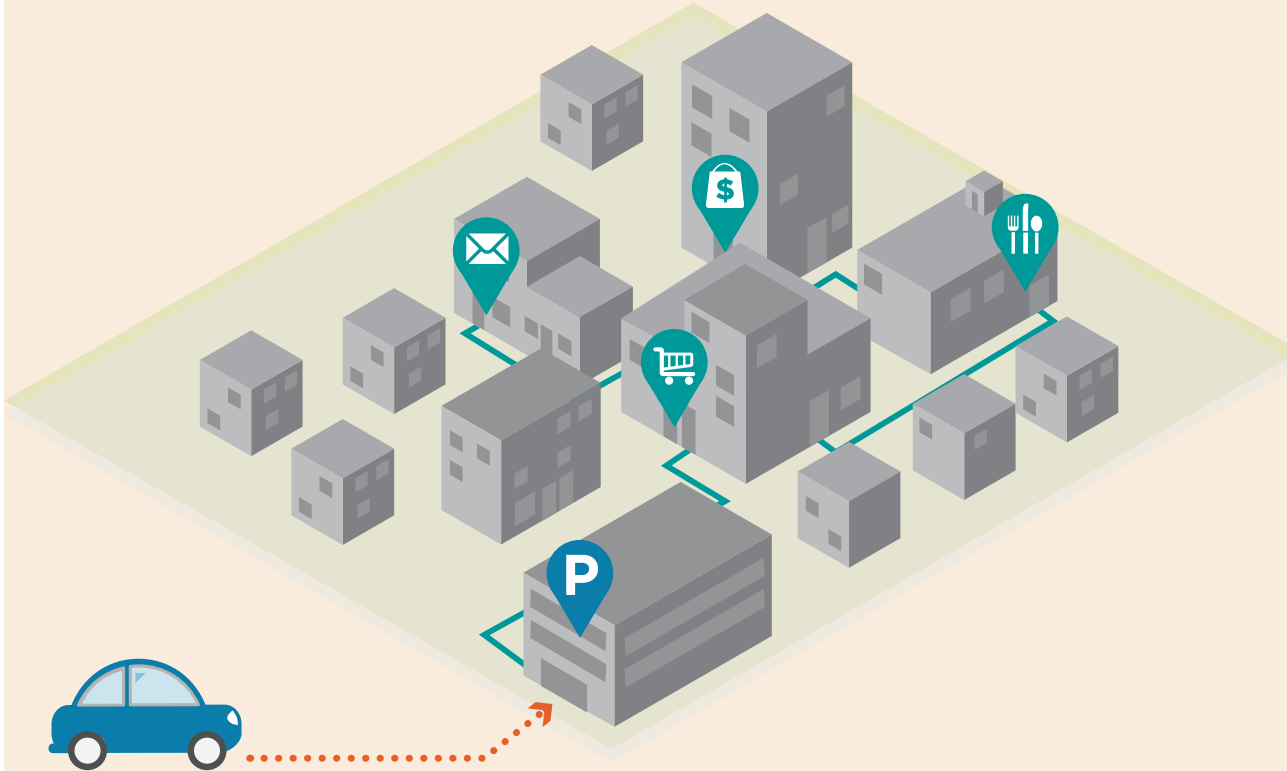
A designated TNC pick-up/drop-off zone



Curb extensions and bike parking are emerging uses

PARKING MANAGEMENT

Corridor-wide recommendations:



An illustration of the “park once” experience, in which patrons can park once and frequent shops, dining, and entertainment all within a single trip

PARKING STRATEGY

Over the long-term along the Maryland Parkway Corridor, it is important to anticipate that parking needs may evolve over time, especially if high-quality transit service is added, land values increase, and consumer preferences continue shifting

towards walking, biking, and riding transit to all essential goods and services within a short distance of home. Thus, any parking strategies for the area should recognize all factors of a multimodal transportation network and abide by a series of principles.

Principles of Parking

The key principle of parking is to maximize supply efficacy while ensuring a space is available. All parking policy, regulation, and management practices should be designed to fill at least 85% of all on-street parking spaces at any given time and 90% of off-street parking spaces. To reach that goal, a variety of tools should be made available at the disposal of the public and private sectors alike, including:

- Pricing existing curbside parking to meet occupancy goals
- Pricing off-street parking at a relatively lower rate per hour to incentivize more long-term usage in garages and more turnover on curbside parking
- Encouraging shared parking agreements at off-street parking facilities to expand the supply of publicly available parking at minimal expense

Another principle of parking is to support a “park-once” experience where patrons can park once and frequent shops, dining, and entertainment all within a single trip. This requires using parking as a means to support multimodal transportation options. Strategies to meet this principle include:

- Priority placement of parking spaces closest to destination front doors for ADA vehicles, electric/hybrid vehicles, carpool vehicles, and car share vehicles.
- Consolidating curb cuts and parking entrances

- Requiring all new parking to be structured (to maximize the utilization of land, improve pedestrian conditions, and reduce the heat island effect of surface pavement)
- Requiring ground-floor frontage with retail uses at all parking structures

Regarding parking requirements, the establishment of minimums – particular in areas intended to facilitate more urban and multimodal transportation needs – create the unintended consequence of oversupplied parking, reduced developable spaces, and increased development capital costs. Parking requirements should be simplified to allow developers greater flexibility and maximize buildout potential of mixed-use transit-oriented developments. Key aspects of this principle include:

- The elimination of minimum parking requirements
- The institution of maximum parking requirements
- The consolidation of land uses in defining any parking requirements (e.g., combining all office, retail, and institutional uses under “non-residential”)
- If parking minimum requirements still exist, there must be:
 - allowance of incorporating curbside parking spaces, shared and designated off-site parking spaces within a quarter mile to meet parking requirements

- elimination/reduction of requirements for all senior housing, affordable housing, and student housing
- reduction of requirements for developments enacting a TDM plan
- Encourage the “unbundling” of residential-serving parking spaces from residential units by requiring landlords to lease parking spaces separately so that those who do not own vehicles are not paying for an unused services and can opt out of this expense, thus increasing housing affordability. The same concept can be applied for employment areas with constrained resources in the form of a parking “cash-out.”

A final principle of parking is that it should be customer-friendly. Too often, overregulation and mismanagement of parking supplies in high-demand areas results in customer frustration and discouragement from the visitor. To meet these needs, the public and private sectors should consider:

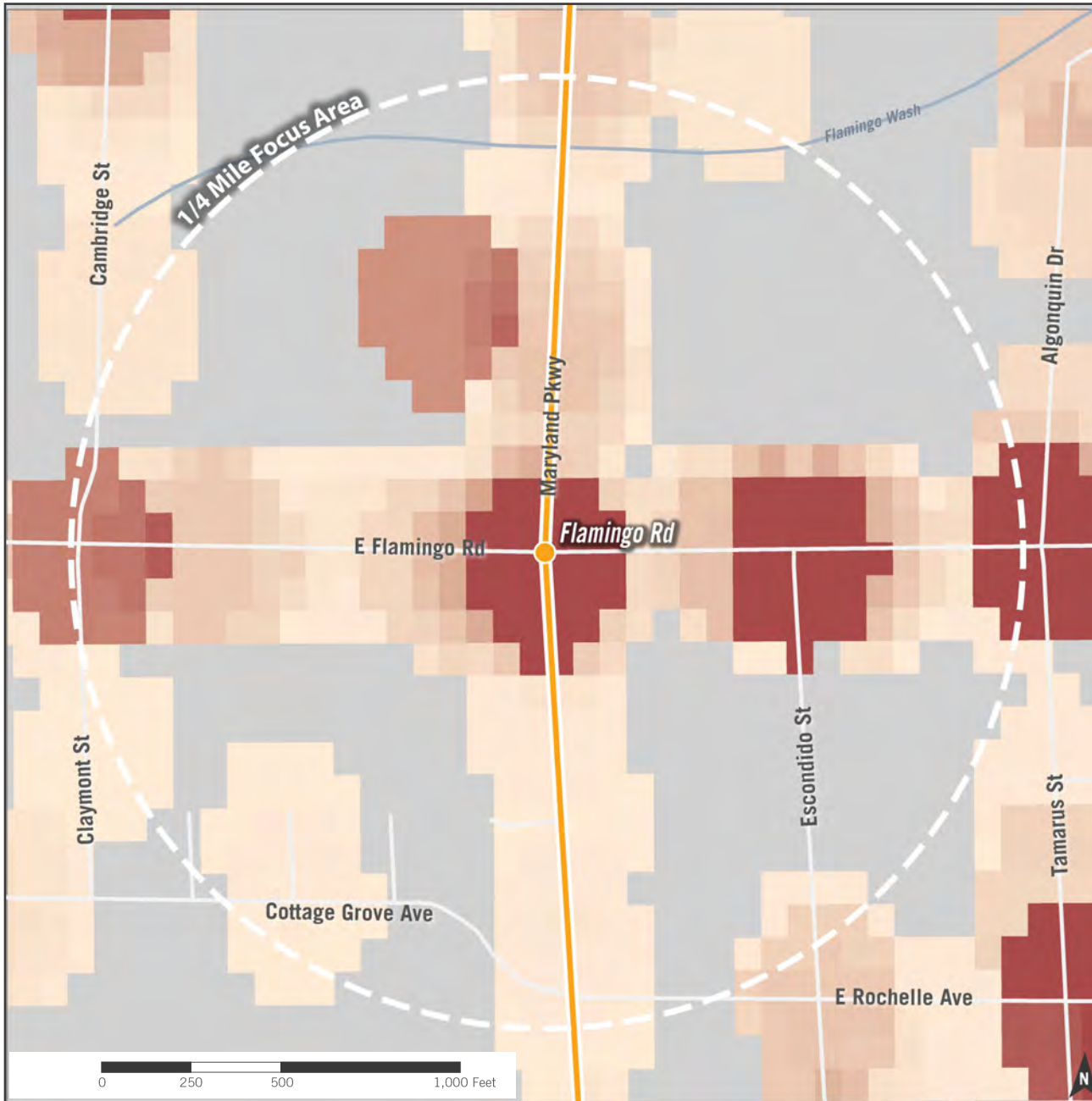
- Consolidating time limits to fewer options, such as 2 or 4 hours only
- Consider allowing all priced parking to have unlimited time limits, allowing the user to pay to park for as long as they wish
- Allowance of shared parking for uses across multiple locations

One way to reduce the costly burden of constructing required parking supplies is to allow development to include shared parking supplied off-site. With the prevalence of underutilized surface parking lots and on-street parking located throughout the focus area, there are multiple opportunities for existing parking supplies to be incorporated into future development proposals.

In the Flamingo Road Focus Area, there may be residences inhabited by UNLV students living off-campus who, due to the proximity to campus, do not have a vehicle and instead walk or bike to campus and rely on transit. To the extent possible, such students should be given the opportunity to “unbundle” the cost of their rent from the cost of an on-site parking space. Making parking an optional, fee-based amenity ensures that the cost of parking is paid for by those that use it, based on how much of it they use, while residents who don’t own a vehicle have lower housing costs.

In the event that new development forces an expanded parking supply, they may start out as paid facilities that are managed through a parking management district. A proceed of parking revenues must contribute to labor and capital improvements, including regular mobility hub maintenance, electric vehicle charging stations, covered outdoor walkways, cooling/misting stations, lighting and repaving pedestrian routes to area periphery, and multi-lingual signage.

CPTED AND SAFETY



CRIME HOT SPOTS

There is a relatively large amount of crime in the Flamingo Road Focus Area compared to the Clark County portion of the Maryland Parkway Corridor. 666 Calls for Service were recorded in this focus area between June 2018 and December 2020. The top types of crime recorded included "Other Disturbances" (62%) and various types of Assault/Battery (11%). Crime is assessed based on Calls for Service reported by the Las Vegas Metropolitan Police Department (LVMPD), aggregated to the nearest block face.

Within this focus area, crime is particularly prevalent near Flamingo Road, east of Maryland Parkway. Within the focus area, there is also some uptick in crime near the intersection near Cambridge Street and Flamingo Road. There is also a hot spot of crime just southeast of the focus area near the intersection of Rochelle Avenue and Tamarus Street.



Corridor-wide best practices:

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a set of strategies to mitigate crime and promote safety through design. The four main principles are natural surveillance (making sure areas are visible and well lit), natural access control (guiding people and vehicles clearly through a space), territorial reinforcement (creating a sense of ownership over spaces by delineating public from private), and maintenance (preventing deterioration to create a more positive community image, i.e. the Broken Windows Theory). These principles can be applied to the Flamingo Road Focus Area to allow students, residents, employees, and transit users to feel secure and create a more vibrant pedestrian realm.

While specific design interventions, such as lighting, clear sight lines, and station amenities and improvements, can help people feel safer using transit, they do not mitigate an underlying issue: the reliance of those experiencing homelessness on transit. Helping homeless people requires targeted policies and programs such as: collocating social services at transit hubs and along transit corridors (see Hub of Hope); using trained "rangers" or formerly incarcerated attendants with specific soft skills for norms enforcement rather than ticketing or arrest (see Urban Alchemy); integrating social workers into enforcement efforts; and training transit enforcement officers in crisis intervention.

STRATEGIES

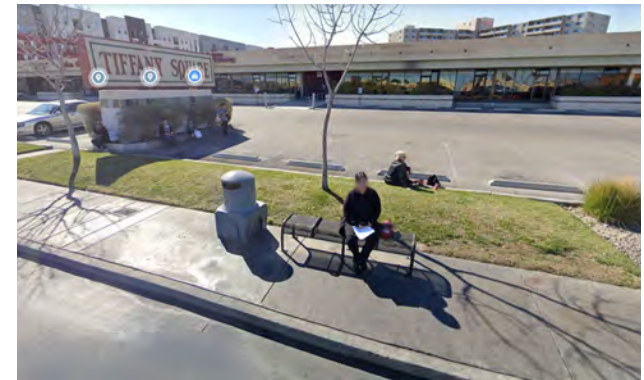
The Flamingo Road Focus Area would benefit from application of all of the CPTED principles, particularly along Flamingo Road and adjacent to Flamingo Wash, where crime hot spots are indicated. Pedestrian lighting that is oriented to the sidewalks and increased lighting on side streets and in neighborhoods would improve the natural surveillance. Creating a safer pedestrian environment along Escondido Street should be a particularly high priority. More clear paths and entries for pedestrians, including crosswalks and sidewalks through large parking areas, would improve access control. More effective and maintained buffers between the street and private businesses would improve territorial reinforcement and the area's image. This principle applies to Flamingo Wash, a hot spot for litter and encampments, which contribute to a feeling of deterioration, crime, and lack of safety in an area.

DESIGN ELEMENTS

Design elements that should be added throughout the focus area, and particularly along Maryland Parkway and Flamingo Road, include improved transit stops, especially the stop southwest of the intersection on Maryland Parkway, more consistent and pedestrian-oriented lighting fixtures, landscaped buffers and planting, crosswalks, and clear pedestrian paths to and through private parcels. Elements such as improved landscaping and public art would also contribute to the safety of the area by improving the image, and therefore people's pride and ownership, in the area.



Lack of natural surveillance



Lack of territorial reinforcement



Lack of maintenance



3

FOCUS AREA PRIORITIES

Significant opportunities for mobility improvements, community amenities, development, and revitalization exist within the Flamingo Road Focus Area. Projects in this area can capitalize on the area's unique assets, particularly the Flamingo Wash, and the increased transit investment. The priority improvements in this area include increasing mobility access and options, providing new public gathering spaces, revitalizing the Flamingo Wash, and redeveloping vacant and underutilized areas.

This chapter provides an overview of, and recommendations for, the highest priority projects for this focus area, as determined by community feedback, anticipated impact, and feasibility. The proposed projects are a mix between independent projects, including a mobility hub and public space for the Clark County Library, and phased projects, which begin with the improvement of the Flamingo Wash and can be followed up by transit- and trail-oriented development and revitalization in the northeast corner of the focus area. Recommendations are supported by precedent imagery, 3D graphics, and case studies to help provide a guide for the County in implementing these priority improvements.

Priority projects for Flamingo Road should focus on creating vibrant and comfortable pedestrian-oriented places, adding density and desired uses, turning the area's assets into true amenities, and revitalizing empty and underutilized spaces. All improvements aim to realize the opportunities near the transit stops and the Flamingo Wash and create a walkable, safe, and vibrant TOD focus area.

Note that the Priority Projects outlined in this chapter have been conceived through community and stakeholder input throughout this process, as well as supporting technical analysis. While each Priority Project provides best practice guidance on how to create a transit-supportive environment within this focus area, references to specific parcels or buildings are intended to be purely illustrative of a concept. The successful implementation of these projects can be comprised of alternative forms, alignments, and uses, as appropriate to each site, but ought to strive to achieve the key themes and priorities expressed and articulated by the community in this effort.

PRIORITY PROJECT - LARGE-SCALE MOBILITY HUB OPPORTUNITY



Connection to On Board Mobility Plan
The On Board Mobility Plan provides significant guidance for proposed mobility hubs in the Las Vegas Valley. All efforts on Maryland Parkway should align with this document. The Plan recommends a “Neighborhood” scale mobility hub at UNLV but supports additional hubs along high-capacity transit routes. More detail can be found in the Plan, [here](#).



Images of mobility hubs from Haluchère, France; Denver, CO; and Los Angeles, CA

CONNECTING MAJOR MOBILITY CORRIDORS AND DESTINATIONS

A large-scale mobility hub helps connect people, and particularly transit riders, to a variety of mobility options. A hub should provide access to transit, bicycle and e-bicycle share, bicycle parking, vehicle parking, micro-mobility share (such as e-scooters), car share (such as Zipcar), ride share pick-up and drop-off, shuttles, and wayfinding. There are several parcels at the intersection of Flamingo Road and Maryland Parkway (see orange squares in diagram above) that provide a strong opportunity for a major mobility hub

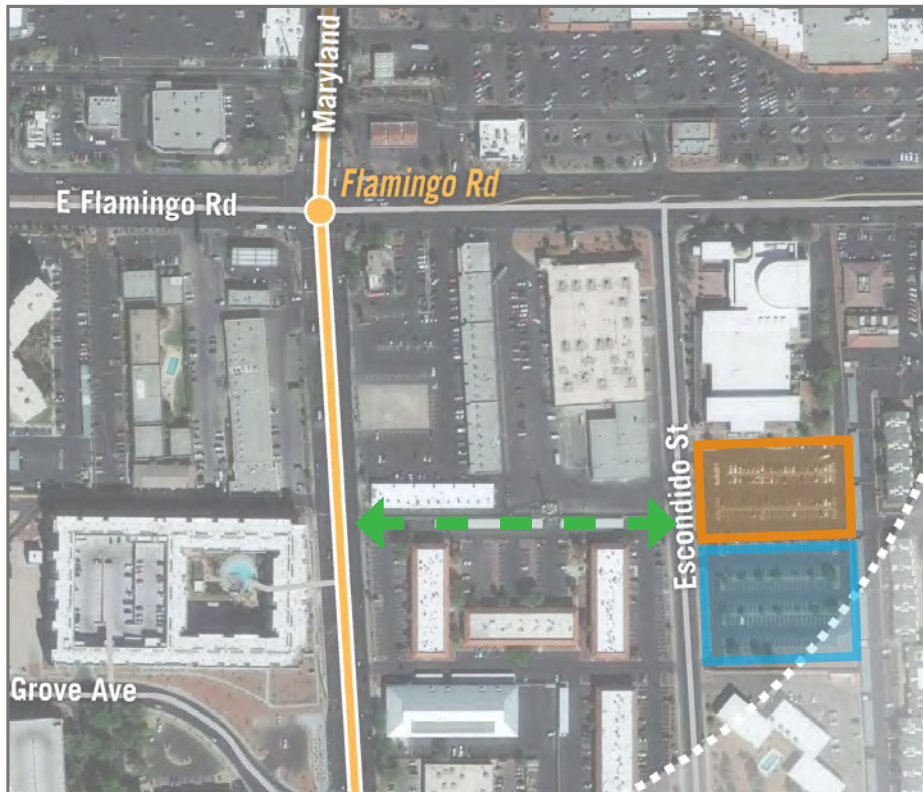
connecting high capacity transit users from both major corridors to nearby destinations and neighborhoods.

Large-scale mobility hubs should be designed to be clear, safe, and easy to use, with substantial signage providing information about mobility options, transit frequency, etc; amenities such as large shelters or small buildings for people to wait, seating, plaza space, landscaping, and lighting; and the opportunity for small scale retail such as kiosks and coffee carts. Mobility hubs should also have a well-defined sense of place to help users understand and connect to their location as they continue on their journey.

First and Final Mile Connections

In addition to amenities and mobility options at the hub itself, mobility hubs should be connected to safe transportation routes that allow transit riders to easily travel the first or last mile to their destination. A mobility hub requires an improved and robust pedestrian and bicycle network surrounding it to accommodate those using bikes, micro-mobility, wheelchairs, etc. Wayfinding should also clearly direct users to and from the hub to destinations like UNLV, Clark County Library, Flamingo Wash (once it is established as a trail), the Strip, and the Convention Center.

PRIORITY PROJECT - LIBRARY PUBLIC SPACE



Images of flexible public spaces and library plazas from Lawrence, KS; Belmar, CO; and Los Angeles, CA (bottom two)

CREATING A MULTI-FUNCTIONAL COMMUNITY SPACE

The Clark County Library, which is a significant community asset, has the opportunity to become even more of a gathering space and amenity for the area. The parking for the library is underutilized, with more spaces than necessary to serve the building. Some of this extra space can be re-purposed as an outdoor public space that will be mutually beneficial to the library by providing other types of community gathering. A plaza is recommended for the area south of the building, taking about

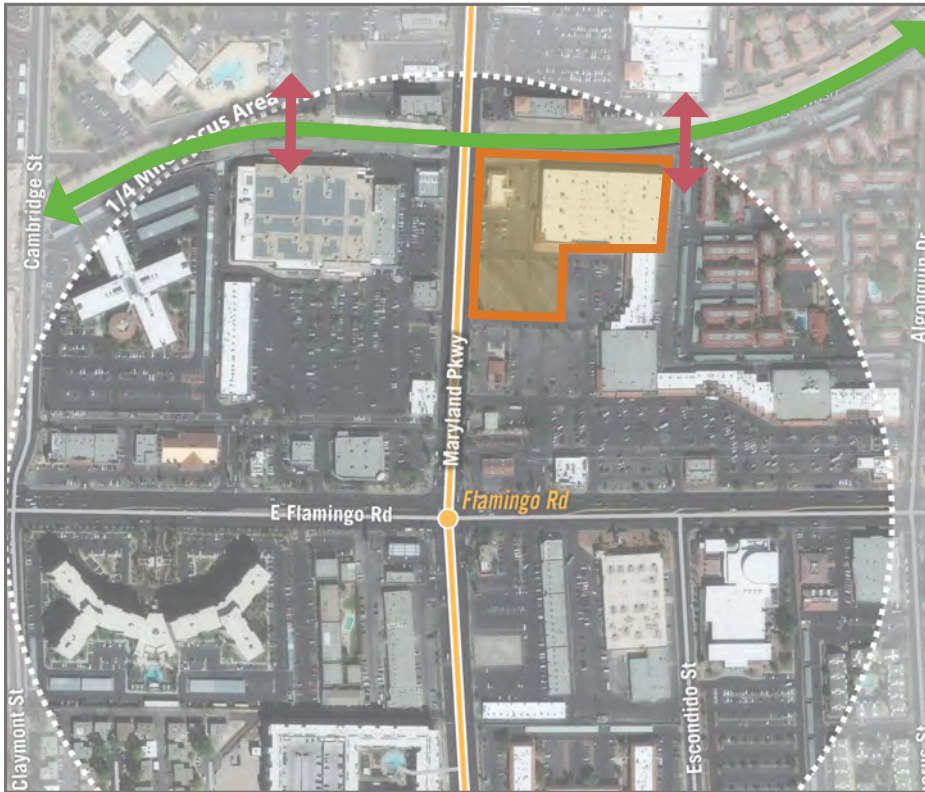
two to three rows of parking. The orange box on the diagram above shows the parking that could be removed for the plaza, while the parking in the blue box would be preserved. This space could be designed to be a creative, interactive, and multi-functional public space, which could include perimeter seating and landscaping, fun design elements, public art, and movable seating to allow it to convert to an event space for markets, classes, etc.

In order to better connect transit riders and other pedestrians and cyclists along Maryland Parkway to the library and new public space, an improved connection is recommended from

Maryland Parkway to and across Escondido Street (see green dashed line in the diagram above). In order to create a safe and accessible connection, a row of parking from the administrative buildings to the south could be considered for removal. The connection should be well-lit, comfortable, and well-marked.

The remaining library parking (see blue box in the diagram above) can be designed to be curbsless in order to provide additional flexible event spaces as needed. Creating a major gathering space for community events provides a valuable destination and asset for the focus area and surrounding neighborhoods.

PRIORITY PROJECT - FLAMINGO WASH OPPORTUNITIES



Images of improved washes and pedestrian amenities from Tempe, AZ; San Antonio, TX; and Las Vegas, NV (bottom two)

TURNING A BARRIER INTO A COMMUNITY AMENITY

Flamingo Wash, an open drainage channel that runs through southeastern Las Vegas, is both a major issue and opportunity for the area. The wash, which is concrete to the east and dirt to the west of Maryland Parkway, is currently a significant barrier to connectivity in the area. It is also an eyesore and safety concern, collecting trash and debris and largely serving as a homeless encampment. A two-step approach is recommended for transforming the wash into an asset for the community.

Short Term Improvements - Step 1: Safety, Clean-up, and Connections

The first phase of improving the Flamingo Wash is to make it safe, clean, and less of a mobility barrier. A coordinated effort will be needed to first relocate the homeless population in the area. Those living in the wash should be provided with social services and resources. Similar to recommended efforts to mitigate homelessness for all focus areas (see page 43) this effort should focus on norms enforcement (a non-threatening approach to community policing based) and assistance rather than ticketing or arrest. Following this

step, there should be an immediate follow-up of removing trash, adding lighting, and removing access points to the wash. These steps will improve the image of the corridor and deter future crime and camping in the wash. Once the safety concerns are reduced, the focus should be improving connectivity in the area. Pedestrian bridges should be considered to break-up long, impassable blocks. The network to these locations should also be improved. Crossings will reduce barriers and also create natural surveillance.



Images of natural washes and greenways from Los Angeles County (top two, bottom right); and Denver, CO.

Long Term Opportunities - Step 2: Naturalization and Greenway Design

After safety and connectivity concerns are addressed, the focus for the wash can transition to naturalizing and amenitizing it. This phase can be more flexible in its timing and can be completed as funds and resources become available. The first portion of this effort should be naturalizing this segment of the channel. This process includes removing concrete, re-engineering the banks to a more gentle slope (as feasible), adding soil and boulders, and planting riparian landscapes and

trees. In addition to creating a more attractive channel this process also expands the flood capacity, improves water quality, mitigates the urban heat island, filters pollutants, and provides habitat for local species. As part of this process, a greenway should be added to the wash with signage and wayfinding, lighting, public art, seating, and tree canopy. Leveraging investment and growth along the corridor to create a multi-use trail along the wash will transform it from a barrier to an asset that improves the environment, creates a community amenity, and provides transit riders with additional mobility options.

CASE STUDY: TUJUNGA WASH, LOS ANGELES COUNTY

Phase One of the Tujunga Wash Greenway and Stream Restoration Project in Los Angeles County revitalized and restored a one mile segment of the Tujunga Wash, which was channelized in concrete with the rest of the LA River in the 1940s and 50s. The wash is located in an urban neighborhood in the San Fernando Valley. The \$7-million project returned the stream bed to a natural riparian habitat with native landscaping, a multi-use greenway trail, seating, public art, and interpretive displays. The new, naturalized stream helps contribute to improved water quality and a habitat for local species while adding significant recreational space to the neighborhood. Phase Two of the project repeated the process for an additional half mile. This project aims to provide an example of success and to be the first step in a series of waterway restoration projects along the length of the Tujunga Wash and throughout the Los Angeles Valley.

PRIORITY PROJECT - REVITALIZATION OPPORTUNITIES ON NORTHEAST CORNER



Images of re-used box stores in Tukwila, WA; Vancouver, Canada; and Denver metro, CO

Adaptive re-use development fronting a shared public space/greenway

PROVIDING A SUPPORTIVE MIX OF TRAIL-ORIENTED USES

The long-term improvements to Flamingo Wash and the potential for activation of the properties along the wash, create a unique opportunity for re-use and revitalization projects that interact with both the improved wash and greenway and create an active edge along it. A greenway trail along the wash here should connect users to any new businesses, the mobility hub, and the transit stations in this area. Creating additional community gathering space along with any building improvements could be considered to provide activation and transparency.

Adaptive Re-Use as a Strategy

Complete redevelopment of vacant buildings allows for a wider variety of uses and building forms, but requires either the remaining attached businesses to also become vacant or careful separation and demolition. Adaptive reuse of existing spaces is often more economically viable, making use of an existing investment in a building and associated circulation, but reuse also comes with some constraints and should include considerable facade and site improvements. Successful examples of adaptive reuse of similar spaces often include techniques such as conversion to a two-story building, creating transparency on the ground floor, adding facade articulation

and ornamentation, adding publicly accessible private open space, subdividing the interior, improving pedestrian connections, and using existing square footage more efficiently. Active commercial uses such as shops and restaurants, creative grocery concepts (public market, small-scale, or urban-style stores), neighborhood services, and civic uses such as a library, community center, or indoor recreation facility are all uses that were identified as community desires that would be helpful nearby the wash in an effort to help activate and amenitize it. Development could also expand towards Maryland Parkway to create an active edge along the street.



Images of trail-oriented development in Greenville, SC; and Seattle, WA (bottom and right)

Tie-Into Flamingo Wash

In addition to creating Transit-Oriented Development to leverage the investment in the Maryland Parkway Corridor, the County can also use improvements to the Flamingo Wash to create high-quality mixed-use or community-oriented development. A recent publication by the Urban Land Institute summarizes the success of Trail-Oriented Development, and the use of investment in bicycle and pedestrian infrastructure to catalyze high-quality development. Any development along the trail, and particularly adjacent to Maryland Parkway should fully utilize this proximity and design the improvements to also orient to the wash, with

entrances, public space, and outdoor seating between the building and the greenway trail. A strong mobility and design connection should be made between the greenway and the development to create a comfortable and easily navigable transition for pedestrians and cyclists. Clear signage and public art should also be used here to add visibility, recognizable character, and accessibility.

In addition to re-developing the box store and connecting to Flamingo Wash, infill between the building and Maryland Parkway should be considered as part of a development project in this area. This will strengthen the mutually beneficial connection between the transit corridor, the greenway, and the development.



CASE STUDY: PONCE CITY MARKET, ATLANTA, GA

The Ponce City Market Development, an adaptive re-use project that includes a food hall, apartments, and retail, is located on the Atlanta Beltline Greenway. The Greenway provides direct access to the development for pedestrians and cyclists, which in turn allowed the City Market to use reduced parking standards. Proceeds from paid parking at the project are given directly back to the Greenway for public art and festivals. The City Market was designed with a long, transparent frontage along the Beltline with a plaza and outdoor seating area overlooking the Greenway. The site of the Market was designed to provide easy access between the street and Greenway, using creative solutions like a public passageway and bridge to provide pedestrian and bicycle access from all sides. The project was also designed with active ground floors, public green space, and abundant bicycle parking throughout the site, making it a seamless tie-in to the Greenway.

PRIORITY STREETSCAPES, INTERSECTIONS, AND CROSSINGS

MAJOR STREETS

Maryland Parkway and Flamingo Road are wide arterials that serves all modes through and to the focus area. The lack of street connectivity in the focus area means there are few alternative routes for people walking and biking. A Complete Streets approach to improvements on these arterials is critical, including design that provides adequate separation between people walking, people biking, people accessing transit, and motor vehicle traffic.

Future high capacity transit corridor design on both streets presents an opportunity to reassess the way right-of-way is allocated and create a high-quality public realm, walking, and biking environment.

A driveway consolidation strategy should also be considered. Multiple retail and commercial driveways interrupt the sidewalk, creating conflict zones between motorist traffic and people walking and biking.

BIKEWAYS

Existing and planned bike facilities on Maryland Parkway and Flamingo Road will provide the most direct access to the focus area. The presence of numerous driveways and the existing lack of separation between bicyclists and vehicles negatively impacts safety and comfort. Upgrading these facilities to include an element of separation is a priority, and marked driveway crossings should be included in the design.

The planned Flamingo Wash shared-use path will serve as an important east-west alternative and ideal connector for bicycle travel to the focus area, nearby amenities, and the residential neighborhood northeast of the station.

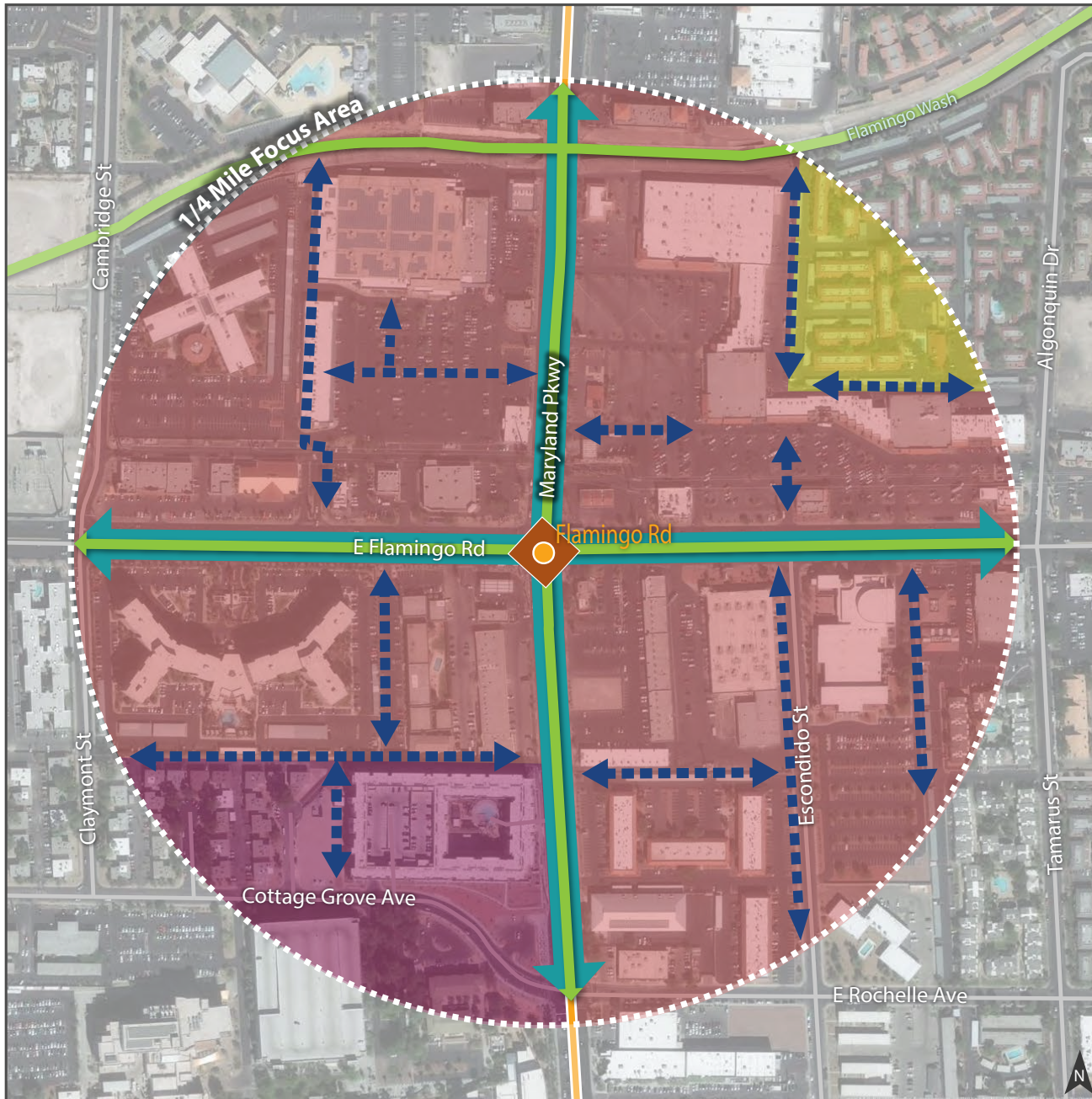
PEDESTRIAN PATHWAYS

Creating a more connected walking grid is a priority for this focus area. Opportunities to create new street connections and shared-use pathways between or through large commercial parcels should be explored, particularly to the north of Flamingo Road connecting to the future Flamingo Wash shared-use path. South of Flamingo Road, the Nevso Drive alignment and adjacent alleys and walkways into UNLV are priority locations.




In the near term, ADA accessible paths through parking lots may be the best option for better connectivity. Full sidewalks, with curbs, planters, and pedestrian-scale lighting, are the best option, but high-visibility pavement marking combined with tactile warnings and ramps are an acceptable minimum standard.

INTERSECTIONS




The intersection of Flamingo Road and Maryland Parkway is the highest priority for improvements for people walking and biking. Reconstruction of the intersection for BRT service may provide opportunities to add pedestrian refuge islands in center medians on both Maryland Parkway and Flamingo Road. Curb radii should be tightened on all corners to slow the speed of turning vehicles, and high-visibility crosswalks should be repainted.






LEGEND

-  Maryland Parkway Transit Corridor
-  Maryland Parkway Corridor Transit Station
-  1/4 Mile Focus Area

Focus Area Priorities

-  Intersection
-  Major Street
-  Bikeway
-  Pedestrian Pathway

TOD Types

-  Town Center
-  Educational Campus
-  Urban Neighborhood



4 IMPLEMENTATION STRATEGY

The implementation strategy that follows summarizes several key action items from Chapters 2 & 3 of this document, in order to provide the County with actionable steps to begin to implement Transit-Oriented Development within the Flamingo Road Focus Area. These recommendations represent catalytic investments and improvements that should be undertaken to generate new development activity that is transit-supportive, walkable, and vibrant. The vision that has been expressed by the community for the Maryland Parkway Corridor can be realized through the successful completion of these priority action items, as well as through implementation of other recommendations included in this Plan.

While these priority action items have been listed in an order that was informed by Stakeholder Working Group feedback, they are intended to be flexible enough to be achieved non-sequentially, and at a time when the political and economic climate can support them. Each item also identifies a set of Next Steps/Quick Wins, in an effort to provide lower cost, momentum-generating efforts that can build toward achieving the broader goals, should they prove to be challenging due to unforeseen circumstances.

IMPLEMENTATION PRIORITIES SUMMARY

Priority Action Item	Category	Phasing	Lead Champion(s)
PROTECTIONS FOR PEDESTRIANS	Capital Project	Near-term (1-2 years)	Nevada Department of Transportation, RTC
REVITALIZATION OPPORTUNITIES ON NORTHEAST CORNER	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	Clark County (Community and Economic Development)
LARGE SCALE MOBILITY HUB OPPORTUNITY	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	RTC, Clark County, owners of parcels selected as possibilities for a mobility hub site
LIBRARY PUBLIC SPACE	Capital Project	Mid-term (3-5 years)	Las Vegas-Clark County Library District
FLAMINGO WASH OPPORTUNITIES	Policy/ Regulation, Public Private Partnership (PPP), Capital Project	Long-term (6+ years)	Clark County (Public Works, Comprehensive Planning, Social Services, Code Enforcement/Public Response, Community and Economic Development, Park Police, Parks and Recreation), Clark County Commissioners

Priority Action Items in this table are sorted by phasing.

OVERARCHING PRIORITIES

The Priority Action Items in this chapter each contain information intended to help guide implementation - Phasing, Lead and Supporting Champions, and Next Steps/ Quick Wins. However, in addition to those details that help inform each priority action recommendation, the following set of overarching priorities should be considered as a basis for all Transit-Oriented Development along the Maryland Parkway Corridor:

- Focus on projects that have identified funding and are moving forward—time is of the essence to incorporate TOD principles into project planning;
- Identify Key Stakeholders and their roles to deliberately include TOD in future planning, design and construction;
- Maximize inter-agency cooperation and funding between Clark County, the University of Nevada- Las Vegas (UNLV), the Regional Transportation Commission (RTC), and focus area landowners to meet mutual goals; and
- Provide preferences for projects that enhance the accessibility, safety, and comfort of people who are using active transportation and transit.

PRIORITY ACTION ITEMS

Priority Action Items in this section are sorted by Stakeholder Working Group Priority.

REVITALIZATION OPPORTUNITIES ON NORTHEAST CORNER

Stakeholder Working Group Priority #1

Phasing: Mid-term (3-5 years)

The long-term improvements to Flamingo Wash and the potential for activation of the properties along the wash, create a unique opportunity for re-use and revitalization projects that interact with both the improved wash and greenway and create an active edge along it.

Next Steps/Quick Wins:

- Consider relocating large scale mobility hub location to NE Corner and combining with Flamingo Wash Improvements and the vacant big box store
- Bring in the Urban Land Institute (ULI) in for a seminar on successful trail-oriented development in other locales

Implementation Champions

Lead Champion(s): Clark County (Community and Economic Development)

Supporting Champion(s): Nevada Retail Association, Commercial Real Estate Development Association (NAIOP) Southern Nevada Chapter, various Chambers of Commerce, ULI Nevada Chapter



Urban form grocery store



Trail-oriented development



Active patio fronting river trail

FLAMINGO WASH OPPORTUNITIES

Stakeholder Working Group Priority #2

Phasing: Long-term (6+ years)

The Flamingo Road and Maryland Parkway intersection is one of the busiest transit transfer intersections in the entire system. There is a very high volume of transit traffic on both corridors going in all directions, and this amenity would be highly desirable to improve circulation, walkability and safety in this area.

One of the final remaining phases of the Flamingo Wash multi-use trail is located just north of the future Flamingo Road Bus Rapid Transit (BRT) station. Depending on the timing of the Flamingo Wash Trail completion, a protected bikeway along Maryland Parkway connecting the station to the trail in both directions should be a priority.



Upper Las Vegas Wash Trail

This project is a new concept that has yet to receive funding or programming support and it will involve several different organizations to be successful. The project offers a significant improvement to public health and safety.

Next Steps/Quick Wins:

- Meeting with stakeholders (including local community leaders and advocates for safe walking and bicycling) to discuss overall concept, programming, steps and schedule, outreach and strategy
- Homeless outreach to connect with services and possible relocation
- Clean up of wash
- Design and installation of lighting along all publicly accessible spaces
- Removal of access points to areas of the waterway which are irrelevant to bicycle and pedestrian conveyance.
- Design and install bioswales and other interim minimal landscaping
- Create a plan for reuse of space, pedestrian bridges over wash, etc.
- Fund the plan from potentially eligible sources such as Community Multiscale Air Quality Model (CMAQ), Southern Nevada Public Land Management Act, general fund,

Clark County Regional Flood Control District, private and philanthropic sources

- Assemble a full plan for directional cues to and from the expanded Flamingo Wash trail. This includes wayfinding signage, but also pavement markings within the right-of-way which identify the directional routes one should take upon entering and leaving the trail.

Implementation Champions

Lead Champion(s): Clark County (Public Works, Comprehensive Planning, Social Services, Code Enforcement/Public Response, Community and Economic Development, Park Police, Parks and Recreation), Clark County Commissioners

Supporting Champion(s): Las Vegas Chapter of The Sierra Club, Progressive Leadership Alliance of Nevada, Las Vegas Metropolitan Police Department Homeless Outreach Team, Nevada Homeless Alliance, Shannon West Homeless Youth Shelter, HELP of Southern Nevada, Nevada Partnership for Homeless Youth, UNLV, Clark County Regional Flood Control District, Southern Nevada Bicycle Coalition, RTC

PROTECTIONS FOR PEDESTRIANS WALKING TO AND FROM FLAMINGO STATION

*Stakeholder Working Group Priority #3
Phasing: Near-term (1-2 years)*

The two highest priority needs for people walking to the Flamingo Road Station are improvements to the intersection of Maryland Parkway and Flamingo Road, and measures to improve pedestrian connectivity in an area with very few through streets that is dominated by large commercial parcels.

Reconstructing of the intersection of Flamingo Road and Maryland Parkway for BRT service provides an opportunity to increase comfort and safety for people walking. Flamingo Road presents a significant barrier, with ten lanes of traffic (including bus lanes), near major pedestrian trip generators such as UNLV, multifamily housing, and retail destinations.

The lack of street connectivity in the focus area presents a challenge to access for people walking, as there are very few route options. In the long-term, new street connections are highly recommended. In the short-term, optimizing the walking experience on both Maryland Parkway and Flamingo Road is key, and this can be supplemented with relatively low-cost pedestrian pathways through parking lots.

Next Steps/Quick Wins:

- Explore opportunities to tighten curb radii on all corners of the Maryland Parkway/Flamingo Road intersection, including with temporary/quick-build materials such as paint and bollards especially prior to crowding around bus platforms and crosswalks by transit riders.
- Consider adding a Leading Pedestrian Interval to signals to give people walking a head start crossing Flamingo Road
- Conduct a traffic study to determine the feasibility of removing dedicated right-turn lanes and/or one of the two dedicated left-turn lanes per direction on Flamingo Rd, with the aim of using the right-of-way to install pedestrian refuge islands and/or widen sidewalks
- Identify priority routes through parking lots that can be converted to ADA accessible pathways to create a more complete grid with route options between Maryland Parkway, Flamingo Road, and parallel streets

Implementation Champions

Lead Champion(s): Nevada Department of Transportation, RTC

Supporting Champion(s): Clark County, neighboring business owners and land owners



Pedestrian walkway in parking lot



Temporary bulb out with paint and bollards

LARGE SCALE MOBILITY HUB OPPORTUNITY

Stakeholder Working Group Priority #4
Phasing: Mid-term (3-5 years)

The RTC OnBoard plan has identified the UNLV area as a location for a Mobility Hub along the Maryland Parkway Corridor. The Flamingo Road and Maryland Parkway intersection serves as a key transfer point



Well lit bus transfer station



Secure bike lockers

within the broader system and is a potential location for such a hub, as it would not require out-of-way maneuvers for buses. The intersection's proximity to existing bicycle and pedestrian infrastructure and to UNLV makes it a prime location for a large-scale mobility hub. Parcels identified for consideration are cost-prohibitive given high land acquisition cost for such highly visible frontage. Clark County could leverage one of the following locations as a pilot mobility hub:

- Part of the revitalization of the northeast corner parcels/Flamingo Wash improvements (with property owner interest)
- Public library parking lot

Next Steps/Quick Wins:

RTC and Clark County should work together to confirm sites for mobility hubs based on which location would require the least diversions from planned fixed transit routes.

Clark County, in partnership with RTC and UNLV, should identify all the potential paths of travel and rights-of-way one would conceivably take to walk to and bike to the mobility hub site based on existing conditions, including shortcuts across vacant parcels and surface lots. Those paths of travel should be identified using a combination of pavement markings, directional floor decals, and tactile markers for ADA purposes.

On all steps of the journey from bus stops to the mobility hub, clear bi-lingual directional signage should direct people to the mobility hub, along with nearby destinations and all mobility options (bus transfer points, bicycle share, ridehailing pickup/dropoff locations).

On this site, bicycle racks, bicycle lockers, permitted food trucks, chairs, tables, and shade structures could be set up for public use during the same hours in which transit is operating. RTC could explore opportunities to allow locally-owned businesses to operate on the site. To entice more purposes to visit this location, Clark County may want to establish and promote ancillary services at this site that cross-promote with the public library or transportation needs (e.g., Transportation Network Companies business license renewal, voter registration, etc.)

Implementation Champions

Lead Champion(s): RTC, Clark County, owners of parcels selected as possibilities for a mobility hub site

Supporting Champion(s): RTC Bike Share, neighboring employers including Albertsons, UNLV, Target, Nevada State Board of Nursing

LIBRARY PUBLIC SPACE

Stakeholder Working Group Priority #5

Phasing: Mid-term (3-5 years)

This project will involve a nontraditional, yet potentially highly supportive, stakeholder in smart growth, transportation and land use development. It is, however, an unfunded project that will require a significant push to generate a high enough priority to be funded—likely, exclusively, by the Las Vegas-Clark County Library District. There is a possibility that between the RTC and Clark County Public Works, there could be some funding for the pedestrian linkages along Escondido Street.

Next Steps/Quick Wins:

- Meet with Library District Executive Director to explore Library District interest & partnering potential
- Based on response from Library District, develop concept for further consideration at higher levels
- Meet with Las Vegas-Clark County Library District Foundation to elicit funding and support
- Meet with the Library District Board to present concept and pursue possible joint funding between Clark County, RTC, and the Library District

- Secure approvals and support from Clark County Commission & RTC
- Program funding from eligible sources

Implementation Champions

Lead Champion(s): Las Vegas-Clark County Library District

Support Champion(s): Clark County, RTC, County Commissioners, UNLV Center for Academic Enrichment and Outreach, Library District Board, Las Vegas-Clark County Library District Foundation



Public space outside library



Play space outside library



Farmers Market outside library

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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT

University Road Focus Area Market Analysis

November 17, 2020



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UNIVERSITY ROAD MARKET ANALYSIS

This report provides an analysis of the market demand for and feasibility of transit-oriented development (TOD) in the area around the proposed University Road transit station. This analysis is conducted with consideration to two market geographies:

FOCUS AREA

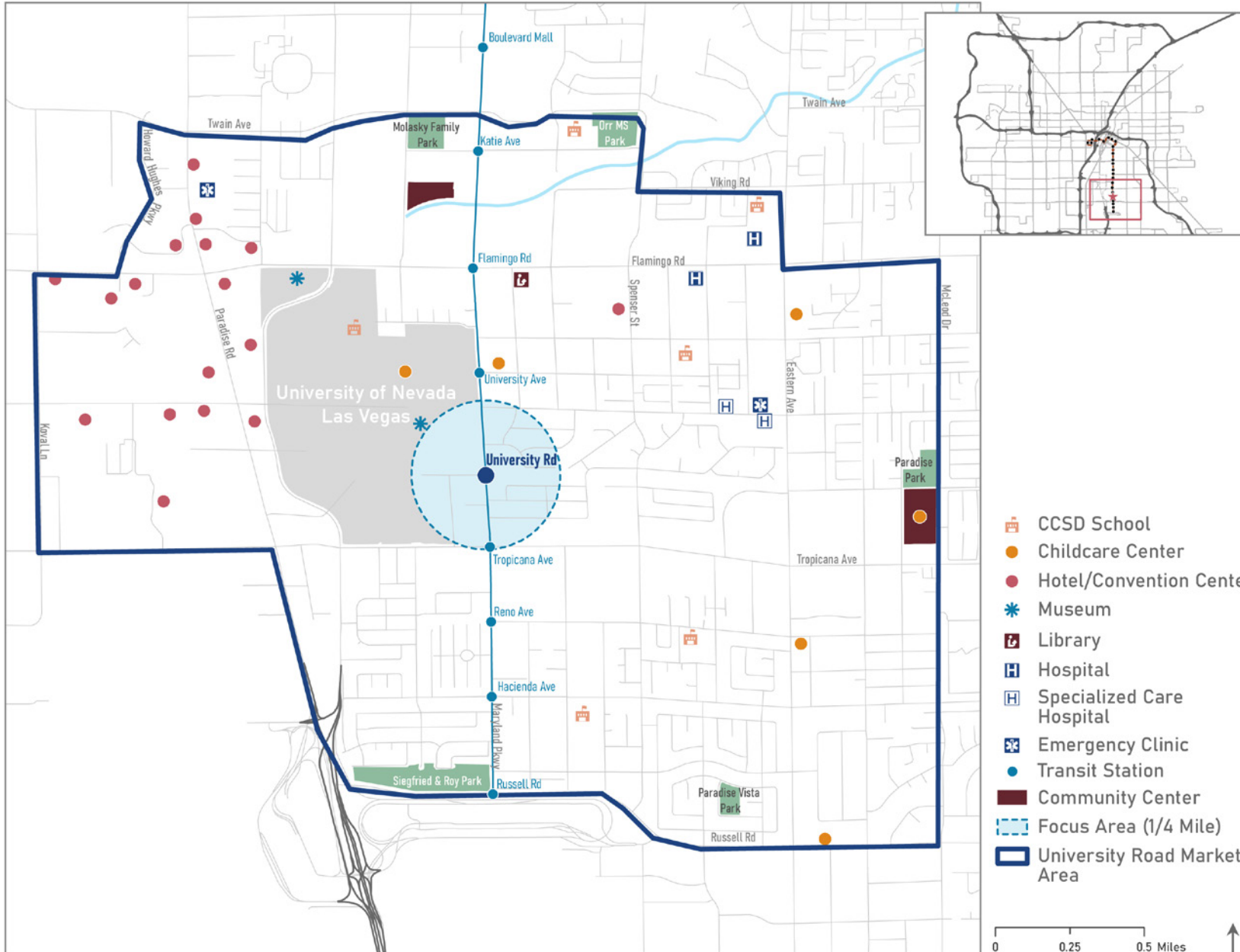
The Focus Area is a ¼ mile area surrounding the University Road station. This area currently has a mix of uses. On the west side of Maryland Parkway is the UNLV campus. There are commercial uses (primarily restaurants and services) along Maryland Parkway, with residential uses in the surrounding areas to the east.

MARKET AREA

The Market Area, shown in the map on the next page, is a much broader geography than the Focus Area. Bounded by the McCarran International Airport/Russell Road on the south, McLeod Drive on the east, Flamingo Road/Twain Avenue on the north, and Paradise Road/Koval Lane on the west, this Market Area encompasses nearly 6 square miles of area surrounding the University Road station. The Market Area is used to gauge the market strengths and weaknesses for various development types (residential, retail, office, hospitality) in the larger area with similar market conditions and attributes in order to characterize the existing market for potential TOD in the Focus Area.

STRENGTHS AND OPPORTUNITIES

The University Road Market Area includes UNLV, multiple healthcare institutions, as well as retail and hotel establishments. UNLV is the major driver of market demand for new development in the Market Area. While the proximity to Las Vegas Boulevard South generates demand for tourism related uses on the western side of the Market Area, this section of the Maryland Parkway Corridor is largely oriented to residents in the area and UNLV activity.



Major Destinations

- University of Nevada Las Vegas (UNLV)
- University Gardens Shopping Center
- College Town Plaza
- Desert Springs Hospital

- CCSD School
- Childcare Center
- Hotel/Convention Center
- Museum
- Library
- Hospital
- Specialized Care Hospital
- Emergency Clinic
- Transit Station
- Community Center
- Focus Area (1/4 Mile)
- University Road Market Area



SECTION 1: STATION AREA OVERVIEW

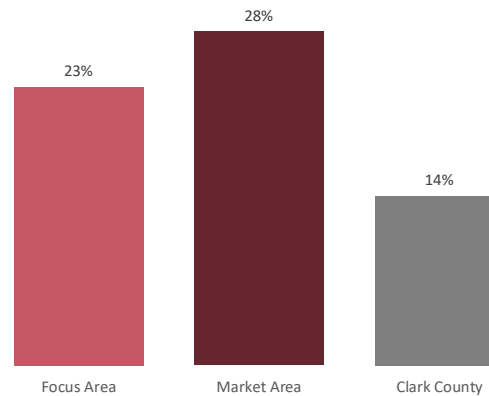
POPULATION AND HOUSEHOLDS

The University Road Market Area (illustrated in the map on page 2) is home to approximately 50,500 residents; the area has grown by just over 2,100 residents since 2010. This growth represents less than 1% of Clark County's population growth over this time, and the Market Area growth rate of 0.5% per year has been much slower than the County's 1.6% annual population growth. The Focus Area (1/4 mile around the station) has a population of 1,400, accounting for only 2.8% of the residents within the Market Area.

There is a greater proportion of households (HH) without autos in the Market Area (28%) and the Focus Area (23%) compared to the County as a whole (14%). This is indicative of higher transit ridership and likely higher demand for TOD as well.

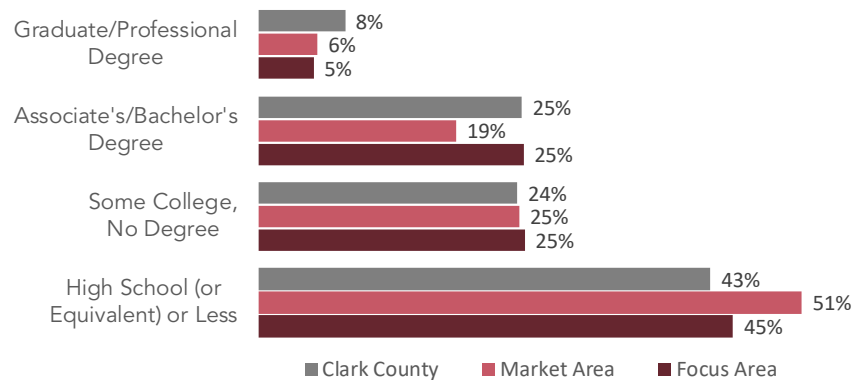
Market Area residents have a lower level of educational attainment than the County average. A smaller percentage of the population in the Market Area (24%) has completed a post secondary education (Associate Degree or higher), when compared to the overall County (33%). Additionally, residents in the Market Area have lower incomes than the County as a whole, with a median household income of \$34,000 compared to \$58,800 countywide.

Households with No Vehicle, 2019



Source: ESRI Business Analyst

Education (Population Age 25+), 2019



Source: ESRI Business Analyst

The population in the University Road Market Area is stable, and has strong transit ridership characteristics. The demographic composition of the Market Area indicates a resident base that is more transit reliant, which is supportive of transit. However, the lower incomes indicate that residents in the Market Area are less likely to be able to afford new housing products.

DEMOGRAPHIC SNAPSHOT

Market Area

2019 Demographics

Population: 50,500
Households: 21,300
Average HH Size: 2.37

Population Growth

The Market Area grew by an average of 235 new residents per year from 2010 to 2019.

Income

Median household income of \$34,000 in the Market Area is 42% lower than Clark County (\$58,800)

Clark County

2019 Demographics

Population: 2,257,890
Households: 816,505
Average HH Size: 2.77

Population Growth

Clark County grew by an average of 34,070 new residents per year from 2010 to 2019.

Income

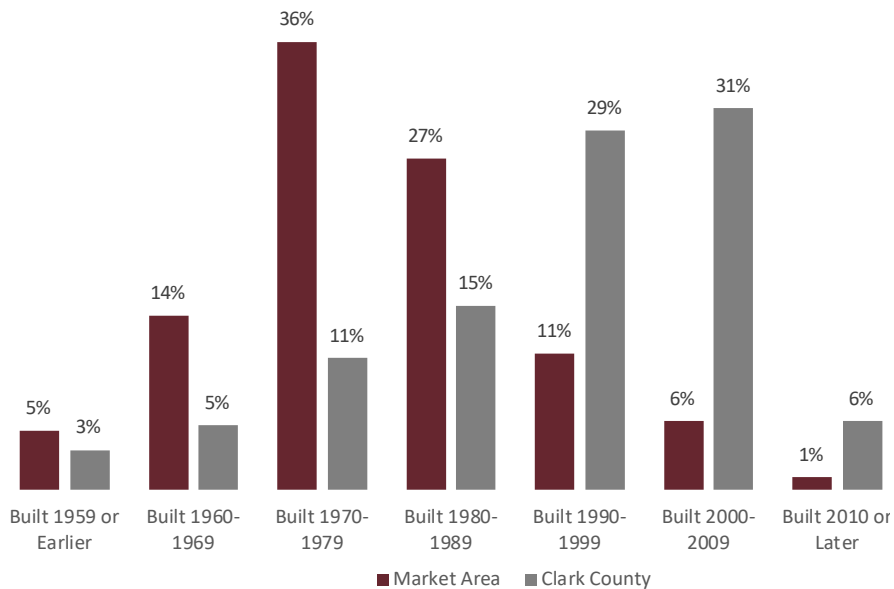
Median household income of \$58,800

HOUSING CONDITIONS

There are approximately 27,100 housing units in the Market Area, an increase from 26,000 housing units in 2010. Between 2010 and 2019 the Market Area captured only 1.0% of the housing growth in Clark County, which added nearly 106,700 new units over this time. Overall, 2.9% of the County's housing is located in the University Road Market Area.

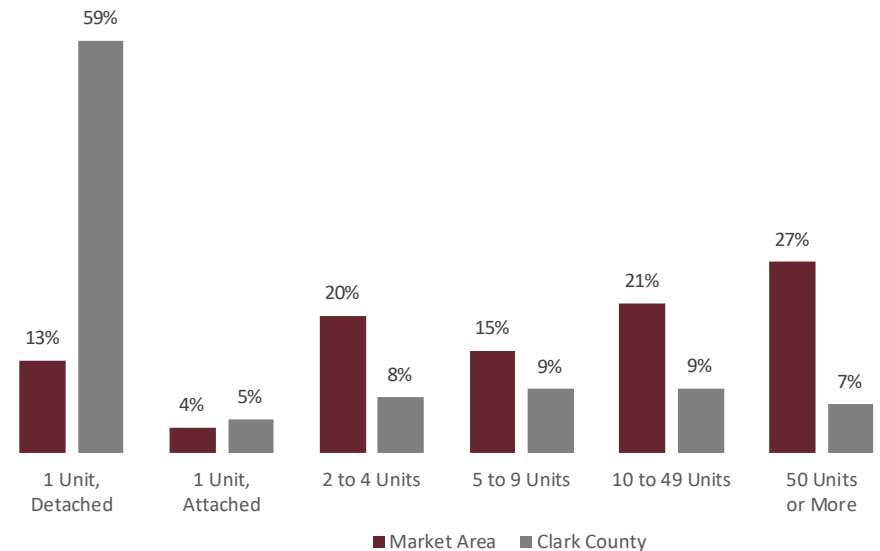
Housing composition in the Market Area differs in important ways from the County overall. A total of 59% of housing units in the County are single family detached homes compared to only 13% of homes in the Market Area. Almost half of homes in the Market Area (49%) are in buildings with 10 or more units, and 27% are in buildings with 50 or more units. This is a far greater percentage of large-scale multifamily housing than the County, where only 16% of housing units are in buildings with 10 or more units.

Housing Units by Year Built



Source: ESRI Business Analyst

Housing Units in Structure, 2019



Source: ESRI Business Analyst

Also, 83% of households in the Market Area rent their homes compared to 45% of households countywide.

The housing stock in the Market Area is older in comparison to the countywide inventory. While two-thirds of homes in the County have been built since 1990, only 18% of homes in the Market Area have been constructed in this time period. By contrast, most homes in the Market Area (63%) were built between 1970 and 1990.

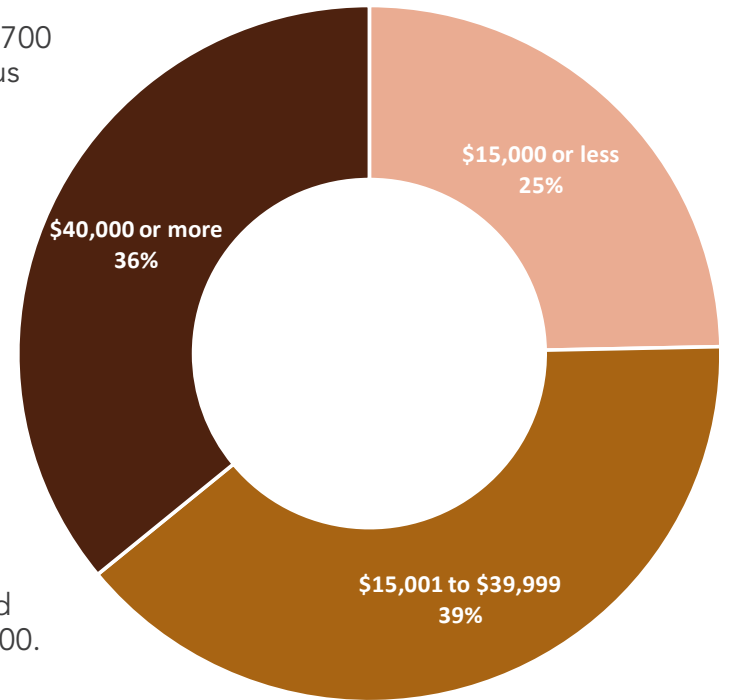
Housing unit mix varies within the Market Area as well. In the Focus Area (the ¼ mile area immediately surrounding the Maryland Parkway and University Road intersection) 62% of homes are in smaller structures (2-4 units). This may be an indicator of greater support for transit use in the Focus Area given the greater presence of middle density housing than in other Focus Areas along the corridor.

EMPLOYMENT

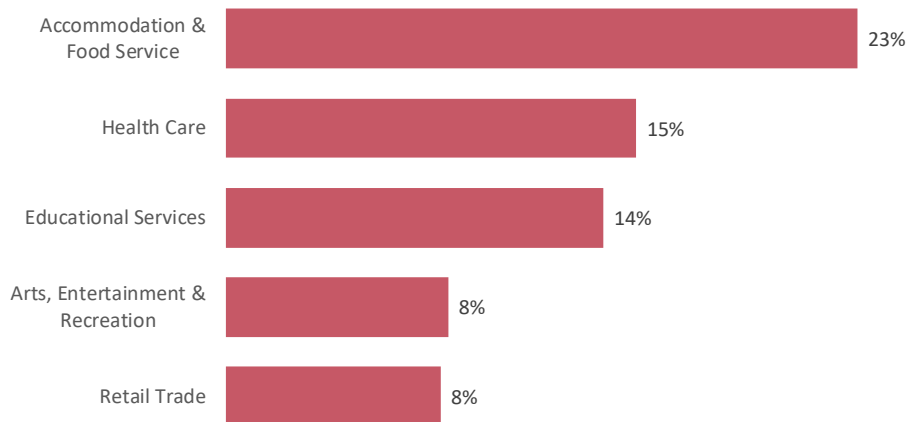
There are 36,700 jobs in the Market Area – 3.7% of the County’s 986,500 jobs. Fewer than 700 of the Market Area jobs are located in the Focus Area. Of the jobs within the Focus Area, nearly all are in service-oriented sectors (arts/entertainment/recreation and accommodation/food service), and reflective of the existing retail/commercial space in the area. Overall employment in the Market Area has declined slightly since 2010, compared to job growth of over 2% per year in the County as a whole.

Within the Market Area, major employment sectors (accommodation/food service, health care, and education) reflect the major employers present in the area. Accommodation & food service, with 8,500 jobs, is the largest employment sector in the area. Healthcare (5,600 jobs) and Education (5,100 jobs) are the next two largest, with UNLV’s 4,000 jobs comprising the majority of education employment in the area.

There are a wide distribution of wages in the Market Area as shown in the chart on the right; 25% of jobs pay \$15,000 or less per year, 39% pay between \$15,000 and \$40,000, and 36% pay \$40,000 per year or more. This wage range is slightly more skewed towards lower-paying jobs than the County overall, where 21% of jobs pay \$15,000 or less, 40% pay between \$15,000 and \$40,000, and 39% pay \$40,000 or more. The overall average wage in the County is \$50,400.



Market Area Top Employment Sectors, 2019



Source: ERSI Business Analyst

Market Area Jobs by Wage, 2017

Source: US Census LEHD

Within the Market Area there are jobs available to a variety of education levels; 12% of jobs require less than a high school education and 22% require a Bachelor's or advanced degree. There is a greater presence of jobs requiring a bachelor's degree than the presence of residents with a bachelor's degree. This distribution reflects that there are a number of people who work in the Market Area but live outside the area, especially those with higher educational attainment. This is an indication that the Focus Area is attracting workers with a diverse mix of educational attainment.

Workers in the Market Area live throughout Clark County. This is largely due to the presence of larger destination employers, including Desert Springs and Kindred Hospitals, as well as the University of Nevada, Las Vegas campus. UNLV attracts a wide diversity of employees, students, and visitors, and this regional orientation means that there is opportunity to attract campus supporting uses that are oriented to demographic groups less present in the Market Area currently. While nearly three quarters of employees commute 10 miles or less, 95% of those employed in the Market Area live outside its boundaries. Conversely, 92% of those who live within the Market Area work outside its boundaries.

EMPLOYMENT BY INDUSTRY SNAPSHOT

Market Area

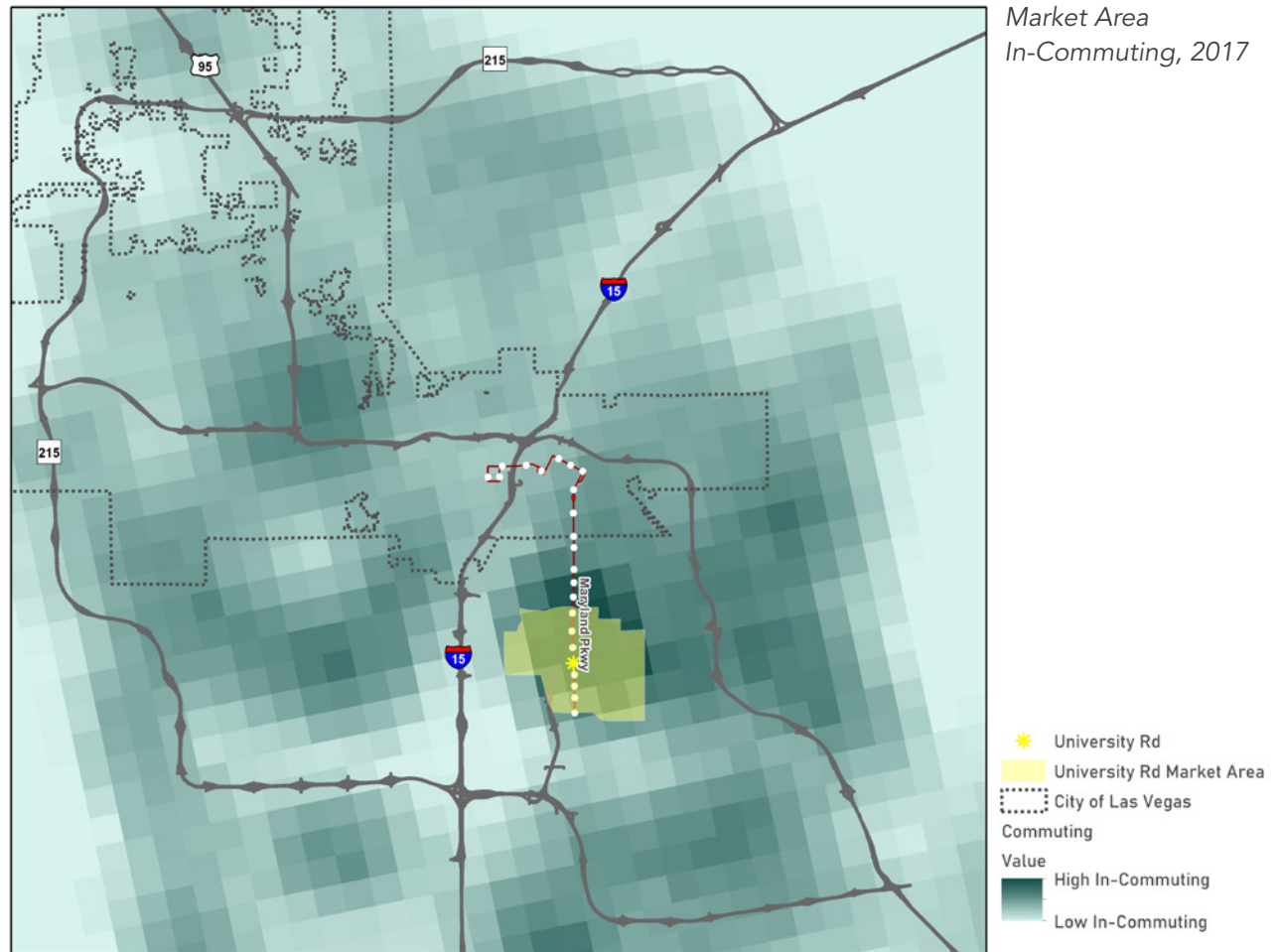
Major Employment Industries:

1. Accommodation and Food Service (23%)
2. Health Care (15%)
3. Education (14%)

Clark County

Major Employment Industries:

1. Accommodation and Food Service (17%)
2. Arts, Entertainment, and Recreation (14%)
3. Retail (12%)



Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD), 2017

MULTIFAMILY RESIDENTIAL MARKET

Multifamily units in the University Road Market Area account for approximately 7% of Clark County's total inventory. Market Area apartment average rental rates are on par with the County, averaging \$1.17 per square foot; however, rents for new units within the Market Area are higher than the County overall at \$2.69 compared to \$1.38 in the County. Vacancy rates are slightly lower in the Market Area at 6.8% compared to 7.2% in the County overall.

There have been four new apartment developments built in the Market Area since 2015, including two student apartment projects. Only one of these projects (169 units) was in the Focus Area. This project was the only new development to be built in the Focus Area since 2005.

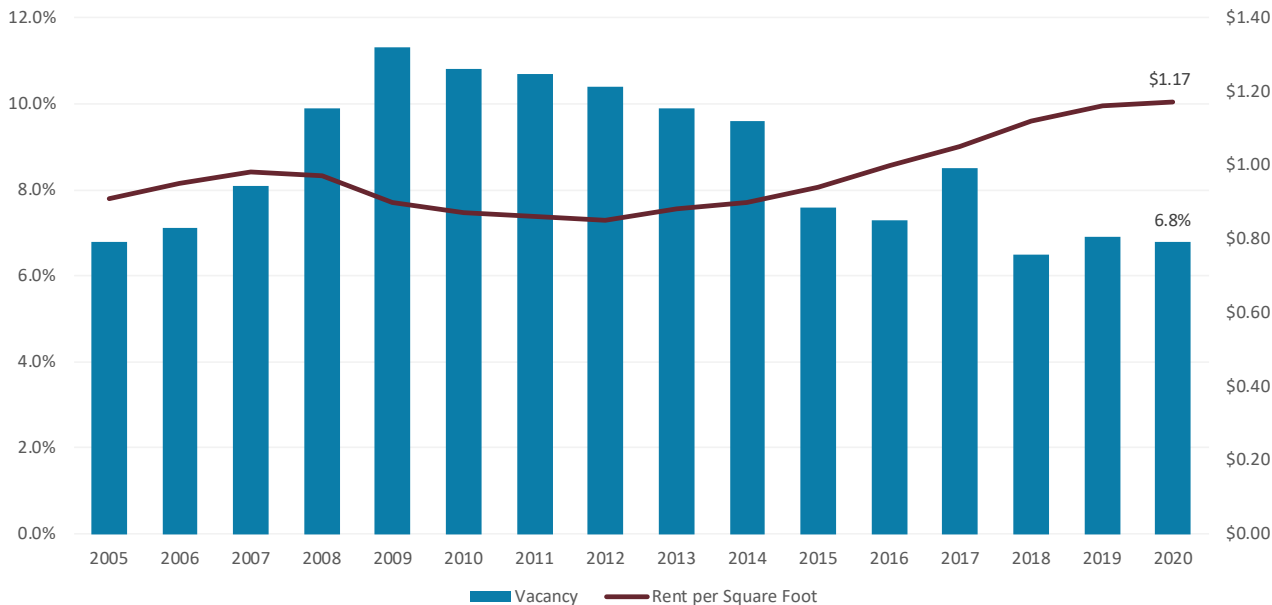
The residential market for new housing in the Market Area is relatively strong, with new units renting for an average of \$2.69 per square foot compared to \$1.17 overall. The Market Area maintains a 6.8% vacancy rate with new projects in lease up.

MULTIFAMILY SNAPSHOT

- 15,723 units
- 265 built since 2015 (1.7% growth)
- Average rent of \$1.17/sf for all units
- Average rent of \$2.69/sf for new units
- 6.8% vacancy

The Market Area has captured 1.5% of County growth since 2015

Multifamily Vacancy and Rent, 2005-2020

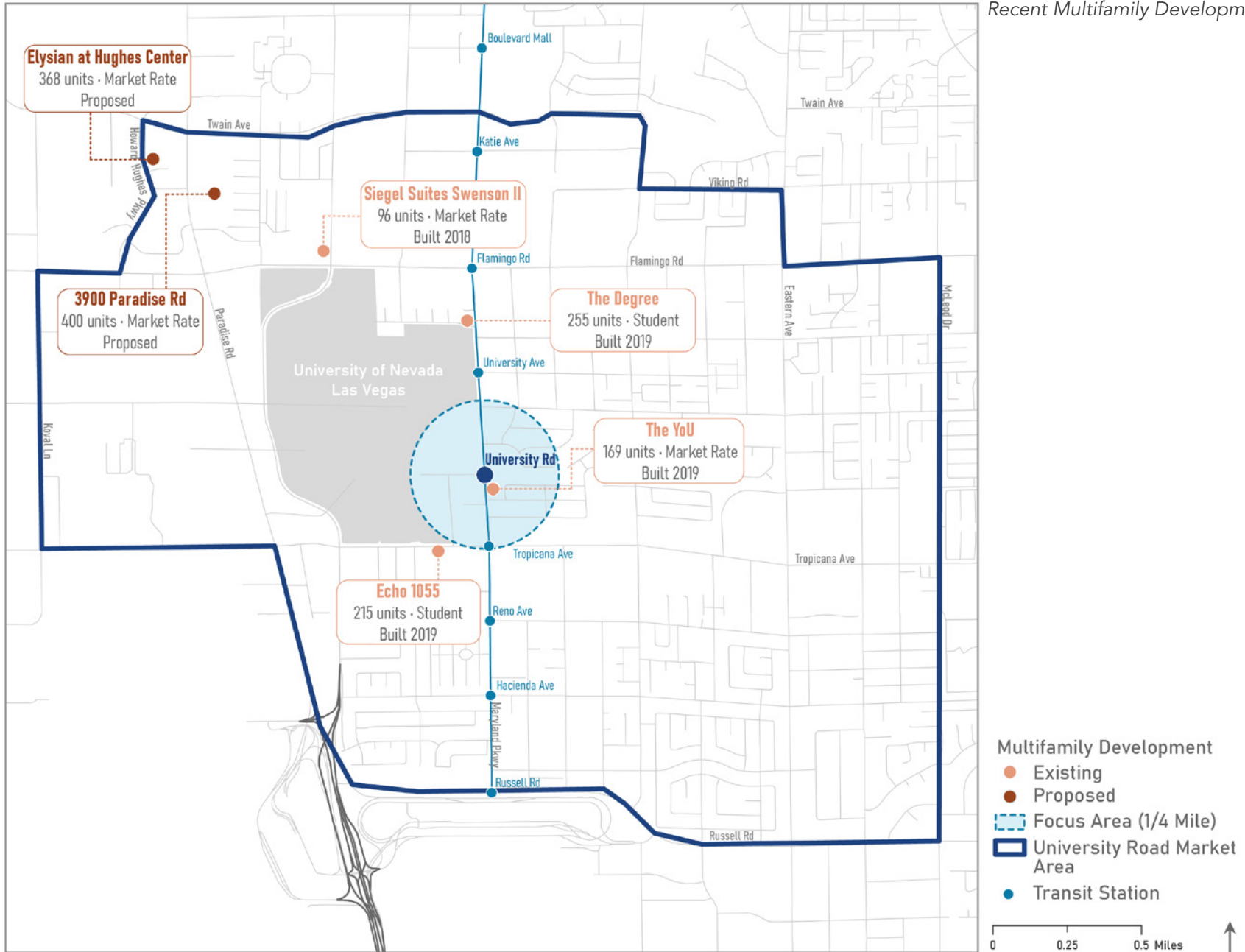


Source: CoStar

Market Opportunity

Students are the primary drivers of the residential market in this area. All of the new apartment development in the Market Area has been oriented to students, or towards lower income residents. Three of the recently constructed projects are student oriented, and the fourth (Siegel Suites Swenson II) provides economy units with month to month rental agreements. Additional student oriented units are also in the development pipeline (either under construction or proposed).

Recent Multifamily Development



COMMERCIAL MARKET

RETAIL

There are 3.48 million square feet of retail space in the Market Area, accounting for 3% of the County's 116.45 million total inventory. The Market Area has grown by 1.6% since 2015, adding 56,100 square feet of new space. Over this time the County's retail inventory grew by 4 million square feet or 3.6%. Of significance, 40% of the Market Area's new retail space (22,675 square feet) was built in the Focus Area at Maryland Parkway and Dorothy Avenue. The retail market in the Market Area is outperforming the County, with average rents almost 1.5 times higher (\$26.69 compared to \$18.78). Rents for new development in the Market Area are even stronger compared to new development countywide. The new development next to UNLV is attracting higher than average rental rates for smaller tenants oriented towards university students and visitors.

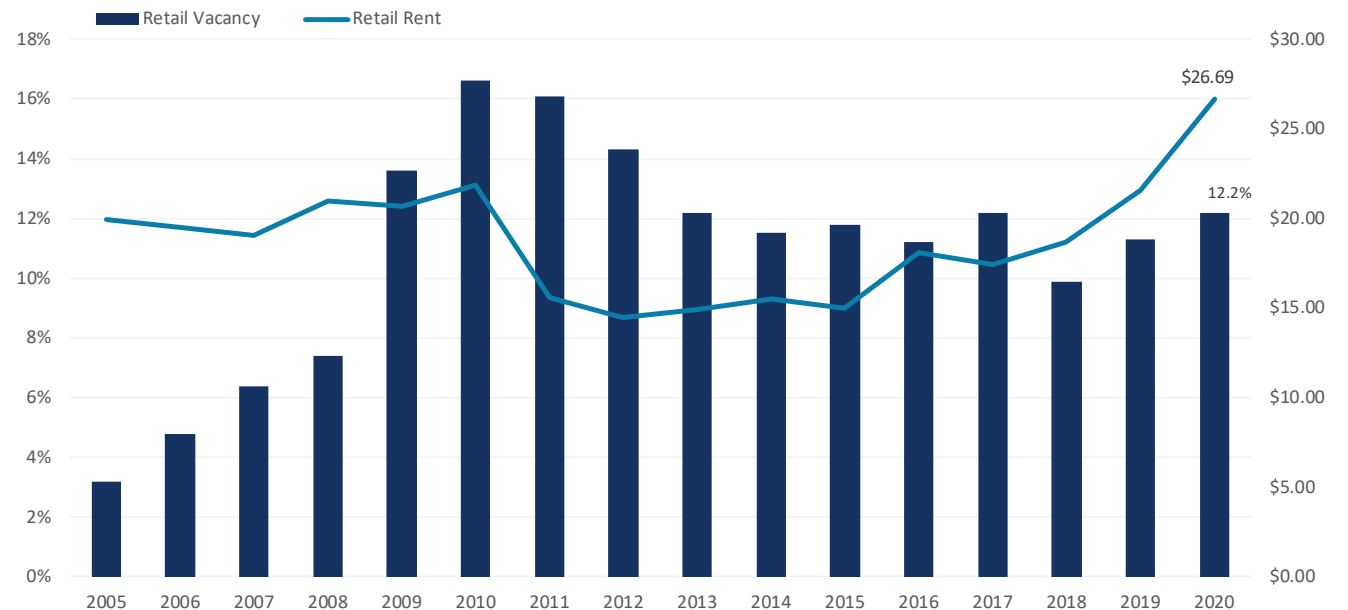
RETAIL SNAPSHOT

- 3.48 million SF
- 56,100 SF built since 2015 (1.6% growth)
- 40% of new space was built in the Focus Area
- Captured 1.3% of County growth

HOTEL

There are 25 hotels within the Market Area with a total of 7,300 rooms. Three quarters of area hotels were built prior to 2000, and there has not been any new hotel development since 2010. The most recent hotel development was the Four Points by Sheraton on Palos Verdes Street, built in 2009. Five hotels within the Market Area, (representing 972 rooms and 13% of the total inventory) have been renovated since 2010. The majority of the hotel inventory is located in the western half of the Market Area, closer to the Las Vegas Boulevard South strip.

Retail Vacancy and Rent, 2005-2020



Source: CoStar

OFFICE

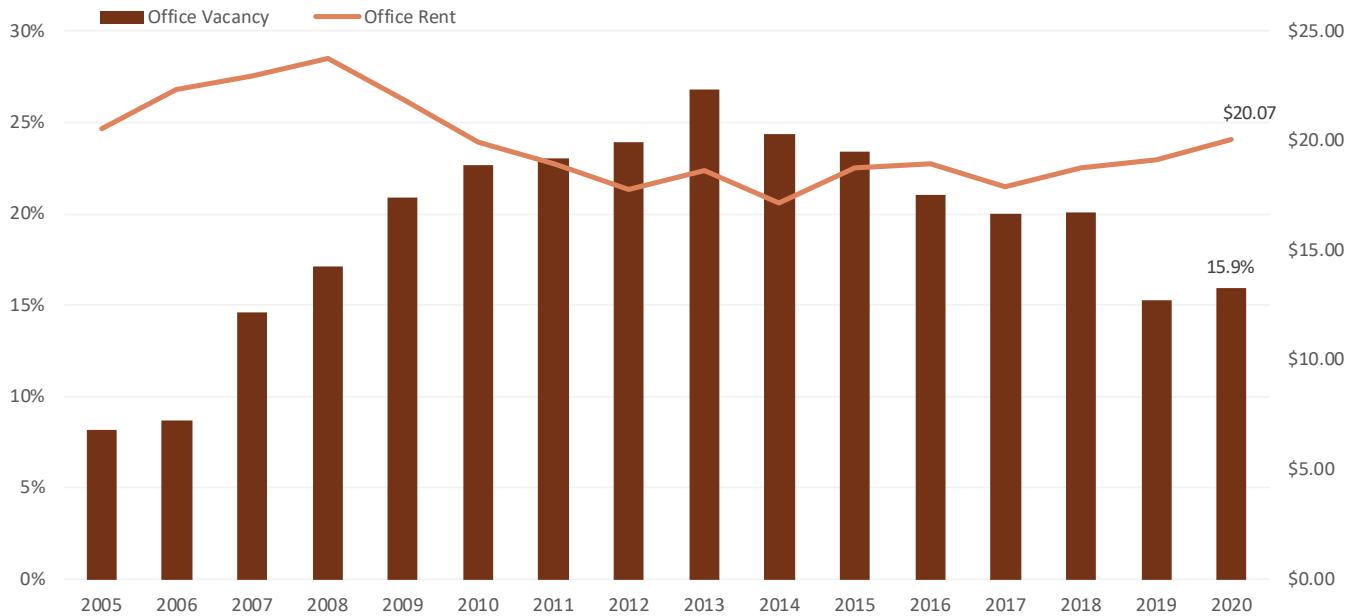
There are 3.56 million square feet of office space in the Market Area, accounting for 5.4% of the 66.36 million square feet of space in the County. The Market Area has added 1.7% to its office inventory since 2015, with 61,150 square feet of new development. This new office space (in the University Gateway project), is within the Focus Area and was the first new office development in the area in over 15 years. This space is primarily occupied by UNLV Administration.

While office rents in the Market Area have been increasing since 2012, at an average of \$20.07 per square foot in 2020 they have yet to recover to the 2008 peak of \$23.75. Despite the continued strengthening of rents, office vacancy in the Market Area remains high, at 16% in 2019 through Q1 of 2020. From 2009 through 2018 vacancy averaged over 20% every year. Vacancy rates across the County have been between 10% and 11% recently, and were highest in 2010 and 2011 at 18.3%.

OFFICE SNAPSHOT

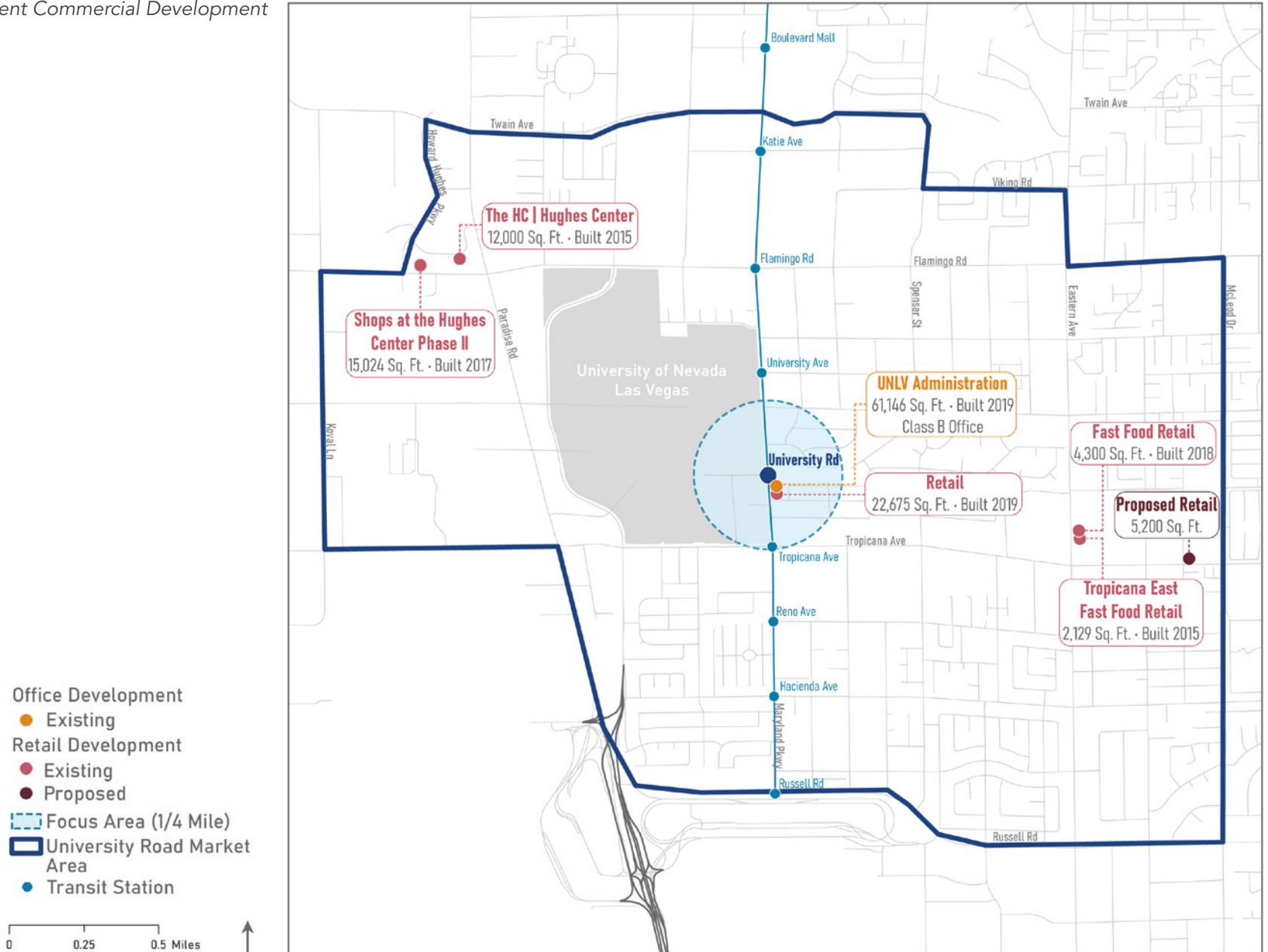
- 3.56 million SF
- 61,140 SF built since 2015 (1.7% growth)
- All in 1 new project, in Focus Area
- Captured 2.4% of County growth

Office Vacancy and Rent, 2005-2020



Source: CoStar

Recent Commercial Development



SECTION 2: DEMAND ANALYSIS

RESIDENTIAL

Trend

Capture rates of housing development in the Market Area were used to estimate the potential demand for housing based on capture of forecast countywide growth. Additionally, the development trends by type of housing (i.e. single family vs multifamily) were used to estimate the portion of new households likely to create demand for TOD housing products (e.g. townhomes, condos, apartments).

The University Road Market Area has captured approximately 1% of the County's overall growth since 2010. In recent years this capture has been slightly higher, with the Market Area capturing 2.5% of County growth since 2017. Accounting for two recent student housing projects in the area, the Market Area has captured close to 3% of County growth, indicating that including student housing demand in market potential can increase the development opportunity within the Market Area.

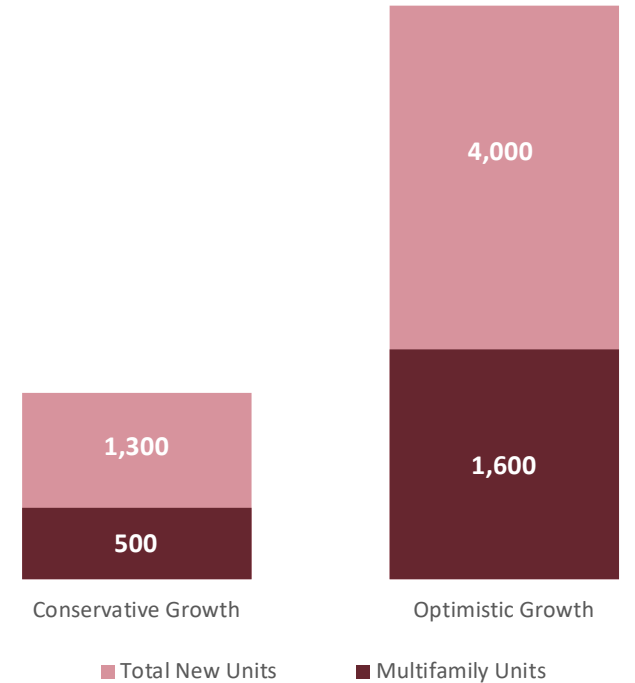
Demand Forecast

Clark County population growth forecasts (prepared by Center for Business and Economic Research) anticipate an additional 337,000 residents in the County between 2020 and 2030, an average of 33,700 per year (1.3% annual growth). This annual growth rate, applied to the County's housing stock, translates to approximately 135,770 new housing units over the next 10 years.

Accounting for the 4,090 units currently under construction in the County (including 368 in the Market Area), there is a net demand for 131,680 new units, or 13,168 new housing units per year. Applying recent trends, 40% of this growth can be expected in multifamily housing (including apartments and condos), or an additional 52,700 multifamily units by 2030.

Two trends were used to create growth scenarios for the Market Area: the overall 2010-2019 Market Area trend of 1% capture of County growth, and the more optimistic trend accounting for additional student development of 3% capture of County growth. Based on the projected countywide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the University Road Market Area could capture between 500 and 1,600 new multifamily housing units over this time period. This translates to average annual production of between 50 and 160 new multifamily units per year, or one large project every 1-2 years.

Market Area Residential Growth 2020-2030



Source: Economic & Planning Systems

RETAIL

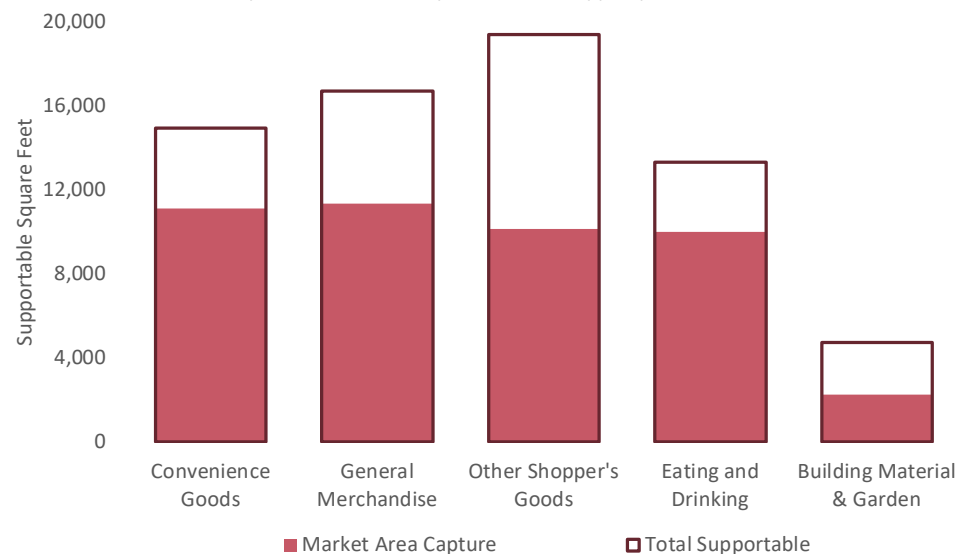
An estimate for future retail space demand in the Market Area was developed based on anticipated population growth and the related growth in retail spending. This analysis of retail development potential in the Market Area accounts for capture of demand from new residents, considering the spending patterns for local retail (i.e. inflow and outflow of resident dollars). Demand analysis is based on the population of the area, per capita income, and spending habits for consumers in Nevada as reported by the Census of Retail Trade and ESRI Retail Marketplace data. To estimate retail demand for the area, the total personal income (TPI) is calculated by multiplying the population by per capita income for the Market Area. TPI is used along with spending patterns for consumers in the state to estimate retail expenditure potential: the amount of money that the average resident spends on retail goods. After accounting for leakage (outflow of dollars to retailers outside of the Market Area), this spending potential is converted to the amount of retail square footage that can be supported by new residents living in the area based on sales per square foot by store category.

Utilizing the growth capture scenarios from the residential demand analysis, there is the potential for between 3,400 and 10,100 new residents in the Market Area by 2030. Retail expenditures of these residents will create demand for an additional 69,200 to 207,500 square feet of retail space over this time.

However, not all this demand is likely to be accommodated within the Market Area. Depending on the retail sector, there is potential for the Market Area to capture between 0 and 75% of resident spending. The highest capture rates are for convenience goods (e.g. grocery stores, pharmacies, liquor stores) and shoppers' goods (e.g. Target, Walmart, etc.), as well as restaurants, while spending in more specialized sectors such as building material and garden stores is more likely to occur elsewhere in the community. Accounting for the capture and leakage of spending across sectors, the growth scenarios for the Market Area project demand for between 45,000 and 135,000 square feet of retail space by 2030.

This new demand is summarized in the chart below. As shown, total demand from new Market Area residents will be strongest for General Merchandise and other Shopper's Goods stores. Within the Market Area, the opportunities for capture of new spending is approximately equal across Convenience Goods, General Merchandise, other Shopper's Goods, and Eating & Drinking, with support for between 10,000 (conservative growth) and 30,000 (optimistic growth) square feet of new space in each retail category. These retail sectors with the strongest potential are also the most likely to locate in a TOD area. While there will be limited new demand for Building Material and Garden stores, and there is an opportunity for some Market Area capture, TOD locations are more likely to attract local and community-oriented retailers.

Market Area
Capture of New
Retail Sq. Ft. 2020-
2030 (Conservative
Growth Scenario)



Source: Economic & Planning Systems

Market Area Capture of New Retail Sq. Ft. 2020-2030

Description	Retail Sales % of TPI (2019)	Capture Rate	Conservative Growth		Optimistic Growth	
			Expenditure Potential	Supportable Sq. Ft.	Expenditure Potential	Supportable Sq. Ft.
Convenience Goods						
Grocery Stores	5.6%	75%	\$2,824,042	7,060	\$8,472,125	21,180
Specialty Food Stores	0.2%	50%	\$81,995	205	\$245,984	615
Beer, Wine, & Liquor Stores	0.3%	75%	\$139,299	464	\$417,898	1,393
Health and Personal Care	2.7%	75%	\$1,355,789	3,389	\$4,067,368	10,168
Total Convenience Goods	8.8%		\$4,401,125	11,119	\$13,203,375	33,357
Shopper's Goods						
General Merchandise						
Department Stores (incl. discount department, superstores, & warehouse clubs)	5.3%	75%	\$2,668,883	8,896	\$8,006,649	26,689
Other General Merchandise Stores	2.5%	50%	\$851,935	2,434	\$2,555,806	7,302
Subtotal (General Merchandise)	7.8%		\$3,520,819	11,330	\$10,562,456	33,991
Other Shopper's Goods						
Clothing & Accessories	3.7%	50%	\$1,230,203	3,515	\$3,690,610	10,545
Furniture & Home Furnishings	1.2%	25%	\$208,799	835	\$626,397	2,506
Electronics & Appliances	1.1%	50%	\$380,401	761	\$1,141,203	2,282
Sporting Goods, Hobby, Book, & Music Stores	1.2%	50%	\$403,507	1,153	\$1,210,522	3,459
Miscellaneous Retail	1.9%	75%	\$973,886	3,896	\$2,921,657	11,687
Subtotal (Other Shopper's Goods)	9.2%					
Total Shopper's Goods	17.0%		\$6,717,615	21,490	\$20,152,845	64,469
Eating and Drinking	7.0%	75%	\$3,503,772	10,011	\$10,511,315	30,032
Building Material & Garden						
Building Material & Supplies Dealers	2.0%	50%	\$671,835	2,239	\$2,015,504	6,718
Lawn & Garden Equipment & Supply Stores	0.1%	0%	\$0	0	\$0	0
Total Building Material & Garden	2.1%		\$671,835	2,239	\$2,015,504	6,718
Total Retail Goods	34.9%		\$15,294,346	44,859	\$45,883,039	134,576

Source: ESRI; Economic & Planning Systems

OFFICE

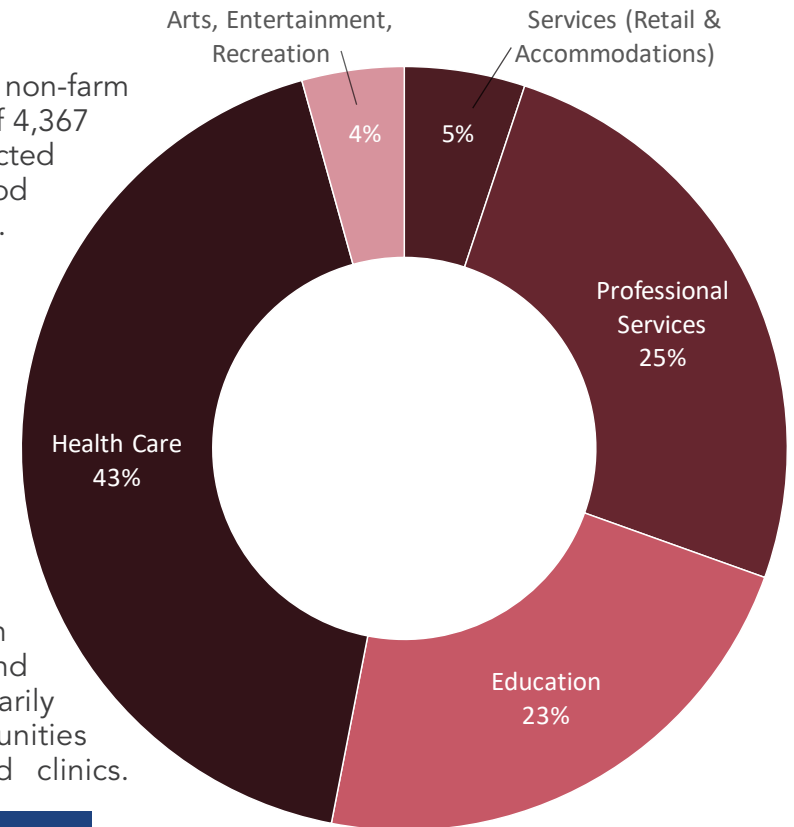
Employment Growth

Countywide employment growth forecasts outline an increase of 43,670 jobs (private non-farm employment) in Clark County between 2020 and 2030. This equates to an average of 4,367 new jobs per year, or 0.3% average annual growth. Over 70% of this growth is expected in just two industries – Health Care (36% of growth) and Accommodations and Food Services (35% of growth), while nine industries are expected to remain flat or decrease.

Based on the current capture of County employment, the University Road Market Area is expected to grow by 1,667 jobs over this time – 3.8% of County growth. Applying the countywide growth rates by industry, the majority of employment growth in the Market Area is expected to be in Health Care jobs, with Accommodations & Food Service and Education also comprising a significant portion of growth.

Office Demand

Demand for office development in the Market Area is based on employment growth in sectors that occupy office space. Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care) over the next 10 years the Market Area is expected to see demand for an additional 300,000 square feet of office space. This demand is primarily generated by the healthcare industry, indicating that major development opportunities are likely to be associated with hospitals and related medical offices and clinics.



New Office Demand by Sector
Source: Economic & Planning Systems

Description	2020	2030	10-Year Job Growth	10-Year New Office Sq. Ft	Annual New Office Sq. Ft
University Road Market Area					
Production	2,961	2,884	-77	-5,601	-560
Services (Retail & Accommodations)	15,333	15,948	615	15,449	1,545
Professional Services	11,087	11,554	467	77,018	7,702
Education	6,840	7,297	456	68,455	6,846
Health Care	7,437	8,471	1,035	129,327	12,933
Arts, Entertainment, Recreation	<u>4,028</u>	<u>4,290</u>	<u>262</u>	13,080	<u>1,308</u>
Total	47,686	49,353	1,667	297,729	29,773

Market Area Office Demand 2020-2030

* Note: total may not add to sum of industries shown due to exclusion of industries that do not generate office demand
Source: Center for Business and Economic Research; Economic & Planning Systems

SECTION 3: DEVELOPMENT OPPORTUNITIES

DEVELOPMENT SITES

The analysis of development opportunities for TOD looks primarily within the ¼ mile radius University Road Focus Area, with a secondary analysis of the ¼ mile area beyond the Focus Area for supportive development potential.

The University Road Focus Area has a limited supply of vacant or easily developable parcels to attract TOD. Most of the potential development sites in the area will require either redevelopment or incorporation of existing uses.

PARCEL ANALYSIS

Within the Focus Area, development opportunity analysis was conducted at a parcel level. Using a multi-layered approach, parcels were identified that are:

- Over ½ acre in size (as parcels smaller than this likely cannot accommodate a development of scale)

And

- Currently vacant

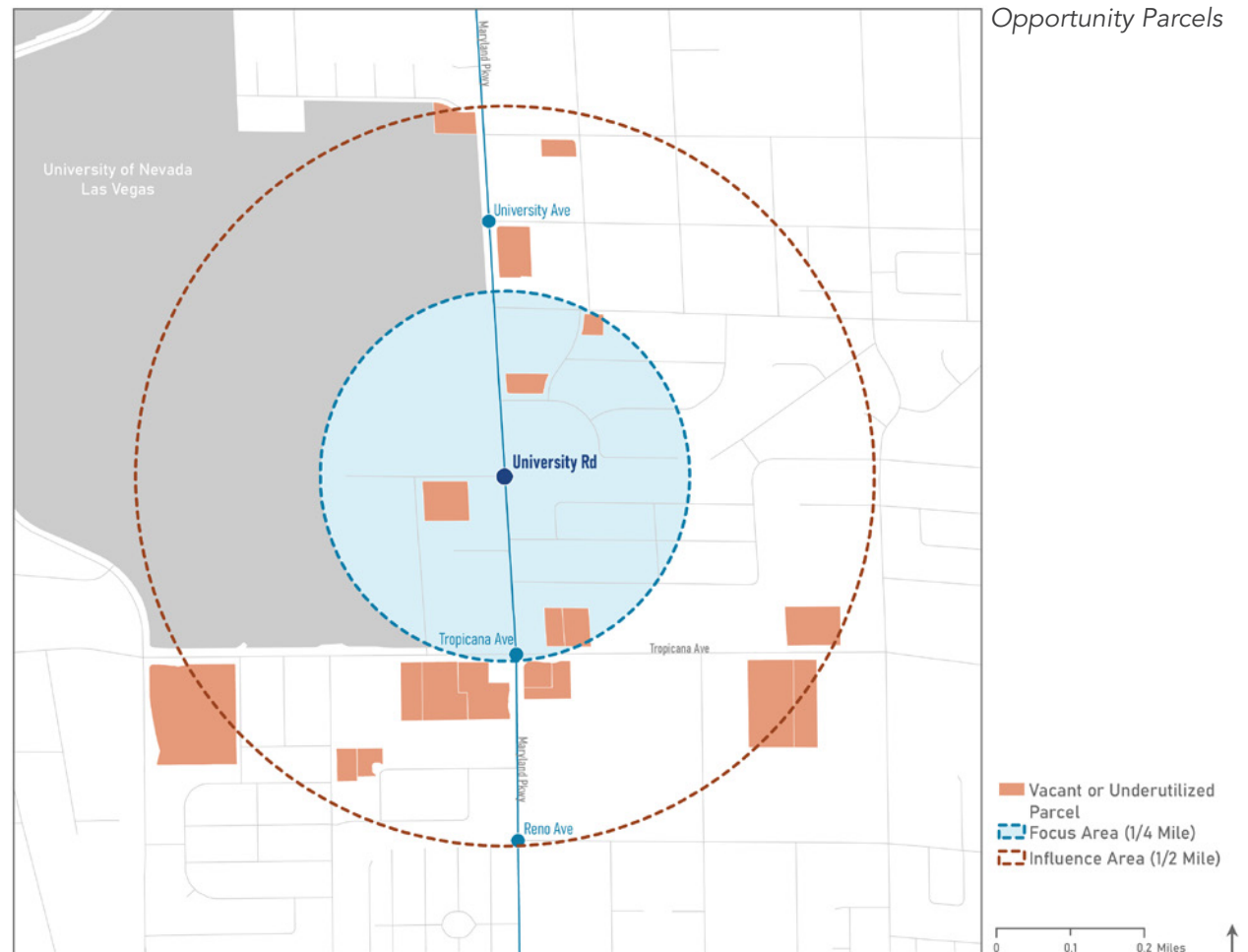
Or

- Existing development is low value (defined as a ratio of improvement value to land value of less than 0.5)

In total, 18 parcels totaling 127.6 acres met this criteria.

Notable potential TOD parcels include:

- 1135 University Road, identified as a candidate parcel for TOD within the Existing Conditions Report. This site is currently home to the UNLV Transit Center and associated parking lot, which could be an opportunity for a public private partnership to integrate the transit station with a TOD built on adjacent parking lots.
- 4590 S. Maryland Parkway, a nearly 1 acre site owned by UNLV on the east side of Maryland Parkway, just north of the University Road transit station location.



DEVELOPMENT FEASIBILITY

Two measures of development feasibility—land sale prices and rental rates—were applied to the Market Area and Focus Area to gauge the supportability of new development by type.

LAND SALES

For this analysis, land sales are defined as property sales that were completed for the purpose of development (or redevelopment) and include both parcels that are vacant and those that are already developed. The average sale price per square foot for land from property sales completed within the Market Area is compared to the average countywide. This comparison assesses the value of land in the Market Area by use type to estimate the strength of the market for new development. Land sales for each TOD land use category are included.

The average sale price for land sales in the University Road Market Area from 2017 through mid-2020 is \$19.87 per square foot, as shown in the table to the right. This average price is 12 percent higher than the countywide average of \$17.67 per square foot.

There were a limited number of sales in the Market Area over the past 3 years. With only 23 sales over this time, the Market Area accounted for 1.3 percent of countywide sales of this type. The performance of the Market Area relative to the County varies

by development type. Land sold for retail and hotel development generated higher than average sales prices, while other uses had below average sales prices. While the hotel sales show strong market strength, they are not as relevant for potential TOD. These sales were predominately located closer to the Las Vegas Strip than Maryland Parkway, indicating the demand for those uses is more related to tourism-related demand from Las Vegas Boulevard South than locally driven demand that would be reflected on Maryland Parkway. For retail, the proximity to UNLV and existing market presence of Maryland Parkway are drivers of retail land sales prices that are higher than the County average, despite limited growth of households in the Market Area (which would otherwise indicate limited demand for additional retail space).

RENTAL RATES

To gauge the feasibility of new development, the average rental rates (both overall and for new development) for retail space, office space, and apartments within the Focus Area are compared to the Market Area and countywide average. This measure gauges if rental rates achieved for new space in the Market Area and/or Focus Area are high enough to support new development.

Retail - The average rental rates within the University Road Market Area and Focus Area illustrate the desirability of retail space near the University Road station. The average rental rate for all retail spaces and for new retail spaces in the Focus Area and Market Area are higher than the Clark County average, as shown in the table on the following page.

University Road Market Area Land Sales, 2017-2020

Proposed Use	Clark County		University Road MA		% Diff.
	Price per SF	# of Sales	Price per SF	# of Sales	
Entertainment	\$28.98	24	\$12.43	2	-57%
Retail	\$21.28	649	\$32.86	6	54%
Mixed-Use	\$17.82	116	\$12.88	3	-28%
Hotel	\$16.12	24	\$33.51	2	108%
Unknown	\$15.32	780	\$17.56	6	15%
Multifamily	\$12.43	156	\$5.17	4	-58%
Average/Total	\$17.67	1,749	\$19.87	23	12%

Source: CoStar; Economic & Planning Systems

Office - There does not appear to be a significant demand for new office development in this area. The average rental rate for office space in the Market Area is \$20.07 per square foot (Gross/ Full Service)—roughly equivalent to the countywide average. For new development, however, the average rental rate for new office uses in the county is \$32.51 per square foot, which is significantly higher than office rental rates found in the Market Area. Existing office vacancy rates of 16% are also indicative of weak demand. There has not been significant new office development within the Market Area to use as a point of comparison. If there was demand for new office space in this area, it would be expected that the overall rental rates would be higher than the County (indicating a constrained supply).

Multifamily - For apartments, the average rental rates for new space in the Market Area and the Focus Area are higher than the county average. The Focus Area has higher than average apartment rental rates due to the recently developed student-oriented apartment units. Student units typically achieve higher than average rates due to

their rent structures (e.g. rented by the bedroom not unit). As a point of comparison, the average rental rate for all multifamily units in the Market Area is \$1.17 per square foot, which is the same as the county average. This is an indication of the older inventory of market rate apartments and a general lack of newer, market rate apartment projects in the Market Area.

FEASIBILITY FINDINGS

The following findings were developed based on the two feasibility measures:

- Retail uses appear to generate land values and lease rates that support new development. The size of the consumer base in the Focus Area between Market Area residents, UNLV students, and area workers continues to support retail uses serving their everyday retail needs. Retail uses, especially food oriented businesses, could serve as an attraction, anchor, and a catalyzing component of TOD within the Focus Area.
- Speculative office uses do not appear to be feasible based on the lack of new

development and average rental rates in the Market Area that are well below the cost of new construction.

- Multifamily development in the Focus Area is providing strong rental rates and it appears that these uses could support new development if student oriented. It is more difficult to assess the feasibility of traditional, non-student oriented apartments due to the lack of recent market rate apartment development in the Market Area. There are, however, two proposed projects in the northwest portion of the Market Area that when completed may provide support and momentum for market rate development along Maryland Parkway.
- Hotel land sales in the Market Area indicate they can support new development, however, it is unclear if a hotel use on Maryland Parkway is supportable given the distance to the Las Vegas Strip. A hotel use that is oriented to UNLV visitors and activity may be in demand but may not be able to overcome competition from more casino and entertainment oriented hotel options that can also serve UNLV activity.

Use	Rent per Sq. Ft. Factor	Time-Period	Clark County		Uni. Rd. Market Area		Uni. Rd. Focus Area	
			New	All	New	All	New	All
Retail	per sf (NNN)	Annual	\$35.16	\$18.78	\$58.54	\$26.69	\$45.00	\$28.83
Office	per sf (Gross)	Annual	\$32.51	\$20.74	---	\$20.07	-	-
Apartment	per sf	Monthly	\$1.38	\$1.17	\$2.69	\$1.17	\$2.69	\$2.28

Focus Area and Market Area Average Rental Rates Comparison

Source: CoStar; Economic & Planning Systems

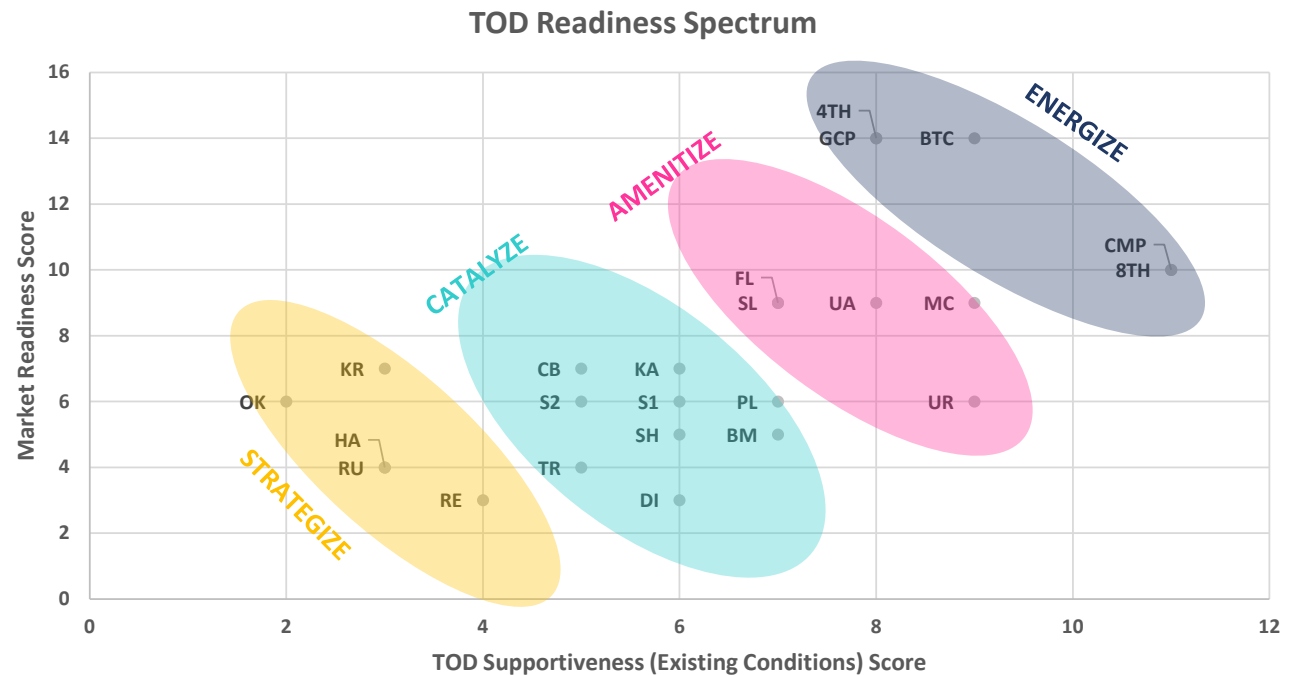
TOD MATURITY

A TOD Readiness Spectrum was created to categorize Focus Areas along the corridor in terms of their readiness to attract and support TOD. Focus Areas have been organized into four categories (Energize, Amenitize, Catalyze, and Strategize) based on their market readiness and supportiveness of the built environment. Overarching strategies for supporting TOD were developed for each category.

The University Road Focus Area is within the Amenitize category as shown to the right. Focus Areas in this category are close to being TOD-Ready but need amenities, infrastructure, and/or connectivity improvements to enhance their ability to attract additional TOD. Strategies for this category include:

- Provide/improve amenities within the public realm
- Create multi-modal first and final mile connections to surrounding area
- Prioritize and complete necessary infrastructure investments
- Improve ground-floor experience
- Incentivize mixed income/affordable housing

The University Road Focus Area fits well within this category as the area is attracting higher density uses and has transit supportive land uses around it, however, it also has a largely auto-oriented built environment. Additional improvements to provide amenities that are attractive to developers and users of transit-oriented projects can help generate additional demand and increase the attractiveness for TOD in the Focus Area.



PRIORITY ACTION RECOMMENDATIONS

PRIORITY ACTION RECOMMENDATIONS

Priority Actions

Continue to support the development of student-oriented housing in the Focus Area.

- Locating students on the Maryland Parkway Corridor will help to support ridership of the line.
- Additional student oriented housing at a transit stop and adjacent to the UNLV campus can help reduce pressures and impacts of students on the surrounding neighborhoods.
- Require, where possible, and incentivize new development to provide amenities or infrastructure that will increase the walkability of the area and provide connections or amenities that support transit ridership.

Encourage ground-floor retail and commercial uses within multifamily development in the Focus Area.

- The UNLV campus and Market Area residents will continue to drive demand for retail uses along Maryland Parkway, especially for convenience oriented retail and eating & drinking establishments.
- An anchored shopping center is likely not a possibility within the Focus Area; therefore, new retail uses should be encouraged within mixed-use buildings or as small scale infill projects.

Work with UNLV to identify opportunities to locate university uses within new office space in the Focus Area.

- New multi-tenant office development in the Focus Area is not likely feasible if developed for private users only.
- Work with UNLV to identify potential university users for office space that could be located in a new office building in the Focus Area. Potential opportunities include:
 - Research and development activities occurring on the campus, especially those involving interactions with non-student/non-university visitors.
 - Student support services and organizations.
- Identify any potential County or outside workforce development and support programs or offices that can be located or integrated into a new building.
- Encourage a public-private partnership approach to development in order to create additional office space within a new building that can be used/leased by private and non-profit entities.
- Explore the creation of start-up, business incubator, or co-working components within a potential office development.

VALUE CAPTURE RECOMMENDATIONS

A value capture toolkit has been developed for this effort and is provided in a separate document. Three potential value capture tools were identified that fit the conditions present and have the potential to be successful in the University Road Focus Area.

- **Joint development with UNLV** – UNLV owns the majority of the land within the Focus Area and has property that potentially could be used for TOD, including the RTC transit center that is located on land leased from UNLV. Using university land can help reduce land costs for a development that provides uses that are not currently feasible or need to be subsidized but provide a broader community purpose.
- **Naming Rights** – Given the connectivity of the Maryland Parkway Corridor to the main UNLV campus and the Medical School in the Medical District, there are natural opportunities to provide naming rights for individual stations or the whole transit line in exchange for contributions to fund improvements that support the transit line.
- **Special Assessment District** – The presence of a major land holder can make obtaining agreement on the use of a special assessment to fund transit related infrastructure (e.g. sidewalks, crossings, place-making) easier. A district that encompasses the Focus Area or a similar geography should be explored to identify what improvements have support from property owners and how these entities can collectively fund these improvements through this tool.

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MARYLAND PARKWAY CORRIDOR



TRANSIT-ORIENTED DEVELOPMENT PLAN

University Road Focus Area

Final Plan - July 2021



In association with: Nelson\Nygaard | Economic & Planning Systems | Paceline Consulting | Anil Verma Associates, Inc



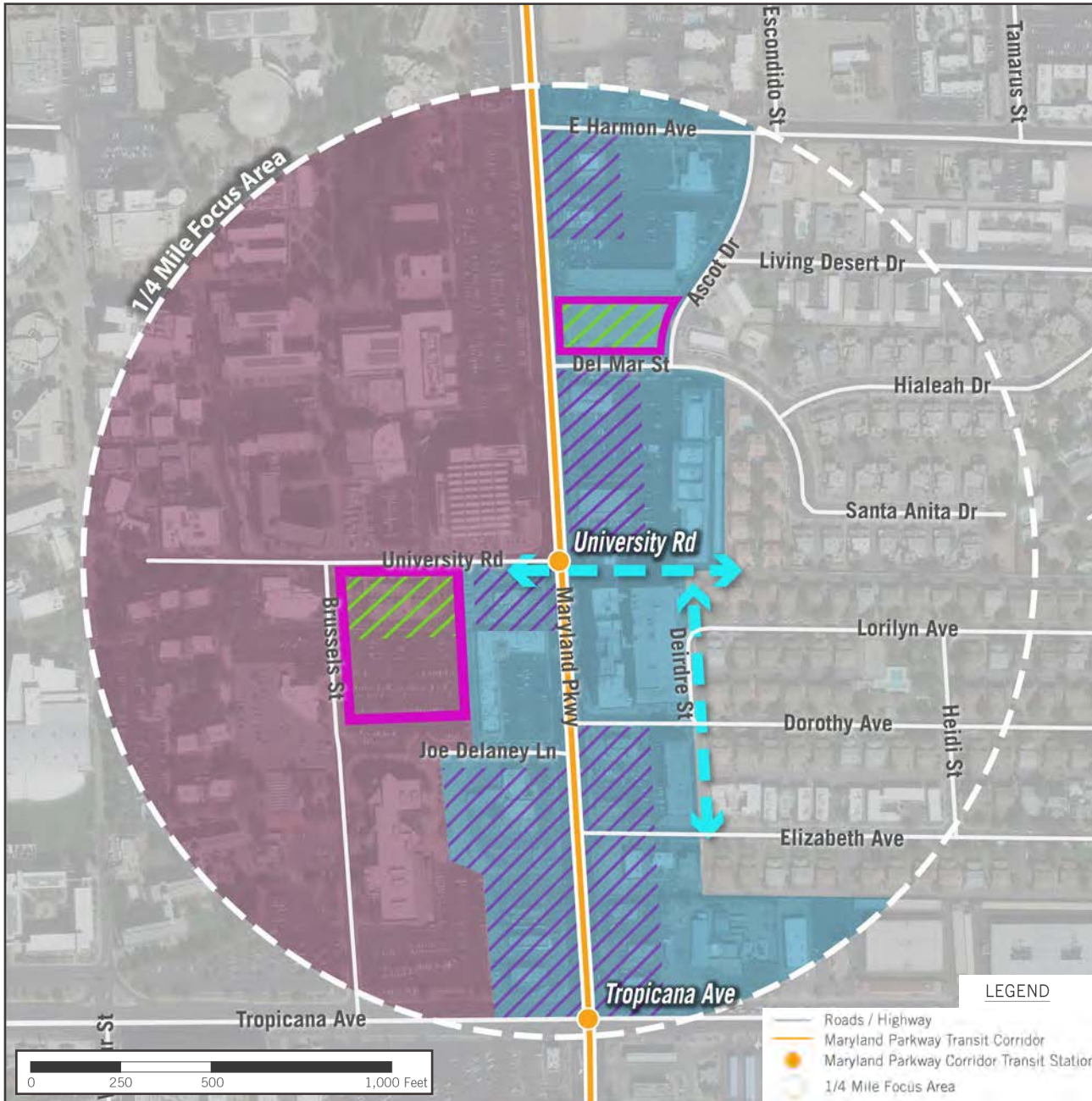
Note: This TOD Plan is not prescriptive; rather, the document offers a collection of potential policies and programs including design guidelines. The County and the local development community can choose to incorporate a sampling of insights from this plan, as it deems appropriate over time. It is likely that planning for short-term and long-term changes might differ along the Maryland Parkway Corridor, requiring implementation of specific aspects of the plan based on future events that could unfold in the revitalization of the district. For this reason, this TOD Plan is flexible, intended to anticipate needs, and be of value as the future unfolds.

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UNIVERSITY ROAD TOD PLAN FRAMEWORK



PLAN FRAMEWORK MAP

The Plan Framework Map presented here provides an “at-a-glance” of the key recommendations from the remainder of the University Road Focus Area TOD Plan. The map locates key recommendations and the legend references more detail available later in the Plan while the facing page provides a high level review of key priorities.

Plan Framework Elements

TOD Readiness Spectrum

Amenitize This focus area is close to TOD-ready but needs amenity, infrastructure, and/or connectivity improvements.

Land Use

- Predominant TOD Types - Educational Campus in purple and Downtown Local in blue (see pages 20-21 for more detail)
- Priority Infill / Revitalization Opportunities (see pages 46-49 for more detail)

Building Form

- Pad Site Retrofits along Maryland Parkway (see page 51 for more detail)

Mobility

- Priority Mobility Connections (see pages 50 for more detail)

Parks, Public Space, Amenities

- Public Parks and Open Space to Supplement & Support Infill Development (see pages 24-26; 46-49 for more detail)

Land Use

The recommended TOD types in the focus area that provide the greatest opportunity for transit-oriented development include Downtown Local and Educational Campus. Ideally, the edges of these two TOD types blend together to create a cohesive place near the station, which serves as an anchor for the focus area. The Educational Campus TOD type includes a high number of students, faculty and staff that tend to support high performance transit, and the Downtown Local type will include a mix of housing, employment and shopping opportunities supporting the University and Urban Neighborhoods nearby.

Building Form and Design

Community input added additional nuance to the TOD type direction that supports the area's designation as Amenitize on the TOD Readiness Spectrum. Community members expressed strong desires for walkable streetscapes with active ground floors and enhanced pedestrian realm design. New development should engage with the enhanced BRT streetscape design along Maryland Parkway while also facilitating connections east and west from the corridor. Community input aligned with the TOD type designations with expressed preferences for mid- to high-rise buildings that are vertically integrated with ground floor commercial space and a combination of office, residential, and academic space above.

Note: The term "redevelopment" as used in this document refers to new development on already built out parcels and does not refer to a redevelopment district / agency or the NRS 279 definition.

Mobility

In addition to the streetscape and mobility improvements planned for the BRT alignment along Maryland Parkway, the TOD Plan highlights recommendations for new and enhanced connections in the focus area. Priority mobility enhancements include a focus on creating neighborhood connections between the University and the neighborhoods east of Maryland Parkway. A new connection is recommended extending east from Maryland Parkway along or near the University Road alignment and along Deirdre Street, particularly between Dorothy and Elizabeth Avenue where there is no sidewalk or lighting existing today.

Parks, Public Spaces, and Amenities

Priority green spaces highlighted are intended to better serve the local community. The identification of priority publicly accessible gathering spaces east and west of Maryland Parkway are intended to be integrated with priority development projects. Gathering spaces along the east edge of Maryland Parkway can help connect disparate developments, help transition auto-oriented development patterns over time and provide variation in the street edge along the BRT corridor. Priority gathering spaces on the UNLV campus will help provide an inviting gateway for regular campus users and the community alike.



Mixed-use student housing with active ground floor



Amenitized pedestrian connection



Shared community gathering space



1

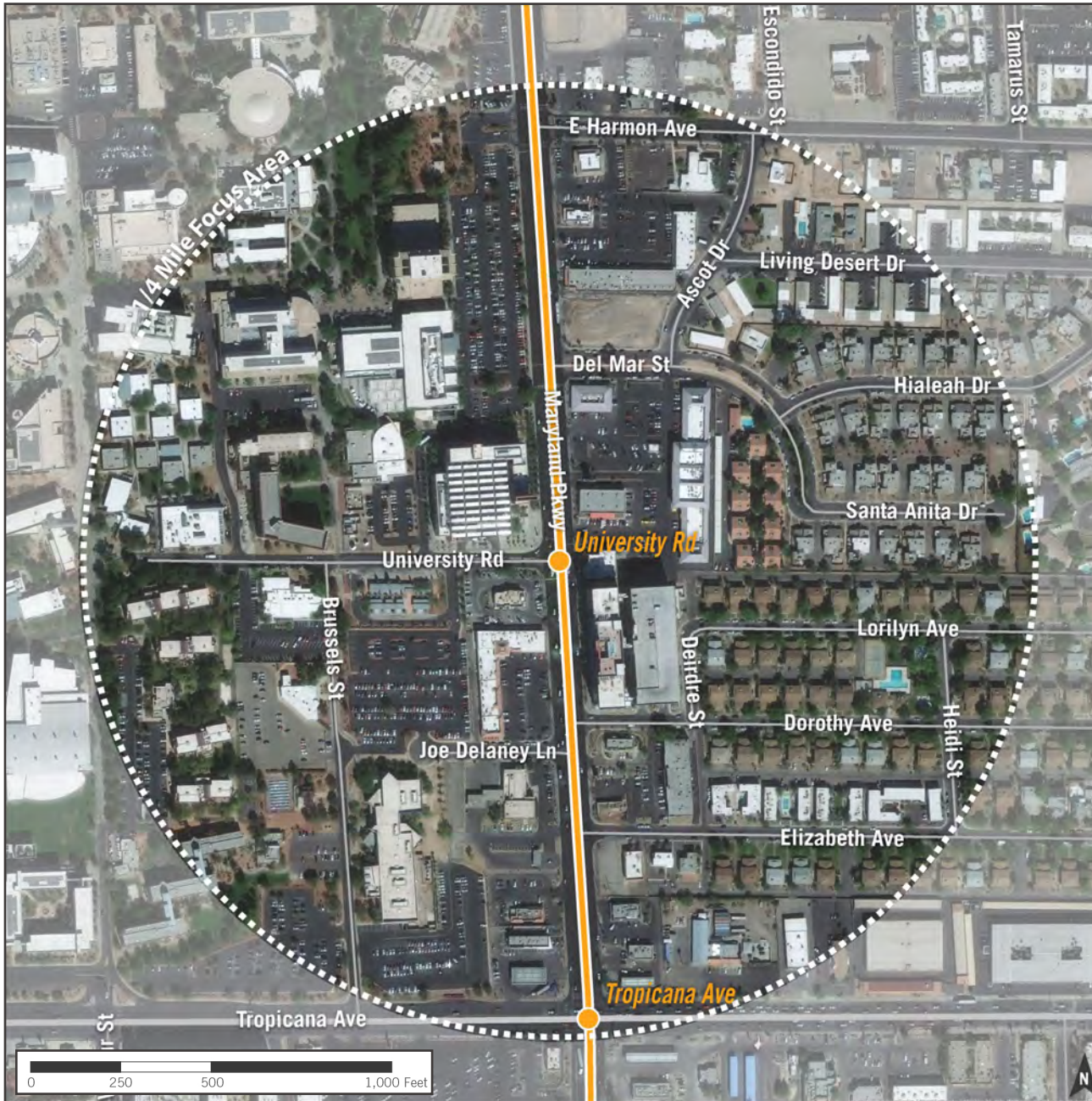
FOCUS AREA CONTEXT

The introductory chapter of the Transit-Oriented Development (TOD) Plan sets the stage for the recommendations and priority projects that follow, providing key takeaways and background information developed throughout the Plan process. In addition to a focus area profile, containing demographic and ridership information, the pages within this chapter highlight market opportunities, land use, and network connectivity – all key factors to be responsive to in order to catalyze successful TOD.

The market opportunity information included in the chapter is a distillation of the more comprehensive Market Readiness Analysis that was performed both corridor-wide, as well as customized for each priority focus area. “At a glance” demand analysis and development site feasibility are provided as foundational to the development of the focus area priorities that follow in Chapter 3.

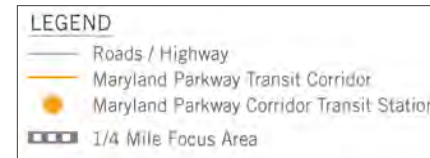
A summary of a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, conducted in collaboration with the Stakeholder Working Group, is provided, and helps to reinforce many of the key takeaways in the existing land use, built form, and connectivity analysis. The connectivity analysis focuses primarily on first and final mile connections to transit, through a variety of modes, to quickly highlight a critical component of the transit-supportive environment that should be achieved through TOD.

INTRODUCTION



FOCUS AREA PROFILE

Proposed Station Location	Near the intersection of Maryland Parkway and University Road
Neighborhood	Paradise
Existing Land Uses	Primarily commercial uses with a strong educational component and a mix of housing types.
Unique Assets	University campus, proximity to Las Vegas Strip, mix of residential types
Major Destinations/Landmarks	University of Nevada Las Vegas (UNLV), UNLV Bookstore, University Gardens Shopping Center, College Town Plaza, UNLV Transit Center



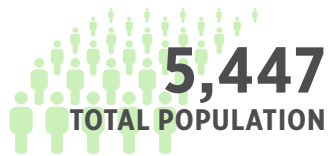
Current Ridership

Three transit routes currently serve this focus area. There are currently 941 average daily boardings. No new transit routes are currently planned for this focus area besides the Maryland Parkway Corridor Bus Rapid Transit system.

Demographics

The following statistics help us understand who lives in this focus area (source: 2018 American Community Survey 5-Year Estimate).

56%
OF POPULATION
IDENTIFYING AS NON-
WHITE OR MIXED/
MULTIPLE RACES



\$33,058
MEDIAN INCOME
PERCENT OF HOUSEHOLDS AT
OR BELOW THE POVERTY LINE

81%
OF POPULATION
BETWEEN AGES 18-64

27.6%
PERCENT OF
HOUSEHOLDS WITH NO
VEHICLE AVAILABLE

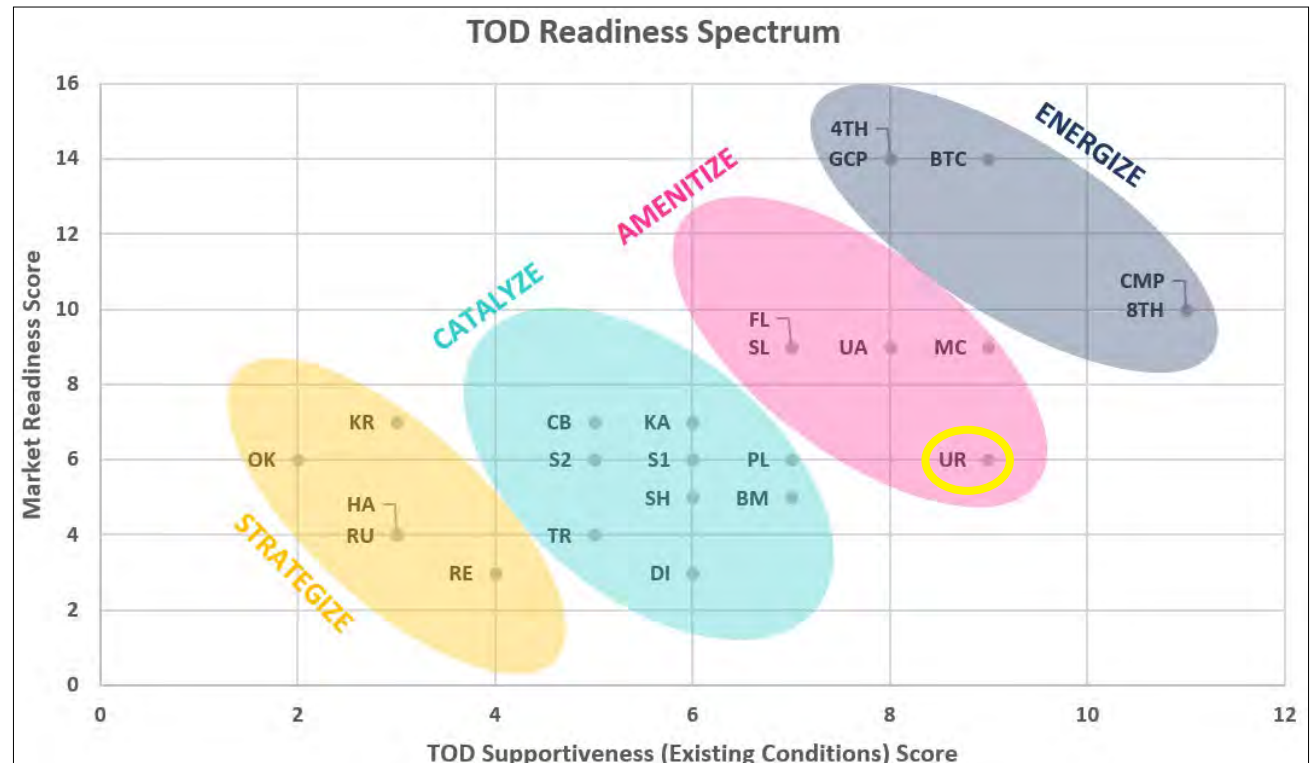


TOD Readiness Spectrum: **Amenitize**

The University Road Focus Area falls into the Amenitize category on the TOD Readiness Spectrum. This category is defined as close to TOD-ready but needs amenity, infrastructure, and/or connectivity improvements. It scored very high in TOD Supportiveness based on analysis done in the Existing Conditions and Needs Assessment, but lower in Market Readiness based on analysis done in the Market Readiness Analysis. The chart below shows the entire TOD Readiness Spectrum, with all focus areas plotted and categorized.

TOD Types

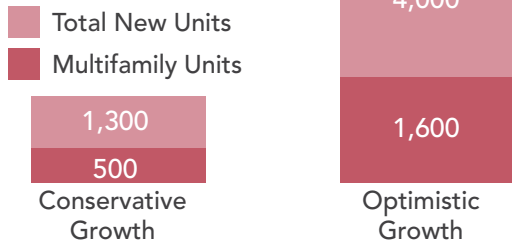
Nine TOD Types were identified as part of RTC's OnBoard Mobility Plan. The applicable TOD Types identified within the University Road Focus Area include Educational Campus, Downtown Local, and Urban Neighborhood. More information about these TOD Types is available on pages 20-21.



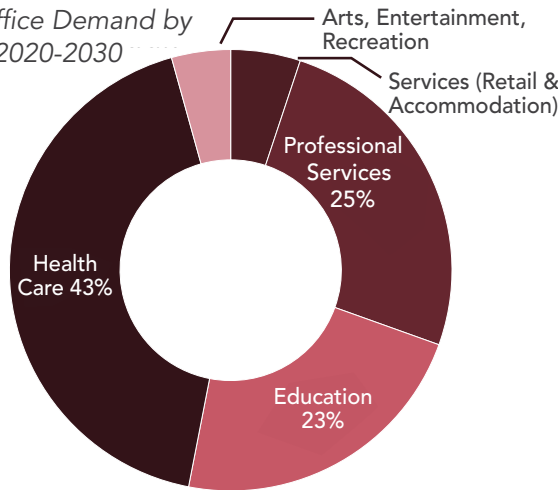
For more information on the TOD Readiness Spectrum, see the *Priority Focus Areas Selection Memo*.

MARKET OPPORTUNITIES

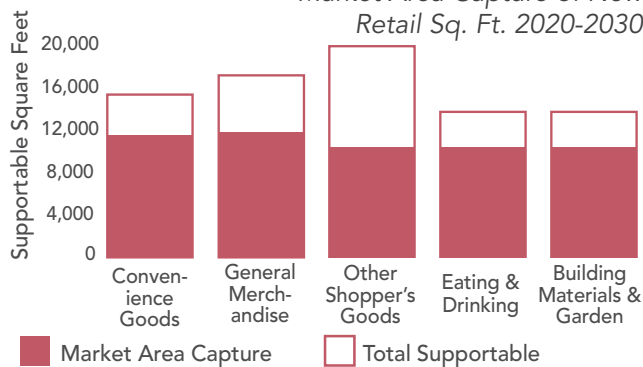
New Housing Demand 2020-2030



New Office Demand by Sector 2020-2030



Market Area Capture of New Retail Sq. Ft. 2020-2030



Source: Economic & Planning Systems

DEMAND ANALYSIS

As a component of the Maryland Parkway Corridor TOD Planning effort, a detailed Market Readiness Analysis was produced for each Priority Focus Area. Included in that report is an analysis of the demand in the focus area across three sectors — housing, office and retail — to better inform how future development can both leverage the transit investment and successfully respond to market demands and pressures. Findings for the University Road Focus Area are summarized in the accompanying charts, but key findings for each sector include the following:

Housing

Based on the projected county-wide growth of 52,700 multifamily housing units by 2030 and applying these capture rates, the University Road Market Area could capture between 500 and 1,600 new multifamily units over this time period. This translates to average annual production of between 50 and 160 new multifamily units per year, or one large project every 1-2 years.

Office

Accounting for the share of employees within each employment sector that utilize office space (e.g., 100% of employment in Finance and Insurance, versus 50% of employment in Health Care) over the next 10 years the Market Area is expected to see demand for an additional 300,000 square feet of office space.

Retail

Within the Market Area, the opportunities for capture of new spending is approximately equal across Convenience Goods, General Merchandise, other Shopper's Goods, and Eating & Drinking, with support for between 10,000 (conservative growth) and 30,000 (optimistic growth) square feet of new space in each retail category. These retail sectors with the strongest potential are also the most likely to locate in a TOD area.

DEVELOPMENT SITES AND FEASIBILITY

The University Road Focus Area has a limited supply of vacant or easily developable parcels to attract TOD. Most of the potential development sites in the area will require either redevelopment or incorporation of existing uses. Notable potential TOD parcels include:

- 1135 University Road, identified as a candidate parcel for TOD within the Existing Conditions Report. This site is currently home to the UNLV Transit Center and associated parking lot, which could be an opportunity for a public private partnership to integrate the transit station with a TOD built on adjacent parking lots.
- 4590 S. Maryland Parkway, a nearly 1 acre site owned by UNLV on the east side of Maryland Parkway, just north of the University Road transit station location.

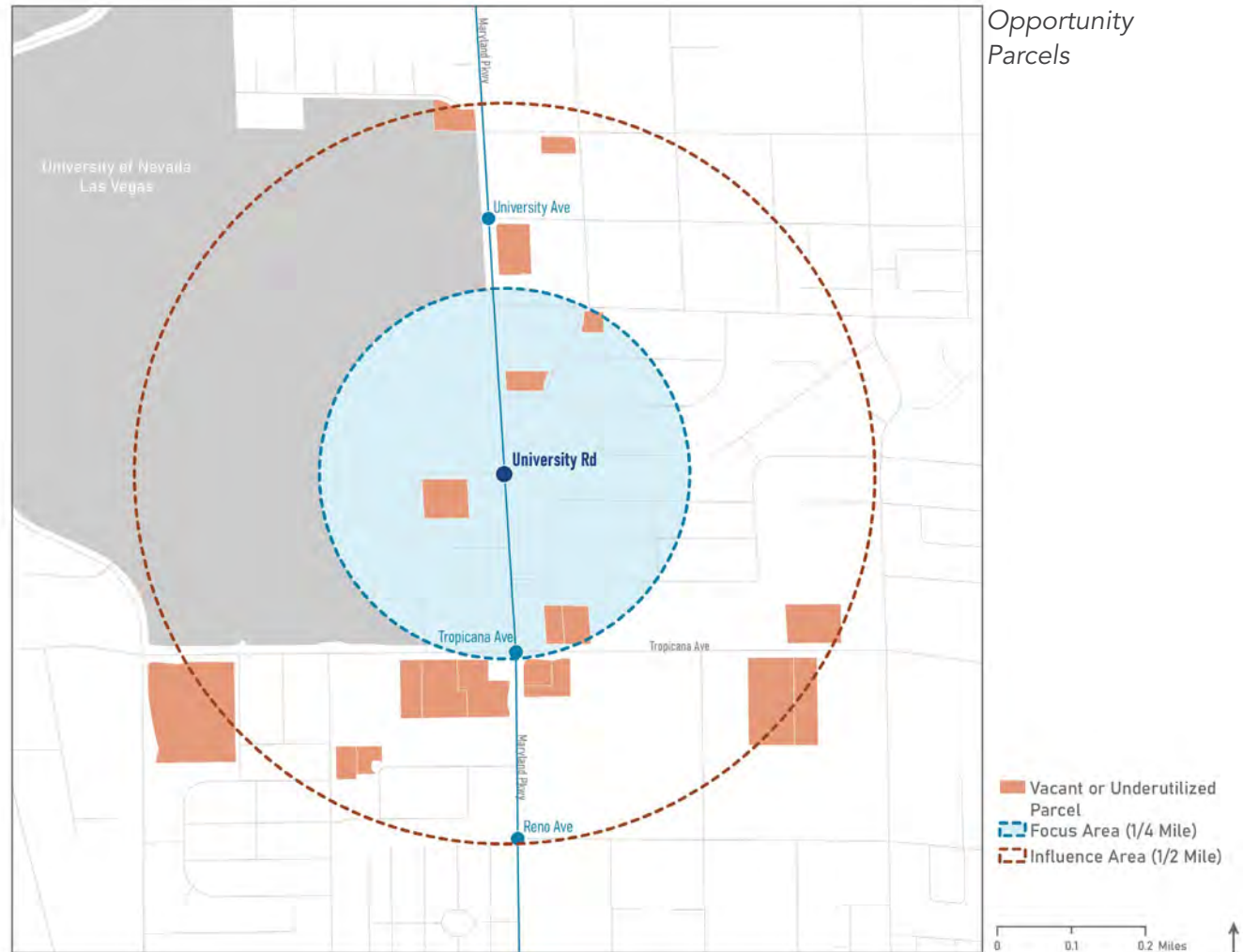
Development feasibility was assessed based upon land sale prices and rental rates, yielding the following findings:

- Retail uses appear to generate land values and lease rates that support new development. The size of the consumer base in the focus area between Market Area residents, UNLV students, and area workers continues to support retail uses serving their everyday retail needs. Retail uses, especially food oriented businesses, could serve as an attraction, anchor, and a catalyzing component of TOD within the focus area.
- Speculative office uses do not appear to be feasible based on the lack of new development and average rental rates in the Market Area that are well below the cost of new construction.
- Multifamily development in the focus area is providing strong rental rates and it appears that these uses could support new development if student oriented. It is more difficult to assess the feasibility of traditional, non-student oriented apartments due to the lack of recent market rate apartment development in the Market Area. There are, however, two proposed projects in the northwest portion of the Market Area (the Elysian at Hughes Center and 3900 Paradise Road) that when completed may provide support and momentum for market rate development along

Maryland Parkway.

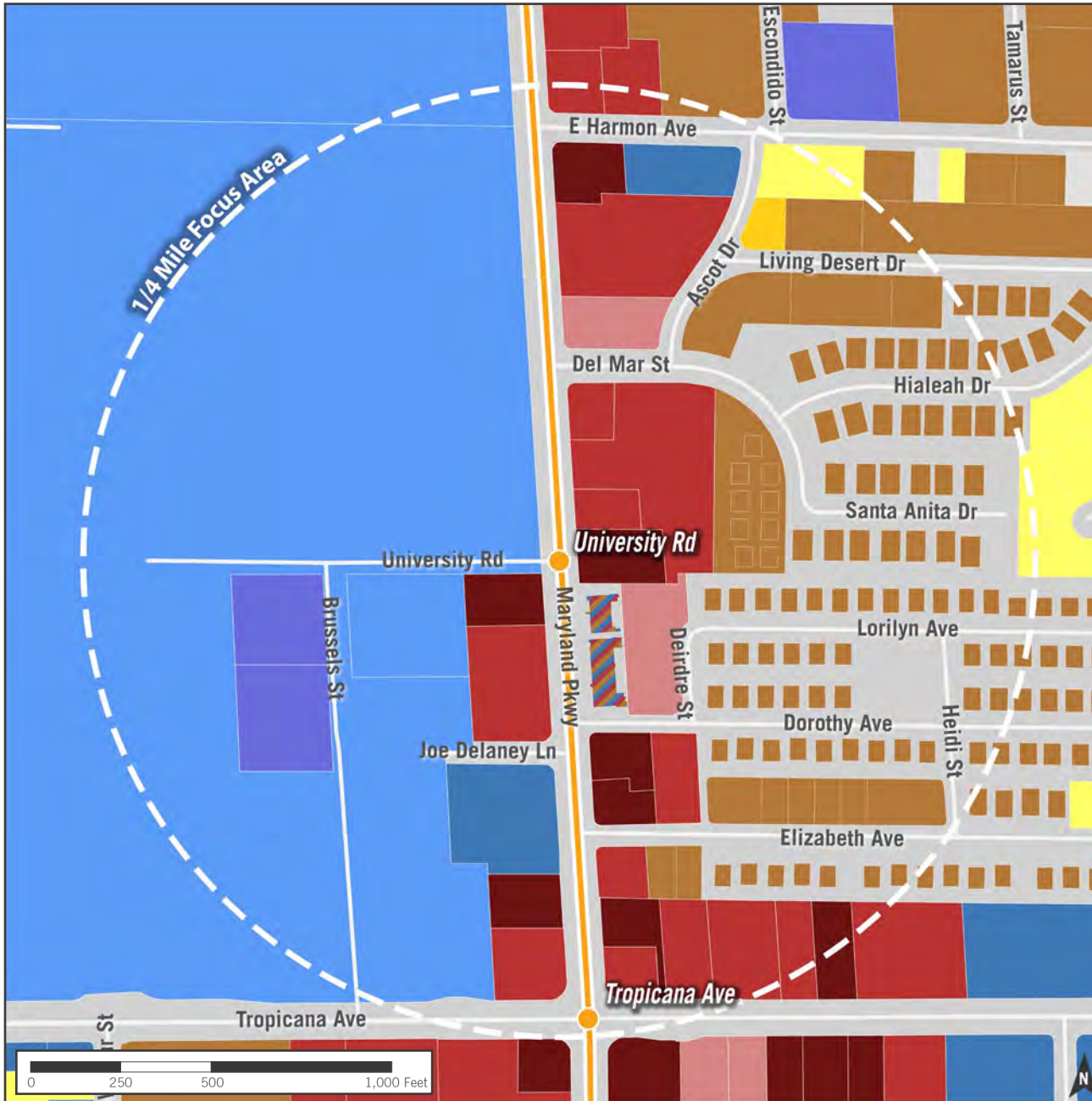
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Source: Economic & Planning Systems

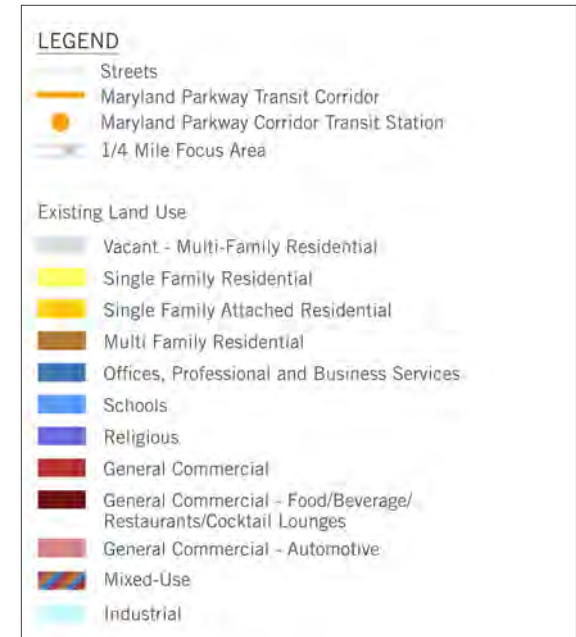
EXISTING LAND USE AND BUILT FORM



EXISTING LAND USE

Within the 1/4 mile University Road Focus Area, almost half of the uses are directly associated with the University of Nevada - Las Vegas Campus. This area is designated as the "schools" land use and includes a library, classrooms, the student union, bookstore, student residences, and dining. This portion of the University also contains two religious institutions, primarily serving students.

The uses along Maryland Parkway are primarily student-serving commercial, including a variety of dining options as well as some retail and services.



A small amount of vertical mixed-use is located directly across from the transit station and provides both commercial and residential uses that accommodate university students.

Immediately behind the corridor to the east is a large area of small-scale multifamily residential. A variety of unit types and building sizes such as duplexes, triplexes, quadraplexes, and small apartments, provide more affordable options for students. The small area of single family residential land use in the northeast corner of the focus area has primarily been converted to multifamily as well.

The office uses in the area consist of a bank directly adjacent to campus and a small UNLV-owned office building.

There are several vacant parcels in the area that are not shown in existing land-use data, most notably the parcel on the northeast corner of Maryland Parkway and Del Mar Street, which is a significant area of opportunity.

The existing land uses in the focus area are for the most part, true to what is built today and represent a range of university and university-supportive uses. However, the relatively low density of these uses creates an opportunity for a higher-density vertical mix of uses in future land use and development.

EXISTING BUILT FORM

There is a fairly stark contrast in the built form of the focus area between the large, architecturally distinct buildings of the UNLV campus and the primarily older, low-density pad developments along the corridor.

The university buildings are primarily 3-5 stories civic structures with large accompanying plazas and green space. Commercial buildings along Maryland Parkway are 1-2 stories with large surface parking lots. Some are in older strip-style developments, many are on single-pads, and a few have drive-thrus. The large quantity of surface parking creates an opportunity for some infill development and additional density along the corridor.

A new mixed-use building, with ground floor retail and small-unit apartments above, is located north of the intersection of Dorothy Avenue and Maryland Parkway and can serve as a model for other mixed-use development with university-supportive uses.

The residential area east of Maryland Parkway is characterized by 1-2 story multifamily structures in the style of single-family homes, creating additional density while still maintaining a more traditional neighborhood character. There are also several small apartment buildings, particularly on the north and south edges of the residential area. Most of the residential buildings provide some shared opens space and a few include amenities such as pools and tennis courts.



UNLV educational building



University-supportive retail uses



Residential in adjacent neighborhood

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS



Focus area dining options



UNLV campus public art

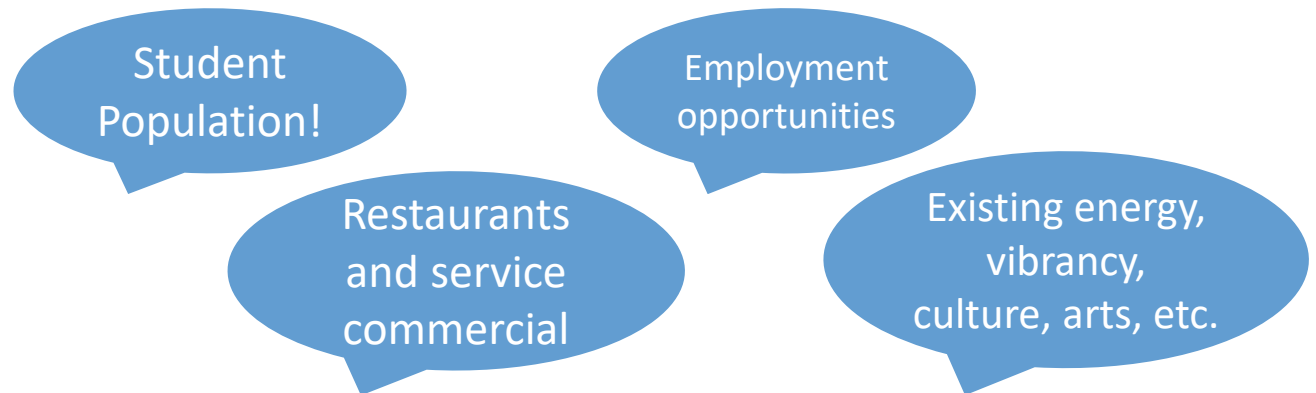


Poor pedestrian connections to neighborhood

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

Strengths in the University Road Focus Area are primarily centered around the presence of the University and the people, jobs, culture, and economic growth that UNLV brings to the area.



WEAKNESSES

While the University brings many benefits to the area, there are several missed opportunities in the surrounding commercial and how it interfaces with the University. The rest of the focus area does not contribute the connections, housing, or vibrant uses that would support UNLV.



OPPORTUNITIES

Many opportunities exist to enliven the focus area and create better partnerships between the University and the surrounding area that will support and be supported by the transit investment. An important piece of this will be adding more dense and mixed uses that will serve the UNLV population and also attract visitorship from surrounding areas.

Partnerships
with
University

Improve as
regional
destination

Continue
momentum
from recent
development

Student
housing

THREATS

The primary threats to the success of the focus area are the public health risks of in-person classes at UNLV and what a lack of student population would mean for the area, and impacts of the University on the neighborhood including land values and the community interface. While these threats are not completely preventable, they can be mitigated by careful planning.

COVID-19
impacts

Town/gown
relationship

Cost of
land



Recent focus area development



UNLV student housing



Sidewalk along Maryland Parkway and UNLV

EXISTING WALKABILITY



WALKSHED ANALYSIS

The walkshed in this focus area has near perfect coverage due to robust pedestrian network within UNLV and frequent streets with pedestrian facilities intersecting Maryland Parkway. The main exception to this is east and west of the University Gardens Shopping Center. This shopping center has an auto-oriented parking lot and no formal pedestrian connection to the neighborhood on its southern side.

This focus area has some University and local destinations which are highlighted on the map with black numbers. All of these major destinations fall inside of the focus area walkshed besides the University Gardens Shopping Center. An additional pedestrian connection aligning with University Road that connects to the neighborhood east of Maryland Parkway would likely complete the remaining gap in the walkshed.

PEDESTRIAN NETWORK AND INFRASTRUCTURE

The walking environment in the University Road Focus Area includes the UNLV campus, which offers a network of pedestrian paths and ample shade trees. The neighborhood on the east side of Maryland Parkway features neighborhood streets with low traffic volumes and speeds, but there are cul-de-sacs and long block lengths that pose a barrier to people walking. Gaps exist within the sidewalk network in this area, and there is a lack of shade.

Major signalized intersections on Maryland Parkway have curb ramps and marked crosswalks, but overall, only 27% of intersections in the focus area have marked crosswalks or ADA ramps present. A pedestrian signal with a refuge island at Del Mar Street provides an additional opportunity for people walking to cross Maryland Parkway.

Maryland Parkway is wide and auto-oriented. Sidewalks are present on both sides of the street, but south of the University Road intersection they are narrow and are interrupted with numerous light poles and utilities. Conditions near UNLV's Greenspun Hall are much better, as sidewalks are very wide and have a double row of shade trees. Throughout the focus area, the street is lined with large parking lots and few business frontages directly about the sidewalk, which makes for a less pleasant walking experience.



Sidewalks in focus area neighborhood

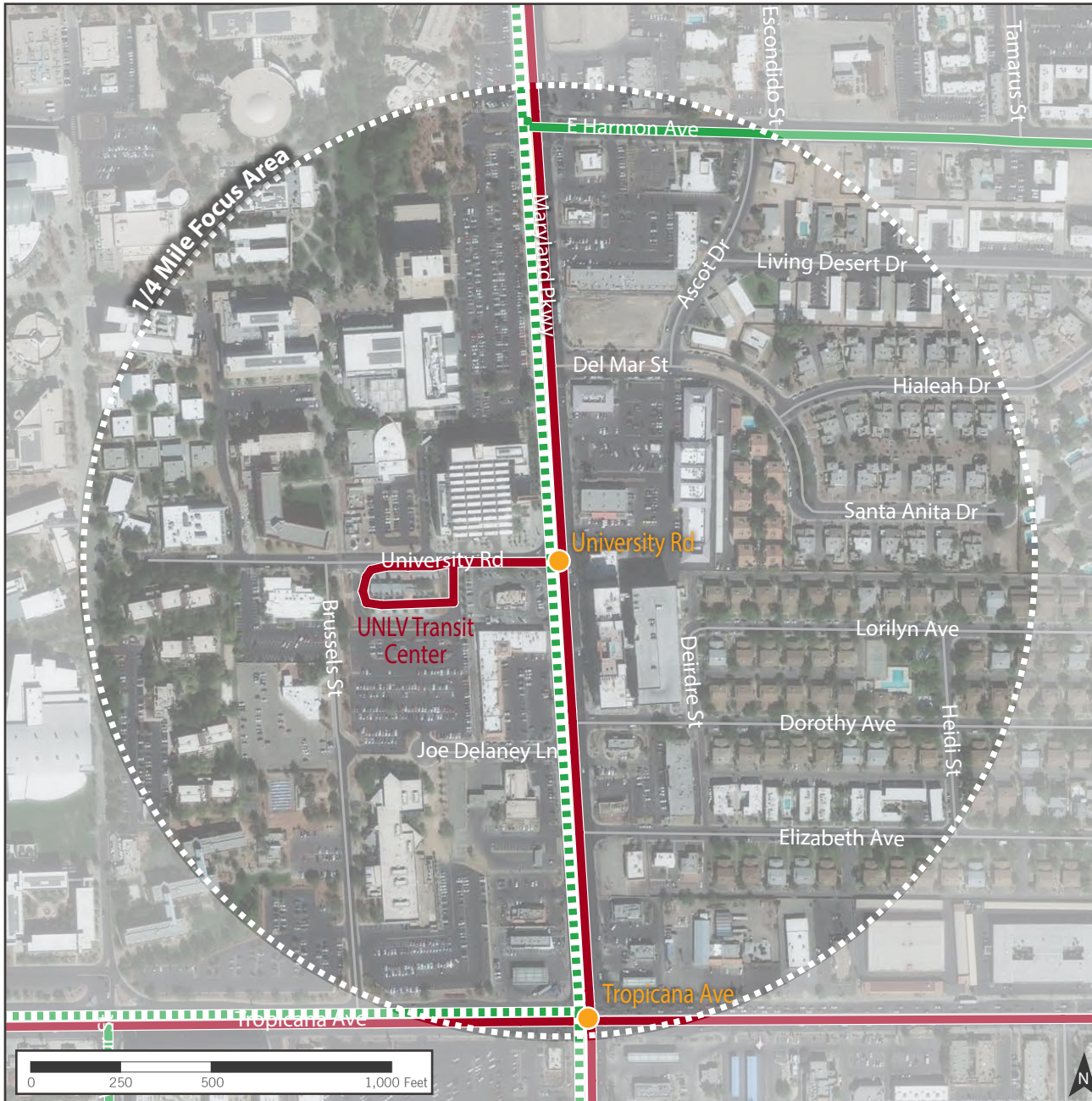


Pedestrian crossings across Maryland Parkway



Poor pedestrian connections through parking areas

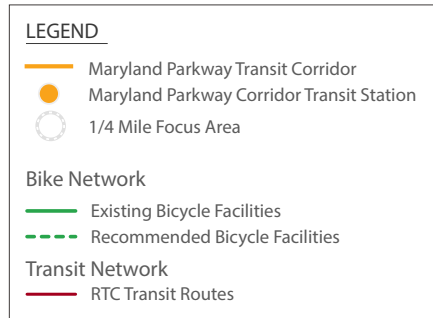
OTHER EXISTING FIRST + FINAL MILE CONNECTIONS



BICYCLING

Bicycle access to the University Road Focus Area is currently limited. The closest bicycle facility is a north-south bike lane on Wilbur Street and Spencer Street, which are more than a half-mile from the focus area, and an east-west bike lane on Harmon Avenue. The UNLV campus' network of shared-use paths and low-volume streets provides comfortable bike access from the west side, but with a circuitous route that does not continue very far to the west.

Planned facilities include a sidepath on Tropicana Avenue south of the station and a separated bike lane on Maryland Parkway that directly serves the station. When these facilities are constructed, an evenly spaced grid of bike lanes, paths, and shared bicycle streets (or bike boulevards) will extend from the focus area to the east, making bicycling a more appealing first-last mile option.



TRANSIT

The University Road Focus Area is currently served by several transit routes, including the 109 – Maryland Pkwy, which provides connections to McCarran International Airport and the Las Vegas Strip, the 201 – Tropicana, and the CX - Centennial Express. A planned bus line on Harmon Avenue will stop north of the station.

DRIVING AND PARKING

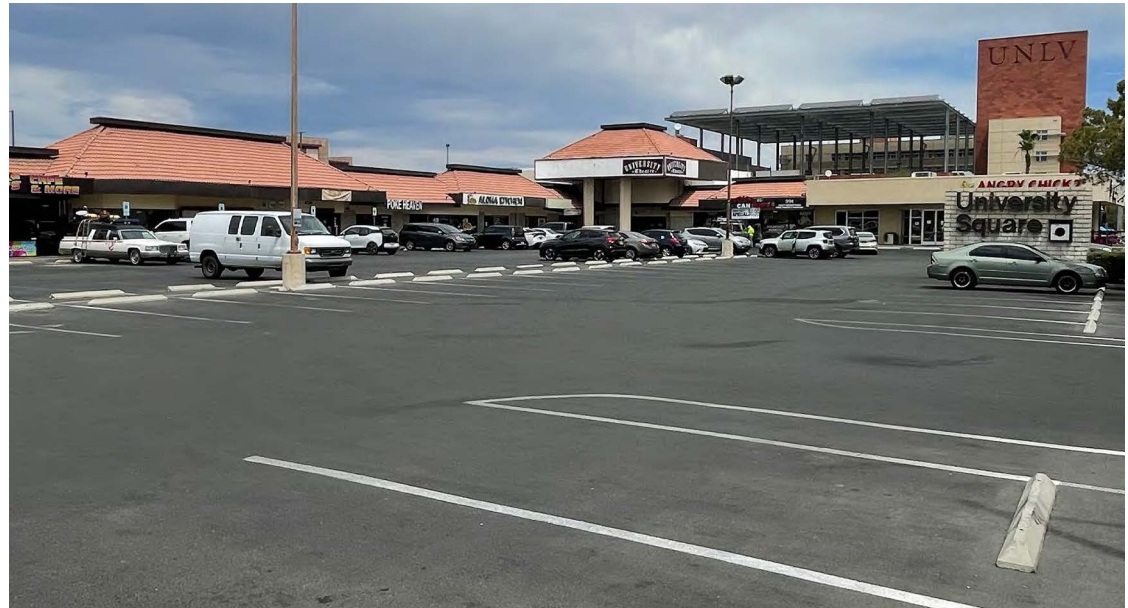
Maryland Parkway is the primary automobile route to and through the focus area, with most of the other roadways providing local access. Tropicana Avenue, which passes through the quarter-mile focus area, is the primary east-west auto route. There is very little publicly operated parking in the focus area. Parking facilities on the UNLV campus, as well as large privately-owned surface parking lots, present opportunities for shared parking agreements.



Pedestrian facilities



Centennial Express bus service



Oversized surface parking lots within the focus area



2

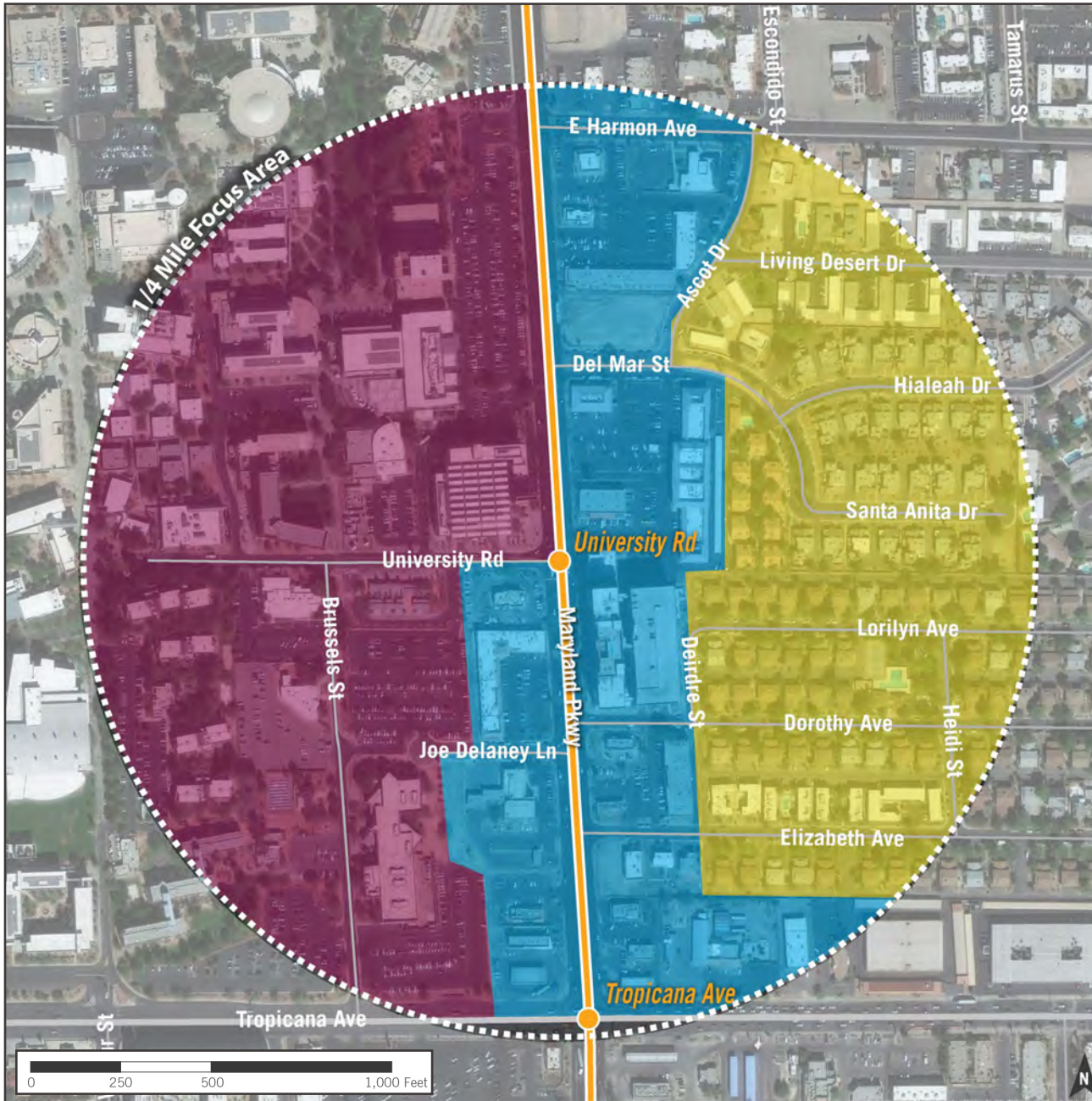
FOCUS AREA RECOMMENDATIONS

Successful Transit-Oriented Development is not achieved by a single catalytic development, revitalization, or streetscape improvement, but rather, by a series of interventions over time that encourage the focus area environment to prioritize transit supportive characteristics. Such characteristics include a diversity and mix of uses, building frontages that activate the pedestrian realm at a human scale, easy access to essential community amenities and services, quality and convenient connections to other mobility options, and a priority on safety within the public realm for users of all ages and abilities.

The University Road Focus Area is categorized as an Amenitize focus area on the TOD Readiness Spectrum. So, although much of what will be catalytic in this area will relate to the well-established UNLV campus, the recommendations that follow aim to supplement that infrastructure and development investment by pairing it with intentional, community vetted amenities and public spaces that help achieve the transit supportive characteristics described above. Included in this chapter are a mix of broader policy and regulatory recommendations, and location-specific amenity, connectivity, parking, and land use recommendations, all informed by community and stakeholder input gained through this Plan process.

While the recommendations in this chapter should not necessarily be regarded as a first phase in successful implementation of TOD, by providing the policy guidance in this document, the hope is that the County can work to get the corresponding regulations, amenities and connections in place that will compel corresponding development to respond accordingly.

TOD TYPES



WHAT ARE TOD TYPES?

Transit-Oriented Development (TOD) is a type of development located close to high quality, high capacity transit, that creates a compact, walkable, mixed-use and dense environment. TOD areas contribute to liveable communities and serve as activity centers that provide a range of benefits to the region, local community, and individual households.

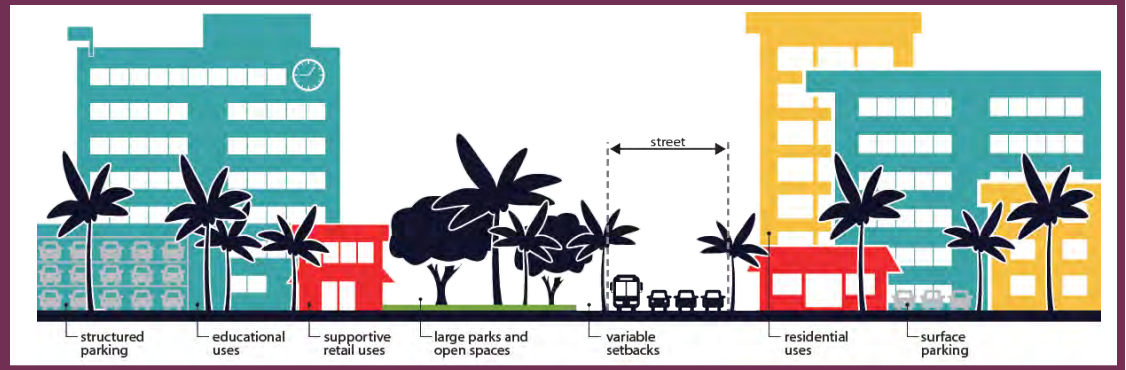
During the RTC's *OnBoard Mobility Plan*, nine TOD types were established that are context-specific to Southern Nevada. The density, building form, block layout, types of use, time of activation and approach to equity differs in each of the nine TOD types.

The University Road Focus Area contains three of the nine TOD Types including: Educational Campus, Downtown Local, and Urban Neighborhood. Descriptions of each are on the page to the right.



TOD TYPE: EDUCATIONAL CAMPUS

High student activity during the day. Primarily educational use with some on-campus housing and retail. Excellent walkability with large outdoor spaces.



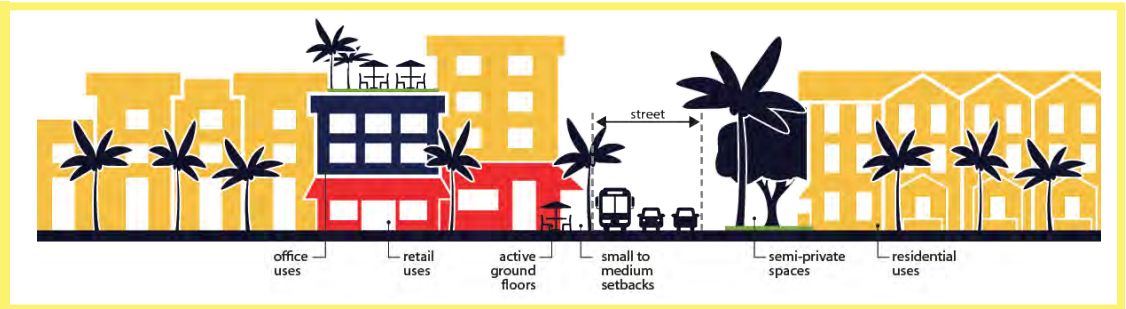
TOD TYPE: DOWNTOWN LOCAL

Significant activity center for smaller communities or occurring on the edges of regional downtowns. Mix of uses including residential and job opportunities. Medium height buildings create a less urban atmosphere.



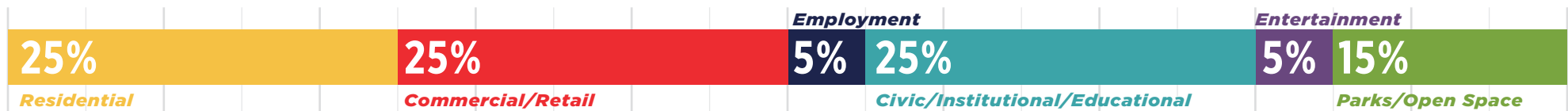
TOD TYPE: URBAN NEIGHBORHOOD

Medium density development that primarily serves local residents. Mostly housing with some retail and services.

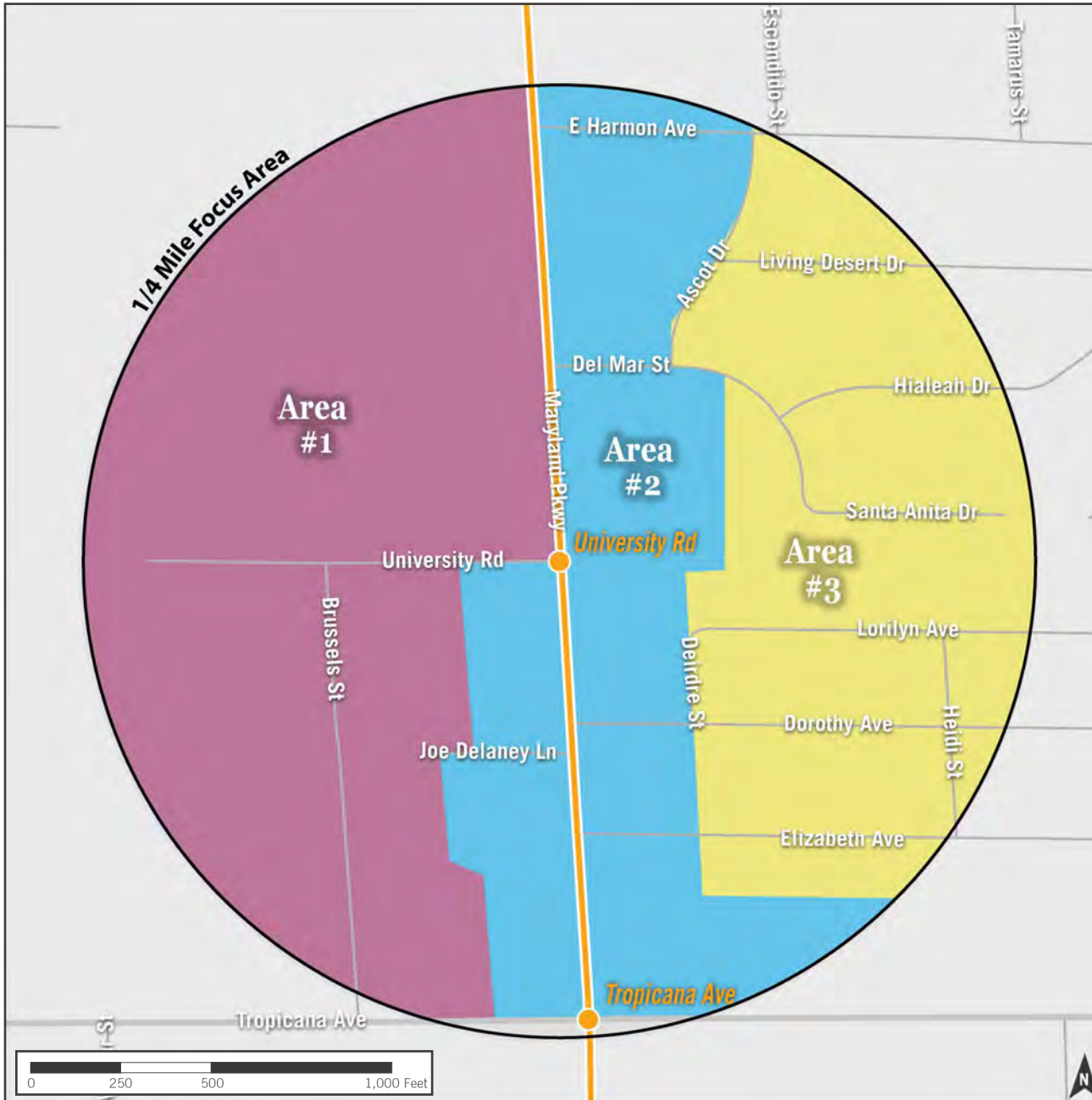


MIX OF USES

Several uses were indicated as the top priority for the University Road Focus Area in the community survey. There is strong support for more commercial/retail, civic/institutional/educational, and residential uses. More of these uses would be particularly beneficial given the strong UNLV presence in the focus area. New uses should be designed for the needs of student, faculty, and staff.



DEVELOPMENT TYPE PREFERENCES



WHAT SHOULD THIS AREA LOOK LIKE IN THE FUTURE?

While the TOD Types mapped on the previous spread provide more detailed guidance on the mix of uses that each focus area should aspire to achieve to best support the transit investment along Maryland Parkway, the types of development that can occur within those TOD Types are still intentionally broad. To help better calibrate development type recommendations to the University Road Focus Area, community members were asked to provide feedback on a set of visual preference images for three geographic areas within the focus area. Candidate images were selected that embody TOD supportive development characteristics such as limited building setbacks and engagement with the street, active ground floor frontages, an integrated mix of uses, and placemaking elements that would encourage transit users to linger and activate adjacent public spaces. Variation occurred, however, in elements such as building height, building type, form and configuration of the public realm. *(Variable characteristics tested, along with the community's preference, indicated at right.)*

As future land use and development code decisions are made within Clark County, these inputs can be helpful in informing regulatory mechanisms that compel development that is not only transit-supportive, but also would be well received by the community.

Area #1

Community Survey Preference: Lower-scale, walkable urban streetscape environment

Visual preference image options were calibrated to provide input on campus format, building heights, and pedestrian realm design in this area.



Area #2

Community Survey Preference: 3-5 story Mixed Use buildings

Visual preference image options were calibrated to provide input on building height and pedestrian realm design in this area.



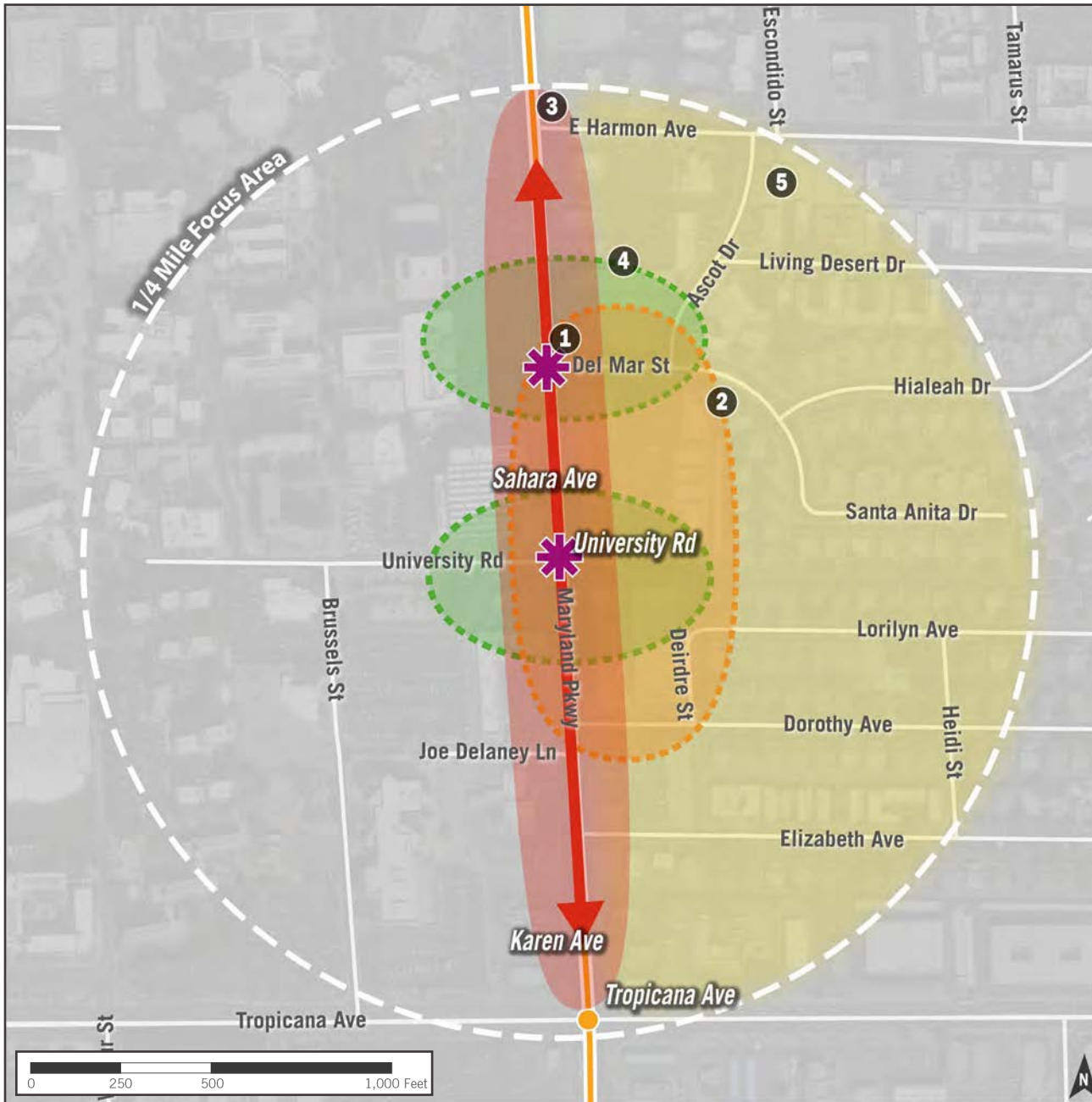
Area #3

Community Survey Preference: Mixed-Use Apartments with Active Ground Floor

Visual preference image options were calibrated to provide input on type of residential use, density, and transition to single-family in this area.








COMMUNITY AMENITIES, SERVICES, AND PUBLIC REALM IMPROVEMENTS



As part of the Maryland Parkway Corridor Community Surveys, participants were asked to identify where they would like to see additional amenities and infrastructure. The map at left is a high-level representation of the key takeaways from those results, based on clusters of pins placed by the community. The full results can be found in the University Road Survey Results Memo.

These preferences, in combination with best practices for Transit-Oriented Development, and an analysis of access to existing amenities and community infrastructure, informed the recommendations on the following pages.

Legend - Key Takeaways

- 
1. Amenities/Services at Key Intersections
 Many uses were requested at the intersections of Del Mar Street and University Road including shops, restaurants, and daily services.
- 
2. Grocery Store Near Station
 Food access was a highly requested use, particularly around the station, where it would serve transit users and UNLV students.
- 
3. More Shops and Restaurants Along Length of Maryland Parkway
 Many people requested more shops and restaurants, primarily along the corridor.
- 
4. Community Parks at Key Intersections
 Parks/open space were a top community priority and should be added throughout the area and especially at Del Mar Street and University Road.
- 
5. More Housing Options
 Diverse, affordable housing options, especially for students, were a priority, particularly east of the corridor, see projects on page 48-51 for details.

Shops and Restaurants

Intent: Ground-floor retail and dining options support and benefit from increased density and foot traffic and create a local destination.

Public input indicates a desire for additional clusters of retail along Maryland Parkway, particularly at the intersections with Elizabeth Avenue, Dorothy Avenue, University Road, and Del Mar Street. While most of these areas are already occupied by retail uses, both the survey results and best practices indicate a need for a better variety and density of retail options, including more non automobile-oriented uses.

Office Spaces

Intent: Flexible office spaces are included as part of new vertically mixed-use development and provide diverse employment options.

The survey showed some desire for office space intermixed with the retail east of the corridor. Some office uses are recommended to create a better variety of community services, activation, and employment options.

Grocery Stores/Healthy Food Options

Intent: Food access is prioritized in focus areas that are currently lacking healthy food options, improving access for the whole transit corridor.

The mapping exercise showed a strong need for better food access in the focus area. Particularly with the large student population, a grocery store or food market would be a significant benefit to the area and is likely supported by the market.

Daily Services

Intent: A variety of neighborhood supporting daily goods and services allow nearby residents and transit riders to meet their needs without additional vehicle trips.

The intersection at University Road has many dining options but few other services, this lack of diverse uses and the survey results support the need for additional uses such as a gym, pharmacy, salon, financial services, etc.

Educational Facilities

Intent: Quality education facilities are easily and safely accessible from high frequency transit stations.

The community did not express much need for additional educational facilities in the focus area, likely because of the presence of UNLV and the proximity to a few K-12 schools.

Health Care/Social Services Facilities

Intent: Transit users and focus area residents have proximate access to health care and social service facilities, enhancing access for the whole transit corridor.

The public survey showed some level of community desire for additional health care or social services facilities along Maryland Parkway. These uses, particularly access to affordable health care, would be very beneficial to the focus area, especially with the large student population nearby.













Housing Options/Affordable Housing

Intent: Focus areas have a variety of housing types and styles at multiple price points that benefit from new and improved amenities and support additional uses and density.

Community feedback indicates a strong desire for more affordable housing options in the neighborhood east of Maryland Parkway. With almost 30% of households in this area at or below the poverty line, low-cost housing options, and especially those designed for students, is an important goal for the area.

Recommendations from the Workforce Housing Plan

Based on the guidance provided for the County in the Workforce Housing Plan and the specific needs of the focus area, the priority housing types for University Road are townhomes, student housing, and mid-rise mixed-use. Effective tools for the area include regulatory incentives, using under utilized land or buildings, and partnering with the University.

		
Townhomes	Student Housing	Mid-Rise Mixed-Use
Typical Lot: 2-4,000 SF 	Typical Lot: 2+ acres 	Typical Lot: 2+ acres 
Density: 12-20 du/acre 	Density: 20-35 du/acre 	Density: 20-35 du/acre 
Height: 2-4 stories 	Height: 2-5 stories 	Height: 3-5 stories 



Park space near the transit corridor



Local tree-lined street



Emergency light box on UNLV campus

Community Parks and Open Spaces

Intent: Residents and transit riders can safely access parks and open spaces in the focus area via multiple modes.

Although there is significant green space on the UNLV Campus, these public areas may not feel accessible to the surrounding neighborhood, especially given the barrier of crossing Maryland Parkway. The portion of the focus area east of Maryland Parkway is almost completely lacking in public green spaces. The community survey results showed a considerable community desire for more of these spaces throughout the area as well.

Most of the pins were placed relatively close to Maryland Parkway, where public space would be easier to access from the transit station and closer to other amenities and services.

Additional green spaces in this area are particularly important for serving the local community that does not work or go to school on the UNLV Campus. New parks and green space would also contribute to a more vibrant sense of place and help give the neighborhoods a more distinct identity.

Many of the businesses and strip malls along Maryland Parkway have oversized parking lots that create an excellent opportunity for supplementary plazas and green space. Breaking up the large parking areas with these spaces would also make the area more easily navigable for pedestrians and benefit the environment.

Shade Trees

Intent: Major pedestrian and bicycle routes throughout the focus area have shade trees to allow comfortable travel, mitigate urban heat island effect, and encourage non-automobile trips.

Both the UNLV Campus and much of the Paradise neighborhood within the focus area have better than average tree canopies in comparison to the rest of the transit corridor. The mapping exercise in the survey showed shade trees as a lower priority than other community amenities and infrastructure for the area. However, the survey did show some desire for more trees along the Maryland Parkway Corridor itself, which is lacking street trees and has a large quantity of surface parking in this area. This corridor and around the transit station would be the highest priority locations for additional tree canopy. These trees can be collocated with new green spaces along the corridor, as well as in buffers between pedestrian routes and roadways.

Safety and Security Infrastructure

Intent: Adequate safety and security infrastructure is provided for pedestrians and cyclists to remove barriers to traveling to and from the station.

While there is adequate street lighting along Maryland Parkway, it is primarily oriented to the roadways and parking lots and offers less coverage for pedestrian routes.

Through the public survey, the community expressed a lack of safety and security along the corridor. Particularly with the proximity to the University, where students are likely to be walking late at night, additional pedestrian-oriented lighting is recommended. In addition, Emergency Light Boxes would significantly contribute to a feeling of security for pedestrians and cyclists in the area. For more information on safety and security see CPTED and Safety on pages 44-45 of this Plan.

Public Art Opportunities

Intent: Opportunities for public art are included in focus areas, and particularly near transit stations, to cultivate a unique sense of place and community pride.

The University Road transit station and surrounding area offers an excellent opportunity for public art. Art installations in this area could help connect the campus to the neighborhood, pay homage to the University and the history of the area, act as a gateway to the campus, and provide a visual amenity to both students and nearby residents in an area with a high volume of foot traffic.

Results from the online survey indicated a preference for public art near the intersection of University Road and Maryland Parkway, both on the east and west sides of the corridor, which could help tie the two very different conditions together through intentional art selections.

Signage and Wayfinding

Intent: Clear signage and wayfinding allow all users, regardless of mode, to easily locate the transit station and nearby destinations.

While signage and wayfinding was not included in the online survey it is a key part of creating a successful, easy-to-navigate area around the transit station. The University Road focus area is particularly in need of signage to help riders locate the UNLV Transit Center as well as the northbound station along Maryland Parkway. Wayfinding should be located on both sides of Maryland Parkway to help transit users locate the station and also nearby destinations, particularly on the Campus.

Street Furniture

Intent: Street furniture is provided along major pedestrian routes within the focus area to create a comfortable pedestrian realm, moments of respite, and encourage non-automobile trips.

The UNLV campus already provides significant pedestrian amenities, including street furniture, but these are more deficient immediately along Maryland Parkway and in the areas to the east of the corridor. Priority furnishings in this area should be located along the major pedestrian thoroughways and should include benches, trash/recycling receptacles, bike parking, planters, and pedestrian-scaled lighting. The presence of the University increases the number of people walking in this area and it should be amenitized to match this level of use.



Public art on UNLV campus



Wayfinding signage at UNLV



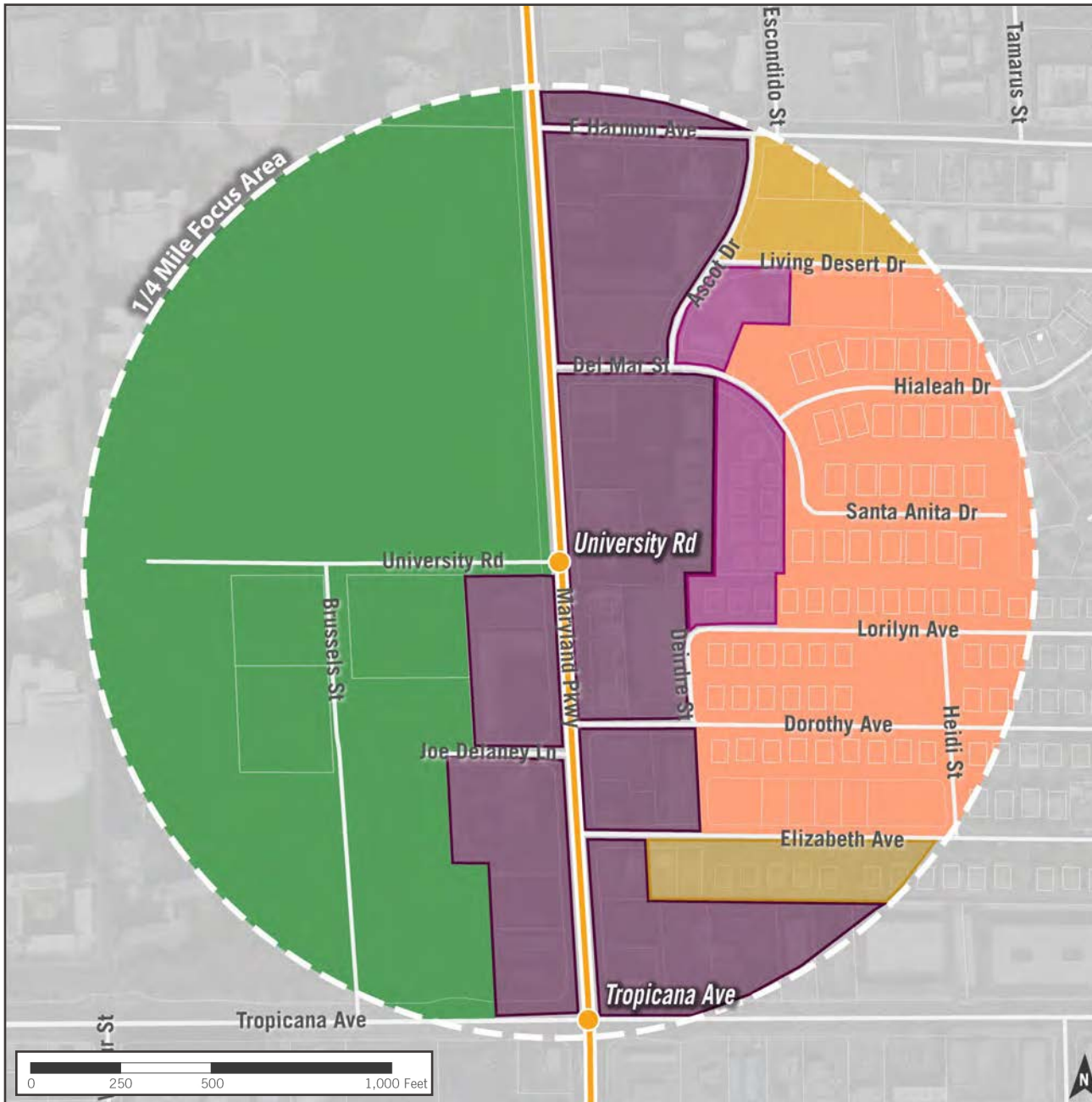
Well-furnished transit stop

PLANNED LAND USE

PLANNED LAND USE

Planned land use (PLU) recommendations are informed by analysis and community feedback shown on previous pages of this document. The TOD Types and Mix of Land Uses on page 20-21 informed the types of uses and quantitative mixture. The Development Types information provides additional insight on heights and densities the community would like to see within this focus area. Community Amenities, Services, and Public Realm Improvements preferences provided location-specific community feedback.

The map on this page shows applied PLU recommendations for parcels within the University Road Focus Area. The recommendations for PLU within this Focus Area are intended to support transit-oriented development, implement the community's vision in this location, and build a cohesive



vision alongside UNLV's Master Plan. PLU can be used to guide infill development and revitalization in this focus area to contribute to a high-quality, walkable, dense, mixed-use place with a vibrant pedestrian realm adjacent to the BRT station and the University.

The areas envisioned for Mixed Use will need an increased variety of uses from what exists today in order to achieve this vision. The bullets below outline the additional land uses needed to achieve a true mix within these Mixed Use PLU areas:

- High Density Mixed Use- These areas along Maryland Parkway need office/professional and residential uses added to the existing commercial, with the exception of the new mixed use development north of Dorothy Avenue.
- Medium Density Mixed Use- These areas need office/professional and commercial uses added to the existing residential.

It is intended that the County considers these recommendations when updating the Comprehensive Plan and Unified Development Code.

MIX OF USES

While there is currently a significant mix of uses in the University Road Focus Area, the mix is primarily horizontal with the exception of one recent development. In order to better leverage the transit and streetscape investments being made to the Maryland Parkway Corridor, an increased vertical mix of uses should be considered near the proposed station. A mix of land uses, such as

retail, entertainment, residential, office, and institutional, can help achieve a critical mass of people. An ideal mix of uses balances live/work/play activities that support sustained activity throughout the day.

In order to help achieve a vertical mix of uses in addition to a horizontal mix of uses, it is recommended that a new "Mixed Use" planned land use is added to the County's list of Planned Land Use Codes. This will allow for flexibility that is not currently in the Code and can benefit all areas of TOD around future high-capacity transit investments.

Generally, the mix of uses within the "Mixed Use" PLU areas should have predominantly retail/commercial active ground floors with housing, office, or institutional space above. Within vertical mixed use development, there is a unique opportunity for student and workforce housing within this focus area. Within the existing residential neighborhood, the mix of uses should remain predominantly residential but with the addition of some local-serving retail and services along the peripheries and at key intersections, either in a horizontal mixed-use format or as the ground floor of a higher density residential mixed-use building.

DENSITY

Successful TOD requires a critical mass of people, or density, near the station at any given time. Active station areas promote ridership along transit lines and help to leverage the public investment.

This area is generally active during the daytime with UNLV student, faculty, and

visitors. There are also presumably other visitors to the existing commercial uses. Increased residential density in particular will increase activity in this area during all times and days.

Various buildings within UNLV and a new mixed-use development just south of University Road and Maryland Parkway (The yoU) are currently the highest density developments in the Focus Area, ranging from 5-7 stories.

Increased permitted building heights within the focus area should be considered, potentially up to 5-7 stories to match the existing high density developments. Within the focus area, increased density should be focused along Maryland Parkway. Tropicana Avenue is also a major arterial that could accommodate increased density.

TRANSITIONS

Density and height should step down towards the existing neighborhood in the eastern half of the focus area. This area contains 1-2 story small apartment buildings, duplexes, and single-family homes. The County's planned land use already calls for higher density residential in this area. As redevelopment and revitalization opportunities occur, small 2-3 story mixed-use buildings or higher density attached single-family residential (such as townhomes or quadplexes) could serve as an appropriate transition.

THOROUGHFARE TYPES

Adopted Complete Streets policies and guidelines provide the baseline for enhancing thoroughfares in the University Road Focus Area. RTC adopted a Complete Streets policy and a report, including design guidelines, in 2012. The 2013 RTC Complete Streets Design Guidelines for Livable Communities expands upon the guidelines in the report and establishes a typology for complete streets that facilitate mobility for all modes of transportation, with a particular focus on people walking. Land use context and specific modal functions such as transit routes and bikeways are also important drivers of street design. Best practices in bike facility design have evolved significantly since 2012, and more recent national guidance, such as NACTO's urban bikeway design guide, should be used to determine the appropriate bike treatment for thoroughfares in the University Road Focus Area.

Boulevard

Corridor-wide recommendations:

Boulevards are designed for higher motor vehicle volumes and moderate speeds. They traverse and connect districts and cities and serve as primary transit routes. High-speed boulevards function as regional connectors and are often truck routes.

Maryland Parkway and Tropicana Avenue are Boulevards that function as the retail and commercial heart of the neighborhood, as well as providing access to a major destination, the UNLV campus. These thoroughfares should serve as Main Streets with a higher level of amenities and streetscaping for people walking, including wider sidewalks, pedestrian-scale lighting, and shade trees. Transit and bikes are priority modes, and future design will dedicate space to bus lanes and bike lanes with adequate physical separation from motor vehicle traffic.

Avenue

Corridor-wide recommendations:

Avenues have moderate to high motor vehicle capacity and low to moderate speed. They act as connectors between, or the main streets of, urban centers.

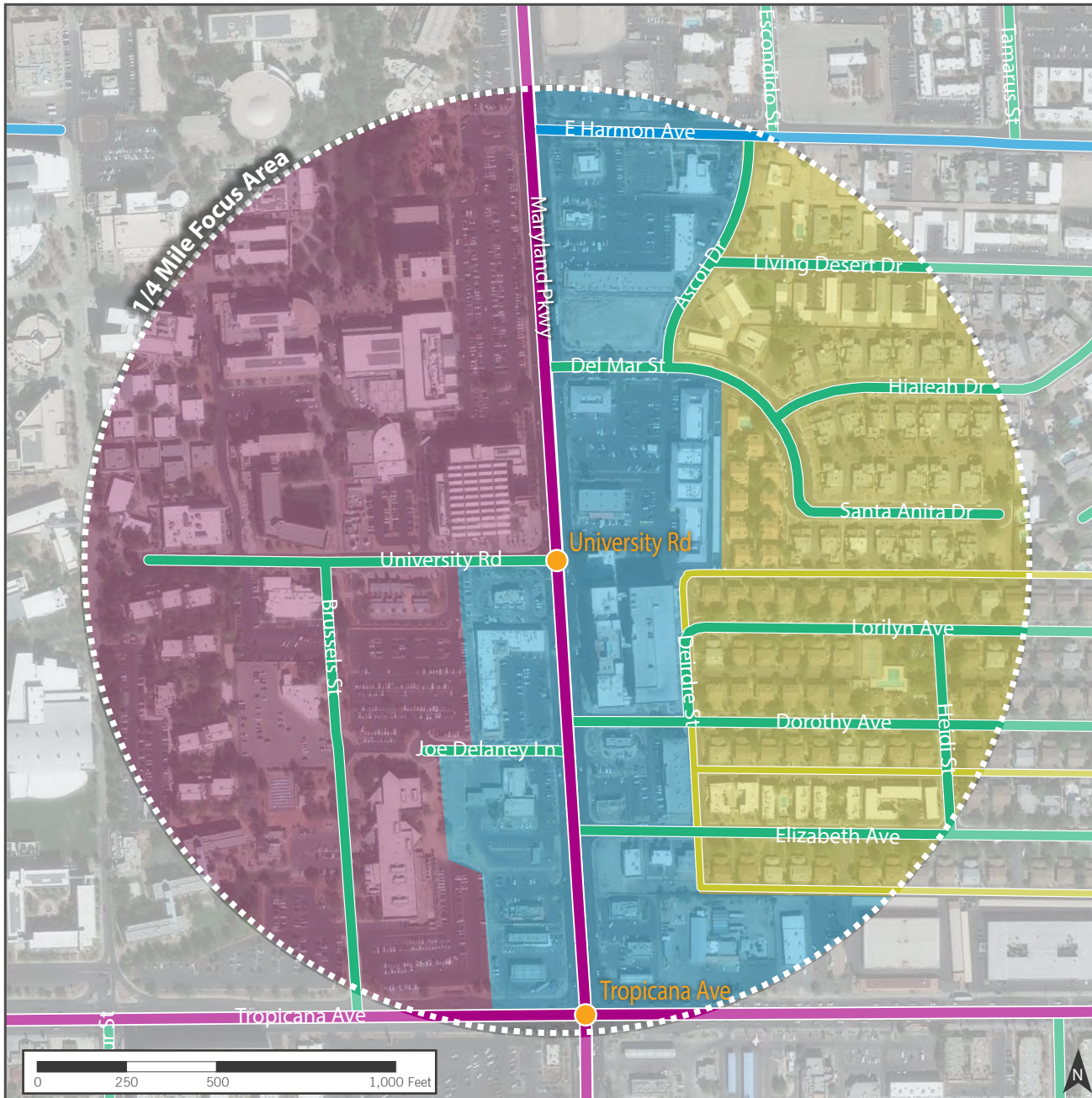
Harmon Avenue is the only Avenue in the focus area. As a gateway to the UNLV campus and a Downtown TOD type, it should have a high level of pedestrian priority and streetscaping. As a bikeway, it should support a higher level of bike priority with enhanced bike lanes that provide sufficient separation from motor vehicle traffic for the speed and traffic volume of the roadway.

Street




Corridor-wide recommendations:

Streets are local and neighborhood facilities that serve all uses. They should have wide sidewalks, on-street parking, and landscaping. They can be either residential or commercial. They are not typically transit routes, and are suitable for bikeway treatments in which bikes share the lane with motor vehicles, such as Bike Routes and Bike Boulevards.

The streets in the University Road Focus Area are predominantly urban neighborhood thoroughfares that balance access for people walking, biking, and driving.






LEGEND

-  Maryland Parkway Transit Corridor
-  Maryland Parkway Corridor Transit Station
-  1/4 Mile Focus Area

Thoroughfare Types

-  Boulevard
-  Avenue
-  Street
-  Alley

TOD Types

-  Educational Campus
-  Downtown Local
-  Urban Neighborhood

TRANSIT ATTRIBUTES SUPPORTING MULTI-MODAL CONNECTIVITY



Real-time information helps transit passengers make informed decisions



Maps of the focus area aid navigation



Mobility hubs often include secure bike parking

MOBILITY HUBS

Mobility hubs are places where multiple travel options come together, along with supportive amenities, services, and technology. They are typically located around transit stops and stations with the goal of providing seamless transfers and first and final mile solutions — offering multiple options to deliver passengers to their destinations. In addition to public transit, mobility hubs may include shared micromobility (such as bikeshare and e-scooters), pickup/dropoff zones for ridehail and private vehicles, wayfinding and information, and enhanced amenities and services. Mobility hubs vary in size and available services and can be thought of more as an organizing principle for the transportation system than as a specific type of infrastructure.

Cities across North America have adopted mobility hub guidelines and typologies to help them create a better passenger experience at transit stops and stations, particularly at stops that are served by high capacity transit such as light rail and Bus Rapid Transit (BRT). RTC's On Board Mobility Plan identifies two types of mobility hubs for Las Vegas – regional and neighborhood. The Plan proposes a neighborhood mobility hub at UNLV. The UNLV transit center on University Road, completed in 2013, provides a foundation for developing a full-service neighborhood hub in conjunction with the design of the Maryland Parkway BRT station.

CONNECTIONS

The UNLV Transit Center on University Road is currently served by the Centennial Express and by route 602 on days with special events. The Mobility Hub at UNLV will be a destination for many riders. Wayfinding signs and informational kiosks, including real-time arrival information, will be key amenities to help students, staff, and other passengers easily use BRT service and make connections to transit and other modes.

- Real-time information on transit arrivals and the availability of shared-mobility services helps people understand their options, make informed decisions, and optimize their travel experience. Basic information on transit arrivals, delays, and travel alternatives should be prominently displayed. Interactive kiosks and smartphone apps provide the opportunity for customized real-time information and mapping.
- Clear directional signage allows people to navigate between transit lines and other mobility services within the area surrounding the station, as well as to nearby destinations.
- Paper or interactive transit route maps are prominently displayed at stops and platforms. Area maps featuring nearby destinations and bike and pedestrian routes are displayed on informational totems or kiosks.

TRANSIT SPEED AND RELIABILITY ELEMENTS

Many passengers on Maryland Parkway BRT will transfer from other bus routes. If BRT is to be a convenient, attractive option for such passengers, the entire public transit system must be fast and reliable. The following transit priority elements should be considered on connecting routes as well as on the Maryland Parkway BRT corridor itself.

Far Side Bus Stops

Bus stops that are located on the far side of signalized intersections allow for smoother transit operations. They reduce delays by allowing the bus to clear the light before it stops to drop off and pick up passengers, minimize conflicts between buses and vehicles turning right at the intersection, and are optimal for corridors with coordinated signals.

Signal Prioritization

Signal prioritization is a component of intelligent transportation systems (ITS). One form of signal prioritization is to optimize and synchronize the signal timing along a corridor for the average operating speed of a bus. Transit signal priority (TSP) involves technology on the bus and in the traffic signal that trigger the light to turn green, or stay green for longer, when the bus approaches.

In-Lane Stops

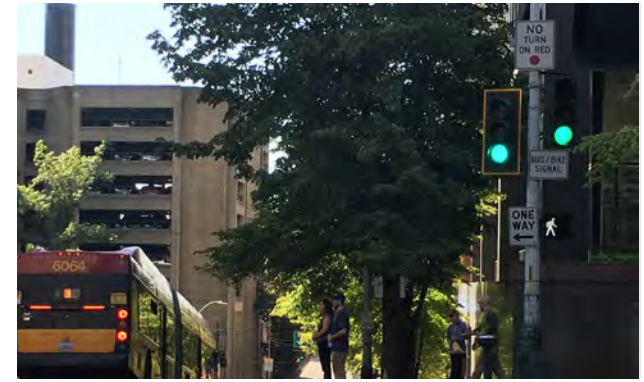
When the bus pulls out of traffic to pick up passengers at a stop, it must then merge back in to traffic in order to continue on its route. In-lane transit stops are designed so that the bus stops in the travel lane, reducing delay. Over an entire route, the time saved can add up to a significantly shorter trip. On streets with parking, in-lane stops can be achieved through installing bus bulbs.

Bus Lanes

Exclusive or semi-exclusive lanes for transit are one of the most effective ways to reduce delays due to traffic. There are several types of bus lanes: transit-only lanes; peak-period transit lanes; business access and transit lanes, which allow other vehicles to use the lane for making right turns; and queue jumps, which are short exclusive lanes that allow buses to proceed through an intersection before general traffic.

TRANSIT SERVICE DESIGN

Maryland Parkway BRT and Centennial Express schedules should be coordinated to the greatest extent possible to minimize connection times for the predominant transfer flows.



A signal in Seattle gives priority to buses and bikes



Right turn lanes can act as queue jumps for transit



Exclusive bus lanes are effective at reducing delay

FIRST AND FINAL MILE ACTIVE TRANSPORTATION



Source: Getty Images

High-visibility crosswalks



Source: SDOT (Creative Commons)

Wide sidewalks, benches, and pedestrian lighting



An ADA accessible path through a UNLV parking lot

PEDESTRIAN ACCESS

Corridor-wide recommendations:

With pedestrians as the highest priority throughout the corridor, all station areas must make commitments to safe access. This includes the following key components:

- Incorporation of high-visibility crosswalk design elements in all crosswalks.
- Requirements that construction and excavation permits be issued upon ensuring continued pedestrian traffic.
- Prioritizing new crosswalks in locations with a relatively high rate of pedestrian-vehicle conflicts and crashes.

Connections must be guaranteed in the most direct and convenient way possible. By protecting the most direct walking route to the point of payment and platforms for transit, riders will be encouraged – not dismayed – by the experience getting to and from the station. The following measures can help ensure direct access:

- Allowance of proposed crosswalks placed along direct pedestrian routes to transit stops, schools, parks, senior centers, community centers, hospitals, as an exception to any crosswalk warrant/minimum demand requirements.
- Where parking facilities exist, a clearly demarcated walkway connecting all access and egress points to one another helps preserve pedestrian safety.

The Midtown Maryland Parkway District requires a minimum 20-foot wide pedestrian realm along all arterial and collector streets. This requirement includes both a through sidewalk and amenity zone. Additionally, a 10-foot-wide pathway connecting the sidewalk network to each site is required and shall not be gated.

The 2017 UNLV Campus Masterplan identified six major pedestrian corridors which connect the campus core to an approximate half-mile stretch of Maryland Parkway running south from Cottage Grove/East Rochelle Avenue to University Road. As these campus walkways intermingle with the public realm of Maryland Parkway, the established paths of travel from the BRT station to campus should have the same standards as proposed for sidewalk upgrades in other station areas, including sufficient width, universal accessibility, pedestrian-scale lighting, and regular multi-lingual signage to remind visitors where exactly they are. The current sidewalk along the west side of Maryland Parkway just north of University Road (outside the Greenspun College of Urban Affairs) emulates a good practice by being sufficiently wide, being lit at the pedestrian scale, and including trees for beautification and coverage from the elements.

At the same time, just outside of this pleasant sidewalk, there is no current permitted and marked crosswalk along the northern edge of the intersection between Maryland

Parkway and University Road. The possibility of creating a crosswalk across this leg would increase access and convenience for people walking through this intersection, and thus should be studied.

While University Road does not run through Maryland Parkway, it is expected to continue to be a major crossing as BRT service comes to this intersection. To that end, there should be multiple direct routes for pedestrians to access this central intersection. 300 feet east of Maryland Parkway is a residential neighborhood with a separate roadway grid. There are no marked crossings of Maryland Parkway between University Road and Tropicana Avenue, which creates a significant barrier for people walking or biking between the southern portion of campus, businesses, and the neighborhood. A new crossing opportunity at one of the minor street intersections should be pursued, with appropriate infrastructure for the size of the roadway.

ADA ACCESS

Corridor-wide recommendations:

The transportation experience set by the Americans with Disabilities Act (ADA), includes minimum dimension standards for barrier-free access, like an 8-foot-by-5-foot level pad at the head of the bus stop. Upgrading all sidewalks in the focus area to be continuously paved, level, and connected to curb ramps can ensure independence for people who may otherwise need to wait for an operationally expensive paratransit vehicle.

Universal design beyond compliance starts by listening to -- and centering the experience of -- the disability community in every single design choice. Every focus area must emulate this practice. Some of following examples of universal design are intended to provide an environment of safety and inclusion beyond compliance:

- Defining “pedestrian access” as “reasonable access for disabled persons in wheelchairs and similar devices” – to be consistent with Clark County standards for pedestrian malls.
- Maintaining at least an 8-foot-wide platform at all bus stops, not just at the front.
- Touchless signalization that does not require the pushing of pedestrian and bicycle crossing indicators (aka “beg buttons”) to receive a walking signal. Either a walking and biking signal shall occur at least once every single traffic signal cycle, or it must be activated using a motion sensor. Extend touchless access

to water fountains, doors, and lighting, and keep at least one sensor and switch within reach of people of all possible heights.

- Step-free access for all principal walkways along the most direct path of travel. And where there are ramps, multiple handrails with varying heights and embedded directions in braille must be included.
- No unnecessary distractions in materials. For example, any changes to pavement texture should only be to indicate a change in the pedestrian realm or to direct people to and from station entrances.

On the UNLV campus, there are efforts to safely accommodate universal access needs through surface parking lots. By having a wide (at least 6-8 feet) curb ramp, tactile warning, and high-visibility pavement marking running a straight line between pathway gaps on campus, this practice should become the minimum expectation for pedestrian accommodations across all surface parking lots along the Maryland Parkway Corridor -- including privately-owned lots on the east side of campus.



Bike crossing markings through an intersection



Bike boxes provide designated space at signals



Bike corrals are one bike parking option

BIKE ACCESS AND SEPARATION

Corridor-wide recommendations:

Bicyclists are not all the same and what is required to make them feel safe and comfortable will vary. For example, some bicyclists travel much slower than vehicles, while others travel at higher speeds. On average, bicyclist speeds range from 12 to 20 mph. Some experienced bicyclists (a very small percentage of the total potential bicycling population) are comfortable sharing a lane with cars. For the rest of the population, the type of bicycle facilities that feel safe and comfortable vary based on a combination of motorist speed, traffic volume, roadway width, presence and location of on-street parking, and other design elements. Using traffic volume thresholds to recommend a specific type of bicycle facility is a good starting point; guidance can be found in the NACTO Urban Bikeway Design Guide. Bicycle facilities physically separated from motor vehicle traffic are effective in attracting people of all ages and abilities, who may not feel comfortable bicycling with vehicle traffic.

Over time, expanding the definition of protected infrastructure for bikes to include scooters, and small motorized carts may become vital for continued safety in route to transit. These measures also protect pedestrians, because in locations where there is not a protected bicycle lane, people may choose to ride on the sidewalk instead, thus increasing the discomfort of people simply walking on the sidewalk.

As east-west bike facilities are designed and proposed for this area, particularly along East Harmon Avenue, it will be important to ensure clear direction and right-of-way for people bicycling across Maryland Parkway. Painted routes across the intersection is an initial start, but additional protections for bicyclists from turning vehicular traffic at intersections could include:

- A “head start” signal for people crossing the intersection as a bicyclist and/or a pedestrian
- Bike boxes at the front of intersection stop lines to provide a designated space for people bicycling and waiting at intersections

Because the University Road station is immediately adjacent to the UNLV Campus, a significantly higher amount of bicycle and scooter traffic should be expected, as is the case in most university campuses across the world. The provision of bicycle parking facilities -- including short-term racks and long-term covered lockers should be higher than in other locations along the corridor.

Significant clearance from sidewalks and pathways should be expected in locations where bicycle parking spaces are set up. One creative solution is to use portions of the curbside/parking vehicular lane as an on-street bicycle corral. This allows people biking to conveniently park at the same level of the roadway while avoiding conflicts with pedestrians.

To connect UNLV campus frontage along Maryland Parkway to the proposed shared-use path along Flamingo Road at the southern edge, separately marked and signed bikeways can be installed at the same level as sidewalks and pathways. These raised cycle tracks can provide the protections of a high-quality bikeway without the prohibitive cost of reconfiguring existing utilities.

SHARED-MOBILITY SERVICES

Corridor-wide recommendations:

Shared Mobility can require the use of curbside space in both static and temporary ways. In visible and accessible locations with sufficient sidewalk space along a local street just off an arterial or collector road, a car share or bike share spot may be useful to help newer users safely identify and unlock their vehicle while comfortably pulling into moving traffic. In the case of a dockless location, it is also important that users disembarking their vehicle have sufficient space to park their bike without interfering with free movement along the pedestrian realm's through zone (sidewalk).

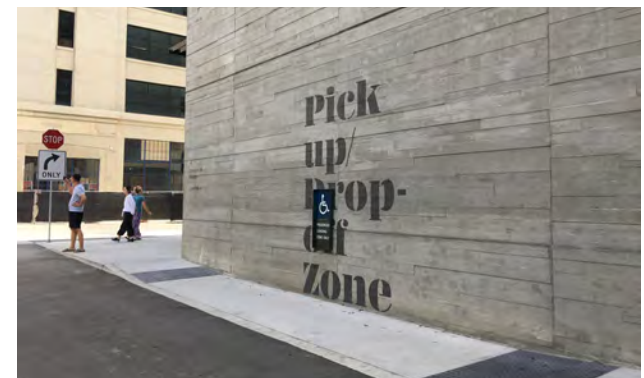
In locations where there is a high volume of pick-up and drop-off activity, as well as bus stops with high frequency, a definitive placement of where one goes to be picked up/dropped off by a Transportation Network Company (TNC) vehicle is vital, as a misplaced vehicle – even if just waiting for minutes – may be interfering with safe bus movements in and out of stops.

The UNLV campus currently provides specific designated locations for TNC pick-up and drop-off within the area, including at the Harmon Avenue entrance of campus, the UNLV Transit Center, and outside the Student Recreation and Wellness Center (adjacent to the Tropicana Parking Garage).

The location of passenger vehicle standing zones like these should continue to be assessed with the aim of reducing unnecessary circling by transit vehicles and encouraging pedestrians direct access routes to primary building entrances.



Protected bike lanes at sidewalk level



A curbside designated TNC pick-up/drop-off zone



Source: RTC

RTC Bike share

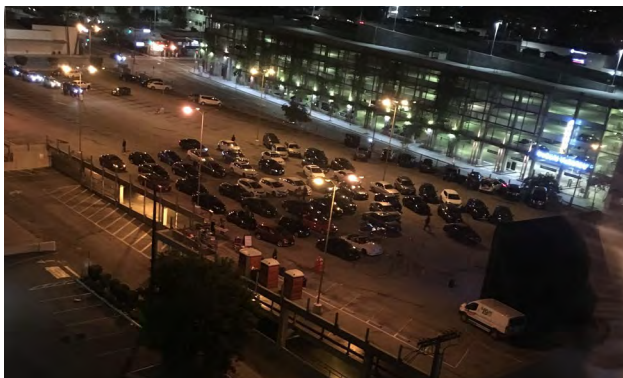
TDM AND CURB SPACE MANAGEMENT



TDM programs can be targeted to employees, residents, and visitors



TDM programs provide incentives to take transit



When travel behavior shifts, less parking is needed

TRANSPORTATION DEMAND MANAGEMENT (TDM)

Corridor-wide recommendations:

When parcels in the TOD Focus Areas go through the development or revitalization process, a concern may be how proposed buildings and spaces – and the people who live, work, or visit them – can exist without contributing to traffic congestion, compromised air quality, and unreliable neighborhood parking availability. To ameliorate this concern, building owners and managers along the Maryland Parkway Corridor must be prompted to enact transportation demand management (TDM) programs targeted to tenants and visitors alike. TDM programs and policies create incentives for people to choose environmentally sustainable modes of transportation.

- For employers, it may help increase employee satisfaction to directly subsidize the cost of commuter transit passes.
- For residents, a bicycle storage room conveniently placed on the ground floor can encourage more people to use their bike regularly.
- For visitors, people who ride transit may receive a discount on their purchases.

Building owners and tenants can benefit from this behavior shift as well; not only will the expense of constructing and maintaining on-site parking be reduced through less demand, but developments that incentivize biking and walking and

highlight the proximity and accessibility of nearby transit services are well positioned to attract tenants desiring a unique livable experience in the Las Vegas Valley.

Club Ride is an RTC program to reduce commute trips by vehicle through incentives and reporting. Participants in the free program report their daily commute choice (including the choice to work from home) and enter a monthly raffle for gift cards and free RTC bus passes. All participants also receive discounts from merchants and services throughout the Las Vegas Valley region.

UNLV is a critical partner in TDM programs for the area, as they offer programs that help reduce the demand for parking on campus and in the area, including:

- The U-Pass, which provides all UNLV Rebel Card holders a majority (at least 50%) discount off the regular price for an RTC pass on a monthly or semester-long basis.
- A policy of no required parking permits for bicycles, provided they are parked in campus bike racks

All residential buildings targeting university students, faculty, and/or staff as tenants must not only be aware of existing programs, but work to regularly promote them to tenants, through regularly emailing information, printing brochures to be packaged with building orientation materials, and in public

spaces throughout the building (e.g., lobby) Such materials can be arranged through coordination with the UNLV Parking and Transportation Services office.

MODAL DESIGNATIONS FOR CURB SPACE USE

Corridor-wide recommendations:

The curbside lane is a valuable segment of infrastructure; it is used for bus stops, curbside parking, loading, and travel. As emerging uses, such as parklets, transportation network company (TNC) loading, bicycle parking corrals, scooter zones, and curb extensions have gained in popularity across cities, developing a plan to accommodate them on the curbside requires an innovative approach which optimizes the curbside to meet an evolving “highest and best use” from an access and mobility perspective. By serving different purposes -- such as bus-only travel lanes during rush hour and essential service pickup/delivery during the midday -- a flexible multi-use curb zone responds to different demands over time.

Curbside regulation would ideally be phased in, starting with parking regulation (including pavement markings to define distinct spaces), and then working with the community to communicate the economic and mobility benefits of a more dynamic use of the curbside space.

As noted, priorities would shift depending on the time period, but also the street type. A predominantly commercial block defined by commercial loading in the morning may evolve to accommodate short-term visitor parking in the midday, and then a valet stand or passenger loading in the evening. These priorities would evolve through a community-driven process. Because of the nascent nature of dynamic curbside usage, it is advised to refer to NACTO and ITE sources on curb management.



Curbs serve many uses including stormwater management and parking



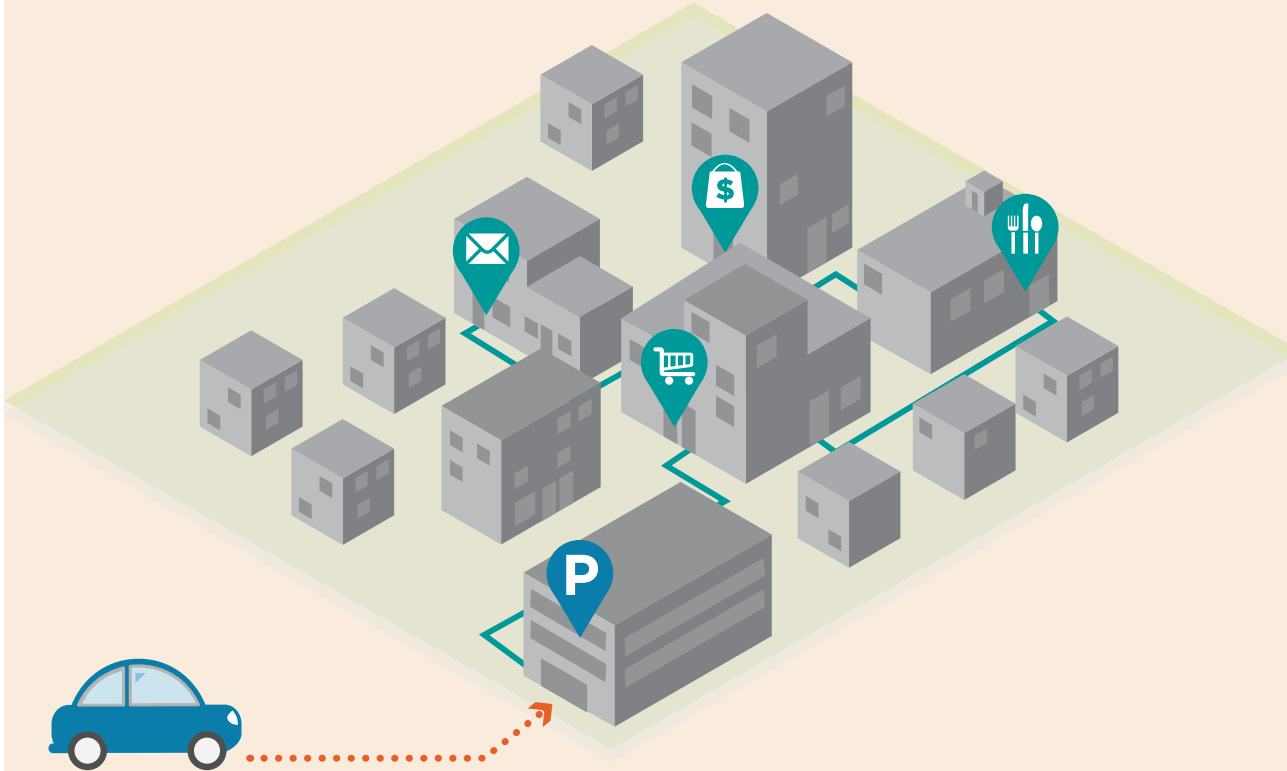
Parklets and street seating have replaced curbside parking in many cities during the pandemic



Curb extensions and bike parking are emerging uses of curb space

PARKING MANAGEMENT

Corridor-wide recommendations:



An illustration of the “park once” experience, in which patrons can park once and frequent shops, dining, and entertainment all within a single trip

PARKING STRATEGY

Over the long-term along the Maryland Parkway Corridor, it is important to anticipate that parking needs may evolve over time, especially if high-quality transit service is added, land values increase, and consumer preferences continue shifting

towards walking, biking, and riding transit to all essential goods and services within a short distance of home. Thus, any parking strategies for the area should recognize all factors of a multimodal transportation network and abide by a series of principles.

Principles of Parking

The key principle of parking is to maximize supply efficacy while ensuring a space is available. All parking policy, regulation, and management practices should be designed to fill at least 85% of all on-street parking spaces at any given time and 90% of off-street parking spaces. To reach that goal, a variety of tools should be made available at the disposal of the public and private sectors alike, including:

- Pricing existing curbside parking to meet occupancy goals
- Pricing off-street parking at a relatively lower rate per hour to incentivize more long-term usage in garages and more turnover on curbside parking
- Encouraging shared parking agreements at off-street parking facilities to expand the supply of publicly available parking at minimal expense

Another principle of parking is to support a “park-once” experience where patrons can park once and frequent shops, dining, and entertainment all within a single trip. This requires using parking as a means to support multimodal transportation options. Strategies to meet this principle include:

- Priority placement of parking spaces closest to destination front doors for ADA vehicles, electric/hybrid vehicles, carpool vehicles, and car share vehicles.
- Consolidating curb cuts and parking entrances

- Requiring all new parking to be structured (to maximize the utilization of land, improve pedestrian conditions, and reduce the heat island effect of surface pavement)
- Requiring ground-floor frontage with retail uses at all parking structures

Regarding parking requirements, the establishment of minimums – particular in areas intended to facilitate more urban and multimodal transportation needs – create the unintended consequence of oversupplied parking, reduced developable spaces, and increased development capital costs. Parking requirements should be simplified to allow developers greater flexibility and maximize buildout potential of mixed-use transit-oriented developments. Key aspects of this principle include:

- The elimination of minimum parking requirements
- The institution of maximum parking requirements
- The consolidation of land uses in defining any parking requirements (e.g., combining all office, retail, and institutional uses under “non-residential”)
- If parking minimum requirements still exist, there must be:
 - allowance of incorporating curbside parking spaces, shared and designated off-site parking spaces within a quarter mile to meet parking requirements

- elimination/reduction of requirements for all senior housing, affordable housing, and student housing
- reduction of requirements for developments enacting a TDM plan

- Encourage the “unbundling” of residential-serving parking spaces from residential units by requiring landlords to lease parking spaces separately so that those who do not own vehicles are not paying for an unused services and can opt out of this expense, thus increasing housing affordability. The same concept can be applied for employment areas with constrained resources in the form of a parking “cash-out.”

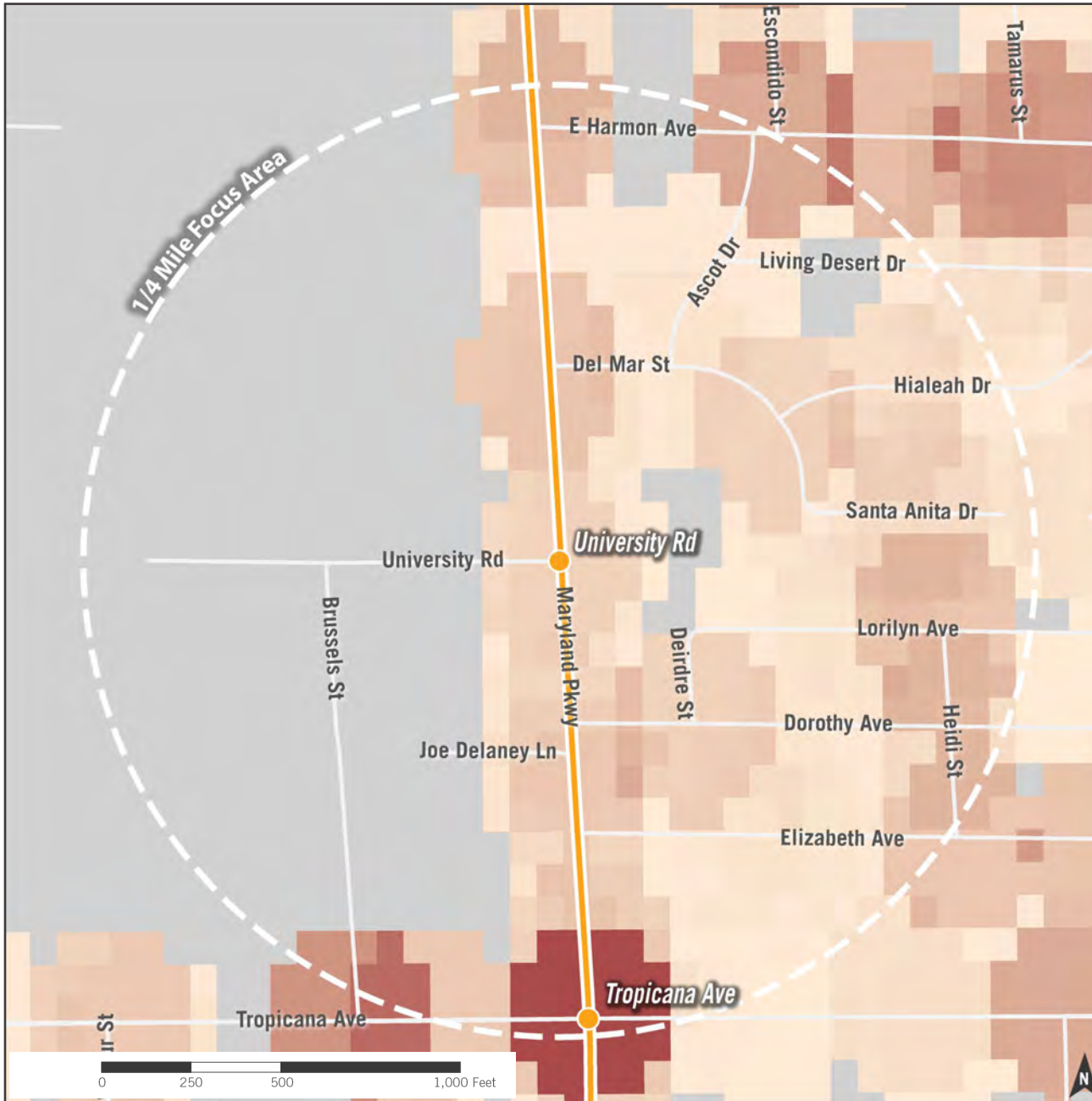
A final principle of parking is that it should be customer-friendly. Too often, overregulation and mismanagement of parking supplies in high-demand areas results in customer frustration and discouragement from the visitor. To meet these needs, the public and private sectors should consider:

- Consolidating time limits to fewer options, such as 2 or 4 hours only
- Consider allowing all priced parking to have unlimited time limits, allowing the user to pay to park for as long as they wish
- Allowance of shared parking for uses across multiple locations

In the University area, there may be residences inhabited by UNLV students who, due to the proximity to campus, do not have a vehicle and instead walk or bike to campus (and in some instances, rely on shared vehicles for longer trips). To the extent possible, such students should be given the opportunity to “unbundle” the cost of their rent from the cost of an on-site parking space. Making parking an optional, fee-based amenity, often referred to as unbundling parking, ensures that the cost of parking is paid for by those that use it, based on how much of it they use. For people living in this area who do not have a vehicle, they would be able to maintain the same quality of life but at greater affordability.

Protections may be necessary to ensure that spillover parking effects in neighborhoods can be mitigated. A residential permit program (RPP) can ensure that residential neighborhoods are not overwhelmed by commuters, students, employees, or visitors, thereby enabling local residents to park their vehicles on-street. RPPs are especially important in neighborhoods where residents have limited off-street parking. Most conventional RPP programs allow those without a permit to park for generally two to four hours during a specified period, such as 8:00 AM to 6:00 PM, Monday to Friday. Permit holders are exempt from these regulations and able to essentially store their vehicle on-street. Critical to program success is capping the number of permits to never be higher than the supply of applicable on-street spaces.

CPTED AND SAFETY



CRIME HOT SPOTS

The amount of crime within the University Road Focus Area is relatively low compared to the rest of the Corridor. Crime is assessed based on Calls for Service reported by the Las Vegas Metropolitan Police Department (LVMPD), aggregated to the nearest block face. It should be noted that UNLV's University Police Services crime log is a separate record and not included in this analysis. Crime hot spots are prevalent in the south side of this focus area, near the intersection of Tropicana Avenue and Maryland Parkway. There is also a slight uptick in crime along Heidi Street and near the intersection of Dorothy Avenue and Maryland Parkway. Also noteworthy is prevalent crime just northeast of the focus area along Harmon Avenue.

317 total Calls for Service were recorded in this focus area between June 2018 and December 2020. The top types of crime recorded included "Other Disturbances" (45%), Malicious Destruction of Property (12%), and types of Assault/Battery (10%).



Corridor-wide recommendations:

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN (CPTED)

CPTED is a set of strategies to mitigate crime and promote safety through design. The four main principles are natural surveillance (making sure areas are visible and well lit), natural access control (guiding people and vehicles clearly through a space), territorial reinforcement (creating a sense of ownership over spaces by delineating public from private), and maintenance (preventing deterioration to create a more positive community image, i.e. the Broken Windows Theory). These principles can be applied to the University Road Focus Area to allow students, residents, employees, and transit users to feel secure and create a more vibrant pedestrian realm.

HOMELESSNESS

While specific design interventions, such as lighting, clear sight lines, and station amenities and improvements, can help people feel safer using transit, they do not mitigate an underlying issue: the reliance of those experiencing homelessness on transit. Helping the homeless population requires targeted policies and programs such as: collocating social services at transit hubs and along transit corridors (see Hub of Hope); using trained "rangers" or formerly incarcerated attendants with specific soft skills for norms enforcement rather than ticketing or arrest (see Urban Alchemy); integrating social workers into enforcement efforts; and training transit enforcement officers in crisis intervention.

STRATEGIES

The University Road Focus Area would benefit from application of all of the CPTED principles, particularly at the intersections of Maryland Parkway and Tropicana Avenue and along Harmon Avenue, where crime hot spot are indicated. A more built-out pedestrian-friendly public realm can be found around the intersection of Maryland Parkway and University Road, where the crime rate is fairly low. However, the entire area is in need of pedestrian lighting that is oriented to the sidewalks to improve the natural surveillance. The north and south end of the focus area would also benefit from better pedestrian access to businesses to improve access control. More effective and maintained buffers between the street and private businesses would improve territorial reinforcement. Ensuring maintenance of empty buildings and lots would improve the area's image.

DESIGN ELEMENTS

Design elements that should be added throughout the focus area, and particularly along Maryland Parkway, include improved transit stops with additional amenities, more consistent and pedestrian-oriented lighting fixtures, landscaped buffers and planting, crosswalks, and clear pedestrian paths to UNLV and to and through private parcels. Elements such as improved landscaping and public art would also contribute to the safety of the area by improving the image, and therefore people's pride and ownership.



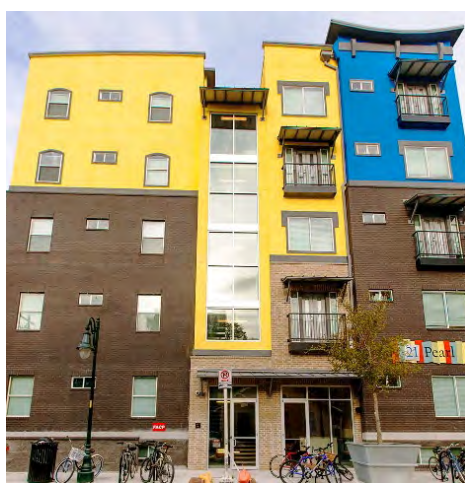
Lack of natural surveillance



Lack of territorial reinforcement



Lack of maintenance



3 FOCUS AREA PRIORITIES

The University Road Focus Area includes many opportunities for new development, mobility improvements, and community amenities. Projects in this area should support the needs of UNLV students, faculty, and staff as well as the surrounding neighborhoods and users of the Maryland Parkway Transit Corridor. Priority improvements in this area include developing vacant and underutilized sites, providing additional mobility options and improvements, creating new housing opportunities, and creating a safe, comfortable, and active pedestrian realm.

This chapter provides an overview of and recommendations for the highest priority projects for this focus area, as determined by community feedback, anticipated impact, and feasibility. The proposed projects cover a range of recommendations including public realm and infrastructure improvements, land use recommendations, and building form retrofits and improvements. Recommendations are supported by precedent imagery, 3D graphics, and case studies to help provide a guide for the County in implementing these priority improvements. These recommendations are not prescriptive and instead offer a set of potential improvements that can be completed as is feasible, over time.

Projects for the University Road Focus Area should prioritize creating vibrant and comfortable pedestrian-oriented places, adding density and desired uses to support the University, and accommodating the housing needs of the area. All improvements aim to realize the opportunities associated with the transit station and UNLV to create a walkable, safe, and lively TOD focus area.

Note that the Priority Projects outlined in this chapter have been conceived through community and stakeholder input throughout this process, as well as supporting technical analysis. While each Priority Project provides best practice guidance on how to create a transit-supportive environment within this focus area, references to specific parcels or buildings are intended to be purely illustrative of a concept. The successful implementation of these projects can be comprised of alternative forms, alignments, and uses, as appropriate to each site, but ought to strive to achieve the key themes and priorities expressed and articulated by the community in this effort.

PRIORITY PROJECT - UNLV TRANSIT CENTER AND LOT U/H DEVELOPMENT



Phase 1 - Mixed Use Student Housing on Lot U and H

The first phase of development should be a new infill development on Parking Lot U and part of Lot H. This development, similar to the Station on Washington at the University of Minnesota, shown above, should provide an active ground floor with student housing above, as well as structured parking. See "Mixed Use Development" below for more detail.



Phase 2 - Improved Transit Hub and Public Space

The second phase, a more long term project, should focus on redevelopment of the Transit Center to create a larger, amenitized hub. A stacked approach should be considered, with mobility facilities below and public space above, at a different scale, but similar to the Transbay Transit Center in San Francisco, shown above. See "Mobility Hub" on page 49 for more detail.

TRANSITIONING A TRANSIT STATION INTO A MIXED USE MOBILITY HUB

The UNLV Transit Center and the south abutting Lot U and Lot H provide a large transportation-oriented space, transitioning from the Maryland Parkway Corridor to the campus interior. The Transit Center is a fairly recent project and an excellent amenity with well-designed shelters, bicycle and pedestrian facilities, signage, landscaping, and plaza space. This new investment, in

combination with the forthcoming transit investment on Maryland Parkway create an excellent opportunity to utilize the Lot U space for a mixed-use development that directly connects to the Transit Center and expands it into a full mobility hub.

Mixed Use Development

A mixed use infill development on the site of the parking Lot U, and potentially extending into Lot H to the south (see orange square above), would be supportive

of moderate density given its proximity to mobility options, the student population, and employment options associated with UNLV. Active ground floor uses such as retail, dining, and daily services would add activation to the area and help support the student and faculty population. The upper stories should provide housing units or UNLV administrative or office uses. The development should also include several stories of structured parking to accommodate the new uses and replace the Lot U and H spots that were redeveloped.



Images of mixed use mobility hubs and student housing from Haluchère, France; Boulder, CO; St. Louis, Missouri; and Raleigh, NC

Mobility Hub

In addition to developing transit and University supportive uses on the site, the existing mobility infrastructure of the Transit Center (see blue square on the previous page) should be supplemented or redeveloped to create a full-scale mobility hub, as indicated in the RTC's *Onboard Mobility Plan*. Expanding the Transit Center should include provisions for bicycle and e-bicycle share, additional bicycle parking, micro-mobility share (such as e-scooters), car share (such as Zipcar),

designated ride share pick-up and drop-off locations, shuttles, and wayfinding. The opportunity for small scale retail such as kiosks and coffee carts should also be considered. A more long term vision of the Center should consider a multi-story approach with iconic architecture and a major public space amenity. The hub should connect to a robust pedestrian and bicycle network to accommodate all potential users and modes. Wayfinding should clearly direct people to and from the hub to nearby destinations both on and off campus.



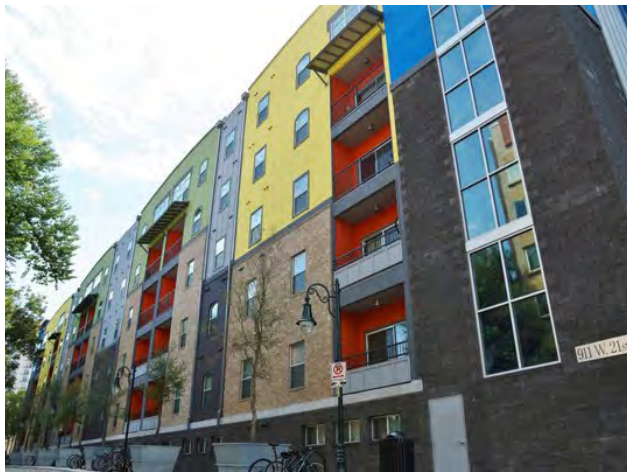
CASE STUDY: BOULDER JUNCTION

The Boulder Junction development at Depot Square Station in Boulder, CO provides affordable housing at a regional mobility hub. The apartment building above the station offers 71 affordable units and the attached garage utilizes a shared parking strategy for residents, visitors, and transit riders. The affordable units were developed in partnership with Boulder Housing and all residents were provided with a free regional transit pass, making the development even more transit-supportive. The BRT bus terminal includes an underground facility with ticket sales, seating, and information booths. The mobility hub also includes a park and plaza space, bike share and parking, vehicle parking, a restaurant, trail connections, and signage and wayfinding. The transit station was designed and built with significant interagency coordination, and a similar partnership could be facilitated with UNLV and the RTC.

PRIORITY PROJECT - SUPPORTING WORKFORCE AND STUDENT HOUSING

CREATING FLEXIBLE HOUSING OPPORTUNITIES FOR STUDENTS AND LOW-INCOME HOUSEHOLDS

As universities grow and many cities face a shortage of affordable housing opportunities for students and low-income households, these housing types have become more blended and flexible. Many student housing opportunities now also accommodate graduate students, faculty, staff, and even outside community members. This more diverse collection of residents is helpful in promoting transit ridership that is less dependent on peak times and seasons. Affordable and student housing developments are often incentivized with governmental assistance or programs to help keep rents low enough to accommodate under-served members of the community. These developments should be designed with ground floor retail and services and shared community open spaces. For increased flexibility, they should also provide a variety of unit sizes, types, furnishings, and levels of accessibility. All new student housing along Maryland Parkway should be designed with these considerations and provisions.



21 Pearl West Campus, Austin TX

The 21 Pearl West Campus Apartments are a mix of affordable and market rate units on the University of Texas's popular West Campus, near downtown. The development provides much needed student housing near transit with accommodations for mobility, hearing, and vision impaired students. The 135 units are furnished with full-sized kitchens and high-speed internet. The development of the Apartments was incentivized by the City of Austin to help fill the area's housing shortage.



Radford Court Apartments, Seattle WA

The Radford Court Apartments provide housing for University of Washington graduate students, students with families, faculty, and staff, as well as offering units for those not associated with the University. The 399 unit community is 24 acres with shared lawns, gardens, and playgrounds with immediate trail access to the University Campus. The project was developed as part of a Public-Private Partnership and financed using tax-exempt bonds.



University-Owned Housing, Pittsburgh, PA

The University of Pittsburgh owns several apartment complexes for undergraduate and graduate students as well as other community members. The unfurnished apartments are operated and maintained at an affordable rate by the University. The Darragh Street Apartments shown above were designed for graduate and medical students off the main University Campus, near the School of Medicine, in a garden-style complex with shared green space.

PRIORITY PROJECT - VACANT LOT NORTH OF DEL MAR STREET



Images of student/affordable housing from Los Angeles, CA and Boston, MA

SAMPLE DEVELOPMENT PROGRAM

Lot Size: 0.89 Acres

Stories: 6 stories

Admin/Retail Square Feet: ~16,200 sf

Residential Square Feet: ~104,000 sf

Housing Units: 116 units

Parking Spaces: 110 spaces

Parking Ratio: 0.95 space/unit

Features: Roof deck amenity; resident courtyard space; ground floor retail space for lease; UNLV administrative office space; 3 partial stories of structured parking

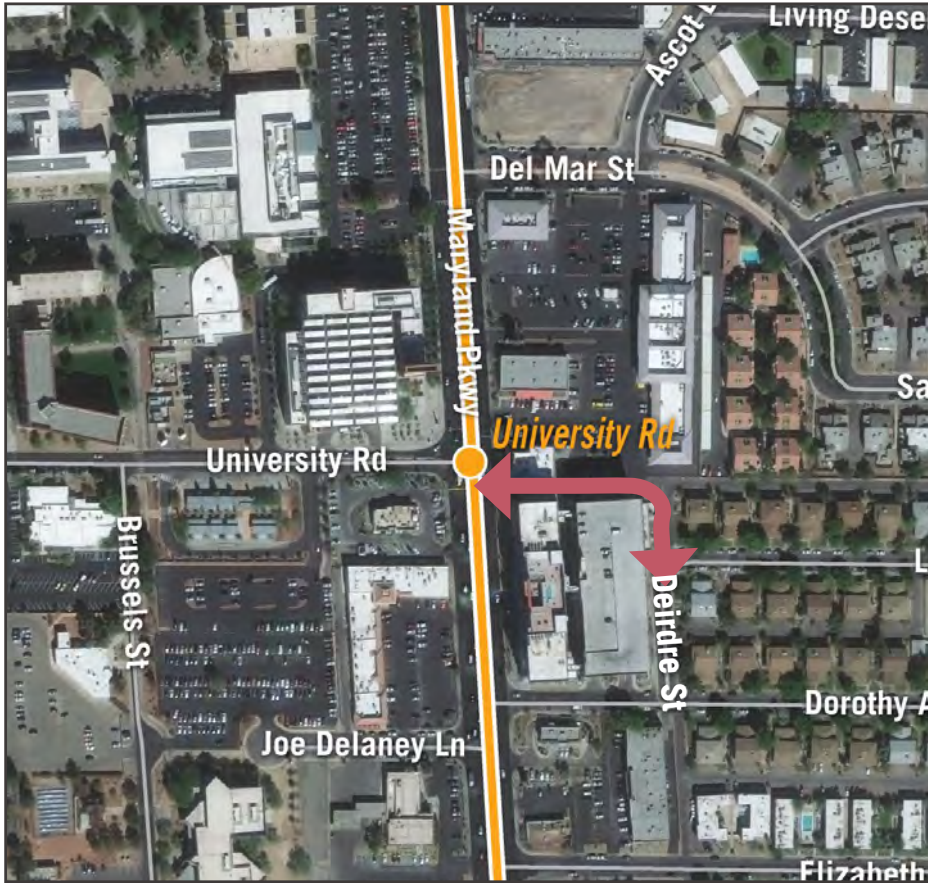
OPPORTUNITY FOR STUDENT AND WORKFORCE HOUSING

The vacant lot at 4590 Maryland Parkway presents a potential for dense, mixed-use development that fills a range of UNLV needs. This property was originally slated as an administration building in the UNLV Master Plan. However, given the proximity of the building to campus, its location directly along Maryland Parkway and the increased transit investment, and the strong need and desire for affordable student housing, it is

suggested that this site accommodate a transparent and semi-active ground floor of primarily administrative uses with residential units above. If the site develops as student housing it could accommodate the needs of the community and provide flexibility and affordability, as described in the case studies on the previous page. A potential housing strategy for this location includes a mix of affordable and market rate units, both furnished and unfurnished, with availability to the UNLV student population as well as other community members. A Public-Private

Partnership with the University would allow for a higher proportion of affordable units. The list above shows an example program for such a development. The potential development form for the 0.89 acre site includes six stories, where the ground floor is a mix of retail and UNLV administrative services, floors 1-3 are partially occupied by a 34,000 sf parking garage, floors 2-6 are residential units, and the two-thirds of the 6th floor is occupied by a roof deck garden. The parking ratio is below standard based on proximity to the transit line and University.

PRIORITY PROJECT - NEIGHBORHOOD CONNECTION



Images of improved pedestrian alleys and connections from Los Angeles, CA; Fort Collins, CO; Omaha, NE; and Longmont, CO

IMPROVING CONNECTIVITY BETWEEN THE UNIVERSITY AND THE NEIGHBORHOOD

While there are many students, faculty, and staff living in the neighborhoods to the east of UNLV, they do not have a simple or straightforward access point to the campus or to the transit facilities along Maryland Parkway. Two improved pedestrian connections are proposed in this focus area to create a more

safe and comfortable pedestrian experience.

The first, and highest priority connection, is from Maryland Parkway to Deirdre Street, directly north of the recent The yoU mixed-use development. This area is currently a small vehicle-only access drive to the parking garage. A pedestrian alley-way between the buildings would be an ideal use, providing the most direct link between the neighborhoods and the signalized crossing to UNLV anywhere in the focus area. The alley should be well-lit and

clearly marked so that it feels safe at all hours. Features such as special paving and string lights will improve the visibility and appeal.

The second recommended improvement is along Deirdre Street, particularly between Dorothy and Elizabeth Avenue where there is no sidewalk or lighting. A sidewalk and safety infrastructure, including crosswalks, should be added here, as well as amenities like landscaping, murals to enliven blank facades, and wayfinding.

PRIORITY PROJECT - PAD SITE RETROFIT / URBAN DESIGN



Suggested phase of design intervention



 Phase One

 Phase Two

 Phase Three

TRANSFORMING AUTO-ORIENTED USES TO PEDESTRIAN FRIENDLY PLACES

There are several pad site developments along Maryland Parkway within the University Road Focus Area. Most of these buildings are restaurants (with and without drive-thrus), financial institutions, or convenience stores. The majority of these, and most pad sites, are auto-oriented, lacking site design and amenities, building frontages along the street, and pedestrian infrastructure and comfort. They are also over-parked and physically separated from the street and sidewalk. The graphics above, and the recommended improvements at right,

provide a framework for incrementally improving pad sites to create a more vibrant, pedestrian-friendly corridor. Each of the phases represents an increased level of effort and investment. Not all pad sites need to be completely re-designed and retrofitted, as many are still filling a community need, but almost all could be improved to some degree to better align with the corridor's TOD goals. The map to the left shows the potential pad sites along Maryland Parkway within the focus area and the suggested phase of design intervention for each. The proximity to UNLV makes the walkability of these sites even more of a priority.

Potential Phased Improvements

Phase One:

- Site improvements: increased or improved landscaping, outdoor seating, amenities (bike racks, trash receptacles, etc), and pedestrian connections to the building.
- Building improvements: shade awnings and facade repairs or upgrades.

Phase Two:

- Reconfigure drive-thru aisles behind building and reduce parking (if necessary), reclaiming space for outdoor seating or landscaping.
- Site improvements: additional landscaping and outdoor seating.
- Building improvements: increased transparency (windows, doors).
- Circulation improvements: add additional pedestrian and bicycle connections and safety measures.

Phase Three:

- Remove drive-thrus, reclaim space for building additions that increase capacity and provide opportunity for additional uses.
- Replace chain establishments with local businesses to cultivate more authentic, area-specific character. Provide additional facade improvements and increased transparency.
- Consider adaptive re-use opportunities.

PRIORITY STREETSAPES, INTERSECTIONS AND CROSSINGS

MAJOR STREETS

Maryland Parkway is a high priority for multimodal improvements in conjunction with BRT corridor design. Students use Maryland Parkway to come and go from campus, and people walking should be the highest priority. Improvements for people walking can expand upon existing pedestrian realm design near the UNLV Transit Center and UNLV's Greenspun Hall, where sidewalks are wide and contain a double row of trees. Bike facilities should be designed to accommodate a large volume of people on bikes and scooters.

Harmon Avenue is the major bikeway connecting to the UNLV campus from the east, and is a priority for facility re-design, traffic calming, and other measures to make the biking experience more comfortable. With five lanes of traffic, including the center turn lane, Harmon Avenue would be a good candidate for a road diet. A traffic study to collect daily motor vehicle volumes could determine whether it falls under the FHWA's suggested threshold of 20,000 ADT. The FHWA Road Diet guide provides more information on assessing the feasibility of a road diet.

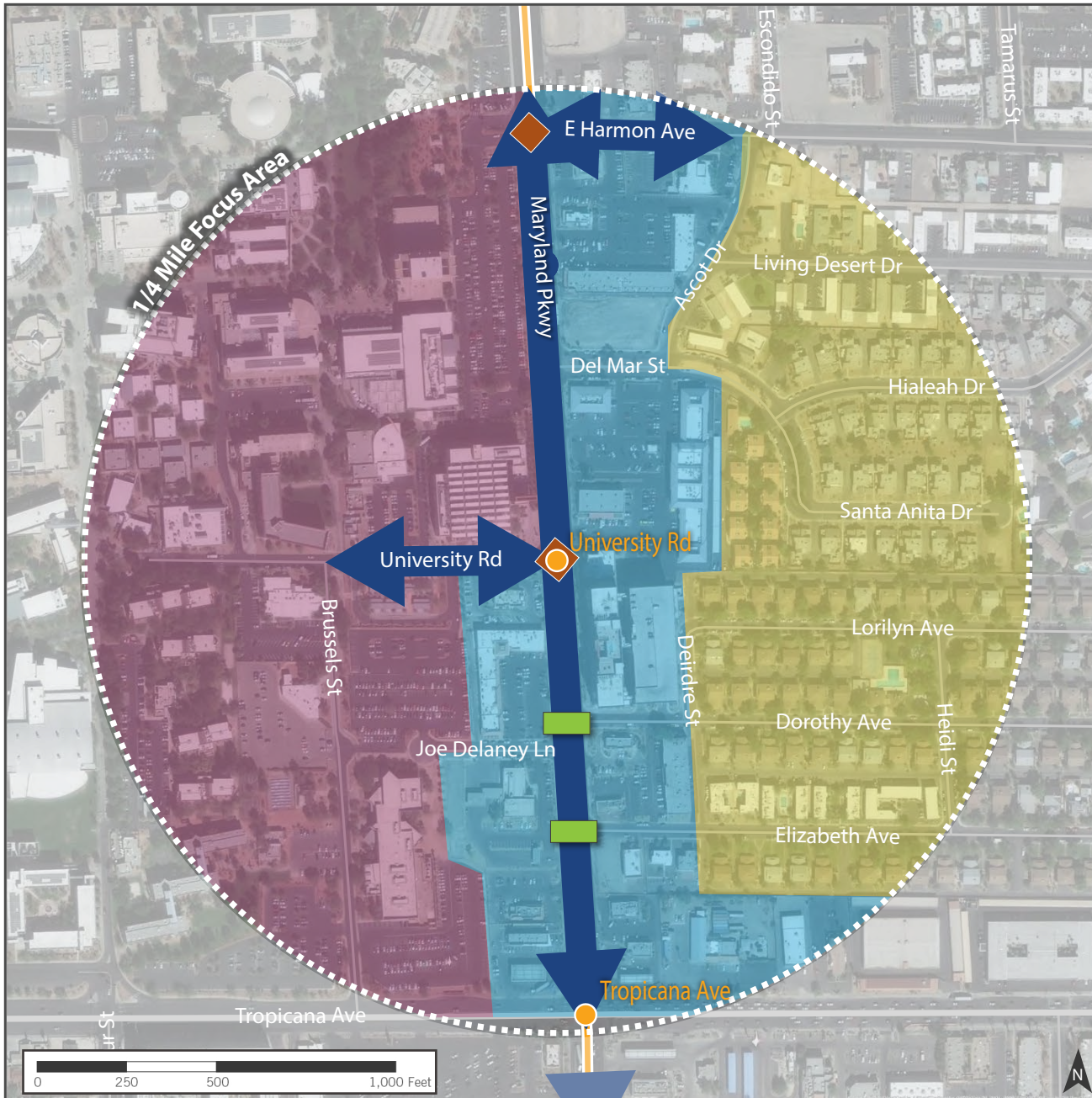
INTERSECTIONS

The University Road and Maryland Parkway intersection is the highest priority for future improvements. This intersection is a gateway to the UNLV campus for students and visitors and provides an opportunity for unique design features. As the University Road BRT station and the UNLV Transit Center develop into a neighborhood mobility hub, high-quality bike, walk, and shared mobility connections and facilities will be centered on this intersection.

The intersection of Harmon Avenue and Maryland Parkway should also be a focus for bike infrastructure and improvements that reduce the crossing distance for people walking and slow vehicle turning speeds, such as pedestrian refuge islands, and reduced curb radii.

CROSSINGS

Additional pedestrian crossing opportunities should be considered at minor intersections and mid-block locations on Maryland Parkway. The distance between the intersection of University Road and the intersection of Tropicana Avenue is approximately ¼ mile and there are no marked crossing opportunities between them. Students and staff going to and from housing, businesses, and parking on the east side of Maryland Parkway south of University Road would benefit from an additional crossing at Elizabeth Avenue or Dorothy Avenue. Similar to the crossing at Del Mar Street, these locations should include appropriate infrastructure such as high visibility crosswalks, pedestrian signals, and refuge islands. The FHWA Field Guide for Selecting Countermeasures at Uncontrolled Pedestrian Crossing Locations in an excellent resource for selecting improvements based on the characteristics of the roadway.



LEGEND

- Roads / Highway
- Maryland Parkway Transit Corridor
- Maryland Parkway Corridor Transit Station
- 1/4 Mile Focus Area

Focus Area Priorities

- Multimodal Improvements
- Crossings
- Intersection Improvements

TOD Types

- Educational Campus
- Downtown Local
- Urban Neighborhood



4

IMPLEMENTATION STRATEGY

The implementation strategy that follows summarizes several key action items from Chapters 2 & 3 of this document, in order to provide the County with actionable steps to begin to implement Transit-Oriented Development within the University Road Focus Area. These recommendations represent catalytic investments and improvements that should be undertaken to generate new development activity that is transit-supportive, walkable, and vibrant. The vision that has been expressed by the community for the Maryland Parkway Corridor can be realized through the successful completion of these priority action items, as well as through implementation of other recommendations included in this Plan.

While these priority action items have been listed in an order that was informed by Stakeholder Working Group feedback, they are intended to be flexible enough to be achieved non-sequentially, and at a time when the political and economic climate can support them. Each item also identifies a set of Next Steps/Quick Wins, in an effort to provide lower cost, momentum-generating efforts that can build toward achieving the broader goals, should they prove to be challenging due to unforeseen circumstances.

IMPLEMENTATION PRIORITIES SUMMARY

Priority Action Item	Category	Phasing	Lead Champion(s)
NEIGHBORHOOD CONNECTION	Capital Project	Near-term (1-2 years)	RTC, UNLV, Clark County, University Gateway, University Gardens
UNLV MOBILITY HUB	Public Private Partnership (PPP)	Mid-term (3-5 years)	UNLV (Parking and Transportation, Planning and Construction), RTC (Southern Nevada Strong, MPO and Transit Divisions)
VACANT LOT NORTH OF DEL MAR	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	UNLV (Planning and Construction)
PAD SITE RETROFITS	Policy/ Regulation, Public Private Partnership (PPP)	Mid-term (3-5 years)	Clark County
SUPPORTING WORKFORCE AND STUDENT HOUSING	Policy/ Regulation, Public Private Partnership (PPP)	Ongoing/ Long-term (6+ years)	UNLV (Planning and Construction, Lied Center for Real Estate)

OVERARCHING PRIORITIES

The Priority Action Items in this chapter each contain information intended to help guide implementation - Phasing, Lead and Supporting Champions, and Next Steps/ Quick Wins. However, in addition to those details that help inform each priority action recommendation, the following set of overarching priorities should be considered as a basis for all Transit-Oriented Development along the Maryland Parkway Corridor:

- Focus on projects that have identified funding and are moving forward—time is of the essence to incorporate TOD principles into project planning;
- Identify Key Stakeholders and their roles to deliberately include TOD in future planning, design and construction;
- Maximize inter-agency cooperation and funding between Clark County, the University of Nevada- Las Vegas (UNLV), the Regional Transportation Commission (RTC), and focus area landowners to meet mutual goals; and
- Provide preferences for projects that enhance the accessibility, safety, and comfort of people who are using active transportation and transit.

Priority Action Items in this table are sorted by phasing.

PRIORITY ACTION ITEMS

Priority Action Items in this section are sorted by Stakeholder Working Group Priority.

NEIGHBORHOOD CONNECTION

Stakeholder Working Group Priority #1

Phasing: Near-term (1-2 years)

Finding easy opportunities to make walking routes more direct in the area can make walking a more convenient travel option than driving for local neighborhood goods, services, and destinations. The pedestrian route aligning with University Road that connects to the neighborhood east of Maryland Parkway would help complete a remaining gap in the surrounding walkshed of routes and paths one may take in the University Road station area. Currently, a shortcut (aligned with University Road) exists through the private University Gardens and University Gateway properties. The shortcut needs to be formalized, improved, and promoted before creating any further ambiguity about the walking routes' status and liabilities.

Social connections between the UNLV population and the surrounding neighbors could also be enhanced. Connecting these two (sometimes overlapping) populations could be done both through public gathering spaces and community events. Opportunities for new pocket parks, plazas, and community gardens could connect people in public spaces whether in the neighborhood or commercial area along Maryland Parkway. UNLV could host events that are advertised to the local community in addition to

students/faculty. Additional opportunities to connect across groups and across Maryland Parkway should be explored to enhance the community feel and sense of place in this focus area.

Next Steps/Quick Wins

In partnership with UNLV, a community-centered design charrette with a focus on universal access can help determine the immediate improvements to the pedestrian realm in and around the University Gateway and University Gardens developments. This charrette could be incorporated with other community conversations around the mobility hub, transit center, and parking issues. UNLV and Clark County should help facilitate routes for all designated universally accessible shortcuts through the properties.

Implementation Champions

Lead Champion(s): UNLV, Clark County Public Works, University Gateway, University Gardens

Supporting Champion(s): Interested developers & landowners, UNLV Consolidated Students, University Crest Homeowners Association



Linear pedestrian connection



Connectivity through alleys



Community event

UNLV MOBILITY HUB

Stakeholder Working Group Priority #2

Phasing: Mid-term (3-5 years)

UNLV Parking & Transportation has identified funding for this project to move forward as a structured parking garage in the next three to five years depending on demand. While UNLV is open to incorporating TOD and mobility amenities into the structured garage, their priority is to realize a minimum net gain of 750 parking spaces. TOD has often been defined as an optimal integration of the best of land use planning and transportation planning. As such, this priority action item provides one of the better opportunities in the Maryland Parkway Corridor to implement both land use and transportation planning principles to yield high quality TOD.

The RTC's OnBoard study has identified the UNLV Transit Center as a highly desirable location for a neighborhood Mobility Hub. The UNLV Transit Center was realized by high level cooperation from both RTC and UNLV. To implement the UNLV Mobility Hub project as outlined here, UNLV and RTC should continue and expand their long-term relationship to combine funding from RTC's local and federal formula and discretionary federal programs with UNLV's capital and operational funding for parking.

Next Steps/Quick Wins

RTC, through its Southern Nevada Strong, Transit, and Metropolitan Planning Organization (MPO) Divisions, UNLV and Clark County could prepare a workshop on state of the practice in transit and university development worldwide with a focus on how this mobility hub can meet area objectives related to:

- Safety for people walking and bicycling
- Matching parking supply with demand
- Sustaining sufficient economic activity
- Improving transit access

Participants and speakers in the workshop could include representatives from the identified examples, e.g., speakers from University of Colorado at Boulder, University of Minnesota, etc.

A mobility hub in this location should be well connected to the University Road Bus Rapid Transit (BRT) Station on Maryland Parkway through signage, safe crossings, and multimodal facilities. If possible, a direct physical connection should be established, such as a short multi-use path, that provides physical and visual connectivity between the station and the mobility hub.

If UNLV proceeds with plans for a parking facility, they must design to incorporate environmentally sustainable amenities,

including electric vehicle charging stations, photovoltaic arrays, consistent xeriscapes, and open-air pathways (as opposed to enclosed but air-conditioned spaces).

Coalitions supporting UNLV parking construction should distribute surveys to the greater campus community (including employees and residents in all locations within the focus area) to identify the willingness to pay for premium and transient parking spaces (to help cover parking capital construction costs).

Implementation Champions

Lead Champion(s): UNLV (Parking and Transportation, Planning and Construction), RTC (Southern Nevada Strong, MPO and Transit Divisions)

Supporting Champion(s): Clark County Comprehensive Planning, County Commissioners, Interested developers & landowners, UNLV Faculty Senate, UNLV Consolidated Students, Nevada Chapter of Urban Land Institute

PAD SITE RETROFITS

*Stakeholder Working Group Priority #3
Phasing: Mid-term (3-5 years)*

Clark County could work with an interested property owner to launch a pilot project for retrofitting a pad site. The framework and design recommendations on page 53 provide an incremental approach to improve pad sites to create a more vibrant, pedestrian-friendly corridor. Each of the phases represents an increased level of effort and investment. Not every pad site needs to complete an entire retrofit, but each progressive phase is more TOD supportive than the previous.

The pilot project could involve support from the County for "public realm" improvements (on private property) that enhance the connectivity to the business from the public right-of-way and landscaping/beautification improvements that provide a more street-oriented frontage for the building. This would pair with a matched investment from the property owner in building design improvements, such as to create an (additional) front door and welcoming facade treatments on the street-side of the building and outdoor patio seating.

This type of project and partnership could be a stepping stone for the County to launch a formal initiative to support additional pad site retrofits. The County could also explore grant opportunities that may help fund such a program.

Next Steps/Quick Wins

Clark County could first work to identify a pad-site property owner along Maryland Parkway who is already planning design improvements to their property. The pilot project could be launched in coordination with this property owner to "ground truth" the design recommendations and provide a case study for moving forward with a formal initiative.

The County could also initiate a study to understand what incentives may work for supporting pad site redevelopment, what can be achieved with the existing Maryland Parkway Overlay, and to further understand the feasibility of supplying such incentives.

Clark County and the partners outlined below could also conduct a pad site retrofit urban design seminar to share this vision with property owners and solicit interest in such a program.

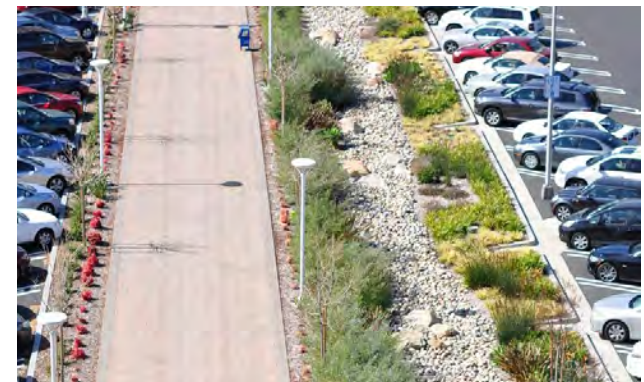
Implementation Champions

Lead Champion(s): Clark County

Supporting Champion(s): UNLV, RTC, Maryland Parkway Coalition, Nevada Chapter of ULI, various Chambers of Commerce, County Commissioners, Nevada System of Higher Education



Restaurant with attention to urban design



Designated safe crossing path in parking lot



Walk-up restaurant window



Live-work units



Multi-family residential



Mid-rise residential

SUPPORTING WORKFORCE AND STUDENT HOUSING

Stakeholder Working Group Priority #4

Phasing: Ongoing/Long-term (6+ years)

A developer has an exclusive agreement with UNLV for all student housing developed on UNLV-owned land for roughly the next five years, however, there is no exclusivity for student housing developed on private property in the area around UNLV's two campuses (main campus and Shadow Lane campus). In order to support and incentivize development of new private student housing, UNLV can commit to leasing a significant number of units to help reduce risk for the developer. Since the new high-capacity transit line will improve transportation along the Maryland Parkway Corridor, this opportunity extends beyond the University Road Focus Area itself. With the transit investment, UNLV can consider pursuing a leasing commitment like this for private student housing farther north and south along the Maryland Parkway Corridor.

Clark County can also incentivize student/workforce housing development through administrative expediting and reduced fees. UNLV can work with Clark County Comprehensive Planning Department and entities financing any new development to unbundle the user cost of parking from housing rental/board costs and reduce new developments' requirements for off-street parking by offering housed students and

workers additional resources and incentives to ride transit, bicycles, and walking to/from campus.

Next Steps/Quick Wins:

UNLV could partner with its own Lied Institute for Real Estate Studies and other community for profit and not for profit partners to sponsor and assist in a symposium addressing all issues surrounding the development of student housing/workforce housing for both UNLV campuses.

Implementation Champions

Lead Champion(s): UNLV Planning & Construction, UNLV Lied Center for Real Estate

Supporting Champion(s): UNLV (Parking and Transportation, Faculty Senate), Consolidated Students of UNLV, interested developers, University Crest Homeowners Association, Nevada HAND, Nevada Housing Coalition, Enterprise Partners, National Low Income Housing Coalition, Guinn Center, State of Nevada Division of Housing, Paradise Town Board, RTC (Southern Nevada Strong Division), Clark County (Social Services, Comprehensive Planning), businesses and landowners in the focus area

VACANT LOT NORTH OF DEL MAR

Stakeholder Working Group Priority #5

Phasing: Mid-term (3-5 years)

UNLV already owns the subject parcel, has a master plan in place, and is forming capital plans to develop the land. UNLV also has an exclusive student housing agreement with a developer for all private residential development on UNLV land. As such, only one developer can be considered for this parcel until the term of the agreement concludes in roughly five years. It is also worth noting that UNLV may choose not to cooperate with any other parties on the development of their property since they are not required to go through any entitlement processes at the regional or local government levels for the development of their state-owned land. Finally, UNLV's governing board is the State Board of Regents and they will make the final decisions for how this parcel is ultimately developed.

Next Steps/Quick Wins

UNLV could sponsor a design charrette for the parcel and invite stakeholders, the contracted developer, and interested community members. Considering the exclusive agreement that a developer has for all student housing on UNLV-owned land at the Maryland Parkway campus, perhaps the charrette could be expanded to include the UNLV Shadow Lane campus and new residential/student housing expansion off campus in the two campus areas.

Section 4: Implementation Strategy

Implementation Champions

Lead Champion(s): UNLV (Planning and Construction)

Supporting Champion(s): UNLV (Parking and Transportation, Faculty Senate, Lied Center for Real Estate), Consolidated Students of UNLV, interested developers, University Crest Homeowners Association, Southern Nevada Housing Coalition, RTC (Southern Nevada Strong Division), Clark County (Comprehensive Planning), businesses and landowners in the focus area



Playful placemaking



Mixed-use building



Climate-sensitive landscaping

