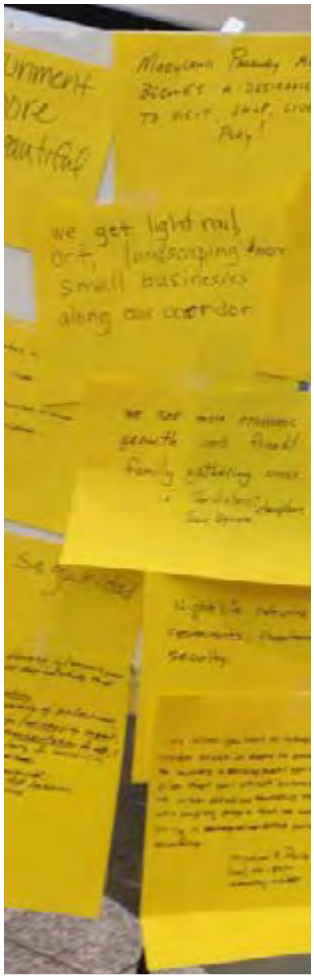
SOUTHERN NEVADA STRONG

OUR VALLEY • OUR VISION • OUR FUTURE



SOUTHERN NEVADA STRONG

Maryland Parkway Implementation Strategy Report

December 2014

Cover images left to right:

Maryland Parkway at Hacienda Avenue (Photo credit: Nelson Nygaard)

UNLV Transit Center (Photo credit: Nelson Nygaard)

Boulevard Mall Open House comment cards (Photo credit: RTC)

Denver 14th Street corridor branding (Photo credit: Denver Urbanism)

Phoenix Valley Metro light rail platform

SOUTHERN NEVADA STRONG

Maryland Parkway Implementation Strategy Report

December 2014

table of contents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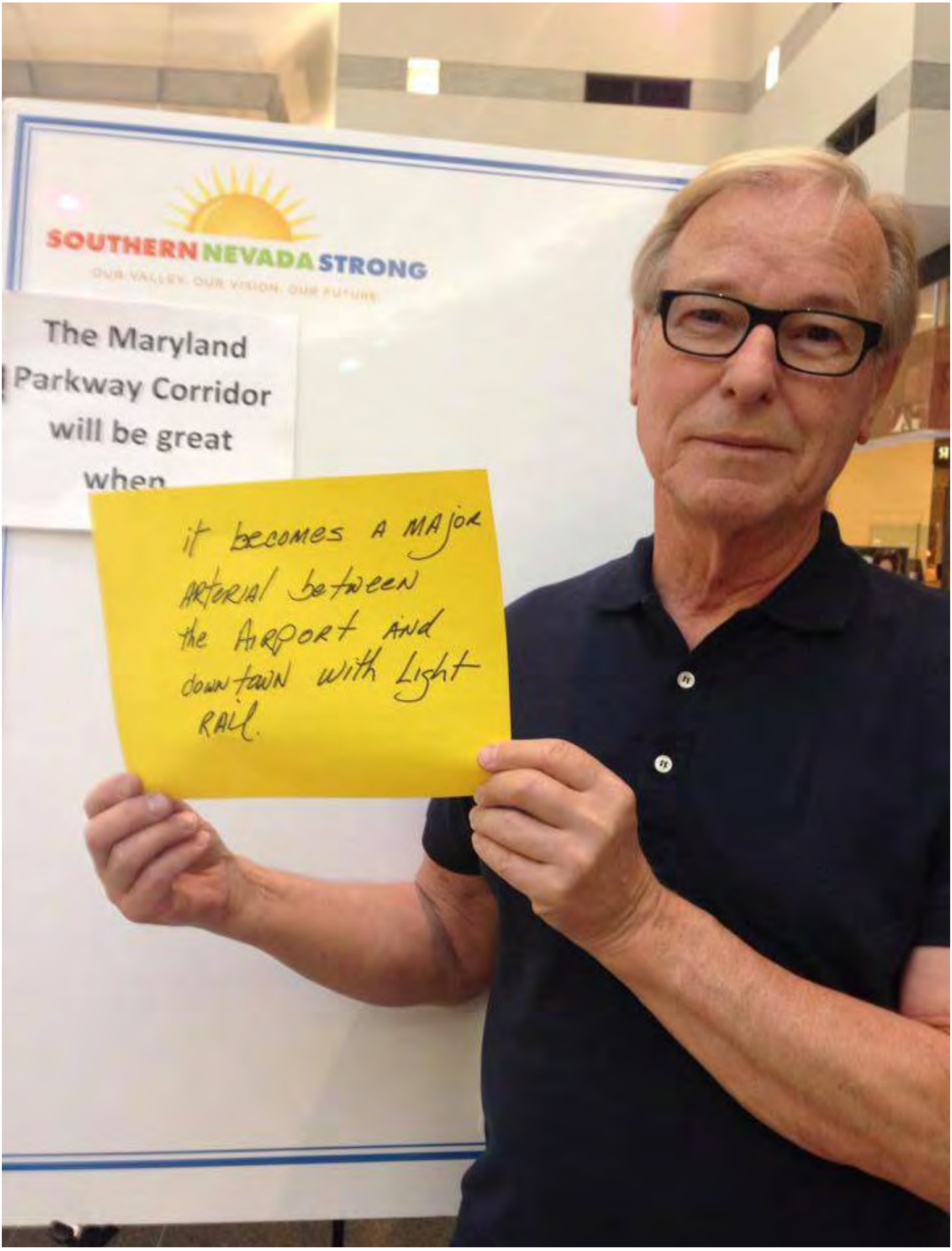
Southern Nevada Strong (SNS) is a collaborative regional planning effort, funded by a $3.5 million dollar grant from the U.S. Department of Housing and Urban Development. Through this grant, SNS seeks to build a foundation for long-term economic success and community livelihood by better integrating reliable transportation, housing and job opportunities throughout Southern Nevada.

As a part of this regional planning effort, SNS seeks to highlight specific locations that are well suited to model principles of sound urban planning and sites that demonstrate opportunities for jobs, housing and transit. The biggest opportunity lies in connecting the sites through a comprehensive transit and transit-oriented redevelopment strategy.

Maryland Parkway is identified as one of the corridors presenting significant opportunities for reinvestment and connectivity. It is also recognized that the Maryland Parkway corridor serves as a regional spine for employment and transit connectivity and revitalization. The Regional Transportation Commission of Southern Nevada (RTC) recently completed an *Alternatives Analysis* of Maryland Parkway as the first step in making the case for major investment in transit infrastructure in this corridor. The RTC study and this effort complement each other in their focus on strengthening the relationship between transportation investment and economic development.

There are several locations between Charleston Boulevard and McCarran International Airport that support the corridor's potential as an urban mass transit district. Downtown Las Vegas, the University of Nevada, Las Vegas and the airport are key anchors.


SOUTHERN NEVADA STRONG
The Maryland Parkway Corridor will be great when
it becomes a major arterial between the Airport and downtown with Light Rail.

introduction: background and purpose

Maryland Parkway is a vital corridor for the Las Vegas valley. The nearly 6-mile segment between McCarran Airport and Downtown Las Vegas connects to many high-activity centers, including the University of Nevada, Las Vegas (UNLV), Boulevard Mall, Sunrise Hospital and a number of commercial and residential areas. It is also a major transit corridor, carrying nearly 10,000 passengers per day with direct connections to some of the valley's busiest routes.

This Implementation Strategy, a part of the larger SNS regional planning effort, identifies projects, policies and programs to stimulate economic development and private sector investment in the Maryland Parkway corridor. These efforts would be undertaken by public agencies, private sector partners and community interest groups.

The Maryland Parkway study area is centered on a five-mile segment between Charleston Boulevard and Russell Road with a ¼-mile buffer area extending from the street centerline. The study area also extends a half-mile both east and west at six major intersections with a ¼-mile buffer area from street centerlines (Charleston, Sahara, Desert Inn, Flamingo, Tropicana and Russell). The study area is approximately 2,457 acres (see Figure 1 on the following page).

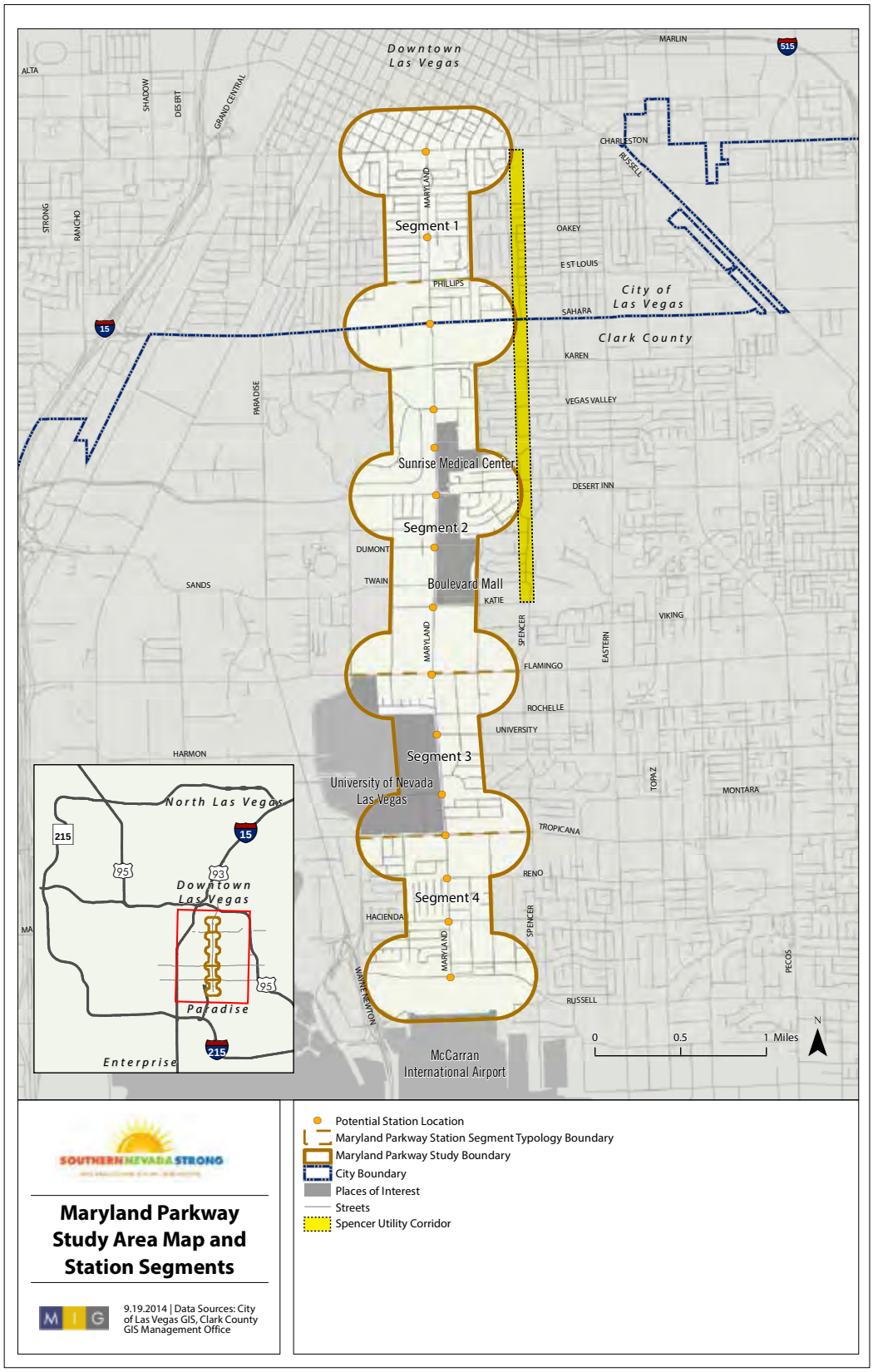
The Maryland Parkway corridor is a key regional spine for employment, transit connectivity and potential revitalization. The corridor is an asset to local residents and businesses, and is home to several large employers. It serves as a significant north-south transportation connection, primarily for motorists and transit users.

Top: Maryland Parkway at Charleston Boulevard

Bottom: Maryland Parkway at Sahara Avenue

(Photo credit: Google Streetview)

FIGURE 1: MARYLAND PARKWAY STUDY AREA MAP AND STATION SEGMENTS



Source: MIG, Inc.

Much of the Maryland Parkway corridor is built-out with limited prime development opportunities readily available. There are few vacant parcels or sizable parcels with redevelopment potential (also known as "opportunity sites" in this document) directly on Maryland Parkway or within the buffer on the major cross streets. Four segments of the corridor and a number of key intersections between Downtown Las Vegas and the airport (Russell Road) have been identified as opportunity sites with a major focus on the corridor's potential as a high-capacity transit district with Downtown Las Vegas, UNLV and the airport as key anchors. Yet Maryland Parkway is not realizing its full potential as a safe, pedestrian-friendly and dynamic multimodal corridor with integrated and complementary land uses and built form. Recent studies such as the *Maryland Parkway Corridor Alternatives Analysis* commissioned by the RTC and outreach for the corridor have primarily focused on the reconfiguration of the existing roadway infrastructure with particular emphasis on future transit facilities and pedestrian access.

This implementation strategy makes recommendations for specific actions in three phases that will help to stimulate public and private investment in the short-, medium- and long-term. If the goals of the SNS initiative are to be realized, then the public sector needs to signal to the market that a shift in development pattern and type is desired. For that effort, the public sector will need to put in place plans and policies to support this shift in order to achieve the community's vision for a vibrant, urban transit corridor.

This document includes:

- An integrated vision for the entire Maryland Parkway corridor that brings together land use, transportation and economic development;
- Identification of key segments and priority activity nodes;
- Market analysis and a projection of future development potential at priority activity nodes;

Above: A large surface parking lot along Maryland Parkway at Oakey Boulevard *(Photo credit: Google Streetview)*

- Current and future land uses for defined segments;
- A set of common design types found in the study area (referred to as typologies in this report) for an integrated approach to connecting people, transportation and land use;
- The desired built form (the future typologies); and
- A mechanism/s for better guiding new development along the corridor to ensure it is contributing to the overarching vision.

Top: Crosswalk improvements and integrated bicycle facilities *(Image credit: National Association of City Transportation Officials)*

Bottom: Lack of bicycle lanes along Maryland Parkway at Desert Inn Road *(Photo credit: Google Streetview)*

The following sections provide a high level overview of several big ideas that comprise the overall Implementation Strategy.

Integrating Land Use and Transportation Planning

A major emphasis of the current effort is fully integrating land use planning and urban design with transit planning and other transportation-related improvements. Existing and future land uses provide unique opportunities for potential station locations. The strategic placement of transit stations along the Maryland Parkway corridor can also help to stimulate and frame potential development and redevelopment. Thus, land use and transportation must be considered in concert to truly maximize the transformative effects of investment in high-capacity transit along the corridor.

Catalyzing Development

Especially near potential new transit stations, new private sector investment is needed to support the potential transit line with improved ridership and a revitalized urban form. An evaluation of the market for redevelopment, contained in Appendix A: *Development Prototypes*, suggests that higher-density, mixed-use development forms are not likely to be developed without financial, regulatory and programmatic incentives. Those interventions can take many forms, including regulatory changes, incentives (such as density bonuses and adjustments to parking requirements), streetscape improvements and public-private

partnerships. Developing a toolkit to catalyze development is a cornerstone of this strategy for corridor revitalization.

Overlay District

South of Sahara Avenue, Clark County is actively exploring the addition of an overlay district to at least a portion of Maryland Parkway and the adjacent properties. The intent of the overlay is to provide specific direction related to desired land uses, built form and other aspects of site and building design. The current conception of the overlay would involve a series of incentives whereby property owners and developers could respond to relaxed standards or be granted additional density allowances when exceeding the development standards for the base zone. For instance, a new development may have reduced parking requirements if the site is designed in a manner that is more pedestrian-friendly (e.g. a minimal building setback, landscaping and/or outdoor furnishings, etc.) Similar initiatives could be implemented north of Sahara Avenue through policies developed by the City of Las Vegas.

Coordinating Resources

The corridor benefits from many engaged stakeholders: the City of Las Vegas, Clark County, the RTC, UNLV, Sunrise Hospital, Boulevard Mall, local businesses, property owners and many other organizations and individuals who share a desire for improvements to the corridor. Many of these stakeholders have come together in an informal advocacy group known as the Maryland Parkway Coalition. Each of these stakeholders has a set of resources, tools and ideas to bring to bear, but resource limitations mean that phasing based on jointly-held priorities will be critical to successful implementation. The strategy suggests phasing of implementation steps, highlighting the importance of coordination. It also recommends that the Maryland Parkway Coalition and all of its public, private and non-profit partners clarify their priority projects and hone their implementation toolkits.

the future role of maryland parkway as a transit corridor

This section provides an overview of the recently completed *Maryland Parkway Corridor Alternatives Analysis* that examined the potential alignment and modes for improved transit service, as well as an overview of community input from the Maryland Parkway Study regarding the desired future for the corridor.

Alternatives Analysis Study

The RTC commissioned the *Maryland Parkway Corridor Alternatives Analysis* to study potential transit improvements between Downtown Las Vegas and the McCarran International Airport along Maryland Parkway. The analysis provided a framework for evaluating and screening alternative alignments, modes, and station locations along the Maryland Parkway corridor and identified a recommended locally preferred alternative.

The *Alternatives Analysis* process concluded that the Maryland Parkway corridor is best suited for either bus or rail vehicles operating in center-running dedicated transit lanes, and this is reflected in the definition of the Locally Preferred Alternative (See Figure 2, following page). This guideway alternative minimizes interference from turning vehicles, which improves transit travel times and reliability, and leads to higher ridership than other alternatives. The RTC is finalizing the draft recommendations noted below:

- Locating transit stations closer to high activity centers and increasing the spacing to approximately one-third mile apart in the core corridor, between Charleston Boulevard and Russell Road;

Top: LA's Orange Line bus rapid transit platform, Canoga station *(Photo credit: Matt Johnson)*

Bottom: Proposed curbside BRT station, Oakland *(Photo credit: FMG Architects)*

- Extending the transit service to a northern terminus in the area north of Fremont Street (just west of Las Vegas Boulevard) and then serving the Bonneville Transit Center, with the southern terminus serving McCarran International Airport;
- Coordinating transit facilities along Maryland Parkway between Charleston Boulevard in the north and Russell Road in the south;
- Creating a center-running fixed guideway in the core corridor south of Charleston Boulevard and transitioning to transit operations in mixed-flow traffic north of Charleston Boulevard;
- Reducing the total number of travel lanes from six to four while preserving or adding turn lanes at key intersections and minimizing the potential need for right of way (ROW) aquisition with focus on intersections; and
- Carrying both bus rapid transit and rail forward for further evaluation.

FIGURE 2: RENDERINGS OF THE BRT- AND RAIL-BASED OPTIONS FROM THE MARYLAND PARKWAY CORRIDOR ALTERNATIVES ANALYSIS

In addition to recommended design features, the study also identified the following actions needed for further analysis and coordination:

- Develop specific station area plans around individual or groups of stations to encourage appropriate redevelopment, establish great public spaces, maximize neighborhood and station connectivity and capture the value of transit;
- Consider parking management provisions to encourage transit-oriented development (TOD) along the corridor, including reduced minimum parking requirements and parking offsets;
- Incorporate the principles of Complete Streets to provide safe and convenient access along the corridor for all road users, improving access to the transit system for pedestrians and bicyclists, and making it an inviting and attractive place;
- Develop access management strategies that consider reducing the number of driveways through consolidation into common ingress points and on-site access between properties. Evaluate the reduction in left-turn access locations across the transit guideway and the transition of left turn and U-turn movements to signalized intersections and surrounding roadways;
- Conduct traffic modeling to reflect friction impacts of right turns and fully assess the impact of reducing the through traffic lanes from three to two lanes in each direction at key intersections;
- Assess the impact of traffic signal priority for transit vehicles, provision of pedestrian hybrid beacon signal crossings and alternative intersection designs;
- Investigate the potential funding sources and financing strategies that can realistically be expected to contribute to pay for the capital and operational costs of the proposed corridor improvements and enhanced transit service; and

Top: Improved crosswalk, Denver, Colorado.

Bottom: Valley Metro Rail station, Phoenix, Arizona.

- Conduct further analysis related to the general alignment of transit service through Downtown Las Vegas and connections to the airport.

CHAPTER TWO

the community's vision

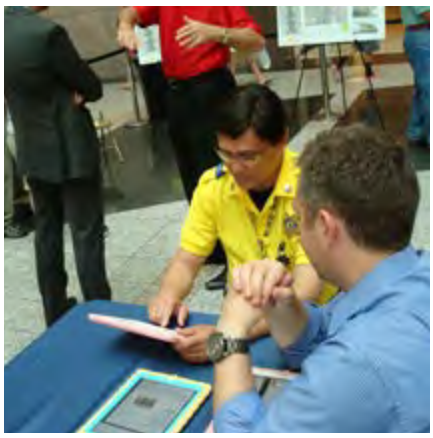
During the development of the Implementation Strategy, the consultant team met with the Maryland Parkway Coalition on three occasions, from March to July 2014, interviewed many business and property owners along the corridor, and hosted an open house event at the Boulevard Mall in May of 2014 (See Appendix E: *Workshop Summary*). Close to 60 people attended the open house and provided input.

The project team also held two focus groups with UNLV students (on-campus and off-campus residents). In addition to input received from in-person events, the project team received 832 comments and point markers from the online outreach survey tool, MetroQuest, which was hosted on the southernnevadastrong.org website from March until May 2014. The MetroQuest survey included a map-based exercise allowing respondents to identify specific improvements that would benefit the area. Nearly 60 percent of the MetroQuest participants live and/or work near the corridor. Key findings from all outreach methods are summarized below.

Key themes from the outreach efforts

Personal and Pedestrian Safety

Participants highlighted the need for improvements to pedestrian safety through such features as pedestrian walkways, bridges or crosswalks, better signaling, etc. They also observed frequent curb cuts along Maryland Parkway and an overall lack of coordinated access management. They



Top: An open house was held at the Boulevard Mall on May 22, 2014.

Bottom: Open house attendees completed the MetroQuest online survey using iPad tablet devices.

(Photo credits: RTC)

supported pedestrian amenities, particularly highly visible and decorative crossings and covered transit stations. Participants also called for more bike lanes and bike racks around the area and on transit. Some participants raised the subject of parking as an issue in the area, and suggested that better parking management and design should be employed along the corridor, especially on UNLV's campus.

Personal safety was also a concern. Participants shared their observations about homeless people in the area, and there was a specific concern about the extent of crime, trash, drug use and graffiti in areas along the corridor. The most prominent themes regarding public space were related to safety and a lack of sufficient park and plaza space. They suggested that security patrols and improved lighting would help improve safety.

Project participants also suggested adding pocket parks near transit stations and play features such as swings and community gardens. The most popular point markers and comments for the corridor were pedestrian and safety improvements and transit improvements.

Transit Options

Process participants strongly supported enhanced transit service, particularly light rail and/or bus rapid transit service. Some called out the need to take care of the "first and last mile" with a variety of pedestrian and bicycle connectivity improvements.

Many participants suggested that transit improvements include an appropriate level of amenities with comfortable places to sit, coverings that provide shade and landscaping.

Economic Development

The idea of public art was a common thread throughout the planning process and was well supported, particularly installed along a cultural trail, integrated into transit stations or in gateway monuments and sculptures. Toward that end, Clark County applied for and was recently awarded a grant[4] from the National Endowment for the Arts through its Our Town program to integrate public art and other urban design elements into a comprehensive plan for the entire corridor. The intent of this effort is to foster community identity and a sense of place while attracting revitalization and economic development.

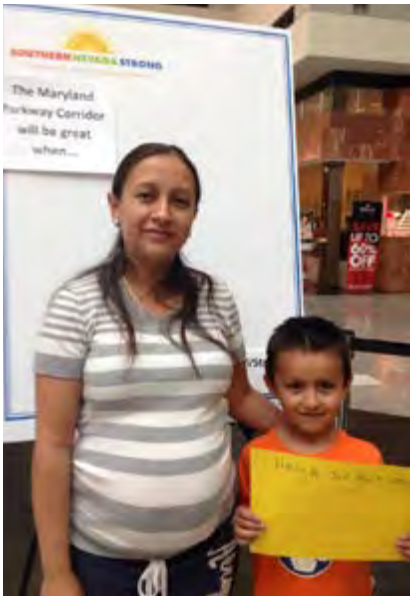
Participants agreed that the Maryland Parkway corridor has many assets and a lot to offer the region and surrounding neighborhoods. They encouraged taking advantage of the economic opportunity provided by supporting the development of local businesses and retail, especially revitalizing the Boulevard Mall at Desert Inn Road. They emphasized the need for more shopping and healthier dining options in the area, including grocery stores, restaurants and casual dining options, farmers' markets, and entertainment options. A number

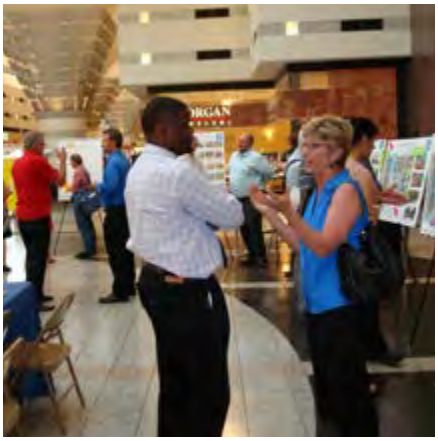
4 *"Our Town Grantees." National Endowment for the Arts. 2014. Accessed September 1, 2014. http://arts.gov/national/our-town/grantee/2014/clark-county-nevada-aka-clark-county-department-parks-recreation.*

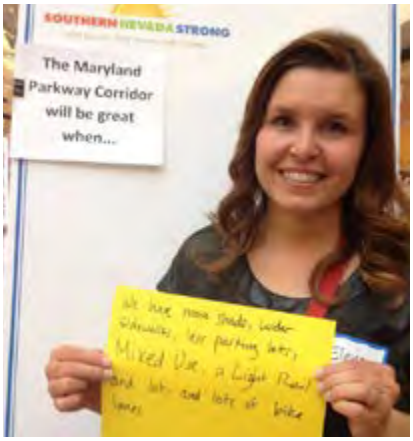
of specific suggestions were made for repurposing closed businesses and retrofitting older auto-oriented developments. Supporting the area as a key employment hub and connecting revitalization efforts to UNLV's role in the neighborhood was also a theme.

Housing Choices

Participants supported the enhancement of existing neighborhoods and the creation of more housing choices along and near the corridor. A particular point of emphasis for many involved in the planning process was the need to address an inadequate supply of student housing and accessible/ affordable senior housing.







Left column: Boulevard Mall open house attendees were asked to write a response to the statement, "Maryland Parkway will be great when...."

Right column: Attendees also viewed station concept drawings and visual preference boards. They also had the opportunity to speak with members of the project team.

(Photo credits: RTC)

CHAPTER THREE

station performance potential

Potential station locations along Maryland Parkway possess a variety of different characteristics, opportunities and challenges. Eventual station locations will require specific strategies to maximize their potential for transit ridership and private investment.

Performance Indicators

The evaluation of station performance comprised a range of demographic and socioeconomic factors for the Maryland Parkway study area, including local and regional market trends for multi-family, office and retail (see Appendix G: *Opportunities and Barriers Report, Section 3*). The analysis also compared conditions within the study area with trends in Clark County and the City of Las Vegas. Following this assessment, the planning team then examined potential transit station locations to evaluate the relative opportunities for further growth and supporting activity centers along the corridor (see Figure 1 on page 2). The following provides a summary of the five indicators.[5]

- **Potential Ridership:** For each location, the number of residents, employees and students within each census block that intersected the station location were summed to get a total number of people. The total number of people was indexed on a 0 to 100 scale by making the station with the highest number of people (University Avenue Station) a value of 100 and adjusting other

5 *Other cities in the U.S. that have examined transit station locations using a similar methodology, including the Portland Metropolitan region. See: http://www.ctod.org/portal/book/export/html/2345*

Top: Charleston Boulevard and Maryland Parkway.

Bottom: University Road at the UNLV campus.

(Photo credits: Nelson Nygaard)

values accordingly. This index should be considered along with the number of transfer passengers along Maryland Parkway. From an economic development perspective, an increase in foot traffic relates positively with an increase in opportunities for local businesses and retail opportunities.[6] Transfer passengers account for a significant portion of transit rider activity along Maryland Parkway. As an example, in 2013 RTC conducted an on-board survey on Route 109. Results of the study indicate that 37 percent of passengers used Route 109 alone while 63 percent transferred to other routes. The most popular transfers to and from Route 109 are with the east-west bus routes that intersect Route 109 along Maryland Parkway (transfer locations that ranked high were Maryland & Flamingo, Tropicana and Charleston).

- **Service to Residents in Need:** To get a sense of residents in need of transit services near each of the potential station areas, households were identified that possess zero or one vehicles. The analysis considered vehicle ownership rather than income to understand where residents in need of transit reside within the study area, as low-income households may still own a car. The households with one or no vehicles were added together. That total was divided by the total number of households in census blocks that intersect the station area to determine a percent of households that are transit dependent. The percentages were indexed to a 0 to 100 scale by making the station (University Avenue Station) with the highest percentage (85%) a value of 100 and adjusting other values accordingly.
- **Market Readiness:** As a proxy for market rents, achievable rents for multi-family housing were calculated. Achievable rents along the corridor ranged from $605 per month to $826 per month. Achievable rent is influenced by income trends. Therefore, this performance indicator reflects income trends when evaluating the market readiness for different segments in the study area. The percentages were indexed to a 0 to 100 scale by making the station with the highest achievable rent (Sunrise Station) a value of 100 and adjusting other values accordingly.
- **Connectivity:** For connectivity, the number of blocks per acre within adjacent census block groups was calculated. Because the overall connectivity in the area is relatively low, the indexed values on a scale of 0 to 100 were determined by comparing the blocks per acre for each station area to the blocks per acre for a perfect grid (square blocks with a uniform 400 foot block length). Oakey Station has the highest connectivity score.
- **Mix and Quantity of Destinations:** As a proxy

6 The Mix and Quality of Destinations indicator includes ridership destinations as a transit performance criterion.

for the mix and quantity of destinations near each of the potential destinations, a Walk Score was determined (Katie Station near Boulevard Mall scored the highest for this indicator). Walk Score is a walkability index that is based primarily on the number of destinations nearby. Destinations include parks, restaurants, retail stores and services. Walk Score is indexed to a 0 to 100 scale with higher scores presenting places with proximity to more walkable destinations. Walk Score does not take into consideration impediments to pedestrians such as block walls, fences, design features or other characteristics that may make walking difficult or impossible.

Typologies of Potential Transit Stations

The consultant team analyzed how each of the fourteen potential transit stations perform on the five indicators which are derived from the socioeconomic, demographic and market trends as described above.

For a detailed report on how each station performs on each of the five indicators, refer to Appendix G: *Opportunities and Barriers Report, Figures 5-19, Page 23-27* (April 20th, 2014), and RTC's *Maryland Parkway Corridor Alternatives Analysis.* In the development and plotting of the indicators for each of the sites, several patterns emerged. Most importantly, the potential station locations that exhibited similar typology characteristics are adjacent to one another along the corridor. In effect, this grouping of typologies highlights the need to examine and plan for the corridor as a series of segments rather than one homogenous linear place. After further analysis, the team ultimatley identified four station segment typologies.[7]

Top: Maryland Parkway at Franklin Avenue (Segment 1 Typology)

Bottom: Pedestrian crosswalk at Boulevard Mall (Segment 2 Typology)

(Photo credits: Google Streetview)

7 During preliminary steps of the Maryland Parkway corridor study, the consultant team identified five segments within the study area that were used to conduct a review of existing conditions. The five segments were based on a qualitative planning-level review of jurisdiction, existing land uses, urban form and site development characteristics. As proposed transit stations and their characteristics were identified, the consultant team determined that the corridor could be simplified into four station segment typologies.

The *Maryland Parkway Typology Indicator Data* provides additional detail on the analysis, enclosed as an Appendix with the *Opportunity and Barriers Report.*

Segment 1 Typology: Charleston Boulevard to St. Louis Avenue (Downtown east)

This segment enjoys relatively high rent levels, high multi-modal connectivity, a lower level of transit dependency, a broad mix and quantity of uses but low potential ridership. With the exception of potential ridership, this station type has the ingredients to perform well. The potential station at/near Oakey Boulevard is unique in that it is surrounded by residential building types that either function as residences or small, independent businesses. This segment of the Corridor is within the City of Las Vegas and includes primarily residential uses transitioning to commercial uses at the south.

Segment 2 Typology: St. Louis Avenue to Flamingo Road (Boulevard Mall)

This segment benefits from a diverse mix and quantity of existing destinations, relatively high market readiness, moderate transit dependency (households without vehicle ownership) and moderate potential ridership (workers and residents along this segment). Based upon the initial analysis, this is the most prevalent station type. The stations fitting this typology extend from Sahara to Flamingo and make up half of the fourteen potential stations. This segment of the Corridor is mainly within unincorporated Clark County. The primary land uses along this section of Maryland Parkway include Sunrise Hospital, medical offices and related commercial uses and the Boulevard Mall, as well as traditional strip commercial development with a wide array of business types and residential development away from Maryland Parkway Corridor.

Segment 3 Typology: Flamingo Road to Tropicana Avenue (Adjacent to UNLV)

Situated near the UNLV campus, this segment benefits from a very high potential ridership based primarily on the student population. There is also a large proportion of transit-dependent households, a very diverse mix and quantity of existing destinations, a moderate level of market readiness and a low level of connectivity. It is important to note that the campus environment does not follow a traditional development pattern. Therefore, the campus likely benefits from a very high level of connectivity despite a very small number of blocks per acre. Both stations adjacent to the campus fit this typology (University Avenue and University Road). This segment of the Corridor is also within Clark County and includes mainly the UNLV campus plus a number of strip commercial properties, many of which house university-related businesses.

Segment 4 Typology: Tropicana Avenue to Russell Road (South of UNLV toward airport)

This segment has a moderate proportion of transit dependent residents and potential ridership compared to Segment 3, which has the highest number of people or potential ridership and a moderate mix and quantity of destinations. This segment experiences low to moderate market readiness. All four potential stations fitting this typology are at the southern end of the Corridor extending from Tropicana to Russell. This segment of the Corridor is within Clark County and primarily comprises multi-family residential development. Given the proximity to McCarran International Airport, this segment includes a small number of airport-related commercial uses.

Top: UNLV campus near University Avenue (Segment 3 Typology)
(Photo credit: Google Streetview)

Bottom: Hacienda Avenue (Segment 4 Typology)
(Photo credit: Nelson Nygaard)

CHAPTER FOUR

opportunities and barriers

The following sections summarize the opportunities and barriers to development along the entire corridor (See Appendix G: *Opportunities and Barriers Report*).

TABLE 1: MARYLAND PARKWAY STATION TYPOLOGIES OPPORTUNITIES AND BARRIERS SUMMARY

SEGMENT TYPOLOGIES	OPPORTUNITIES	BARRIERS
Segment 1 Typology: Charleston to St. Louis	• *Improved mobility for existing population* • *Potential to add mix and quality of destinations* • *Renovation of existing storefronts, or redevelopment when it becomes financially feasible* • *In close proximity to Downtown Las Vegas*	• *Lack of viable development sites and fragmented property ownership limits parcel assembly* • *Few existing retail destinations in the area* • *Large blocks with moderate density and limited access points.*

TABLE 1: MARYLAND PARKWAY STATION TYPOLOGIES OPPORTUNITIES AND BARRIERS SUMMARY (CONTINUED)

SEGMENT TYPOLOGIES	OPPORTUNITIES	BARRIERS
Segment 2 Typology: St. Louis to Flamingo	• *Attracts visitors for work, medical care and shopping. As a result, a large amount of spending occurs within the study area that new stores may try to capture* • *Ability to increase ridership potential through redevelopment in long-term* • *Large spending in the area may entice existing retail centers to reposition themselves* • *Potential for complementary medical office uses near Sunrise Hospital in the longer-term*	• *Market conditions provide limited ability to increase ridership potential through redevelopment in near-term* • *Market conditions provide limited potential to add mix and quality of destinations in near-term*
Segment 3 Typology: Flamingo to Tropicana	• *Improved mobility for highly transit-dependent population* • *Proximity to UNLV and increased transit options, potentially an attractive location for student housing* • *Presence of UNLV allows for public-private partnerships*	• *Lack development sites to increase ridership potential or add to mix and quality of destinations* • *Market conditions provide limited potential to add mix and quality of destinations* • *Older, existing housing stock and competition from other areas throughout the region, however, pose challenges for new housing at this location*
Segment 4 Typology: Tropicana to Russell	• *Improved mobility for highly transit-dependent population* • *Some retail opportunities near major station areas and intersections*	• *Market conditions provide limited ability to increase ridership potential through redevelopment* • *Market conditions provide limited potential to add mix and quality of destinations* • *Proximity to airport may limit viability of some uses*

Opportunities for a Successful Corridor

Based on the review of existing land use conditions and development regulations, the following summarizes the main factors likely to have a positive influence on future development of the corridor:

- **Proximity to Downtown Las Vegas:** Maryland Parkway's direct connection to Downtown Las Vegas offers potential to strengthen interest and investment along the corridor.
- **Transit-Dependency:** The number of transit-dependent households is high—75% of all households have no or only one car available.
- **Major Institutions:** The study area has two major institutions along Maryland Parkway: UNLV and Sunrise Hospital and Medical Center. Being large landowners, these institutions employ and attract many people to the study area. As a result, there are opportunities for partnerships and coordination with them and their long-term facility planning. Notably, Sunrise Hospital is currently planning on redevelopment of its property on the northeast corner of Maryland Parkway and Desert Inn Road.
- **Housing Needs:** Region-wide, an increase in population will create a need for more multi-family housing in the long-term. In addition, new mortgage lending practices and changing demographics (particularly the large number of people in the "millennial" generation entering the workforce) will support demand for rental housing. Currently, there is excess supply of rental housing, including single family homes that have been converted to rentals. As these units are absorbed over time, new units will be needed. The study area is in close proximity to major employment centers and to UNLV, which make it potentially an attractive location for tenants. However there is a challenge because older, existing housing stock in the corridor competes with the availability of newer housing in other areas throughout the region.
- **Employer Presence:** The study area is close to major employment centers, including the Las Vegas

Top: The presence of the Las Vegas Strip strongly influences how the Maryland Parkway corridor functions.

Bottom: UNLV is a major institution along Maryland Parkway. *(Photo credit: Jimmy Emerson)*

Strip, Convention Center and Downtown Las Vegas as well as having several large employers and destinations within the study area, such as UNLV, McCarran International Airport and Sunrise Hospital and Medical Center. This proximity and direct access to sizable employment centers is an advantage for the study area.

- **Medical Offices:** The Education & Health Services sector represents 9.4 percent of the economy in southern Nevada, compared to 16.7 percent nationwide. Medical services may be a long-term opportunity. Health care was the one sector in the region that did show employment growth over the last five years. The region's aging population and shift in health care policies to more preventative outpatient care will be long-term drivers for additional future medical office space. The corridor already has a cluster of medical offices as well as close proximity to Sunrise Hospital and Medical Center. The Desert Springs Hospital located on Flamingo Road (three blocks east of the corridor) is another existing medical center. However, the high office vacancy rate within the study area means it may be some time before additional space is needed to meet growing regional demand. Ultimately the amount of growth likely to occur will depend on future property values relative to nearby locations.
- **Regional Trail Connectivity:** Current plans call for the extension of the Flamingo Wash Trail to the UNLV campus. This will provide a segregated bicycle and pedestrian route into the heart of the corridor from places on the eastern side of the valley. In addition, an exciting opportunity was identified during the planning and analysis for the Implementation Strategy to explore the development of a linear greenway along the Spencer Utility Corridor. This greenway would link Charleston Boulevard east of Downtown with the Flamingo Wash Trail. Such a facility can provide a non-motorized alternative to Maryland Parkway parallel and in close proximity to the corridor. If such a greenway could be developed and connected to the Flamingo Wash Trail, a linkage could be made to the UNLV campus as well, providing a recreational and transportation trail opportunity that could be enjoyed by residents, students, faculty, staff and area employees.
- **Proximity to the Airport:** Maryland Parkway connects McCarran International Airport to Downtown Las Vegas. McCarran International Airport is also a large employer (around 18,000 employees) in the region and its proximity may be a catalyst to strengthen interest and investment along the corridor.

Barriers to Success

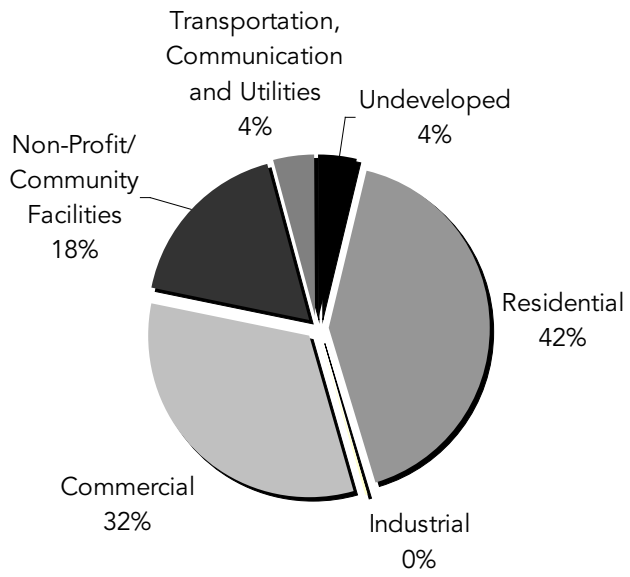
Based on the review of existing land use conditions and development regulations, the following barriers to future development of the study area corridor were identified:

Land Use

- **Retail Disinvestment:** The Maryland Parkway corridor is a major retail center, but the retail market within the corridor is not performing better than the region overall. Retail development in the corridor likely is challenged given competition from online sales, the low incomes of households in the surrounding community and amount of retail space available in the corridor, as well as vacancy rates that have stayed relatively high around the region since the onset of the recession. However, new investments such as the Boulevard Mall renovations could help spur a new wave of investment in the corridor.
- **Lack of Cohesion:** The corridor lacks a unified land use vision and identity that would likely make the corridor more attractive for investment. There is disjointed ownership along the corridor with a significant number of businesses and property owners. The range of different property owners and jurisdictional boundaries create potential differences in economic development and land use policy.
- **Auto-Oriented Development:** Most commercial uses are set back from the street and are auto-oriented with large parking lots buffering them from the street. This increases the perceived distances and lack of connectivity between locations.
- **Surface Parking:** There is an abundance of individual parking lots immediately adjacent to individual uses with no coordinated parking strategies. The placement of parking between businesses and sidewalks contributes to an unfriendly pedestrian realm by reducing the ease of access between local services on Maryland Parkway. In general, buildings are not close to sidewalks and parking lots serve as barriers for users. The presence of parking lots can also contribute to the perception that businesses along the corridor are underperforming because activity is less visible. This is especially important since the Maryland Parkway has a 100' right of way in certain locations, which makes destinations seem far apart even if they are just across the street. According to the National Association of City Transportation Officials, designs that create a high quality experience at street level will enhance the economic strength of commercial districts and the quality of life of neighborhoods. As an example, after the introduction of parking management strategies and pedestrian-friendly designs in Pasadena, California, local merchants saw an increase

Top: Surface parking lot at Desert Inn and Maryland Parkway with minimal landscaping and pedestrian buffer. *(Photo credit: Google Streetview)*

FIGURE 3: DISTRIBUTION OF EXISTING LAND USES IN THE MARYLAND PARKWAY STUDY AREA



Source: Clark County GILIS13

Above: Surface parking in front of businesses make destinations seemingly far apart along Maryland Parkway *(Photo credit: Google Streetview).*

in business as the location became a more attractive place for customers to shop and spend time.[8] The City of Seattle, Washington, has also compared the relative advantages for users and businesses of having surface parking lots located behind the buildings and away from the street front in commercial areas.

- **Lower Residential Density:** County zoning has conservative density requirements in its higher density zoning districts, which could impede the desire for high-density development, especially projects near transit stations.
- **Limited Land Ready for New Development:** While there are large tracts of undeveloped land near the corridor (Figure 3), there is limited land immediately adjacent to the corridor that is completely undeveloped and/or contiguous to other undeveloped parcels. Only 38 parcel acres (out of almost 2,000 total parcel acres) within the study area are vacant. There are 154 acres of redevelopable parcels in the corridor (those parcels with structure values lower than the land value), but many of them are small in size and/or have economically productive uses. Over 75% of the redevelopable parcels are found in the two northernmost segments.
- **Stakeholder Commitment:** While there is a very dedicated and involved group

8 *http://www.cmap.illinois.gov/about/2040/supporting-materials/process-archive/strategy-papers/parking/impacts-of-parking-strategies*

http://seattle.gov/dpd/vault/cs/groups/pan/@pan/documents/web_informational/s048416.pdf

of stakeholders invested in planning for the future of Maryland Parkway, there is potential for planning and process fatigue among stakeholders due to ongoing study along the corridor. There is also no formal structure in place at this time for a stakeholder group to become more active in redevelopment activities, such as forming a business association, business improvement district or development corporation.

Street Design

- **Street Width:** Maryland Parkway and the major roads that intersect it are all 6-lane roads; many carry high traffic volumes and have over 85% of their width dedicated to vehicle use. The less than 10% that is appropriated for pedestrians is split between two sides, provides no buffer between the sidewalk and the adjacent travel lanes, and is often obstructed with utility fixtures, streetlights, sign posts, fire hydrants and street furnishings. As constructed, the roadways act as barriers to connectivity and circulation within the study area for all users including motorists, pedestrians and bicyclists. The total right-of-way (ROW) of Maryland Parkway is generally 100-feet in width south of Charleston Boulevard, which makes most destinations seemingly far apart even if they are just across the street. The ROW is reduced to 80- to 90-feet in some mid-block locations. While mid-block crossings exist, they are relatively infrequent throughout the corridor. This results in few safe crossings for pedestrians. While the speed limits are generally posted at 30-35 miles per hour, the wide travel lanes, setback buildings and minimal pedestrian activity together help create an environment that facilitate vehicles typically traveling at higher speeds in this location.
- **Street Connectivity:** Longer block lengths and disconnected streets discourage walking and biking, leading to less overall foot traffic and a street used primarily by motorists. Streets are generally less connected south of Charleston Boulevard and Downtown Las Vegas. Block lengths are longer along Maryland Parkway and there are several dead end streets that terminate into commercial

Top: Obstructions are common on narrow sidewalks along Maryland Parkway creating barriers for pedestrians, those with mobility limitations. Bottom: Cyclists along Maryland Parkway must share travel lanes.

or institutional uses such as Sunrise Hospital and the Boulevard Mall.

- **Access Management:** There are frequent curb cuts, a nearly continuous center left turn lane and a lack of coordinated access management that together create numerous vehicle-vehicle and pedestrian-vehicle conflicts.
- **Cost of Infrastructure Upgrades:** An initial scan of existing utilities reveals the presence of water and sewer lines that serve existing uses along Maryland Parkway.

Above: The new UNLV transit center is a good example of a safe and attractive bus stop. *(Photo credit: Nelson Nygaard)*

In addition, some sections are prone to flooding during major storm events. However, redevelopment and added density may require utility upgrades at the time of development, potentially increasing costs and creating a disincentive to redevelopment.

Transportation

- **Barriers for Pedestrians:** Barriers to walking include physical obstructions such as streetlights, fire hydrants, utility poles and fixtures, bus shelters that crowd the sidewalk, bicyclists on sidewalks, curb and driveway cuts, inadequate mid-block crossings, long crossing distances, setback distances of adjacent uses and signs that must fit within an already too narrow sidewalk. The Federal Highway Administration has established Public Rights-of-Way Accessibility Guidelines that call for sidewalks to be 5ft wide with 4ft pinch points. Local agencies generally follow the lower standards (4ft and 3ft respectively) set by the Americans with Disabilities Act (ADA) and the utilities are often exempted from either standard due to cost or physical restrictions. Moreover, many streets are not fully compliant with the ADA. Also, a lack of landscaping, shading and buffers between the pedestrian realm and the adjacent travel lanes combine with minimal sidewalk standards to create an unwelcoming pedestrian environment.
- **Barriers for Cyclists:** Barriers to bicycling include the lack of specific design considerations or facilities such as bike lanes, cycle tracks or bicycle boulevards on or parallel to Maryland Parkway. Cyclists typically ride on the narrow sidewalks or share the outer lanes with motor vehicles. Where bike lanes are present, they are largely dropped at intersections to make room for vehicular right turn movements. A lack of bicycle parking throughout, notably at human services locations such as the library and Sunrise Medical Center, also discourages bicycle use. Bicyclists also lack

accommodations and crossings through large surface parking lots, which are typical along Maryland Parkway.

- **Barriers for Transit Users:** The existing bus route 109 on Maryland Parkway carries over 9,000 passengers per day and the east-west routes on the major cross streets carry some of the most frequent and well-used transit lines in the regional transit system. In addition, a new transit center was opened on the UNLV campus, just off of Maryland Parkway, less than a year ago. However, transit riders are inhibited by the barriers for pedestrians and bicyclists mentioned above, as well as the lack of attractive and safe locations for bus stops. Connectivity between the north-south service on Maryland Parkway and the east-west services on the cross streets is hindered by the need for transferring passengers to cross wide and busy intersections to get from one bus to the other. Bus stops are sometimes inconveniently far from the intersection due to limited right-of-way, frequent curb cuts and the difficulty of negotiating easements with adjacent property owners.

CHAPTER FIVE

actions overview

There are a range of actions and strategies that should occur in different phases to address barriers and position for opportunities along Maryland Parkway. The following tables summarize a set of corridor-wide actions in three phases, which are further described in Chapter 6. The phases described below represent the general timing of major actions. In some cases, certain actions could take place out of sequence or over multiple phases. The intent of the three phase approach is to guide the range of actions needed for the envisioned future of the Maryland Parkway corridor.

Corridor-Wide Actions

Phase 1: Setting the Stage/Pre-Construction

Over the coming few years as additional planning and engineering work on transit improvements is completed, Maryland Parkway stakeholders have an opportunity to build organizational capacity, make changes to regulations and incentive packages and identify and coordinate funding sources. These activities are the main focus of Phase I.

TABLE 2: PHASE 1 ACTIONS OVERVIEW

ACTIONS	LEAD	PARTNER
Build public/private sector commitment • *Continue Maryland Parkway Coalition; evaluate options for it to evolve into a more formal organization* • *Over time, consider the establishment of an Improvement District or Districts*	**MPC/RTC**	**County, City, LVGEA**

Note: In this and the following tables, "City" refers to the City of Las Vegas, "County" refers to Clark County, "RTC" stands for Regional Transporation Corporation of Southern Nevada, "LVGEA" stands for the Las Vegas Global Economic Alliance, "MPC" stands for the Maryland Parkway Coalition, "NEA" stands for the National Endowment for the Arts, "UNLV" stands for University of Nevada, Las Vegas, "HOA" stands for Homeowners Association, "NDOT" stands for Nevada Department of Transportation, "RFCD" stands for Regional Flood Control District and "SNRHA" stands for the Southern Nevada Regional Housing Authority.

TABLE 2: PHASE 1 ACTIONS OVERVIEW (CONTINUED)

ACTIONS	LEAD	PARTNER
Continue transit infrastructure planning • *Continue community engagement process* • *Identify preferred mode of transit as part of the RTC's NEPA process* • *Plan for enhanced pedestrian and bicycle safety and connectivity*	**RTC**	**MPC, City, County, UNLV** **RTC** **LVGEA**
Encourage transit supportive development • *Create design guidelines that include appropriate dimensions and spacing to accommodate transit and pedestrian amenities (e.g. furnishing zones, landscaped buffers, parking, wide sidewalks)* • *Implement zoning overlay that includes incentives (such as density bonuses) to achieve desired outcomes (encourage higher density incentives/regulations, etc.)* • *Leverage parking standards* • *Consider development opportunities and site availability in the selection of stop locations*	**County, City**	**MPC, RTC**
Evaluate TOD opportunities and options for redevelopment area formation • *Identify catalytic sites near station locations; take proactive approach to recruiting developers to sites* • *Undertake site assessment and design work to support catalytic redevelopment; utility assessments and upgrades* • *Evaluate options for use of a new or expanded redevelopment area* • *Clarify role of RTC in encouraging new transit-oriented development* • *Coordinate acquisitions with funding of high capacity transit lines*	**County, City**	**RTC, possibly MPC, LVGEA**
Improve existing building façades • *Conduct outreach with corridor businesses* • *Evaluate rehabilitation and retrofit programs*	**Prop. Owners, Latin, Asian, Urban and Metro Chambers, MPC**	**County, City**

TABLE 2: PHASE 1 ACTIONS OVERVIEW (CONTINUED)

ACTIONS	LEAD	PARTNER
Address public safety issues along the corridor • *Institute Clean and Safe Program to address public safety* • *Improve lighting* • *Use Crime Prevention Through Environmental Design (CPTED) principles for public and open space* • *Ongoing attention to police enforcement*	**MPC, HOAs, County, CIty**	**Metro, SNRHA**

Phase 2: High-Capacity Transit Construction and Corridor Implementation

The second phase builds on the planning, design and preparation that occurred in the previous phase, and moves the corridor toward the implementation of transportation improvements and longer-term development.

TABLE 3: PHASE 2 ACTIONS OVERVIEW

ACTIONS	LEAD	PARTNER
Mitigate construction impacts to businesses • *Provide business assistance programs and services* • *Coordinate construction mitigation through outreach to property owners and businesses* • *Provide business improvement and expansion incentives*	**RTC**	**County, City, LVGEA, Latin, Asian, Urban and Metro Chambers**
Improve corridor safety • *Improve and add pedestrian crossings* • *Establish buffers for pedestrian realm* • *Implement access management plan to reduce number and frequency of driveways and left turn conflicts* • *Improve intersection geometry* • *Explore parallel routes*	**RTC, City, County**	**NDOT (at certain intersections)** **UNLV (Safe Community Partnership at UNLV)**

TABLE 3: PHASE 2 ACTIONS OVERVIEW (CONTINUED)

ACTIONS	LEAD	PARTNER
Improve pedestrian environment • *Widen sidewalks and add furnishings in key station areas* • *Consider shade and heat absorption in design and materials selection* • *Add pedestrian amenities* • *Improve accessibility conditions* • *Extend the Flamingo Wash Trail to UNLV and construct the Spencer Greenway*	RTC, City, County	NDOT (at certain intersections), Property owners, UNLV, Community Health Sciences Department, MPC (provide amenities on site adjacent to ROW), RFCD, NV Energy
Improve Corridor aesthetics • *Add/improve landscape and hardscape* • *Install signage, wayfinding and gateways* • *Coordinate and implement Public Art Urban Design Plan* • *Integrate public art into transit stops and other facilities in the public ROW*	RTC, City, County	NEA, UNLV, Boulevard Mall, Sunrise Hospital, NDOT (at certain intersections), developers NPS's RTCA program, MPC
Improve neighborhood gathering and recreation opportunities • *Revisit and improve existing guidelines* • *Incorporate green infrastructure* • *Coordinate policies and improvements* • *Identify locations for parklets* • *Maximize existing public gathering spaces*	City, County, NPS's RTCA program	UNLV, County SNRHA HUD, MPC, NV Energy and Regional Flood Control District (development of the regional trail links)

Phase 3: Continue to Support Development and Rehabilitation

The final phase will focus attention on supporting the type of investment and development desired along Maryland Parkway. This phase includes actions for sustained technical assistance and financial support to achieve the envisioned future.

TABLE 4: PHASE 3 ACTIONS OVERVIEW

ACTIONS	LEAD	PARTNER
Support Development and Rehabilitation • *Provide technical assistance to developers in the form of staff time, with alternative financing tools* • *Develop criteria for incentives for desired development that achieves the vision* • *Provide technical assistance and capacity building support to create a community development organization* • *Create a regulatory incentive package for station areas, including: reduction in parking standards, density bonus, marketing and branding package*	**City, County**	**MPC** **Federal Reserve of San Francisco** **LVGEA, Nevada Community Foundation** **Lincy Institute**

detailed actions for phase 1:
setting the stage/pre-construction

Build Public/Private Sector Commitment

To build a successful corridor that spurs new development, public and private investment priorities must be in lockstep. While the Maryland Parkway Coalition represents a broad array of interests in the corridor, volunteer stakeholders often do not have enough time or resources to participate regularly. Successful integration of transit investments with redevelopment requires strong leadership and vision. Appendix B: *Transit Case Studies* provides additional detail on successful transit-oriented development.

Formalize the Role of the Maryland Parkway Coalition

The Maryland Parkway Coalition should identify a sub-committee (Maryland Parkway Investment Team) that is representative of all major interests on the corridor to develop a framework for what private and public sector plans are for the area, what the group would like to focus on the most in terms of near-term investments and who pays for which improvements. The group can also help form a strategy on how to mitigate potential impacts to businesses from construction. This subcommittee can report back to the larger Coalition about their findings from outreach with a recommendation for broader consideration. The subcommittee group should include representatives from: Clark County, the City of Las Vegas, RTC, retail and other business interests, UNLV, Sunrise Hospital, Boulevard Mall, McCarran International Airport and residents.

Case Study:
Valley Metro Advisory Board, Phoenix, AZ

In Phoenix, the Valley Metro convened a Community Advisory Board comprises residents and business representatives from the community adjacent to the light rail route. The board serves as the voice for the community during light rail construction by reviewing and evaluating the performance of Valley Metro's contractor as it relates to minimizing impacts to the community. Board members also review activities that may require the contractor to alleviate concerns and determine the results of the contractor's effectiveness in resolving construction-related issues in the community.

Case Study: *San Diego's Clean and Safe Program, San Diego, CA*

Downtown San Diego has a Clean and Safe Program run by ambassadors that collaborate with the City of San Diego's services. San Diego's Clean and Safe Program has two types of ambassadors: Maintenance Ambassadors and Safety Ambassadors. Both types of ambassadors operate 24 hours a day and proactively engage in cleaning and/or keeping the downtown area safe. In 2013, San Diego's Ambassadors removed 17,248 pieces of graffiti, swept 110,028 sidewalks, emptied curbside trash receptacles 215,014 times, collected 890 tons of debris, washed 18,582 linear sidewalks and assisted with 22,945 abatements of illegal dumps.

The Coalition should consider the following activities:

- **Assessment Surveys:** Contacting individual businesses to identify specific problems that the Coalition, the City of Las Vegas and/or the County can work on to help retain or provide opportunities for business expansion.
- **Institute Clean and Safe Program:** A safe and clean environment is important to Maryland Parkway's revitalization. Public input confirms a need for clean-up and safety programming. The Coalition should focus on keeping the corridor amenities clean, safe and attractive for pedestrians and riders.

Above and right:

San Diego's Clean and Safe Program Maintenance Ambassadors.

(Photo credits: downtownsandiego.org)

- **Establish One or More Events:** Larger destinations along the corridor should consider organizing and hosting local and regional events to draw new customers to the Maryland Parkway corridor. It may also be possible to organize various events in portions of the right-of-way. For instance, a lane could be closed during a low traffic time to accommodate a recreational bike ride or a run. Such events will help humanize the corridor and attract new users.
- **Create Brand and Associated Website:** Currently, there is no marketing program in place that coordinates the multiple businesses along the corridor and other nearby destinations such as Downtown Las Vegas. Individual businesses are advertising and promoting, but only on a site-by-site basis. Although businesses can individually do much to develop and retain a customer base, they are unable to effectively provide branding and positioning on their own for the corridor as a destination. The Coalition could establish a committee that is dedicated to developing and carrying out various marketing strategies and branding campaigns.

Establish an Improvement District

The revitalization of Maryland Parkway must be a partnership between Clark County, the City of Las Vegas, RTC and property owners. Several models are available for business and property-owner led initiatives for assisting in the development and improvement of the Maryland Parkway corridor. They come in a variety of forms from single-purpose districts, such as those that manage a parking structure, to full-service Business Improvement Districts (BIDs) that fund a wide array of marketing and maintenance functions. Organizational structures take many forms. Most often they are structured as hybrids with multiple income sources.

Nevada law does not currently provide for the establishment of BIDs, however, local jurisdictions can use Special Improvement Districts and General Improvement Districts to make specific infrastructure improvements. The Maryland Parkway Coalition should advocate for enabling legislation to allow BIDs so that local business and property owners can create a revenue stream to fund special streetscape enhancements, pedestrian improvements, parking improvements and special programs for sidewalk maintenance. BIDs can also run a wide array of business improvement services for District participants. BIDs usually are overseen by a Board of Advisors comprising volunteers who direct the operations of the BID.

Above: Logo for the Down Under the Manhattan Bridge Overpass (DUMBO) business improvement district (BID).

Top: Modern streetcar platform in Seattle, Washington.

Bottom: Continued community engagement will ensure people of all ages and backgrounds have an opportunity to weigh in.

Continue Transit Infrastructure Planning

The Maryland Parkway Coalition should continue to work across public and private sector interests and work with the RTC on the upcoming National Environmental Policy Act (NEPA) process. According to the *Transit Oriented Development Tools for Metropolitan Planning Organization* report, "Several regions, including the Bay Area, Washington, DC, Minneapolis-St. Paul, and Atlanta, have created regional livable community funds with state and federal Surface Transportation Program (STP) and Congestion Mitigation and Air Quality (CMAQ) funds. These funds, generally distributed via a formula grant process, have helped local jurisdictions to update local land use plans, preserve affordable housing, invest in station area infrastructure improvements, off-set the cost of higher density development, acquire key sites for TOD and support bicycling and walking activities. These pilot programs have been enormously popular and have incentivized significant changes in the way local governments have been able to respond to transit investments."[4]

Continue Community Engagement Process

The *Alternatives Analysis* effort and the development of this Implementation Strategy provided opportunities for the community to weigh in on the future of Maryland Parkway. In addition, the Maryland Parkway Coalition has established a core membership and is

4 *"Transit-Oriented Development Tools for Metropolitan Planning Organizations." Center for Transit-Orientted Development. February 23, 2013. Accessed September 15, 2014.*

beginning to find a unified voice. Continued community engagement with meaningful opportunities to provide input and feedback will be critical to successful implementation of high-capacity transit and redevelopment of the corridor. Continuing engagement opportunities could include workshops, open houses, advisory committees, focus groups, interviews, intercept events and surveys. Outreach should balance conventional public involvement approaches with online and mobile device tools to maximize the breadth and depth of input.

Identify Preferred Mode of Transit

Heading into the environmental assessment phase of the planning for high-capacity transit, there is still a question as to what form of transit fits the corridor best in terms of public support, cost, performance, catalytic impact and feasibility. Modern streetcar, bus rapid transit and light rail are all still on the table. A priority for the next phase of planning, analysis and engineering will be to identify the preferred form of transit. As part of the decision-making process, trade-offs should be clearly articulated and communicated to the public, key stakeholders and decision makers so that they can advise the RTC in making this decision. Making such a determination early in the process will allow other aspects of the project to benefit from the unique characteristics and opportunities related to the chosen mode.

Plan for Enhanced Pedestrian and Bicycle Safety and Connectivity

Development of the corridor should consider optimal, not minimal, design standards for pedestrian and bicycle facilities if walking, bicycling and riding transit are to be viable transportation choices. As was identified by community members during the planning process, first-and last-mile facilities will be a key to maximizing ridership and associated benefits of improved transit service along the corridor. Enhancements targeted at pedestrian and bicycle safety and connectivity should include the addition of new pedestrian links in the overall network, crossing improvements, wider and buffered sidewalks, pedestrian lighting and

TOD Investment and Community Benefits

Property values. In Texas, TOD increased office property values by 53% and residential by 39%. In Santa Clara County, 2001 commercial property values were 120% higher near commuter rail and 20% higher near light rail.

Fiscal benefits. In Arlington County, VA, about 8% of land is located in transit-oriented areas. These areas generate 33% of property tax revenue in the county.

Transit ridership. In 10 years, the Bay Area's BART stations saw a 15% increase in ridership. In Arlington, VA, 47% of residents living in a TOD use non-automobile modes to commute and 73% arrive at the transit stations on foot, which means less need for long-term commuter parking.

Investment. The Portland Streetcar attracted $1.3 billion in development around a $52 million line. The Washington Metropolitan Area Transit Authority (Washington DC) estimates $30 billion in investment over 24 years based on improvements and upgrades into the transit system.

furnishings. Special attention to furnishings to protect people from exposure to the sun and extreme heat should be emphasized in all transit planning and design solutions. Access for people with disabilities and limited mobility, including seniors and children, should also be prioritized in placement and selection of design solutions. Historically, cost and uniformity of design have outweighed utility for users. Based on public outreach, there is a need to shift the focus to user utility and safety and to prioritize and customize additional furnishings and improvements at high-use locations.

Encourage Transit-Supportive Development

While the zoning code focuses primarily on development standards that regulate the use and form of new development, another key component in developing transit-oriented neighborhoods is to have a cohesive set of design guidelines. These guidelines go beyond the strict standards of the zoning code and attempt to influence development in a positive direction, while still offering significant flexibility to developers in how they meet the guidelines. Without design guidelines, developers may take a "check the box" or "build to the code" approach, in which the zoning code is simply followed to the letter without any attempt to incorporate site- or district-specific design principles. By establishing flexible design guidelines and a design review process for new development, local planning agencies can encourage developers to consider a wider variety of design options that fit better with community goals.

A significant barrier to the implementation of design guidelines is the perception that they increase costs enough to

Right: Bus Rapid Transit System Sun Tran, Tucson *(Photo credit: SolDuc Photography)*

Case Study: *Denver, CO*

Not every station along a rail line is ready for the same scale of TOD at the same time. Denver uses a sophisticated matrix to identify:

- Market readiness (e.g., household and employment growth, rents)
- Development potential (e.g., zoning, vacant land, infrastructure investment and needs)
- Existing TOD characteristics (e.g., population and employment density, transit service, accessibility).

Denver then identifies existing and potential walksheds and their overlap with stations as part of the equation. Depending where they score on the continuum, stations are then designated as needing to strategize (ready for planning), catalyze (ready for investment) or energize (ready for TOD).

actually discourage development. While this might only be a perception in some cases, elevating the need for good communication and outreach to explain the program benefits, it also can be a very real concern if the guidelines are administered in a costly and time-consuming manner. Because of these concerns, careful attention needs to be paid to structuring an efficient, effective design review process that does not become an undue burden on development.

Another barrier is the patchwork of existing design standards and guidelines that apply to different parts of the corridor. Creating a cohesive set of design guidelines for the Maryland Parkway corridor will be challenging, because it requires developing a common set of principles for the area while still allowing for flexibility and appropriate development types for each section of the corridor. Guidelines need to provide a common framework even when development standards change from one part of the corridor to another. When implemented well, design guidelines discourage unwanted design elements while still allowing for creative and innovative designs that a review board or members of the public may never have anticipated.

Create Design Guidelines

The City of Las Vegas and Clark County need to develop specific design guidelines for the Maryland Parkway Corridor to go along with the proposed Overlay District. These guidelines should address the need for transit-oriented, pedestrian-friendly design and neighborhood compatibility, and also can be written in a way that encourages a sense of identity along the corridor using cohesive design principles in the whole area. The City of Las Vegas and Clark County will need to collaborate closely to develop guidelines that make sense for the whole corridor, even though they will each need a separate design review process.

Existing plans and design guidelines both within the Maryland Parkway corridor and elsewhere can be an excellent reference for developing new design guidelines. In 2008, Clark County adopted the *South of Sahara Avenue (SOSA) Design Standards and Guidelines* to guide redevelopment of the area just west of Maryland Parkway and south of Sahara Avenue. Although the SOSA area has not redeveloped, this document is a rich source of design standards and guidelines for compact development. It could be adapted for the Maryland Parkway station areas for design standards and guidelines that go beyond existing regulations in creating compact, walkable, transit-oriented developments. The document outlines guidance for improving long block lengths and enhancing multi-modal connections, creating attractive street environments to improve walkability and improving public spaces to create opportunities for passive and informal recreation and gathering.

Developing and adopting a set of design guidelines can be a major process that involves significant public outreach and analysis to determine community goals for an area and which guidelines would best achieve those goals. Part of this process may begin

with the recent award of a grant to Clark County from the National Endowment for the Arts through its *Our Town program* to integrate public art and other urban design elements into a comprehensive plan for the entire corridor.

Implement Zoning Overlay

Based on the analysis of the existing land use conditions and development regulations (as summarized in Appendix F: *Planning Analysis Memo*), the study corridor along Maryland Parkway suffers from site development and transportation barriers that can be addressed by using an Overlay District. As per Clark County's *Title 30 Unified Development Code (2000)*, an Overlay District means a zoning district that imposes additional requirements, limitations or restrictions beyond those of the underlying zoning district.

Both Las Vegas and Clark County have design review processes in place, though they are somewhat limited and would need to be further developed to be useful for

Case Study: *Mixed Use Design Overlay, La Mesa, CA*

The City of La Mesa, California, approved the Mixed-Use Overlay Zone and Design Guidelines in 2008. The Overlay Zone encourages density along La Mesa Boulevard by providing incentives for parcel consolidation. It also provides height incentives if design guidelines are met. Transition guidelines are provided in between new neighborhoods and adjacent single-family neighborhoods. The pedestrian realm (12' pedestrian realm required for all new projects) is enhanced due to limitations on parking in front of buildings, as well as flexible parking requirements. The City's Urban Design Program requires review of all new projects and for significant remodels located within the Overlay Zone. *(Images above/left)*

Maryland Parkway. In Las Vegas, design review is mainly limited to use in designated Historic Districts. Each Historic District has an adopted set of design guidelines and thresholds for development review. A Historic Preservation Committee performs the review of building permits and advocates for the application of the design guidelines for projects that impact a historic resource. This process provides a good model that Las Vegas could adapt to create a transit-oriented design district and review process.

Case Study: *Mixed Use Overlay, Clark County, NV*

Clark County, Nevada encourages density within its Mixed-Use Overlay by allowing a higher number of dwelling units per acre and also provides increased height standards. The County also limits parking to the rear of the building, and screened from the right-of-way and residential units to improve conditions for pedestrians and cyclists.

Clark County has several special Design Overlay Districts, in which design guidelines are applied to development and redevelopment projects. In this case, the Board of County Commissioners or Planning Commission acts as the design review board that hears these cases. To streamline and improve the design review process, Clark County should create a separate design review board that includes design professionals and other interested citizens appointed by the Board of County Commissioners.

Leverage Parking Standards

A recent study by Clark County suggests that existing parking standards dictating the minimum number of provided spaces may result in excess parking capacity for many properties. Limits should be added to the parking standards for new development, and the Overlay Zone should provide reduced parking requirements for development that sufficiently adheres to design guidelines and performance targets.

Case Study: *Planning and Urban Design Standards, APA*

The Planning and Urban Design Standards of the American Planning Association (APA) recommends different ways to create parking areas that would encourage turnover of customer spaces, discourage long-term parkers and take care of accessibility issues for disabled visitors. According to the APA standards, parking lots tend to accommodate long-term parkers. Therefore, parking lots should be located behind the retail street storefronts to encourage design and physical appearance that contributes to the vitality and economic success for businesses.

Case Study: *Skyland Mall, Washington, DC*

The Skyland Mall redevelopment project, in the Anacostia Station area in Washington, DC, received $25.7 million in tax increment financing funds for acquisition of 18.5 acres of strip mall and vacant property from 15 different property owners. The properties will be redeveloped as a 915,000 square foot transit-oriented development. *(Before and proposed images above)*

Consider Development Opportunities and Site Availability

The transit station locations identified in the *Alternatives Analysis* have been accepted by the RTC and form the basis for much of the discussion of urban design typologies earlier in this report. However, those station locations are subject to review during the NEPA process and may need refining depending on the decision on the preferred form of transit. As part of this review, some locations should be chosen to support existing destinations along the corridor. For instance, stops should be located at McCarran International Airport, UNLV, the Boulevard Mall and Sunrise Hospital. Other stations should be located strategically adjacent to or near concentrations of sites that are attractive for redevelopment.

Evaluate TOD Opportunities and Options for Redevelopment Area Formation

Especially near potential new transit stations, new private sector investment could be stimulated by the improvements to the transit system and the pedestrian infrastructure. In return, private investment can lead to a revitalized urban form that will in turn benefit the transit system through increased ridership. However, an evaluation of the market for redevelopment, contained in Appendix A: *Development Prototypes,* suggests that higher-density, mixed-use development forms are not likely to be developed without significant interventions from the public sector. Those interventions can take many forms, including

regulatory changes, incentives (such as density bonuses and adjustments to parking requirements), streetscape improvements and public-private partnerships. Developing a toolkit to catalyze development is a cornerstone of this strategy for corridor revitalization. The toolkit should identify the best locations for catalytic development near station locations, ensure that those locations are development-ready, consider the expansion of a Redevelopment Area (RDA) and clarify and coordinate public-sector roles to reduce development barriers.

Identify Catalytic Sites Near Station Locations: Take Proactive Approach to Recruiting Developers to Sites

Ensuring that development and transit are mutually-supportive requires the identification of a set of development parcels located near transit stations, and then adopting a proactive approach to working with property owners and developers. The desired outcome should be development on those parcels that matches the vision for the sites. A first step is to use the market analysis performed through this project and the proposed station locations to develop more detailed station area plans. Station area plans should identify parcels and a desired development form (uses, density, phasing for development) for each. Armed with station area plans, a stronger Maryland Parkway Coalition and its partner organizations can engage in more active discussions with existing property owners and build momentum among the development community.

Four preliminary station concept plans were developed during the course of the project: Oakey, Desert Inn, University Avenue and Tropicana. Concept plans are included in this chapter (see Figures 4, 5, 7 and 9). There are two additional area plans for Station Typology Segments 1 & 2 that provide improved pedestrian connectivity across Maryland Parkway at Sierra Vista Drive and Del Mar Street (see Figures 6 and 8).

Case Study: *Valley Metro, Phoenix, AZ*

Phoenix's Valley Metro has taken extensive steps to mitigate potential construction impacts to local businesses during light rail construction by undertaking the following actions:

- Hired a dedicated Business Assistance Coordinator
- Created a brochure for every station with quick facts for local businesses regarding construction
- Created a construction outreach and hotline that provides a community relations team on-call 24 hours a day, seven days a week, to keep local businesses informed of construction progress and assists with any issues
- Created the METRO Max Rewards Program, offering consumers an incentive to visit businesses along lines under construction. To participate, a business affected by light rail construction must offer a discount or incentive to customers. Valley Metro publicizes the discount online, in print and through social media channels.
- Provided an online directory for all businesses located along transit lines

Top: Phoenix Valley Metro platform

Bottom: Phoenix Valley Metro ticket kiosk

(Photo credits: Antonio Edward)

Undertake Site Assessment and Design Work to Support Catalytic Redevelopment, Utility Assessments and Upgrades

Many property and business owners may benefit from assistance to evaluate opportunities for redevelopment or expansion.

- For business owners, evaluate opportunities for business growth through expansion, better space utilization, relocation or purchasing a building;
- For long-time property owners, explore development options and provide technical assistance; and
- For developers, assist when the site is more complex, the economics are challenging, or the area is prioritized for investment.

In addition, the County has indicated that it is in the process of applying for federal funding for brownfield assessment that it could use on mature corridors like Maryland Parkway.

Evaluate Options for RDA Formation

The City of Las Vegas has initiated an evaluation regarding the possibility of expanding an existing Redevelopment Area (RDA) that is near the northern portion of Maryland Parkway, and should consider the City portion of Maryland Parkway as part of that evaluation. An RDA creates significant opportunities for public-private partnership formation. It creates institutional and staff capacity with a specific real estate development expertise that can be very helpful in moving forward

with catalytic projects. It also opens up the possibility of using Tax Increment Financing to fund projects ranging from storefront improvements to land assembly for private development projects. It is critical that development around station areas are transit-supportive because dense, walkable developments tend to increase ridership and create destinations. Redevelopment area policies can help bring this about by encouraging development around station areas. However, the City and the County have only limited capacity to acquire and dispose of properties for private development by negotiating development agreements, providing gap funding, etc.

Clarify Role of RTC in Encouraging New Transit-Oriented Development

The corridor has many property owners (both large and small), and is within the boundaries of two different jurisdictions: the northern portion in the City of Las Vegas, and the southern portion in unincorporated Clark County. RTC, however, has jurisdiction for transit across the entire corridor, and also has responsibility for coordinating the funding for all transit-related investments, including right-of-way acquisition. This situation means that RTC will be at the center of most decisions regarding station area locations, station area planning and implementation of transit and streetscape improvements. RTC is not involved in land development (except for transit facilities themselves), and so it will fall to the two local jurisdictions to take the lead in bringing about transit-supportive development in the corridor. RTC has a role to play in providing encouragement and support, and in coordinating land use planning and development with station area planning and related improvements within the public right-of-way. Recent federal initiatives encourage partnerships between transit agencies and local governments in bringing about transit-oriented development. However, future RTC participation will be decided on a case-by-case basis in light of funding availability and other considerations. In any consideration of transit-supportive development, an

Top: Street utility upgrades taking place during streetcar line installation in Cincinatti, OH *(Photo credit: Travis Estell)*

Bottom: Transit-oriented development in Tempe, AZ brings together transit, housing, retail and office uses. *(Photo credit: Steven Vance)*

FIGURE 4: STATION TYPOLOGY SEGMENT 1: OAKEY BOULEVARD

SOUTHERN NEVADA STRONG

Maryland Parkway
Oakey and Maryland

7.30.2014 | Data Sources: City of Las Vegas GIS, Clark County GIS Management Office

- Potential improved crosswalk
- Potential intersection treatment
- Potential transit shelter and platform
- Potential landscaping
- Potential sidewalk improvement
- Potential infill building
- New street furnishings location
- Opportunity site
- Rapid Transit Line
- Potential pedestrian connection

Oakey Station Typology (Figure 4)

This station type has relatively high rent levels, high multi-modal connectivity, moderate levels of transit dependency, a moderate mix and quantity of uses, but low potential ridership. With the exception of high ridership, this station type is positioned to perform well. The potential station at/near Oakey Boulevard is unique in that it is surrounded by residential building types that either function as residences or small, independent businesses. This segment would benefit from improved streetscape design, including lighting, landscaping and safe crossings.

important supporting factor will be the role that the Maryland Parkway Coalition decides to play in encouraging revitalization of the corridor.

Coordinate Acquisitions with Funding of High-Capacity Transit Lines

The *Alternatives Analysis* indicates that some limited land acquisition may be needed to allow for necessary intersection improvements as part of the major transit investment. Any residual parcels thus created could be incorporated into transit-oriented development, but the decision as to the most appropriate use for such parcels will rest with the local agency, not the RTC. Working in collaboration with RTC, the City and County should take the lead to work with interested private entities on any future land acquisition based on partnership opportunities near transit stations.

RTC's role would involve working with its partner agencies to identify possible roles for the public sector to assist in bringing about transit-oriented development. These opportunities will be considered as the alignment is further evaluated.

Improve Existing Building Façades

For many corridors in transition, reinvestment in existing buildings coupled with strategic public investments can spur larger, more catalytic projects. Because this is an aging corridor, there are many areas where buildings have not seen investments in many years. Many property owners may not have the money or interest to redevelop properties. The consultant team has identified targeted areas as starting points with engaged property owners who have been participating in the Maryland Parkway Coalition. There are a variety of tools that can be used to incentivize reinvestment in existing buildings.

Conduct Outreach with Corridor Businesses

The County will need to partner with the Maryland Parkway Coalition to conduct outreach with property and business

Above: A façade improvement program can help revitalize areas that have suffered from disinvestment. *(Photo credit: Nicholas Eckhart)*

FIGURE 5: STATION TYPOLOGY SEGMENT 2: DESERT INN ROAD

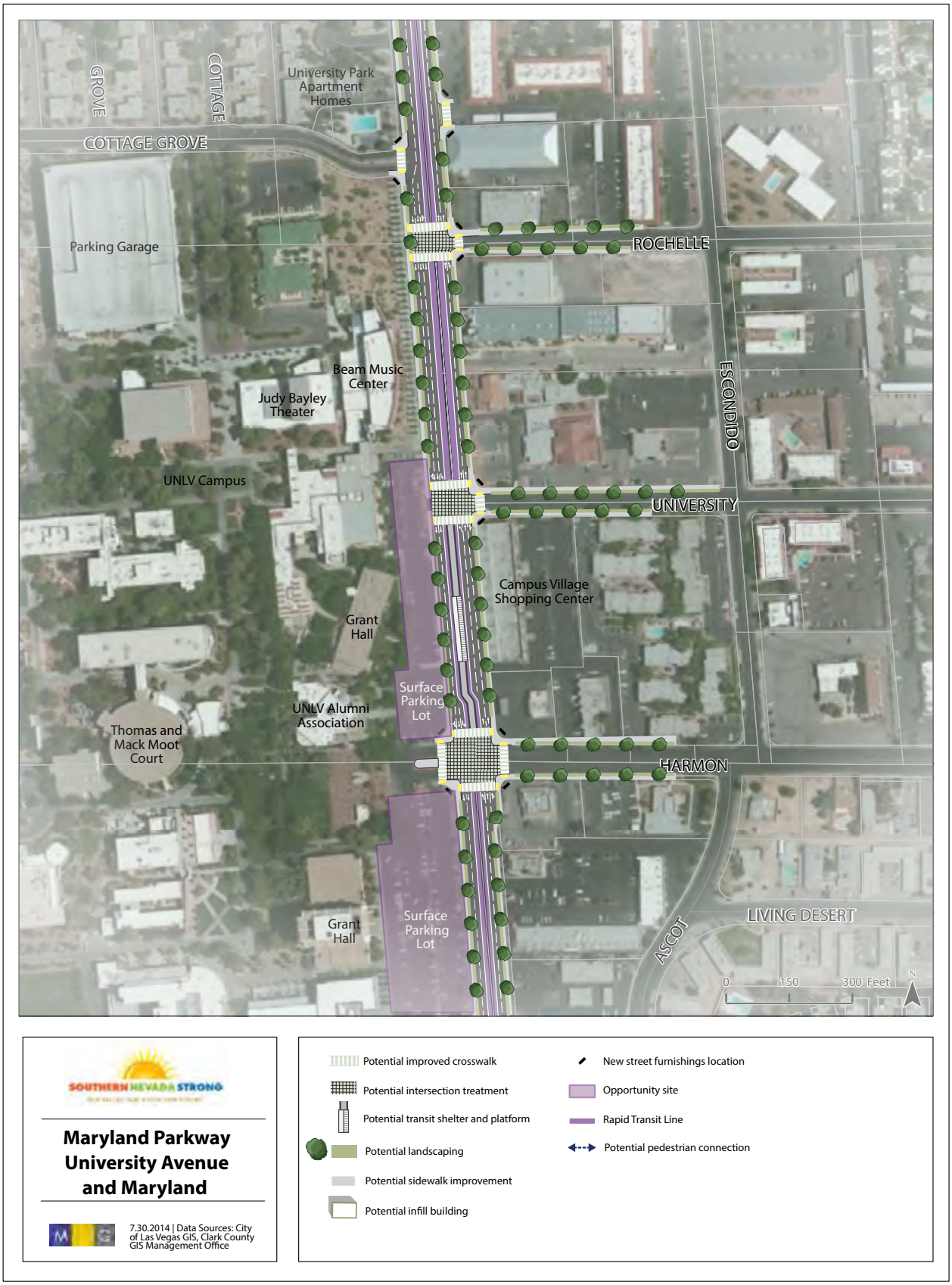
Desert Inn Station Typology (Figures 5 and 6)

This station type benefits from a diverse mix and quantity of existing destinations, relatively high market readiness and transit dependency, but relatively low potential ridership and existing connectivity. The stations fitting this typology extend from Sahara Avenue to Flamingo Road and make up half of the fourteen potential stations. This segment could include infill development at existing underused spaces along the corridor, safe crossings to major land uses and an attractive streetscape.

FIGURE 6: SIERRA VISTA DRIVE CROSSWALK IMPROVEMENTS

owners along the corridor. There is potential to partner with UNLV, City of Las Vegas and major property owners on the corridor for larger-scale improvements. For smaller-scale businesses, this outreach can gauge whether businesses would be interested in participating in rehabilitation programs, and which programs may be most effective. Special attention should be given to the ethnic diversity of businesses and consumers who are drawn to the area. Public agencies, such as the RTC and Clark County, may not have staff with the cultural competency or language skills to support the diverse range of ethnicities and languages present in the area. This may require support from the Tri-Chambers, specialized outreach consultants and other community partners to develop relationships and ensure that authentic opportunities to influence the vision of the corridor are consistently extended to all businesses.

FIGURE 7: STATION TYPOLOGY SEGMENT 3: UNIVERSITY AVENUE



University Ave Station Typology (Figures 7 and 8)

Located adjacent to the UNLV campus, this station typology benefits from a very high potential ridership based primarily on the student population. There is also a large proportion of transit dependent households and a very diverse mix and quantity of existing destinations. There is a moderate level of market readiness and a low level of connectivity. It is important to note that the campus environment does not follow a traditional development pattern. Therefore, the campus likely benefits from a very high level of connectivity despite a very small number of blocks per acre. Both potential stations adjacent to the campus fit this typology. This segment would benefit from coordinated pedestrian and vehicle traffic signals, safe crossings and landscaping.

FIGURE 8: DEL MAR STREET CROSSWALK IMPROVEMENTS

Evaluate Rehabilitation and Retrofit Programs

Develop and Market a Façade Improvement Program: While the City of Las Vegas currently maintains a façade improvement program, the County has no such program. These programs provide loans or grants to fund façade improvements for commercial, retail and office properties located within specific priority areas. Providing these programs can be an important first step in engaging businesses in a conversation about corridor identity, and can help to revitalize the

FIGURE 9: STATION TYPOLOGY SEGMENT 4: TROPICANA AVENUE

Tropicana Ave Station Typology (Figure 9)

This station type has a relatively high proportion of transit dependent residents nearby and a relatively healthy mix and quantity of destinations. These stations have low potential ridership, poor connectivity and low to moderate market readiness. All four potential stations fitting this typology are at the southern end of the corridor extending from Tropicana to Russell. This segment would benefit from improved street connectivity through well defined pedestrian walkways, and a safe and attractive pedestrian zone.

corridor without significant new investment on vacant sites. Since the corridor lies within two jurisdictions, the design guidelines and the new façade improvement program need to be compatible— especially in blocks where the adjacent buildings lie in different jurisdictions. currently a small portion of the study area, just north of Sahara Avenue, is within the City of Las Vegas Redevelopment Area and could take part in the City's existing Visual Improvement Program. Clark County's Redevelopment Agency was abolished in 2009. The County currently does not have a façade improvement program. To establish a program, Clark County could form a new redevelopment agency or Special Improvement District, use Community Development Block Grant unds or establish another funding mechanism. Many of the Las Vegas Valley cities such as Las Vegas[5] and City of Henderson[6] have a program in place. Table 5 (see page 59) summarizes some of the key features of these programs.

Based on the above examples, the team proposes setting up a façade improvement program that would, over time, bring the existing development up to the design guideline standards established through a 'Corridor Design Overlay' for new developments along the extent of Maryland Parkway. It would also make the corridor more attractive for future investment, improve market readiness of vacant sites near the corridor and enhance the pedestrian environment along the corridor, with the ultimate goal of bringing more business to the area.

- **Create Home Improvement Assistance Programs:** A home improvement assistance program, such as the existing program in the City of Henderson, could be modeled in this area to help to improve the appearance of residential properties along the Maryland Parkway corridor. These programs provide grants to property owners with residential buildings located in specific geographic areas. The program stipulates that property owners make a financial contribution toward the improvements, such as exterior painting, landscaping and front yard fencing, in order to qualify for the grant. In addition, the applicant must provide at

5 *http://www.lasvegasnevada.gov/Government/21328.htm*

6 *"Downtown Façade Improvement Program and Guidelines." City of Henderson Redevelopment Agency. May 21, 2013. Accessed September 15, 2014 & "Downtown Mini-Facade Improvement Program." City of Henderson Redevelopment Agency. Accessed September 15, 2014.*

least two cost estimates from licensed contractors and the lowest estimate will be chosen. In Henderson the maximum benefit is $1,500 with an 85 percent grant and 15 percent owner split.

- **Consider a Tenant Improvement Program:** A tenant improvement program can help attract businesses into vacant property along the Maryland Parkway. A tenant improvement program provides grants or loans to property owners, or sometimes existing tenants with the owner's approval, for tenant improvements inside the building. Property owners apply for a grant or loan to make the necessary tenant improvements. The program requires the property owner to have a leasing commitment from an eligible tenant that intends to move into the space. Often tenant improvement programs are restricted to a specified geographic area and target business types for the area. These programs also have eligibility requirements.

Top: Landscaping and trees could be included in a home improvement assistance program *(Photo credit: Markus Spiering)*

Bottom: Advertising materials for the Fort Wayne, IN façade grant program

- **Evaluate Use of the PACE Program:** A Property Assessed Clean Energy (PACE) program is a new financing approach to encourage commercial investments in energy efficiency and on-site renewable energy projects. Nearly 500 municipalities across the United States are using PACE programs to address the market barriers to businesses wishing to invest in energy efficiency. PACE financing offers building owners up to 100 percent up-front funding for energy improvements. The money is repaid with assessments added to property tax bills up to 20 years. The PACE repayment obligation stays with the building, allowing owners to pass payments through to the tenants who receive the benefits of improved energy efficiency.

Address Public Safety Issues

Institute Clean and Safe Program

Clean and Safe Programs can have different programmatic and financial characteristics, but most provide cleaning and public safety services. Additionally, many Clean and Safe Programs are financed by businesses in the area paying a fee to raise money that supplements publicly financed services.

Improve Lighting

Pedestrian-scale lighting can create a welcoming environment that encourages walking and pedestrian activity. The lighting design could complement the architectural elements and also help create a unique brand for the corridor.

TABLE 5: SUMMARY OF LOCAL FAÇADE IMPROVEMENT PROGRAMS

City/ Jurisdiction & name of the program	Amount of grant eligible	Type of improvements eligible under the program	Types of developments eligible	Managing agency
City of Henderson Façade Improvement Program	80% of the improvement costs, up to $15,000	Façade painting, awnings construction/repair, doors, windows, signage, display window lighting, tiles, signs, landscaping & others approved by the Agency	Commercial buildings and storefronts within the program area (property owner or lessee are eligible)	City of Henderson Redevelopment Agency
City of Henderson Mini-façade Improvement Program	100% of the improvement costs up to $3000	Helps fix minor exterior upgrades	Commercial buildings and storefronts within the program area (property owner or lessee are eligible)	City of Henderson Redevelopment Agency
City of Las Vegas	Maximum of $50,000. Applicant will provide a 100% matching contribution to Agency's fund.	Permanent landscaping, signage, exterior improvements, access improvements	All commercial, industrial and mixed-use properties located within the designated Redevelopment Areas. Single family and multifamily properties disqualified.	City of Las Vegas Redevelopment Agency

Use CPTED Principles for Public and Open Space

Improvements to existing public and open spaces and the development of new spaces should respond to Crime Prevention through Environmental Design (CPTED) principles. The basic premise of such design guidelines is to establish defensible space, reduce or eliminate places of isolation or low visibility and to generally encourage more "eyes on the street." Guidelines are provided for building design, landscaping, furnishings and lighting to help ensure the safest environment possible.

Ongoing Attention to Police Enforcement

Many stakeholders commented that police patrolling and enforcement has increased in the recent past. Not surprisingly, the same stakeholders have perceived a decrease in undesirable and illegal behavior along Maryland Parkway. Business and property owners should continue to work collaboratively with law enforcement to maintain or increase existing patrols and enforcement.

detailed actions for phase 2:
high-capacity transit construction and corridor implementation

Mitigate Construction Impacts to Businesses

New investment in transit is likely to spur redevelopment of vacant and underutilized parcels into high-amenity, mixed-use residential, office and retail uses. However, these transitions could lead to any of the following negative outcomes for businesses over time:

- Direct displacement of some businesses that currently are located in buildings that redevelop;
- Changes in the demographics of the nearby residents who currently patronize these businesses, or in the business climate as other small businesses choose to relocate; and
- Changes in the real estate market, resulting in increased rent. Some businesses, especially small and minority-owned businesses, may be more vulnerable to these impacts because they already operate on thin margins with limited available capital to adjust their business model in response to rapid transitions.

Provide Business Assistance Programs and Services

These are a mix of technical and business support services, partnerships and ongoing programs to increase business vitality during facility construction. Some examples could include:

- Encourage a future Business Association to offer technical assistance for property owners interested in Crime Prevention Through Environmental Design and graffiti abatement programs;
- Provide technical assistance program to support and

Top: Rail transit corridor in Minneapolis, MN

Bottom: Transit corridor at University of Minnesota campus.

(Photo credits: Michael Hicks)

expand capacity for local and emerging developers, construction contractors and professional services firms to participate in the redevelopment and construction activities of Maryland Parkway; and

- During construction of public projects: (1) time construction around business hours; (2) reimburse businesses directly for lost business; (3) organize and fund "open for business" campaigns to market businesses during construction.

Provide Business Improvement and Expansion Incentives

A system should be identified to provide incentives for businesses to improve their physical space. This strategy is particularly important in the northern portion of the study area, where smaller parcels with occupied businesses mean that large-scale property transition and development are unlikely. In this situation, improvements to existing building stock are a key strategy for revitalizing the built environment. Some examples include:

- Storefront/Sign/Façade and Tenant Improvement program specific to Maryland Parkway;
- Market partnerships with Community Development Finance Institutions to increase affordable access to capital; and
- Create Resource Managers (one point person for each project) to assist with permitting, planning and land use.

Improve Corridor Safety

Maryland Parkway connects many important destinations in the region including Downtown Las Vegas, McCarran International Airport, UNLV, Sunrise Hospital and Medical Center and the Boulevard Mall. Due to this important role, it is essential that the corridor be safe for all users. Yet the street's extreme width is a barrier to connectivity and circulation within the study area for all users including motorists, pedestrians and bicyclists.

The Nevada Department of Transportation (NDOT), along with the RTC, Clark County, City of Las Vegas, UNLV Safe Communities Partnership and Las Vegas Metropolitan Police Department conducted a Road Safety Audit for the Maryland Parkway corridor in 2012 (The Nevada Department of Transportation, April 2013). Background research for the study found that there were a total of 1,071 crashes from November 1, 2009 to October 31, 2012 with one fatality, 460 injury crashes with 697 injuries and 610 property damage only crashes.

Wide and busy streets present a crossing hazard with numerous conflict points, more so for pedestrians and bicyclists, who are far more vulnerable to the potential dangers. Many of the existing marked crosswalks are covered in road grime, faded or missing entirely. Pedestrians typically cross without using crosswalks to minimize the potential conflicts with vehicles turning at intersections or to otherwise avoid out-of-the way or inconvenient travel. This is especially noticeable near destination points such as shopping areas or transit stations. Infrequent mid-block crossings

throughout the corridor make it inconvenient and trigger unsafe behavior from pedestrians. Also, vehicles travel at higher speeds than the posted 30-35 mph.

Many properties along the corridor have auto-oriented site design. There are frequent curb cuts, continuous two way left turn lanes, and overall a lack of coordinated access management, which create numerous vehicle-vehicle and pedestrian-vehicle conflicts. Many businesses along the corridor are primarily auto-oriented, meaning buildings are set far back from the street and have large parking lots and uninteresting exterior architecture.

Top: Faded pedestrian crosswalk along Maryland Parkway at University Road

Left: Auto-oriented design at intersection of Sahara Avenue and Maryland Parkway

(Photo credits: Google Streetview)

Improve and Add Pedestrian Crossings

Faded crosswalks can be improved by determining climate-appropriate, sturdy crosswalk material for future use and repainting existing ones. Adding interim traffic calming measures (painting bulb-outs etc.) at key intersections can improve existing pedestrian crossings and reduce crossing distances. New mid-block crossings throughout the corridor, especially near destination points such as transit stations or shopping areas, will reduce the currently observed unsafe crossing behavior from pedestrians. Using contrasting material, painted crossings, and signs will emphasize pedestrian crossings. Adding more permanent safety devices such as pedestrian crossing flashing beacons, median refuge islands and green infrastructure solutions such as curb bulb-outs with stormwater planters can be implemented in the long-term.

Reduce Number and Frequency of Driveways

An Access Management Plan should be developed

in the short-term to begin consolidating driveways along Maryland Parkway. The plan would include detailed planning of the location, design and operation of driveways, median openings, interchanges and street connections, i.e., many of the impediments that currently challenge the corridor. The development of an efficient access management strategy should provide a specific strategy for guiding driveway location, spacing and design and spacing between signals and turning lanes. This will balance access to key destinations while reducing pedestrian-automobile conflicts along the corridor. The City and County should implement policies for consolidating access points and facilitating on-site circulation between parcels when redevelopment projects are undertaken along Maryland Parkway.

Improve Intersection Designs

Charleston Boulevard, Sahara Avenue and Tropicana Avenue are all Nevada Department of Transportation (NDOT) facilities that cross Maryland Parkway. NDOT has indicated an interest in improving the intersection geometry (making street intersections at 90-degree angles) of these three intersections to improve operations and safety for all modes of travel. NDOT will be included in the planning and design of these intersections and may also contribute financially to Maryland Parkway improvements at these important locations.

Explore Parallel Routes

As planning continues for the corridor, adjacent parallel routes should be identified to accommodate through vehicle traffic in order to reduce motor vehicle congestion and improve corridor safety along Maryland Parkway. These alternative routes can also provide pedestrians and cyclists with safer routes that have lower speed limits and less motor vehicle traffic. In addition, a network of enhanced pedestrian and bicycle routes—greenways, multi-use pathways and enhanced sidewalk facilities —near Maryland Parkway can provide an alternative for pedestrians and cyclists to move north and south through the area and access key destinations along and near Maryland Parkway. The feasibility of creating a linear greenway facility with a multi-use pathway and public art along the Spencer Utility Corridor east of Maryland Parkway should be explored (see Figure 1 on page 2). It could potentially tie into a similar facility along the Flamingo Wash and link into the UNLV campus and its robust network of pedestrian pathways.

Improve Pedestrian Environment

Communities and neighborhoods thrive on human interaction and depend upon the safe and efficient movement of pedestrians along the street front. Enhancing the pedestrian environment along Maryland Parkway will help connect people to places while contributing to the corridor's future identity and sense of place. Currently, however, there are several barriers that prevent a safe and welcoming pedestrian environment along Maryland Parkway.

Widen Sidewalks to Improve Streetscape Design and Safety

Throughout Maryland Parkway, sidewalks are narrow and have to accommodate utility poles, driveway cuts, signs and bus shelters, making it crowded, unpleasant and unsafe for pedestrians. A minimum of 5' sidewalk width is recommended by National Association of City Transportation Officials (NACTO). Wider sidewalks (at least 8'-15') are preferred near transit stations, retail, campus and other public uses. The corridor should be widened and designed for 'sidewalk zones.' Sidewalk zones include (a) street furniture/ curb zone (street furniture such as lighting, benches, newspaper kiosks, utility poles, tree pits, and bicycle parking are provided), (b) obstruction-free pedestrian through zone and (c) frontage zones (an extension of the building accommodating entryways, sidewalk cafes and sandwich boards). Existing design guidelines should be revisited, along with the addition of new policies (such as the proposed Overlay District design guidelines) to include appropriate dimensions and spacing to accommodate transit and pedestrian amenities. When feasible, the City and County should partner with property owners to provide incentives for complete street improvements.

Top and left: Examples of pedestrian "through zones"

Right: Potential view of frontage drive along Sahara Avenue

The existing *SOSA Design Standards & Guidelines (2008)* set forth general street standards and guidelines for all existing streets within its boundary. The guidelines call for property owners/developers to construct street improvement such as sidewalks, medians, curbs and gutters, streetlights, street trees, streetscape furniture and other pedestrian amenities, along the edges of their property to the centerline of the street. When

feasible, the County should partner with property owners to provide incentives for complete street improvements. The guidelines also call for creating a pedestrian realm (sidewalk zones) in certain streets that are identified after analyzing existing space availability for opportunities. *SOSA Design Standards & Guidelines* also suggest introducing a slip road (or a frontage drive) in front of properties that undergo redevelopment along streets such as Sahara Avenue. Frontage drives create a more pedestrian-friendly environment along major streets by providing a buffer between fast-moving through traffic on the street and the sidewalk and buildings on private property. As properties along Sahara Avenue redevelop, they will have the option to create a frontage drive. However, the frontage road is not necessarily required for all redevelopment projects.

Add Pedestrian Amenities

In the short-term and mid-term, opportunities should be explored to provide additional street furniture such as light fixtures, benches, newspaper kiosks, trash receptacles and street trees that are coordinated in design, color and scale. A coordinated color palette and consistent design of furnishings promotes a common identity to the neighborhood. Street furniture should be well organized and designed to minimize streetscape clutter. Installing signage and a wayfinding system helps orient residents and visitors to the neighborhood and key destinations. To enhance the pedestrian experience, ground signage should maintain a human scale form.

Improve Accessibility Conditions

City of Las Vegas and Clark County should, if they haven't already, develop an ADA Title II Transition Plan to fulfill

Top: Pedestrian activated crosswalk with accessible ramps and refuge median *(Photo credit: Steven Vance)*

Right: Pedestrian signage in Salt Lake City, Utah

requirements set forth in the Americans with Disabilities Act (ADA), and to provide a framework for the continuous improvement of public facilities (including public rights-of-way) for people with disabilities. The Transition Plan will assist both entities in identifying policies, programs and physical barriers to accessibility and developing barrier removal solutions such as pedestrian improvements and building renovations. The phasing of actions section below includes a summary of steps to be taken to develop the Transition Plan.

Improve Corridor Aesthetics

There are several plans that call for improving aesthetics along the Maryland Parkway corridor. The RTC is conducting a transit infrastructure study along the Maryland Parkway corridor. One of the goals of this project is to provide inviting, reliable, safe and secure access to transit through improved pedestrian and bicycle facilities. While compact urban form and transit improvements are required to make the community vision for Maryland Parkway a reality, it is also essential to create public spaces that are comfortable and pleasant for pedestrians. Improving corridor aesthetics is therefore a necessary component of this implementation strategy. There are several policies and plans that call for improving aesthetics within and along Maryland Parkway.

- Codes/guidelines such as those found in City and County zoning and the *SOSA Design Standards and Guidelines* call for a reduction in long block lengths, connectivity to adjacent uses and improved circulation to encourage walking and biking and create a vibrant and inviting street front.
- The RTC's *Complete Streets Design Guidelines for Livable Communities, Maryland Parkway Corridor Alternatives Analysis, ULI Midtown Plan* and *UNLV Master Plan* all encourage right of way and street front designs that enhance the experience for all users, especially for pedestrians, bicyclists and transit users. Wider sidewalks, landscaping, pedestrian amenities, new transit stations and a redesigned street are all part of the future for Maryland Parkway.

Add/Improve Landscape and Hardscape

When streetscape improvements are made to Maryland Parkway, buffers to the sidewalks and the pedestrian realm should be designed in the form of movable planters, landscaping or even a lane of parking to provide the needed separation from traffic for pedestrians. The ramps along Maryland Parkway need to be made ADA compliant to

Above: Overhead art at Culver City BRT platform
(Photo credit: Tom LaDuke)

make them accessible by all. Special attention to public-realm design and amenities, such as benches, public art, drinking fountains, desert-appropriate landscaping and special surface treatments such as paving patterns will enhance the pedestrian experience along Maryland Parkway. Movable planters and bollards in the painted bulb-outs and near transit shelters also can be installed to provide a buffer between traffic and pedestrians. These infrastructure improvements can be supplemented with stronger enforcement of traffic laws to encourage safe pedestrian and motorist behavior. In addition, property owners can provide a portion of streetscape enhancement for the pedestrian realm on site.

Above: Colorful pocket park and playground *(Photo credit: RTC)*

Install Signage, Wayfinding and Gateways

Gateways, signage and banners will help distinguish the corridor from the surrounding community and create a cohesive and unique identity. Implementing signage and gateway monuments with a coordinated color palette and material at key intersections, entry points and bus/transit shelters will help enforce a unique corridor identity and also help orient visitors. A comprehensive wayfinding program, with easy-to-read signs, will go a long way in helping visitors find resources and destinations along Maryland Parkway. Signage can be designed for both pedestrians and motorists and the color and material palette should be coordinated to reinforce the identity of the corridor or to distinguish unique its segments/neighborhoods. To enhance the pedestrian experience, ground signage should maintain a human scale form.

Coordinate and Implement Public Art Urban Design Plan

The Maryland Parkway Public Art Urban Design Plan is expected to be completed by August 2016 and provides an exciting opportunity to explore the incorporation of public art into the planning and design of the entire corridor. Integrating public art into elements of infrastructure like the existing pedestrian bridge at Sunrise Hospital and Medical Center, transit stations and streetscapes will help create a more livable and vibrant Maryland Parkway. Opportunities to communicate and celebrate the local history and culture should be identified and maximized.

Integrate Public Art into Transit Stops

Stakeholders should utilize the recently awarded National Endowment for the Arts (NEA) grant and the in-kind contributions from agencies such as Clark County, UNLV and others to plan for the implementation of the Maryland Parkway Public Art

Urban Design Plan. Public art can be commissioned and ultimately installed at strategic locations such as transit stations, gateway monuments and at intersections. Public art also can have some utility in the form of mosaic tiles on sidewalks for wayfinding, or integrated into sidewalk-shade structures to offer relief from the desert environment.

Improve Neighborhood Gathering and Recreation Opportunities

With many key destinations located on Maryland Parkway and the anticipated retail and high-density residential development in some of the segments in the study area, the corridor improvements should include expansion of the number and the quality of gathering spaces nearby to enhance the overall vibrancy. This strategy focuses on 1) improving the quality and attraction of existing public spaces, such as the Huntridge Circle Park, and 2) creating new "third places," such as plazas, parklets, restaurants and coffee shops that encourage more retail and mixed-use investments in the area. This strategy also supports improving the corridor identity and increases connectivity and mobility for active means of transportation.

Top: Urban stormwater bioswales *(Photo credit: Dan Reed)*

Right: Art integrated into a Scottsdale transit station

Improving neighborhood gathering spaces involves creating and enhancing public spaces. A public space may be a gathering spot, part of a neighborhood, district, or other area within the public realm that helps promote social interaction and a sense of community. Sometimes referred to as "third places," these spaces should accommodate multiple users and be accessible by multiple modes of transport like walking, biking and public transit. Activating these spaces has the added benefit of protecting and enhancing the natural features of a place, reflecting the community's

local character, providing a sense of comfort and safety; and fostering social interaction and creating a sense of community.

The existing *SOSA Design Standards and Guidelines* already envision a part of Maryland Parkway with a mixture of compatible residential and commercial uses, a vibrant nightlife and attractive and inviting central gathering spaces—all within a pedestrian-oriented urban neighborhood. The following are some of the barriers to improving neighborhood gathering spaces:

Top: A temporary "parklet" in Downtown Las Vegas provides streetside cafe seating

- **Unfriendly Pedestrian Realm:** An abundance of surface parking lots, the width of Maryland Parkway, minimal separation from adjacent traffic for pedestrians and bicyclists, lack of landscaping, benches and other pedestrian amenities contribute to an unpleasant pedestrian realm. This environment makes it difficult to create conducive gathering spots and recreation opportunities along Maryland Parkway.
- **Auto-Oriented Environment:** While the speed limits are generally posted as 30-35 mph, vehicles generally travel at higher speeds in this location. High-speed traffic does not lend itself to creating neighborhood gathering spaces.
- **Lack of Adequate Open Space Requirements in Existing Development Codes:** The existing development standards will not result in the quality and quantity of neighborhood gathering spaces and recreation opportunities desired in the study area. At present, the codes do not have provisions for adequate open space requirements when new residential and commercial developments occur along Maryland Parkway. If this continues, it will result in a dearth of both gathering spaces and vibrancy along the corridor.
- **Lack of Local Public Parks and Open Spaces:** There is a need for an integrated approach to local parks, plazas, community amenities, independently-owned retail and basic services to create a vibrant and thriving neighborhood.

Revisit and Improve Existing Guidelines

The *SOSA Design Standards & Guidelines (2008)* requires that if any existing commercial center property undergoes comprehensive redevelopment, a public common area and public plaza shall be developed to serve as the central gathering spaces within the SOSA District. Applying such guidelines and standards to new developments and redevelopment projects (i.e. requiring public space projects along Maryland Parkway)

will ensure future provision of gathering spaces and recreation opportunities. This also will provide opportunities to create new "third places," such as restaurants, coffee shops and seating areas that encourage more mixed-use activities in the district.

Incorporate Green Infrastructure

Incorporating green infrastructure improvements such as landscaping, shading, seating and stormwater retention facilities into the City and County development standards and stormwater manuals will help create a streetscape and urban environment that is conducive to gathering spots.

Identify Locations for Parklets

Parklets are mini parks made for people to use in the reclaimed areas of streets. Parklets typically connect to a sidewalk and most often are public spaces. Parklet opportunities exist on streets perpendicular to Maryland Parkway. UNLV recently organized design charettes to add parklets to Downtown Las Vegas. Along Segment 1 Typology (from Charleston to St. Louis) and Segment 4 Typology (from Tropicana to Russell), the first step to improving gathering spaces could be creating a "pop up" park by installing tables and chairs near cafés and plazas to encourage visitors to linger and use the area as a destination rather than just as a pass through. Installing parklets along Segment 4 Typology (from Tropicana to Russell) would also help in drawing customers into restaurants and cafés.

Coordinate Policies and Improvements

Clark County and City of Las Vegas staffs need to coordinate standards and development codes regarding open space requirements. Coordination with UNLV and American Institute of Architects (AIA) Las Vegas is needed to design and implement parklets in the study area. Since this team already designed two pilot parklets in Downtown Las Vegas in June, 2014, this could raise the needed momentum to implement more parklets in Segment 4 on streets perpendicular to Maryland Parkway.

Maximize Existing Spaces

Along Segment 1 Typology (from Charleston to St. Louis), there is a need to improve neighborhood gathering spaces and recreation opportunities, including improving existing parks and also organizing future new developments around plazas and outdoor seating. Improvements to existing parks and plazas include providing pedestrian-scaled streetlights, trees, benches, trash and recycle receptacles, internal pedestrian paths and picnic areas. Incorporating all these requirements into the "public space standards and guidelines" sections within newly created design guidelines for this area would be the first step.

detailed actions for phase 3:
support development and rehabilitation

A successful transition of the Maryland Parkway corridor to a high-density, transit-oriented spine will require intentional planning for a mix of uses. RTC and its partners should seek to incentivize catalyst projects that can create the greatest level of strategic, positive change, spurring on additional development.

In order to support and justify new investment in high-capacity transit, key partners will need to publicize the development opportunities available on the corridor and address the current barriers to successful mixed-use development. Maryland Parkway faces several challenges to new development:

- **Infrastructure Deficiency:** The area will need to secure high enough rents to justify construction costs. Many people see this area as a place with little new investment that can't justify high-density housing because it is not a safe or inviting place for pedestrians. Clark County and the City of Las Vegas will need to work with RTC and others to co-invest in key infrastructure improvements that will support the transit investment and make the area more attractive for investors.
- **Development Capacity:** Some interest already exists in developing new product types in the corridor that build upon the existing population of students at UNLV, such as student housing. However, without a visible investment in transit improvements, many local developers don't know how to position themselves to capitalize on these improvements. In addition, with the exception of affordable housing developers, few developers have experience with federal programs such as Housing and Urban Development Section 108, 221(d) (4), New Market Tax Credits (NMTCs), etc.
- **Lending Issues:** Developers say that it is difficult to get financing for innovative development types, such as live-work units and mixed-use projects anywhere in the valley. Finding new sources of capital will be critical to making projects work in this area.

Provide Technical Assistance with Alternative Financing Tools

The pioneering project in an area will often need to use a variety of financing tools. The City and/or County should designate staff or hire a consultant who can provide technical assistance to potential developers who would like to use alternative financing tools in the area (NMTCs,

Case Study: *Woodland Station, Boston, MA*

The former surface parking lot at Woodland Station on the Green Line in suburban Boston has been redeveloped into a six-story, 180-unit apartment project with 25% affordable units and a structured parking garage. The garage, new access road and re-designed station platform were built with prepayment fees from ground lease of the MBTA-owned property.

Above: The Woodland Station apartment building and transit station, Newton, Massachusetts

Community Development Block Grant Section 108, etc.). Appendix D: *Development Incentives* provides additional information on potential financing tools. Appendix H: *Maryland Parkway Typology Factors* provides information about how each station performs on each of the indicators.

- **New Market Tax Credits:** This program provides federal income tax credits for commercial, industrial, mixed-use and community facilities in low-income communities. These credits are only eligible for areas with higher poverty rates (census tracts with a minimum poverty rate of 20 percent). As of 2014, there are several areas in the vicinity of Maryland Parkway that would be eligible for these credits.
- **Low Income Housing Tax Credits:** This program provides tax credits for acquisition, rehabilitation and new construction of rental housing targeted to lower-income households. At least 20% of residential units must be restricted to low-income residents with income less than 50% median gross income of the area, or at least 40% of the units must be restricted to low-income residents with income of 60% or less of the median gross income of the area. As of 2014, there are several areas in the vicinity that would be eligible for these credits. In addition to benefitting from the tax credits, this would also help in improving the economic vitality of residents and businesses near Maryland Parkway and the neighborhood.
- **Community Development Block Grants (CDBG):** These grants provide communities with resources to address a wide range of community development needs, including affordable housing and service provision, infrastructure improvements, and housing and commercial rehab loans and grants, as well as other benefits targeted to low and moderate-income persons.
- **HUD Section 108:** This program increases the capacity of block grants to assist with

economic development projects by enabling a community to borrow up to five times its annual CDBG allocation.

- **EB-5:** These investment dollars are for new commercial enterprises that will benefit the US economy, primarily by creating new jobs for US citizens.
- **Private Activity Bonds:** Private activity bonds are issued by local or state governments to finance the project of a private user. The state of Nevada reserves 50% of the total allocation of Private Activity Bonds to finance their single-family loan program. The remaining 50% is allocated to the cities and counties to finance the new construction or rehabilitation of multifamily units where low-income households will occupy a certain percentage of the units. The most attractive feature of the Private Activity Bond is the lower than conventional financing cost of capital.
- **Establish Better Working Relationships with Large Property Owners:** Based on conversations with businesses and property owners, many feel that communication with the City and County has primarily been during development review. The City and County should engage with property owners in advance of detailed development plans to discuss the future of the area and suggest ways that partnerships could help create more cohesive neighborhoods.

Provide Public Incentives

Provide public incentives for development that helps to further the community's vision for the Maryland Parkway corridor, including:

- **Pre-Development Assistance:** Grants or low-interest loans for pre-development (evaluation of site constraints and opportunities, development feasibility, conceptual planning, etc.) to reduce pre-development costs;
- **Land Assembly and Property Price Buy-Down:** Assistance with the process of combining

Case Study: *City of Denver's TOD Fund, Denver, CO*

The Office of Economic Development (OED) in Denver is a leader in transit-oriented development efforts. The City of Denver and the MacArthur Foundation established a unique TOD Fund, which provides financing for the acquisition and preservation of affordable housing along existing and new transit corridors.

The City dedicated $2.5 million to the Fund to match MacArthur's grant of $2.25 million. Other organizations have contributed over $10 million to the TOD Fund. These organizations include: U.S. Bank, Wells Fargo, Colorado Housing and Finance Authority, Rose Community Foundation and the Mile High Community Loan Fund. (Federal Reserve Bank of San Francisco, 2010).

The City and the Office of Economic Development also collaborated with the Denver Urban Renewal Authority on Tax Increment Financing opportunities at multiple stations (City of Denver, 2014). The affordable housing TOD developments are expected to create and preserve at least 1,000 affordable homes along current and future transit corridors in the City of Denver.

parcels together into one developable site. Sometimes takes the shape of technical assistance or expedited process. Other times, the public sector acquires the parcels, combines them and sells to a private party; and

- **Reduced Building Permit/ Planning Fees or Impact Fee Buy-Down/Waiver:** Reduce various development fees as an incentive to induce qualifying types of development or building features (e.g. stormwater improvements through the Commercial Stormwater Fee Reduction).

additional supportive actions by station segment typology

Each of the potential transit station areas has unique conditions and opportunities that require targeted improvements, policies and programs. In addition to the corridor-wide actions discussed previously, the following provides a summary of actions needed for each segment typology. Station concept plans provided in Chapter 6 (and Appendix C) illustrate the recommended improvements for each segment.

Segment 1 Typology: Charleston to St. Louis

The lack of potential riders and the predominantly residential land use near this station typology implies that future stations in Segment 1 need to be located strategically to maximize household accessibility. Segment 1 would also benefit from improved streetscape design with the addition of lighting, street furniture and landscaping, including drought tolerant shrubs, grasses, perennials and trees. These improvements will help increase public safety and enhance pedestrian experience along the corridor, while blending well with the surrounding residential fabric. Station illustrations in Chapter 6 also show improvements to street connectivity, especially for pedestrians, in the form of pedestrian walkways across large parcels of development. Additional supportive actions specific to this segment typology are summarized in Table 6.

Top: Drought tolerant plants should be incorporated into stormwater planters, median strips and transit stations.

Bottom: A parking lot at Lloyd Center in Portland, OR was redesigned in 2012 to facilitate pedestrian circulation linking to the adjacent light rail.

TABLE 6: ADDITIONAL SEGMENT 1 TYPOLOGY ACTIONS - CHARLESTON TO ST. LOUIS

ACTIONS	LEAD	PARTNER
Improve existing building façades • *Consider loans or grants for façade improvements* • *Consider mix of uses that are neighborhood serving*	**Property owners, RDA**	**City**
Improve neighborhood gathering and recreation opportunities • *Evaluate options for improving Huntridge Circle Park as transit investments are made; engage community in conversations about its future* • *Organize new development around plazas and outdoor seating areas*	**City**	**HOAs, Metro Arts Council**
Create better connectivity to adjacent neighborhoods • *Design and construct pedestrian and bicycle enhancements* • *Identify and construct locations for new pedestrian pathway improvements*	**City**	**RTC**

Segment 2 Typology: St. Louis to Flamingo

Future stations along this segment of Maryland Parkway should be located near major intersections to facilitate easy transfers onto the east-west transit lines. A transit station at the intersection of Desert Inn and Maryland Parkway would have the potential for infill and related development near the street edge that would enhance the pedestrian realm and humanize the existing surface parking along Maryland Parkway. This segment of the study area will also benefit from exploring on-street parking and other convenience parking options in collaboration with large property owners. Bringing new development to the street edge and creating pedestrian walkways through surface parking lots with landscaping and street furniture will establish an attractive and safe pedestrian realm that is vibrant and well-connected for all users. Additional supportive actions specific to this segment typology are summarized in Table 7.

Segment 3 Typology: Flamingo to Tropicana

A potential station at the intersection of University Avenue and Maryland Parkway offers opportunities to upgrade infrastructure and spur new development. As new student housing and entertainment destinations are expected along

TABLE 7: SEGMENT 2 TYPOLOGY ACTIONS - ST. LOUIS TO FLAMINGO

ACTIONS	LEAD	PARTNER
Coordinate new development • *Strip retail retrofits (identify and contribute to pilot projects)* • *Address design of landscaped areas and plazas to be more development- and pedestrian-supportive* • *Office development* • *Pedestrian-oriented retail pad development*	**Existing property owners, developers**	**County**
Improve auto, bike and pedestrian connectivity • *Pedestrian-friendly parking lot design* • *Block size and connectivity standards* • *Evaluate options for on-street parking along Maryland Parkway*	**County, RTC**	**NDOT (at specific intersections)**

the segment, it is important to enhance the pedestrian realm and design of at-grade crossings to maintain a vibrant streetscape.

Coordinating pedestrian and vehicular traffic signals will also enhance pedestrian safety. Future stations along this segment of Maryland Parkway should be located strategically to provide easy access to both sides of the corridor and have proximity to major campus destinations. Additional supportive actions specific to this segment typology are summarized in Table 8.

Segment 4 Typology: Tropicana to Russell

Considering the high transit dependency in this neighborhood, future stations along this segment should be located near major intersections to facilitate easy transfers onto the east-west transit lines. At the planned station on Tropicana Avenue there is potential for infill and new development along the street that will enhance the pedestrian realm and soften edges of adjacent surface parking lots. As redevelopment of parcels occurs in this segment, improving connectivity of the existing street grid in the form of landscaped pedestrian walkways should be considered. Bringing new development to the street edge with landscaping and street furniture will also create an attractive and safe pedestrian zone. Owing to the close proximity of this segment to the airport and other light industrial land uses, freight movement should also be integrated in planning for transportation safety and connectivity. Additional supportive actions specific to this segment typology are summarized in Table 9.

TABLE 8: SEGMENT 3 TYPOLOGY ACTIONS - FLAMINGO TO TROPICANA

Actions	*Lead*	*Partner*
Consider formation of Transportation Management Association • *Define the potential TMA service area* • *Inventory existing parking and explore minimums and maximums* • *Identify future parking demand and locations for shared facilities* • *Explore funding options*	**County**	**RTC, UNLV, existing property owners, developers**
Auto, bike and pedestrian connectivity • *Construct multi-use path/trail along Flamingo Wash to connect proposed Spencer trail directly to UNLV* • *Increase bicycle and pedestrian connections to surrounding neighborhoods and through the UNLV campus*	**County**	**RTC, UNLV, existing property owners, developers**
Coordinate new development • *Housing (including student) development* • *Restaurants and entertainment* • *Mixed-use development* • *Identify opportunities for shared parking*	**UNLV, Existing property owners, developers**	**County**
Partner with and improve interface with UNLV • *Bicycle improvements* • *Improved campus gateways* • *Integrate off-campus facilities* • *Address design of landscaped areas and plazas to be more development and pedestrian supportive (similar to Mill Ave experience at ASU)*	**UNLV, RTC**	**County**

TABLE 9: SEGMENT 4 TYPOLOGY ACTIONS - TROPICANA TO RUSSELL

Actions	*Lead*	*Partner*
Coordinate new development • *Research and Business Incubator Spaces* • *Multi-family housing development* • *Large and small scale retail and services*	**Existing property owners, developers, UNLV**	**County**
Improve neighborhood gathering and recreation opportunities • *Siegfried and Roy Park at Russell* • *Parklet improvements* • *Explore opportunities for pedestrian and bike trails* • *Gateway features near the southern end of Maryland Parkway*	**County, developers**	
Improve auto, bike and pedestrian connectivity • *Pedestrian-friendly parking lot design* • *Block size and connectivity standards* • *Pedestrian connectivity to the airport, especially from the High Capacity Transit terminus*	**RTC, County**	**Existing property owners, developers**

CHAPTER TEN

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