

# NORTH LAS VEGAS

## Downtown Master Plan & Investment Strategy



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IN ASSOCIATION WITH  
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Square Peg Design  
PBS & J



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# Executive Summary

The North Las Vegas Downtown Master Plan and Investment Strategy is the result of a year-long community driven and inclusive process that began in September of 2007. The process included several meetings with major investors, Downtown business owners, City officials, the Redevelopment Advisory Committee, and the community at large. The community was engaged as a vital and beneficial part of the planning process. Community engagement included meeting with diverse interest groups and stakeholders; hosting four community workshops; conducting multiple interviews; and meeting with downtown investors. Two staff charrettes and Downtown business luncheons were also important to the planning process.

The planning area was bounded by Interstate 15 (I-15) to the west, Pecos Road to the east, Cheyenne Avenue to the north, and Owens Avenue to the south. The redevelopment area is a subsection of southwestern Downtown, sharing its western and southern boundaries. The North Las Vegas Downtown Master Plan and Investment Strategy focused on the area west of Webster Avenue, bounded on the north by Carey Avenue. Focusing public and private investment in this area of the Downtown will help to capitalize on existing and planned projects. Three major streets—North Las Vegas Boulevard, Lake Mead Boulevard, and Civic

Center Drive—form a focal triangle within the study area. Existing uses within the focus area include casinos and entertainment, retail, civic, office and health care.

The Downtown Master Plan and Investment Strategy outlines project goals, vision and concepts, and a comprehensive investment strategy. Community goals were established to give insightful direction for issues and opportunities faced by the community. Ten action-oriented goals identified by the community are detailed in Chapter Four on page 55.

The community's vision for Downtown North Las Vegas is to redevelop Downtown into a community focal point with amenities and features that promote its unique identity. These features include plazas, neighborhoods, commercial areas, and municipal facilities. The entryways into the City along Las Vegas Boulevard and Lake Mead Boulevard feature imaginative street patterns that immediately distinguish the City as highly attractive and pedestrian-oriented. The community envisions attractive streetscapes with street furniture, banners, signage and decorative lighting that promote walkability, reduced traffic congestion, and direct access to businesses located along the street fronts is desirable. Light rail/transit corridors, bicycle routes, and a trail and park system linking commercial areas, neighborhoods, and

government buildings within Downtown, provide strong connections into and throughout Downtown.

Based on the goals and vision of the community, development concepts were established that contribute to sense of place, safety, connectivity and economic vitality. North Las Vegas Boulevard will be the signature street of the Downtown and the City. A dedicated transit lane would be designed wide enough to accommodate bikes. The creation of three medians with five rows of trees would make pedestrian crossing safer and calm traffic while accommodating a similar amount of traffic.

McDaniel Street is also envisioned as a key axis within Downtown. Capitalizing on a pedestrian-friendly street section that is 60 to 65 feet wide, McDaniel Street can become a smaller scale, walkable environment with the feel of a traditional “main street”. This street links major employers and anchors in Downtown, such as North Vista Hospital and the Civic Center Campus.

In contrast, Lake Mead Boulevard will continue to support high traffic volumes but will also improve the experience for pedestrians. Transportation improvements will be focused at key intersections and key crossings in an effort to make the corridor safer and more inviting for pedestrians. By supporting the expansion of North Vista Hospital, Lake Mead Boulevard will become

a distinguished office corridor. Lake Mead will be an important link between the downtown core and improvements along North Fifth Street.

Punctuated at Lake Mead by a new regional transit station, North Fifth Street will be a super arterial and regional connector. As a rapid transit corridor, it will provide regional connectivity and will be in close proximity to both the I-15 and Lake Mead Boulevard, making it a prime location for regional destinations.

A strategy framework was developed to direct the planning process and make the vision a reality. As illustrated on page 62, prioritized actions are detailed into the following hierarchy: Primary Land Uses, Catalytic Opportunities Sites, and Supporting Strategies. The overarching framework for the North Las Vegas Downtown Master Plan and Investment Strategy is to support existing businesses and encourage new business, maximize investment impact through strategic prioritization, and maximize flexibility to allow for changing circumstances. Six catalytic development opportunities, which are specific projects or sites identified for their ability to promote further development, include a new City Hall, Silver Nugget Casino, Las Flores Shopping Center, centralized/shared parking, City Hall Plaza/Event Space, and mixed-use residential.

Several supporting strategies were set in place to help ensure the goals of the North Las Vegas Downtown Master Plan and Investment Strategy are achieved. The supporting strategies include: streetscape and public space improvements; zoning, development standards, and guidelines; vehicular circulation and parking; gateways, signage, and wayfinding; housing and neighborhood enhancement; image, identity, and branding; district management and events programming; and active transportation.

Successful implementation of the Plan will require political and financial commitment. The investment strategy of this Plan is presented via an action plan, funding sources and financing strategies and next steps. The action plan outlines steps that can be utilized in the short-term, mid-term and long-term. Several administrative and policy steps should be taken within the next year to implement the Plan. These steps include:

- Designating the Economic Development department as the lead to oversee the implementation of the Plan;
- Collaboratively evaluating the existing utility capacity in the downtown area and evaluate the need for upgrades to the utility service in the area;
- Facilitating and fast tracking the approval process for all projects in the Downtown area;
- Creating a gateway, signage, and wayfinding master plan for the commercial area per the revised sign code; and

- Collaborating with the Nevada Department of Transportation (NDOT) to design improvements for North Las Vegas Boulevard from Owens to Carey.

The North Las Vegas Downtown Master Plan and Investment Strategy includes the following eight chapters:

- I. Introduction
- II. Existing Conditions
- III. Market Conditions
- IV. Vision And Concepts
- V. Planning Framework
- VI. Zoning, Standards, And Guideline Recommendations
- VII. Circulation And Parking
- VIII. Investment Strategy



CHAPTER ONE

# Introduction

IN THIS CHAPTER

INTRODUCTION

PROJECT GOALS

PLANNING PROCESS

PLANNING CONTEXT

SUMMARY OF ASSETS, ISSUES,  
AND OPPORTUNITIES

CHAPTER SUMMARY

## 1.0 INTRODUCTION

**IN SEPTEMBER OF 2007, THE CITY OF NORTH LAS VEGAS INITIATED A** year-long, community-driven and inclusive process to craft a Downtown Master Plan and Investment Strategy. This project was conducted in concert with a team of urban planning, engineering, marketing, and economic consultants. The process included several meetings with major investors, Downtown business owners, City officials, the Redevelopment Advisory Committee, and the community at large. The input gathered at these meetings has contributed to an over-arching vision, which has in turn informed the remainder of the planning process. In order to maximize and direct the investments coming into North Las Vegas, the final product of the process is a targeted investment strategy and road map for improvements that the City will use in implementing the community's vision.

North Las Vegas, an area covering approximately 100.53 square miles in Clark County, Nevada, was incorporated following World War II and owes its early development to the proximity of Nellis Air Force Base. The Downtown area represents the historic core of North Las Vegas — subsequent City growth has been primarily to the north and west. The relatively large residential community in Downtown, comprising some of the City's oldest housing, is divided by thoroughfares and pockets of commercial and civic development.

## PLANNING AREA

Downtown North Las Vegas is bounded by Interstate 15 to the west, Pecos Road to the east, Cheyenne Avenue to the north, and Owens Avenue to the south. The redevelopment area is a subsection of southwestern Downtown, sharing its western and southern boundaries. This report focuses on the area west of Webster Avenue, bounded on the north by Carey Avenue. As will be shown, focus on this area of Downtown will help to capitalize on existing and planned projects while maximizing the potential for synergy and critical mass. Uses within the redevelopment area include casinos and entertainment, retail, civic, and health care. Three major streets—North Las Vegas Boulevard, Lake Mead Boulevard, and Civic Center Drive—form a focal triangle within the study area. The style of development in North Las Vegas follows a grid pattern with long blocks in residential neighborhoods and less distinct patterns in the commercial district. Commercial and vacant parcels run along North Las Vegas Boulevard. The area has abundant surface parking and vacant parking lots. Existing buildings have large footprints and reflect a more suburban feel than urban.

## 2.0 PROJECT GOALS

The current planning efforts were designed to build upon existing assets, address challenges, and to capitalize on opportunities in the public and private realm. In order to achieve a revitalization of Downtown North Las Vegas, several goals were identified, including:

**Make Downtown North Las Vegas a local and regional destination with a unique identity:**

*Branding the Downtown as a unique district in the City of North Las Vegas and the larger Las Vegas valley is important due to the fact that North Las Vegas neighbors Las Vegas, which is one of the best branded and most easily identified cities in the world.*

**Brand and market Downtown with a unique sense of place and distinct themes:**

*It is important that North Las Vegas does not attempt to mimic other well branded cities such as San Francisco or Vancouver. By identifying the unique assets and characteristics of North Las Vegas, the City will reflect its own culture and residents.*

**Make the Downtown safe and inviting for all**

**modes of transportation:** *North Las Vegas has a goal of creating a multi-modal transportation system. It is vital in the plan for the Downtown to begin integrating all modes of transportation and to making it safer and*

*inviting for pedestrians and cyclists.*

**Celebrate the cultural past and present of the area, incorporating music and art to reestablish a**

**cultural center:** *Currently, North Las Vegas does not have a significant amenity to attract and draw people to Downtown. The introduction of the new City Hall and civic green, the proposed Las Flores Shopping Center, McDaniel Street improvements, amenities to be provided by the casinos, and other possible cultural amenities such as community arts and a performance venue can elevate the Downtown in the minds of residents and visitors as a desirable destination.*

**Improve Downtown's economic vitality with programs, incentives, and public-private partnerships to support existing businesses and**

**attract new business and investment:** *There is no single solution to solve or address the issues facing Downtown's economic vitality. To fully realize the community's vision for the area, it will take a collection of strategies, effort, and time.*

**Connect existing and new development through coordination, design standards, and improvements**

**to the public realm:** *Private investment is occurring and planned, but a key aspect of the master plan is to develop a comprehensive strategy to link the different private developments together. By physically and*

*aesthetically linking connections between different developments, Downtown becomes truly synergistic.*

**Identify an investment strategy with clear action steps, priorities, and cost:** *It is essential to create a plan that is clear and feasible and not one that will sit on the shelf. Consideration must be given to costs and realistic strategies to ensure real change occurs.*

### 3.0 PLANNING PROCESS

Participation and community input is vital in gaining supportive and successful results for developing a plan. The North Las Vegas Downtown Master Plan and Investment Strategy integrated several processes that promoted participation, obtained feedback, and acknowledged the community as a beneficial part of the planning process. Methods included meeting with diverse interest groups and stakeholders, four community workshops, multiple interviews and meetings including six investor meetings, two planning commission meetings, and three development board meetings to provide updates. Two staff charettes and Downtown business luncheons were also important to the planning process.

### 4.0 PLANNING CONTEXT

In order to understand the assets, opportunities, and challenges that potential redevelopment initiatives will face, it is necessary to evaluate the planning and regulatory context of the Downtown. An assessment of plans, studies, reports, zoning regulations and design guidelines was conducted to understand development requirements for the Downtown. Engaging the community through an inclusive process also contributed to assessing previous plans and efforts. A more detailed review is included in Chapter Two.

#### DOWNTOWN REDEVELOPMENT PLAN

Adopted in November 1990, the North Las Vegas Final Downtown Redevelopment Plan conforms to the Master Plan, which was adopted in 1986 and updated in 1989. Key elements of this master plan included the intensification of the casino/hotel/entertainment theme, the development of high density residential, the intensification of retail/service uses, and a comprehensive streetscape program.

### VISIONING 2025

Visioning 2025 focused primarily on two goals: first, establishing a vision that would redevelop Downtown according to the vision of citizens and, second, adopting a Downtown Development and Redevelopment Master Plan for inclusion in the City's Comprehensive Plan. Adopted in March 2005, this plan lays out vision elements and goals. The seven vision elements, which have equal priority, are:

- Planned quality growth
- Pivotal centers for development and redevelopment
- Economic development
- Community services and amenities
- Safe and livable community
- Community spirit, relationships and pride
- Fiscal policies and management.

#### 2006 COMPREHENSIVE PLAN

Adopted in November 2006, the City's Comprehensive Plan is based on a 20-year planning horizon. It establishes a guiding vision statement, guiding principles, goals and policies, a land use plan comprising residential, non-residential and mixed-use, principles of design and residential density, evaluation criteria, and specific planning areas.

**NORTH FIFTH STREET**

Prepared in 2006, the North Fifth Street Transit Supportive Concept Plan (TSCP) builds on and differs from the prior study of this area, the 2004 North Fifth Street Corridor Study. This earlier document put forward design alternatives that would accommodate significant traffic volumes and transit. Specific recommendations included:

- Recommended right-of-way width of 150 feet
- Six travel lanes (three northbound, three southbound)
- Dedicated space in the 150-foot ROW for high-capacity transit
- Landscape buffers and multi-use pathways

**5.0 SUMMARY OF ASSETS, ISSUES, OPPORTUNITIES**

The key assets of North Las Vegas were highlighted during several meetings with the community, City staff, and various stakeholders. Several issues and challenges facing the City were also identified during these discussions. Revitalization potential will be maximized if the list of community assets are utilized as building blocks for change. Once completed, the Master Plan and Investment Strategy will serve as a

roadmap to effectively capitalize on the identified assets. Key assets expressed in discussions with the community, investors, and business owners include:

**Long-term residents** - *Long-term residents contribute to the history and preservation of the community by sharing information with new residents. Traditionally, long-term residents are more proactive to initiate home improvement projects and make larger investments in their properties.*

**Mix of cultures** - *The concentration of different racial groups, such as the Hispanic community, enhances and contributes to the cultural fabric of the community as a whole and a unique sense of place.*

**Great development opportunities** - *Development opportunities could potentially attract internal and external sources of revenue and enhance the current look and feel of the area.*

**Climate which allows for use of alternative energy** - *Capitalizing on solar power and other new technologies provides an opportunity to reduce energy cost and the consumption and dependency of other energy sources.*

**Events and Programs** - *Events such as Taste and Tunes, Balloonapalooza, and farmers markets help establish a local economy and create a better sense of*

*community. Events also attract others from outside of the community making the area a destination. The Downtown could be utilized to host complementary programs and events to those being held outside of the Downtown.*

**Downtown Grocery Stores** - *Downtown North Las Vegas is fortunate to have three grocery stores when most downtowns are struggling to attract just one.*

**Other Neighborhood Amenities** - *Local amenities (such as walkable schools, libraries, and community centers) reduce motor vehicle trips, retain and attract residents to the neighborhood, and offer a sense of authenticity.*

**Civic Center Campus** - *An asset which provides employment and serves as an institutional anchor.*

**North Vista Hospital** - *A major anchor and regional destination, North Vista Hospital provides jobs and medical services for the immediate community and surrounding area. Because of its importance as an asset, retaining North Vista Hospital should be a priority.*

**Easy parking and access to highways** - *Attracts and accommodates visitors from outside of the area and generates less congestion on neighborhood streets.*

Challenges and opportunities that will need to be addressed in the Downtown master planning process were also identified. These include:

- Creating a Downtown brand (preserving the historic fabric) and amenities that would provide reasons to visit;
- Counteracting the perception that Downtown is unsafe;
- Improving the pedestrian environment and area landscaping;
- Involving existing residents from all backgrounds
- Capitalizing on the multi-cultural character of buildings and businesses Downtown;
- Recruiting new businesses with incentive packages;
- Maintaining the relative affordability that differentiates North Las Vegas from the region;
- Connecting residents and visitors with safe, efficient, and inviting roadways and paths;
- Coordinating new development projects to ensure a cohesive built form;
- Incorporating public art into both public and private development;
- Maintaining some connection to the architectural and cultural history of Downtown North Las Vegas;

- Facilitating improvements to existing housing stock; and
- Creating a destination (or collection of destinations) that gives people a reason to visit.

## 6.0 DOCUMENT OVERVIEW

The North Las Vegas Downtown Master Plan and Investment Strategy is an inclusive community-driven plan that has been created and organized with usability in mind. The plan is composed of eight chapters, providing an overview of the major plan concepts, an investment strategy, supporting technical analysis, and recommendations. The following provides a brief description of the eight chapters:

### CHAPTER 1 - INTRODUCTION

This chapter provided a brief review of the planning process, planning context, summary of assets, issues, and opportunities.

### CHAPTER 2 - EXISTING CONDITIONS

This chapter provides a community profile, a review of relevant planning documents and studies, and an

analysis of existing site conditions. Key assets, issues, and opportunities are also discussed.

### CHAPTER 3 - MARKET CONDITIONS

The economic analysis details a framework for guiding growth and development in the Downtown. This chapter includes highlights of the Plan's economic market analysis. It also identifies major market parameters and constraints in order to understand what is achievable within the market in the coming years.

### CHAPTER 4 - VISION AND CONCEPTS

This chapter outlines and evaluates visions and concepts that were presented to the community for consideration and the shared community goals that were referenced in creating the Plan.

### CHAPTER 5 - PLANNING FRAMEWORK

The planning framework provides the specific structure and guidelines for growth. It includes recommendations regarding primary land uses, catalytic projects, opportunity sites, and supporting strategies for implementation. These elements will result in concrete and viable means to achieving a more vibrant and successful Downtown.

### CHAPTER 6 - ZONING, DESIGN STANDARDS,

## AND GUIDELINE RECOMMENDATIONS

This chapter identifies specific policy recommendations that are consistent with the goals and objectives outlined in earlier chapters. Also incorporated into the guidelines and standards for this chapter are Crime Prevention Through Environmental Design (CPTED) principles.

## CHAPTER 7 - CIRCULATION AND PARKING

Within the context of the master planning process, general travel infrastructure needs are assessed, such that during plan implementation a blueprint for transportation infrastructure is known. This chapter gives the community something to work towards as development scenarios are realized.

6

## CHAPTER 8 - INVESTMENT STRATEGY

This chapter details the financial needs of realizing the community's vision for Downtown North Las Vegas.

(Endnotes)

1 <http://www.City-data.com>

2 City of North Las Vegas 2007 Community Report

3 <http://factfinder.census.gov>

4 <http://www.City-data.com>

CHAPTER TWO

# Existing Conditions

IN THIS SECTION

INTRODUCTION

STUDY AREA

MARKET CONDITIONS

PLANNING CONTEXT

SITE CONDITIONS

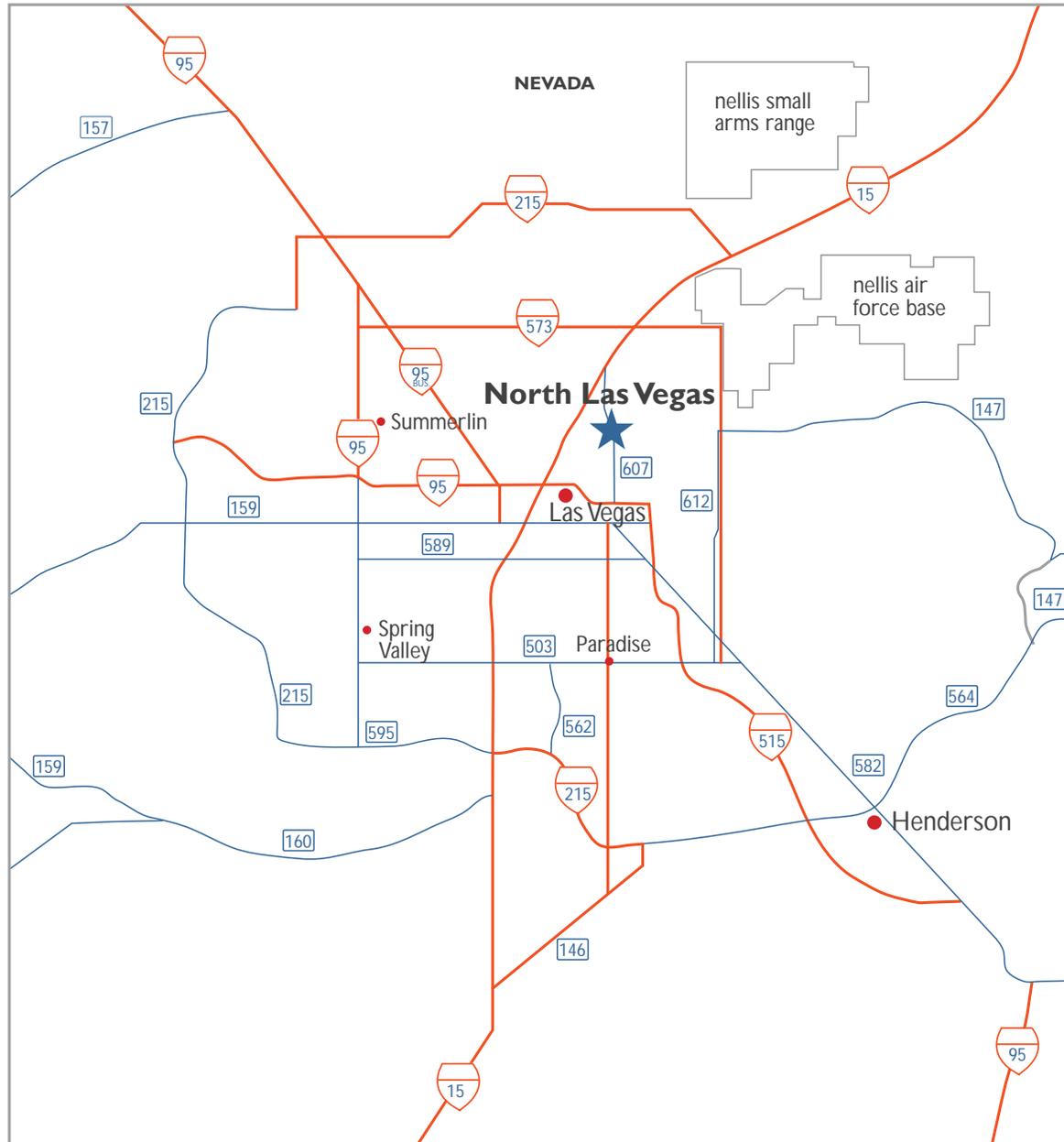
SUMMARY OF ASSETS, ISSUES,

AND OPPORTUNITIES

## 1.0 INTRODUCTION

**THIS EXISTING CONDITIONS ANALYSIS WAS DEVELOPED** as an interim product of the North Las Vegas Downtown Master Plan and Investment Strategy. The intent is to establish a common baseline for the community, City staff, and the consultant team, as well as a clear context for the planning framework and redevelopment/development recommendations described in later chapters. This chapter provides a **community profile**, a **review of relevant planning documents and studies**, and an **analysis of existing site conditions**. **Key assets, issues, and opportunities** are highlighted and discussed.

FIGURE 2.1 REGIONAL CONTEXT





## 2.0 STUDY AREA

Downtown North Las Vegas is bounded by Interstate 15 to the west, Pecos Road to the east, Cheyenne Avenue to the north, and Owens Avenue to the south (Figure 2.3). The redevelopment area is a smaller subsection of southwestern Downtown, sharing its western and southern boundaries; this report is primarily concerned with the area west of Webster Avenue, bounded on the north by Carey Avenue. As will be shown, focus on this area of the Downtown will help to capitalize on existing and planned projects, while maximizing the potential for synergy and critical mass. Uses within the redevelopment area include casinos and entertainment, retail, civic, and health care. Three major streets—North Las Vegas Boulevard, Lake Mead Boulevard, and Civic Center Drive—form a focal triangle within the study area.

*Figure 2.2 on the previous page illustrates the Downtown and redevelopment areas.*

10



*Crosswalk at the intersection of Lake Mead Boulevard and McDaniel Street.*



*Commercial center at the intersection of Lake Mead Boulevard and McDaniel Street.*

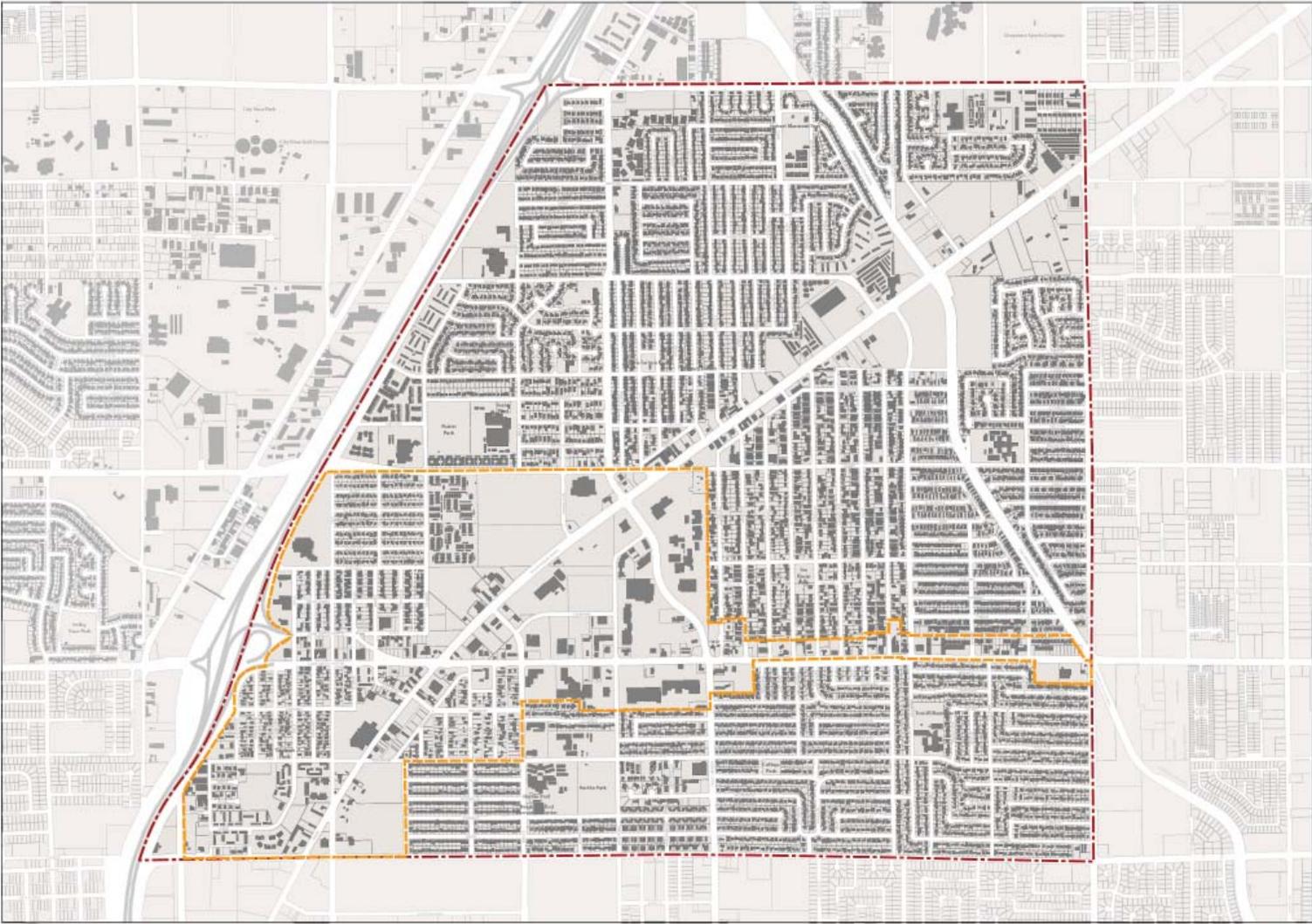


*Roadside landscaping along Civic Center Drive.*



*Public transportation route along North Las Vegas Boulevard.*

FIGURE 2.3 DOWNTOWN STUDY AREA



City of North Las Vegas  
 Downtown Master Plan/  
 Investment Strategy  
**DOWNTOWN STUDY AREA**

--- Downtown Boundary      --- Redevelopment Boundary

0 ft      1,000 ft      2,000 ft

1 acre      1/2 acre

N

### 3.0 COMMUNITY PROFILE

North Las Vegas, one of the fastest growing cities in the United States, covers 100.53 square miles in Clark County, Nevada. The town was incorporated just following World War II and owes its early development to the proximity of Nellis Air Force Base, which was established during the war. The residential community is divided by thoroughfares of concentrated commercial and civic development. One of the country's oldest casinos, Jerry's Nugget, is situated along the commercial strip and is one of the attractions that draws tourists from nearby Las Vegas, Nevada.

#### POPULATION, AGE, RACE, & INCOME

As of the 2000 U.S. Census, the population of North Las Vegas was 115,488.<sup>1</sup> The city has grown rapidly over the past two decades with an annual average growth rate of 8.6 percent between 1990 and 2007. During this period, North Las Vegas has grown as a proportion of both County and State population totals; increasing to 10.8 percent and 7.7 percent respectively. Additional population trends of note include:

- A population growth rate in North Las Vegas of 8.6 percent outpacing the City of Las Vegas at 4.6 percent.
- A 2.7 percent annual growth rate in Downtown North Las Vegas.

- A household size within Downtown North Las Vegas of 3.99 that exceeds the City's overall average size at 3.2.
- Household growth in North Las Vegas of 8.7 percent annually that has outpaced County growth of 4.0 percent annually.

The estimated population in 2007 was 215,026 people and it is expected to reach nearly half a million by the city's buildout in 2025.<sup>2</sup> Compared to the median age of the rest of Nevada (35 years of age), North Las Vegas has a younger median population (29 years of age).<sup>3</sup>

According to the 2006 American Community Survey's section on race, White residents comprise nearly two-thirds of the North Las Vegas population (64.3%).<sup>3</sup> Black or African American (17.2%) and Asian (6.1%) residents make up the next largest groups. The remaining population falls into categories of Other (7.4%), Two or More Races (3.4%), Native Hawaiian/Pacific Islander (1.2%), and American Indian (0.4%). Regarding ethnicity, nearly two-fifths of the North Las Vegas population report being Hispanic or Latino (of any race).

About two-thirds of the population have a high school degree, ten percent hold a bachelor's degree, and just fewer than five percent hold a graduate or professional degree. These percentages equate

to a lower overall education level than Nevada as a whole. Most males are employed in the construction industry (23%), closely followed by accommodation/food services (14%). Arts/entertainment and administrative/support each employ under ten percent of the male population with public administration, repair/maintenance and professional/technical services all hovering around five percent. The female workforce is primarily employed in the accommodation/food services industry (20%) followed closely by arts/entertainment (13%), health care (10%), and education (7%). Finance/insurance, public administration, and administrative/support each employ about five percent of the female population.<sup>4</sup>

Between 1990 and 2007 household income distribution in North Las Vegas experienced a consistent shift to higher level incomes. As part of the income shift, the city experienced 13.3 percent annual growth in the key retail benchmark of \$75,000 annual income per household from 2000 to 2007. Further income trends in Downtown North Las Vegas include:

- Downtown households in the \$75,000 or more range grew by 6.1 percent annually from 2000 to 2007.

- Downtown remains primarily low income with 44 percent of households in the \$30,000 and below income bracket.
- The stability of low income households in the Downtown area compared to rapid growth in high income households elsewhere in the City is leading to increased income disparity within the City of North Las Vegas.

### COMMERCIAL AND RESIDENTIAL DEVELOPMENT

According to the 2007 City of North Las Vegas Community Report, the town's value is assessed at just under \$7 billion. This represents a 145% increase from 1996 when the town's value topped \$1 billion. Major residential development has centered on planned communities, like 1900-acre Aliante, which is just one of several built or planned communities for the nearly 16,000 acres that have been transferred to the City of North Las Vegas from the Bureau of Land Management.<sup>6</sup> Compared with Nevada as a whole, North Las Vegas has a higher median income (\$53,000) and a lower median house/condo value (\$264,000).<sup>7</sup> The slightly lower median housing costs are the function of a plentiful supply as well as more development underway due to the recent availability of large swaths of developable land.

Though office space vacancies in North Las Vegas were rising at the end of 2007 due to the national housing

mortgage crisis, development was proceeding on several large projects including the Veterans Affairs Medical Center. Located at Interstate 215 and Pecos Road, the proposed \$406 million 70-acre facility will consist of a hospital, nursing home, outpatient clinic, and office space. It is expected to be completed in 2009.<sup>8</sup> In addition an \$8 million 56,000 square foot business center, the Cartier Business Center, was recently completed along Cartier Avenue and has 70 percent occupancy as of late 2007.<sup>9</sup> These projects and others have been the focus of the North Las Vegas Redevelopment Agency which oversees the 666-acre Downtown Redevelopment Area focusing along North Las Vegas and Lake Mead Boulevards.<sup>10</sup>

### INFRASTRUCTURE AND OPEN SPACE

Nearly a half dozen transportation related infrastructure projects are underway or planned for North Las Vegas including the resurfacing of many major roadways. Lamb Boulevard and Craig Road both include planned bridge projects over the Union Pacific Railroad tracks. In addition to the road improvements along Craig Road, the medians are being improved with drought-tolerant plantings.<sup>11</sup> Projects for Ann Road, Losee Road, Simmons Street, and North Fifth Street are all centered on improvements and expansion. North Fifth Street, in particular, is targeted for



*Major residential development has centered on planned communities.*



development as a high volume north-south transportation corridor.

A seven-year project was completed in February 2008 to make general improvements to eight city parks that are tied together by regional trails. The mainframe of the regional trail system will be comprised of over 15 miles of multi-use trails along the Las Vegas Wash, which are in various stages of planning, design, and construction. Two new parks, Craig Ranch Regional Park and Sandstone Ridge Park, tie into the regional trail network. Craig Ranch Regional Park is being designed on the grounds of a former golf course, and Sandstone Ridge Park, completed in October 2007, features recreational playing fields. This will serve as a trailhead for the Las Vegas Wash Trail System.<sup>12</sup>

**POLITICAL SYSTEM**

North Las Vegas is governed by a mayor and a four-member city council. Citizens are involved in governing and recommending policy through their participation on various boards, such as the City of North Las Vegas Planning Commission, the North Las Vegas Library District Advisory Board, Parks and Recreation Advisory Board, Redevelopment Advisory Committee, and the Citizens Advisory Committee.<sup>13</sup>



*City greenspace along Civic Center Drive.*



*Lake Mead Boulevard*

## 4.0 MARKET CONDITIONS

Before embarking on a Downtown revitalization program, it is critical to understand current market trends. These will influence the direction of new development in three principal sectors: residential, retail, and office space. Economic and Planning Systems, a member of the consultant team, gathered the following data on market conditions in North Las Vegas.

### RESIDENTIAL MARKET TRENDS

Over the past decade, North Las Vegas has shown consistent growth in residential dwelling units, with an average annual growth rate of approximately 6.3 percent, aided by the annexation of Bureau of Land Management (BLM) land. In addition, the following points summarize residential growth in North Las Vegas.

- North Las Vegas has averaged approximately 4,200 residential units permitted annually since 1996. Approximately 75 percent have been single family and 25 percent multifamily.
- North Las Vegas has accounted for 29 percent of Clark County growth since 1996.
- The amount of multifamily and attached single family units (apartments and condominiums) has increased as a share of the total from 12 percent to between 16 and 22 percent in recent years.

### RETAIL MARKET TRENDS

Over the last three years, the North Las Vegas subarea has grown more than any other subarea in the Las Vegas Metropolitan Area. Growth in retail space was catalyzed by low vacancy rates in 2005 and an average rental rate growth of 42 percent annually between 2005 and 2007. Other notable retail growth patterns in the North Las Vegas subarea include:

- The highest amount of annual absorption (defined as how much new supply to expect based on the regional demand for retail) at 497,632 square feet per year between 2005 and 2007;
- An annual average rental rate growth of 42 percent that was quadruple the regional average of 10 percent;
- Average asking rents increased to approximately \$2.32 per/square foot monthly (\$27.84 per square foot annually); and
- An average vacancy rate of 4.23 percent between 2005 and 2007, despite nearly 1.5 million square feet of construction during the period.

### OFFICE MARKET TRENDS

Although one of the smaller office markets in the region, North Las Vegas experienced a higher rate of inventory and space growth, 17.5 percent and 6.9 percent respectively, between 2001 and 2007 than other regional markets. Historic absorption in the North Las Vegas market has been amongst the slowest in the region, although this trend seems to be changing. The following points summarize the significant office market trends in the area:

- High rental rate growth of 6.9 percent despite a lack of Class “A” office space;
- High vacancy rates between 2005 and 2007 in the face of continued inventory growth;
- Overall, the higher vacancy rates in North Las Vegas (15 percent) are on par with the 13 percent average of the region as a whole; and
- Inventory growth of 17.5 percent which is nearly twice the regional average of 9.5 percent.

## 5.0 PLANNING CONTEXT

Before embarking on any master planning process, it is important to review documents that came before the current effort. In this way, it is assured that future plans build upon past ones, rather than contravening them. Of course, changing times and conditions mean that prior plans may not have the relevance today that they did when they were developed; but determining this is important as well, in order to avoid repeating mistakes or continuing down a policy path that no longer serves the people as it should.

This section of the existing conditions reviews North Las Vegas' recent planning history, emphasizing those plan documents and sections of documents which are relevant to the Downtown Master Plan and Investment Strategy. This is by no means an exhaustive discussion, and the documents referenced are available in their entirety from the City of North Las Vegas.

Over the past few years, several major Downtown investment projects have been identified. These projects will naturally play significant roles in the new Master Plan and Investment Strategy, and are listed below in alphabetical order.

- City Hall
- Entertainment corridor
- Jerry's Nugget Casino
- Lake Mead and Civic Center Shopping Center
- Las Flores Shopping Center
- North Vista Hospital
- Office node at Lake Mead Gateway
- Silver Nugget Casino

The City of North Las Vegas has also developed several core priorities, which span the breadth of previous planning efforts. Listed in multiple documents, they are as follows.

- Achieving North Las Vegas Vision 2025
- Well-planned quality growth
- Pivotal development and redevelopment
- Economic development
- Community services and cultural amenities
- Safe and livable community
- Community spirit, relationships and pride
- Responsible fiscal management
- Quality municipal services

## NORTH LAS VEGAS FINAL DOWNTOWN REDEVELOPMENT PLAN

Adopted in November 1990, the North Las Vegas Final Downtown Redevelopment Plan conforms to a Master Plan that was adopted in 1986 and updated in 1989. Key elements of this master plan included the intensification of the casino/hotel/entertainment theme, the development of high density residential, the intensification of retail/service uses, and a comprehensive streetscape program.

The Downtown Redevelopment Plan area comprises Downtown North Las Vegas and its easterly extension to Pecos Road along Lake Mead Boulevard, and all lands surrounding the I-15/Lake Mead Boulevard interchange north to Carey Avenue, south to Owens Avenue and east to North Las Vegas Boulevard. The Plan gives the North Las Vegas Redevelopment Agency several important powers, one of which is the ability to redevelop sites whether or not they are owned by the Agency (the purpose of this is to prevent and eliminate blight). The Agency is also empowered to finance projects and to create resources for funding. Funding mechanisms include Tax Increment Financing (TIF), local sources and grants such as Community Development Block Grants (CDBG).

The provisions of this plan are stated to be effective for 30 years from the adoption date, meaning the redevelopment area would sunset in 2016. A fifteen year extension means that the area will actually sunset in 2031. The Downtown Redevelopment Plan sets in place policies—including but not limited to those addressing funding, Redevelopment Agency rights and permitting—rather than suggesting specific methods of implementing any policy.

### SOUTHERN NEVADA REGIONAL POLICY PLAN

Dating from February 2001, this plan was created under the auspices of the Southern Nevada Regional Planning Coalition. The coalition was made up of Las Vegas, Henderson, North Las Vegas, Boulder City, Clark County and the Clark County School District.

North Las Vegas is called out in this plan as a location where more infill is needed. In the plan's discussion of regional transportation, North Las Vegas' MAX bus service is highlighted as an example to be followed by other municipalities. However, the focus of this plan is regional cooperation, with Las Vegas itself suggested as a "Downtown" for the entire Southern Nevada region.

### VISIONING 2025 STRATEGIC PLAN

This plan, which spans the planning horizon of this Downtown Master Plan and Investment Strategy, was adopted in March 2005, and lays out vision elements and goals. The seven vision elements, which have equal priority, are:

1. Planned quality growth;
2. Pivotal centers for development and redevelopment;
3. Economic development;
4. Community services and amenities;
5. Safe and livable community;
6. Community spirit, relationships and pride; and
7. Fiscal policies and management.

### PLANNED QUALITY GROWTH

The City determined that planned quality growth encompasses land use, transportation, water and air quality; accordingly, the goals relating to this element fall into these areas. Land use goals include:

- Adopt a Comprehensive Plan that reflects proactive growth management (this was done in November 2006);
- Encourage mixed-use development;
- Promote and encourage development of large destination community centers;

- Expand city boundaries;
- Collaborate with developers to provide work-force housing;
- Encourage industrial development;
- Encourage nodal development;
- Establish entryways, streetscapes, etc. to identify different areas of the city; and
- Master plan major transportation corridors and arterials.

Transportation goals set forth in Visioning 2025 are the development of mass transit corridors; the creation of a safe pedestrian environment; an adequate transportation system (including additional roadways where necessary); completion of the road grid; and mitigation of future traffic congestion as the City grows. To achieve its water goals, North Las Vegas must preserve a clean and safe water supply; create sufficient capacity for water treatment; maintain sufficient water resources; and promote water conservation. Last but not least, the City must continue to improve air quality, promote alternatives to single-passenger travel, and attract high-tech, low pollutant industries if it is to set and meet air quality-related goals.

### **PIVOTAL CENTERS FOR DEVELOPMENT AND REDEVELOPMENT**

Downtown North Las Vegas is one of the pivotal development/redevelopment centers identified in this Strategic Plan, and is naturally the most relevant to the current planning effort. The goals for Downtown outlined in Visioning 2025 are to redevelop in a manner that fully achieves the desired vision, and to create and adopt an aggressive master plan. (The latter goal is being met through the creation of this Downtown Master Plan and Investment Strategy.) Goals for other development/redevelopment centers include the preparation of a plan for each designated center, and the creation of a northern development area.

### **ECONOMIC DEVELOPMENT**

In order to foster economic development, the City should diversify its economy. Also, it should encourage educational facilities, such as University of Nevada Las Vegas (UNLV) and College of Southern Nevada (CSN), to provide necessary training to adults, as well as promote expansion of minority-served businesses.

### **COMMUNITY SERVICES AND AMENITIES**

Several areas must be addressed if North Las Vegas wishes to improve community services and cultural amenities. Education, libraries, health care, and parks and recreation

all have their unique importance and goals. Equal K-12 access for all children is key to a strong educational system, and specific sites for future schools should be identified within comprehensive and master plans. Expansion of the library system should also be promoted.

The City's health care goals include the promotion of adequate health care provisions, as well as to attract and retain medical professionals in the community. To meet its park and recreation goals, North Las Vegas should develop a higher than average level of facilities (with the average based on national standards and population). New and existing parks should be used optimally, while increased cultural and recreational opportunities are developed. To assist in this effort, the City should encourage the cultivation of commercial recreational opportunities.

### **SAFE AND LIVABLE COMMUNITY**

In the envisioned North Las Vegas of 2025, all residents are safe. One suggested way to achieve this goal is to increase citizen participation in community policing.

### **COMMUNITY SPIRIT, RELATIONSHIPS AND PRIDE**

Promoting community spirit and pride involves two main components: (1) image and involvement and (2) partnerships. The City's image should be made more positive, and North Las Vegas should provide expanded

opportunities for City services, civic involvement and pride. To increase community involvement and partnerships, the City should encourage, promote, and recognize citizen participation. It should also facilitate communication with other organizations.

### **FISCAL POLICIES AND MANAGEMENT**

To achieve the goals laid out in Visioning 2025, North Las Vegas should establish and adopt a long-term fiscal management plan and policies. It should strive for an equitable distribution of consolidated tax revenues. Options that recapture or reduce costs of municipal services should also be explored.

### **TITLE 17—ZONING**

North Las Vegas' Title 17—Zoning is in accordance with the City's master plan, and establishes both the Planning Commission and the position of Planning and Zoning Director. This document defines a wide range of relevant terms, for example, net residential density. It divides the City into 21 districts; the most relevant for the purposes of the Downtown Master Plan and Investment Strategy is the redevelopment area (R-A) district. This classification was created to help achieve the objectives of the 1990 Downtown redevelopment plan. It is further divided into subdistricts: medium high density residential; high density residential; commercial/retail; office; commercial/

recreation; casino/hotel/entertainment; public/semi-public; and focus area, which features uses that are compatible with the entrances to the Downtown Central Business District.

Title 17 describes the purposes of and guidelines for each of the 21 districts. It also sets up building and development standards, administrative procedures, and enforcement, violations, penalties and fees structures. As of this writing, a new two-year zoning code revision process is in progress.

## CITY OF NORTH LAS VEGAS COMPREHENSIVE MASTER PLAN

Adopted in November 2006, the City's Comprehensive Plan is based on a 20-year planning horizon. It establishes a guiding vision statement; guiding principles, goals and policies; a land use plan, comprising residential, non-residential and mixed-use; principles of design and residential density; evaluation criteria; and specific planning areas.

The vision statement is:

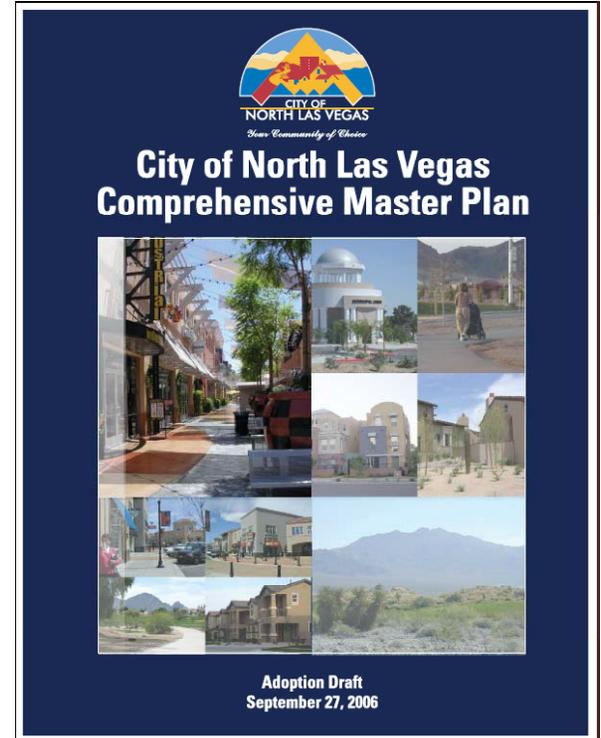
“North Las Vegas is a City that has mastered the challenges and opportunities that accompany unprecedented growth and development through imagination, civic spirit,

undaunting resolve, and community pride. The City has created a world-renowned success—a well-planned and safe community that is amenity-driven, people-oriented and attracts residents and visitors.

“It's an exciting place where people experience the joy of fulfilling a dream: North Las Vegas is ‘Your Community of Choice’ and a preferred destination to visit, live, work, and play.”

The ten guiding principles of the Comprehensive Master Plan are:

1. Quality housing development and cohesive neighborhood communities;
2. Thriving, attractive commercial and business centers;
3. An integrated multi-modal transportation system;
4. A balanced land use mix;
5. Pivotal centers for development and redevelopment;
6. A diverse economic base;
7. Community services, amenities and environment;
8. A safe and livable community;
9. Community spirit, relationships and pride; and
10. Fiscal policies and management.



Downtown North Las Vegas is identified as an activity center, along with the North Fifth Street Transit Corridor and Craig Ranch, and the Northern Development Area. The Plan expresses the intention that Downtown will serve as a defining city center with a strong sense of place. To that end, and to encourage diversity of neighborhoods and amenities, several area-specific policies are proposed, the first of which is the creation of a Downtown master plan. Other policies are: a collection of Downtown gateways, safe pedestrian connections, Downtown redevelopment, coordinated transit options, Downtown business association, focus on social equity, and strategic partnerships.

The Comprehensive Master Plan establishes an action plan, which again includes the preparation and adoption of a Downtown master plan. Qualitative and quantitative annual plan reviews are provided for in the Master Plan, and checklists for each type of development are also provided.

### **NORTH FIFTH STREET CORRIDOR STUDY/NORTH FIFTH STREET TRANSIT SUPPORTIVE CONCEPT PLAN**

Prepared in 2006, the North Fifth Street Transit Supportive Concept Plan (TSCP) builds on and differs from the prior study of this area, the 2004 North Fifth Street Corridor Study. The earlier document put forward design alternatives that would accommodate significant traffic volumes and transit. Specific recommendations included:

- recommended right-of-way width of 150 feet;
- six travel lanes (three northbound, three southbound);
- dedicated space in the 150-foot ROW for high-capacity transit; and
- landscape buffers and multi-use pathways.

Although the 2006 TSCP aims to provide “through” access, such as that recommended by the 2004 study, it also emphasizes development-oriented transit facilities, interconnected neighborhoods, and pedestrian-oriented streets. The TSCP links transportation and land use, and seeks to be a long-term vision for North Fifth Street, Deer Springs Way, and Pecos Road. It is also part of the Regional Fixed Guideway plan, which will provide transit connections between North Las Vegas, Downtown

Las Vegas, the Resort Corridor, and Henderson. The Guideway will incorporate either bus rapid transit or light rail, and is anticipated to come on-line in 2013 depending on availability of funding.

The TSCP study area is a seven-mile corridor, extending from the northern Beltway, south to Downtown and the southern North Las Vegas city limits at Owens Avenue. North Fifth Street itself is planned as a major link between Downtown and I-15 to the south and the I-215 Beltway to the north. The study area comprises five distinct districts: University, Deer Springs, North Fifth Street, Industrial, and the Gateway Redevelopment District. (The Gateway district is the only one of these five that is part of the Downtown Master Plan study area.)

The TSCP follows transit-oriented development (TOD) principles, but recognizes that these principles must be applied in different ways, depending on the character and needs of a particular district. The plan’s land use component is comprised of five land use categories: urban center, urban neighborhood, suburban center, suburban-medium density, and suburban-low density. These TOD land uses are organized around nine possible transit station locations, and are based on the “core-center-edge” principle. One preferred location is between Owens Avenue and Carey Avenue within the Downtown.

The primary land use and transportation elements recommended by the TSCP are:

- higher density development within ½ mile of North Fifth Street, Deer Springs Way, and Pecos Road;
- mixed-use development near the corridor;
- circulation system featuring pedestrian priority streets; and
- defined centers within ½-mile of possible transit stops.

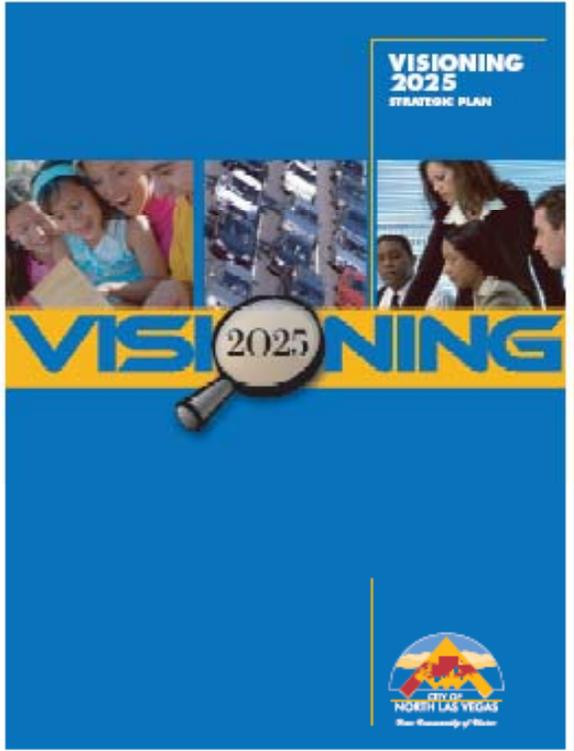
The vision for the Gateway Redevelopment District focuses on its existing Redevelopment Area designation, as well as the strategic location of the future Lake Mead transit station. This area has the potential for high-visibility mixed-use TOD redevelopment along Lake Mead and Las Vegas Boulevards, involving pedestrian priority areas and the “Great Street” concept. A Great Street is a linear, multi-modal transportation corridor that gracefully addresses the need for city-wide mobility. (Although the Great Street is envisioned as a continuous corridor, it would have three distinct segments: North Fifth Street, Deer Springs Way, and Pecos Road.)

The focal point of the Gateway Redevelopment District is a proposed mixed-use station area near the Lake Mead couplet. The most intense pedestrian-oriented development would be here, and this area could potentially support mixed-use development like

that seen in the urban center land use designation. The neighborhoods surrounding the potential station area offer infill opportunities, which could resemble urban neighborhood and medium density residential land uses. Commercial and office land uses, currently located along Lake Mead and Las Vegas Boulevards, might be redeveloped in the urban center format.

All of these recommendations would require zoning code changes, which the TSCP describes in some detail. The seven zoning code areas that would be affected are:

1. Density;
2. Height, bulk, and allowed uses;
3. Public realm and circulation (addressing improved pedestrian facilities);
4. Building location and setbacks (creating defined centers);
5. Building street presence and design (creating defined centers);
6. Off-street parking location and quality (creating defined centers); and
7. Local street widths (allowing for core-center-edge development).



## 6.0 SITE CONDITIONS

An essential component of any plan for revitalization is a thorough understanding of the area as it stands in the present. Zoning designations, existing land uses, built form, traffic patterns, and more contribute to a Downtown's overall health and character. Analysis of these conditions points out challenges and also suggests opportunities for revitalization.

### EXISTING LAND USES AND KEY DESTINATIONS

An examination of existing land uses is an important part of any redevelopment plan. Mapping existing land uses goes beyond zoning designations to reveal which specific uses are adequate, inadequate, or non-existent (see Figure 2.4 on facing page). Within Downtown North Las Vegas, current land uses range from casinos to medical offices to vacant lots.

Two of Downtown's casinos—Jerry's Nugget and the Silver Nugget—could serve as anchors as they are located at the ends of a proposed commercial corridor. A blend of commercial and vacant parcels runs along the boulevard between the casinos; many of the smaller vacant parcels have already been acquired by the City for redevelopment.

East of its intersection with North Las Vegas Boulevard, Lake Mead Boulevard is home to North Vista Hospital and a number of medical offices associated with it. The police station also currently abuts the hospital; however, the jail and Justice Center sit on the Civic Center campus to the north and east. Moving the police station to the Civic Center area would free more space for uses more compatible with North Vista Hospital, such as medical office or laboratory space.

Several large vacant parcels exist within the redevelopment boundary, and these are mostly privately held. The largest single parcel with no current plan for redevelopment lies southeast of Jerry's Nugget, along North Las Vegas Boulevard and stretching from Tonopah Avenue to Owens Avenue. To the north, between North Las Vegas Boulevard and Carey Avenue, Las Flores Shopping Center is proposed for construction on what had been a similar large vacant parcel.

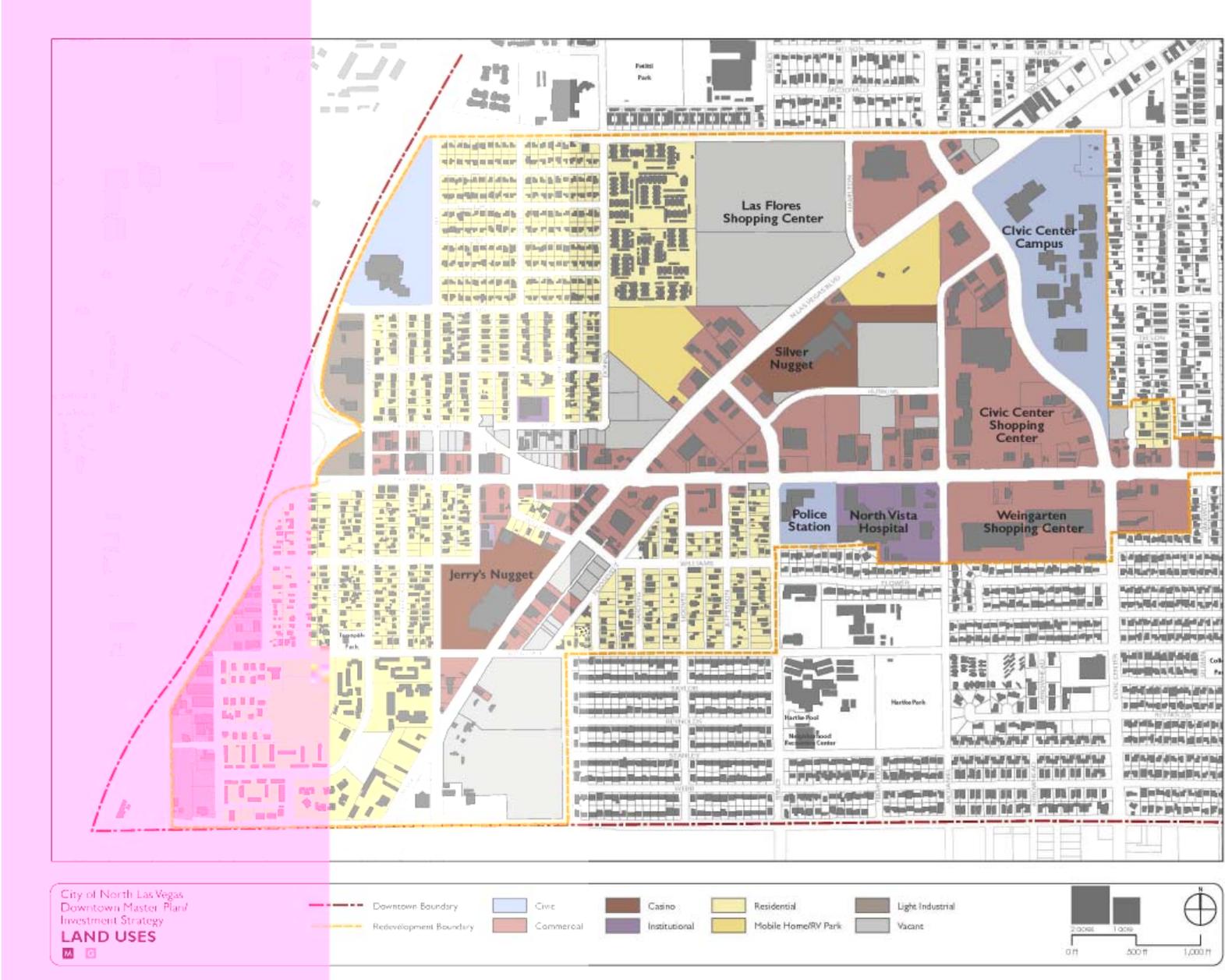
Another shopping center, the Civic Center Shopping Center, lies just south of the Civic Center campus, with one side fronting on Lake Mead Boulevard. ("Fronting" is a misnomer, however, since this shopping center is self-contained, with only loading docks facing the streets which surround it.) Additional commercial uses are located along Lake Mead, west of the Civic Center

shopping center toward the intersection with North Las Vegas Boulevard.

Although commercial uses make up a large position of the redevelopment area, a surprisingly large percentage of land use is devoted to single-family residential. One large mobile/RV home park is located along North Las Vegas Boulevard. The lot northeast of the Silver Nugget Casino has been vacated for the new City Hall development while the trailer home park near Bruce Street is still occupied. Large residential parcels are found throughout the Downtown, with the largest concentrations from Carey Avenue to Owens Avenue, along North Fifth Street—site of the future transit corridor. The increased traffic and access control planned for the North Fifth Street corridor may significantly change the type and character of development in this area.

A key factor to mitigating the impacts of the North Fifth Street improvements will be transitioning land uses adjacent to and near the corridor. New land uses should be targeted that can benefit from the regional connections for transit and auto users. Specific land use and zoning recommendations are provided in Chapter Six.

FIGURE 2.4 EXISTING LAND USES



## KEY DESTINATIONS

Within the existing land use framework, several key destinations serve as drivers of potential redevelopment (see Figure 2.5). As mentioned above, Jerry’s Nugget and the Silver Nugget are two key destinations, both currently and into the future. North Vista Hospital is another such place, a possible catalyst for a larger health care-oriented area. The Civic Center campus and the associated shopping center are already important destinations; with adjustments—such as re-orienting shopping centers away from parking lots and towards the neighborhoods that they serve—they will gain more importance in and add vitality to Downtown North Las Vegas.

The College Park Shopping Center is another key retail destination and the Las Flores Shopping Center, proposed for construction, is an anticipated key destination. South of this, along Lake Mead Boulevard, a land parcel acquired by the City could become another key destination. East of North Fifth Street, this parcel is an ideal spot for professional office development.

## BUILT FORM

The figure ground diagram (Figure 2.6) illustrates the building footprints of existing structures within the North Las Vegas redevelopment area. This graphic representation of the urban fabric allows a better understanding of where

gaps in this fabric occur, and suggests locations for new development. While the residential neighborhoods follow a fairly typical grid pattern—albeit with long blocks that make pedestrian circulation more difficult—there is no discernible pattern within the commercial areas. What buildings do exist have large footprints, pointing to a less-than-optimal mix of uses and a more suburban environment than is typically found in large urban areas.

A vibrant and pedestrian-friendly Downtown aims for a sense of enclosure; in this scenario, open spaces are surrounded by buildings, providing users with a sense of safety and place. In North Las Vegas’ current built fabric, open spaces are adjacent to surface parking and vacant lots—not a welcoming arrangement for pedestrians. The surfeit of asphalt also contributes to a so-called heat island effect, retaining and radiating the sun’s heat. In a desert climate such as North Las Vegas, this effect can be intense, forcing users who might otherwise park their cars once and walk to their various destinations to drive throughout the Downtown, increasing auto traffic and the need for multiple parking lots. Increasing the amount of public open space, particularly parks, makes for a more visually interesting urban fabric, as well as counteracting the heat island effect and adding to pedestrians’ sense of safety and enjoyment.



*Government Center located along Civic Center Drive.*



*Hartke Park*

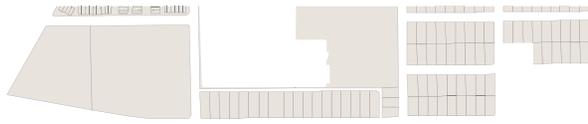
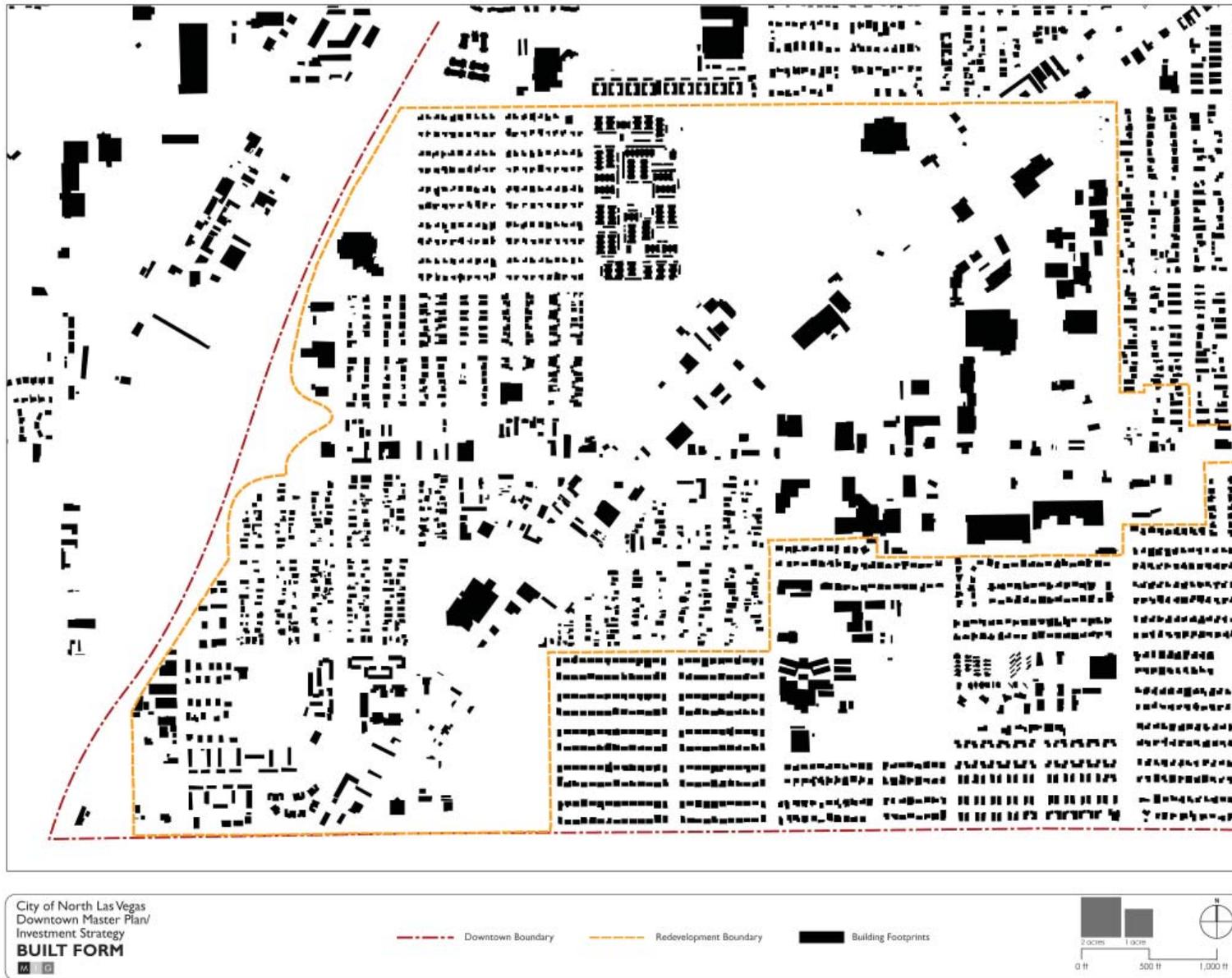


FIGURE 2.6 BUILT FORM



## CIRCULATION

Interstate 15 serves as the western boundary of the North Las Vegas redevelopment area; within the area, streets are categorized as major, collector, and local. Major, or arterial, streets connect and collect traffic from collector and local streets; they typically see in excess of 3,500 vehicles per day, and have rights-of-way between 80 and 120 feet wide. Arterials' priority purpose is to move traffic, leading to controlled access and prohibited or restricted parking on these streets. Downtown's arterial streets include North Las Vegas Boulevard, Lake Mead Boulevard, Civic Center Drive, Carey Avenue, and Owens Avenue. Las Vegas and Lake Mead Boulevard are Nevada Department of Transportation (NDOT) roadways, which means their buy-in order will be required to implement recommendations developed through this planning effort.

Of these major streets, three form the key triangle within the study focus area: North Las Vegas Boulevard, Lake Mead Boulevard, and Civic Center Drive. Through this focal area, North Las Vegas Boulevard has a 130-foot right-of-way, a 24-foot median, and two 15-foot traffic lanes in each direction. This boulevard also has one 14-foot transit lane in each direction. Lake Mead Boulevard has a 100-foot right-of-way, with a 13-foot median and three 12.5-foot lanes of traffic in each direction. Civic

Center Drive also has a 100-foot right-of-way, but has a 24-foot median and two 16-foot traffic lanes in each direction.

All three major streets have a curb-tight sidewalk, meaning there is no separation between the sidewalk and the roadway. North Las Vegas Boulevard has 8-foot sidewalks, while the other two arterials have only 5-foot sidewalks. These streets also have very wide traffic lanes. These facts, combined with few designated crosswalks, make for an unfriendly pedestrian environment. All of the features described above are graphically represented in the roadway sections on the following three pages.

Using analysis software, the levels of service (LOS) for a limited number of major streets were established. LOS fall into categories from A through F, with traffic speed and driver comfort falling and congestion increasing alphabetically. In Clark County, LOS D is the design objective for non-residential local, collector, and arterial streets, while LOS C is the objective for residential streets of the same types. Assuming target speeds of 35 mph, the major North Las Vegas streets that were analyzed were all LOS D, except for Las Vegas Boulevard north of Carey Avenue (LOS E) and Carey Avenue east of North Las Vegas Boulevard (LOS C).

Although LOS findings are within acceptable or better ranges, the Downtown street network lacks connectivity and could benefit from Intersection LOS as a strong indicator of traffic operations. Long blocks create pedestrian barriers, especially in residential areas where pedestrians tend to cross busy streets midway along the block without adequate traffic control. Residential neighborhoods are also disconnected from the commercial core of Downtown; pedestrians literally cannot access commercial areas using neighborhood streets. Instead, they must first get to major streets such as Lake Mead in order to enter the commercial district.

Downtown's major streets see heavy traffic volumes, including the transit lines they support. (All traffic counts provided are the two-way 2006 annual average daily traffic.) North Las Vegas Boulevard sees a range of 21,300 to 30,500 vehicles per day. Lake Mead Boulevard experiences heavier volumes, with a range of 42,000 to 44,000 vehicles per day. Civic Center Drive has between 23,800 and 32,000 vehicles traveling on it daily.

**TRANSIT**

North Fifth Street, a north-south major street, is the site of a future transit line. Although the transit corridor will extend past the redevelopment area boundary, several planned stops will impact the area. These include stops at North Las Vegas Boulevard, Lake Mead Boulevard, and Carey Avenue. While this transit line aims to move people more efficiently throughout North Las Vegas, its construction impacts Downtown redevelopment in another way. Residential parcels lined the planned route along North Fifth Street; in order to build the transit line, the City acquired these properties for the street frontage sections. As a result, each available parcel left for redevelopment is relatively small and shallow, creating challenges as to what types of projects are feasible in this area.

Although the North Fifth Street Corridor will improve local transit, Downtown North Las Vegas is already well-served. On North Las Vegas Boulevard, Regional Transportation Commission Transit (RTC) Line 113 and a MAX line operate (see Figure 1.7). The other major streets have RTC lines as well—the 110 along Civic Center Drive, the 210 along Lake Mead Boulevard, and the 211 along Carey Avenue. North Las Vegas Boulevard has six RTC stops and three MAX stops for each direction of operation between Lake Mead Boulevard and

Carey Avenue, which is a distance of approximately  $\frac{3}{4}$  mile. RTC Line 110 along Civic Center has four stops northbound and three stops southbound between Carey Avenue and Lake Mead Boulevard, which is a distance of approximately  $\frac{1}{2}$  mile. RTC Line 210 along Lake Mead Boulevard has four stops eastbound and four stops westbound between North Las Vegas Boulevard and Civic Center Drive, a  $\frac{3}{4}$  mile distance; Line 211 along Carey Avenue has one stop on each side of the road between North Las Vegas Boulevard and Civic Center Drive, a  $\frac{1}{8}$  mile distance (see Figure 2.9).

**BICYCLES AND PEDESTRIANS**

Although cars and buses have the most impact on modes of travel in North Las Vegas, cyclists and pedestrians have places in the Downtown traffic flow as well. One of the aims of higher density, mixed-use development is to increase opportunities to travel by bike or on foot safely and conveniently. The City of North Las Vegas Bicycle Route System Map shows that Civic Center Drive, North Las Vegas Boulevard, and Carey Avenue are adopted bike routes. Both Owens Avenue and Bruce Street have adopted bike lanes, and an off-street bike facility is located parallel to I-15.

Areas of high pedestrian activity include the North Las Vegas City Hall and the library on Civic Center Drive,

between North Las Vegas Boulevard and Lake Mead Boulevard. Other areas of significant pedestrian activity include the area around North Vista Hospital, and the Silver Nugget casino. Currently, there are plans to develop a comprehensive network of pedestrian trails and bikeways throughout the City.

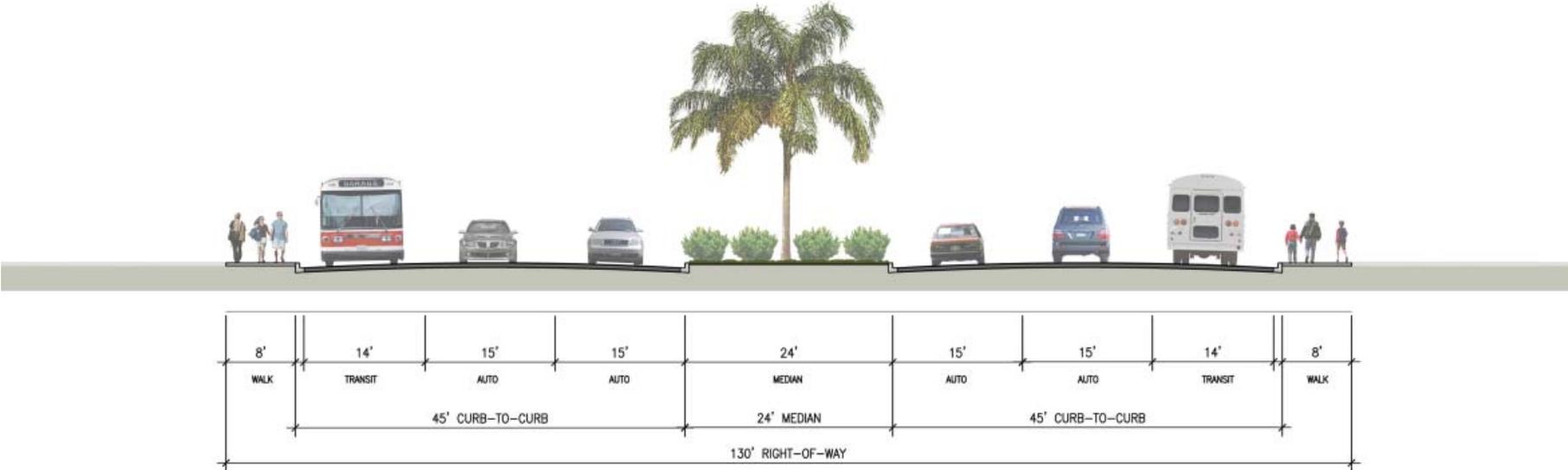


FIGURE 2.7 NORTH LAS VEGAS BOULEVARD FROM BRUCE STREET TO CIVIC CENTER DRIVE DRIVE



FIGURE 2.8 LAKE MEAD BOULEVARD FROM NORTH LAS VEGAS BOULEVARD TO MCDANIEL STREET

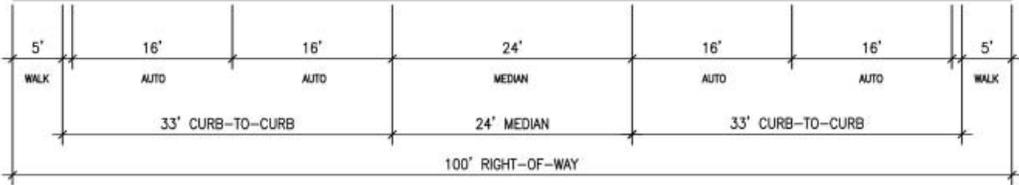
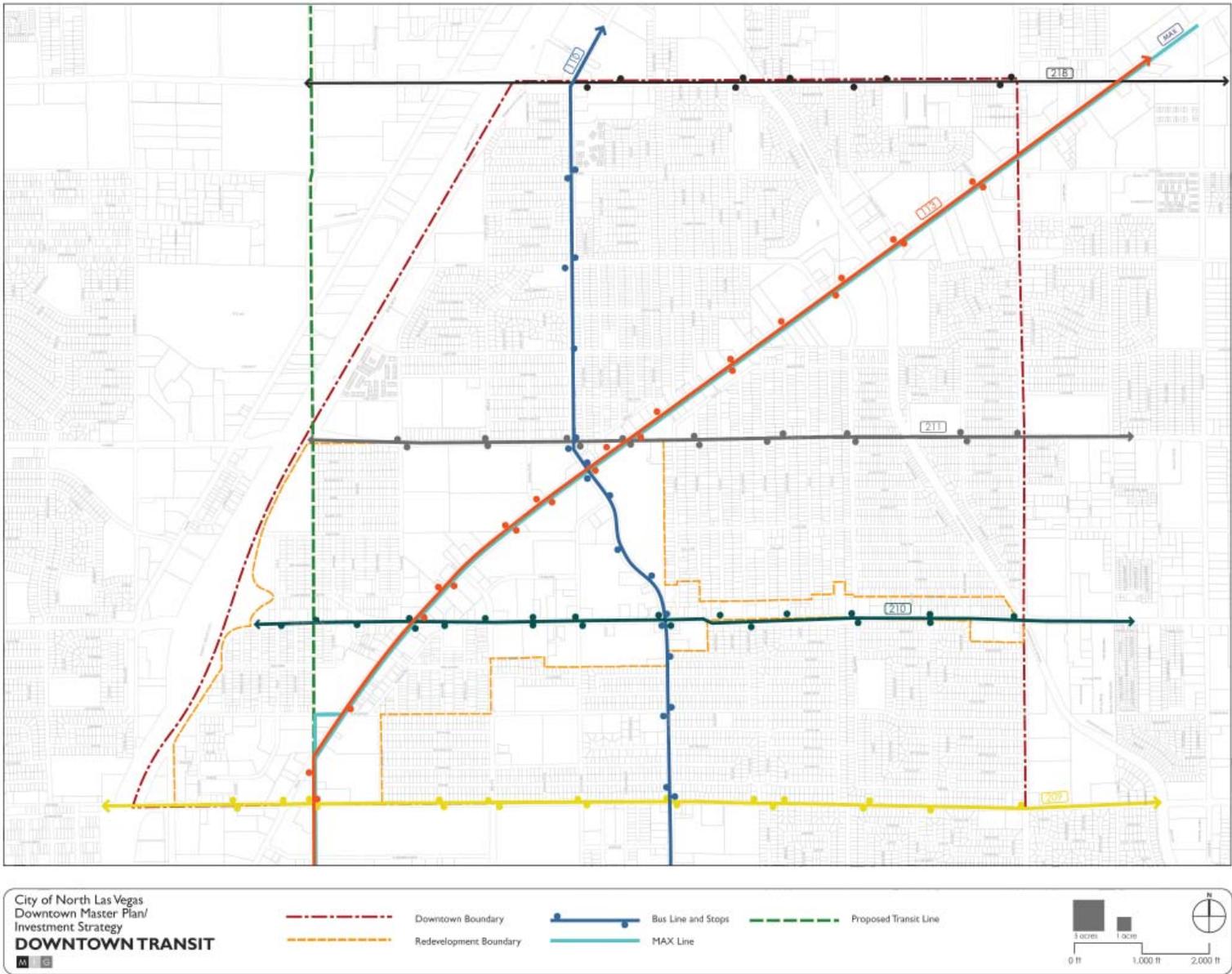


FIGURE 2.9 CIVIC CENTER DRIVE FROM LAKE MEAD BOULEVARD TO NORTH LAS VEGAS BOULEVARD



FIGURE 2.11 DOWNTOWN TRANSIT



## CURRENT AND FUTURE DEVELOPMENT

### CURRENT REDEVELOPMENT PROJECTS

The North Las Vegas Downtown Plan and Investment Strategy will be a framework for future redevelopment. Although the current planning effort is still underway, some revitalization and improvement projects have already begun. One of the largest of these is the I-15 North Corridor Design-Build project. A cooperative venture of the Nevada Department of Transportation and the Federal Highway Administration, this massive undertaking is widening part of I-15 from six to ten lanes, reconstructing ramps and interchanges, and installing new sound walls and landscape improvements. The first two segments of the project will have the greatest impact on the redevelopment area: segment 1, from US 95/I-515 to

Lake Mead Boulevard, and segment 2, from Lake Mead Boulevard to Carey Avenue. Anticipated completion of the entire North Corridor Design-Build project is in September 2010.

Another proposed new development in North Las Vegas is the Las Flores Shopping Center, located between Carey Avenue and North Las Vegas Boulevard. Ground should be broken on this shopping center within a year. The center is envisioned to have several large format stores, a 75,000 square foot public mercado, and a programmed space, plaza, and stage. A 2010 opening is planned.

Two Downtown casinos—Jerry’s Nugget and the Silver Nugget—are proposing renovations and expansions. These efforts would strengthen Downtown’s identity as an entertainment destination, complementary to but distinct from the Las Vegas Strip.

### FUTURE REDEVELOPMENT OPPORTUNITIES

A new City Hall could make it possible for the police department to move to the Civic Center campus, where the Justice Center and jail are currently located. This move is only in the conceptual stages, but it is considered logical for all law enforcement-related functions to be housed in one central area. In addition, removing the police station from its current neighbor—North Vista Hospital—will allow the hospital to expand.

North Vista Hospital has gone through several expansions since its construction in 1959, the most recent of which took place in 2006. However, demand for medical services continues to grow; being able to occupy the entire parcel between Bruce and McDaniel Streets would help the hospital to meet this demand. The hospital has also expressed interest in leasing medical office space yet to be constructed. A private developer is determining if this construction project is feasible; if it comes to fruition, the likelihood is that a medical services cluster would develop in the area, with North Vista Hospital as the anchor.

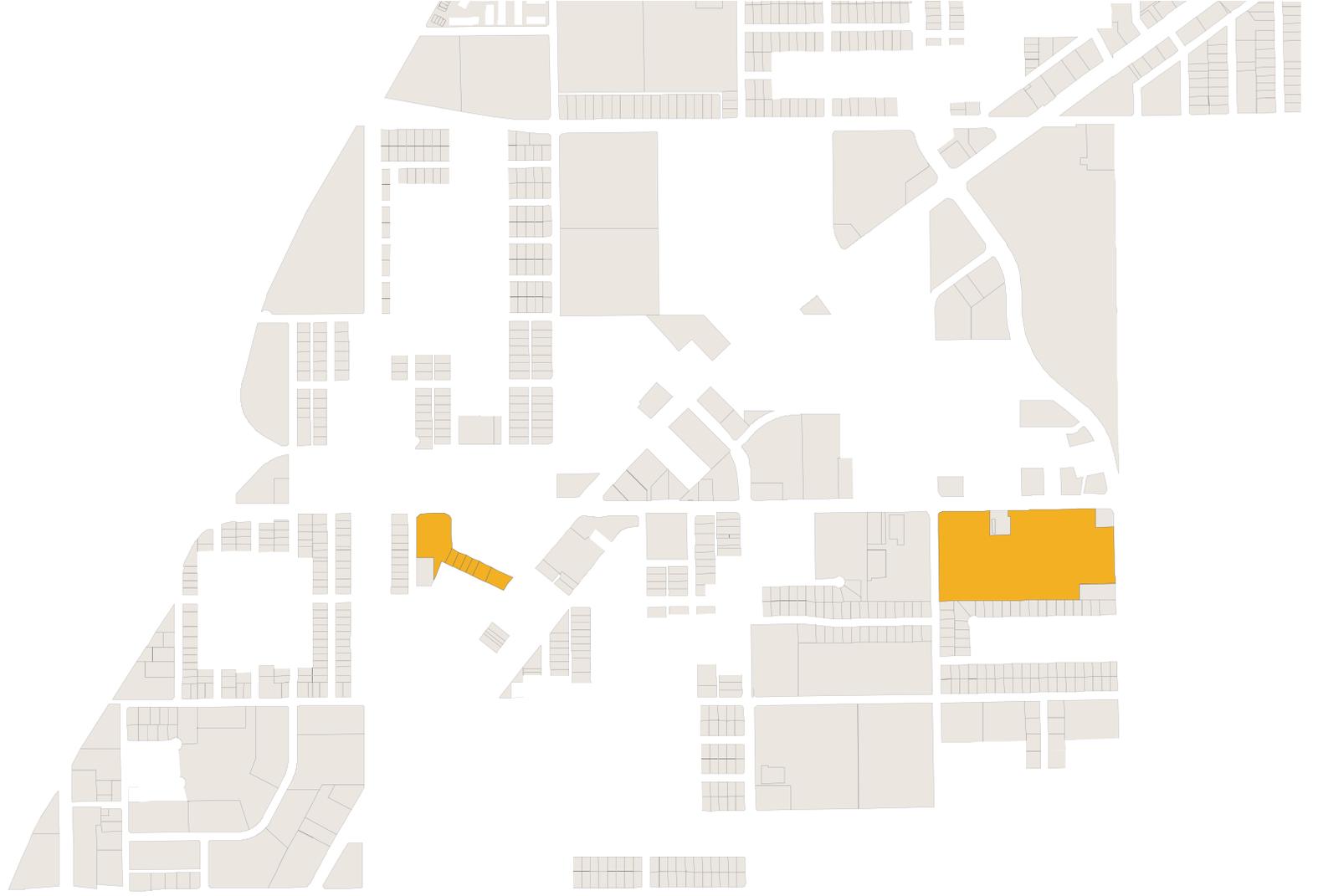
Another significant redevelopment opportunity lies in the Civic Center Shopping Center. As it stands now, the shopping center is more suburban than urban in nature. The center has its back to the Downtown that surrounds it, and is not capitalizing on its location. It has no relationship with the streets, open space, and residences near it—users have to circle the complex to enter the parking lot, and only loading docks are visible from the outside. With the completion of the new City Hall and the possible amalgamation of justice facilities, the entire Civic Center campus area will change considerably. This could also be an ideal time for the shopping center to be reoriented to Downtown; together with the proposed Las Flores Shopping Center, a retail district at the eastern end of the redevelopment area could be created.

Besides expanding its entertainment potential, a possible future Silver Nugget renovation will impact Downtown's shape in another important way. Negotiations were completed in June 2008 for the City to purchase 12 acres of the casino's property. Since this transaction has been completed, a new City Hall will be built on the eastern side of the Silver Nugget's land, along Civic Center Drive and between North Las Vegas Boulevard and Hunkins Drive. At present, City Hall is approximately 44,000 square feet; the new complex will reach 195,000 square feet by 2015.

Vacant parcels within the North Las Vegas Downtown core present other opportunities for redevelopment. A very large vacant parcel sits along the east edge of North Las Vegas Boulevard between Tonopah Avenue and Owens Avenue, and whatever development occurs here could serve as a southern gateway to the commercial core.



*Vacant parcels present opportunities for redevelopment.*



### 7.0 SUMMARY OF ASSETS, ISSUES, AND OPPORTUNITIES

Three main areas of concern will be addressed in the planning framework and urban design concept. These are:

- the character and function of existing and new arterial streets;
- the lack of street connectivity and public open space; and
- the synergy between and catalytic effects of redevelopment projects.

*Figure 2.13 depicts the assets, issues, and opportunities in the Downtown Master Plan study area.*



*Pedestrians crossing North Las Vegas Boulevard.*



*Roadside landscaping along Civic Center Drive.*



*The junction between the neighborhoods east of Downtown and Downtown.*



*Pedestrians crossing mid-block on McDaniel Street between Lake Mead Boulevard and Hunkins Drive.*

**ARTERIAL STREETS**

The principal major streets in Downtown North Las Vegas are North Las Vegas Boulevard, Lake Mead Boulevard, and Civic Center Drive. The triangle formed by these streets in the northeastern section of the study area is anticipated to be the primary node of redevelopment. Types of businesses and services to be found here will include retail, entertainment, medical, and civic.

While these streets are expected to remain largely auto-oriented, opportunities do exist in their vicinity to increase bicycle and pedestrian circulation, particularly on existing and new collector and side streets. In addition, the flow of auto traffic throughout the area can be improved and redirected.

Furthermore, upon completion of the transit corridor, North Fifth Street will become a major north-south arterial. As it moves forward, the current planning process should take this change to the street network into consideration.

**STREET CONNECTIVITY**

Lack of street connectivity is a major issue in Downtown North Las Vegas. Streets within residential neighborhoods that surround the commercial core do not extend into that core. Because of this inadequate street grid, residents are forced to travel routes that are longer and more circuitous than needed.

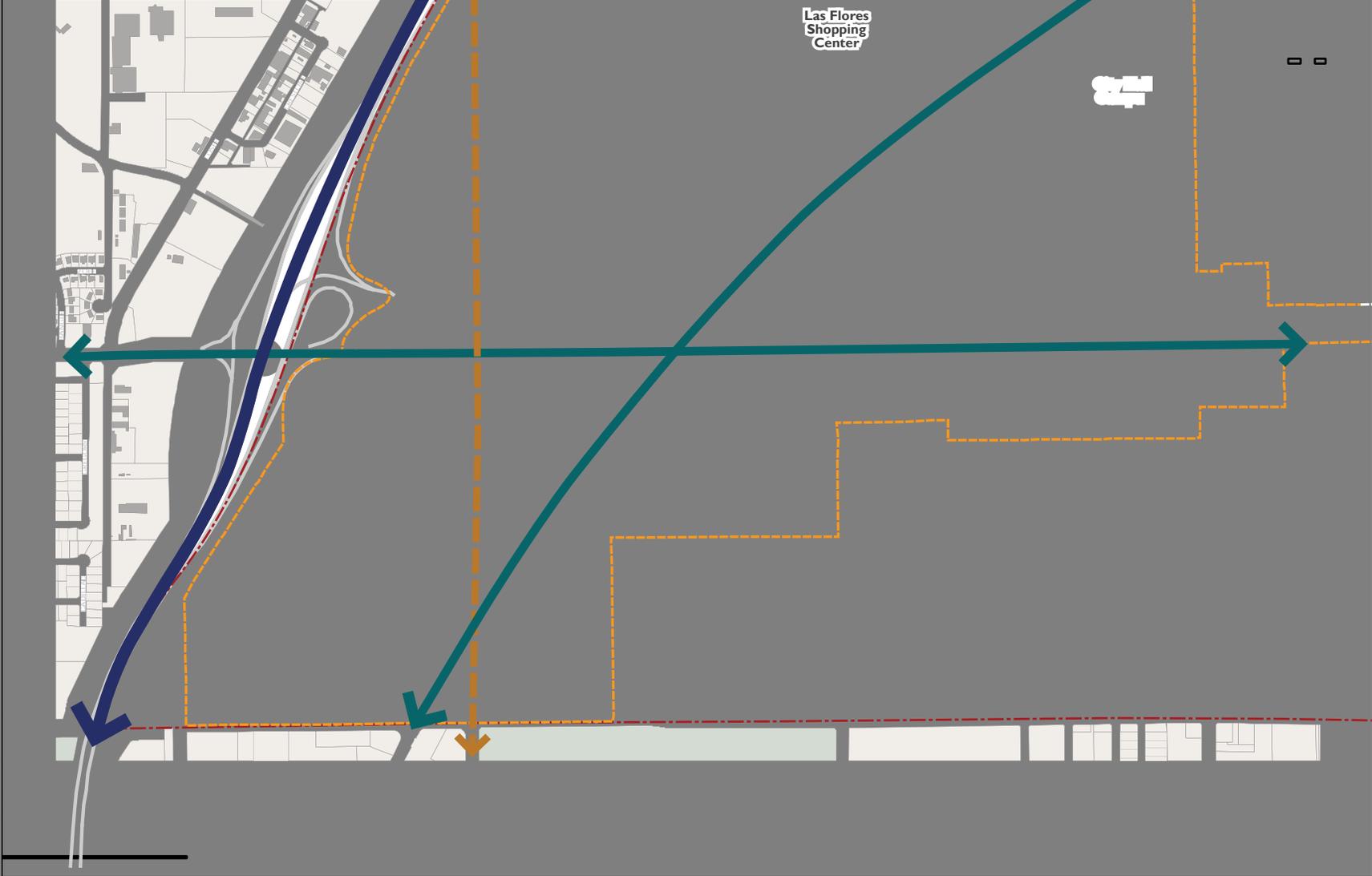
Once potential customers make their way into the commercial area, they face more obstacles. If they are traveling by car, they must deal with a high level of through traffic, as people going to diverse places are all obligated to use the same streets to reach their destinations. If on foot, crossing these streets can be dangerous, due to wide lanes and few crossing opportunities. Also, buildings that could be more welcoming to cyclists and pedestrians face their own parking lots rather than the street network, causing confusion and discomfort for drivers, cyclists, and pedestrians alike by not providing a clear and safe delineation between pedestrian and motor vehicle traffic routes.

**CORE REDEVELOPMENT PROJECTS**

Several major redevelopment projects that will change the face of North Las Vegas are in the planning, design, and construction stages. Most of these have a two- to three-year timeline, meaning that timely implementation of a Downtown master plan and investment strategy is critical in order to ensure cohesion.

The relevant projects include:

- the I-15 North Corridor Design-Build Project;
- construction of the new City Hall;
- construction of the Las Flores Shopping Center;
- renovation and expansion of Jerry's Nugget casino;
- renovation of the Silver Nugget casino;
- construction of a new City Hall to the west side of Civic Center Drive;
- construction of the Police Command Center at the existing City Hall site;
- expansion of North Vista Hospital and the creation of a medical office cluster along Lake Mead Boulevard and/or McDaniel Street;
- construction of the North Fifth Street Transit Corridor; and
- possible expansion and renovation of other casinos in the Downtown area.



**Endnotes**

- 1 <http://www.city-data.com/>
- 2 City of North Las Vegas 2007 Community Report
- 3 <http://www.city-data.com/>
- 4 <http://www.city-data.com/>
- 5 <http://www.city-data.com/>
- 6 City of North Las Vegas 2007 Community Report
- 7 <http://www.city-data.com/>
- 8 [http://www.lvbusinesspress.com/articles/2007/10/12/news/iq\\_17206908.txt](http://www.lvbusinesspress.com/articles/2007/10/12/news/iq_17206908.txt)
- 9 [http://www.lvbusinesspress.com/articles/2007/10/12/news/iq\\_17206908.txt](http://www.lvbusinesspress.com/articles/2007/10/12/news/iq_17206908.txt)
- 10 City of North Las Vegas 2007 Community Report
- 11 City of North Las Vegas 2007 Community Report
- 12 City of North Las Vegas 2007 Community Report
- 13 <http://www.cityofnorthlasvegas.com/>

CHAPTER THREE

# Market Conditions

IN THIS CHAPTER

ECONOMIC & DEMOGRAPHIC TRENDS

OFFICE DEVELOPMENT POTENTIAL

RETAIL DEVELOPMENT POTENTIAL

**THE CITY OF NORTH LAS VEGAS RETAINED ECONOMIC & PLANNING SYSTEMS (EPS)**

to conduct a market analysis and investment strategy as components of the Downtown Master Plan Update. This chapter summarizes the market analysis conclusions including a demographic framework for commercial development, current market conditions, and projected retail and office demand.

## 1.0 ECONOMIC & DEMOGRAPHIC TRENDS

Between 1990 and 2007, Clark County gained approximately 1.3 million people and 444,000 households, as shown in Table 3.1. The increase represented a near doubling of Clark County's total population and earned the Las Vegas Valley the reputation as the fastest growing metropolitan area in America. During the same time period, the population of North Las Vegas grew by nearly 167,000 residents at an annual average rate of 9.2 percent. The population growth rate in North Las Vegas has outpaced growth in both the City of Las Vegas and Clark County—which have grown at an average of 5.0 to 6.0 percent annually.

TABLE 3.1 METRO POPULATION AND HOUSEHOLD TRENDS, 1990-2007

	1990	2000	2007	Annual Change 1990 - 2007	
				#	%
<b>Population</b>					
Las Vegas	261,374	478,434	603,093	341,719	5.0%
North Las Vegas	48,110	115,488	215,026	166,916	9.2%
Boulder City	12,567	14,966	16,206	3,639	1.5%
Henderson	64,942	175,381	265,790	200,848	8.6%
Unincorporated Clark County	354,466	591,496	896,427	541,961	5.6%
<b>Clark County</b>	<b>741,459</b>	<b>1,375,476</b>	<b>1,996,542</b>	<b>1,255,083</b>	<b>6.0%</b>
<b>Households</b>					
Las Vegas	99,735	176,750	232,931	133,196	5.1%
North Las Vegas	14,651	34,018	60,555	45,904	8.7%
Boulder City	4,998	6,385	6,431	1,433	1.5%
Henderson	23,237	66,331	102,832	79,595	9.1%
Unincorporated Clark County	144,404	228,769	328,632	184,228	5.0%
<b>Clark County</b>	<b>287,025</b>	<b>512,253</b>	<b>731,381</b>	<b>444,356</b>	<b>5.7%</b>
<b>Nevada State</b>					
Population	1,201,833	1,988,257	2,538,242	1,336,409	4.5%
Households	466,297	751,165	965,111	498,814	4.4%
<sup>1</sup> 2007 Households based on average household size for the state of Nevada in 2006					
Source: US Census; Claritas; City of North Las Vegas; Economic and Planning Systems					

As shown in Table 3.2, despite adding nearly 200,000 people between 1990 and 2007, Downtown’s population dropped from 77 percent in 1990 to 26 percent in 2007. The changing nature of Downtown’s share of the City’s population is mirrored in household changes that have also influenced the character of the area. Household size within the Downtown area has grown significantly from 3.21 percent in 1990 to 3.9 percent in 2007, an annual average increase of 1.1 percent. From 2000 to 2007, Hispanic households grew from 67.2 percent to 80.5 percent of the Downtown total. This continued growth of household sizes likely reflects the growing concentration of Hispanic households in the area. Studies show that Hispanic households are larger as a result of higher birth rates and the influx of immigration that has taken place in the last decade.

Currently, Downtown remains a primarily low income area with 44 percent of households in the \$30,000 and below income bracket compared to 22 percent for the City. Between 2000 and 2007 households earning \$75,000 or more grew by 6.1 percent within Downtown. The income disparity between Downtown and the City as a whole,

**TABLE 3.2 NORTH LAS VEGAS POPULATION AND HOUSEHOLD TRENDS, 1990-2007**

	1990	2000	2007	Change 1990 - 2007	
				#	%
<b>Population</b>					
North Las Vegas	48,110	115,488	215,026	166,916	9.2%
Downtown Market Area	36,812	47,722	55,820	19,008	2.5%
<b>Percent of City</b>	<b>76.5%</b>	<b>41.3%</b>	<b>26.0%</b>		
<b>Households</b>					
North Las Vegas	14,651	34,018	60,555	45,904	8.7%
Downtown Market Area	11,451	12,229	14,514	3,063	1.4%
<b>Percent of City</b>	<b>78.2%</b>	<b>35.9%</b>	<b>24.0%</b>		
<b>Average Household Size</b>					
North Las Vegas	3.28	3.39	3.55	0.27	0.5%
Downtown Market Area	3.21	3.90	3.85	0.63	1.1%

<sup>1</sup> Source: US Census; Claritas; City of North Las Vegas; Economic and Planning Systems

combined with disparities between income growth rates, indicate increasing levels of income disparity between Downtown and the remainder of the City.

## 2.0 OFFICE DEVELOPMENT POTENTIAL

Over the last seven years, approximately 2.1 million square feet of office space was added to the Las Vegas Valley office inventory, as shown in Table 3.3. The total inventory currently stands at 30.1 million square feet which represents a 72 percent increase over inventory totals in 2001. As a result of the large increase in available office space, the 2007 average office vacancy rate was the highest since 2003 at 13.1 percent. The recent increase in vacancy suggests that construction has increased faster than absorption in the highly charged market. The North subarea, a regional geography which approximates the North Las Vegas City boundaries, has the second highest vacancy rate at 22 percent.

*Note: Absorption refers to the estimate of the rate at which commercial office, warehouse, or industrial space will be leased or occupied in a given market within a specified period.*

Over the last five years the Las Vegas office market has sustained an average absorption of almost 1.5 million square feet annually. Absorption in 2007 closely matched total construction activity and accounted for nearly 2.1 million square feet, the highest amount of absorption since 2005. The North submarket (see Figure 3.1) fared particularly well during 2007 reaching a five year high of nearly 200,000 square feet absorbed. High absorption in the previous year is in contrast to an average absorption rate of approximately 48,000 square feet. The North submarket's higher than average absorption indicates the influence of large population growth and the possibility of a submarket with traction in the overall market.



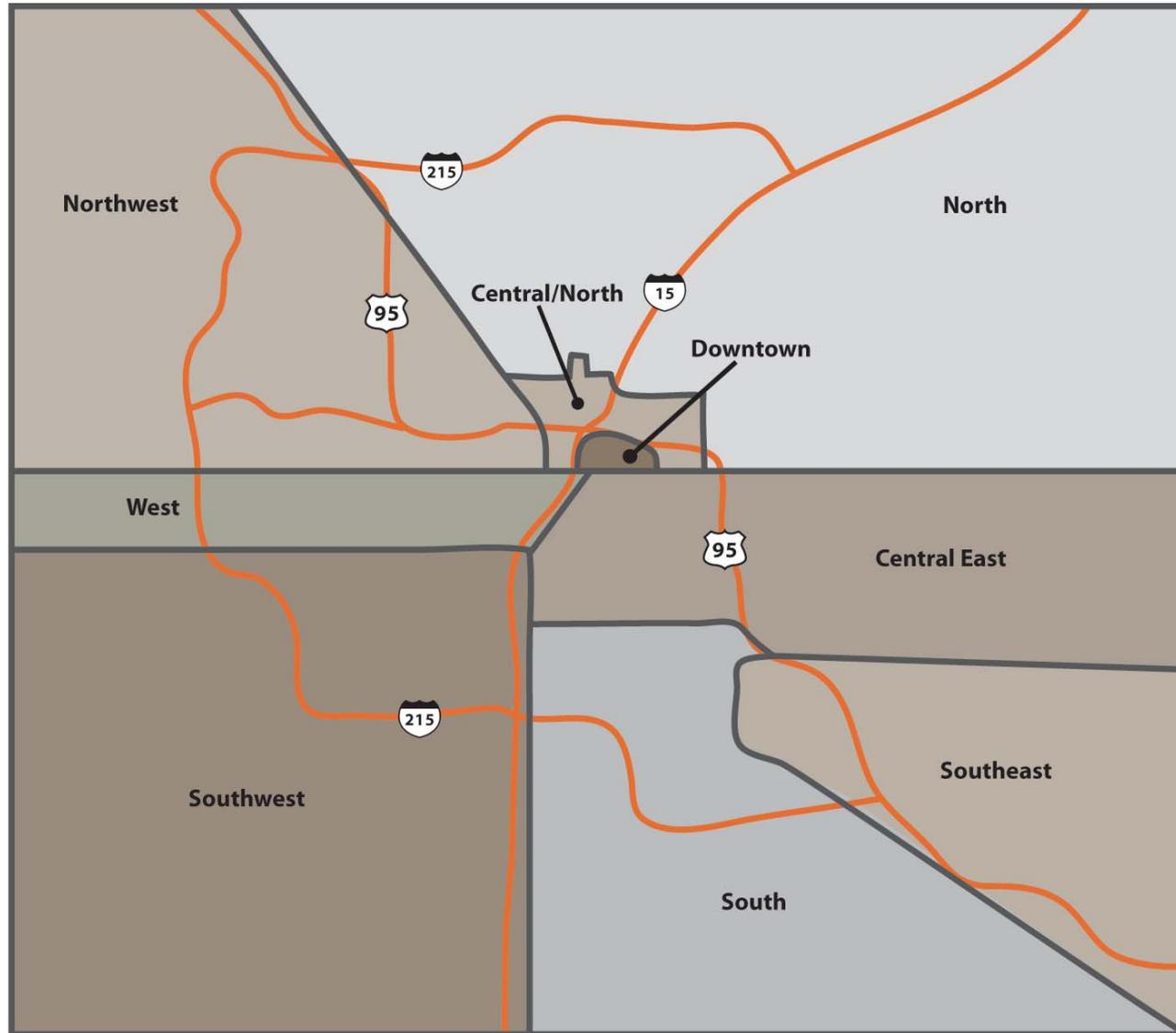
*Approximately 2.1 million square feet of office space was added to the Las Vegas office inventory.*

TABLE 3.3 LAS VEGAS OFFICE INVENTORY, 2001-2007

	2001	2002	2003	2004	2005	2006	2007	% of Total	2001-2007 Ann. Change	% of Construction
Downtown	1,222,599	1,249,599	1,249,599	1,249,599	1,271,842	1,326,190	1,621,090	5.4%	66,415	3.1%
Central East	4,174,339	4,213,527	4,144,527	4,602,110	5,322,156	5,195,062	5,422,145	18.0%	207,968	9.8%
Central North	286,069	286,069	286,069	625,926	610,550	587,830	546,177	1.8%	43,351	2.1%
<b>North</b>	<b>741,459</b>	<b>313,404</b>	<b>326,172</b>	<b>377,676</b>	<b>405,149</b>	<b>540,527</b>	<b>697,337</b>	<b>2.3%</b>	<b>71,956</b>	<b>3.4%</b>
Northwest	3,211,872	3,531,647	3,751,708	4,124,152	4,254,914	4,295,155	4,698,799	15.6%	247,821	11.7%
South	2,743,701	3,473,836	3,888,640	1,716,261	4,973,736	5,537,736	7,009,597	23.3%	711,043	33.7%
Southeast	636,274	751,962	751,962	702,412	712,748	823,686	923,267	3.1%	47,832	2.3%
Southwest	1,212,235	1,287,404	1,345,084	1,944,632	2,364,696	3,147,854	4,537,825	15.1%	554,265	26.2%
West	3,708,280	3,973,111	4,100,836	4,521,620	4,412,898	4,556,048	4,677,809	15.5%	161,588	7.7%
<b>Total</b>	<b>17,460,969</b>	<b>19,080,559</b>	<b>18,594,998</b>	<b>21,614,789</b>	<b>24,328,689</b>	<b>26,010,088</b>	<b>30,134,406</b>	<b>100%</b>	<b>2,112,240</b>	<b>100%</b>

Source: Grubb &amp; Ellis

FIGURE 3.1 METRO OFFICE SUBMARKETS



## OFFICE DEMAND FORECAST

Using calculations derived from the Nevada Department of Employment projections, existing office inventory and historical ratios of employment to office inventory Economic & Planning Systems calculated an office demand projection that is displayed in Table 3.4. The analysis indicates that total office demand for the Valley is estimated to be 6.5 million square feet by 2014.

The North Las Vegas submarket currently composes 2.3 percent of the region's space. However, during the past decade North Las Vegas has comprised a growing share of the region's population growth. As a result, master planned communities like Aliante have been created in former Bureau of Land Management (BLM) areas. The resulting new residential growth carries the expectation that the submarket's capture of new office inventory will increase. Assuming a low capture rate of five percent and a high capture rate of ten percent, total office demand in North Las Vegas is estimated to range between 320,000 and 650,000 square feet by 2014.

The ability to attract new office users to the Downtown area will be difficult given the competition within the City that includes suburban development, along Clark County 215 and elsewhere in the area. The existing market conditions and adjacent development in the

Downtown submarket does not make it an attractive office location today. However, redevelopment can help to change both the perception of the area and the actual development context. The area could potentially support between 150,000 to 250,000 square feet of Class "A" office development over the next 10 years.

*Class "A" office development is the highest quality of office space.*

The most actionable item to catalyze office development in Downtown North Las Vegas is the possible expansion of North Vista Hospital which has indicated additional land will be needed for a major expansion. North Vista Hospital currently employs approximately 1,400 medical and support staff. The planned expansion will likely increase the total employment of the hospital and would also result in a greater demand for medical office building (MOB) space. The net effect will be a significant increase in the number of employees in the Downtown district. These employees can be an essential part of activating the area and any redevelopment that occurs. Conversely, the closure or relocation of this anchor would have a major negative impact on Downtown's future viability as an employment center. Therefore, retaining North Vista Hospital, versus trying to create an entirely new space that would provide all of the above amenities, should be a priority.



*An expansion of North Vista Hospital could catalyze office development in Downtown North Las Vegas.*



*The ability to attract new office users to the Downtown area will be difficult given the competition within the City that includes suburban and subarea developments.*

TABLE 3.4 METRO OFFICE DEMAND, 2008-2014

Year	Space per Worker (sq. ft.)	New Office Workers	Gross Office Space Demand (sq. ft.)	Existing Office Space Demand	Net Office Space Demand (sq. ft.)	New Office Space Demand
2008	263	5,807	1,527,701	845,725	681,976	0
2009	263	6,064	1,595,168	879,270	1,235,517	0
2010	263	6,332	1,665,774	914,229	1,665,774	0
2011	263	6,613	1,739,671	950,664	1,739,671	663,293
2012	263	6,907	1,817,020	988,641	1,817,020	1,817,020
2013	263	7,215	1,897,991	1,028,230	1,897,991	1,897,991
2014	263	8,255	2,171,571	1,175,152	2,171,571	2,171,571
<b>Total</b>	<b>263</b>	<b>47,192</b>	<b>12,414,896</b>	<b>6,781,912</b>	<b>11,209,520</b>	<b>6,549,876</b>

Source: CBRE, Grubb & Ellis, BLS, Nevada Department of Employment, Economic and Planning Systems

<sup>1</sup> CBRE 1st Quarter 2008 Pipeline

### 3.0 RETAIL DEVELOPMENT POTENTIAL

North Las Vegas has experienced the most retail inventory growth of any submarket in Las Vegas, adding approximately 1.7 million square feet over the last three years, displayed in Table 3.5. The growth within North Las Vegas accounted for 34 percent of all growth within the Las Vegas retail market, which has grown by approximately five million square feet during the last three years at an annual rate of seven percent. Despite the large addition of space, the North Las Vegas submarket remains one of the smallest in the overall market and comprises only nine percent of the total Las Vegas metro area retail inventory.

The majority of new retail space in the North Las Vegas market is concentrated near the intersection of Clark County 215 and Fifth Street where both the 300,000 square foot Deer Springs Crossing and 700,000 square foot Deer Springs Town Center are located. Deer Springs Crossing is finishing construction and is anchored by Kohl’s department store. Deer Springs Town Center broke ground in February and will include large-scale retail stores such as Target, Home Depot, Babies ‘R Us, Ross, PetSmart, and Staples. In addition, new retail has recently located to the intersection of State Highway 95 and Clark County 215 which is not in the City of North Las Vegas.

TABLE 3.5 METRO RETAIL INVENTORY, 2005-2007

	2005	2006	2007	Annual Change 2005 - 2007	
				#	%
Downtown	1,105,100	1,202,410	1,202,410	48,655	4.3%
Henderson	7,639,280	7,795,250	7,969,491	165,106	2.1%
<b>North Las Vegas</b>	<b>1,965,221</b>	<b>2,533,502</b>	<b>3,679,529</b>	<b>857,154</b>	<b>36.8%</b>
Northeast	2,262,791	2,325,791	2,532,791	135,000	5.8%
Northwest	9,460,445	9,580,445	10,062,445	301,000	3.1%
Southwest	3,279,189	3,978,742	4,394,971	557,891	15.8%
Univ. East	5,366,231	5,691,231	6,087,333	360,551	6.5%
West Central	4,292,662	4,387,697	4,387,727	47,533	1.1%
<b>Total</b>	<b>35,372,329</b>	<b>37,495,068</b>	<b>40,316,697</b>	<b>2,472,184</b>	<b>6.8%</b>

<sup>1</sup> Retail Statistics do not include Factory Outlet Centers, suburban regional malls, or malls on the Las Vegas strip  
Source: Colliers International



*Deer Springs Town Center broke ground in February 2008 and will include large-scale retail stores.*

### RETAIL DEMAND FORECAST

Retail expenditures are a function of population or households and income within a defined trade area. Based upon average spending per person within the Downtown Trade Area an estimate of Total Personal Income (TPI) was calculated and incorporated into a model that allocates TPI into Census of Retail Trade derived spending patterns.

The results indicate that of the \$114 million in estimated shoppers goods, approximately 80.3 percent or nearly \$92 million is spent outside of the Downtown trade area. Shopper's goods include purchases made at department stores, discount department stores, and a variety of comparison shopper's goods stores (e.g., clothing & accessories, furniture & home furnishings, among others). Current leakage in expenditure potential equates to an estimated 313,000 square feet of retail space in department stores, discount department stores, and comparison shopper's goods stores.

When accounting for population growth, as well as current levels of unmet retail demand, it is estimated that 336,000 square feet of retail demand for shopper's goods will exist in the Downtown Trade Area by 2030, shown in Table 3.6. In addition, demand for 35,000 square feet of eating and drinking establishments and 73,000 square feet of building material and garden-related retail is anticipated. When added to the estimated 22,000 square feet of retail demand for convenience goods, the total forecasted retail demand is nearly 467,000 square feet.

The proposed Las Flores shopping center, with approximately 350,000 square feet, will address a large portion of this retail demand. The remaining unmet demand will support approximately 117,000 square feet of retail growth elsewhere in the trade area. The space needed to accommodate the unmet demand can be provided in a variety of ways, including existing vacancies, adaptive reuse of currently occupied space, and new construction. It is important to note that these estimates do not account for upgrades and replacements of existing retail supply.

TABLE 3.6 METRO RETAIL DEMAND, 2007-2030

Store Type	Sales per Sq. Ft.	2007	2007 Unmet Demand	2007-2010 Growth	2010-2020 Growth	2020-2030 Growth	2007-2030 Growth	Net Supportable Sq. Ft.
<b>Convenience Goods</b>								
Supermarkets/Grocery	\$400	108,759	5,438	659	3,382	2,439	6,481	11,919
Specialty Food Stores	\$350	2,400	0	15	75	54	143	143
Convenience Stores	\$300	8,687	434	53	270	195	518	952
Beer, Wine, and Liquor Stores	\$250	5,518	5,518	33	172	124	329	5,846
Health and Personal Care	\$250	61,308	0	372	1,907	1,375	3,654	3,654
<b>Total Convenience Goods</b>		<b>187,000</b>	<b>11,000</b>	<b>1,000</b>	<b>6,000</b>	<b>4,000</b>	<b>11,000</b>	<b>22,000</b>
<b>Shopper's Goods</b>								
General Merchandise								
Dept. stores and Other General Merch.	\$250	43,977	43,977	267	1,368	986	2,621	46,597
Discount Dept. and Supercenters	\$350	45,071	22,535	273	1,402	1,011	2,686	25,221
All other General Merchandise	\$300	81,543	77,466	494	2,536	1,829	4,859	82,325
<b>Total General Merchandise</b>		<b>89,048</b>	<b>143,978</b>	<b>1,034</b>	<b>5,305</b>	<b>3,826</b>	<b>10,166</b>	<b>154,144</b>
Clothing and Accessories	\$350	66,016	65,379	400	2,053	1,481	3,934	69,313
Furniture and Home Furnishings	\$250	43,301	43,173	263	1,347	971	2,580	45,754
Sporting Goods, Hobby, Book, & Music Stores	\$300	23,058	22,902	140	717	517	1,374	24,276
Electronics and Appliances	\$300	30,373	30,257	184	945	681	1,810	32,067
Miscellaneous Retail	\$250	51,867	7,780	315	1,613	1,163	3,091	10,871
<b>Total Shopper's Goods</b>		<b>303,663</b>	<b>313,468</b>	<b>2,336</b>	<b>11,980</b>	<b>8,640</b>	<b>22,956</b>	<b>336,424</b>
Eating and Drinking	\$250	168,945	25,342	1,024	5,254	3,789	10,068	35,410
Building Material & Garden	\$300	75,909	68,318	460	2,361	1,703	4,524	72,840
<b>Total Retail Goods</b>		<b>735,517</b>	<b>418,128</b>	<b>4,821</b>	<b>25,595</b>	<b>18,132</b>	<b>48,547</b>	<b>466,676</b>

Source: 2002 Census of Retail Trade; North Las Vegas; Economic and Planning Systems

Before embarking on a Downtown revitalization program it is critical to understand current market trends. These will influence the direction of new development in three principal sectors: residential, retail, and office space. Economic and Planning Systems, a member of the consultant team, gathered the data in Table 3.6 on market conditions in North Las Vegas.

The preliminary plan concept developed by the consultant team includes the incremental development of McDaniel as a pedestrian friendly street connecting North Vista Hospital on the south with the existing City Hall site (planned to be the new Police Command Center). The street could potentially connect the two highest concentrations of employment in Downtown. The proposed street configuration with low volume travel lanes, parallel parking, and wide sidewalks is

designed to be conducive to restaurants, cafes, and small specialty retail located in street front retail and mixed-use buildings. Estimated future retail demand is consistent with such uses along McDaniel Street and would be further supported by the employment anchors on either end of the corridor.

CHAPTER FOUR

# Vision and Concepts

IN THIS CHAPTER

VISION FOR DOWNTOWN NORTH LAS VEGAS

COMMUNITY GOALS

DEVELOPMENT CONCEPTS

## 1.0 VISION FOR DOWNTOWN NORTH LAS VEGAS

### THE KEY STEP IN DEVELOPING THE MASTER PLAN AND INVESTMENT STRATEGY

involved the input of residents and stakeholders to refine the goals and objectives they have for the future of their community. The community vision is:

*The Downtown is fully redeveloped into a community focal point with amenities and features that promote its unique identity and aesthetically pleasing plazas, neighborhoods, commercial areas, and municipal facilities. The entryways into the City along Las Vegas Boulevard and Lake Mead Boulevard feature imaginative street patterns that immediately distinguish the City as highly attractive and pedestrian-oriented, with an array of land and streetscapes, attractive street furniture, banners, signage, decorative lighting that promotes walkability, reduced traffic congestion, and direct access to businesses located along the street fronts. Light rail/transit corridors, bicycle routes, and a trail and park system link commercial areas, neighborhoods, and government buildings within Downtown.*



*The transit way boulevard treatment along North Las Vegas Boulevard that contains five rows of trees, delineated lanes, and mixed-use development that embraces and frames the public realm.*

### THE NORTH LAS VEGAS EXPERIENCE

The North Las Vegas experience begins with the realization of a refined and coordinated vision for the Downtown. When entering Downtown North Las Vegas, visitors are greeted with entry monuments and a cohesive architectural character for the area. Active streetscapes offer vibrancy and a distinct brand for the Downtown and its districts. Strengthened with signage, wayfinding, landscaping, and new linkages, Downtown reflects a vision that encompasses all the efforts of community input and several ongoing partnerships.

Moving north through the Downtown, attention is drawn to special treatments at intersections and the transit way boulevard treatment along North Las Vegas Boulevard that contains five rows of trees, delineated lanes, and mixed-use development that embraces and frames the public realm. People are walking, biking, and taking transit. Traffic is moving smoothly, at a reasonable speed. Parking is available and easy to get to, but does not dominate the landscape. From the south—a roundabout, Jerry’s Nugget, and regional mixed-use developments greet visitors entering the City. People along Lake Mead are welcomed by gateway office development, a new transit station, and a regional transit corridor.

When turning off the main arterials onto McDaniel Street, the experience becomes unique and refreshing for the Las Vegas Valley. Here the pedestrian is the priority instead of the automobile. Motor vehicle traffic still has through access, but moves at a much slower speed, giving pedestrians the freedom to cross safely and with ease. The feel of this experience is similar to a traditional main street and creates a pedestrian-scaled mixed use experience of residents, employees, and visitors.

The new City Hall and civic green are the jewels of an expanded Civic Center Campus. Buildings and open space include the City Hall, the civic green, Justice Center, library, and Police Command Center — as well as the potential for future cultural amenities, such as a community arts and performance venue.

Downtown contains single and multi-family housing that is well maintained and full of diverse groups of residents. Newer mixed-use developments are integrated into the Downtown, providing housing choices that have not been historically available for residents living in or near the Downtown core.

In order to continue the momentum generated by the staff, stakeholders, and community members, the creation of a clear, long-term investment strategy is essential. This strategy should be imaginative, yet realistic to retain and attract businesses and revenues. With an enhanced quality of life and connectivity for Downtown residents and neighborhoods, the North Las Vegas experience will not only benefit its residents, but also potential employees, employers, and visitors.

## 2.0 COMMUNITY GOALS

To establish a measure for success—goals are provided to give insightful direction for issues and opportunities faced by the community. Goals can help a community by providing strategies and alternatives that complement and support their vision.

### ACTION-ORIENTED GOALS

Community goals provide a mechanism to evaluate alternatives and trade-offs. The following is a list of ten action-oriented goals identified by the community.



*Strengthened with signage, wayfinding, landscaping, and new linkages, Downtown reflects a vision that encompasses all the efforts of community input and several ongoing partnerships.*

Goals for Downtown North Las Vegas include:

1. Make Downtown North Las Vegas a local and regional destination with a unique identity;
2. Brand and market Downtown with a unique sense of place and distinct themes (i.e. naming streets after local heroes, identifying sub-areas or districts, creating signage and wayfinding, etc.);
3. Address traffic problems through a combination of demand management, access management, and circulation improvements;
4. Make the Downtown safe and inviting for pedestrians and bicyclists;
5. Improve pedestrian, bicycle, and auto access into the Downtown core from residential neighborhoods;
6. Celebrate the cultural past and present of the area—incorporating music and art to reestablish a cultural center;
7. Retain and support existing residents and local businesses;

- 8. Improve Downtown’s economic vitality with programs, incentives, and public-private partnerships to attract new business and investment;
- 9. Create a family-friendly environment with excellent schools, parks, and public open spaces; and
- 10. Connect existing and new development through coordination, design standards, and improvements to the public realm.

### 3.0 DEVELOPMENT CONCEPTS

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Development concepts are based on the community’s vision and feedback from a variety of stakeholders meetings and interviews. The following concepts create a base that contributes to sense of place, safety, connectivity, and economic vitality in and around the Downtown.

The components of the development concepts are as follows:

#### **NORTH LAS VEGAS BOULEVARD – THE SIGNATURE STREET**

North Las Vegas Boulevard will be the signature street of the Downtown and the City. This concept keeps the function of the street from the motorist’s

perspective similar to what it is now. Presently a state highway under the control of Nevada Department of Transportation (NDOT), Las Vegas Boulevard’s sidewalks are tight to the street with no planting or landscaped buffer. In each direction, two through lanes and a dedicated transit lane would be designed wide enough to accommodate bikes. The creation of a center median, as well as medians between the dedicated transit lanes and the through lanes, create three medians. Adding a landscaped buffer between the medians with five rows of trees would make traffic safer while accommodating a similar amount of traffic. Additional rights-of-way may be requested from private property owners as redevelopment occurs. In turn, this creates the opportunity for much wider sidewalks, landscaping, and outdoor seating.

The two major benefits of a multi-lane boulevard are safety and aesthetic improvements. The safety of pedestrians from Bruce Street and Carey Avenue is a priority given the dangerous pedestrian crossing experience that currently exists. Due to large block size and width of roads, pedestrians often choose to cross mid-block outside of crosswalks. On North Las Vegas Boulevard, between Bruce Street and Hamilton Street there are limited opportunities for pedestrians to cross. This section is roughly

1,465 feet with a crosswalk that is approximately 850 feet north of Bruce Street.

Safer crossings can be created by shortening the crossing distance. In general, the distance will be the same. However, by creating additional medians, pedestrians will only have to cross 16 to 23 feet at a time versus a curb-to-curb measurement of 95 feet all at once. By splitting up the crossing experience, the medians can serve as pedestrian islands where people can wait for traffic to pass before attempting to cross.

Aesthetically, it is important to create an environment that developers and businesses will welcome and embrace. The manner in which private properties interface with the streetscape is a key factor when implementing a multi-lane boulevard. Slower traffic, safer crossings, and more pedestrians encourage new developments to build closer to the street. This allows for the possibility to activate the streetscape with a variety of options such as street cafes. With this treatment, people who are not familiar with this area will know they are in a place that is special.

### McDANIEL STREET – PEDESTRIAN STREET

McDaniel Street is unique within Downtown because of the abundance of redevelopment opportunities it creates. Although development along the roadway is sparse, it has a friendly pedestrian scale—void of a major traffic carrying function, high traffic volumes and fast speeds.

A street section of 60 to 65 feet wide is an asset on which to capitalize, as it is pedestrian-friendly in nature. This has the potential for the creation of a smaller scale, walkable environment and a “main street” that is not currently present in North Las Vegas or common in the Las Vegas Valley in general. As a collector street with slower traffic, smaller buildings, and smaller footprints, McDaniel Street will be a unique place in the region. Even though this may evolve into a regional destination, this street is really serving the immediate, local, and Citywide population first. This is a primary place that links major employers and anchors in Downtown, such as North Vista Hospital and the Civic Center Campus. Here people can take a walk at lunch, shop, or run errands. Currently this experience does not exist Downtown. It is necessary for the future land uses on McDaniel Street to include active ground floor uses with a mix of retail, office, and residential.



*A street section of 60 to 65 feet wide is an asset on which to capitalize, as it is pedestrian-friendly in nature. This has the potential for the creation of a smaller scale, walkable environment and a main street that is not currently present in North Las Vegas or common in the Las Vegas Valley in general.*



*Transportation improvements will be targeted at key intersections and key crossings in order to make this a safe and more inviting place for pedestrians.*

#### **LAKE MEAD BOULEVARD - OFFICE CORRIDOR**

Lake Mead Boulevard will maintain its current function as a major community and regional connector. It will continue to be lined by community destinations with high volumes of traffic. Lake Mead Boulevard will become a distinguished office corridor by supporting the expansion of North Vista Hospital, as well as by creating regional office destinations and potential regional retail at the Lake Mead Gateway sites between I-15 and North Las Vegas Boulevard near North Fifth Street. The office node created at the intersection of Lake Mead Boulevard and North Fifth Street will be supported by a new transit station and rapid transit serving the region. Additional office development would be expected to drive redevelopment along the corridor between these two anchoring uses.

Transportation improvements will be targeted at key intersections and key crossings in order to make this a safe and more inviting place for pedestrians. However, unlike McDaniel Street, this area will continue to be predominantly auto-oriented. Pedestrians and cyclists will be accommodated—but the improvements will focus on intersections where key land uses and intersections can be acknowledged

with street treatments such as pavers, overhead signage, and wayfinding signage, so as to signal that this is as a place to travel *to* and not *through*.

#### **FIFTH STREET – TRANSIT CORRIDOR**

Fifth Street will be a super arterial and regional connector. It will serve as a transit corridor and provide regional connectivity. Some of the adjacent land uses and areas will need to transition over time to fit the new transportation role selected for this area. Land uses will include areas of existing residential, new pockets of multi-family, higher density housing and regional office/retail developments. The street will have limited access for individuals turning left and will be in close proximity to both I-15 and Lake Mead Boulevard—therefore it will be a prime location for regional destinations. It will be punctuated at Lake Mead by a new regional transit station.

### **PEDESTRIAN/BIKE CONNECTIONS**

The east-west connection focuses on the Judson alignment and the north-south alignment runs between the City Hall parking, City Hall, and the Silver Nugget. This provides connectivity into and within the heart of Downtown, which is a main triangle consisting of Lake Mead Boulevard, Civic Center Drive, and North Las Vegas Boulevard. This could be a recreational and multi-use pathway or designed so that development actually fronts the pathway—whether it is residential, retail, or office development—with entrances, balconies, and patios overlooking the pathway. This puts eyes on the path and creates a safer connection. The Judson connection's main function is to connect the historic Civic Center Campus to the new City Hall, but more importantly to connect the adjacent neighborhood to the east to Downtown where there is no connectivity today. Residents currently must travel up to Carey Avenue or down to Lake Mead Boulevard when accessing Downtown.

### **NEIGHBORHOOD LINKAGES**

Neighborhood linkages will bolster existing connections by enhancing them with landscaping and better crossings at the major intersections. Additionally, they will create new connections

and links. This includes adding density to the street network where possible, especially within large parcels that will redevelop and offer the opportunity to add a new street grid. The new street grid will introduce smaller blocks and more connectivity, while also creating new linkages to other neighborhoods and areas that are landlocked or separated from Downtown.

### **DOWNTOWN HOUSING**

The current mix of residents consists of homeowners who take pride in their homes and renters with absentee landlords. Existing single family housing should remain, and through a series of programs, residences that are in disrepair can be enhanced and/or improved. Fixing up the existing neighborhood and introducing new multi-family housing in several forms would include: mixed-use development with condominium or lofts/office space above retail, duplexes, triplexes, and townhouses. This will reinvigorate Downtown housing. Retaining affordable housing while also introducing workforce housing and other market rate housing stock could increase the tax base and add additional diversity to the Downtown.





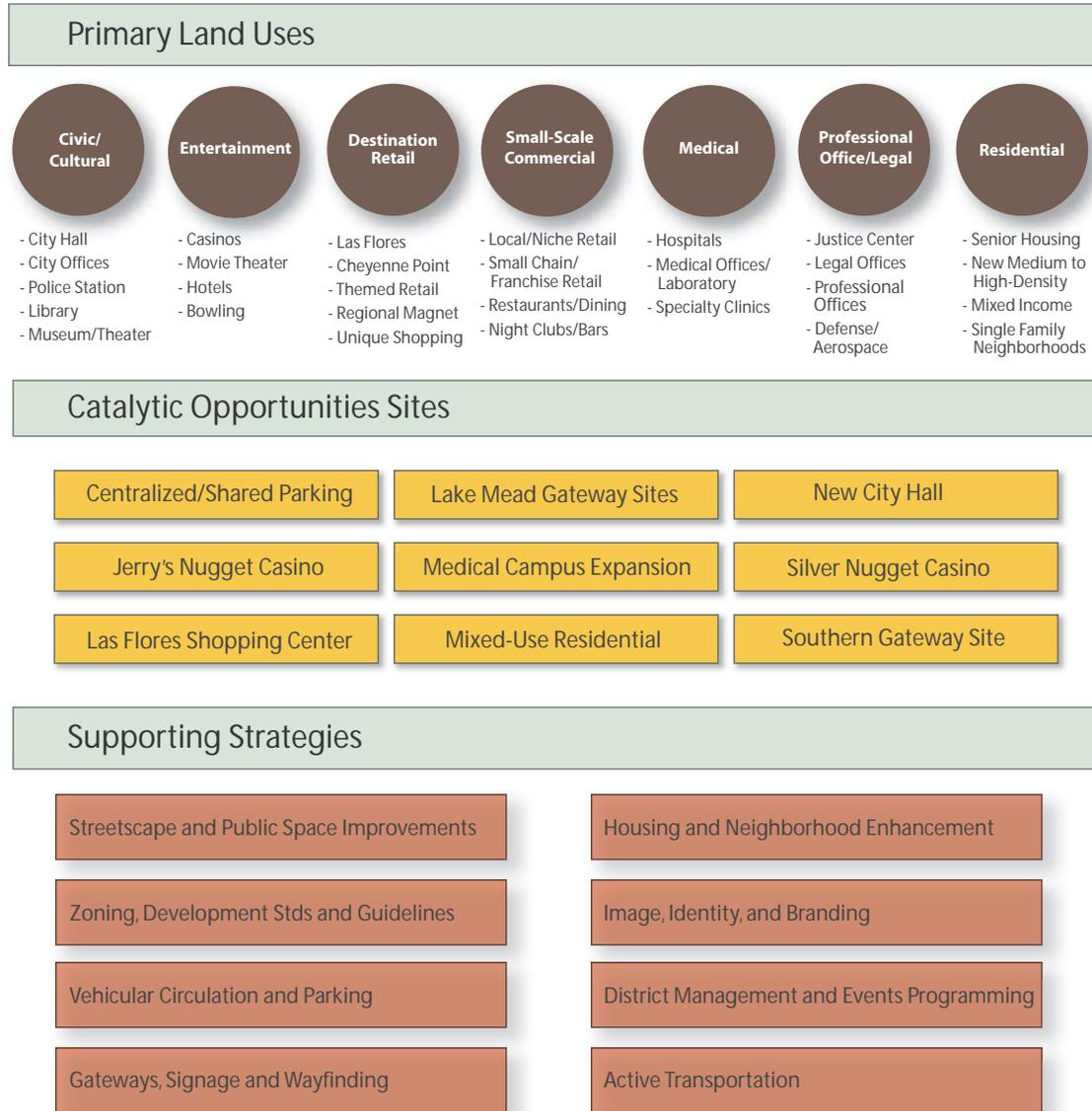
CHAPTER FIVE

# Planning Framework

IN THIS CHAPTER  
STRATEGIC FRAMEWORK  
PRIMARY LAND USES  
CATALYTIC DEVELOPMENT  
OPPORTUNITIES  
REQUISITE STRATEGIES

**THIS VISION GIVES USEFUL INSIGHT TO THE PLANNING PROCESS, BUT THOUGHTFUL** redevelopment and realistic investment is impossible with the vision alone. A planning framework consisting of a series of strategies and initiatives are necessary in order to make the vision result in real change for the community. As Figure 5.1 details, the planning framework consists of a three-tiered hierarchy detailing Primary Land Uses, Catalytic Opportunity Sites, and Supporting Strategies.

FIGURE 5.1 PLANNING FRAMEWORK



## 1.0 STRATEGIC FRAMEWORK

These strategies serve as a base for the overarching framework:

- Support existing businesses and encourage new business through a collection of programs, incentives, and partnerships;
- Maximize investment impact through strategic prioritization and phasing; and
- Maximize flexibility to allow for changing circumstances.

## 2.0 PRIMARY LAND USES

These land uses currently exist in varying degrees, but they can be expanded and redefined to shape redevelopment and investment strategies to fit the community's vision. In addition, while each land use type is unique, the ideal situation is a mix of uses, both horizontally (e.g. destination retail neighboring residential) and vertically (e.g. residential topping entertainment). Such a mixed-use environment will activate the Downtown core, ensuring that the area is not deserted outside of normal working hours or only active on nights and weekends.

Seven primary land use designations have been identified as major contributors to a revitalized North Las Vegas Downtown core:

- Civic/cultural
- Entertainment
- Destination retail
- Small-scale commercial
- Medical
- Residential
- Professional office/Legal

### CIVIC/CULTURAL

The civic/cultural land use and its associated developments fulfill civic, educational, and cultural needs. In Downtown North Las Vegas today, such land uses include City Hall, the police station, various City offices, and the library; these will remain important in the future. However, the relocation of the current City Hall administrative functions to a new building and expansion of the existing City Hall campus into a Justice Center will change the face of Downtown—bolstering the civic land use core. This relocation of City Hall will make construction of a new, up-to-date Police Command Center possible on the current City Hall site, while City Hall itself will gain much needed space in a new and permanent building along North Las Vegas Boulevard.

Simultaneous with this shift in civic land use, cultural opportunities in North Las Vegas will be bolstered by



*The potential relocation and expansion of the City Hall campus and the Civic Center Plaza will change the face of Downtown.*



*Jerry's Nugget is a renowned casino and key economic engine in Downtown North Las Vegas.*

adding theaters or cultural venues. The lack of such cultural amenities is a serious gap in the Downtown's competitive positioning. Cultural venues and theaters—highlighting things such as the development history, cultural heritage, or the natural landscape—would attract visitors from the greater Las Vegas area and beyond, and would also contribute to a vital “after-hours” Downtown.

### ENTERTAINMENT

A major draw for Downtown North Las Vegas is its entertainment options. Jerry's Nugget and the Silver Nugget are renowned casinos and key economic engines. By definition, they tend to serve an adult clientele; with the exception of bowling at the Silver Nugget, they do not offer family-friendly activities. The planned expansions of both casinos offer a perfect opportunity to expand Downtown's entertainment options and may act as a catalyst for the expansion of other Downtown casinos such as the Bighorn and the Poker Palace.

Whether as components of these expansions or as distinct ventures, suggested entertainment land uses include movie theaters, hotels, and themed retail. The addition of these uses will fulfill the community's goal of branding North Las Vegas with specific themes, and create a family-friendly Downtown that gives all residents and visitors a chance to enjoy themselves.

### DESTINATION RETAIL

The destination retail land use provides for unique retail outlets that satisfy residents' needs and also draws visitors looking for shops that they cannot find elsewhere. Key goals for the revitalization of Downtown North Las Vegas include making the City a regional destination with a distinct identity, creating a safe and inviting Downtown, and improving economic vitality; destination retail can help to achieve all of these.

Themed retail, building on the feel of Downtown, is one component of the destination retail land use; the Las Flores Shopping Center is another. When complete, Las Flores will serve as a regional magnet for shoppers, and will also celebrate and serve the area's multi-cultural community and the community at large.

### SMALL-SCALE COMMERCIAL

One of the overarching strategies for North Las Vegas' planning framework is to support existing businesses and encourage new ones. Since unique Downtown attractions are also key elements of the community vision, small-scale commercial is an important land use to augment. Small-scale businesses will help to create a distinct brand for the City, and foster a sense of community among business owners and potential customers. The anchors provided by several other land uses will make Downtown North Las

Vegas as an attractive place to start and maintain a small business.

Small-scale commercial can build on destination retail, incorporating niche retail, and locally-owned small chains or franchises. Other small-scale businesses include restaurants (outside of dining opportunities at the casinos), nightclubs, and bars. Although bars, by their nature, are not family-oriented, the existing outlets in North Las Vegas emphasize adult entertainment; other options for socializing would broaden Downtown’s appeal. Tying into the need for additional cultural amenities, art studios, and galleries are other small-scale commercial enterprises that would attract visitors and help to reestablish a cultural center in the Downtown.

## MEDICAL

Medical/office land uses are already well-represented in Downtown North Las Vegas. North Vista Hospital, along with the laboratories and offices that it supports, is an anchor of Lake Mead Boulevard and all of Downtown.

While this land use cluster should continue to be an economic driver, it will be important to ensure that this development includes mixed uses, to avoid creating isolated segments of the Downtown core that are abandoned at certain times of day or day of the week.

## PROFESSIONAL OFFICE/LEGAL

Professional and legal offices are limited in Downtown with the exception of the Justice Center. The presence of the Justice Center and other civic uses combined with easy access from regional arterials and the I-15, make the Downtown a prime location for professional and legal offices. Uses could include offices for law firms, design and engineering firms, or defense and aerospace industries.

## RESIDENTIAL

Residential development exists in North Las Vegas, but its pattern and placement mean that residential neighborhoods are separated from the commercial areas of Downtown, often by major barriers such as arterial roads. Up until the present, residential development has also comprised lower density, almost exclusively single-family dwellings.

Moving forward, and with the goal of a vital mixed-use Downtown in mind, residential developments should focus on medium to high-density buildings, including lofts and condominiums located above commercial uses. Live-work space—providing commercial and residential uses for small businesses and their owners—is another component of mixed-use development. Ensuring that housing is available to residents at all income levels will



*North Vista Hospital, along with the laboratories and offices that it supports, is an anchor of Downtown.*



*Up until the present, residential development has primarily comprised low density, almost exclusively single-family dwellings.*



*Catalytic opportunity projects take into account existing land uses, desired land uses, and the community's goals and vision.*

also foster a diverse Downtown North Las Vegas, avoiding exclusionary residential development.

While single-family dwellings will remain a large percentage of North Las Vegas' housing stock, their relative isolation can be addressed through transportation connections, and by incorporating other land uses such as small-scale retail into established neighborhoods.

### 3.0 CATALYTIC DEVELOPMENT OPPORTUNITIES

Catalytic opportunity projects are specific projects or land uses that will ignite the revitalization of Downtown North Las Vegas. They take into account existing land uses, desired land uses, and the community's goals and vision. These projects are planned for short- to mid-term completion and with some obvious exceptions, they seek to maximize private investment and minimize the need for public funding.

Catalytic opportunity projects have been identified for the North Las Vegas Downtown Master Plan/Investment Strategy:

1. New City Hall
2. Jerry's Nugget Casino
3. Silver Nugget Casino
4. Las Flores Shopping Center

5. Centralized/Shared Parking
6. City Hall Plaza/Event Space
7. Mixed-Use Residential
8. Other Casinos (Bighorn, Poker Palace, etc.)

#### NEW CITY HALL

North Las Vegas' Civic Center campus, comprising three permanent structures—the library, the Justice Center, and City Hall proper—and a series of connected trailers, currently lies north and east of the intersection of McDaniel Street and Civic Center Drive. City Hall's needs have outgrown this space and in order to establish a larger, more permanent facility, plans are in the works to relocate. A new building will be constructed across Civic Center Drive from the present location, and across North Las Vegas Boulevard from Food 4 Less.

Removing City Hall from its current location has other catalytic benefits for Downtown redevelopment, aside from the immediate gain of an improved City Hall facility. Once the current space is free, the police department could accomplish their goal of building a new command center on that ground. The trailers would be torn down, and the library would either remain in its present location, or relocate to the original City Hall. The latter option is preferred, in order for all police-related facilities to be in a cluster at the north end of the campus site.

A new City Hall would re-energize the civic component of the Downtown core, and add more development to the civic/cultural land use category—both in its own larger building and the new police facilities. Between City Hall, the Justice Center, Police Headquarters, and the library, a civic/cultural corridor of sorts would be established in the northeast corner of the focus area, crossing both Civic Center Drive and McDaniel Street. In addition, City Hall’s relocation will clear the way for development of a City Hall plaza and event space—another catalytic project opportunity to be discussed later in this section.

**JERRY’S NUGGET CASINO**

Jerry’s Nugget has plans in place for renovation and expansion. While Jerry’s Nugget draws many entertainment seekers to Downtown North Las Vegas—and its expanded facilities can be expected to be an even stronger draw—its owners have decided to put their plans on hold until the completion of the North Fifth Street Transit Corridor. Given its location bordering on North Fifth Street, this delay makes sense, although it should not de-emphasize Jerry’s Nugget as an important catalytic project. In addition to upgrades of existing facilities, the project will likely include hotel facilities, new dining options, and structured parking.

**SILVER NUGGET CASINO**

Southwest of the City Hall site, along North Las Vegas Boulevard, another expansion is planned: the Silver Nugget Casino. New construction would adjoin the existing building, adding a hotel and an arcade to the casino and bowling facilities currently available.

This project is categorized as a catalytic opportunity because it will add to the family-oriented entertainment options in Downtown North Las Vegas. In addition, the Silver Nugget expansion along with other potential casino renovations and expansions will add needed hotel rooms to the Downtown, attracting more visitors. More visitors, shopping, dining, and recreating in Downtown North Las Vegas mean a stronger customer base for small-scale businesses, from restaurants to retail to galleries. What is now a vacant parcel along one of the major thoroughfares will be activated, creating a safer, more enjoyable atmosphere.



*The Silver Nugget Casino expansion is a catalytic opportunity because it will add to the family-oriented entertainment options in Downtown North Las Vegas.*



68 *With a walkable Downtown, visitors will feel more comfortable parking their vehicles, reducing congestion and contributing to a more inviting, active environment.*



*A plaza would also serve as a programmable event space, where festivals, concerts, open air markets and the like could draw visitors from throughout the North Las Vegas region.*

### LAS FLORES SHOPPING CENTER

North of the Silver Nugget and across North Las Vegas Boulevard, the Las Flores Shopping Center is proposed for construction. This shopping center would add to the destination retail and small-scale commercial land uses within Downtown North Las Vegas. It will serve as a regional magnet for shoppers seeking unique goods and services with a multi-cultural flair—thereby also building on the area’s cultural heritage to create a distinct sense of place.

The importance of getting projects like the Silver Nugget Casino and Las Flores Shopping Center off the ground and completed is that they will create a retail/entertainment cluster straddling North Las Vegas Boulevard, attracting residents and visitors alike. The resulting pedestrian activity will help to energize that entire section of the boulevard, and bring potential customers to smaller businesses that choose to locate in the vicinity.

### CENTRALIZED/SHARED PARKING

Some of the key elements of the North Las Vegas Downtown Master Plan/Investment Strategy’s vision are to improve walkability, relieve traffic congestion, and create attractive Downtown streetscapes. Additionally, the community would like to see more direct access to businesses, and stronger connections between the commercial core and its

surrounding neighborhoods. Although autos will remain a primary form of transportation, the aim is a “park once” scenario, where visitors to Downtown would drive to the area, park their vehicle, and then walk, bike, or use transit to get to various destinations.

In order to realize this vision, adequate central parking must be supplied. Such a facility is planned for the parcel directly east of the Silver Nugget casino. This parking structure would not only be centrally located within the focus area, but would also be shared by all Downtown businesses. The need for multiple surface parking lots would thereby be eliminated, ensuring that prime real estate can be developed as one of the preferred land uses rather than as underutilized lots full of parking spaces. An excess of surface parking will deactivate a Downtown, creating asphalt gaps in what could otherwise be an energized urban fabric. Also, when potential visitors realize that there is adequate parking that is easy to access, they will be more likely to go Downtown for shopping and recreation. When they further discover a walkable Downtown, they will feel more comfortable parking their vehicles once, reducing congestion and contributing to a more inviting, active environment.

### CITY HALL PLAZA/EVENT SPACE

North Las Vegas residents, business owners, and other stakeholders have expressed a desire for a beautified Downtown, with plantings, banners, signage, and street furniture. Currently the area lacks a distinct sense of place. Adding streetscape elements and places for people to gather will help to remedy this. As part of the plan to relocate and expand City Hall, it is proposed that a plaza be installed just south of the new City Hall site.

The civic plaza—a natural continuation of the landscaping connection planned for McDaniel Street—will provide a refuge for users of the Downtown. The plaza would also serve as a programmable event space, where festivals, concerts, open air markets and the like could draw visitors from throughout the North Las Vegas region. These events could potentially capitalize on the rich heritage of the area and reinforce the North Las Vegas “brand.”

The City Hall plaza’s central location will make it easily accessible, especially when the shared parking facility south of it is complete. In addition to attracting residents and tourists, the plaza’s natural setting will benefit City Hall campus workers and others who spend their days in Downtown North Las Vegas.

### MIXED-USE RESIDENTIAL

The majority of North Las Vegas’ housing stock is single family residential, and these dwellings are clustered into residential neighborhoods. In many cases, these neighborhoods are cut off from the Downtown core by major barriers, meaning that there are few direct routes from residential to commercial areas. This is not only frustrating for residents who are trying to get to work or run errands, it also contributes to a sense that, after 5 PM, Downtown is only for adults seeking entertainment.

Adding mixed-use residential development to the Downtown is one way to create a more diverse and family-friendly area. The area that currently houses the Lake Mead and Civic Center Shopping Center would be a prime location for such higher-density development. It has been proposed that the shopping center be redeveloped; the timing of redevelopment is uncertain, but would clear the way for development more in line with the community’s vision for North Las Vegas.



*Adding mixed-use residential development to the Downtown is one way to create a more diverse and family-friendly area.*

### OTHER CASINOS (BIGHORN, POKER PALACE, ETC.)

Other casinos such as the Bighorn and the Poker Palace have the potential to act as catalytic sites as well. Located on East Lake Mead Boulevard and North Las Vegas Boulevard, both casinos are local fixtures of the area and could be expanded upon to form a more cohesive and viable entertainment sector.



*The North 5th Street Transit Corridor will likely serve as a catalyst for additional project opportunities.*

### ADDITIONAL OPPORTUNITY SITES

While the catalytic project opportunities discussed above are some of the quickest, most effective routes to revitalization, several other opportunities have been identified. These projects could be completed in the future, and in some cases will require other developments to have taken place before they can begin. The additional opportunity sites include:

- Southern Gateway Site
- Lake Mead Gateway Sites
- Entertainment Cluster
- Existing Police Headquarters/Command Center Site
- RV/Mobile Home Site

The Southern Gateway Site, situated between Owens and Tonopah Avenues and bordered by North Fifth Street to the west, presents another additional opportunity site. The North Fifth Street Transit Corridor will clearly impact the shape that this site will take, but until the Corridor is complete, it will be difficult to implement plans for this parcel. It is clear, however, that some action to rehabilitate this area in the eyes of the public is needed. Social services for the City of Las Vegas are concentrated just south of Owens Avenue, and likely influence perceptions of the area held by residents and potential investors.

At the corner of North Fifth Street and Lake Mead Boulevard, several parcels can be grouped together as Lake Mead Gateway Sites. Once again, construction of the North Fifth Street Transit Corridor will likely serve as a catalyst for these additional opportunities. As of this writing, the sites in question are low-density or vacant, and serve as a gateway to Downtown from the west and I-15 but with minimal signage or other streetscape elements that identify them as such.

What is now a scattering of adult entertainment outlets adjacent to Jerry's Nugget could be recast as an entertainment cluster. The casino would serve as an anchor, and post-expansion, would tend to attract more varied types of entertainment than is currently available. Keeping a focus on the community's vision of a family-friendly North Las Vegas will be key in establishing zoning codes and development standards that encourage an assortment of places for socialization and enjoyment.

As discussed above in the catalytic opportunity projects section, the relocation and expansion of City Hall would pave the way for police-related structures and functions to be housed on the former City Hall campus. A new Police Command Center on the City Hall site and a new location for the Police Headquarters would leave the existing site vacant, creating an additional opportunity site. Its prime



*A mixture of housing choices such as townhouses will give residents more options.*



*An example of mixed-use housing with retail spaces on the first floor.*

location along Lake Mead Boulevard and next to North Vista Hospital means that this location could be ideal for medical offices or lab space, linked to the hospital. Along with the planned medical office building further west on Lake Mead Boulevard, reuse of the police headquarters for North Vista expansion would help to maintain a strong medical services corridor in Downtown North Las Vegas.

A large parcel lying southwest of the Silver Nugget and across North Las Vegas Boulevard is currently a mobile home park. While this use has benefited RV owners visiting the casinos and other attractions, it is most beneficial for Downtown revitalization as a whole. Having a suburban-type of use in the midst of a busy Downtown takes away from its sense of place. As other projects are completed, this parcel should be redeveloped in ways that strengthen Downtown's identity and contributes to active, pedestrian-friendly streets. In particular, higher-density residential development and/or overflow retail opportunities from Las Flores would be well-placed here. Retail would help activate the area even further while residential development would maintain the basic function of the site (housing people) and would make that housing permanent rather than temporary. A real neighborhood would thus grow within the core of Downtown, emphasizing community pride and stability over transience.

#### 4.0 REQUISITE STRATEGIES

In order to fulfill the community's vision for Downtown North Las Vegas, all of the previously described elements—primary land uses, catalytic project opportunities, and additional opportunity sites—are vital. However, each opportunity taken on its own will not revitalize the Downtown. All of the projects must be evaluated to ensure that they follow requisite strategies, which create a base for the entire planning framework. When implemented, these strategies will help to achieve the goals of the North Las Vegas Downtown Master Plan and Investment Strategy. The requisite strategies are:

- A. Streetscape and public space improvements
- B. Zoning, development standards, and guidelines
- C. Vehicular circulation and parking
- D. Gateways, signage, and wayfinding
- E. Housing and neighborhood enhancement
- F. Image, identity, and branding
- G. District management and events programming
- H. Active transportation

**A. STREETScape AND PUBLIC SPACE IMPROVEMENTS:**

The built environment of North Las Vegas' streets is a focus of the community's vision: "imaginative street patterns that immediately distinguish the City as highly attractive and pedestrian-oriented with an array of land and streetscapes, attractive street furniture, banners, signage, [and] decorative lighting that promotes walkability" are desired. Streetscape improvements would include trees and other plantings along North Las Vegas Boulevard, McDaniel Street, and into the residential neighborhoods immediately adjoining the Downtown core. Las Flores Shopping Center is also envisioned to have greenery and other unique and attractive streetscape elements incorporated into it.

Completion of the City Hall Plaza/Event Space will be a significant public space improvement, adding natural beauty and programmable space to the northern focus area of Downtown North Las Vegas. In general, improved streetscaping will be part of all redevelopment projects to create a more beautiful and unified Downtown that announces its unique identity to visitors. Additional details related to streetscape and public space improvements can be referenced in Chapter Six.

**B. ZONING, DEVELOPMENT STANDARDS, AND GUIDELINES:**

In order to encourage mixed-use development—especially for uses to be mixed vertically and horizontally—zoning codes, development standards, and guidelines will need to change to reflect this new direction. In particular, height restrictions may require adjustment to allow the addition of stories to existing buildings in Downtown North Las Vegas, as well as to permit the construction of new multi-story buildings.

Development standards and guidelines should be framed to reinforce Downtown's unique identity. One of the community's goals is to build on the history of Downtown as North Las Vegas recaptures its cultural heritage; standards and guidelines that take this goal into account might recommend historic elements be preserved in the current building stock, or incorporated into new construction. More zoning information is available in Chapter Six.

**C. VEHICULAR CIRCULATION AND**

**PARKING:** The community's vision for North Las Vegas also emphasized improved street connections for all users, particularly improving access and safety for pedestrians. As mentioned earlier in this Plan, residential neighborhoods are in some cases cut off from the Downtown core. Parking for various attractions is



*Improving street connections between residential neighborhoods and commercial areas will encourage more residents to visit Downtown.*



*Making sure the needs of cyclists and pedestrians are accounted for is an important part of circulation improvements.*

scattered throughout the area. Pedestrians—including families with children and groups of school children—often choose to cross streets where and when they can at unsafe locations. Improving street connections between residential neighborhoods and commercial areas will encourage more residents to visit Downtown, and lessen potential confusion on the part of visitors. Making sure that pedestrians' needs are accounted for is an important part of circulation improvements, so adequate crosswalks and signage must be included. The centralized parking discussed in the catalytic opportunity projects will also improve traffic circulation, creating one parking destination to find rather than many. Chapter Seven contains more details related to vehicular circulation and parking.

#### **D. GATEWAYS, SIGNAGE, AND WAYFINDING:**

As it stands today, visitors enter Downtown North Las Vegas without a strong sense of arrival. Rather than simply accepting that one area blends into the next, adding gateway elements—including signage and banners—will help to distinguish Downtown North Las Vegas from other areas of the Valley and the surrounding community. Gateways contribute to quicker recognition, a more appealing visual fabric, and improved circulation, as users will be able to tell at a glance where they are within the larger context of the City and Downtown.

When arriving in a new city or neighborhood or district, there may be a sign welcoming you, but not always. Sometimes that understanding of transitioning from one area to another is much more subtle. It could be that the building density has increased or the retail signing has grown in presence and color, the street lighting changed from cool to warm or the architectural style has shifted. The focus of this effort is primarily the gateways, monuments, and directional information that greet visitors, guests and citizens of the City. A program that assists everyone in finding their way in and about the Downtown in a positive and welcoming manner. Even those who are familiar with the City's layout will benefit; as an example, gateway and signage elements placed where residential neighborhoods abut Lake Mead Boulevard will remind travelers that they are about to enter a higher traffic commercial area.

Since residents and other stakeholders expressed the desire for a Downtown North Las Vegas with a unique “brand” or identity, brand-appropriate signage will be an important revitalization element. For example, cultural heritage markers are one way to raise awareness of the area's rich history. Additional branding strategies are discussed later in this chapter.

Gateways will naturally include signage, but smaller signs should also be placed throughout Downtown, directing pedestrians and drivers to specific destinations.

A comprehensive wayfinding program, with easy-to-understand signs, will simultaneously assist visitors and enhance Downtown North Las Vegas' identity. In order to achieve the most cohesive look and feel, gateways, signage, wayfinding, and other public amenities should use similar color palettes and design elements.

#### **COLOR**

##### *Option A*

Color is probably the single most unifying element that sets the mood for the entire district. It is the common ribbon that binds the blocks of the district together. A color palette uniquely defines boundaries, whether it is a change in street furniture and light poles or signs and graphics. The color palette for the gateways, signing and wayfinding is inspired by the bold color of desert flowers and the regional influence of the Pacific Rim (See Figure 5.2). Vibrant colors that work well with, but contrast with the warm hues of the desert landscape will make the signage highly visible day and night. The colors are realized in abstract ceramic mosaic patterns. This option is also representational of the barrel cactus, a plant native to Nevada. The design will help establish Downtown as an exciting place with an aesthetic that is distinct from anywhere else in the Las Vegas Valley.



FIGURE 5.2 THE COLOR PALETTE FOR THE GATEWAY, SIGNAGE AND WAYFINDING CONCEPT

**Option B**

Option B is inspired by the local color and history of the area. The vibrant red rock sandstone color comes from the red rock canyon site a few miles to the west, while the blue mosaics represent the lost fresh water springs that were once found in the area. The design also includes a torchere design inspired by the yucca plant. The yucca leaves could be fabricated patina metals with a light source in the bowl base for dramatic lighting effects.

**HIERARCHY**

A key element of an effective gateway, signage, and wayfinding strategy is identifying priority locations and determining the appropriate treatment at each of these locations. The following identifies a hierarchy comprising: primary and secondary gateways, vehicular directional signage, and pedestrian directional signage. The locations are flexible and will accommodate new development.

**PRIMARY GATEWAYS - 1) NORTH LAS VEGAS BOULEVARD AND NORTH FIFTH STREET AND 2) LAKE MEAD BOULEVARD AND NORTH FIFTH STREET**

Primary gateways will welcome all into the City of North Las Vegas and the Downtown with a colorful abstraction of native desert plants and graphics in front of a background of soft, lacy desert landscaping (see Figures 5.4, 5.5 and 5.6). The concept alternatives introduce the Downtown with a colorful announcement that you have

left the rest of the desert valley and are entering an area celebrating a new vitality. The lettering and graphics are three-dimensional construction to read well against a patina metal background for a strong read, day or night. At night the gateways will be illuminated with accent lighting to create a soft inviting glow and the letters will have a halo effect for clear legibility.

**SECONDARY GATEWAY DIRECTIONAL - 1) NORTH LAS VEGAS BOULEVARD AND CIVIC CENTER DRIVE AND 2) CIVIC CENTER DRIVE AND LAKE MEAD BOULEVARD**

These gateways are smaller in scale but follow the same concept and materials as the primary gateways (see Figure 5.7). The gateways incorporate internally illuminated Downtown identity and directional information. The addition of the secondary gateways at these two key locations will provide entry monuments at the four primary entries into Downtown.

**VEHICULAR DIRECTIONAL SIGNAGE - NORTH LAS VEGAS BOULEVARD LAKE MEAD BOULEVARD CIVIC CENTER DRIVE**

On the following page, Figure 5.3 illustrates the ideal locations for priority gateways and signage in Downtown. Priority locations for vehicular signage are at the three points of the triangle created by North Las Vegas Boulevard, Lake Mead Boulevard, and Civic Center Drive. These vehicular directional signs help Downtown

visitors to navigate the city streets to primary destinations and parking (see Figure 5.8). As redevelopment occurs and new destinations are created, additional locations for vehicular directional signage will be necessary. These will likely be at or near the intersections of McDaniel Street and Lake Mead Boulevard, North Fifth Street and Lake Mead Boulevard, and North Fifth Street and North Las Vegas Boulevard. The sign stanchions for vehicular directional signage provide a durable and solid base. The sign panels are a painted aluminum construction and utilize reflected vinyl for clear legibility, day and night.

**PEDESTRIAN DIRECTIONAL SIGNS - VARIOUS LOCATIONS**

Pedestrian-oriented signs will provide maps, direction and information to help visitors navigate the variety of sidewalks and pathways to their destinations throughout Downtown (see Figure 5.9). Until redevelopment occurs it is difficult to identify or prioritize the locations of pedestrian directional signage. With the completion of the new City Hall, the Civic Center campus and the area near Hamilton Street and North Las Vegas Boulevard should be considered as the first candidate locations. The sign stanchions continue the colorful impressions found in the gateways and incorporate the mosaic tile for a durable and solid base. The sign panels are a painted aluminum construction and utilize cost effective vinyl for optimum changeability and clear legibility.





FIGURE 5.4 ENTRY GATEWAY MONUMENT CONCEPT (OPTION A)

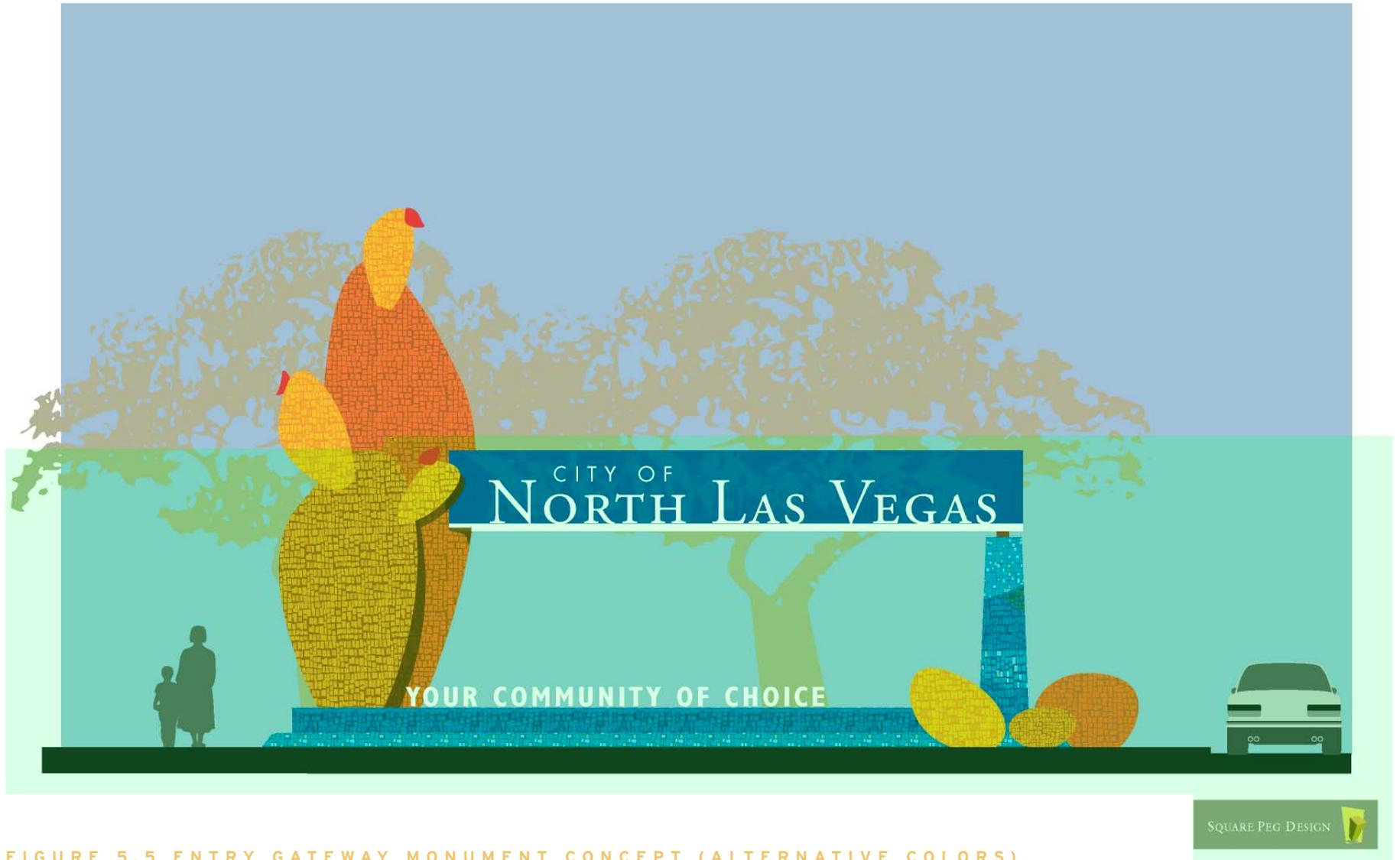


FIGURE 5.5 ENTRY GATEWAY MONUMENT CONCEPT (ALTERNATIVE COLORS)



FIGURE 5.6 ENTRY GATEWAY MONUMENT CONCEPT (OPTION B)

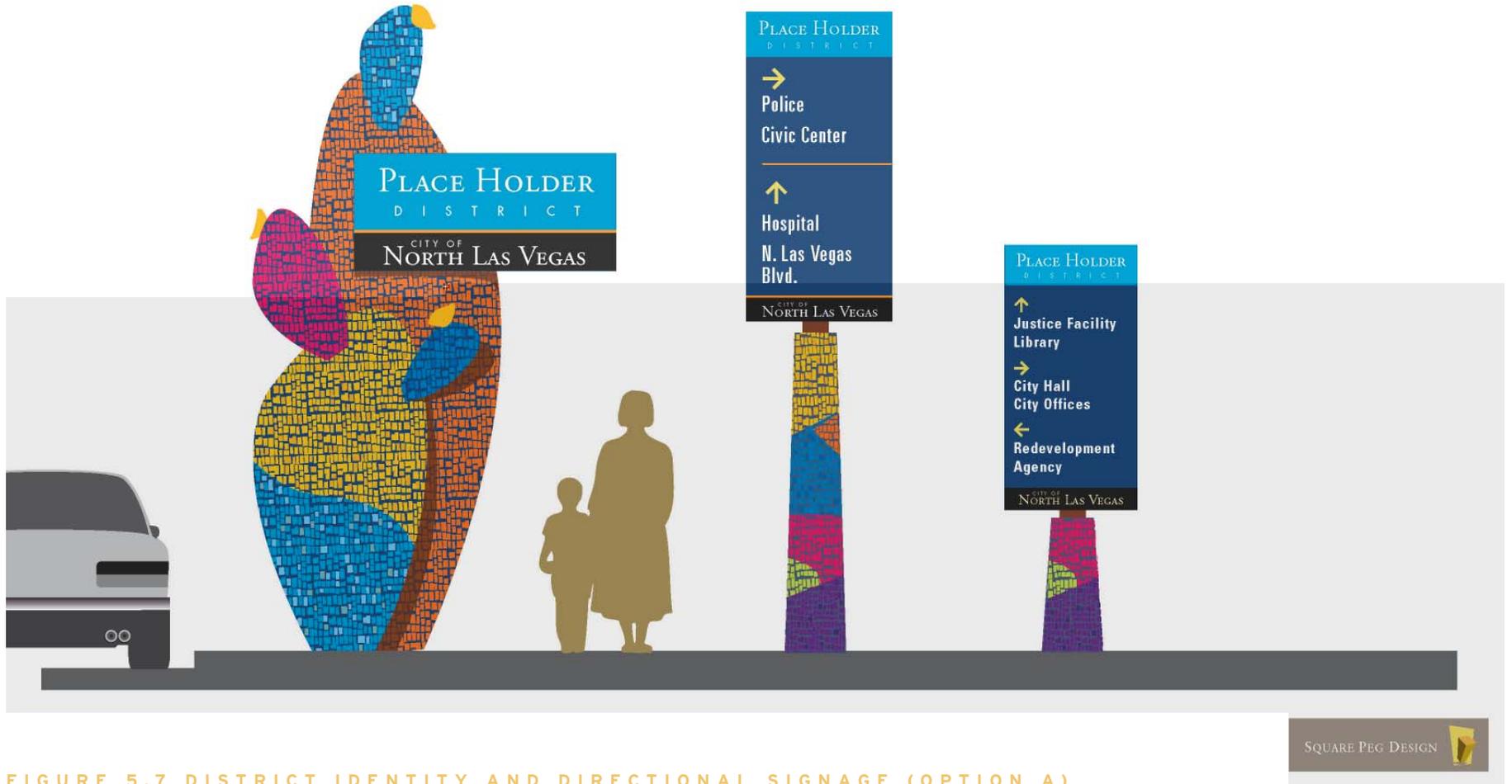


FIGURE 5.7 DISTRICT IDENTITY AND DIRECTIONAL SIGNAGE (OPTION A)



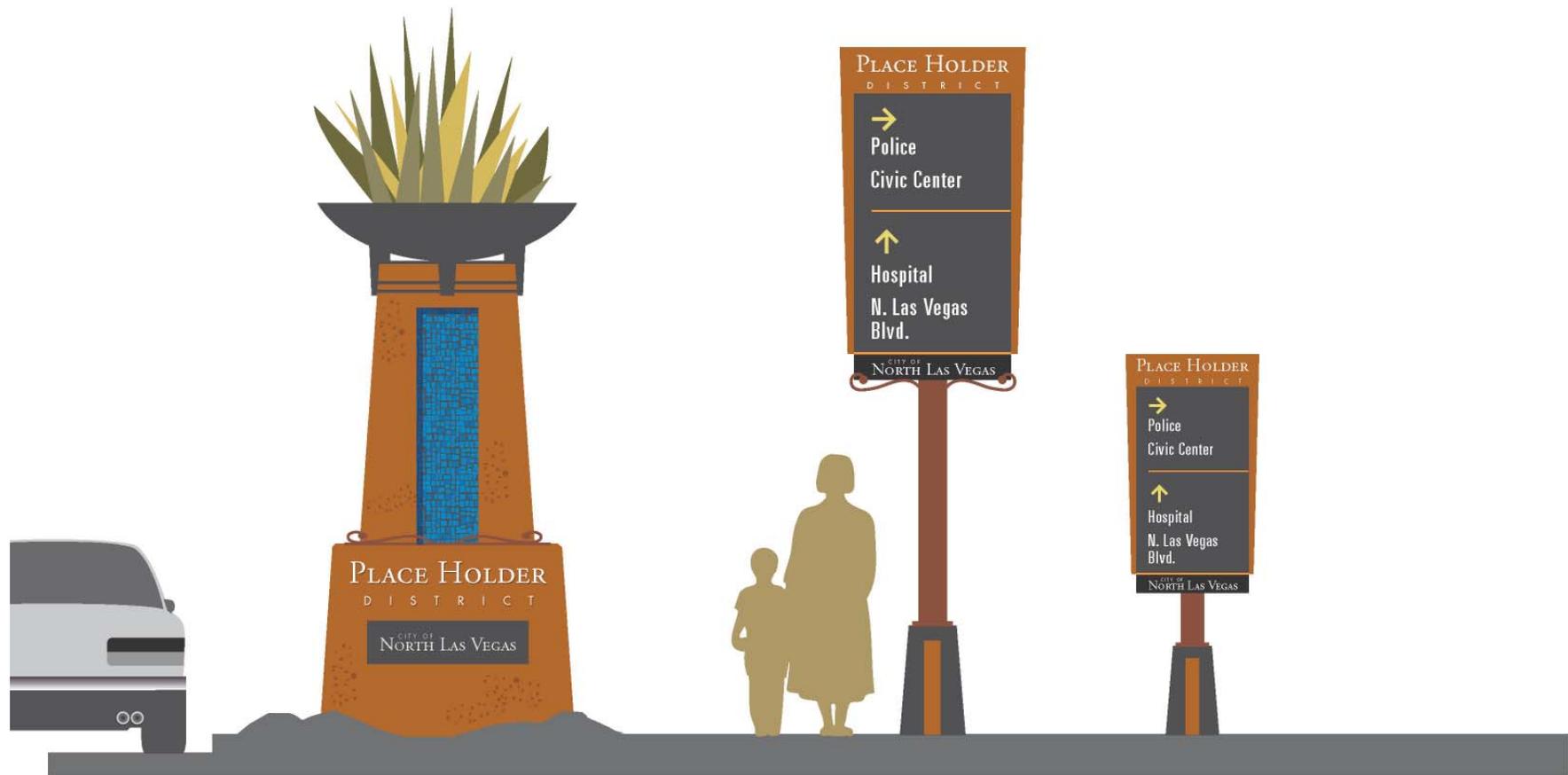


FIGURE 5.8 DISTRICT IDENTITY AND DIRECTIONAL SIGNAGE (OPTION B)



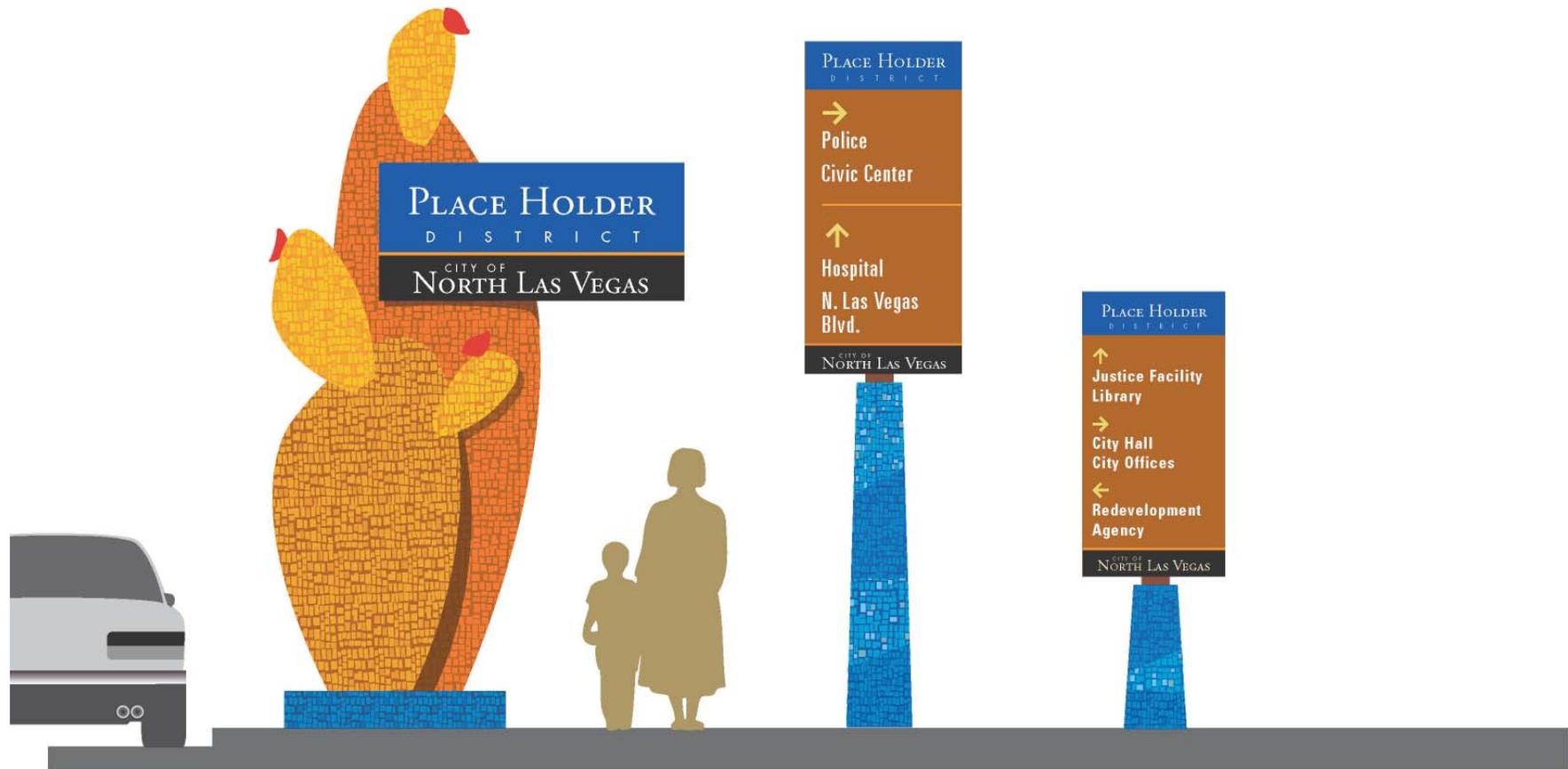


FIGURE 5.9 DISTRICT IDENTITY AND DIRECTIONAL SIGNAGE (ALTERNATIVE COLORS)



FIGURE 5.10 IDENTITY MARKERS FOR NORTH FIFTH STREET ROUNDABOUT

## E. HOUSING AND NEIGHBORHOOD

**ENHANCEMENT:** The above strategies—particularly streetscape and circulation improvements—will serve to enhance existing neighborhoods, in addition to the other benefits they provide. The housing stock in residential neighborhoods will need to be addressed to fully revitalize Downtown North Las Vegas.

Currently, the majority of housing is single family, clustered together in lower density neighborhoods ringing (but disconnected from) the Downtown core. Adding higher density housing to that core will revitalize the area, keeping the streets alive after regular working hours. Renovating or constructing buildings to incorporate mixed-use development—e.g., retail or office at street level, with residential on upper floors—is a key component of this effort. Housing should also be available to all income levels, reducing the chances of creating neighborhoods that are exclusively rich or poor.

A variety of strategies for housing and neighborhood enhancement may include:

### HOME RENOVATION LOANS

A home renovation loan may provide the opportunity to renovate an existing property or work in conjunction with a newly purchased home in need of renovations.

The renovation could add immediate value and beautification to the property and its surroundings. The City should investigate funding sources to provide these with low interest rates.

### PARK IMPROVEMENTS

A park improvement creates an inviting place for the community to gather and adds to the neighborhood's identity. Improvements also have the potential to increase the property values and attract new residents to the neighborhood.

### ACCESS TO NEIGHBORHOOD AMENITIES

Having access to neighborhood amenities such as grocery stores, shops and services, strengthens the sense of community and generates vibrancy. Access to amenities within the neighborhood also helps retain residents by providing access close to home rather than elsewhere and reduces the need to drive.



*Renovation and beautification efforts could add immediate value to properties and their surroundings.*

**F. IMAGE, IDENTITY, AND BRANDING:** Perhaps the most inclusive of the requisite strategies, a focus on image, identity, and branding will be essential to redeveloping Downtown North Las Vegas. Three of the key goals identified by the community for revitalizing Downtown are: 1) make Downtown North Las Vegas a local and regional destination with a unique identity; 2) brand and market Downtown with a unique sense of place and distinct themes; and 3) celebrate the cultural past and present of the area, building on the feel of Downtown and incorporating music and art to reestablish a cultural center. Clearly, the community places a high value on establishing North Las Vegas as its own destination, distinct from its more famous neighbor and other area destinations.

The task of branding is to create a visual environmental program that unifies the disparate elements of the downtown into a unified district before the physical development of the plan begins. This creates a unifying brand that identifies the district while promoting and reflecting the vision of the master plan. Environmental branding creates a palette with building materials, color, lighting, street furniture, landscape and graphics. The palette reflects the positive regional influences and visualizes the new uses as a pedestrian friendly, entertaining, multi-use district in the civic heart of the City. The brand also

announces to the community that this area is changing and reflects a positive vision of the future.

The streetscape improvements, gateway and signage hierarchy, and a cohesively designed private realm will definitely contribute to a unique identity for the Downtown. The themes and aesthetic introduced in the Gateways, Signage and Wayfinding section can be further bolstered by incorporating the colors and other design elements into other public infrastructure. Figures 5.14 and 5.15 illustrate how the design can be carried forward into the redesign of bus shelters and transit stations. Still, image, identity, and branding also involve less tangible efforts. In order to reinvigorate North Las Vegas in the public's eyes, Downtown's image will need to be remade. Officially naming the district should be followed and supplemented by a targeted marketing campaign. This plan and its implementation will help reposition Downtown North Las Vegas in the minds of existing and potential residents, businesses, developers and investors. Additional efforts should include a proactive public relations campaign and both regional and national advertising. In addition to new development projects, the public relations and advertising campaigns should market several of the other requisite strategies: streetscape and public space improvements, housing and

neighborhood enhancement, and district management and events programming.

### **NAMING**

The signs illustrated in the Signage and Wayfinding section on pages 77-83 are using a generic name as a placeholder. It is the intent that the local community through a defined process will determine a name for Downtown North Las Vegas. The name that is chosen should evoke a sense of place as well as one's expectations of the Downtown environment. The process could include public meetings, intercept events, and online voting. The top recommendation/s should then be presented to the City Council for final consideration.

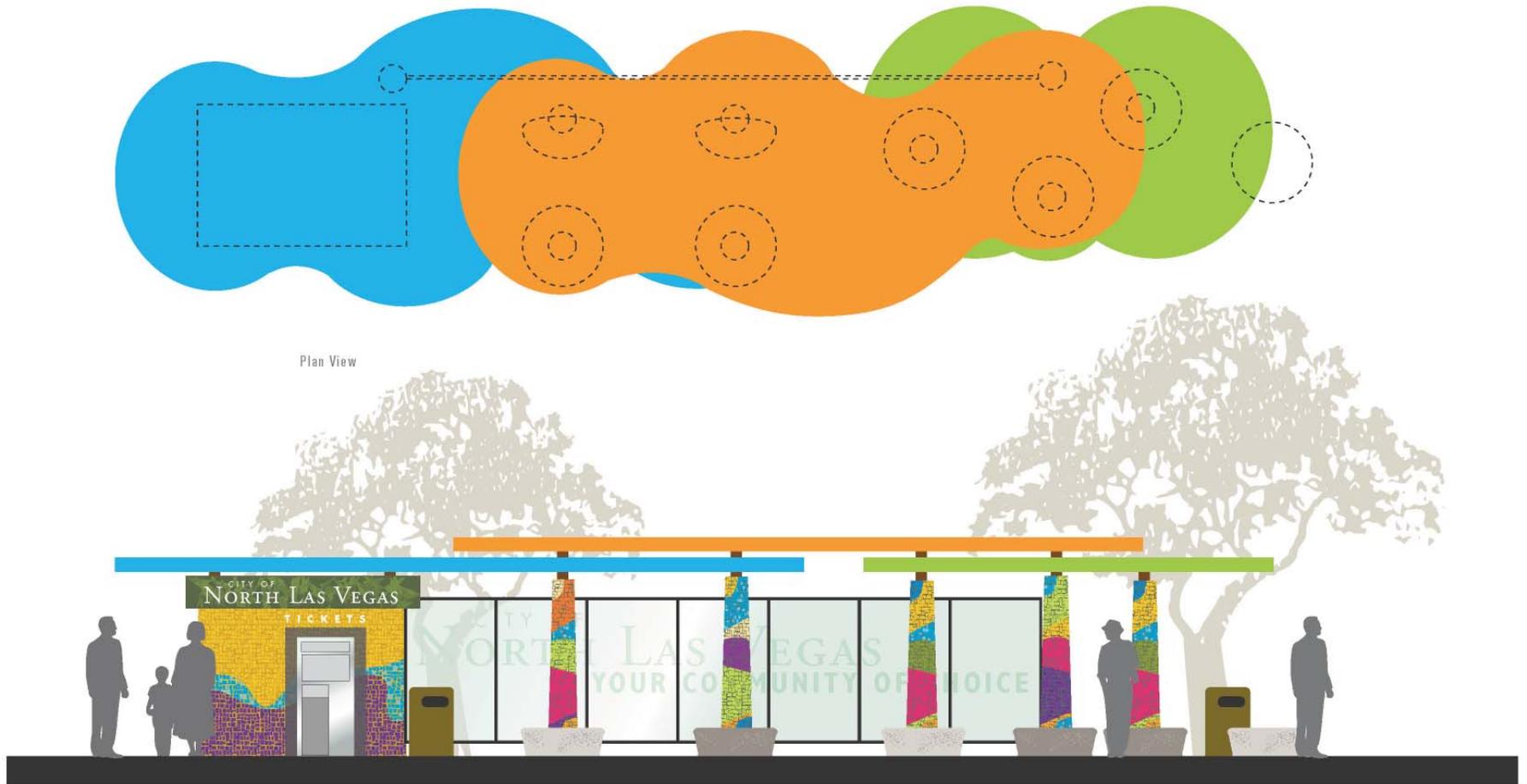
### **BUS SHELTERS & TRANSIT STATIONS**

The design of bus shelters can extend the Downtown brand with color and mosaic materials throughout the district, creating pockets of color along the transportation corridors and enlivening the streetscape (see Figures 5.11 & 5.12). Each shelter location should be identified with the station name as well as the district brand. The design follows the same program and footprint of the existing stations for an easy update when a location is ready for upgrades.



FIGURE 5.11 DESIGN CONCEPT FOR TRANSIT SHELTERS - SMALL

FIGURE 5.12 DESIGN CONCEPT FOR TRANSIT SHELTERS - LARGE



Plan View



## G. DISTRICT MANAGEMENT AND EVENTS

**PROGRAMMING:** Constructing programmable spaces like those at the City Hall Plaza and other venues will open the door for North Las Vegas to host exciting local and regional events. In order to ensure quality event programming that reflects the community's vision, heritage, and values, some sort of management entity should be put in place. This may include the creation of a Business Improvement District (BID), wherein business owners within a boundary would pay an additional percentage in tax to fund district management.

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Activities and services usually funded by a BID include marketing campaigns and “Clean and Safe” programs. Whether BID-related or not, the district management entity would serve as a booster for the Downtown, and arrange or facilitate events programming that would get residents and visitors excited about North Las Vegas. The entity's marketing efforts would publicize these programs; services like “Clean and Safe” would help to ensure that event attendees had a pleasant experience.

**H. ACTIVE TRANSPORTATION:** Besides auto-centric facilities, an active transportation system includes public transit, bicycling, and walking. This relates to the “park once” scenario discussed earlier in this Plan—where

users drive into the Downtown core, park their car, and walk, bike, or take transit to multiple destinations within Downtown.

Efforts to streamline traffic circulation should consider the needs of bicyclists and pedestrians, from signage to bike lanes to crosswalks. When completed, the North Fifth Street Corridor will naturally emphasize and encourage the use of public transit within Downtown and to other areas of North Las Vegas. The future implementation of a transit station at the intersections of North Fifth Street and Lake Mead Boulevard, transit-oriented development (TOD) around that station, such as BRT and light rail, will be the focal point of an active transportation network branching out along North Fifth Street, Lake Mead Boulevard, and North Las Vegas Boulevard. Facilitation of cycling, walking, and taking transit will make Downtown easier and more pleasant to navigate; this strategy may also help to improve commuters' and visitors' health by encouraging more physical activity.

It is also important to note that several catalytic opportunity projects will contribute to an active transportation network. These include improvements made in conjunction with the Civic Center campus. Improvements will include a new multi-use pathway along the Judson alignment connecting housing east of the existing City Hall to the



*Efforts to streamline traffic circulation should consider the needs of bicyclists and pedestrian.*

Downtown core. New pedestrian connections will also be provided along McDaniel and within the new City Hall property to connect with North Las Vegas Boulevard. A centralized parking facility proposed for the Downtown will improve the pedestrian experience by reducing the need for surface parking lots and encouraging the park once strategy.

The Las Flores shopping center will likely include a transit stop and ample pedestrian connections to and through the property. New development along McDaniel will be pedestrian-oriented and supported by streetscape improvements that prioritize pedestrians and cyclists.

Specific recommendations about active transportation alignments and designs are available in Chapter Seven.

CHAPTER SIX

# Zoning, Standards, and Guideline Recommendations

IN THIS SECTION

INTRODUCTION

ZONING

STREETSCAPE STANDARDS

DOWNTOWN DESIGN GUIDELINES

## 1.0 INTRODUCTION

**LAND USE, ZONING, AND DESIGN GUIDELINES ARE CRUCIAL FIRST STEPS IN** developing pedestrian-friendly, higher-intensity development within Downtown North Las Vegas. In addition, zoning regulations and design guidelines can provide flexibility for developers and promote market-friendly development and uses to encourage investment in the area. The Master Plan and Investment Strategy recommends new land uses for all parcels and suggests rezoning for nearly all parcels in the Downtown core to provide the regulatory infrastructure to support the community's vision for Downtown North Las Vegas while taking into account the importance of the Downtown historic districts and National Register sites.

This chapter identifies specific policy recommendations that are outlined within the goals and objectives. Also incorporated into the guidelines and standards for this chapter are Crime Prevention Through Environmental Design (CPTED) principles. The four strategies of CPTED include: natural surveillance, territorial reinforcement, natural access control, and maintenance. Together, these policies establish a framework that will foster the development of a vibrant pedestrian-friendly regional center in Downtown North Las Vegas.

## 2.0 ZONING

The North Las Vegas Downtown Master Plan and Investment Strategy proposes land use and zoning designations that set the overall land use policy and development parameters for the Downtown area. The North Las Vegas Comprehensive Plan contains a patchwork of land use and zoning designations that are overly prescriptive and restrictive for a mixed use center. The Downtown would benefit from fewer land use and zoning designations, which would provide a clearer, more streamlined land use policy framework. More importantly, the existing designations are inconsistent with the vision for the area. There is a clear need to designate land uses and zones that will support the type of mixed-use transit-oriented and pedestrian-friendly development outlined in the Master Plan and Investment Strategy.

In order to fulfill the community's vision, land use and zoning should be used to focus high-density development around the intersection of North Las Vegas Boulevard and Lake Mead Boulevard and along the North Fifth Street corridor. This intensity of development is necessary to sustain a mix of uses and to support increased walkability and transit ridership.

Land use and zoning also has a role to play in protecting and maintaining the health and comfort of

residents living in the Downtown area. While the core of Downtown should be mixed use, higher density residential development should be used to buffer existing lower density housing from high intensity commercial and mixed use development envisioned along the major arterials and collectors.

### EXISTING ZONING

Downtown North Las Vegas contains a variety of zoning designations, which are important to examine as part of the Downtown Master Plan and Investment Strategy. Current zoning impacts what types of development can happen in what areas; when the present designations do not accommodate the envisioned redevelopment, then zoning changes should be considered.

The Downtown as a whole contains large areas zoned single, two, or multi-family residential. While these neighborhoods make up a significant portion of Downtown, their density is low, and they are not well-connected to the commercial core that they surround. (Street connectivity will be addressed in the next chapter of this volume.)

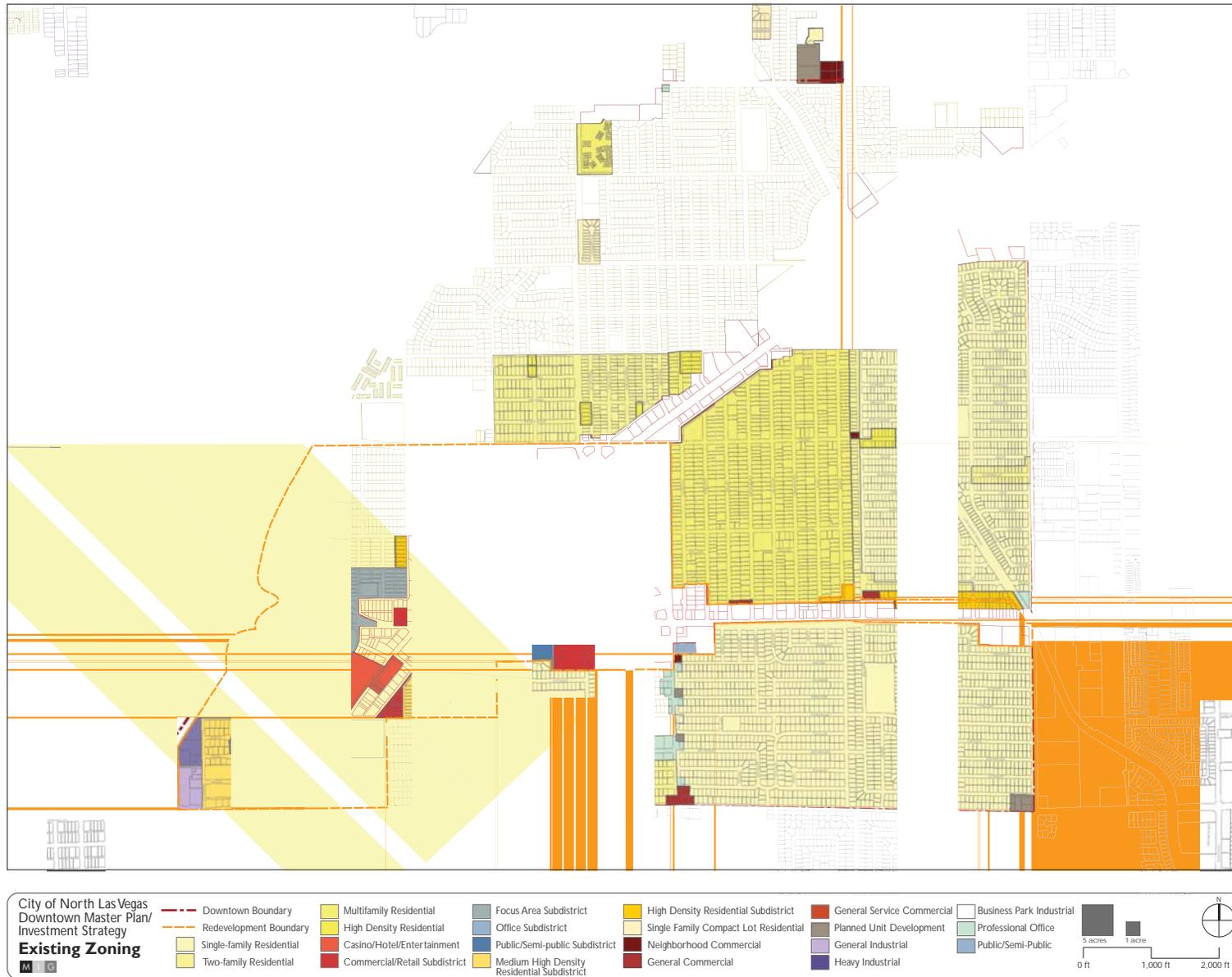
Closer to the Downtown core—but still mostly lying outside the redevelopment area boundary—are areas which are designated neighborhood commercial, professional office, and general commercial. Neighborhood commercial

zones are intended for services whose proximity benefits residents, such as cafes, grocery stores, and hair salons, while reducing the potentially detrimental effects these businesses and the traffic they generate would have on a single family residential area. The largest neighborhood commercial zone sits northeast of the redevelopment boundary. Three small areas zoned as professional office sit on either side of Civic Center Drive, east of North Las Vegas Boulevard. A professional office zone protects the offices within it from other commercial uses, and usually lies adjacent or within the residential-zoned areas that it serves.

A general commercial zone contains all manner of business enterprises, and can generate a higher level of noise and auto traffic than would be desired in or close to a residential neighborhood. A large swath of land with this zoning designation surrounds North Las Vegas Boulevard, northeast of the redevelopment boundary and continuing beyond the Downtown boundary. While this zone is relatively narrow along the boulevard just as it exits the redevelopment boundary, the general commercial area grows significantly wider as it gets further away from the Downtown core.

Within the redevelopment boundary, an area zoned casino/hotel/entertainment surrounds both the Silver

FIGURE 6.0 EXISTING ZONING



Nugget and Jerry's Nugget casinos. Given the continuing focus on North Las Vegas as a regional destination, a zone allowing these types of uses is appropriately located and allows for growth in the casino and hotel industries.

The existing casino/hotel/entertainment zone serves as an anchor for the redevelopment area, which has been largely divided into subdistricts. These subdistricts share names and functions with zoning designations seen elsewhere in North Las Vegas, including commercial/retail, public/semi-public, and residential. Specifically, a commercial/retail subdistrict almost entirely surrounds the casino/hotel/entertainment zone on all sides. Adjacent to and due south of Lake Mead Boulevard is an office subdistrict, and a large public/semi-public subdistrict which runs along Civic Center Drive north of Lake Mead. (A public/semi-public zone is one that potentially serves all of the public, and includes parks.)

The subdistricts have been specifically set up within the redevelopment area in order to re-orient the area towards envisioned future uses. They also allow for special incentives that go above and beyond the associated zoning designations; in some cases, this is literal, such as allowing greater height limits than would be customary. In the North Las Vegas redevelopment area, however, these subdistricts have no special considerations or allowances

attached to them. For example, the height limits allowed in the medium high density residential subdistrict are identical to those in the residential zones in suburban areas. If a Downtown with a mixed-use, higher density character is to be achieved, the City must make the most of the subdistricts in order to encourage development along the desired lines.

## DESIRED LAND USES AND ZONING RECOMMENDATIONS

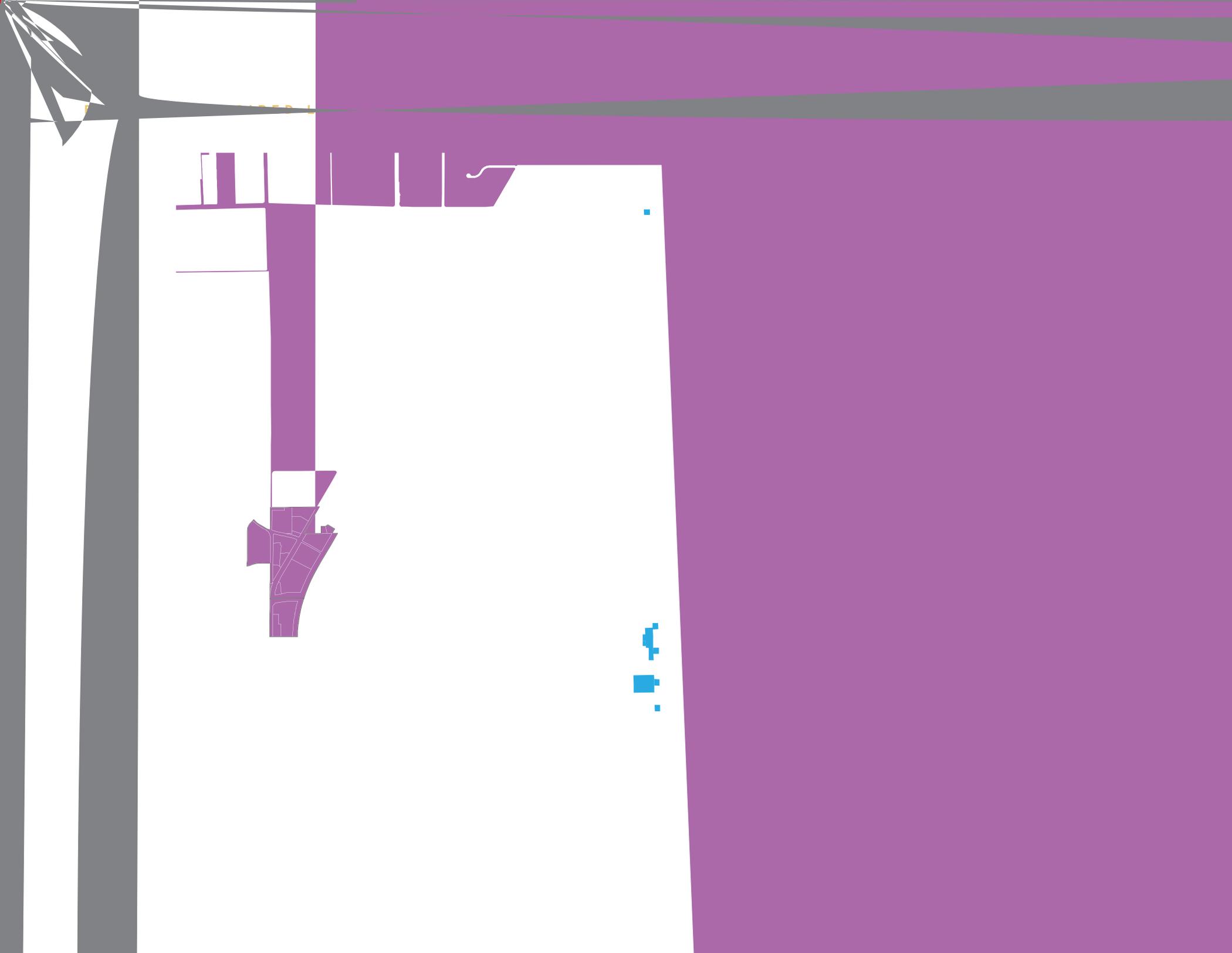
The vision for Downtown North Las Vegas is a regional center that serves residents and visitors of the Downtown, the larger City, and the region. A greater level of density and intensity is envisioned for the area with a pedestrian-friendly street network and a vibrant mix of uses. These uses will include retail, office, residential, civic, institutional, entertainment, and light industrial. To accommodate the shape and mix of uses in the Downtown, several zoning district changes are being explored. The desired land uses resulting from any change to zoning in the Downtown are reflected on the Desired Land Use Map (see Figure 6.1). The following text provides an overview of existing and potential zoning districts for the Downtown. Changes to zoning and land use will involve an iterative evolution over the next decade. Some changes can happen immediately while others should happen once the market and development typologies begin to change.

### MIXED USE DEVELOPMENT (MX-2; MX-3)

The existing mixed-use development district (MUD) is intended to:

1. Allow the mixing of residential and non-residential uses on the same site and/or within the same building to create economic and social vitality within new and existing neighborhoods;
2. Decrease automobile dependency by encouraging alternative forms of transportation, such as walking, bicycling, and transit;
3. Create vibrant, safe, pedestrian-friendly neighborhoods with a focus on convenience, inter-connectivity, and accessibility for the benefit of residents, workers, and visitors;
4. Promote excellence and innovation in architecture, urban design and site planning; and
5. Enhance quality of life in the city by increasing choices available in terms of housing, transportation, and access to recreation, shopping, and employment.

The mixed-use development district (MUD) is further divided into three distinct sub-districts: neighborhood center mixed-use (MX-1), community center mixed-use (MX-2), and regional center mixed-use (MX-3). Community center mixed use (MX-2) and regional center mixed use (MX-3) are recommended, with minimal changes outlined in the next section, within Downtown North Las Vegas.



- Community Center Mixed Use (MX-2). Community centers shall provide a mix of complementary retail, commercial, and/or office uses serving a larger market area as well as a variety of medium and higher density residential development. Commercial centers shall be developed on sites ranging from ten to forty acres in size and provide a highly concentrated mix of low-rise to high-rise (up to ten stories or 120 feet) residential, commercial, office, and recreational uses. Where applicable, the commercial component should include restaurants, general retail, and other uses that promote both daytime and nighttime activity. Community centers must be accessible from major transportation corridors or transit routes.
- Regional Center Mixed-Use (MX-3). Regional centers shall be planned and built as major retail centers of the city and/or regional destinations featuring large-scale development that can only be supported by large populations. Regional centers are ideal locations for major retail development, hotels, restaurants, conference centers, arts/cultural centers, sports facilities, and other entertainment venues. Where applicable, regional centers shall provide direct access to mass transit, and parking shall be provided in parking structures.

At the time of this writing, a draft rewrite of Title 17 includes new Mixed Use District designations. They include Mixed Use Neighborhood (MUD-N), Mixed Use Commercial (MUD-C) and Mixed Use Employment (MUD-E). If these designations are adopted, MUD-N should

replace recommendations for MX-2 above and a combination of MUD-C and MUD-E designations should replace recommendations for MX-3.

#### **PUBLIC/SEMI-PUBLIC (P/SP)**

The purpose of the Public/Semi-Public district is to provide an area for public and semi-public uses. Principally permitted uses include public open space, public parks; public and semi-public buildings and uses; and golf courses open to the public. Special uses include essential public services or utility installation; public art; retail/service uses, not to exceed 15 percent of gross floor area and without primary exterior advertising signage; and public schools. While it is not identified specifically, a transit station should also be allowed in the public/semi-public zoning designation. This is the intent of the designation as applied at the Lake Mead island along North Fifth Street.

#### **HIGH-DENSITY RESIDENTIAL (R-4)**

The purpose of the R-4 high density residential district is to provide for very high density (approximately fifty dwelling units per acre) housing in multiple-family structures and directly related complementary uses. The R-4 district is designed to allow highly economical

group care facilities and halfway houses for recovering alcohol and drug abusers.

**TWO-FAMILY RESIDENTIAL (R-2)**

The purpose of the R-2 two-family residential district is to provide for medium-density (approximately ten dwelling units per acre) housing in multiple-family structures and directly related complementary uses. The R-2 district is designed to allow economical use of land while creating an attractive, functional and safe residential environment. Principally permitted uses include electrical power transmission poles and lines; two-family dwelling unit; three-family dwelling; four-family dwelling; public parks; and townhouse cluster, not to exceed four units or 120 feet in length. Special uses include child care facilities; churches; convalescent home; golf courses; public and quasi-public uses or buildings; public utility buildings, structures and equipment; schools; single-family dwelling units; and transitional housing. Conditional uses include group care facilities and halfway houses for recovering alcohol and drug abusers.

**SINGLE-FAMILY RESIDENTIAL (R-1)**

The purpose of the R-1 single-family residential district is to provide for the development of single-family detached dwellings and directly related complementary uses at a moderately low density. The district is intended to

be strictly residential in character with a minimum of disturbances due to traffic or overcrowding. Principally permitted uses include electrical power transmission poles and lines; single-family dwelling; and public parks. Conditional uses include cemeteries; child care facility: group home; child care facility: child care center in conjunction with a church, public, quasi-public uses or buildings; churches; golf courses; public, quasi-public uses or buildings; public utility buildings, structures and equipment; and schools.

**OVERLAY DISTRICTS**

Two overlay districts are recommended within the Downtown area. Overlay districts are appropriate because they add stipulation or allowances to the base zone district designation. In this case, the base zones are community center mixed use (MX-2) and regional center mixed use (MX-3), and public/semi-public (P/SP). The two overlay districts that are recommended for the Downtown include a Gateway Overlay and a Casino/Hotel/Entertainment Overlay.

- Gateway Overlay District. The Gateway Overlay designation is meant to maintain the intent of the Renewal Area Focus Area (RA/FA) zoning designation. The purpose of the existing RA/FA subdistrict is to create an identifiable area of office and retail uses that are compatible with

the entrances to the Downtown central business district and to the city. No used or reconditioned merchandise may be sold or stocked with the exception of businesses that are properly licensed as an antique dealer. This stipulation should be included in a new Gateway Overlay District.

The Gateway Overlay designation should require commercial uses on the ground floor, but permit all uses otherwise allowed in the MX-2, MX-3, and P/SP zones. In the Gateway Overlay, properties zoned P/SP should be allowed to have retail/service uses not to exceed twenty-five percent of gross floor area. New stipulations should be created to ensure that new development within Gateway Overlay districts have a built form that is appropriate for the entrances to the Downtown and City of North Las Vegas. There should be no height limit and a minimum height of three stories (or 40 feet) within Gateway Overlay areas when the base zone is MX-2 or MX-3. In all other cases, height standards should reflect those of the base zone.

New development within Gateway Overlay districts should also have an additional setback requirement of 10 feet (in addition to that required by the base zone) for hardscape and landscape features appropriate to a gateway. Primary entrances should be oriented to the highest order street adjacent to the development parcel/s (see proposed street hierarchy in Chapter Seven). Finally, development within the Gateway Overlay district should undergo design review.

- Casino/Hotel/Entertainment (CHE) Overlay. The intent of the CHE Overlay designation is to

preserve the intent of the existing Redevelopment Area Casino/Hotel/Entertainment zoning designation. The purpose of the existing CHE zone subdistrict is to provide for casino and related industries in the redevelopment area district, provided they are compatible with the stated purpose of the redevelopment area district. Principally permitted uses include restaurants, excluding convenience food restaurants. When provided in conjunction with a hotel/casino, bowling alleys, skating rinks (ice or roller), movie theaters, and video arcades are permitted. With that said, stand alone hotels with a minimum of 100 guest rooms and internal circulation could be a principally permitted use. Attracting a mix of lodging options will contribute to the vibrancy of Downtown. Additional special uses added by the CHE Overlay could include: athletic clubs; casinos, when developed as part of a hotel; and tavern, bar, lounge or any other use or establishment which includes the “on sale” of alcoholic beverages.

## ZONE DISTRICT REGULATION RECOMMENDATIONS

The previous section recommended the redesignation of existing zone districts within the Downtown focus area. These reassignments should be accompanied with several alterations to the regulations associated with each zoning designation, especially as they relate to design and built form. This section highlights several key issues that should be addressed during the rezoning process.

### OVERALL

The primary change to the overall zone district regulations within the Downtown focus area is related to setback requirements. Within the Downtown focus area, setbacks should be determined by the desired street character rather than the zone district designation. Therefore, setback regulations for development within the Downtown focus area are addressed in the Streetscape Standards section of this chapter.

Title 16 of the City’s Municipal Code currently establishes a maximum block length of 600 feet between intersections except where topographical or other conditions require longer blocks. Within the Downtown, new blocks should not exceed 300 feet in length and width. Wherever blocks are longer or wider than 300 feet, pedestrian pathways and crosswalks of not less than ten feet in width should be required where deemed essential for circulation and access. This recommendation includes establishing reasonable criteria – traffic volume, pedestrian volume, speed – for when mid-block crossings should be considered. If criteria is not met, then alternatives to mid-block crossings should be identified.

Cul-de-sacs should be prohibited on arterial and collector streets. Cul-de-sacs on neighborhood streets should require a pedestrian/bicycle pathway connection

where the roadway would otherwise extend. This will allow for optimal pedestrian and bicycle circulation and connectivity while still permitting traffic calming and the discouragement of cut-through traffic in areas with a concentration of housing.

### REGIONAL CENTER MIXED USE (MX-3)

The first issue that must be addressed to allow the MX-3 zoning designation to be applied within Downtown is related to the scale of development. The existing code states that regional center mixed use development shall be planned and built as major retail centers of the city and/or regional destinations featuring large-scale development that can only be supported by large populations. While the regional center mixed use district within Downtown should accommodate such development, permitting smaller developments will help support smaller, local businesses and bolster the eclectic mix of uses envisioned by the community for the Downtown focus area. The entire district should be considered a mixed-use development rather than limiting such thinking to a single project or parcel. The continuation of pedestrian circulation between projects is more critical than regulation of on-site circulation.

Title 5 of the Municipal Code contains restrictions for liquor licenses relating to number and proximity. Within

the regional center mixed use district, there should be no proximity restriction for on-sale liquor licenses. Also, the current code limits the total number of either new general on-sale licenses or new general on-off-sale licenses to ten during any calendar year. An additional annual allotment of five new on-sale licenses should be created for the Downtown regional center mixed use district.

Additional changes should also be considered. These include permitting single use developments; limiting the amount of parking permitted between the primary building/s and the adjacent street/s (consider 10 percent of total parking spaces); reducing the common open space requirement by at least 50 percent; prohibiting drive-throughs and non-enclosed vehicle sales; and increasing the permitted dwelling units per acre from 50 to 70 units per acre.

#### **COMMUNITY CENTER MIXED USE (MX-2)**

Community center mixed use development should also be considered an entire district rather than an isolated project when applied within the Downtown focus area. Again, coordination and complementarity between developments is the most critical design consideration.

Changes to the existing regulations within the MX-2 zoning designation should include increasing the permitted dwelling units per acre from 25 to 50 units

per acre outright and from 50 to 70 units per acre when located within one-quarter mile of a rapid transit station. Also, the common open space requirement should be reduced by 50 percent.

#### **HIGH DENSITY RESIDENTIAL DISTRICT (R-4)**

The primary change required within the R-4 zoning designation to accommodate the community's vision for Downtown is related to lot area and dimensions. The current code requires a minimum lot area of 875 square feet per dwelling unit for both multi-family and townhouse development. This requirement could be changed for multi-family development to accommodate taller and denser projects within the Downtown. The minimum lot area could be reduced to 450 square feet per dwelling unit for multi-family residential development within Downtown. In addition, the outdoor living area requirement could be reduced from 200 square feet per dwelling unit to 50 square feet per dwelling unit when the development is located within 1/8-mile of a park or open space accessible to the public. Finally, the height limit of 65 feet could be increased by 30 feet if the floor plate of the building extending above 65 feet does not exceed 8,000 square feet.

It should be noted that in the short-term, this study recognizes that there are opportunities to densify

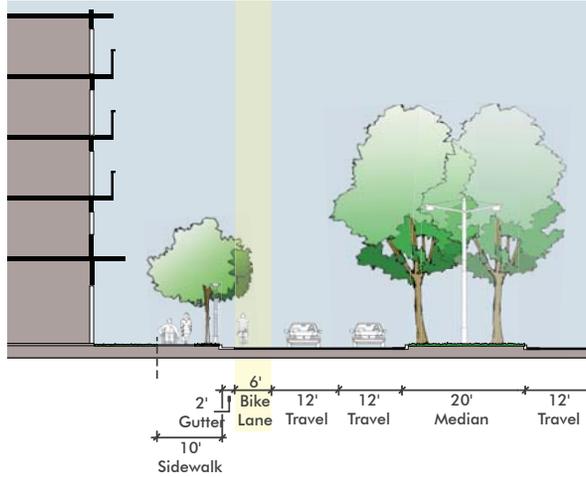
neighborhoods by creating multi-unit properties and other infill that could be implemented over the long-term. Therefore, certain areas that are currently zoned R-1 are recommended to be rezoned as R-4, High Density Residential.

### **3.0 STREETScape STANDARDS**

A major focus of the Master Plan and Investment Strategy is the improvement and treatment of streetscapes within the Downtown. This section outlines recommendations for overall standards and those for focus streets within the Downtown area.

#### **ROADWAYS, BIKEWAYS AND SIDEWALKS**

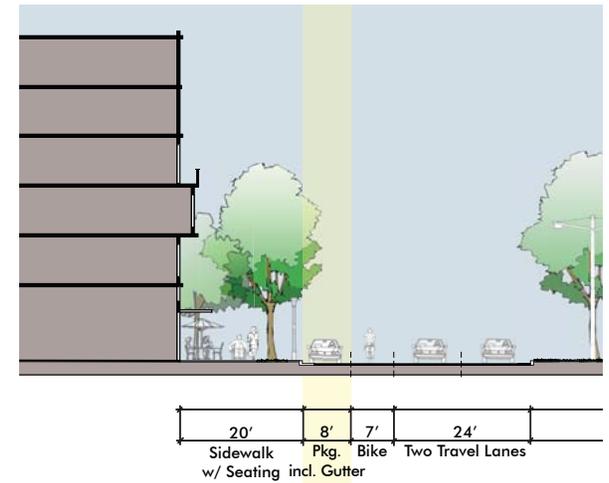
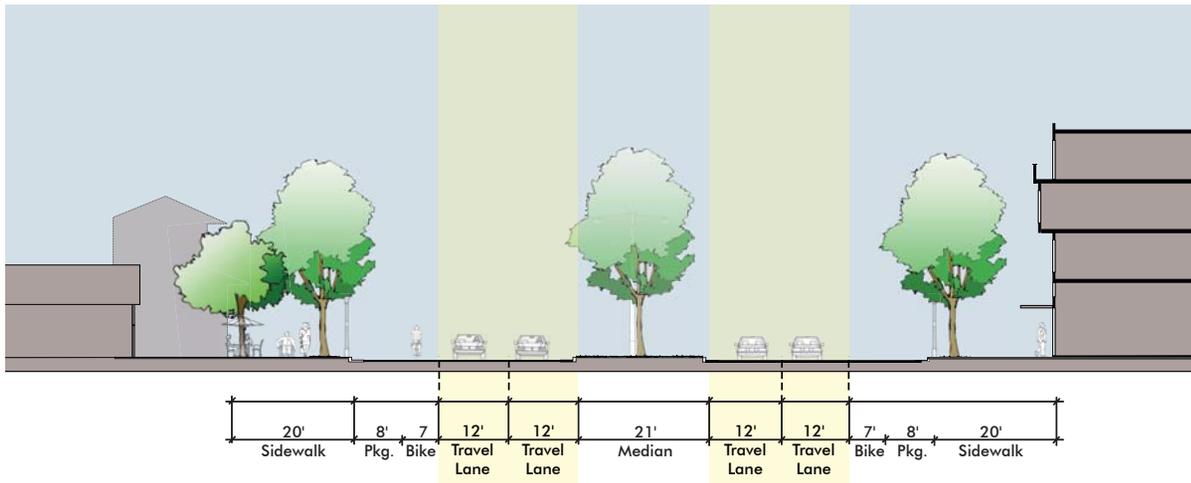
- Ensure all travel lanes are a minimum of twelve feet in width.
- Ensure bicycle lanes adjacent to parking lanes are seven feet in width and bicycle lanes adjacent to curbs are six feet in width (excluding gutter). While the standard width of foot and bicycle lanes for the City are four to five feet, the increase in width recommended here would provide a safer, more desirable experience for pedestrians and bikers.
- Short-term bicycle parking should be provided in community and mixed-use areas; long-term parking and end-of-trip facilities should be provided at major employment centers.
- Ensure parking lanes in the Downtown focus area are eight feet in width.



- Provide curb parking wherever possible within the Downtown to reduce the need for on-site parking and support commercial uses. This recommendation is only applicable to non-arterial roads.
- Prohibit delivery truck parking other than for loading and unloading via ordinance and enforcement. Explore design options to discourage parking such as markings, tree wells, plant boxes, etc. within parking spaces.
- Provide sidewalks on both sides of all streets in Downtown.
- Ensure all sidewalks are at least 8 feet wide and at least 10 feet wide along arterial and collector streets to allow for ample pedestrian circulation and street furniture.

- Require a clear, contiguous, and unobstructed path that is a minimum of five feet wide for ADA access.
- Ensure shared pedestrian/bicycle paths within Downtown are at least 12 feet wide to allow sufficient room for both modes.
- Widen sidewalks adjacent to City Hall to allow for a pedestrian-friendly plaza space.
- Widen sidewalks along McDaniel to allow for a pedestrian-friendly plaza space.
- In the Downtown district, allow outdoor seating for restaurants and cafes provided there is a minimum six feet wide sidewalk clearance for pedestrians.
- Provide pedestrian paths from sidewalks to entrances of new developments.

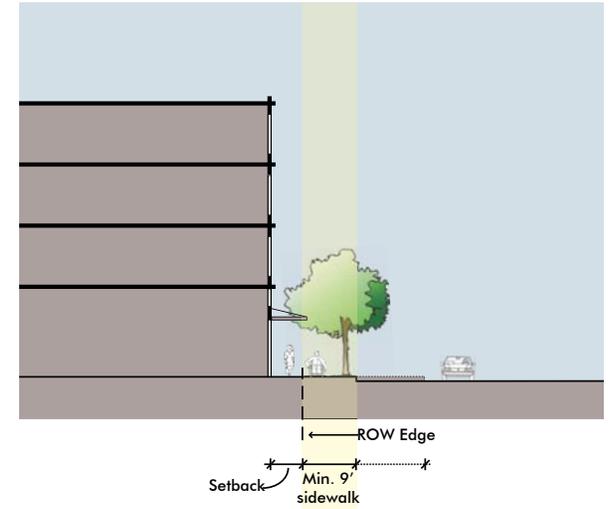
*Bicycle lanes adjacent to curbs*



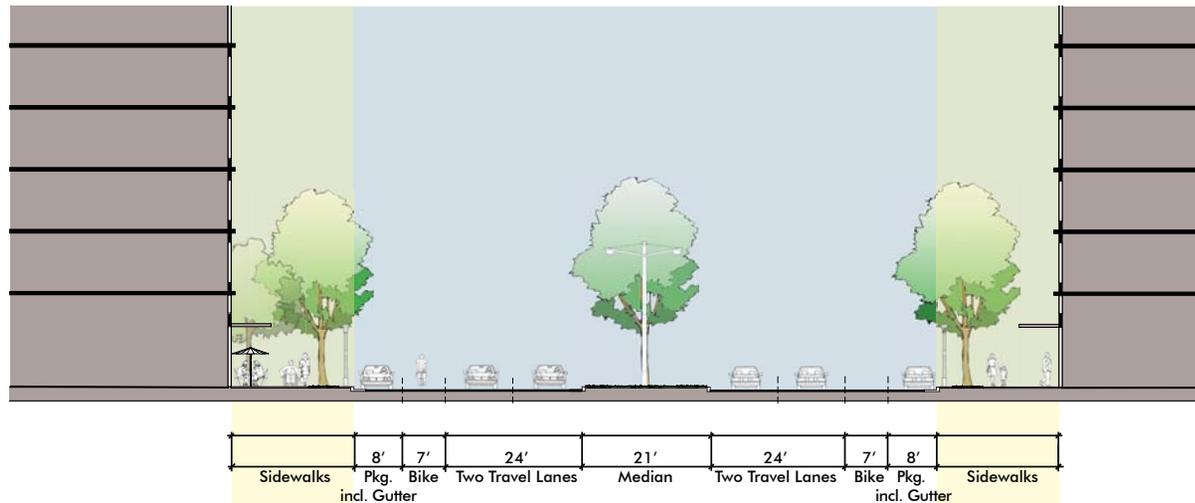
*Travel lanes*

*Parking lanes*

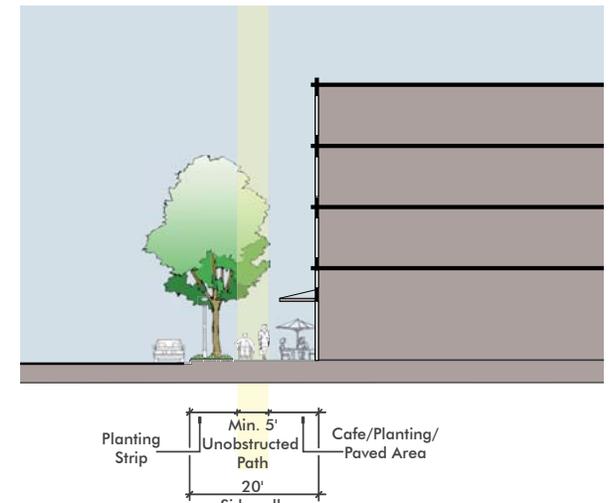
- Create similar pedestrian paths where needed in existing development.
- Setbacks should be measured from the back of the sidewalk or pedestrian right-of-way to the building. It is recommended that setbacks differentiate by lower versus heavier traffic in certain areas. Having an additional setback on lower traffic streets allows for pedestrian amenities such as sidewalk cafes, plazas, and bike and motor vehicle parking.
- Front setbacks along arterials should not exceed 15 feet. There should be no minimum setback.
- Front setbacks along collector streets should be no less than 5 feet and no greater than 10 feet.
- Front setbacks along local streets should be no less than 10 feet and no greater than 30 feet when measured from the back of the sidewalk.
- Low volatile organic compounds (VOC) landscaping and plantings along pedestrian right-of-ways and within travel lane medians are recommended and are generally depicted in the images in this chapter to show shade potential and aesthetics for specific locations.



*Minimum sidewalk width*



*Sidewalks on both sides of street*



*Unobstructed ADA access*



## FOCUS STREETS

### NORTH LAS VEGAS BOULEVARD (NORTHERN SEGMENT)

The recommendations in this section focus on North Las Vegas Boulevard between Bruce Street and Carey Avenue.

North Las Vegas Boulevard is to become the signature street of Downtown North Las Vegas. North Las Vegas Boulevard is distinguished from any other street in the City of North Las Vegas by its design as a regional connector that accommodates all modes of travel.

The typical section through this segment of North Las Vegas Boulevard should include three medians (see Figure 6.3). One median will separate traffic moving in opposite directions and the two remaining medians will separate two lanes of through traffic from the outside lane that is primarily devoted to transit and bicyclists. A fifteen-foot sidewalk area should accommodate a landscaped buffer along the curb and a sidewalk, which will create a more enhanced pedestrian experience and higher quality street aesthetic. A setback of this width would also be able to accommodate sidewalk cafes, bicycle parking, and other pedestrian amenities. New buildings should have a minimum front setback of 10 feet and a maximum front setback of 20 feet when measured from the back of the sidewalk. Travel lanes should be 12 feet in width and multi-modal transit lanes should be 18 feet wide.

In general, pedestrian crossings should be provided at all intersections and mid-block if the distance between intersections exceeds 300 feet. The mid-block recommendation should be considered on a case-by-case basis and implemented only where deemed necessary and feasible.



FIGURE 6.2 NORTH LAS VEGAS BOULEVARD (NORTHERN SEGMENT) - BEFORE

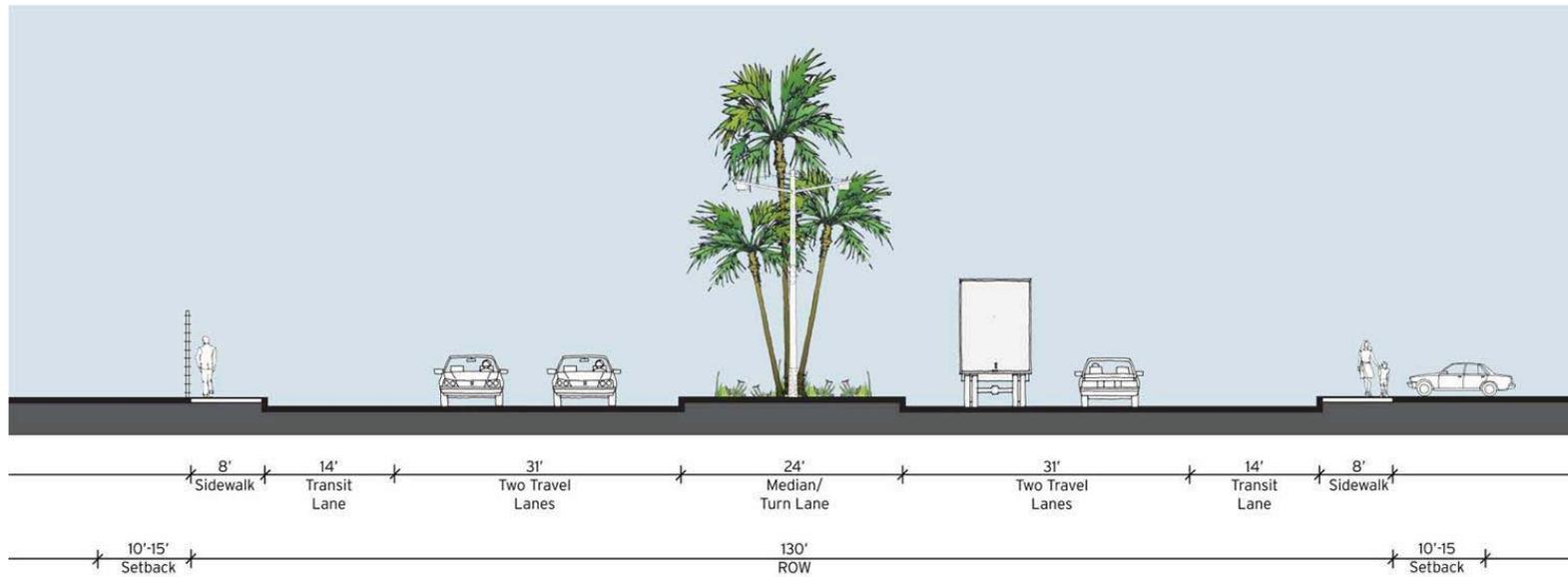
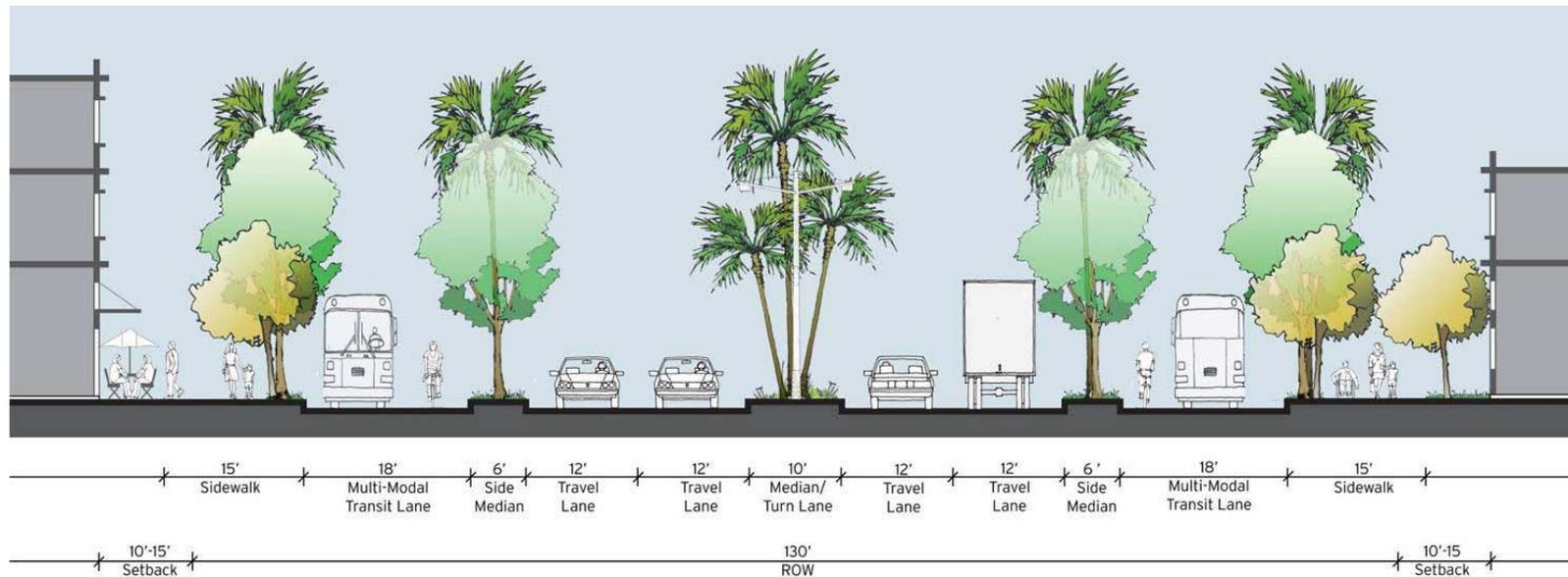


FIGURE 6.3 NORTH LAS VEGAS BOULEVARD (NORTHERN SEGMENT) - AFTER





**NORTH LAS VEGAS BOULEVARD (SOUTHERN SEGMENT)**

The recommendations in this section focus on North Las Vegas Boulevard between North Fifth Street and Bruce Street.

The southern segment of North Las Vegas Boulevard has a significantly more narrow right-of-way than the northern segment discussed above. Through this segment, an 80-foot right-of-way currently accommodates four travel lanes, one turn lane, and a sidewalk on both sides of the roadway.

In order to extend the gateway experience that will be created by the roundabout at North Fifth Street and connect with the northern segment described above, streetscape improvements should be made to make this segment of roadway more aesthetically pleasing and more pedestrian-friendly.

The typical section through this segment of North Las Vegas Boulevard should include an intermittent median that accommodates a turn lane at key locations (see Figure 6.5). A fifteen-foot sidewalk area should accommodate a landscaped buffer along the curb and a sidewalk. New buildings should have a minimum front setback of 10 feet and a maximum front setback of 25 feet when measured from the sidewalk. The setback would allow for pedestrian amenities such as sidewalk cafes, bicycle and vehicle parking. Travel lanes should be 12 feet in width with an additional 3 foot shoulder adjacent to the curb. The travel lane would be able to accommodate additional bike and vehicle traffic. A mid-block crossing location should be explored between Tonopah and Lake Mead Boulevard.



FIGURE 6.4 NORTH LAS VEGAS BOULEVARD (SOUTHERN SEGMENT) - BEFORE

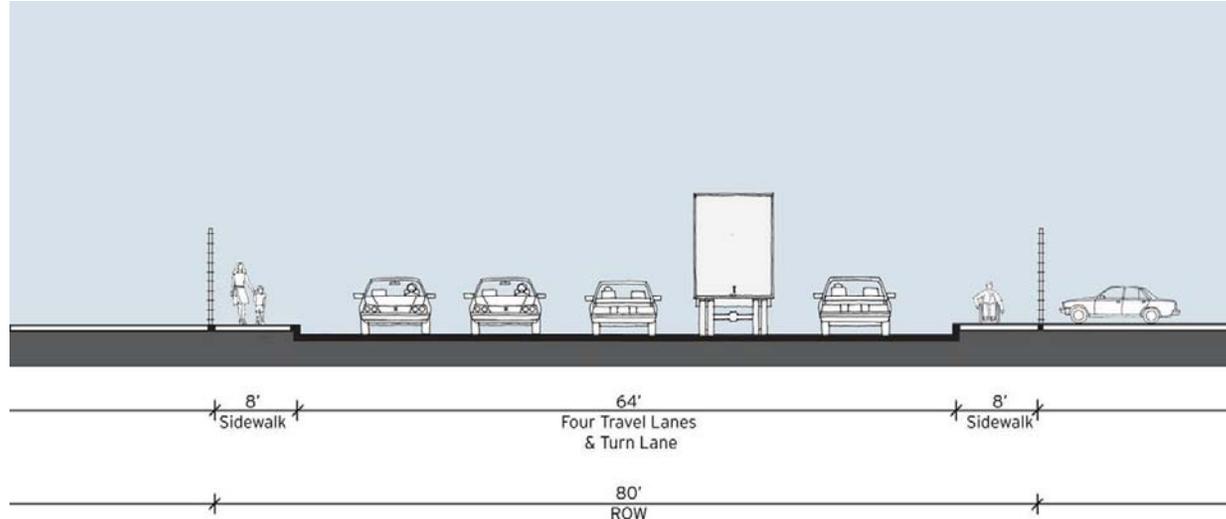
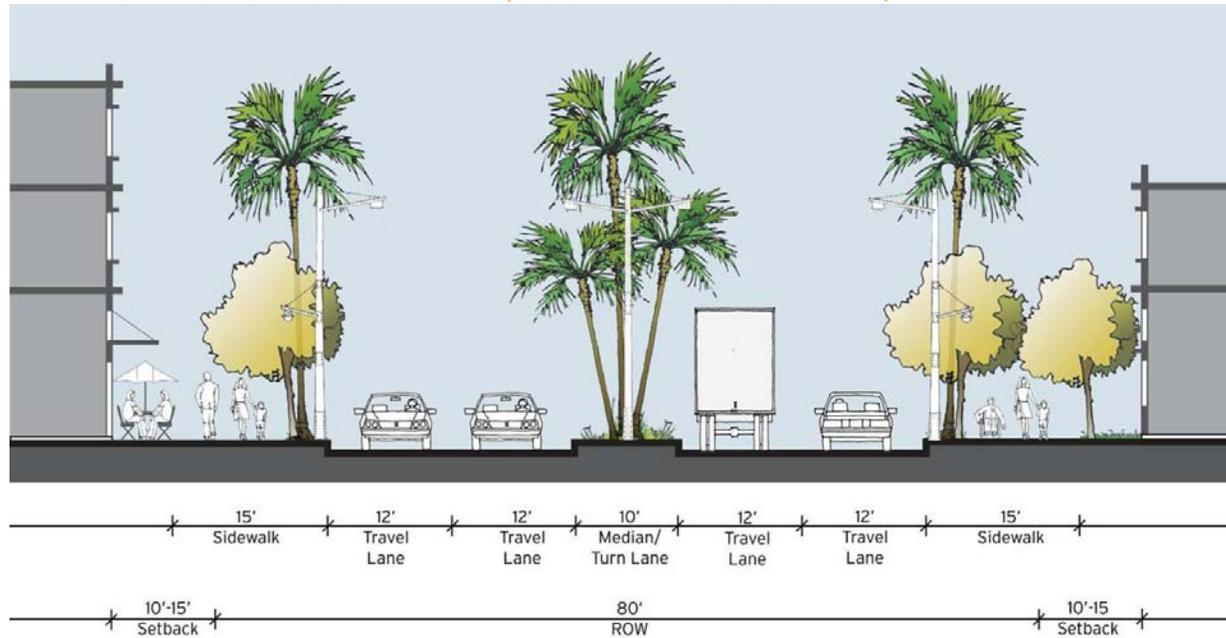


FIGURE 6.5 NORTH LAS VEGAS BOULEVARD (SOUTHERN SEGMENT) - AFTER





**MCDANIEL STREET**

The recommendations in this section focus on McDaniel Street between Lake Mead Boulevard and Civic Center Drive.

McDaniel Street is envisioned as the most pedestrian-friendly street within the Downtown with slow vehicle speeds, little through traffic, on-street parking, and a pedestrian scale of development. The existing right-of-way is approximately 60 feet in width and accommodates unstriped on-street parking, one travel lane in both directions, and a sidewalk on both sides of the street. The existing right-of-way can be used more efficiently to accommodate pedestrian amenities (see Figure 6.7).

The typical section of McDaniel Street should include 12-foot travel lanes, 8-foot on-street parking lanes that also accommodate bulb-outs for trees and curb ramps at crossings, and an 8 to 10-foot sidewalk. Front setbacks should not exceed 10 feet and there should be no minimum setback because this is a focus street. Pedestrian crossings should be provided at all intersections and mid-block if the distance between intersections exceeds 300 feet.



FIGURE 6.6 MCDANIEL STREET - BEFORE

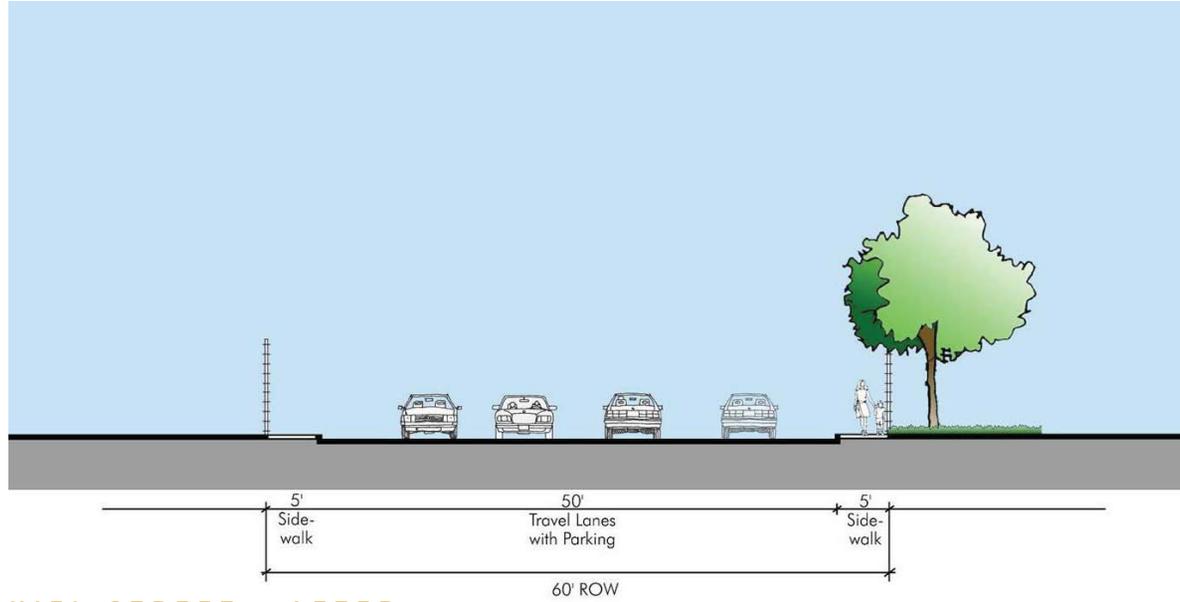
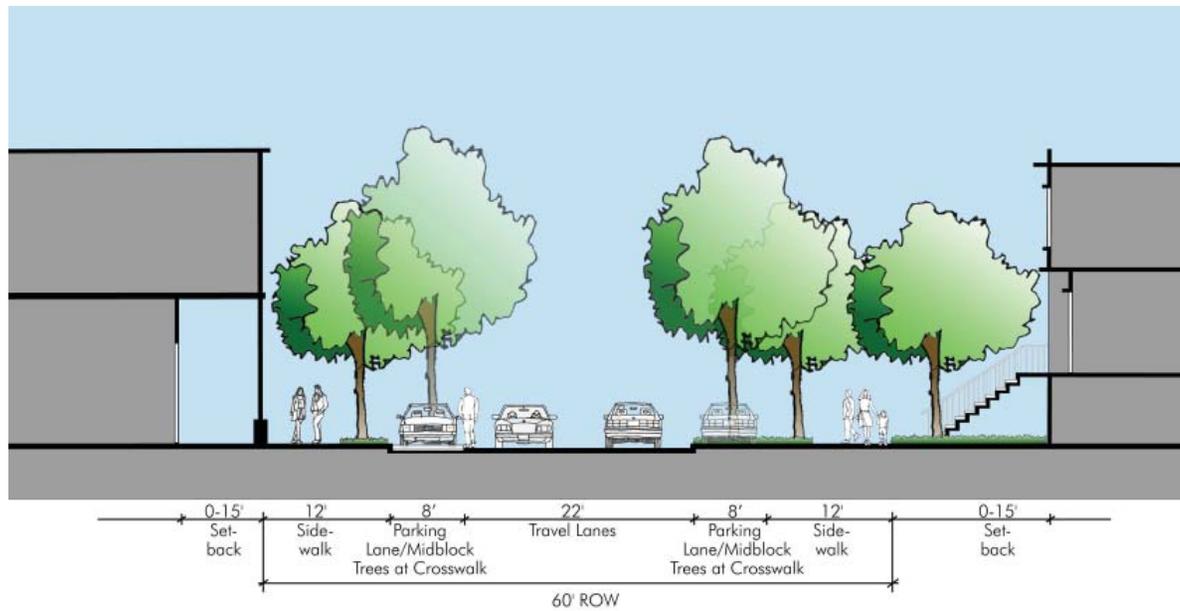


FIGURE 6.7 MCDANIEL STREET - AFTER





### LAKE MEAD BOULEVARD

The recommendations in this section focus on Lake Mead Boulevard between North Las Vegas Boulevard and Civic Center Drive. This segment of Lake Mead Boulevard will continue to carry a large amount of traffic through North Las Vegas and the larger region. Therefore, improvements are targeted at the pedestrian realm and pedestrian crossings to improve the experience for those walking along the corridor while not impeding the movement of traffic (see Figure 6.9).

The typical section through this segment of Lake Mead Boulevard is approximately 100 feet wide. The roadway should continue to have three travel lanes in both directions and a center turn lane that accommodates a median where feasible. As redevelopment occurs, sidewalks that are currently situated immediately next to the curb should be expanded from five feet to 15 feet in width to accommodate a wider pedestrian path and a landscaped buffer between the sidewalk and the street. New buildings should have a minimum front setback of 5 feet and a maximum front setback of 15 feet when measured from the back of the sidewalk. At key intersections, a plaza-like space should be created by requiring setbacks of 20-25 feet. The additional sidewalk width should be accommodated by the required setback. Travel lanes should be 12 feet in width. A mid-block crossing should be explored between Bruce Street and McDaniel Street. A mid-block crossing should only be implemented where deemed necessary and feasible.



FIGURE 6.8 LAKE MEAD BOULEVARD - BEFORE

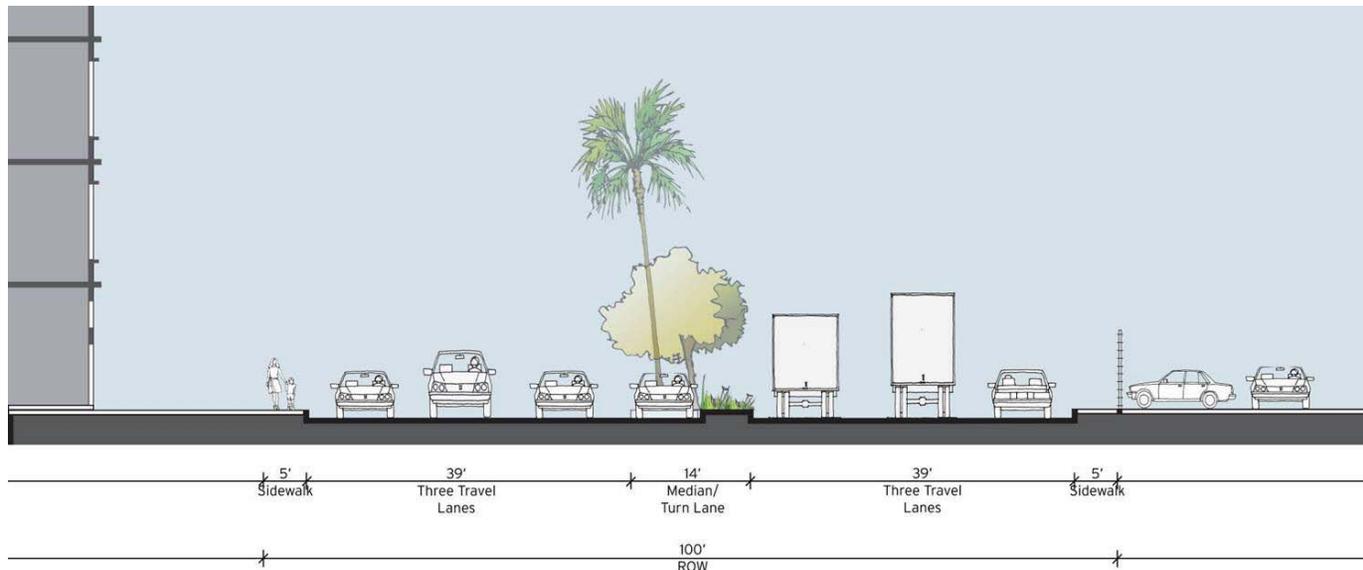
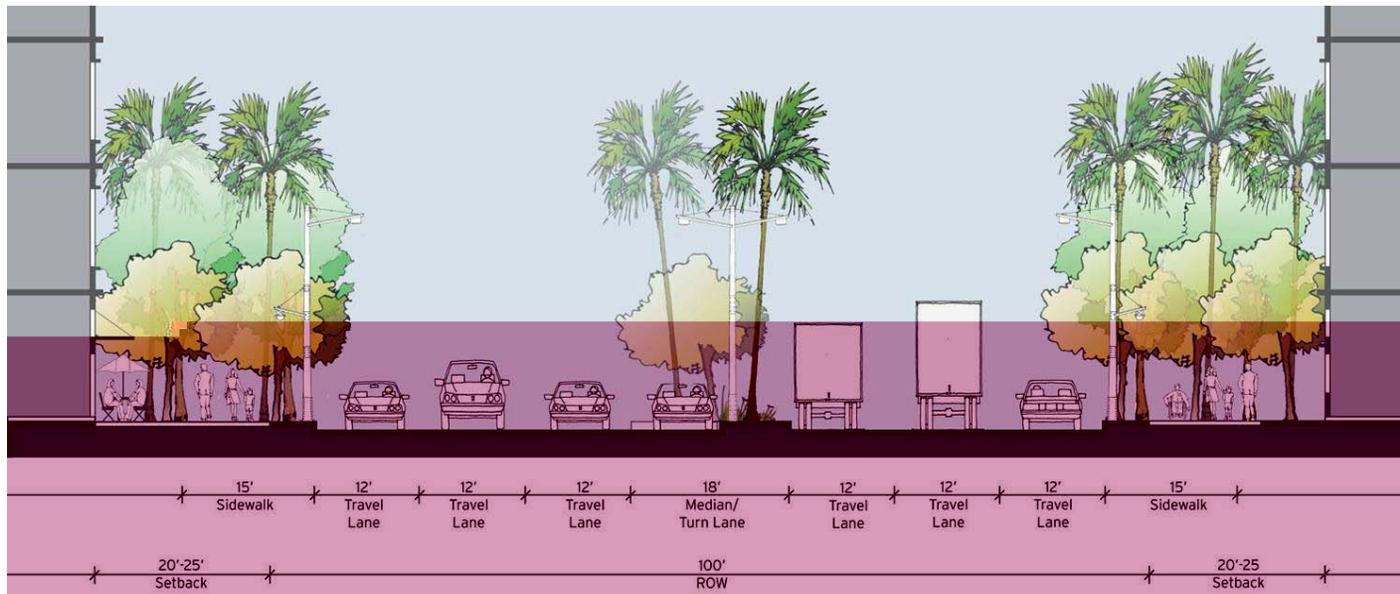


FIGURE 6.9 LAKE MEAD BOULEVARD - AFTER





### NORTH FIFTH STREET

The recommendations in this section focus on North Fifth Street between North Las Vegas Boulevard and Carey Avenue.

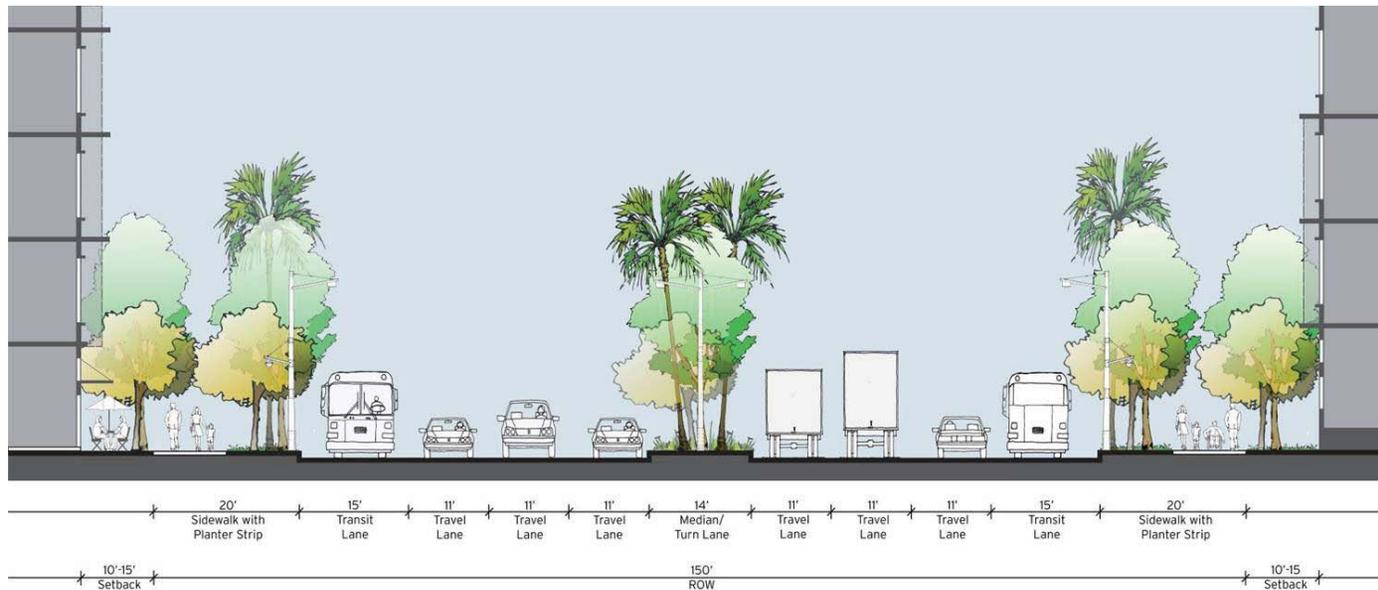
Plans for this segment of North Fifth Street were approved before the commencement of the Downtown Master Plan effort. Therefore, the only standards suggested here target appropriate setbacks. New buildings along North Fifth Street should have a minimum front setback of 10 feet and a maximum front setback of 20 feet (see Figure 6.11).



FIGURE 6.10 NORTH FIFTH STREET - BEFORE



FIGURE 6.11 - NORTH FIFTH STREET - AFTER



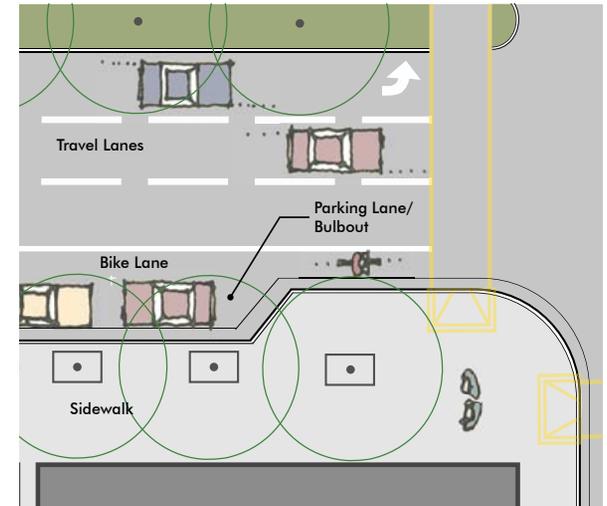
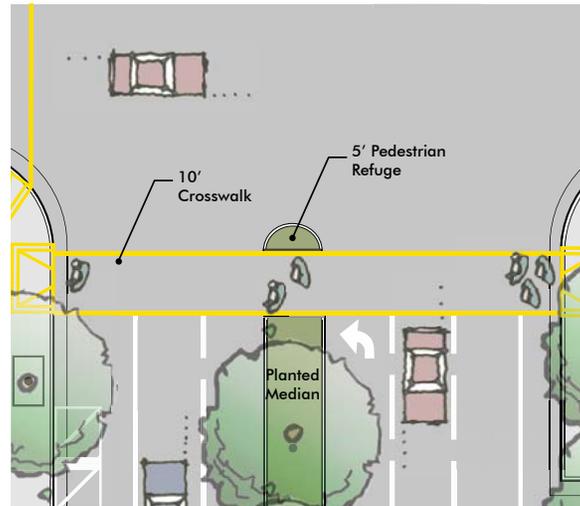
## CROSSWALKS AND BULBOUTS

- Design the crosswalks at Hamilton and North Las Vegas Boulevard to be wider than other crossings; ideally design to be at least 12 feet in width.
- Provide refuge for pedestrians in the medians at key intersections and mid-block crossings.
- Where possible, provide bulb-outs at intersections to minimize crossing distance and increase pedestrian visibility.
- Explore using a smooth, slip-resistant path of travel in the center of the crosswalk for sensitivity to certain ADA conditions. Explore paving the remaining areas of the crosswalk with colored and textured materials, for visibility and visual interest.
- Provide lit crosswalks with lights and/or reflectors set in the pavement and lighted overhead signage where appropriate. All mid-block crossings should incorporate fully lit crosswalks.

## LIGHTING AND STREET FURNITURE

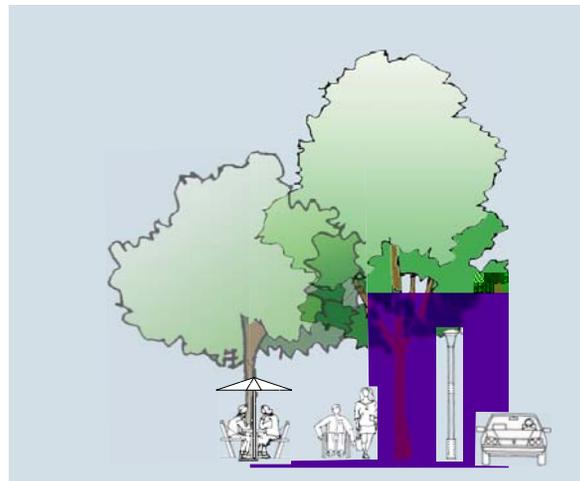
- Require automobile traffic-oriented lighting to be higher, further-spaced and centrally located within medians.
- Ensure the spacing and type of street lights meet the illumination standards of the City and follow best practices for Dark Sky principles to provide light when needed, where needed, and no more in order to preserve the properties of a natural, night time sky.
- Standard roadway lights, often called cobra heads, are used on highways and other major traffic thoroughfares. On more important or intimate streets, North Las Vegas should opt for more ornamental street poles and lighting fixtures.

- Provide street lighting at two different levels: 1) pedestrian-oriented lighting that illuminates the sidewalk and part of the adjoining street (that usually includes the parking and bicycle lane); and 2) automobile traffic-oriented lighting that is centrally placed at a higher height.
- Provide low maintenance street furniture elements that include seating, garbage cans, newspaper stands, etc.
- Locate seating on sidewalks adjacent to major destinations, transit stops, etc. and provide shade through trees, structures, awnings, etc.
- Ensure newsracks do not impede through pedestrian pathways and routes on sidewalks.



## SIGNAGE

- Provide signage and other features on buildings that are pedestrian-oriented and scaled so as to better communicate with people on the street and to enhance building character.
- Allow signage that can be wall mounted or suspended from awnings above the sidewalk.
- Allow signage to protrude up to five feet deep in the public right of way of the Downtown focus area.
- Provide signage that is consistent with the architectural style and design elements of the building.



*Signage in Downtown Core district*

## 4.0 DOWNTOWN DESIGN GUIDELINE RECOMMENDATIONS

### BUILDING ORIENTATION

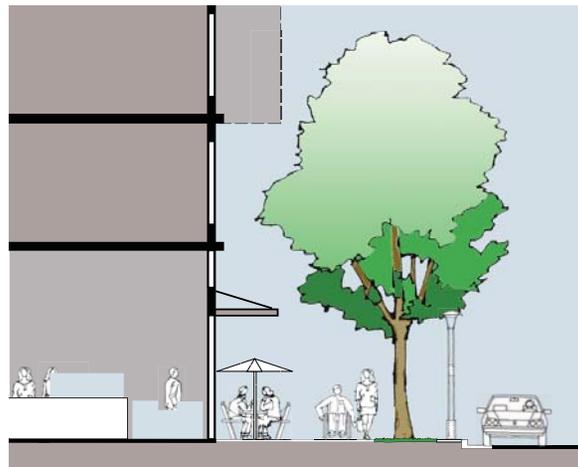
The design guideline recommendations presented in this section provide further direction for achieving the urban design concepts discussed in earlier chapters. Design guidelines should be used as another tool, in addition to land use and zoning regulations, to promote the high quality development of a walkable, transit-friendly Downtown. Design guidelines provide an effective method for guiding the physical environment and character of the streets, buildings and open spaces within the Downtown. Guidelines are intended not to be prescriptive, but to provide sufficient flexibility for creativity and variety in new developments and public space designs. Design guidelines typically get implemented by establishing a Design Review Committee for a Downtown area. The role of the Design Review Committee is to make design recommendations to city staff and council.

Site design and planning guideline recommendations have been organized into the following categories:

1. Building Orientation
2. Building Character and Façade Articulation
3. Parking and Service Access

Recommended guidelines for building orientation include:

- Ensure orientation of primary building facades and entries for all uses, both commercial and residential, along streets and other public edges.
- Buildings shall, to the extent feasible, be oriented to minimize exposure to the east, southeast, southwest and west sun.
- In Downtown buildings, encourage pedestrian-friendly retail, civic and commercial spaces on the ground/first floor.

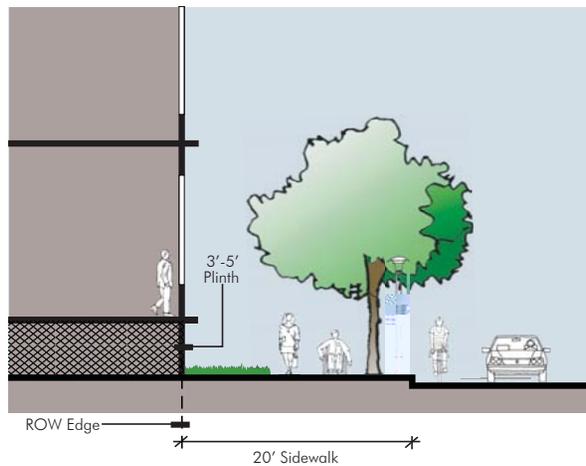


*Ground floor retail*

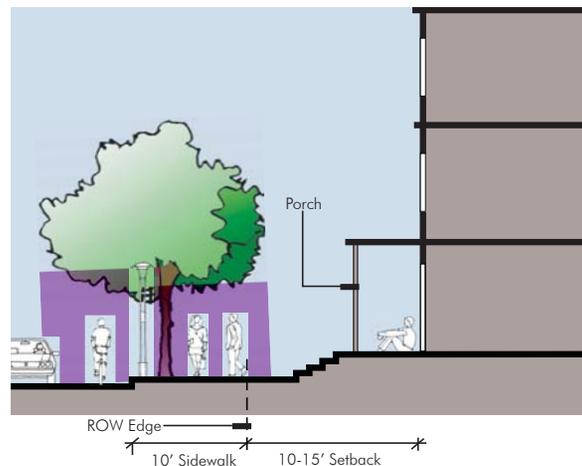
- In case of uses such as residential and private office occupying the first floor of buildings in mixed use districts, provide privacy by elevating the first floor so as to be at least three feet above grade and allowing windowsills to be two to three feet above floor level.
- In non-mixed use districts, locate quasi-private elements such as stoops, balconies, porches, stairs, etc, within the setback to further encourage privacy while enhancing the private open space realm and the adjoining public sidewalk.
- Locate quasi-public residential spaces within buildings, such as living rooms along the building edge that front the streets, to maximize opportunities for “eyes on the street.”
- Explore new developments, especially residential and mixed-use residential developments that are configured around open-to-sky courtyards, that are appropriate to the climate of North Las Vegas.
- Provide common usable open spaces such as tot lots, greens and community gathering spaces within multi-family residential development.



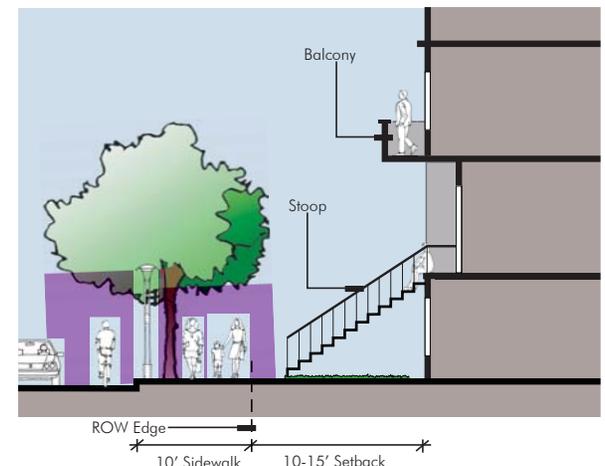
*Common usable open spaces*



*Elevated first floor of residential buildings*



*Quasi-private elements within setback*



*Quasi-private elements within setback*



*Pedestrian-friendly building form and color*

## BUILDING CHARACTER AND FACADE ARTICULATION

Recommended guidelines for building orientation include:

- Prioritize articulation of building facades facing North Las Vegas Boulevard, McDaniel Street, and other key pedestrian-friendly streets. Prohibit blank walls along street-fronting facades on any street.
- Utilize building elements such as cornices, lintels, sills, balconies, awnings, porches, stoops, etc. to enhance building facades.
- Encourage vertical and horizontal articulation to mitigate long unbroken building elements.

- Discourage buildings from being beholden to past architectural styles.
- Encourage the use of materials, forms and colors on buildings that provide visual interest to the pedestrian and contribute to the street edge.
- Employ ecologically conscious design solutions - in terms of styles, specific elements and materials - in the design of the architecture of buildings.
- Provide details and materials that are meaningful at a pedestrian scale, especially on first and second floor facades.
- Provide awnings, balconies, bay windows and other such projections over public sidewalks in the Downtown focus area. Ensure an eight-foot height clearance for awnings from the finished sidewalk elevation.

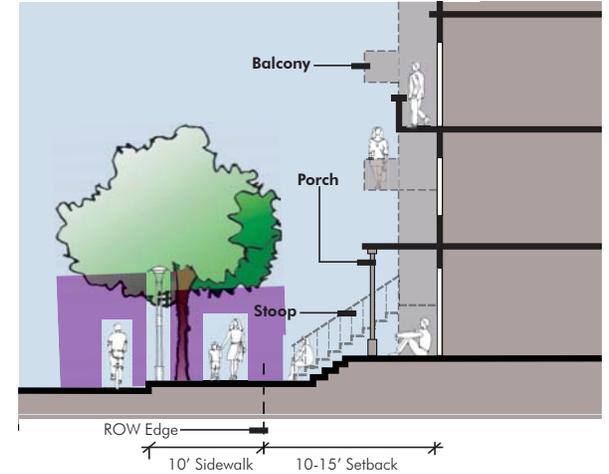


*Residences with active and well articulated facades - features include stairs, porches, fencing, and landscaping*

- Provide building elements such as porches, stoops, awnings, etc. within the setback to enhance the relationship between the built environment and the street.
- Encourage a rhythm of doors and windows along the primary pedestrian facades to create an interesting pedestrian experience.
- Frame fenestrations with protruding vertical and horizontal elements such as lintels, sills, etc. to al-

low for the interaction of shadow and light. These building elements will also provide required protection from the elements (primarily glare and sun).

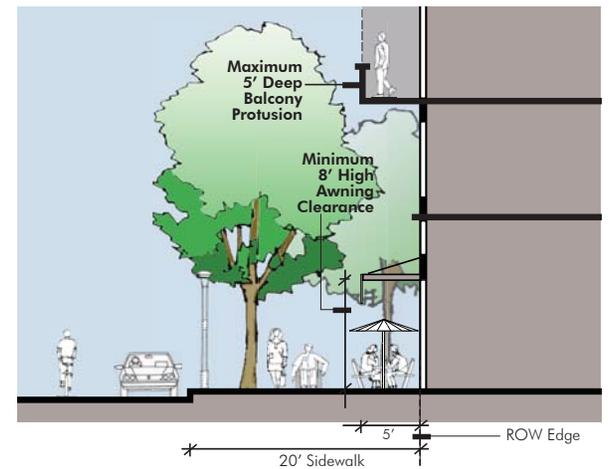
- Encourage bold framing with deep recession or large protrusion. Deep recessions need to be well lit or highly visible to discourage crime.
- Require all ground floor retail and first floor office uses to have non-reflective glass windows fronting on North Las Vegas Boulevard, McDaniel Street, and other key pedestrian-friendly streets.



*Building Elements in non-commercial areas of Downtown Core*

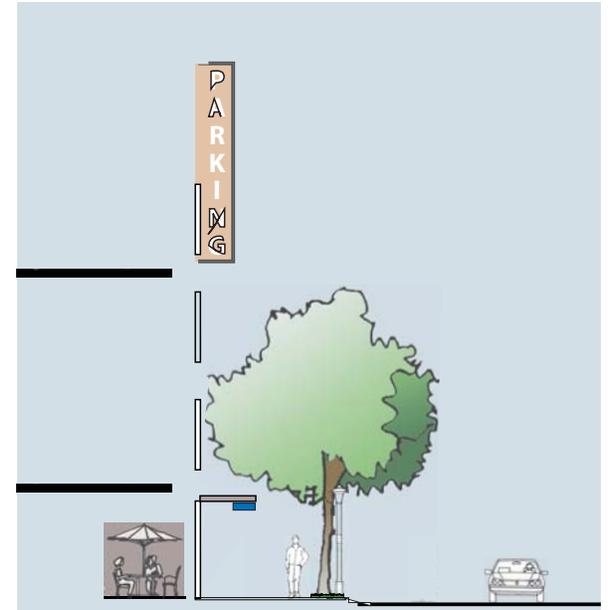
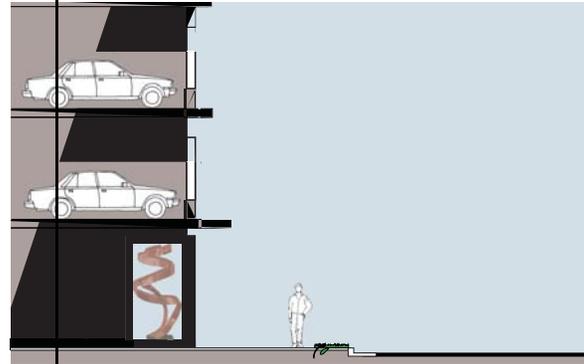


*Building architecture with sufficient detail and variety of materials*



*Building Elements in Downtown*





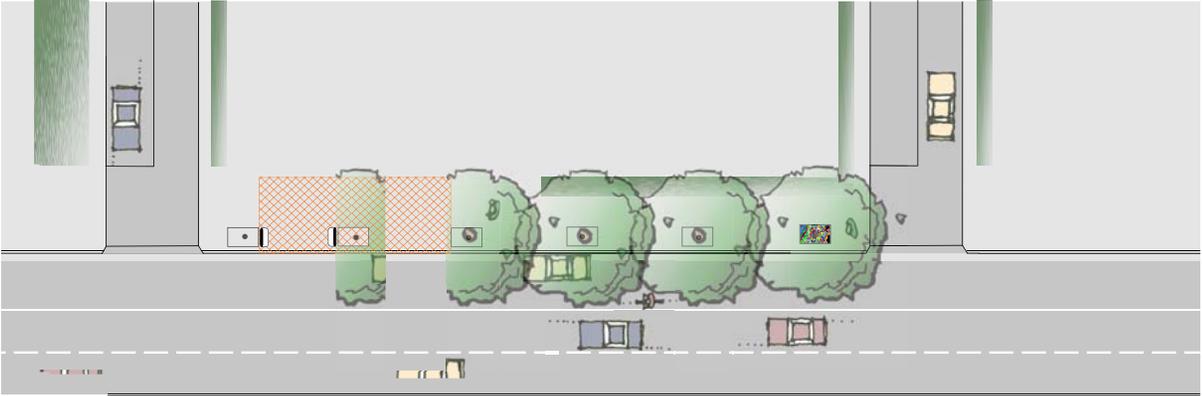


*Screening of outdoor trash containers*

- All outdoor trash and garbage containers should be located away from the public view. Screen with landscape elements or walls that match the design of the primary structure.
- Locate loading and unloading areas of commercial buildings, especially grocery stores, to minimize the noise impacts to adjoining properties.
- Where properties front on two arterials, encourage service areas along the side, not along the street frontage, of the property.
- Design buildings and service area access to minimize ingress and egress conflicts with pedestrians.
- Encourage service access to make use of alleys where they exist. Create new internal streets/alleys where needed.



*Service access of grocery stores*





CHAPTER SEVEN

# Circulation and Parking

IN THIS SECTION

INTRODUCTION

PEDESTRIANS

BICYCLES

TRANSIT

MOTOR VEHICLES

PARKING

## 1.0 INTRODUCTION

**TRANSPORTATION AND LAND USE ARE INTEGRAL TO ONE ANOTHER**, especially in a downtown. The goal for Downtown North Las Vegas is to have a truly “multi-modal” transportation network that serves all destinations, transportation modes, and users. All travel mode users are seen in Downtown North Las Vegas today including vehicle, pedestrian, bicycle and transit travel modes. Unfortunately, walking and biking in Downtown can feel uncomfortable for some users and lead to unsafe situations for others. A key element of the Downtown Master Plan and Investment Strategy is to create a safe and inviting experience for all users in Downtown. This includes safe transportation alignments, crossings, and end-of-trip facilities.

When contemplating substantial land use changes in an area, a long-term plan becomes necessary. Extensive “traffic engineering investigations” are not made during a long-term master plan development. These investigations are better left to individual engineering studies and/or citywide transportation planning efforts. However, within the context of the master planning process, general travel infrastructure needs are assessed, such that during plan implementation a blueprint for transportation infrastructure is known. This gives the community something to work towards as development scenarios are realized.

Historically, the “mode of operation” to vehicular travel has been to build “bigger and better” facilities. This philosophy has resulted in more lane-miles in expanding existing roadways and the addition of new roadway corridors, as well as a primary focus on transportation system management (i.e. smaller projects to tweak the system). These have all been performed under the guise of moving more cars. Increasingly, though, a trend has emerged of diverting from this and focusing on moving people, improving the quality of the travel environment, and shortening travel distances in an effort to extend available resources and get away from the “bigger is better” philosophy. This trend will be especially important in a community’s more urban areas, and is an overriding philosophy of transportation recommendations for the North Las Vegas Downtown Master Plan and Investment Strategy.

### MOVING PEOPLE AND NOT CARS

The North Las Vegas community has been very proactive in providing for motor vehicles and transit. The implementation of the North Fifth Street regional super-arterial project is a testament to this desire. The planned roadway facility prioritizes the travel needs of drivers and transit users. Pedestrians and bicyclists will be provided a 10-foot separated pathway on both sides of the roadway. Still, pedestrian and bicycle crossings will be limited to intersections with major arterials and a new Judson Street pedestrian overcrossing. Future planning efforts and implementation strategies should recognize all travel modes, vehicular and pedestrian, and incorporate their needs accordingly.

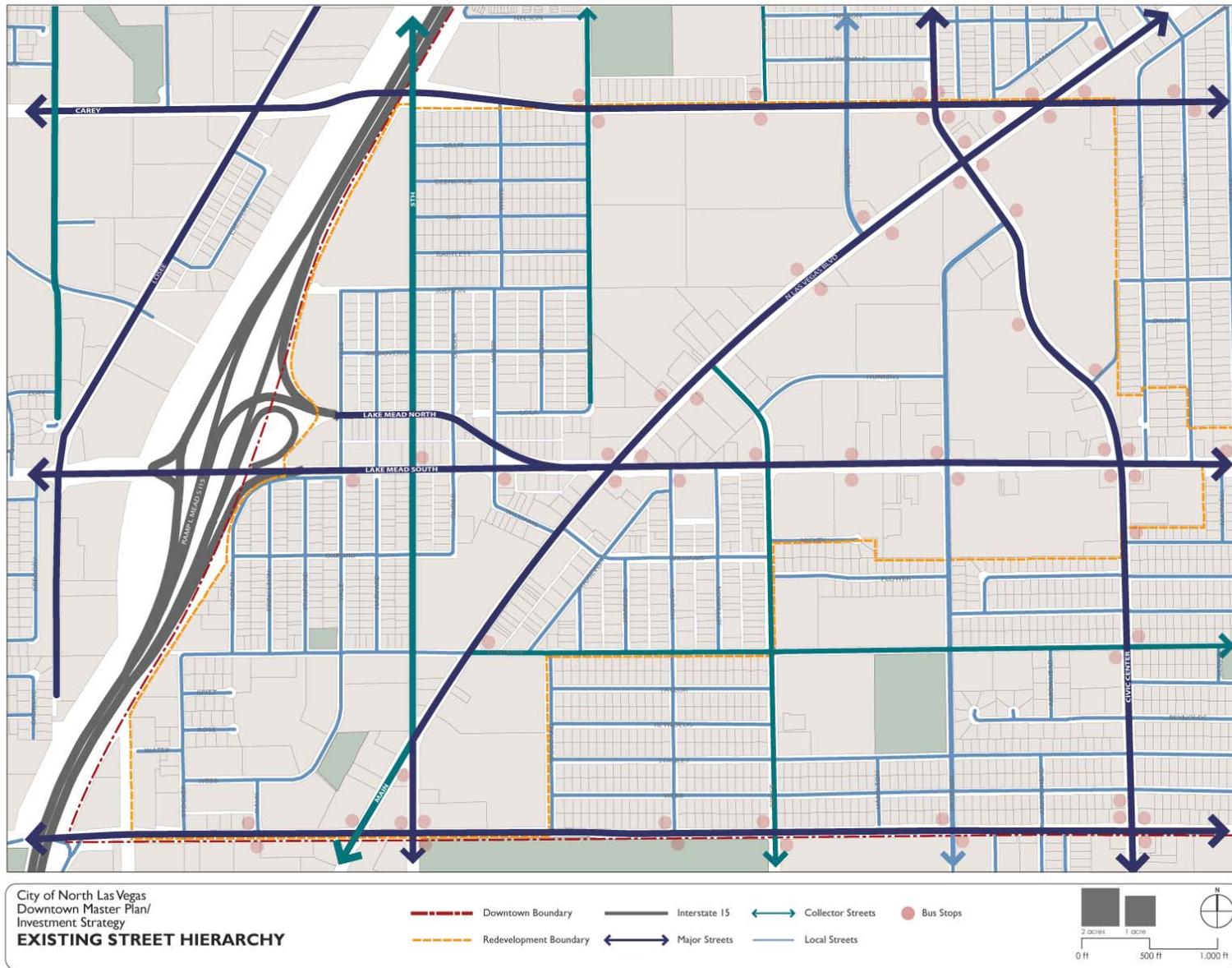
### IMPROVE QUALITY OF TRAVEL

Improving the quality of travel in a Downtown is in direct opposition to the “bigger and better” theory of focusing on quantity. It relies on changing the roadside environment in an effort to slow vehicles down, create a perception of district characteristics, increase roadside visibility, and create a sense of place. This can be accomplished by applying context sensitive design principles, implementing traffic calming policies and procedures, providing a safe and secure personal space along the roadway, and designing all future improvements with user comfort in mind.

### MOVING LESS PEOPLE IN SHORTER DISTANCES

This goal is at the heart of the connection between land use and transportation. By providing a good mixture of uses within a roadway corridor, overall trips on a transportation system can be reduced. Complementary land uses consisting of residential, commercial and retail facilities, within walking distances, can remove vehicle trips from the overall system. By creating urban, compact environments, and focusing on pedestrian orientated facilities, a tendency to get people out of their vehicles and off of the roadway network can be realized.

FIGURE 7.0 EXISTING STREET HIERARCHY



## SUMMARY OF EXISTING ISSUES AND OPPORTUNITIES

A detailed discussion of the existing issues and opportunities related to transportation in Downtown North Las Vegas is included in Chapter 2. This section provides a brief summary of the issues and opportunities discussed in detail throughout this report.

### EXISTING ISSUES

Issues with the existing transportation system in Downtown North Las Vegas include:

- **Poor connectivity.** The abundance of large parcels and large blocks results in a street network with a relatively low density. The street network is further disrupted by the introduction of streets that run at various angles to the regular east-west and north-south street grid.
- **Few pedestrian crossings.** Another artifact of the large block size in Downtown is the lack of crossing opportunities for pedestrians and bicyclists. For instance, some locations along North Las Vegas Boulevard require walking over one-quarter mile before reaching a signalized crossing. As a result, pedestrians often cross mid-block at unmarked locations.
- **Curb-tight sidewalks.** The majority of pedestrians walking in Downtown spend at least a portion of their trip along the major arterials. In general, the existing arterials provide a very unfriendly

experience for walkers with sidewalks adjacent to the street, frequent obstructions, and few amenities.

- **No bicycle facilities.** While people do ride their bikes in and around North Las Vegas, there are no dedicated or shared bicycle facilities in Downtown. The safest locations to ride include designated bike lanes and low traffic local streets.
- **Wide streets.** Typical street rights-of-way in Downtown North Las Vegas range from 60 to 130 feet with the majority of streets exceeding 80 feet in width. The majority of this right-of-way is devoted to vehicle travel lanes, leaving inadequate room for pedestrians and cyclists. Curb-to-curb distances also make pedestrian crossings difficult.
- **Lake Mead Couplet.** The couplet created by Lake Mead North and Lake Mead South between North Las Vegas Boulevard and Interstate 15 creates an area that is relatively inhospitable to pedestrians, bicyclists, and many businesses. The sweeping curve on Lake Mead North creates many irregularly shaped parcels and contributes to high travel speeds.
- **High motor vehicle speeds.** Traffic volume alone does not create an unfriendly pedestrian environment. High speeds make those volumes unsafe.

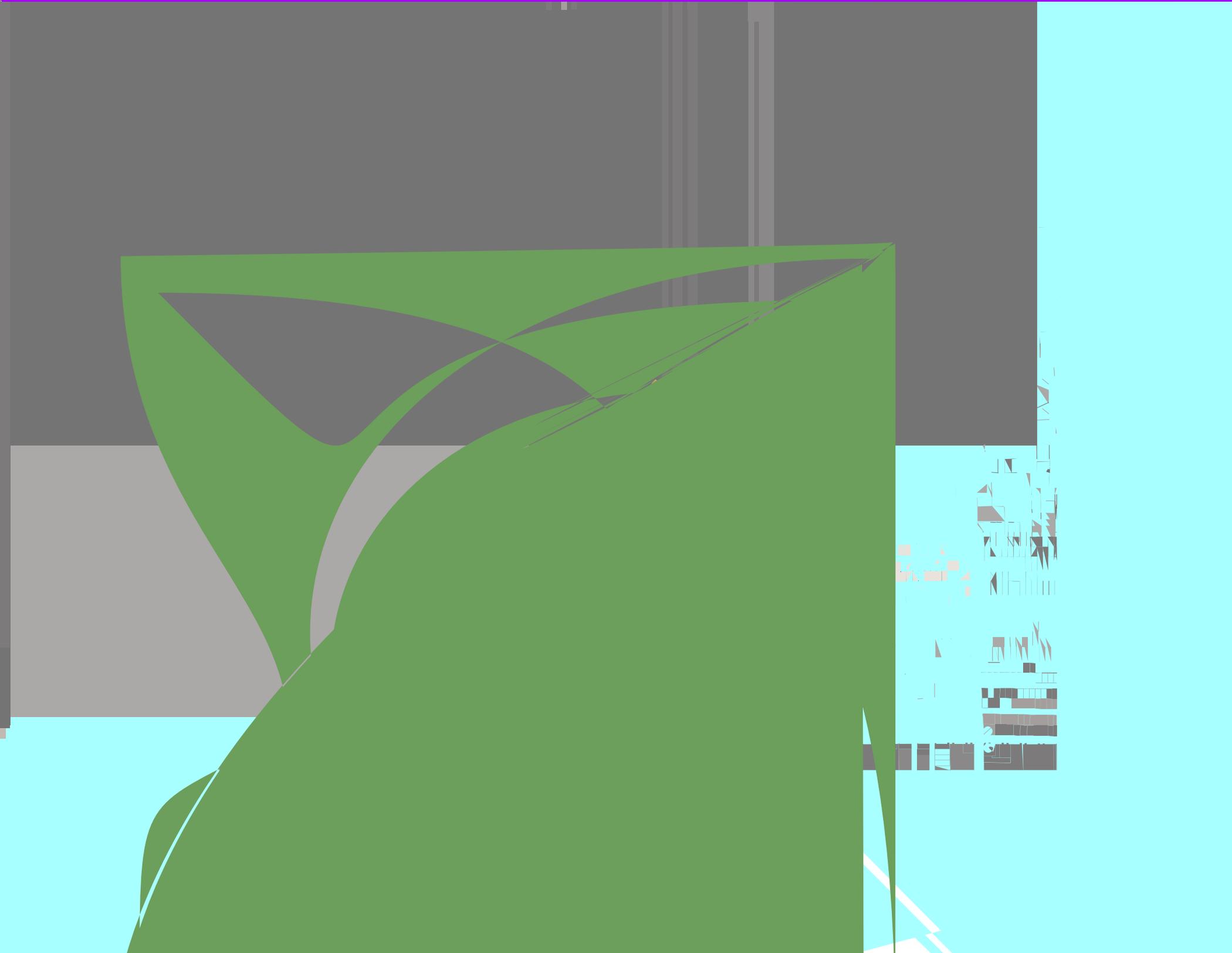
### OPPORTUNITIES

Downtown North Las Vegas also has several opportunities related to transportation. These include:

- **North Fifth Street.** The impending North Fifth Street corridor will bring additional rapid transit

service to Downtown North Las Vegas with connections to the north reaches of the City and south to the rest of the region. A transit station is proposed at North Fifth Street and Lake Mead Boulevard. Upon completion, North Fifth Street will provide motorists with an alternative route.

- **Large redevelopment opportunities.** The large size of single and aggregate parcels that are ready for redevelopment create tremendous opportunities to increase connectivity for all modes of travel within Downtown.
- **Excess right-of-way.** The wide streets highlighted among the existing issues can provide the needed right-of-way to accommodate new bicycle facilities, wider sidewalks, and landscaped buffers between the sidewalk and through travel lanes.
- **Connect new and existing destinations.** The large amount of change expected in Downtown over the next 2 to 20 years creates opportunities to take an integrated approach to transportation and land use, locating regional destinations along regional connectors and smaller, locally serving destinations along smaller streets.
- **Bus Turnouts.** Proposed bus turnouts provide room for buses to make stops without impeding the flow of traffic. Bus turnouts also provide a right turn only lane for motor vehicles. Bus shelters will be relocated to appropriate locations along new sidewalk alignments. Bus turnouts will also decrease sidewalk widths from eight feet to five feet, reduce landscaping and curb radius. Decreasing the curb radius slows turning speeds and reduces conflicts between vehicles and pedestrians.



## 2.0 PEDESTRIANS

As Downtown North Las Vegas becomes an increasingly popular destination, transportation and circulation issues become more and more critical to the area's livelihood. Ideally, residents of Downtown neighborhoods will enjoy walking to nearby offices and restaurants, bicyclists will safely navigate Downtown streets, commuters will take advantage of numerous alternative transit and parking opportunities, and drivers will travel smoothly into Downtown.

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As mentioned above, the current pedestrian environment is generally uncomfortable and often unsafe. The recommendations in this section are targeted at overcoming these challenges. Please note that specific recommendations for the dimensions and alignment of facilities is included in Chapter 6.

### OVERALL PEDESTRIAN RECOMMENDATIONS

- Ensure that all streets within Downtown have sidewalks that meet the standard and design guideline recommendations in Chapter 6.
- New development projects, projects undergoing first-time construction, and rehabilitation of existing properties, or redevelopment, should provide pedestrian amenities along their sidewalk frontages.

- Mid-block pedestrian crosswalks should be considered where blocks are too long (longer than 300 feet) to reasonably expect pedestrians to use corner crosswalks. The City should establish reasonable criteria for when mid-block crossings should be considered such as street width, traffic speed and sight lines to allow for safe pedestrian crossing.
- Pedestrian crosswalks, end-of-block and mid-block, should be signalized whenever feasible and crossings with cycles exceeding two minutes should have pedestrian activation buttons. Recommendations should be based on safety and fiscal impacts.
- Laws regarding pedestrian rights-of-way and illegal crossing should be actively enforced.

### CROSSINGS

The high volumes and speeds of motor vehicle traffic in Downtown North Las Vegas make crossing the street particularly challenging. The situation is exacerbated by the large/long blocks and the irregular street grid. While all crossings in Downtown are important, the map on the following page (Figure 7.2) highlights the highest priority crossings that should be addressed through various improvements. The crossings were prioritized by their location along major arterials, high collector streets, and connection to key destinations. The highest priority intersections should include:

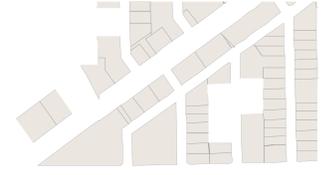
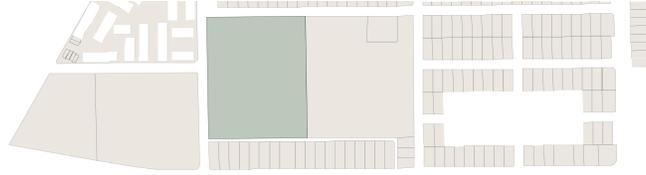
- Hamilton Street and North Las Vegas Boulevard;

- McDaniel Street and Lake Mead Boulevard;
- Mid-block crossing along North Las Vegas Boulevard between Bruce and McDaniel;
- North Las Vegas Boulevard and Lake Mead Boulevard; and
- The intersections of North Fifth Street with North Las Vegas Boulevard, Lake Mead Boulevard, and Judson. The pedestrian overcrossing at Judson will provide critical access to the elementary school and other uses west of North Fifth Street.

As McDaniel Street redevelops, it will become very important to improve crossings of McDaniel and the major arterials in and south of the Downtown core. Design improvements for crossings should be considered when funding is available. The recommended improvements include: curb ramps, overhead signage, crosswalk reflectors, bulbouts, pedestrian island, pedestrian activity signs, various crosswalk lighting, and unique paving.

### OFF-STREET PATHWAYS

While several new streets and sidewalks are envisioned for Downtown, improving connectivity will also require creating new pedestrian connections. Pedestrian pathways and multi-use trails will be important in reconnecting streets that are currently separated by large parcels and blocks. It will also be important to provide pedestrian connections at the end of cul-de-sacs and other streets that do not extend through to adjacent streets. These



should be designed to take into consideration emergency response capabilities. Pathway designs should be analyzed for compliance with emergency response.

Key off-street pathways should include:

- A wide pedestrian concourse along the north edge of McDaniel Street along the south edge of the Walgreen's property;
- Judson pathway along the Judson Street alignment between Carroll Street and the new City Hall;
- Hamilton pedestrian connection along the Hamilton Street alignment between North Las Vegas Boulevard and Hunkins Street; and
- Reynolds pedestrian connections extending west from the new roundabout at the intersection of North Las Vegas Boulevard and North Fifth Street.

### 3.0 BICYCLES

Downtown North Las Vegas currently has few bicycle facilities, yet many people are riding their bikes to and through the Downtown core. The map on the following page (Figure 7.3) delineates several new bicycle improvements to the Downtown that will begin to create the framework for a user-friendly bicycle network.

#### SHARED BICYCLE ROUTES

Develop a system of bicycle routes through Downtown along various types of streets connecting to existing bicycle routes in the City. The Downtown bicycle system includes the following routes and bikeway facilities:

**Bicycle Path (Class I):** Most bicycle paths in the North Las Vegas area are multi-use trails and are an off-street facility. Class I bicycle paths recommended in Downtown North Las Vegas include:

- Judson pathway - between Carroll Street and Hamilton Street
- Hamilton pathway - between North Las Vegas Boulevard and Hunkins Street
- North Las Vegas Boulevard pathway - between Owens and Carey
- Reynolds pathway - between the roundabout and Yale
- Concourse between new City Hall and the Justice Center

**Bike Lane (Class II):** Bike lanes can be reassuring to bicyclists who are intimidated by traffic. They provide a continuous visual reminder to motorists to expect bicycles along a street. Bike lanes also help to assign a portion of the available roadway width to bicyclists and thereby reduce conflicts. However, low volume streets with slow speeds tend not to need striped bike lanes even if the width is available because there is ample opportunity for a car to easily and safely pass a bicyclist. Class II bike lanes in Downtown should include:

- Bruce Street from Owens Street to North Las Vegas Boulevard and Donna

**Bicycle Route (Class III):** A street may be recommended as part of the bikeway network although no widening or other specific improvements other than signing have been or can be easily implemented to accommodate bicycles. Such Class III routes have an important function in

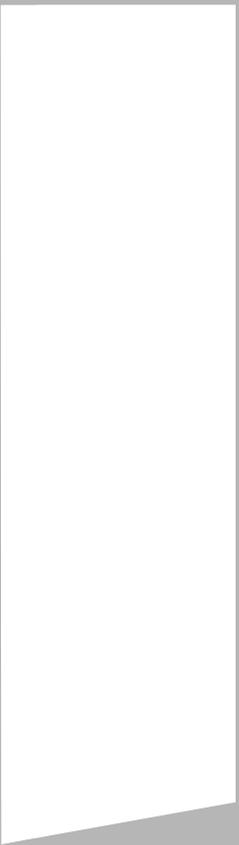
providing continuity to the bicycle route system that serves the entire City and connects with other routes. As part of the overall bikeway system, Class III routes are signed as bicycle routes and maintained as such. In Downtown, they should include:

- Carey Avenue
- Donna Street
- Judson Street
- Hunkins Street
- Tonopah Avenue

It should be noted that multi-use trails are primarily an off-street facility. In the case of bicycle lanes that share the road with vehicles, the road should be clearly marked to designate the appropriate lanes. Bike boxes are recommended at high traffic intersections.

#### END-OF TRIP FACILITIES

The City of North Las Vegas should require that new commercial development and employment sites provide on-site bicycle parking. A minimum of staple style bicycle racks should be provided and secure long-term parking (bike lockers, storage rooms, locked cages) is recommended. The City needs to include bike racks as a part of their basic street furnishings pallet throughout Downtown in order to accommodate general bicycle parking. Employers should be encouraged to provide shower and changing facilities for their employees.



## ADDITIONAL RECOMMENDATIONS FOR BICYCLES

- Provide adequate City staff dedicated to pedestrian/bicycle planning and coordination to ensure that projects are developed that meet the safety, access, and transportation needs of pedestrians, bicyclists, and other non-motorized modes.
- When roadways are being repaved, reconstructed, and/or new signals are being implemented special consideration should be taken to consider bike lane development at that time. Loop detectors can be placed in the bicycle travel lane to provide bicycle detection at traffic signals.
- The RTC has an established policy related to rehabilitation projects for the recommendation of striping of bicycle lanes on City designated routes in accordance with the Bicycle and Pedestrian Element of the Regional Transportation Plan.

### 4.0 TRANSIT

Current national and global economic forces are making the use of traditional automobiles less and less attractive. Transit ridership is at record levels nationwide and will likely continue to trend upwards. North Las Vegas can build upon existing transit systems and commute programs to encourage alternative transportation in Downtown. These efforts will make the Downtown experience more pleasant for everyone, as well as reduce congestion and improve air quality.

### RAPID TRANSIT

The City of North Las Vegas should continue to support the provision and development of rapid transit into and through Downtown North Las Vegas. Bus Rapid Transit should be the preferred mode until sufficient densities are achieved to financially justify the introduction of light rail. The North Fifth Street and North Las Vegas Boulevard corridors should include dedicated transit lanes, transit shelters, and a plan for light rail in the long term. Light rail could provide fast and convenient connectivity through North Las Vegas and the rest of the Valley.

### DOWNTOWN SHUTTLE

While the Downtown will be well served by regional rapid transit, the alignment along North Fifth Street and subsequent stops at Jerry's Nugget, North Fifth Street, and Carey Avenue will result in significant walking distances between transit and most Downtown destinations. Therefore, a shuttle service should be explored that helps circulate patrons, residents, and employees around Downtown and connect new and existing destinations.

### DOWNTOWN TRANSIT STATION

Rapid transit, shuttle, and other transit should be linked with a common transit station. The recommended location for this facility, based on the North Fifth Street Transit Supportive Concept Plan, is at Lake Mead Boulevard and North Fifth Street.

This location will provide the anchor for transit-oriented development, bolster an office node, and contribute to the gateway envisioned at this location. A program for the facility should include an information center, transit sales, lounge/waiting areas, and retail/office space.

## 5.0 MOTOR VEHICLES

The efforts of this planning process have focused on the Downtown land uses and a focus area with a relatively well-defined boundary. It is suggested that transportation issues be re-evaluated with successive planning and development efforts at appropriate times. The overall goal of this plan is to create attractive destinations, a cohesive sense of place, and easy connections between destinations and the surrounding community. If the Downtown is successful in becoming both a local and regional destination, it will be important to continue accommodating motor vehicles in and around the Downtown.

No matter what roadway alignments and sections are ultimately constructed as the Downtown builds out, it is a foregone conclusion that traffic volumes are increasing community-wide. As volumes increase on Downtown arterial streets, traffic calming features may become appropriate on local streets and some collectors. Traffic calming proposals shall be reviewed in accordance with the City's adopted Traffic Calming Policy.

Within Downtown, improvements should include reconstruction of North Las Vegas Boulevard, McDaniel Street, North Fifth Street, and select intersections and segments of Lake Mead Boulevard. Bruce Street should be extended westward to connect the neighborhood west of Donna to the rest of Downtown. Similarly, Hunkins should be extended east of McDaniel Street to provide a connection between Civic Center Drive and the heart of the Downtown. A street hierarchy is suggested on the proposed vehicular circulation map, but it is important to note that a hierarchy of streets in a Downtown should be relatively flat. Streets with extremely high volumes and speeds will serve as impassable barriers, even when pedestrians use low volume, low traffic streets. Spreading traffic volumes around a well connected street network can reduce the impact of motor vehicles on any one street and diminish the barrier effect of major roadways. With the addition of dual left turn lanes at the intersections of Las Vegas Boulevard and Civic Center Drive, Civic Center Drive and Carey Avenue, and Las Vegas Boulevard and Carey Avenue, traffic flow and capacity will be improved. Dual left turn lanes at key locations can reduce stacking and waiting at signals. Reasonable signal cycles benefit pedestrians and cyclists as well by maintaining shorter queuing periods. The projects along Las Vegas Boulevard

should be integrated with the street redesign outlined throughout this plan.

Downtown arterials primarily serve thru-traffic functions, connecting other areas of the City and region with one another. As land use changes in Downtown, this function may change from one of thru-traffic to a destination type of travel pattern. Care must be taken as development projects come on-line that the desirable pedestrian amenities do not get compromised for higher level of traffic flow, when perhaps a more reasonable alternative may exist.

## 6.0 PARKING

Parking will always be a major concern for businesses, residents, and visitors to a Downtown. There is currently an abundance of parking within Downtown, but it will be important to manage and distribute the parking supply, the number and availability of vehicular parking spaces, as redevelopment projects move forward.

### PARKING LOCATION

As previously noted, the community vision for Downtown North Las Vegas is for a collection of land uses that transitions from mixed use, but more auto-oriented along the major arterials to primarily pedestrian-oriented along collectors and local streets. Commensurate with this

transition, the parking strategies in Downtown transition from relatively auto-oriented surface parking to very pedestrian-friendly structured parking. A comprehensive parking management strategy should be adopted for the entire Downtown that includes short-term and long-term parking, shared parking, and a combination of surface and structured parking. The distribution of the parking supply throughout the entire Downtown must meet the needs of customers, merchants, employees, visitors, and residents.

### SHARED PARKING

Opportunities for shared parking solutions should be continuously explored throughout the Downtown. The best opportunities for shared parking are: 1) between land uses that have opposite parking demand by hour, by day, or by season, and 2) among land uses that result in visiting multiple land uses on the same auto trip.

### SURFACE PARKING

The goals of the parking strategy for Downtown North Las Vegas are to create a pedestrian-friendly environment, maintain the street wall created by a contiguous series of pedestrian-oriented structures, and maintain optimum movement of traffic by managing access. Three surface parking solutions are described here to help meet these goals. The first and most desirable solution includes

parking lots located behind storefronts and accessed via side streets and alleys accessed from side streets. This solution is most desirable because it removes the presence of parking and driveways from block faces along major streets.

The second solution includes parking lots located behind storefronts and accessed from a single consolidated driveway along the block face of major streets and collectors.

The third and least desirable solution includes small parking lots between buildings and adjacent to major streets and collectors. This solution should only be accepted when no alternatives exist and should include an attractive fence, masonry wall, or hedge to help continue the street wall. It is recommended that the City strive to limit driveway access along North Las Vegas Boulevard, North Fifth Street, Lake Mead Boulevard, Civic Center Drive, and McDaniel Street to one approach per parcel or business. In the short-term, the City should actively

promote and assist in driveway consolidation along the corridor within and between properties.

### STRUCTURED PARKING

The City should adopt design standards for parking structures to make them more aesthetically pleasing and pedestrian-friendly. Developers should be encouraged to integrate street-level retail into parking structures to enhance street activity. Several centralized locations are recommended for structured parking and shared parking on the next page (Figure 7.4). The two structures located most northeast near McDaniel Street and Civic Center Drive should be constructed by or in partnership with the City. Any solutions need to recognize requirements for access in accordance with fire and life safety codes.

### INTELLIGENT TRANSPORTATION SYSTEMS

The City should institute Intelligent Transportation Systems (ITS) to increase efficiency and ease of use of parking supply in Downtown including, but not limited to:

- Parking Guidance Systems and
- Parking Guide Signage

### ADDITIONAL PARKING RECOMMENDATIONS

- Explore a parking assessment district(s) or fee-in-lieu for Downtown to raise revenue for parking facilities;
- Establish an Entertainment Parking District to support parking turn-over and customer service in the Casino/Hotel/Entertainment Overlay District; and
- Examine the feasibility of establishing a Transportation Management Area (TMA) for Downtown or specific districts to encourage non single occupancy vehicle trips and implement Transportation Demand Management (TDM) strategies such as ridesharing, shuttle services, pedestrian and cycle promotion.





CHAPTER EIGHT

# Investment Strategy

IN THIS CHAPTER

ACTION PLAN

FUNDING SOURCES & STRATEGY

NEXT STEPS

IMPLEMENTATION MATRIX

**THE NORTH LAS VEGAS DOWNTOWN MASTER PLAN AND INVESTMENT STRATEGY**

provides a long range vision for how the community within the Downtown core can thrive and grow. The Plan includes an ambitious list of projects and investments that exceed current funding levels. The successful implementation of the Plan will require a greater commitment of organizational and financing resources and will also require establishing project priorities. The investment strategy addresses these issues and is presented in three sections:

- Action Plan
- Funding Sources & Financing Strategies
- Next Steps

## 1.0 ACTION PLAN

This section identifies strategic planning actions, economic development strategies, and community investments that will encourage the revitalization of Downtown North Las Vegas. The action steps have been organized into three time frames: 1) Short-Term (Year 1 to Year 2); 2) Mid-Term (Year 3 to Year 5); and Long-Term Actions (Year 6 to Year 10). A matrix summarizing this action plan identifies departmental responsibilities and is located at the end of the chapter.

### SHORT-TERM ACTIONS

The recommended short-term actions include necessary planning, zoning, and other policy actions and administrative steps required prior to implementing major development projects.

#### STRATEGIC PLANNING ACTIONS

Several planning actions are critical to set the stage for desirable development in the Downtown area. The regulatory, administrative, and facilitative tools listed below are recommended for short-term implementation.

**A1. Update Downtown Zoning Standards** – This plan envisions the Downtown regional center with a greater level of density and intensity that is supported by the current zoning. Therefore, several zoning district changes should be implemented including regional center mixed-

use (MX-3), community center mixed-use (MX-2), and high density residential (R-4) districts.

**A2. Create Downtown Specific Design Guidelines** –

Establish additional design guidelines for the Downtown area related to parking, maximum setbacks, building massing, and lighting. Create formal design guidelines for the key catalytic projects as discussed in Chapter Three. The design guidelines should be enforced for both public and private development.

**A3. Explore Business Improvement District** –

The City should explore the feasibility and role of a Downtown Business Improvement District (BID). A BID can help fund the maintenance and upkeep of streetscape improvements, develop and distribute marketing collateral, and oversee the design and implementation of gateway, signage, and wayfinding.

**A4. Evaluate Downtown Utility Upgrades/Extension** –

Economic Development should be designated as the lead department with assistance from Utilities, Public Works and Planning to evaluate the existing utility capacity in the Downtown area and evaluate the need for upgrades to the utility service in the area.

**A5. Expedite Downtown Development Approvals** –

The Planning Department, Building Department, and all

other involved departments should facilitate and fast track the approval process for projects in the Downtown area as long as they meet the Downtown Master Plan objectives. These developments will be major catalytic projects that can help shift the character and quality of the area.

#### ECONOMIC DEVELOPMENT STRATEGIES

A balanced approach of both economic development strategies and community investments will have the most significant impact on the Downtown area. Therefore, the City of North Las Vegas should undertake the following economic development actions:

**A6. Facilitate Development of Downtown Projects** –

The City, specifically the Redevelopment Agency (RDA), should use public finance tools or incentives to facilitate the development of Downtown. Some Downtown projects have significant drainage costs due to other projects adjacent to the site and/or outside of Downtown. Tax Increment Financing (TIF) dollars could be used to help offset these extraordinary costs.

**A7. Relocate Police Facilities** –

The current facility is immediately adjacent to the North Vista Hospital. The site would provide North Vista with room to expand its core functions without having to relocate elsewhere in the City or region. The City should consider identifying an

interim location or a phased approach to relocating all police functions from the current location.

**A8. North Vista Hospital Expansion** – North Vista Hospital is one of the main drivers of Downtown economic activity. Therefore, it is essential to help facilitate the expansion of the current hospital, other medical facilities, and support functional spaces such as laboratories and offices. The new facilities will increase the economic activity in Downtown as well as has help to redefine the character and quality of development in the area. The City should consider using public finance tools and economic development incentives to assist the expansion.

**A9. Shared/Centralized Parking Strategy** – The City should initiate formal discussions on Downtown parking needs with major Downtown users (e.g. Silver Nugget, City Hall, North Vista Hospital) and consider the development of a Comprehensive Parking Management Strategy to meet their needs.

**A10. Build New City Hall/Administrative Building** – The City should continue to work diligently on finalizing the plans to build the City Hall/Administrative Building.

**A11. Explore Alternative Public Finance Options** – The City, led by the RDA, should evaluate the use of other public finance tools described later in this chapter.

**A12. Bond Existing RDA Revenue** – The City and the RDA should issue bonds based on the existing revenue increment from the two redevelopment areas. This revenue can incentivize catalyst projects in the Downtown area, assist with the upgrade of utilities, and offset extraordinary costs encountered by private development.

**A13. Continue Land Acquisition at Lake Mead & North Fifth Street** – The RDA should continue to acquire land adjacent to and in the vicinity of the Lake Mead and North Fifth Street intersection. These properties are envisioned to be redeveloped into several office buildings.

**A14. Business Recruitment and Retention** – Built on the marketing and branding efforts, a Downtown focused business recruitment and retention program should be included within the larger RDA economic development actions.

**A15. Marketing and Branding** – A marketing/branding effort specific to the Downtown is recommended. The initiative can help to identify and publicize the area's unique assets that begin to reshape its identity as an integral regional center within the City and larger Las Vegas Valley.

## COMMUNITY INVESTMENTS

**A16. Construct New Police Command Center** – The City should begin to construct the new Police Command Center immediately as funds have already been budgeted for this purpose. This will begin the first phase of relocating Police from the existing facilities on Lake Mead Boulevard to enable the expansion of North Vista Hospital and/or related medical support facilities. The City has earmarked \$16.3 million to construct the new Police Command Center.

**A17. Develop Lake Mead Gateway Area** – The RDA should identify a private sector development partner for an office development at the Lake Mead Gateway. The development should be oriented to the new transit station and consider including retail on the ground floor. The development partner would construct and potentially operate the facility. The RDA should also consider using revenue from the bond issue or other public finance tools to incentivize the project.

**A18. Design North Las Vegas Boulevard Improvements** – The City, including the Planning and Public Works departments, should collaborate with the Nevada Department of Transportation (NDOT) to design improvements for North Las Vegas Boulevard from Owens to Carey. The improvements should be constructed in

two phases spreading out the capital investment for the City. The design of both phases will likely cost between \$700,000 and \$1,000,000.

**A19. Construct Phase 1 of North Fifth Street Project**

The City should construct the first phase of the North Fifth Street project from Owens to Carey. These improvements include widening the street, dedicated lanes for transit vehicles, and pedestrian improvements. The City has already earmarked approximately \$91.5 million for construction of these improvements.

**A20. Gateways, Signage, and Wayfinding** The City should create a gateway, signage, and wayfinding master plan for the commercial area per the revised sign code. The master plan should designate key signage locations, a signage and wayfinding hierarchy, and the location and design of gateway arches. This master plan and construction of gateways and signage for Downtown is estimated to cost \$900,000.

**A21. Home Improvement Assistance Program/s** The City should consider developing a home improvement assistance program targeted at existing homeowners in the Downtown area. The program could offer low interest rate loans or grants to homeowners to make essential improvements. The goal of the program would be to

assist the revitalization of the residential neighborhoods adjacent to the Downtown area.

**A22. Construct North Las Vegas Boulevard Phase One**

The Master Plan and Investment Strategy includes improvements to North Las Vegas Boulevard. The plan suggests constructing the improvements in two phases. The first phase includes improvements between Bruce and Carey at an estimated cost of \$7,000,000.

**A23. McDaniel Streetscape Improvements** – The plan includes improvements along McDaniel Street between North Vista Hospital and the existing Civic Center. The City should issue a Request for Proposals for the design and construction administration of these improvements. The plan estimates these improvements will cost approximately \$5.25 million.

**A24. Civic Green (Downtown park/plaza)** – The City should consider the design and development of a civic green (park and/or plaza space) adjacent to the newly constructed City Hall. The addition of a civic green will enhance the sense of place in Downtown while providing open space as well as programmable space for future events.

**MID-TERM ACTIONS**

The recommended economic development and community investment efforts for the mid-term ranging from Year 3 (FY 2011) to Year 5 (FY 2013) are listed below.

**STRATEGIC PLANNING ACTIONS**

**B1. Expedited Development Review** – Create an expedited development review process for projects in the Downtown area that contribute to implementation of the Master Plan and Investment Strategy.

**B2. Enhance Code Enforcement** – Create an improved system and staffing plan to enforce the design guidelines and code in the Downtown area, including the adjacent residential neighborhoods.

**B3. Business Improvement District** – Based on the feasibility study from the Short-Term phase, consider implementing a BID to provide maintenance and upkeep of Downtown public amenities, streetscape improvements, and open spaces. In addition, the BID could help to coordinate the marketing and branding efforts for the Downtown area.

**B4. Clean and Safe Program** – The BID or other organization could also address enhanced maintenance, security, and safety programs for the Downtown area.

**B5. Evaluate a Downtown Workforce Housing Strategy** – Neighborhood Services and Planning should begin to explore facilitating the provision of housing that is economically feasible for the core of the North Las Vegas workforce. Housing teachers and fire fighters will ensure a mix of residents Downtown and a quality pool of talent for key jobs that the community relies on everyday.

#### ECONOMIC DEVELOPMENT STRATEGIES

**B6. Casino Expansions** – The City should assist the expansion of casinos with public finance tools, shared parking, and an expedited review of the project. The central location of the casinos make them key catalyst projects in shaping the new character of Downtown.

**B7. Evaluate Parking District/Strategy** – The Redevelopment Agency and Planning should explore the feasibility and benefit of a comprehensive and coordinated strategy for parking within the Downtown area. Implementation could result in shared parking situations, coordinated restrictions, and other interventions that ensure parking is an accessory use rather than the primary land use in Downtown.

**B8. Facilitate Land Transfer along McDaniel Street** – The RDA can assist the transfer of land along McDaniel Street for the purpose of redevelopment. The RDA can facilitate negotiations between interested parties (e.g.

North Vista Hospital) and land owners, which may or may not reside within the Valley.

#### COMMUNITY INVESTMENTS

**B9. Construct New City Hall** – Construct the City Hall/ Administrative Building after completion of planning and design. The project should provide a focal point to the Downtown area and link to the proposed pedestrian improvements. The City has earmarked \$129.2 million for the construction of this facility. Active uses should be oriented along McDaniel Street.

**B10. Lake Mead Island Office Development** – The RDA should identify a private development partner to construct or participate in land write downs of existing Agency-owned property. Office development in the Lake Mead Island near North 5th Street could become another major focal point of Downtown. A portion of the RDA bond proceeds may be used to incent this development project.

#### LONG-TERM ACTIONS

The recommended economic development efforts and community investments for the long-term ranging from Year 6 (FY 2014) to Year 10 (FY 2018) are presented below:

#### ECONOMIC DEVELOPMENT STRATEGIES

**C1. Jerry's Nugget Expansion** – The owner of Jerry's Nugget Casino has expressed a desire to expand and redevelop in the future. The owner is waiting for improvements to North Fifth Street to be completed before beginning planning and design of an expansion. However, the City should continue to communicate with the casino in order to help promote an expansion that fits with the vision of this Master Plan and Investment Strategy.

**C2. South Gateway Site Development** – This vacant parcel of land provides an excellent long-term development opportunity.

**C3. Construct Parking Structure** – Based on the evaluation conducted in the Short-Term phase, a parking structure meeting the needs of the major users in Downtown should be constructed. The development cost of this project can come from redevelopment funds, redevelopment of Silver Nugget, and expansion of North

Vista. The strategy should devise a fair and equitable method for distributing the cost and sharing revenues.

**C4. McDaniel Development** – The anticipated expansion of North Vista Hospital along the western side of McDaniel Street and the streetscape improvements included in the mid-term phase will increase the redevelopment pressure on land on the eastern side of McDaniel. This land includes a viable shopping center with several tenants. Land values will need to increase before this property will become a redevelopment opportunity. However, the City should work with the property owners and/or future developers along the street to promote development that fits the vision of this plan.

**C5. Downtown For-Sale Housing** – As Downtown begins to redevelop, the market demand for additional residential housing in the area will increase. In the long-term, this demand will support the development of for-sale housing in the area. This will most likely be moderate density housing as either townhomes or condos. These units will take advantage of the new retail and public amenities of the Downtown area as envisioned in the plan.

## COMMUNITY INVESTMENTS

**C6. Construct North Las Vegas Boulevard Phase Two** – The second phase includes improvements between Owens

and Bruce. The design task in the Short-Term phase will identify a cost associated with these improvements.

**C7. Lake Mead Streetscape Improvements** – The Master Plan and Investment Strategy also includes improvements to Lake Mead Boulevard. These improvements will target the key intersections at North Las Vegas Boulevard, Bruce, McDaniel, and Civic Center as well as overall landscaping improvements. The improvements are estimated to cost \$6.0 million.

## 2.0 FUNDING SOURCES & STRATEGY

The major existing and potential funding sources are described below, followed by a recommended funding approach for investing in the high priority Downtown projects.

### EXISTING FUNDING SOURCES

The City of North Las Vegas maintains a five-year Capital Improvement Program (CIP). The CIP includes all capital projects to be funded by the City and is updated as part of the annual budget process. The City has earmarked funds for projects in the Downtown area, including new police facilities, a new City Hall and administrative building, and shared/centralized parking. The CIP receives funds from a variety of sources, including the General Fund,

Special Revenue Funds, Utility Fund, Federal funds, and NDOT funds.

### ALTERNATIVE FUNDING SOURCES

In addition to the use of Redevelopment Funds and Bonds, the City should evaluate the following alternative funding sources as potential sources of revenue to offset funding gaps.

### NEW MARKETS TAX CREDITS

The New Markets Tax Credit (NMTC) program was enacted in December 2000 as part of the bipartisan Community Renewal Tax Relief Act. The purpose of the NMTC is to spur private investment in low-income urban and rural communities. Eligible areas for investment include Qualified Census Tracts (QCT) in which 20 percent or more of the population is below the poverty line. In addition, Tracts in which the median income is 80 or less the greater of either the State or Metropolitan Statistical Area (MSA) median income qualify. All tracts within the working definition of Downtown North Las Vegas used in this report are considered to be Qualified Census Tracts.

The program was initially conceived as a six-year program and received a two-year extension in 2006 that authorizes the program through December 31, 2008. However, the program has received widespread bipartisan support and

is expected to be extended. Two separate bills currently pending in both the Senate and House were introduced in the spring of 2008 that would re-authorize the program.

New Markets Tax Credits provide funds for communities through a three-step process in which for-profit Community Development Entities (CDEs) are awarded Tax Credits through the Community Development Financial Institutions Fund (CDFIF) in a competitive process, as is depicted in Figure 8.1. Subsequently, investors receive up to a 39 percent tax credit for Qualified Equity Investments (QEIs) in the CDE which are distributed over a seven year period. The credits equal

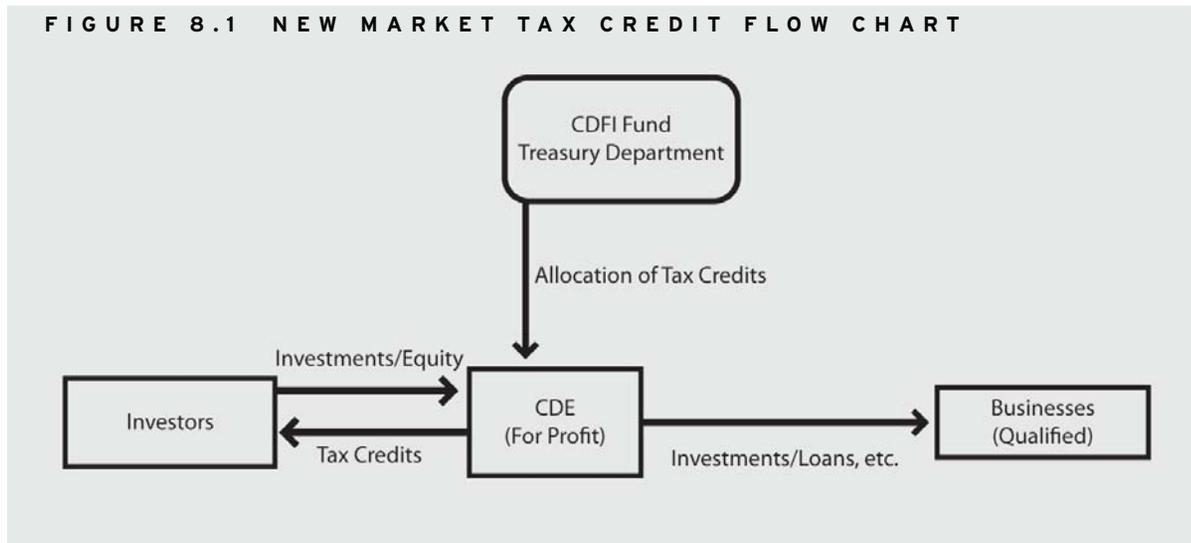
to five percent of the investment are awarded for the first three years of the investment followed by a six percent award for the remaining four years.

Private investment spurred by tax credits provides CDEs with capital to invest in Qualified Low-Income Community Investments (QLICs). Investments in QLICs can take the form of loans, lines of credit, debt, and direct equity investments and must include “substantially all” (85 percent) of the CDE’s capital. NMTCs can be paired with Federal Historic Tax Credits, but cannot be used with Low Income Housing Tax Credits (LIHTC) or other federal tax subsidies. NMTCs may be

used in mixed-use projects where less than 80 percent of the property’s gross income is allowed to be derived from residential rents.

Generally, investments by CDEs take the form of low interest loans or leveraged investments. Leveraged investments provide direct capital into projects and are often forgiven at the end of the seven year compliance period. Many non-profits such as Local Initiatives Support Corporation (LISC) and National Development Council have chosen to form for-profit subsidiaries to take part in the credit program.

**FIGURE 8.1 NEW MARKET TAX CREDIT FLOW CHART**



Partnering with a non-profit lender or the Community Development department of a bank is the method most often used by Redevelopment Agencies to utilize NMTCs. Organizations with large NMTC allocations; based on economies of scale, are better prepared to lend into projects given the high transaction costs associated with utilizing NMTCs.

### GENERAL IMPROVEMENT DISTRICTS

According to Nevada Revised Statutes (NRS) Chapter 318, General Improvement Districts (GID) have the ability to levy property taxes for improvements related to construction of power plants, distribution of electrical energy, sewer systems, as well as construction or acquisition of a water system. Collected taxes cannot be used for operational funding. The primary function of GIDs is to pay for applicable infrastructure costs associated with the construction of new subdivisions, where the developer is required to pay for new improvements.

### SPECIAL IMPROVEMENT DISTRICTS

Through Chapter 271 of the Nevada Revised Statutes, counties, cities, and towns are allowed to form Special Improvement Districts (SID). Districts can be initiated by the City Council or at the request of property owners. The formation of the district must be accompanied by a public hearing. If 51 percent or more of property owners protest the District creation, the project cannot be approved.

The purpose of a SID is to finance specific improvements within the municipality such as commercial area revitalization, off-street parking, street beautification, or transportation projects. Under the statute, SIDs may contract with non-profits for commercial area revitalization

projects. A SID can fund these improvements by placing an assessment on the affected properties based upon the property's frontage, the proceeds of which are used to finance bonds issued by the City.

### FINANCING STRATEGY

The key to implementing the recommended improvements in a timely fashion is to add the project to the City CIP. This requires the City's department heads (and ultimately the City Council that approves the CIP) to agree that the recommended projects are important public expenditures in relation to other City capital needs. In addition, the RDA can use surplus proceeds from a bond issue to fund a portion of the gap. These expenditures by the RDA should focus on stimulating private development by offsetting extraordinary costs and funding capital projects that will enable the development of key parcels. Furthermore, the City can explore the alternative funding sources described above.

### 3.0 NEXT STEPS

There are a number of administrative and policy steps that need to be taken within the next year to implement the Plan. These include:

**Designate Implementation Lead** – The City should designate a single department or board to oversee implementation of the Plan.

**Evaluate Downtown Utility Upgrades/Extension** – Economic Development should lead a team of Public Works, Utilities, Planning and Fire Department to collaborate the existing utility capacity in the downtown area and evaluate the need for upgrades to the utility service in the area.

**Expedite Development Approvals** – The City Departments should facilitate and fast track an approval process for projects in the Downtown area. These developments will encompass the first of the catalytic projects to develop in the overall area, helping to shift the character and quality of Downtown.

**Gateway, Signage, and Wayfinding** – The City should create a gateway, signage, and wayfinding master plan for the commercial area per the revised sign code. The master plan should designate key signage locations, a signage and wayfinding hierarchy, and the location and design of gateway arches.

**Negotiate Design Control of North Las Vegas Boulevard** – The City, including the Planning and Public Works departments, should collaborate with the Nevada Department of Transportation (NDOT) to design improvements for North Las Vegas Boulevard from Owens to Carey.

TABLE 8.1 IMPLEMENTATION MATRIX

A. SHORT-TERM ACTIONS: YEAR 1 (FISCAL YEAR 2009) TO YEAR 2 (FY2010)					
	Strategic Planning Actions Strategy	Implementation Actions	Timeframe	Cost	Responsibility
A1	Update Downtown Zoning Standards	Incorporate Master Plan recommendations into Clarion zoning update	FY2009	\$	Planning/Consultant
A2	Create Downtown Specific Design Guidelines	Develop a Design Guideline instrument based upon Master Plan	FY2009	\$	Planning
A3	Explore Business Improvement District	Assess feasibility and role of Downtown BID	FY2009	\$	RDA/Planning
A4	Evaluate Downtown Utility Upgrades/Expansion	Assess the need for utility upgrades and expansion in downtown	FY2009	\$	Utilities/ED/Public Works/Planning
A5	Expedite Downtown Development Approvals	Provide administrative and financial assistance in desirable development	FY2009	\$	ED/RDA/Planning
<b>Economic Development Strategies</b>					
	Strategy	Implementation Actions	Timeframe	Cost	Responsibility
A6	Facilitate Development of Downtown Projects	Evaluate public finance tools/incentives	Immediate	--	RDA/Planning
A7	Relocate Police Facilities	Identify new and interim locations Evaluate phased development on existing municipal complex site	Immediate FY2009	-- --	RDA/Planning/PD RDA/Planning/PD
A8	North Vista Hospital Expansion	Evaluate infrastructure needs Evaluate public finance tools/incentives	FY2009 FY2009	-- \$	RDA/Public Works RDA/Consultant
A9	Shared/Centralized Parking Strategy	Discuss parking needs with major Downtown users Evaluate ability to share a common facility	FY2009 FY2009	-- --	RDA/Planning/Public Works RDA/Planning/Public Works
A10	Build New City Hall/Administrative Building	Finalize development program/plans	FY2009/10	\$\$	Planning/Public Works
A11	Explore Alternative Public Finance Options	Evaluate the feasibility of using alternative public financing for downtown infrastructure (e.g. GIS/SID, Impact Fees, TIF)	FY2009	\$	RDA/Public Works/Consultant
A12	Bond Existing RDA Revenue	Issue TIF Bond based on existing RDA revenues/projections	FY2009	\$	RDA
A13	Continue Land Acquisition at Lake Mead & 5th	Acquire additional parcels at Lake Mead Blvd. & 5th Street intersection	Ongoing	\$\$\$	RDA
A14	Business Recruitment and Retention	Develop a recruitment program specifically targeting professional services Program to match tenants with space/land	Ongoing Ongoing	\$ \$	RDA/Chamber/ED/Major Investors RDA/Chamber/Major Investors
A15	Marketing and Branding	Develop marketing/branding plan for Downtown North Las Vegas	FY2009/10	\$	Task Force
<b>Community Investments</b>					
	Strategy	Implementation Actions	Timeframe	Cost	Responsibility
A16	Construct New Police Command Center	Finalize development program/plans/design Begin construction	FY2009 FY2010	\$ \$\$\$	Planning/Public Works/PD Planning/Public Works/PD
A17	Develop Lake Mead Gateway Area	Identify a private sector development partner Develop public finance tools/incentives/strategies	FY2009 FY2009/10	-- \$	RDA RDA/Developer/Consultant
A18	Design North Las Vegas Boulevard Improvements	Issue RFP for design and construction administration Complete Design Process for Transit-Way on NLV Boulevard	FY2009 FY2009/2010	-- \$	Planning/Public Works/NDOT Planning/Public Works/NDOT
A19	Construct Phase 1 of North Fifth Street project	Construct N Fifth Street Improvements from Owens to Carey	FY2010/11	\$\$\$	Public Works
A20	Gateways, Signage, and Wayfinding	Secure Square Peg Design to develop construction drawings of features Construct and install gateways, signage, and wayfinding features	FY2009 FY2009/10	\$ \$\$	RDA/Planning RDA/Public Works/Planning
A21	Home Improvement Assistance Program/s	Identify and secure funding for low income home improvements Establish and coordinate programs for home improvements	FY2009 FY2010	\$ \$\$	Planning/RDA Planning/RDA
A22	Construct North Las Vegas Boulevard Phase 1	Construct NLV Boulevard Improvements from Bruce to Carey	FY2010/11	\$\$\$	NDOT/Public Works/RTC
A23	McDaniel Streetscape Improvements	Design and construct streetscape improvements along McDaniel	FY2010/11	\$\$\$	Public Works/RDA/Parks
A24	Civic Green (Downtown park/plaza)	Design and construct a Civic Green near the New City Hall	FY2010/11	\$\$	Public Works/Parks

**Acronym Key:** BID = Business Improvement District, Chamber = North Las Vegas Chamber of Commerce, ED = Economic Development, Fire = North Las Vegas Fire Department, NDOT = Nevada Department of Transportation, Parks = Parks and Recreation, PD = North Las Vegas Police Department, Planning = Planning & Zoning Department, RDA = Redevelopment Agency, RTC = Regional Transportation Commission

TABLE 8.1 IMPLEMENTATION MATRIX (CONTINUED)

**B. MID-TERM ACTIONS: YEAR 3 (FY2011) TO YEAR 5 (FY2013)**

<b>Strategic Planning Actions</b>		Implementation Actions	Timeframe	Cost	Responsibility
Strategy					
B1	Expedited Development Review	Revise Review Process for Target Projects/Uses/Designs	FY2011	--	Planning/Public Works/Builds/Utilities/PD
B2	Enhance Code Enforcement	Create improved reporting and response systems	FY2011/12	\$	Fire/RDA/BID
B3	Business Improvement District	Establish Business Improvement District	FY2011	\$	RDA/BID
B4	Clean and Safe Program	Organize and initiate clean and safe program	FY2011/12	\$	BID
B5	Evaluate a Downtown Workforce Housing Strategy	Assess the need for a Downtown Workforce Housing Strategy	FY2012/13	\$	Neighborhood Services/Planning
<hr/>					
<b>Economic Development Strategies</b>		Implementation Actions	Timeframe	Cost	Responsibility
Strategy					
B6	Casino Expansion	Evaluate infrastructure needs Evaluate public finance tools/incentives	FY2011 FY2011	-- \$	RDA/Public Works RDA/Consultant
B7	Evaluate Parking District/Strategy	Explore the feasibility of a Centralized Parking District	FY2012	\$	RDA/Planning/Consultant
B8	Facilitate Land Transfer along McDaniel Street	Assemble/facilitate sale of parcels along McDaniel Street	FY2011-2013	\$\$\$	RDA
<hr/>					
<b>Community Investments</b>		Implementation Actions	Timeframe	Cost	Responsibility
Strategy					
B9	Construct New City Hall	Construct new facility	FY2011/12	\$\$\$	Public Works
B10	Lake Mead Island Office Development	Identify a private sector development partner Develop public finance tools/incentives/strategies	FY2011 FY2011/12	-- \$	RDA RDA/Developer/Consultant

Cost Breakdown: \$ < \$500,000; \$\$ = \$500,001-1,000,000; \$\$\$ > \$1,000,000

**Acronym Key:** **BID** = Business Improvement District, **Chamber** = North Las Vegas Chamber of Commerce, **ED** = Economic Development, **Fire** = North Las Vegas Fire Department, **NDOT** = Nevada Department of Transportation, **Parks** = Parks and Recreation, **PD** = North Las Vegas Police Department, **Planning** = Planning & Zoning Department, **RDA** = Redevelopment Agency, **RTC** = Regional Transportation Commission

TABLE 8.1 IMPLEMENTATION MATRIX (CONTINUED)

**C. LONG-TERM ACTIONS: YEAR 6 (2014) TO YEAR 10 (2018)**

<b>Economic Development Strategies</b>		Implementation Actions	Timeframe	Cost	Responsibility
Strategy					
C1	Jerry's Nugget Expansion	Evaluate infrastructure needs	FY2014	--	RDA/Public Works
		Evaluate public finance tools/incentives	FY2014	\$	RDA/Consultant
C2	South Gateway Site Development	Evaluate infrastructure needs	FY2015	--	RDA/Public Works
		Evaluate public finance tools/incentives	FY2015	\$	RDA/Consultant
C3	Construct Parking Structure	Construct shared parking facility (Silver Nugget, North Vista, City, etc.)	FY2015/16	\$\$\$	Public Works
C4	McDaniel Development	Evaluate infrastructure needs	FY2016	--	RDA/Public Works
		Evaluate public finance tools/incentives	FY2016	\$	RDA/Consultant
C5	Downtown For-Sale Housing	Evaluate infrastructure needs	FY2016	--	RDA/Public Works
		Evaluate public finance tools/incentives	FY2016	\$	RDA/Consultant
<b>Community Investments</b>		Implementation Actions	Timeframe	Cost	Responsibility
Strategy					
C6	Construct North Las Vegas Boulevard Phase 2	Construct NLV Boulevard Improvements from Owens to Bruce	FY2014/15	\$\$\$	Public Works/NDOT/RTC
C7	Lake Mead Streetscape Improvements	Issue RFP for design and construction administration	FY2016	--	Public Works/NDOT/Planning/Parks
		Design and construct streetscape improvements along Lake Mead	FY2017/18	\$\$\$	Public Works/NDOT/Planning/Parks
Cost Breakdown: \$ < \$500,000; \$\$ = \$500,001-1,000,000; \$\$\$ > \$1,000,000					

**Acronym Key:** **BID** = Business Improvement District, **Chamber** = North Las Vegas Chamber of Commerce, **ED** = Economic Development, **Fire** = North Las Vegas Fire Department, **NDOT** = Nevada Department of Transportation, **Parks** = Parks and Recreation, **PD** = North Las Vegas Police Department, **Planning** = Planning & Zoning Department, **RDA** = Redevelopment Agency, **RTC** = Regional Transportation Commission