Sahara Decatur Urban Village
Las Vegas, NV

Technical Assistance Panel Report

Prepared by

ULI Urban Land Institute
Nevada

For

HOPE
Housing Opportunities, Programs and Education
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Participants

Panelists:
- Ken Ackeret, Kimley-Horn and Associates
- Alexia Chen, LGA, Inc
- George Garcia, GC Garcia
- David Saltman, The Vista Group
- Paul Schmitt, The Whiting Turner Contracting Company

TAP Chair:
- John Curran, Resort Gaming Group

ULI Leadership:
- Richard Serfas, Chair, ULI Nevada
- Dr. Bob Fielden, Chair, ULI Nevada Smart Growth Committee

ULI Staff & Support:
- Phyllis Tuchmann, ULI Orange County/Inland Empire
- Tara Harvey, ULI Nevada

Market Research & Statistical Analysis
- Dawn Lane, Hope Home Foundation

Report Writer
- David Berns
Guiding Principle

The final outcome of every ULI TAP is objectivity, transparency and replicability.

Scope of Work

This ULI TAP program supports the Hope Home Foundation, Commercial Alliance and ULI Nevada in its joint efforts to enhance and repurpose the older neighborhood around the Sahara/Decatur arterial intersection. The area we are looking at is one square mile, bounded by Oakey Blvd to the north, Arville St to the west, Pennwood Ave to the south, and Lindell Rd to the west. We strive to halt its social, economic and developmental decline and reposition its assets as an attractive, safe and healthy alternative to outlying areas for families. Our goal is to create value and community stability through technology and connectivity while bringing services and education closer to residents and local business.

To that end, the Better Blocks Live event held on September 19 & 20 2015 included a charrette with residents and stakeholders in the area to gain insight and feedback about “re-urbanizing” this once vibrant area. Based on these findings along with the expertise of our panel, we seek to ascertain how best to facilitate future development of the area into an economically sustainable neighborhood that promotes a sense of place, community involvement, viable jobs, affordable housing options, public transportation and access to employment centers.

Key Questions addressed by the Participants:

1. How can the existing vacant commercial, big box anchored retail shopping centers be repurposed to meet the needs of the community?

2. How can the site be connected to other parts of the community? How can we integrate physical connectivity, as well as, more perceptual connections to the heart of the community?

3. What is the appropriate mix of land uses given the constraints and location?

4. What steps can be taken to increase density and critical mass?

5. What sources of revenue can be utilized to finance implementation?

6. What are the social and economic benefits of these recommendations?
Sahara/Decatur TAP
Executive Summary

This ULI TAP program supports the Hope Home Foundation, Commercial Alliance and ULI Nevada in its joint efforts to enhance and repurpose the older neighborhood around the Sahara/Decatur arterial intersection.

For more than three decades the neighborhood was home to an upper middle-income population serviced by general businesses, retail brands, restaurants, grocery stores and pharmacies. In the last two decades, the affluent residents have moved out, followed by the stores and services they once supported. Existing homes were sold or became rental properties.

With the current neighborhood in social, economic and developmental decline, we strive to reposition its assets as an attractive, safe and healthy alternative to outlying areas. Our goal is to create value and community stability through technology and connectivity while bringing services and education closer to residents and local business. We visualize a village plan that establishes an identity, maintains the diversity and workforce lifestyle by removing barriers to mobility and focuses on a mix of uses to support a re-energized area.

To that end, the Better Blocks Live event held in September 2015 included a charrette with residents and stakeholders to gain insight and feedback about “re-urbanizing” this once vibrant area. In preparation for the TAP, our panelists met with the full cadre of public service providers to determine the capacity of the existing infrastructure. The subject area was found to be very appropriate for urban infill development.

Based on the findings of our panel experts, we seek to ascertain how best to facilitate future development of the area into an economically sustainable neighborhood that promotes a sense of place, community involvement, viable jobs, affordable housing options, public transportation and access to employment centers.

While this area is challenged to overcome a negative perception of eroding commercial and residential areas, the positives far outweigh these attitudes. The site has a diverse population with a mix of housing types and excellent proximity to the valley’s employment center, residents and stakeholders are committed and willing to assist in making it a viable socioeconomic setting once again and there are opportunities in place to create an identity for residential, commercial and retail development that supports this diversity with infrastructure for pedestrian and Transit-Oriented Development (TOD). We were amazed at the number of positive attributes in the subject area to support TOD as a catalyst for re-energizing the four hamlets.

There are numerous funding sources available to implement the revitalization and redevelopment of the identified Opportunity Areas. We recommend creating an alliance of proponents for revitalization of the area to explore existing programs for short-term enhancements; institutional and private capital for medium-to-short term capital needs and the potential for additional tax revenues.
Timeline:

<table>
<thead>
<tr>
<th>October 2014</th>
<th>February 2015</th>
<th>August 2015</th>
<th>September 19 &amp; 20</th>
<th>12</th>
<th>November 19</th>
<th>21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Smart Growth Grant Application Submitted</td>
<td>Smart Growth Class Held</td>
<td>Smart Growth Committee Tool Kit Submitted to Local Jurisdictions</td>
<td>Better Blocks Live Community Event &amp; Survey (charrette)</td>
<td>TAP panelists conference call to discuss research</td>
<td>TAP panelists familiarization tour</td>
<td>TAP Day - Key findings and conclusions outlined in this presentation with a written report to be completed by February 15, 2016.</td>
</tr>
</tbody>
</table>

Opportunity Areas

Smart Growth Principles

1. Mix land uses
2. Compact building design
3. Housing opportunities and choices
4. Walkable neighborhoods
5. Attractive communities with a strong sense of place
6. Preserve open space, farmland, natural beauty, and critical environmental areas
7. Strengthen and develop existing communities
8. Variety of transportation choices
9. Predictable, fair, and cost effective development
10. Community and stakeholder collaboration
Neighborhood Demographics

The Sahara/Decatur Neighborhood is an almost perfect study model of an older neighborhood’s transformation from “Suburb” to “Urburb” as the community grows outwards - rather than regenerates and recycles from within. For more than three decades the neighborhood was home to an upper middle-income population serviced by general businesses, “Big Box” commercial enterprises, national retail brands, restaurants, grocery stores and pharmacies located in the three shopping centers at Sahara and Decatur and along the Sahara and Decatur corridors.

Over the following two decades, as the community grew outwards stimulated by new opportunities for large tract development, many existing residents purchased newer properties in the more distant subdivisions. Existing homes were sold or became rental properties. As more affluent residents left, many of the popular businesses and retail outlets moved out of the centers and along the corridors to new locations elsewhere - to serve even larger, more affluent socioeconomic demographics.

Today, the neighborhood is at a nexus. The area can be revitalized and redeveloped to become a viable socioeconomic setting once again or it can continue to decline and fail. Those residents who are committed to the neighborhood’s survival are willing to do what they can to assist in turning the ship around if others will help in the process. In most instances there are too many facilities and too much space in the three centers and along the corridors dedicated to retail and commerce.

The neighborhood needs significantly more higher-density housing to move from an “Urburb” to a viable urban village serving the neighborhood’s needs. In addition to a wide variety of housing types, much of the retail and commercial facilities need to be transformed into employment centers, including facilities for light industrial employment. Residents able to walk to and from work can eliminate at least one household automobile. One less automobile is equivalent to an additional $8,000 to $10,000 a year in household income.

Today, the neighborhood population is representative of the valley’s diversity. 55 percent of the population are Latin/Asian; 45 percent are Eurocentric. Approximately 50 percent of the residents are women and singles while the remaining 50 percent are men and are married. 55 percent of household residents within the neighborhood are tenants while the remainder are homeowners. Approximately 50 percent of residents are high school graduates; approximately 35 percent have some higher education experience and 17 percent of the residents possess collegiate degrees.

The average annual household salary of residents is approximately $35,000.00 per year. As the Las Vegas Valley moves to an even larger percentage of a Latin/Asian based population, there will be a larger demand for a pedestrian-oriented lifestyle and multigenerational housing. Three and four bedroom living units will be in greater demand as will starter homes for millennials and newlyweds.
Sahara / Decatur
Neighborhood Revitalization
Smart Growth Strategies for a Neighborhood in Decline

Hamlets Identified
Study Area
Housing Market Conditions in the Study Area

List Prices Keep Momentum
Prices Up 9% Y/Y in Clark County (Oct 2015)

Y/Y Price Variation in October
Zip West of Decatur is Fastest Growing Zip Y/Y (October 2015)

Focus on Sahara/Decatur
Prices Up 90% Y/Y in Zip Code West of Decatur Blvd (Oct 2015)

Inventory Slowly Recovering
Active Listings Down 3% Y/Y in Clark County (Oct 2015)
Focus on Sahara/Decatur
Active Listings Growing Y/Y in Zip 89102 (Oct 2015)

Active Inventory
Top Three Counties Cover 40% of Active Listings (Oct 2015)

Age of Inventory
Inventory Moving Faster Y/Y in Zip 89102 (Oct 2015)

Hottest Zips First Half 2015
Based on Supply and Demand

Hottest Zips Last Four Months
Based on Supply and Demand

Millennial Propensity
25-34 Interest Relative to Other Age Groups (October 2015)
Boomer Propensity
50-64 Interest Relative to Other Age Groups (October 2015)

Rent Prices Vary
Rents Down 2% Year-Over-Year in Clark County

Focus on Sahara/Decatur
Overall Rate (31-45%) Below Las Vegas Metro Avg (58%)

Focus on Sahara/Decatur
25-34 Rate (11-18%) Also Below Las Vegas Metro Avg (38%)
Rent vs Buy
About 6% Cheaper to Buy in Clark County

Affordability Varies Greatly
16% of Zip Codes Priced Out of Range of Median Households

Household Growth 2015-2020
Sahara/Dacatur Expected to See Growth in the Next 5 Years

Affordability is Strong
Nearly All Zips in Clark Priced within Range of Median HH
Study Area
Resident Demographics

Sample Area - Zip Code- 89102

- Median Age: 35
- Median Income: $32,453
- Family Status: 42% Single
- Population: 54% Latino, 27% White, 8% African-American, 8% Asian, 1% Other
- Pop Density: 6,689/Mile
- Number of Households: 13,275
- Household with Kids: 4,042
- Avg. Household Size: 2

Mortgage Loan Ability
- Income: $35,000
- Purchase price: $125k - $135k
- Payment $900/mo*

* If there is no HOA

Where to go?

- 57 million Americans or 18.1% of the population live in a multi-generational family household in 2012. This is double the number who lived in such households in 1980.
- Of those who are 25-34:
  - 20% of the unemployed live with parents
  - 12% of employed live with parents

Multi-generational Home

<table>
<thead>
<tr>
<th>Reason for Purchase</th>
<th>33 and Younger</th>
<th>34 to 45</th>
<th>46 to 55</th>
<th>56 to 65</th>
<th>66 to 88</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Homeownership</td>
<td>6%</td>
<td>12%</td>
<td>22%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Children over 18</td>
<td>1%</td>
<td>19%</td>
<td>38%</td>
<td>35%</td>
<td>23%</td>
</tr>
<tr>
<td>Moving Back Home</td>
<td>33%</td>
<td>31%</td>
<td>18%</td>
<td>16%</td>
<td>21%</td>
</tr>
<tr>
<td>Caretaking</td>
<td>17%</td>
<td>23%</td>
<td>15%</td>
<td>19%</td>
<td>27%</td>
</tr>
</tbody>
</table>

Ethnic Makeup of Multi-generational Buyers

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Bought Multi-Generational Home</th>
<th>Did Not Buy Multi-Generational Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>White/Caucasian</td>
<td>75%</td>
<td>08%</td>
</tr>
<tr>
<td>Asian/Pacific Islander</td>
<td>9</td>
<td>04%</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>9</td>
<td>05%</td>
</tr>
<tr>
<td>Black/African-American</td>
<td>7</td>
<td>03%</td>
</tr>
<tr>
<td>Other</td>
<td>03%</td>
<td>02%</td>
</tr>
</tbody>
</table>
Will Gen Y Rebuild the American Cities?

Millennial Location Preferences for Their Next Home

- 48% suburban
- 38% urban
- 14% rural

- 61% grocery stores
- 60% short office
- 54% working distance
- 57% walkability

2013 Demand Institute Housing and Community Survey

Most Important Factor Limiting Clients

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Difficulty in finding the right property</td>
<td>33%</td>
</tr>
<tr>
<td>Difficulty in obtaining mortgage finance</td>
<td>25%</td>
</tr>
<tr>
<td>No factors are limiting potential clients</td>
<td>16%</td>
</tr>
<tr>
<td>Ability to sell existing home</td>
<td>7%</td>
</tr>
<tr>
<td>Expectation that prices might fall further</td>
<td>6%</td>
</tr>
<tr>
<td>Low consumer confidence</td>
<td>6%</td>
</tr>
<tr>
<td>Concern about losing job</td>
<td>1%</td>
</tr>
</tbody>
</table>

2014 Market Profile

Renters vs Owners

Industry Segment and Job Type

Rental Housing Affordability

NEVADA

In Nevada, the Fair Market Rent (FMR) for a two-bedroom apartment is $940. In order to afford the level of rent and utilities—without paying more than 30% of income on housing—a household must earn $2,162 monthly or $25,944 annually. Assuming a 40-hour work week, 52 weeks per year, this level of income translates into an hourly Housing Wage of:

$18.24 PER HOUR

88

Number of Full-Time Jobs At Minimum Wage Needed To Afford a 2-Bedroom Unit (at FMR)

2.2

STATE FACTS

<table>
<thead>
<tr>
<th>Minimum Wage</th>
<th>Average Renter Wage</th>
<th>FMR (2 Bedroom)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$8.20</td>
<td>$15.34</td>
<td>$940</td>
</tr>
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</table>

MOST EXPENSIVE COUNTRIES

<table>
<thead>
<tr>
<th>Clark County</th>
<th>$18.60</th>
</tr>
</thead>
<tbody>
<tr>
<td>Douglas County</td>
<td>$16.76</td>
</tr>
<tr>
<td>Washoe County</td>
<td>$17.77</td>
</tr>
</tbody>
</table>

HOUSING WAGE

<table>
<thead>
<tr>
<th>88 Work Hours Per Week At Minimum Wage Needed To Afford a 2-Bedroom Unit (at FMR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2</td>
</tr>
</tbody>
</table>

NEVADA

<table>
<thead>
<tr>
<th>FYE 2014 WAGES</th>
<th>HOUSING COSTS</th>
<th>AREA MEDIAN INCOME (PME)</th>
<th>RENTER HOUSEHOLDS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

|                   | Number of Jobs | Number of Families | Number of Households |
|                   |                |                    |                     |

NATIONAL LOW INCOME HOUSING COALITION OUT OF REACH 2015

165
Employment By Industry

<table>
<thead>
<tr>
<th>Local Economic Outlook</th>
<th>Las Vegas</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>12-month Job Change Man</td>
<td>21,100</td>
<td>NA</td>
</tr>
<tr>
<td>12-month Job Change Fem</td>
<td>28,800</td>
<td>NA</td>
</tr>
<tr>
<td>Laborer Job Change Rate</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Current Unemployment Rate</td>
<td>7.2%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Male-peri Unemployment Rate</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>Urban Unemployment Rate</td>
<td>7.2%</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

Employment growth has slowed but remains positive.

Las Vegas's unemployment rate is higher than the national average, but has improved relative to the same period last year.

Study Area Zoning Map

Housing & Transportation Index

Rental Cost Heat Map

Walk Score

4600 Pennwood Ave
Rancho Charleston, Las Vegas Rancho Charleston, Las Vegas

Walk Score: 65

Some errands can be accomplished on foot.

Some Transit: 37

A few nearby public transportation options.

Bikable: 53

Flat as a pancake, minimal bike lanes.
Pedestrian Access and Mobility

Funding Sources

Funding Sources for Homeowners
Down Payment, Closing Costs, Low Interest Mortgage

- NSP Funding
- Nevada Bond - Through Nevada Housing HFA
- Wish matching funds up to $15k, may be layered with some programs
- Teachers First Payment Assistance Program
- Veterans Benefit Program
- MCC Home at Last™
  - Credit certificate program to lower monthly payment.
- Federal income tax credit equal to 40% of the interest paid
- Refund on mortgage interest every year.
- Programs for energy efficiency & water conservation
- Southern Nevada Water Authority
- NV Energy EEM
- Weatherization Assistance Program
Federal, State, Local & Private Funding Resources

- Workforce Housing Benefits
- CDFI Funds
- Crowd Funding
- HOME program
- LIHTF/LIHTC
- Multi Family Project Bond
- NSP Neighborhood Stabilization Program
- Caesar’s Foundation & other private foundations
- CRA Community Reinvestment Act
- Smart Growth/ Place making Grants

Community Development Financial Institutions Fund

- Las Vegas will receive $28 million in New Market Tax Credits thru CDFI
- Helps economically distressed communities attract private investment capital
- Provides investors with a federal tax credit

Community Funding Sources
Nevada Housing Division

- Emergency Solutions Grant program
- Homelessness Prevention
- Rapid Rehousing - Rental assistance
HOME Investment Partnership Program (HOME)

- Federally funded, large-scale program for affordable housing
- Funds allocated by formula to participating jurisdictions (state and local governments who receive funds to operate HOME)
- Partnership among the federal, state and local governments and private sector (profit and not-for-profit) who build, own, manage, finance and support low-income housing initiatives

Low Income Housing Trust Fund

- State-funded program for affordable housing
- Allocated by formula to participating jurisdictions (state and local governments) to expand and improve the supply of rental housing
- Provide financing for down payment assistance and homeowner rehabilitation of single family residences and emergency assistance to families facing homelessness
- Funding is supported with a real property transfer tax of ten cents for each $500 of value or fraction thereof.
- All funds allocated must be used to benefit individuals and families whose incomes do not exceed 60% of the area median income, as defined by the U.S. Department of Housing and Urban Development

Low Income Housing Tax Credit (LIHTC)

- Nevada Housing Division plan describing the process for the allocation of housing credits
- Section 42 of the Internal Revenue Code is the federal statute establishing the tax credit program
- Each state allocating agency must have a Qualified Allocation Plan (QAP or Plan) which:
  - Sets forth selection criteria used to determine housing priorities
  - Gives preference among selected projects:
    - Projects serving low income
    - Projects obligated to serve qualified tenants for the longest periods
Multi Family Project Bond Financing

▶ The Housing Division is issuer of tax exempt housing revenue bonds in Nevada.
▶ Tax exempt and taxable mortgage revenue bonds are utilized to fund permanent mortgages for affordable housing projects
▶ Bond financing requires regulatory approvals, as well as, outside credit enhancement
▶ The benefit of bond financing for an affordable housing project is the lower cost of capital versus conventional financing methods
▶ Additionally, an eligible project may be entitled to non-competitive 4% (approximate) tax credits for the qualifying projects

Neighborhood Stabilization Program (NSP)

NSP funds may be used for activities which include, but are not limited to:

▶ Establishing finance mechanisms for purchase and redevelopment of foreclosed homes and residential properties
▶ Purchaseing and rehabilitating homes and residential properties abandoned or foreclosed
▶ Establishing land banks for foreclosed homes
▶ Demolishing blighted structures
▶ Redeveloping demolished or vacant properties

Caesars Foundation

“Improving the quality of life in our operating communities.”

▶ Supports civic organizations, charitable organizations and faith-based groups to address vital, unmet needs in cities and towns
▶ Each focus is as diverse as the communities we serve: health and wellness organizations, social-services providers, youth groups, programs for persons with disabilities, scholarships that enable access to higher education.
Community Reinvestment Act Funding

CRA strategy that involves any or all of the following:

- Submit written comments on the community reinvestment performance of banks in your local area
- Encourage banks in your local area to improve their community reinvestment records
- Suggest actions a bank can take to better meet community’s credit/capital/bank and service those needs
- Discuss the performance of specific banks
- Establish a linked deposit program - only banks with reasonable community reinvestment records are eligible to benefit from a financial relationship with major local depositors
- Become a shareholder advocate - vote on and/or speak at shareholder meetings about shareholder resolutions that address community reinvestment concerns.

National Association of REALTORS®
Smart Growth & Placemaking

Smart Growth Action Grants

- Support land-use related activities with the primary goals of affecting public policies that support a more sustainable development paradigm while raising the profile of REALTORS® as community leaders and enhancing REALTOR® relationships with elected officials.

Placemaking Micro Grant

- Available to REALTOR® associations to help them plan, organize, implement and maintain Placemaking activities in their communities. Grant awards range from $500 to $2,500.

Research Credits

Hope Home Foundation
Community Development Corporation
Dawn Lane: info@hopehomefoundation.org
702.497.6967
- 501(c)3 non profit
- CEO - Dawn Lane
- Nevada Real Estate Broker Licensee
- Employer Housing Benefits Programs
- Community Economic Development Consultant
- Construction Project Management
All real estate services “Under One Roof”

National statistics:
- National Association of Realtors - Washington DC
- Move, Inc. (Operators of Realtor.com)
- Metropolitan Planning Council - Chicago
- National Housing Council - Washington DC
- U.S. Census Data
- Housing and Affordability Index

Local statistics:
- Greater Las Vegas Association Of Realtors
Strengths

This site has a diverse population with a mix of housing types and excellent proximity to the valley’s employment center.

- Apartments In Good Condition
- Adequate Infrastructure to Double Density
- Diversity of Population
- Proximity to Employment Centers
- BRT
- Resident Tenure - Assumed Neighborhood Pride
- Centrally Located, Can Be Part of Valleywide Rail Infrastructure System
- Affordability
- If Redesigned Properly Can Be Much More Pedestrian and Bicycle Friendly
- Existing Ridership Hub for Sahara Transit (BRT)
- Existence of Institutions
- Available Commercial to Repurpose (Buildings in Good Condition Ready for New Tenant Improvements)
- Enhancing Workforce Lifestyle
- No Opposing Barriers - “Every Man’s Neighborhood”

Weaknesses

The vitality of this site is impacted by a negative perception of the community and eroding commercial and residential areas.

- Identity/Reputation (dangerous intersection)
- Lack of Public Space
- Lack of Pedestrian Connections (Walk-ability)
- Lack of Employment Centers
- Commercial Vacancies
- Lack of Some Neighborhood Goods & Services
- Lack of High-Quality Education Facilities
- Haves vs. Have-nots
- Opposition to Change
- NIMBY-ism
- Opposition to Density/Diversity
- Conversion of Single-Family Units to Rentals
- Mobility Barriers
- No Strong Draw So Why Live, Work, Play Here?
- Crime/Public Safety
- Public Perception
Opportunities

Opportunities exist to create an identity for residential, commercial and retail development that supports diversity with infrastructure for Transit-Oriented Development (TOD).

Similar to a downtown core or Main Street, a TOD is a pedestrian-oriented area. Pedestrians who are going to or from transit will need wide sidewalks, wide crosswalks, bright street lighting, furnishings, and other features that enhance the pedestrian environment. Of the four sidewalk zones, the pedestrian and frontage zones will be favored. The amenity zone will also be wide enough to accommodate bus stops and shelters with adequate distance between waiting passengers and the curb zone.

- Surplus of commercial space
- Vacant land/parking lot capacity
- Transit oriented development
- Open/green space/corridors
- Biking/walking paths to main streets
- Can create a comprehensive land-use master plan for 10-20 years; investment strategy
- Create a stable neighborhood that attracts multi-generational/diverse populations
- Access/use adjacent resources & amenities
- Existing open parking lot areas at Sahara/Decatur that can be transformed through land use
- Has critical mass to be a walk-able community
- Small local business
- Farmers markets
- Education/vocational training
- Create a comprehensive village center that is busy day and night
- Community/cultural events
- Higher density housing/TOD
- Job creation: modify code to induce development; infrastructure capacity in place
- Remove mobility barriers
- Mix of uses
Threats

Two unrelated but important threats include a fear of what might be planned for this area and where the money will come from to implement a plan.

- Fear of change
- DGAF
- Keep redevelopment alive
- Inertia-large area & number of owners (private/county/city)
- Areas competing for investment
- Failing needs of neighborhood residents
- Lack of public sector (City/County) cohesion or lack of public or private champion
- Loss of large commercial box employers
- Change in commuters along Decatur/Sahara
- Density decline
- Streets too wide leading to higher vehicular speeds
- Transient population
- Barriers from dual governmental jurisdictions
- Concrete jungle/no shade
- Lack of community policing to ensure public safety
- Deterioration of single-family housing
- More of the wrong development
- Continue down blighted path doing nothing
- Gentrification

Infrastructure

The panelists prior to preparation of the TAP met with the full cadre of public service providers to determine capacity of the existing infrastructure. The subject area was found to be very appropriate for urban infill development. Infrastructure such as water and sewer service, transit, power, natural gas and vehicular networks were all found to have additional capacity available. Updating infrastructure systems to incorporate new technology and promote more efficient use of limited natural resources such as water and enhance mobility were found lacking. The panelists found the subject area offered numerous opportunities to utilize new technology and “best practices” to enhance mobility. The panelists noted that the public education system had serious deficiencies that are prevalent throughout the entire state of Nevada. The panelists also noted deficiencies in parks and open spaces.
for residents to utilize. Infrastructure modifications to promote “walkability” and “connectivity” were found lacking in all the neighborhoods in the subject area. The panelists concluded that all infrastructure facilities were in place to promote development of a walkable, transit oriented, mixed-use urban village. Best practices to promote development of an urban village would have to be followed in conjunction with enhancements to the existing infrastructure. The mix of uses needs to be arranged in high density pockets of development characterized by small urban public spaces and traditional urban streetscape with retail at the street level and offices and residences above.

Vision

To create a village plan that establishes an identity AND maintains the diversity and workforce lifestyle by removing barriers to mobility and focuses on a mix of uses to support the vision of a re-energized area.

Planning & Design

The panelists and stakeholders who participated in the visioning process were amazed at the number of positive attributes in the subject area to support TOD as a catalyst for re-energizing the four hamlets. The Southern Nevada Strong planning program completed in 2014 strongly recommended pursuing TOD as a means of growth following the recession. The future planning and design for the hamlets should be done in collaboration with the TOD principles recommended in the Southern Nevada Strong planning program since most of the municipalities in Southern Nevada are in the early stages of amending their development codes to include TOD districts and development standards. ULI Nevada should provide technical assistance and resources from other communities that successfully have followed “best practices” implementing TOD.

The following were defined as areas for implementing TOD.

▶ TOD Villages consist of Four Hamlets
  - El Parque
  - Castlewood
  - Eldora
  - O’Bannon

▶ TOD area consists of commercial area along Decatur and Sahara
  - Proposed high density housing near transit stops
  - Includes added green space and pedestrian amenities
  - TOD area includes potential job centers for village residents
  - Proposed housing increases village density to support village businesses and transit
  - Mobility barriers to TOD area and transit stops are removed for improving connectivity.
  - New open space is necessary for hamlet playgrounds
  - Hamlet entries and boundaries are identified to enhance sense of place
Typical Road Diet

Sections:
- TOP: with horse trail
- BOTTOM: with bike lanes

Pedestrian Bridge for TOD Connections

Complete Streets Design Guidelines for Livable Communities
Guiding Principals

- Maximize existing transit infrastructure to accommodate future TOD
- Utilize complete streets concepts to enhance mobility
- Implement measures to remove mobility barriers

Mobility Planning

- Add bike lanes on streets with capacity
- Improve sidewalks for better walkability
- Develop equestrian trail system to compliment equestrian park
- Identify TOD areas and pedestrian connections
- Provide pedestrian connections to community facilities, schools, parks, etc.
- Remove barriers that prevent pedestrian connections-subdivision and shopping center boundary walls
- Provide para-transit to connect BRT routes
- Enhance connectivity from neighborhood to neighborhood and from neighborhoods to transit.
- Enhance walkability and bikeability by increasing the walkability “score” in the neighborhoods
- Provide mixed use development that includes transit connections.
- Connect the neighborhood community center to the neighborhoods.
- Eliminate existing vehicle/pedestrian/bicycle conflicts at the intersection of Sahara and Decatur Blvd.
- Utilize CCSD Safe Route to School program for connectivity of neighborhoods to schools. Develop a safe route program to community activity centers such as Boys and Girls Club.

Without any additional efforts, TOD is already occurring along Sahara Ave.

Implementation

There are numerous funding sources available to implement the revitalization and redevelopment of the identified opportunity areas. Existing programs can be tapped into for short-term enhancements. Institutional and private capital may be available for medium-to-short term capital needs. There is the potential for additional tax revenues to be utilized, if approached with political astuteness. By educating the residential and business communities as to best practices, the area can be primed for additional investment. Furthermore, the implementation of light rail or other enhanced transit options can have ripple effects on public and private investment opportunities. The panelists all concluded that
stakeholders and champions for each opportunity area need to be identified, encouraged and supported. This can be accomplished by creating an alliance of proponents for revitalization of the area.

**SHORT TERM**

Education/Utilization of

- Existing Programs/Incentives
  - RDA Programs
    - Downtown business assistance
    - Permitting/zoning fast-tracking
  - New market tax credits
  - Low income housing tax credits
  - Public art grants
  - Home loan funds/faith-based lending
  - Programs to incentivize residential reinvestment
  - Philanthropic organizations (small)
- Begin Education Campaign
  - Best Practices for Redevelopment
    - Reduce parking
    - Rethink big box spaces
    - Create more density of housing
- Community buy-in/civic engagement
  - Individuals need to see how change will benefit them

**MEDIUM TERM**

Attracting, pioneering in-fill developers & capital

- Profit & community buy-in
- Community development block grants
- Community improvement district e.g landscaping, shading, sidewalks, pedestrian/bicycle paths
- Private development/financing
- Banks or private capital (“hard money”)
- Philanthropic organizations (large-scale projects)
- Nevada Housing Division: Multi-Family Bond Financing
- SBA: Small-scale development construction financing
LONG TERM

Tax Increment Financing (TIF)

- Property Tax
- Sales Tax

Transit-Oriented Development (TOD)

- Revise parking requirements and restrictions in Clark County and the city of Las Vegas to promote TOD development
- Connect the existing bicycle lanes to the Alta St trail that extends to Red Rock Canyon
- Include a horse trail for the community in lieu of concrete walkways and paired bike paths.
- Provide connectivity or transit option for the ¼ mile distance between housing and transit stops.
- Permanent rails attract developers

The Urban Land Institute

The Urban Land Institute is an international, non-profit research and education organization that serves to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. The ULI is based out of Washington, D.C. and is connected throughout the Americas, Europe and Asia by a network of district councils. ULI has grown from seven regional district councils in 1983 to more than 60 global district councils today.

In North America, there are currently 51 district councils, and Europe has 13 district councils. The ULI Nevada, Hope Home Foundation; Commercial Alliance has more than 100 members. The ULI Nevada, Hope Home Foundation Commercial Alliance is funded by sponsors, programs, and its members. Over 30,000 members are active in the research and education of land use planning and development issues. ULI members have access to information such as publications, case studies, and community catalyst reports. The ULI also organizes special workshops and programs geared toward people who develop and redevelop neighborhoods, business districts and communities across the U.S. and around the world.

Networking is one of the primary reasons to join the ULI as professionals seek to be connected and share best practices. The members of ULI Nevada are community builders. They represent a range of professions from academicians to economic development officials and designers to property managers. The activities of the ULI Las Vegas are geared specifically toward local land use issues, but also toward issues that affect the Las Vegas-Henderson-North Las Vegas region and Nevada statewide.
The mission and the principles of the ULI have withstood the test of time for over 75 years. Founded in 1936, by J.C. Nichols, the ULI has been bringing together leaders from the private and public sectors in an open exchange of ideas and experiences to improve the quality of real estate and development decisions in regions throughout the world and in Southern Nevada.

**Technical Assistant Panel (TAP)**

The Urban Land Institute is a leader in conducting research and education and providing information on all aspects of real estate development and land use policy.

In order to maintain its status as a valued and objective source in the private and public sectors, the ULI seeks to bring together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs; foster collaboration within and beyond ULI’s membership through mentoring, dialogue and problem-solving; explore issues of urbanization, conservation, regeneration, land-use, capital formation, and sustainable development; advance land-use policies and design practices that respect the uniqueness of both built and natural environments; share knowledge through education, applied research, publishing, and electronic media; and sustain a diverse global network of local practice and advisory efforts that address current and future challenges.

Since 1947, ULI’s Advisory Services Program has been assisting communities by bringing together panels of seasoned real estate, planning, financing, marketing, and development experts to provide unbiased, pragmatic advice on complex land use and development issues. At the local level, the ULI Nevada District Council provides advisory services on specific issues, which are addressed in one or two days.

To ensure objectivity, members of a District Council TAP cannot be involved in matters pending before or be working for the sponsor of a TAP, and cannot solicit work from the sponsor during the panel’s assignment period. The panel consists of professionals who are ULI Nevada members with expertise to participate. Sponsors request TAPs and the District Council assists the sponsor in refining the scope of the assignment and in organizing the panel’s efforts. At the conclusion of the TAP, the panel issues a report with findings and recommendations to the sponsor. A fee is paid to the ULI Nevada for the TAP, which is used by the District Council to further the Institute’s mission to share best practices and provide educational services in local land-use planning and real estate development.