

# NEVADA PLANNER



American Planning Association  
**Nevada Chapter**

*Making Great Communities Happen*

A Publication of the Nevada Chapter of the American Planning Association

## SUMMER 2016

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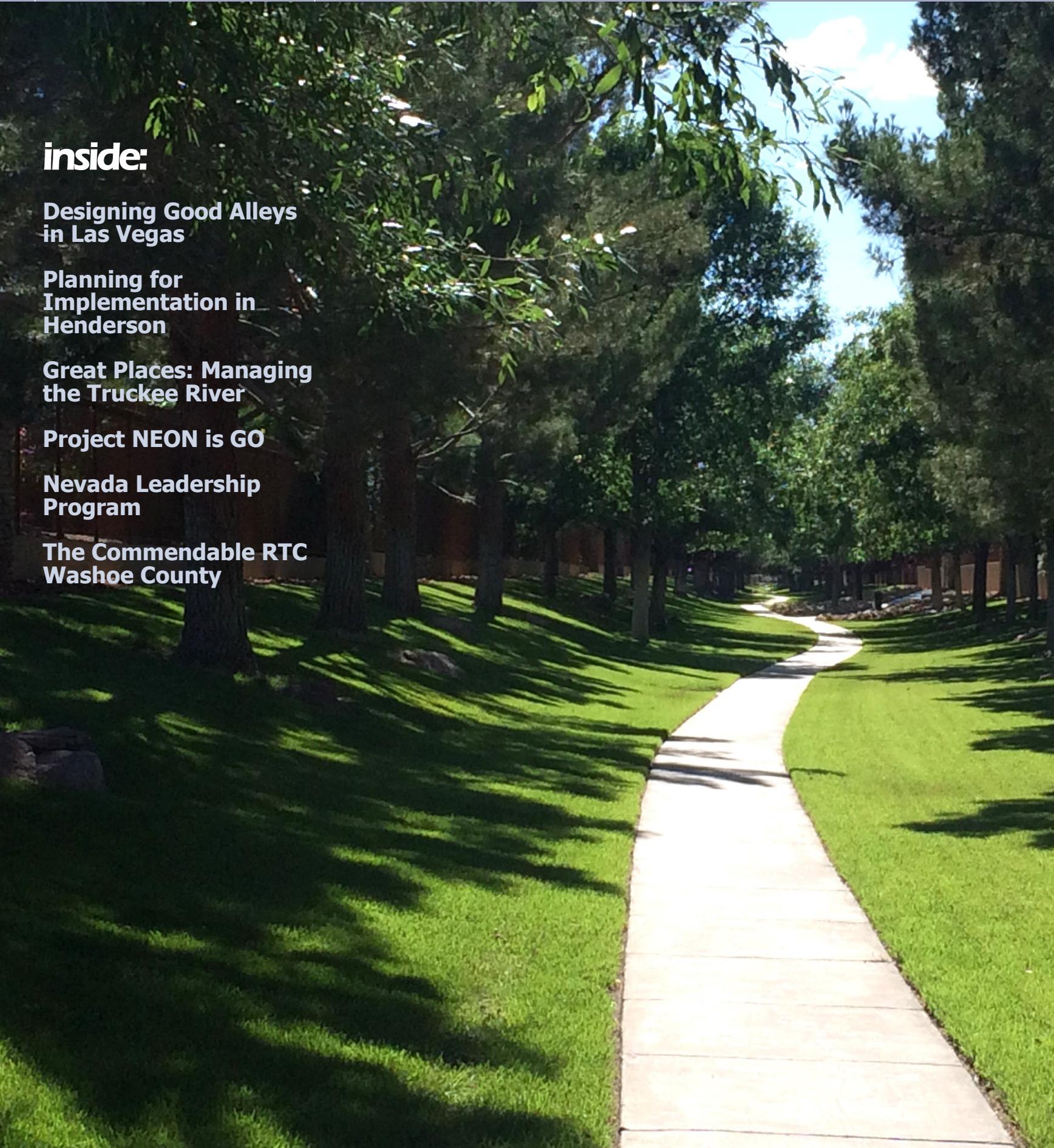
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PHOTO BY GREG TOTH, AICP



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# NORTHERN SECTION NEWS

ANGELA FUSS, AICP  
DIRECTOR, NORTHERN SECTION

The annual mixer for the Nevada APA Chapter Northern Section was held on Friday, June 24th at the Mellow Fellow Gastropub and was followed by an Aces baseball game. We had a great turn out for the annual event and were excited to see so many new faces being added to the Planning community. Thank you to everyone who came out to mingle with their fellow Planners and to cheer on the Aces baseball team.

# SOUTHERN SECTION NEWS

JARED TASKO, AICP  
DIRECTOR, SOUTHERN SECTION

At our last luncheon on June 15th, City of Henderson Staff including Brittany Markarian, Senior Public Engagement Specialist, Lisa Corrado, Long Range Planning Manager, and Alyssa Rodriguez, City Traffic Engineer, gave a presentation titled "Making the Comprehensive Planning Process Work for Your City." The presentation provided an overview of the City of Henderson's Comprehensive Plan Update—Henderson Strong, which focused on creating a shared vision through a collaborative planning process with citizens, businesses, elected officials, and city departments. Our next luncheon is scheduled for September 14<sup>th</sup>.



# MOVING & SHAKING



G.C. Garcia, Inc., a Nevada-based land planning and development services firm, has hired **Doug Rankin, AICP** as planning manager. As the planning manager, a position created for him, Rankin will perform client development services, including managing projects from inception to completion, across jurisdictions.

In an analysis released in May by Economic Forum, Rankin's new hire is one of 52,000 jobs in 2016, of which 8,700 jobs are in construction. Job growth is expected to return to pre-recession, 2007 highs of nearly 1.4 million by mid-year, according to the same analysis.

With gains in construction, as well as a more diversified economy, G.C. Garcia, Inc. is experiencing growth and is ready for more.

"We created this position for Doug because we needed him and his expertise to take the next step," said George Garcia, founder and president of the firm. "He will be in the trenches where most business gets done."

A Southern Nevada native, Rankin has nearly 20 years of local government planning experience, including eight years as the planning manager for the city of Las Vegas. Prior to joining the planning department in 2005, he served for seven years as a liaison in the Las Vegas City Council office where he specialized in zoning, community outreach, code enforcement and municipal budgeting. He also was appointed to the Las Vegas Planning Commission and served one year before joining the city of Las Vegas council office.

Rankin is a member of the American Planning Association and earned his certification from the American Institute of Certified Planners in 2006. He also maintains membership in the Nevada Chapter of the American Planning Association and its city planning workgroup, planning managers workgroup, and the Southern Nevada Home Builders Association.

Rankin earned his bachelor's degree in biology, with a minor in criminal justice, from the University of Nevada, Las Vegas.

Established by longtime Nevadan George Garcia in 1995, G.C. Garcia, Inc. is a Nevada-based land planning and development services firm which helps clients with every aspect of acquiring and developing a new location or redeveloping and retrofitting an existing location. The firm also provides expert witness testimony in planning, land-use and eminent domain matters. Clients include Dotty's, the Nevada Department of Transportation, NV Energy, MGM Grand, Laurich Properties, Trammell Crow Company, Queensridge Residents, Walker Furniture, and others.

Those interested can contact G.C. Garcia at 702-435-9909 or visit [gcgarciainc.com](http://gcgarciainc.com).

# City of Las Vegas Downtown Alley Design Guidebook

DAVE CORNOYER

To create more usable, viable and livable space within the City, The City of Las Vegas Department of Planning has worked to develop guidelines for improving and activating the City's alleyways. These guidelines are meant to facilitate creative usable open space within the urban downtown area.

The guidelines have been established in the Downtown Alley Design Guidebook: Components for a Successful Environment. Active alleyways create secondary pedestrian access routes, offer additional areas for outside dining, create art installation opportunities and allow for secondary entrances into adjoining businesses. The improvements and activations highlighted within the guidelines can range from a simple repaving to adding additional lighting for safety on a small-scaled project, while full alley activation may include additional amenities such as artwork, special pavement, landscape, seating, and shade.

Planning began the process by studying the iconic activated alleyways across the country and globe to determine what factors made them successful. There are hun-

dreds of alley activation projects across the globe, but only a handful are noted for their iconic, sustainable, and successful nature. These are key attributes which align with the strategic anchors identified by the Office of the City Manager. Once alleyways in Seattle, Boston, Pasadena, Portugal, and Australia were examined for their common successes, the Department developed a matrix to isolate certain elements of success and determined how they could be applied in the City's alleyways.

Teaming up with the Department of Public Works, Planning began work on the guidebook which details the components for a successful environment. The guidebook facilitates the goal of creating public/private partnerships to transform urban alleyways into a safe network of iconic, active, clean, and functional spaces for alternative modes of travel.

The guidebook also examines the benefits of activated alleyways, discusses the design components for successful alley activations, identifies possible partner contributions, provides a process matrix as well as the required agreements, and identifies suggested locations for alley activations.

Based on the success of a temporary alleyway activation installation held at the beginning of May 2015 in downtown Las Vegas, standards for temporary or "pop up" alleyways were also developed. The pop up alley allows a business to temporarily use the alleyway, usually for a specified period of time on specified days, as a venue for special events, outdoor dining, or other similar uses.

Alleys selected for improvements will have a unique set of circumstances influencing specific design components. All locations will require an Access Management Plan, a Drainage Mitigation Plan, and a Long Term Maintenance Plan. Activated alleyways may be selected for activation by the City, or business/property owners along a common alleyway may request improvements and amenities. These improvements may be privately funded, performed by a private contractor hired by the City, or constructed utilizing City resources.

The Downtown Alley Design Guidebook works to capture more usable space in the urban environment, maximizing flexibility for businesses and property owners. It allows existing businesses to potentially have a second front door in areas where urban real estate is highly sought after. Several alleyways within the downtown Las Vegas area have been identified for further review and consideration of alley activation, while the guidebook itself serves property owners with the toolbox to create unique spaces that reflect the character of their neighborhood. 

**Dave Cornoyer** is a Planner II in Long Range Planning for the City of Las Vegas.



# Henderson Planning with Implementation in Mind

BRITTANY MARKARIAN

Henderson Strong – the City’s Comprehensive Planning process – seeks to align local plans and community priorities with the Southern Nevada Strong (SNS) Regional Plan to ensure competitiveness for implementation funding through local, state and national sources.

Community Development and Service Department Long Range Division staff have been planning with implementation in mind this go-around and applying for creative funding sources throughout the Comprehensive Planning process. As a result, Henderson competed and was awarded several technical assistance grants, designations and creative funding opportunities in direct response to SNS implementation recommendations and in-line with Henderson Strong strategies. Local grants secured and other SNS implementation efforts include:

## RWJF Invest Health Strategies for Healthier Cities

The nation’s largest philanthropic organization dedicated solely to health announced that Henderson was selected as the only city in Nevada to receive a grant to develop strategies to create places that support healthy lifestyles for all residents regardless of their income. The Robert Wood Johnson Foundation (RWJF) and Reinvestment Fund selected Henderson to take part in the new “Invest Health” initiative and awarded the city a \$60,000 grant. The funding will be used to explore a broad range of ideas including: increasing access to nutritious food, expanding access to preventive health care services community wide, promoting active transportation and housing rehabilitation.

## EPA Communitywide Brownfields Assessment Grant

The U.S. Environmental Protection Agency (EPA) awarded the City of Henderson more than a half-million dollars to support efforts to revitalize and redevelop the Boulder Highway Corridor, a once-vibrant and important economic district in Southern Nevada. The \$550,000 in federal funds through the Assessment, Revolving Loan Fund and Cleanup (ARC) grant program, will be used to assess an 8-mile segment of Boulder Highway in Henderson and conduct cleanup planning for possibly contaminated areas also known as brownfields. Brownfield areas often include abandoned commercial or industrial properties which may have some sort of environmental contamination. The Boulder Highway Corridor has a long history of industrial and auto-related uses, including dealerships, auto-body shops and gas stations. Many properties along the highway are now abandoned and redevelopment is hampered by the potential presence of contamination. This grant will help ready the corridor for revitalization.

## EPA Local Food, Local Places

Henderson was one of 27 communities nationwide selected to participate in "Local Food, Local Places," a federal initiative that promotes neighborhood revitalization efforts and access to healthy, local food. The EPA Local Foods, Local Places Technical Assistance will address connectivity challenges and lack of access to fresh groceries by developing a connectivity plan for Downtown Henderson that emphasizes food access. The initiative will help establish a network of connections to key community areas in Downtown such as grocery stores, employers, businesses, schools, parks, neighborhoods, and bus stops through trails, bike lanes, and sidewalks. 



**Brittany Markarian** brings a decade of public relations, marketing, communications and community engagement experience to her position as Senior Public Engagement Specialist for the City of Henderson Community Development Department. Prior to her post, Markarian served as Public Information Officer for the SNS Regional Planning Project.





# The 2016 One Truckee River Management Plan: New Approaches for Communities Building Great Places using a Natural Resource

DR. FREDERICK STEINMANN AND  
MR. RICHARD BARTHOLET

*THE TRUCKEE RIVER IN DOWNTOWN RENO BETWEEN WINGFIELD PARK AND SIERRA STREET.*

## Introduction

The importance of industrialization to the development of American cities during the late 1800's and early 1900's caused city leaders, planners and land owners to view rivers and other navigable water ways as either nuisances that interfered with the proper application of the gridiron approach to urban land use planning or as natural resource to support industrialization and manufacturing processes. Few, during this early period of professional approaches to urban land use planning, viewed rivers and other navigable water ways within the jurisdictions of a municipality or urban center as a possible catalyst for infill development, entertainment, or as the center of a community's cultural, recreational, and social heart. Rivers such as the Hudson River in New York, the Cuyahoga River in Cleveland, the Allegheny, Monongahela and Ohio rivers in Pittsburgh, the Los Angeles River in Los Angeles and countless other rivers and watersheds throughout the United States had become either environmental catastrophes or abandoned corridors to be avoided instead of used.

The Truckee River in Washoe County, which runs from Lake Tahoe in the Sierra Nevada Mountains to Pyramid Lake located in an elongated intermontane basin in Washoe County, suffered from the same fate that many of America's great rivers and watersheds befell during America's urbanization. Land use patterns along a twelve

mile stretch of the Truckee River that crosses through both the City of Reno and the City of Sparks are dominated by industrial, manufacturing, and warehousing uses. Much of this stretch of the Truckee River has also been used by the region's homeless population as a location for temporary shelter for the past several decades. Social, economic, and physical blight have dominated much of the Truckee River's history.

But the region's leaders, including elected and appointed officials, government executives, non-profit organizations, and private sector interests, have, over the past three decades, envisioned a new purpose for this twelve mile stretch of the Truckee River that extends throughout the City of Reno's downtown core and the City of Sparks' southernmost municipal boundary. Led by the Nevada Land Trust, a private non-profit land trust established in 1998 dedicated to preserving and protecting Nevada's open spaces and special places for future generations, and Keep Truckee Meadows Beautiful, a 501(c)3 non-profit dedicated to creating a cleaner and more beautiful region through education and active community involvement, recently contracted with CFA, Inc., a multi-disciplinary consulting firm based in Reno, Nevada, to complete a comprehensive management plan for this twelve mile stretch of the Truckee River. The 2016 One Truckee River Management Plan, according to the plan's executive summary, "...is a collaboration of public and

private partners working together to realize a Truckee River that flows clear and clean, quenches our thirst, sustains the river's natural ecology, cultural resources and wildlife, and connects residents and visitors to unparalleled opportunities for recreation and regeneration." This plan, which will soon be evaluated for possible adoption by Washoe County, the City of Reno, and the City of Sparks, will serve as the foundation for renewed investment and use of the Truckee River within Washoe County's urbanized centers.



*THE TRUCKEE RIVER IN DOWNTOWN RENO IS HOME TO A WIDE VARIETY OF WILDLIFE...DOMESTIC AND WILD!*

### **The 2016 One Truckee River Management Plan**

The 2016 One Truckee River Management Plan has been developed around four central goals, including: (1) to ensure and protect water quality and ecosystem health in the Truckee River, (2) to create and sustain a safe, beautiful and accessible river connecting people and places, (3) to build an aware and engaged community that protects and cares for the river, and (4) to ensure the measurable, sustainable and collaborative management of the river for today and into the future. Each goal contains a number of individual strategies, action items, and a one-year, one to five-year, and six to ten-year implementation planning horizon. While the Nevada Land Trust and Keep Truckee Meadows Beautiful are the plan's originators and primary champions, implementation of the various strategies and action items and achievement of each of the four goals will require the support and action of various public sector, for-profit private sector, and other non-profit private sector organizations, agencies, and entities located within the Reno-Sparks-Washoe County region.

Nine separate categories were identified and became the core One Truckee River Management Plan Emerging Issues that set the framework for the plan. The nine issues included water quality, social issues, stewardship, ecosys-

tem, quality of life, public safety, funding, recreation and education. In December 2015, faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, were contracted by CFA, Inc. to assist in the development of strategies and action items related to two of the emerging issue areas. University Center for Economic Development faculty were asked to complete an assessment of the various social issues and financing and administrative issues within the 2016 One Truckee River Management Plan. University Center for Economic Development faculty were selected because of past research and expertise in the area of public budgeting, finance and administration, a unique and comprehensive understanding of Nevada's fiscal system, and past and current engagement with regional policy makers regarding continued policy and service delivery program development and implementation designed to support the area's homeless population.

In 2007, University Center for Economic Development faculty completed a comprehensive assessment of northern Nevada's regional homeless population. The 2007 University of Nevada, Reno regional homeless study for Washoe County advanced four primary program and policy recommendations, including: (1) segmentation of the region's homeless population, with separate program development, service delivery and with results reported by segment, (2) complete and add system components needed for immediate interventions, (3) make needed 'system-level' improvements, and (4) improve the weekly motel environment for safety and security. After several meetings with the area's policy makers, social service providers, area law enforcement, and other relevant parties in 2015 and 2016, University Center for Economic Development faculty found that each of these four recommendations from 2007 had already been, to some degree, implemented and that they could still be used to help mitigate the impact of homelessness along the Truckee River corridor by developing policy and programs designed to divert the area's homeless population away from temporary shelter along the Truckee River corridor and to more secured and therapeutic housing and care facilities. A subcommittee of technical experts, including University Center for Economic Development faculty, developed seven separate strategies integrated into the draft 2016 One Truckee River Management Plan, including:

1. Expand the continuum of housing options available to the region's homeless and indigent population including, but not limited to, a permanent year-round overflow shelter, development of additional secured therapeutic housing facilities such as Crossroads, the development of scattered permanent supportive housing projects, and continued support for rapid re-housing of individuals facing homelessness due to an emergency.
2. Support the commitment to continue current practices of keeping the overflow shelter open year round.

3. Continue coordination with Washoe County Regional Animal Services to care for pets of the homeless and connection to case workers.
4. Create a mental health facility that provides same-day access to mental health and additional services.
5. Implement a multi-jurisdictional case management designed to assist individuals needing access to housing and other resources.
6. Create a collaborative group between Washoe County, the City of Reno, and the City of Sparks in order to focus case management and law enforcement on the Truckee River.
7. Identify specific strategies to address youth homelessness by engaging groups such as the Community Foundation of Western Nevada to identify the best ways to improve services to homeless youth and to support such efforts to better address youth homelessness throughout the region.

If successfully implemented, these seven strategies will hopefully begin to reduce the significant homeless population that currently uses the Truckee River corridor through the City of Reno and the City of Sparks as temporary shelter and thereby reduce some of the negative social and environmental impacts this at-risk population is currently having on this sensitive ecosystem and watershed.

Successful implementation of these seven strategies and achievement of each of the 2016 One Truckee River Management Plan's four primary goals will require significant financial resources and the administrative commitment of the area's public sector, for-profit private sector, and other non-profit private sector organizations, agencies, and entities. University Center for Economic Development faculty, as part of the technical subcommittee group engaged in the 2016 One Truckee River Management Plan, developed four primary funding and administrative framework options for the plan. These funding and administrative framework options were based upon the faculty's assessment of ten existing comprehensive river management plans adopted in jurisdictions located outside Nevada including the Tuloumne Wild and Scenic River Management Plan (2002), the Ashuelot River Corridor Management Plan (2001 and 2002), the USDA Forest Service Wild and Scenic River Comprehensive River Management Plan (2007), the Intermunicipal Watershed Management Program (State of New York, 2010), the 2014 Yakima River Basin Integrated Water Resource Management Plan (State of Washington, 2014), the Lakes Buchanan and Travis Water Management Plan and Drought Contingency Plans (State of Texas, 2015), the River South Area Coordinated Plan (Bexar County, Texas, 2010), Riverwalk 2020 (Fort Lauderdale, Florida, 2009 and 2010), and the Boise River Resource Management and Master Plan (City of Boise, Idaho, 2014). University Center for Economic Development faculty also evaluated various Nevada-specific funding and administrative tools including those tools found in Nevada Revised Statute (NRS) Chapter 621 The Carson Water Subconservancy



*KAYAKERS GETTING READY TO RAFT THE RAPIDS OF THE TRUCKEE RIVER AT THE WHITE WATER PARK IN DOWNTOWN RENO.*

Act, NRS Chapter 279 Redevelopment of Communities, NRS Chapter 271 Local Improvements, NRS Chapter 318 General Improvement Districts, NRS Chapter 278C Tax Increment Areas, and NRS Chapter 548 Conservation.

First, the 2016 One Truckee River Management Plan will require sustainable long-term financial resources to fund ongoing and recurring program and administrative costs. This will likely require the use of a public revenue stream in the form of fees and/or taxes. Adoption, and ultimate implementation, of the 2016 One Truckee River Management Plan by a local government entity should be considered in order to fund and administer the plan's long-term program, operational, and administrative requirements. The use of publicly assessed, levied, and collected fees and/or taxes, used for ongoing and recurring program and administrative costs can be augmented and supported through the continued collection and use of grants, donations, and gifts collected by a non-profit or nongovernmental entity. However, grants, donations, and gifts should not be solely depended upon to fund ongoing and recurring program and administrative costs.

Second, the 2016 One Truckee River Management Plan will require a sustainable funding and administrative framework necessary to fund one-time capital improvement projects. Redevelopment, General Improvement Districts, Special Assessments Districts, and/or Tax Increment Areas, each defined by separate chapters of the Nevada Revised Statutes, could each potentially be used to fund various one-time capital improvement projects as identified in the plan. The use of grants, donations, and gifts collected by a non-profit or nongovernmental entity could and should be used to augment the use of Redevelopment, General Improvement Districts, Special Assessment districts, and/or Tax Increment Areas. The use

of grants, donations, and gifts could potentially be used to directly fund one-time capital improvement projects.

Third, special legislation, similar to that of the Carson Water Subconservancy District Act, adopted and passed by the Nevada State Legislature in 1989, could potentially be pursued to assist in the funding of both one-time capital improvement projects and ongoing and recurring program and administrative costs identified in the 2016 One Truckee River Management Plan. The Carson Water Subconservancy District Act created a special assessment district with the authority to assess, levy, and collect an ad valorem tax. This ad valorem tax was largely restricted to the use of acquiring water rights deemed necessary by the special district to improve the overall quality of the Carson River but can also be used to fund ongoing and recurring program and administrative costs deemed necessary by the special district. This special district further has the authority to apply for and receive grants and accept donations and gifts. This mixture of funding, for both one-time capital improvement costs and ongoing and recurring program and administrative costs, could potentially fund many of the projects and programs identified in the 2016 One Truckee River Management Plan.

And fourth, Conservation Districts, as outlined in NRS Chapter 548 and further amended in Nevada Senate Bill 476 (2015), could potentially be used to both fund and administer a variety of the one-time capital projects and ongoing and recurring program and administrative expenditures outlined in the 2016 One Truckee River Management Plan. The current and existing Washoe Storey Conservation District already provides an in-place administrative and management framework that could be used to administer and implement various aspects of the 2016 One Truckee River Management Plan. The ability of a Conservation District to apply for and receive grants and accept donations and gifts makes the Conservation District approach ideal for funding one-time capital improvement projects and the recently created authority to assess, levy, and collect a fee not to exceed \$25.00 per parcel (as outlined in Nevada Senate Bill 476 adopted and passed by the 2015 Nevada State Legislature) makes the Conservation District approach ideal for funding ongoing and recurring program and administrative costs.

## Conclusion

The 2016 One Truckee River Management Plan is designed to reverse decades of neglect and social, economic and physical blight along a twelve mile corridor of the Truckee River that crosses Washoe County through the City of Reno and the City of Sparks. Careful planning not only requires a comprehensive assessment and evaluation of historical and current land use patterns but a comprehensive understanding and approach to addressing the many social, environmental and ecological, and recreational issues that currently impact the quality, safety, and use of the Truckee River. Addressing these social, environmental and ecological, and recreational issues in a

comprehensive plan ensures that the Truckee River will once again become a regional destination for residents and visitors alike. Reversing decades of neglect and misuse of the Truckee River will require the collaborative engagement of both the public sector and various for-profit and non-profit private sector interests. By doing so, the Truckee River can again serve as the social, economic, recreational, entertainment and educational heart of the Truckee Meadows and northern Nevada. 

*Special thanks to Sheila Leslie, Washoe County Behavioral Health Program Coordinator, and Angela Fuss, Principal and Director of Planning at CFA, Inc., for helping develop and review this article.*



**Frederick Steinmann** is currently an Assistant Research Professor with the University Center for Economic Development. He earned his Bachelors and Masters of Economics from the University of Nevada, Reno and his Doctorate of Policy, Planning, and Development from the University of Southern California.



**Richard Bartholet** is currently a Research Associate with the University Center for Economic Development. He earned his Masters of Business Administration from the University of Nevada, Reno and is a business school graduate from Montana State University.

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# BIG TRANSPORTATION IMPROVEMENT FOR SOUTHERN NEVADA: PROJECT NEON

RICHARD N. VELOTTA  
LAS VEGAS REVIEW-JOURNAL

*Reprinted in part from an [April 7, 2016, Las Vegas Review-Journal article](#) and Nevada Department of Transportation Press Release on October 12, 2015.*

To state transportation leaders, it's a source of pride — the largest public works highway project in Nevada history. For planners, a real benefit will include increased efficiency for a critical segment of the transportation network serving residents and visitors to Southern Nevada. This also means better support for the local economy with resorts at its core. The project also continues the conversation of incorporating other multimodal components to enhance the overall infrastructure in the area.

In April 2016, dignitaries and celebrities from across the state celebrated the kickoff of Project Neon, the approximate \$1 billion Spaghetti Bowl redesign project expected to reduce accidents and add traffic lanes to the state's busiest highway interchange at Interstate 15 and U.S. Highway 95.

U.S. 95 is designed to connect its High Occupancy Vehicle (HOV) or carpool lanes to the I-15 express lanes with a flyover bridge while creating direct access carpool ramps and a new interchange called "Neon Gateway." Other planned upgrades include reconstructing the Charleston Boulevard interchange, extending Grand Central Parkway over the Union Pacific Railroad tracks and then connecting to Industrial Road for improved downtown Las Vegas access and mobility. There will also be aesthetic and landscape upgrades, intelligent messaging signs and improved drainage, among other things. Project NEON should reduce travel delays by 28 percent for a \$110 million annual savings through increased productivity. Air quality will improve due to less idle time and vehicle exhaust while enhancing motorist safety from less merge and weave traffic.

The project is expected to be completed by summer 2019. Elected officials praise this project as follows:

"This critical investment ensures that we meet the state's growing infrastructure needs while generating thousands of well-paying local jobs that will stimulate Nevada's economy," Gov. Brian Sandoval said. "Project Neon will greatly improve traffic congestion, motorist safety and commuter delays, thereby improving the quality of life for

all Nevadans as well as improving visitor experiences in our state."

"An effective infrastructure does more than simply move Nevadans from one place to another," said U.S. Representative Cresent Hardy. "Roads get us to work, to dinner, to the movies and more. For Las Vegas, a good transportation network is necessary for our city's visitors to get to their desired vacation spot, so that our economy can stay moving."

The project will widen 3.7 miles of I-15 between Sahara Avenue and the Spaghetti Bowl in downtown Las Vegas. It's the busiest stretch of highway in Nevada with 300,000 vehicles daily — one-tenth of the state population — seeing 25,000 lane changes per hour. Traffic through the corridor is expected to double by 2035.

For many motorists, the biggest challenge will be on surface streets beneath and along the periphery of the interchange. Martin Luther King Jr. Boulevard will become an orange-cone zone during the course of the project. According to the Nevada Transportation Department's schedule, I-15 traffic disruptions will occur during one construction season, between March and November 2018.

The schedule preserves the most visible improvement for last — an 81-foot-tall, 2,606-foot-long high-occupancy vehicle precast concrete flyover bridge connecting southbound U.S. 95 to southbound I-15 as well as their north-



CURRENT VIEW OF THE SPAGHETTI BOWL

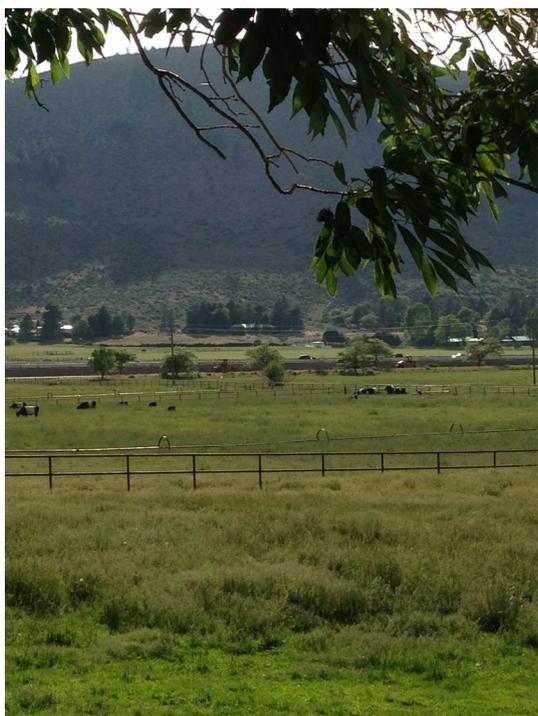
bound counterparts. That's scheduled to be built from November 2018 to July 2019.

Kiewit Infrastructure West Co. is the general contractor under a \$559.4 million design-build contract, which carries up to \$20 million in early completion incentives plus millions of dollars in potential late penalties. Atkins North America Inc. is the project's lead designer.

The project will also convert two existing I-15 express lanes into a general purpose and HOV lane, creating 22 consecutive miles of carpool lanes between I-15 and U.S. 95. The HOV lanes will allow carpoolers and rapid transit downtown Las Vegas access with the Neon Gateway interchange between Charleston Boulevard and Oakey Avenue.

During off-peak hours, the HOV lanes would be allowed for general use. In addition, the project will create a full diamond interchange at Charleston Boulevard for easier access to downtown, the Medical District and Symphony Park, and several "ramp braids" will reduce merge and weave traffic on I-15. Meanwhile, Martin Luther King Boulevard will become a feeder type roadway paralleling I-15 for improved accessibility.

Other anticipated upgrades include extending Grand Central Parkway over the Union Pacific Railroad tracks as well as connecting to Industrial Road for improved resort corridor access and mobility. 



*SMITH RANCH IN WALKER VALLEY. PHOTO BY SCOTT RUEDY, AICP*

*HAVE SOME GREAT SHOTS OF NEVADA? SEND THEM IN!*

## **THE NEVADA LEADERSHIP PROGRAM**

### **A Partnership between the Nevada Chapter of the American Planning Association and the University of Nevada, Reno**

**DR. FREDERICK STEINMANN AND MR. MICHAEL HARPER, FAICP**

#### **Introduction**

Nevada has a problem. According to the 2012 State Integrity Investigation, completed by the Center for Public Integrity, Global Integrity, and PRI Public Radio International, Nevada earned a near failing grade when it came to the general accountability, transparency, efficiency, and effectiveness of government administration in the state. Across 14 separate measures of public accountability and transparency and organizational efficiency and effectiveness, Nevada earned five F's, three D's, two D's, three D+'s, and one B- in 2012. Nevada earned its five F's in Internal Auditing, Lobbying Disclosure, State Management Fund, Ethics Enforcement Agencies, and State Insurance Commissions. Nevada's three D's were in Political Financing, State Budget Process, and State Civil Service Management. Nevada's two D's were in Legislative Accountability and Redistricting and Nevada's three D+'s were in Public Access to Information, Executive Accountability, and Judicial Accountability. Nevada's best grade, a B-, was in Procurement.

Since 2012, Nevada continues to lag behind the rest of the United States when it comes to improving public accountability and transparency in public policy development, implementation and administration and continues to struggle when it comes to improving public organizational efficiency and effectiveness at both a state and local level. As Nevada continues to grow and development, these accountability, transparency, efficiency, and effectiveness concerns will continue to limit the state's ability, and the ability of local governments in Nevada, to address the new challenges and difficulties the state will face as Nevada continues to urbanize and grow.

In response to these challenges, the Nevada Chapter of the American Planning Association partnered with the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, to develop and deliver a curriculum designed to teach elected and appointed officials, government executives, and interested members of the public about the technical aspects of public policy making and public administration and management. Begun in 2013 as the Local Leaders Institute, the Nevada Leadership Program now boasts a variety of curriculum tailored to fit the needs of various elected and appointed officials and government officials at both the state and local government levels. Since 2013, the Nevada Leadership Program has offered non-



*MICHAEL HARPER, FAICP, LEADS A DISCUSSION ON THE RELATIONSHIP BETWEEN HOUSING DEVELOPMENT AND MASTER PLANNING, ZONING, AND TRANSPORTATION PLANNING AT THE FINANCING LOCAL GOVERNMENT TOOL KIT WORKSHOP HELD IN ELKO, NEVADA ON JUNE 10, 2016.*

formal teaching and professional development opportunities to conservation districts, private sector organizations and firms, county governments, local governments, economic development professionals, other professional associations, General Improvement Districts, planning commissions, and other groups and organizations located throughout the state.

### **The Nevada Leadership Program, October 2015 through June 2016**

Thanks to the continued financial and in-kind support of the Nevada Chapter of the American Planning Association, along with the continued financial and in-kind support of other organizations such as the Nevada Association of Conservation Districts, the Nevada Department of Conservation and Natural Resources, and the Northeastern Nevada Regional Development Authority, the Nevada Leadership Program conducted seven different workshop between October 2015 and June 2016, helping train and educate approximately 114 elected and appointed officials, government executives, and interested members of the public in locations across the state.

One of the Nevada Leadership Program's tent pole training workshops is the Conservation District Leadership Development Workshop. Dr. Frederick Steinmann, Assistant Research Professor with the University Center for Economic Development, and Mr. Michael Harper, FAICP and member of the Nevada Chapter of the American Planning Association, conducted three separate Conservation District Leadership Development Workshops with one in Ely, Nevada on November 2, 2015, one in Las Vegas, Nevada on May 21, 2016, and one in Reno, Nevada on June 3, 2016. Attendees of the Conservation District Leadership Development Workshop learned about the legal structure of conservation districts in Nevada and their relationship with various federal, state and local entities. Attendees also received instruction on the administration of local conservation districts in Nevada as laid out in Nevada Revised Statute Chapter 548, information about Nevada's open meeting laws and the Nevada Code of Administrative Ethics, concepts pertaining to public

budgeting and finance, and about the responsibilities of Conservation District Board members. A revised Conservation District Leadership Development workshop, with a new curriculum, will be held in November 2016 during the Nevada Association of Conservation District's Annual Meeting.

In 2016, the Nevada Leadership Program developed a new workshop, Financing Local Government Tool Kit Workshop, which was held in Elko, Nevada on June 10, 2016. Developed in partnership with the Northeastern Nevada Regional Development Authority, the Financing Local Government Tool Kit Workshop introduced attendees to a variety of concepts pertaining to the development and execution of public-private partnerships related to housing development and the relationship between housing development and master planning, zoning, and transportation planning. Dr. Steinmann and Mr. Harper led a series of small group exercises that provided attendees of the Financing Local Government Tool Kit Workshop with the opportunity to develop a housing pro forma project financial analysis and a Disposition and Development Agreement. The workshop concluded with a brief discussion regarding various funding techniques including a review of Redevelopment, found in Nevada Revised Statute (NRS) Chapter 279, General Improvement Districts, found in NRS Chapter 318, Special Assessment Districts, found in NRS Chapter 271, and Tax Increment Areas, found in NRS Chapter 278C.

Other Nevada Leadership Program workshops held between October 2015 and June 2016 included a How to Effectively Create a Team Environment workshop held on March 8, 2016 in Reno, Nevada, a Redevelopment 101 workshop held on April 7, 2016 in Fernley, Nevada, and a How to Become an Effective Leader workshop held on April 12, 2016 in Reno, Nevada. For the remainder of 2016, the Nevada Leadership Program will hold six additional workshops including two separate Fundamentals of Economic Development 2.0 workshops, one that will be

*MICHAEL HARPER, FAICP LEADS A DISCUSSION ON THE PLANNING AUTHORITY GRANTED TO LOCAL CONSERVATION DISTRICTS UNDER NRS 548 AT A CONSERVATION DISTRICT LEADERSHIP DEVELOPMENT WORKSHOP HELD AT THE JOE CROWLEY STUDENT UNION ON THE UNIVERSITY OF NEVADA, RENO'S MAIN CAMPUS ON JUNE 3, 2016.*



held in conjunction with the 2016 Nevada Economic Development Conference on September 20, 2016 in Reno, Nevada on the campus of the University of Nevada, Reno and one that will be held in conjunction with the 2016 Annual Conference of the Nevada Chapter of the American Planning Association on October 16, 2016 in Henderson, Nevada on the campus of Nevada State College.

For more information about upcoming Nevada Leadership Program professional development opportunities and workshops, and for copies of past workshop curriculum, including presentations and handouts, visit the Nevada Leadership Program website online at : <http://www.unr.edu/business/research-and-outreach/nevada-leadership>

### Conclusion

Public accountability and transparency and public organizational efficiency and effectiveness each serve as the foundation upon which Nevada's policy makers, government officials, and members of the public begin to address the many challenges the state and local communities in Nevada faces as the state continues to grow and develop. In partnership with the University of Nevada, Reno's Nevada Leadership Program, the Nevada Chapter of the American Planning Association continues to provide its members, elected and appointed officials, government executives, and interested members of the public with opportunities to learn about how government functions in Nevada and with opportunities to improve their policy making and administrative skills. 



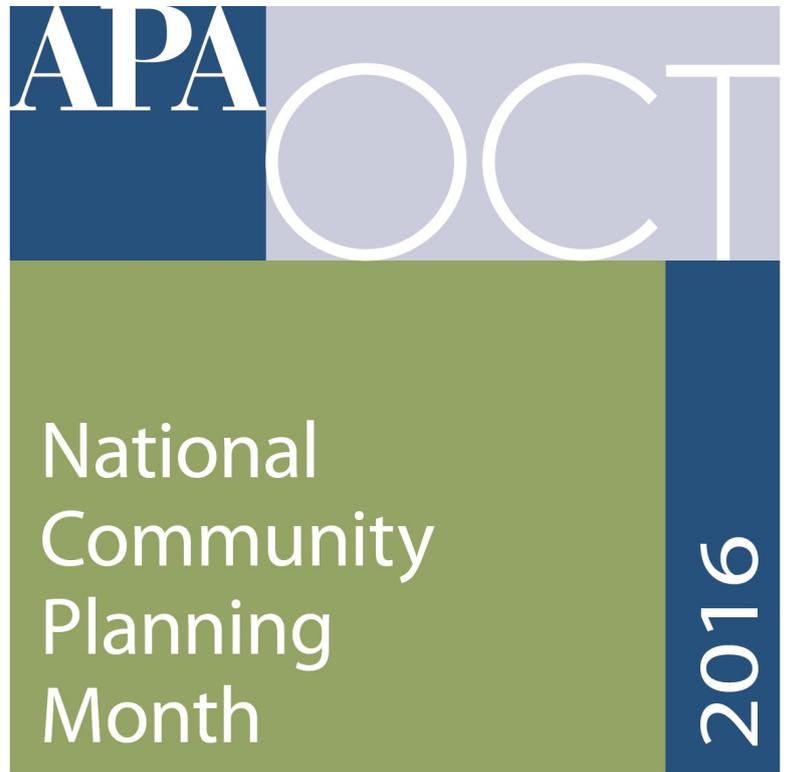
**Frederick Steinmann** is currently an Assistant Research Professor with the University Center for Economic Development. He earned his Bachelors and Masters of Economics from the University of Nevada, Reno and his Doctorate of Policy, Planning, and Development from the University of Southern California.



**Michael Harper** is a Fellow of the American Institute of Certified Planners and currently serves as Chapter Treasurer. He earned his Bachelors in History and a Masters of Public Administration from the University of Nevada, Reno.

### Sources:

The Center for Public Integrity, Global Integrity, and PRI Public Radio International. 2012. *State Integrity Investigation*. <https://www.publicintegrity.org/accountability/state-integrity-investigation/>



## CIVIC ENGAGEMENT

### What is National Community Planning Month?

Established in 2006, National Community Planning Month is celebrated each October as a way to highlight the role of planners and the importance of good planning in our communities. Across the country, communities celebrate planning through a variety of avenues including have a mayoral proclamation declaring October as community planning month; planning department open houses; community tours; or photo contests. Planning is essential for our communities to prosper and maintain balance and cohesiveness.

Each year, a theme is identified to help a community plan highlight an aspect or outcome of planning. The theme can be used to organize events and activities within the community. This year, the theme is **civic engagement**. The theme underscores the necessity of engaging the public, elected officials and key leaders in discussions that shape the future of our cities. Thoughtful, local planning cannot happen without meaningful civic engagement.

### Why celebrate Planning?

National Community Planning Month is your chance to raise the visibility of planning, the planning profession, and to highlight the positive impact it has on your community.



# RTC WASHOE MPO RECEIVES U.S. DOT COMMENDATIONS

MICHAEL J. MORENO

The Regional Transportation Commission (RTC) of Washoe County recently received their Metropolitan Planning Organization (MPO) certification from the U.S. Department of Transportation Federal Highway Administration/Federal Transit Administration. The RTC was commended for the work they accomplished for this review process highlighting the agency's leadership in implementing a planning process with a renewed focus on public involvement, transparency and performance based planning. The RTC is a multi-function agency which serves as the public transit authority, the builder of regional roads and the MPO for the region. The commendations received recognized the RTC's 2035 Regional Transportation Plan (RTP), adopted in April 2013, and the agency's public outreach efforts. In the review by the federal agencies, it was evident the RTP demonstrated a transparent process which clearly lays out the priorities for the MPO and including performance measures. "The review team was extremely impressed with the quantity and content of the RTP. Overall, the 2035 RTP serves as an exceptional national best practice of an MPO Long Range Plan," said Susan Klekar, Nevada Division Administrator, FHWA. The public outreach commendation lauded RTC's planning products demonstrating a strong outreach component which provide the public opportunities for input through various forums, multiple public meetings and its responsiveness to the public. "Input is not only received, but the RTC also reports back to the public frequently to let them know their ideas and comments have been heard," stated Klekar.

These outreach methods are paramount for the work RTC delivers and are a significant component in the de-

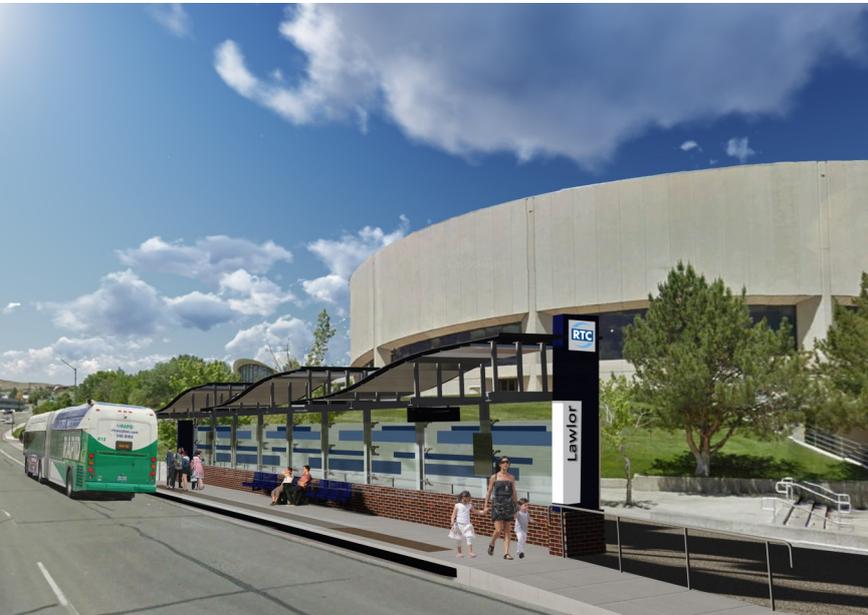
*A RAPID TRANSIT STOP AT LAWLOR EVENTS CENTER, PART OF THE VIRGINIA STREET RAPID EXTENSION PROJECT.*

velopment of two innovative projects the RTC is currently working on: The Virginia Street RAPID Extension project ([VirginiaStreetRapidExtension.com](http://VirginiaStreetRapidExtension.com)) and the 4<sup>th</sup> Street/Prater Way Bus RAPID Transit project, the nation's first all-electric BRT route ([4thPrater.com](http://4thPrater.com)). Community engagement has been an integral part in reaching consensus to advance these projects. "It is the foundation for the work we do to deliver projects in our community," stated Lee Gibson, RTC Executive Director.

The RTC received the Chapter's 2013 DeBoer Award for Outstanding Public Outreach for the 2035 Regional Transportation Plan. The RTC continually seeks new and effective ways to engage the community. "The RTC's public outreach program serves as a role model to the government entities in the region for successful and meaningful community engagement," said RTC Board Chair and Reno Councilmember Neoma Jardon. Development of the 2040 RTP is now underway and the agency has hosted seven community forums and a community planning workshop since February 2016. "We're appreciative of the USDOT's recognition for the work we have accomplished and it inspires us to enhance our methods to engage the public to meet the transportation needs of our community," stated Lee Gibson. To learn more about the agency visit [rtcwashoe.com](http://rtcwashoe.com) and follow RTC on Facebook and Twitter. 

*Michael J. Moreno is Public Affairs Administrator for RTC Washoe County.*

*RTC DIRECTOR OF PLANNING AMY CUMMINGS DOCUMENTS INPUT FROM ATTENDEES AT THE 2040 RTP SENIORS & ADA FORUM HELD IN APRIL 2016.*





American Planning Association  
Nevada Chapter

Making Great Communities Happen

# Save the Date

## 2016 Annual Conference

### What

- Nevada Chapter of the American Planning Association State Conference

### When/Where

- Oct. 16<sup>th</sup> – Preconference Workshop
  - Nevada State College, Henderson
- Oct. 17<sup>th</sup> – Mobile Workshops
  - Smith Building, Boulder City
- Oct. 18<sup>th</sup> & 19<sup>th</sup> – Conference Presentations
  - Nevada State College, Henderson

### Registration (details TBA)

	Early	Late
• APA Members	\$150	\$160
• Non-Members	\$175	\$185
• Speaker (attending full conf.)	\$150	\$160
• Student	\$75	\$75

### Hotels

- Historic Boulder Dam Hotel
  - \$89 - \$159/night (boulderdamhotel.com)
- El Rancho Boulder Motel
  - \$65 - \$85/night (elranchoboulder.com)

### Co-Hosts



NEVADA STATE  
COLLEGE



The College of Business  
AT THE UNIVERSITY OF NEVADA, RENO



Nevada Leadership Program

Andrew Durling  
AICP, LEED AP  
President

Robert Summerfield  
AICP  
Vice President

Mike Harper  
FAICP  
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# NOTEWORTHY INFORMATION

## NEVADA PLANNER

The Nevada Planner is a publication of the Nevada Chapter of the American Planning Association, with a circulation of approximately 300 Chapter members, members of APA leadership, and Chapter Presidents. It is published quarterly.

## ARTICLES

To submit articles, letters, announcements, events, photos, or advertisements, please contact Greg Toth, Editor in Chief, at [greg.toth@cityofhenderson.com](mailto:greg.toth@cityofhenderson.com). The next issue will be published this fall to coincide with the State Planning Conference.

## CHANGES OF ADDRESS

The Nevada Chapter receives all member mailing and email addresses from the National database. To change your mailing address or email address, please log in to [www.planning.org](http://www.planning.org) and update your information there.

## CHAPTER-ONLY MEMBERSHIPS

Become a member of the Nevada Chapter! For only \$40 annually, you'll receive all emails, newsletters, announcements, and Chapter voting privileges that National members receive. Visit our website for an application and mail it with your payment to:

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