



# **EAST LAS VEGAS NEIGHBORHOOD REVITALIZATION STRATEGY AREA (NRSA)**

**FINAL REPORT SEPTEMBER 2023**





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# WHAT IS A NEIGHBORHOOD REVITALIZATION STRATEGY AREA (NRSA)?

## About NRSA's

The Neighborhood Revitalization Strategy Area (NRSA) designation was established by the U.S. Department of Housing and Urban Development (HUD) in 1995. The intent of the place-based program is to create opportunity in distressed neighborhoods by stimulating investment that economically empowers low-income residents. NRSA's are intended to create partnerships among federal and local governments, the private sector, community organizations and neighborhood residents.

### What a NRSA Includes

NRSA's are focused on:

- Laying the groundwork for community growth
- Making neighborhoods attractive for investment

- Ensuring that the benefits of economic activity remain in neighborhoods for the long-term
- Creating partnerships between local government agencies, the business community, community groups and residents
- Fostering the economic growth of residents by addressing their housing, economic and human service needs

## NRSA Funding

The designation of a NRSA allows the city of Las Vegas to target Community Development Block Grant (CDBG) resources in support of community revitalization efforts by providing flexibility in how those funds are used in the NRSA area, as demonstrated in the following table.

NRSA BENEFIT	DETAILS
<b>Housing Development</b>	The NRSA creates opportunity for CDBG funds to be utilized to support both single-family and multi-family mixed-income housing in order to revitalize the neighborhood.
<b>Job Creation and Retention</b>	The NRSA eases barriers to utilizing CDBG funding to support businesses in job creation and retention activities by reducing reporting requirements.
<b>Economic Development</b>	The NRSA increases the city's flexibility in economic development program design to attract companies that will be able to create jobs.
<b>Supports Partnerships with Community Agencies</b>	The NRSA provides greater flexibility in utilizing CDBG funding to partner and contract with community-based organizations to do neighborhood revitalization, community economic development or energy conservation projects, thereby helping to increase their capacity.

# MAP AND SYNOPSIS

## NRSA Overview

- This NRSA is an asset-based, community-led plan to empower the community to utilize its voice in determining the future of the neighborhood.
- This NRSA explores all elements of the community's vitality. It starts with current conditions, sets out the community's vision, and identifies incremental investments to be made to support the community in achieving their goals.
- This NRSA identifies the tools and investments needed to help the community thrive, while also exploring safeguards to gentrification and displacement.

## About the NRSA Area

- The NRSA boundaries are aligned with the designated boundaries identified in the 2014 Rafael Rivera Walkable Community Plan, adopted by Las Vegas City Council. More detail on this plan can be found on page 10.
- The area is contiguous and inclusive only of parcels located within the city of Las Vegas. The significant section in the southeast corner of the map not included is located in unincorporated Clark County.
- Demographic data provided within this plan comes from the 2017-2021 American Community Survey (ACS) 5-year estimate.

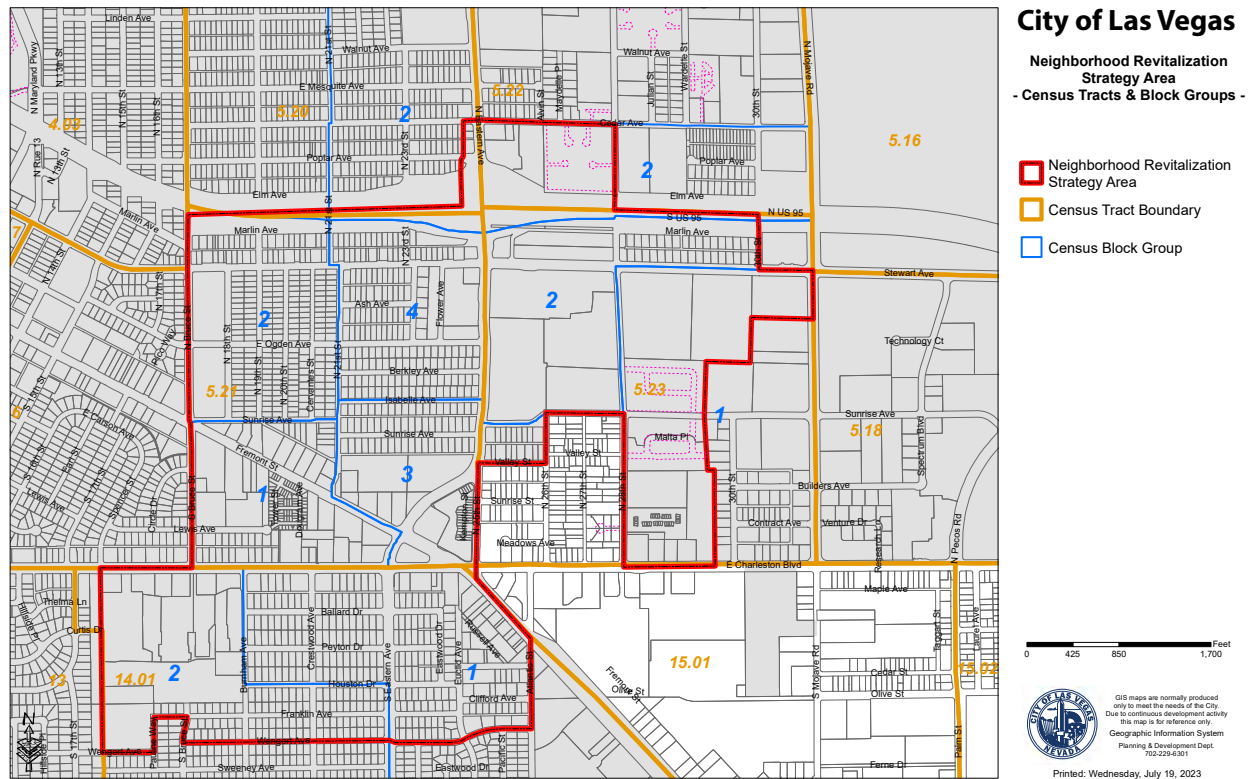
### Neighborhood Revitalization Strategy Area



The NRSA is located is the following census tracts and block groups:

CENSUS TRACT	BLOCK GROUP
Census Tract 5.20	Block Group 2
Census Tract 5.21	Block Group 1 Block Group 2 Block Group 3 Block Group 4
Census Tract 5.22	Block Group 1
Census Tract 5.23	Block Group 1 Block Group 2
Census Tract 14.01	Block Group 1 Block Group 2

The following map shows the boundary of the NRSA against the census tracts:



The single-family residential neighborhoods within the NRSA were originally developed in the late 1940s and 1950s as downtown-adjacent communities. Much of the housing that remains today dates back to these time periods as shown in the parcel construction map below. Most of the commercial and multi-family structures followed the residential, and were built in the 1960s. Little is known about how the area evolved and key populations came to call this home, but efforts are underway to piece this history together, including:

- A historical analysis and assessment of the evolution of the area, with a particular focus on the emergence of the Hispanic populations, thanks to a generous grant from the National Park Service's Underrepresented Community Grant program, awarded in June 2022.
- The launch of Celebrate Your Story – a community engagement effort to collect oral histories, photos and other historical information about the area. The project was developed as an outcome of the community engagement conducted for the NRSA, and will see a more focused effort in 2023 and beyond.

**City of Las Vegas**

*Rafael Rivera parcel construction year map*

**Parcels**

**Construction Year**

- 1940 - 1945 (20 total)
- 1946 - 1950 (273 total)
- 1951 - 1955 (351 total)
- 1956 - 1960 (83 total)
- 1961 - 1965 (125 total)
- 1966 - 1969 (13 total)

**Building Footprints**

- Building Footprint

0 0.1 0.2 Miles

City of Las Vegas

ALL data are provided as-is. The City of Las Vegas does not warrant the accuracy or completeness of the information. The City of Las Vegas is not responsible for any errors or omissions. The City of Las Vegas is not responsible for any damages or losses resulting from the use of this information. The City of Las Vegas is not responsible for any claims or liabilities resulting from the use of this information. The City of Las Vegas is not responsible for any claims or liabilities resulting from the use of this information.

## ABOUT THE NRSA TODAY

The NRSA is located in the Eastern portion of the city of Las Vegas, and is part of the city's Ward 3. The NRSA overlays portions of three of the city's plan areas, as established by the 2050 City of Las Vegas Master Plan – Downtown, Downtown South and East Las Vegas.

The NRSA area encompasses approximately 500 acres of land. Approximately 60 percent of the property in the boundary is residential, 20 percent is commercial and the remaining 20 percent is community uses. The primary vehicular corridors of Charleston Avenue, Fremont Street and Eastern Avenue intersect in the NRSA, forming what is locally known as “the five points.” Fremont Street within the NRSA continues west connecting into the famous Fremont Street Experience, and many of the historic Las Vegas casinos, hotels and entertainment venues. The heart of Fremont Street is located just 2.5 miles from the five points. The unique boundary line shared with unincorporated Clark County creates differentiating features in terms of the public realm and the built environment. Homes across the street from one another are at times under different zoning, code and utility infrastructure.

The NRSA is home to a number of schools and educational facilities, including:

- Howard Hollingsworth Elementary School
- Roy W. Martin Middle School
- Variety School
- Crestwood Elementary School
- Sunrise Acres Elementary School

The NRSA also includes significant community assets, including:

- East Las Vegas Community Center
- Chuck Minker Sports Complex
- Rafael Rivera Park
- Hadland Park
- Latin Chamber of Commerce

### Demographics

8,707 residents live in the proposed NRSA area. The area is significantly Hispanic at 56 percent with nearly a third of the population foreign-born and more than half speaking a language other than English at home. White residents make up the second largest population at 21 percent and Black residents comprising an additional 14 percent. As a result, the area is home to an abundance of Hispanic restaurants, groceries and other services targeted towards this community.

More than half the residents are millennials and children, while only 12.6 percent of the population is retirement age. Veterans comprise 8.9 percent of the population.

60 percent of residents of the proposed NRSA over the age of 25 have a high school diploma, while only 7.6 percent have a Bachelor's Degree or higher. 32 percent of the population have neither.

## Workforce

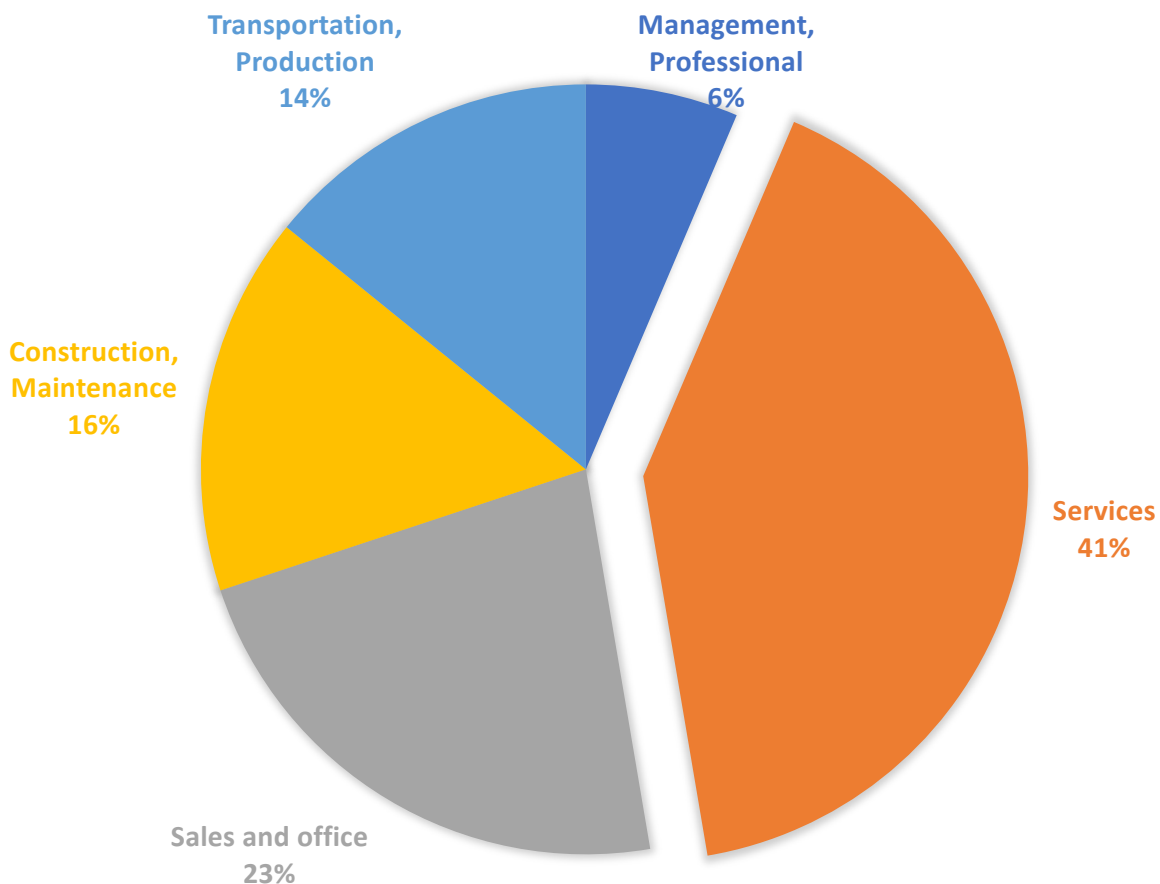
The labor force participation rate of NRSA residents is 55 percent. Unemployment in the NRSA is 12.6 percent. The median household income is \$25,534.

38.4 percent of households live below the poverty level in the proposed East Las Vegas NRSA compared to 15.7 percent citywide.

Service industry jobs make up the bulk of the employment opportunities, as shown in the graph below.

## Housing and Transportation

There are 3,204 dwelling units in the proposed East Las Vegas NRSA. Apartments comprise 55 percent of those units, with 83.2 percent of residents renting and only 16.2 percent owning their homes. Only 19 percent of the housing stock is single family housing, with the remainder consisting of duplexes, triplexes, fourplexes and townhomes. 60 percent of the population is rent-burdened, paying a rent that is 35 percent or greater of household income. 40 percent have no vehicle for transportation.



# PREVIOUS PLANNING EFFORTS AND ADJACENT PROJECTS

This section summarizes previous planning efforts that have informed this NRSA proposal for East Las Vegas.

## Citywide Strategic Priorities (2020)

In 2020, the city of Las Vegas adopted a citywide strategic plan and priorities, set to be addressed by 2025. Those priorities are detailed in the graphic below.



This NRSA addresses many of the priorities identified in the master plan, with a focus on delivering targeted, strategic support via neighborhood revitalization strategies that are nuanced and developed specifically to meet the needs of the local community.

## 2050 City of Las Vegas Master Plan and Mobility Master Plan (2020)

The 2050 Master Plan was adopted in 2021 and the Mobility Master Plan in 2020, they provide a comprehensive, clear vision and framework for the future of Las Vegas's growth. It provides strong direction and practical guidelines for development, as well as recommendations that are implementation-focused, relevant, clear, and adaptable to change. The plans were developed using the following guiding principles:

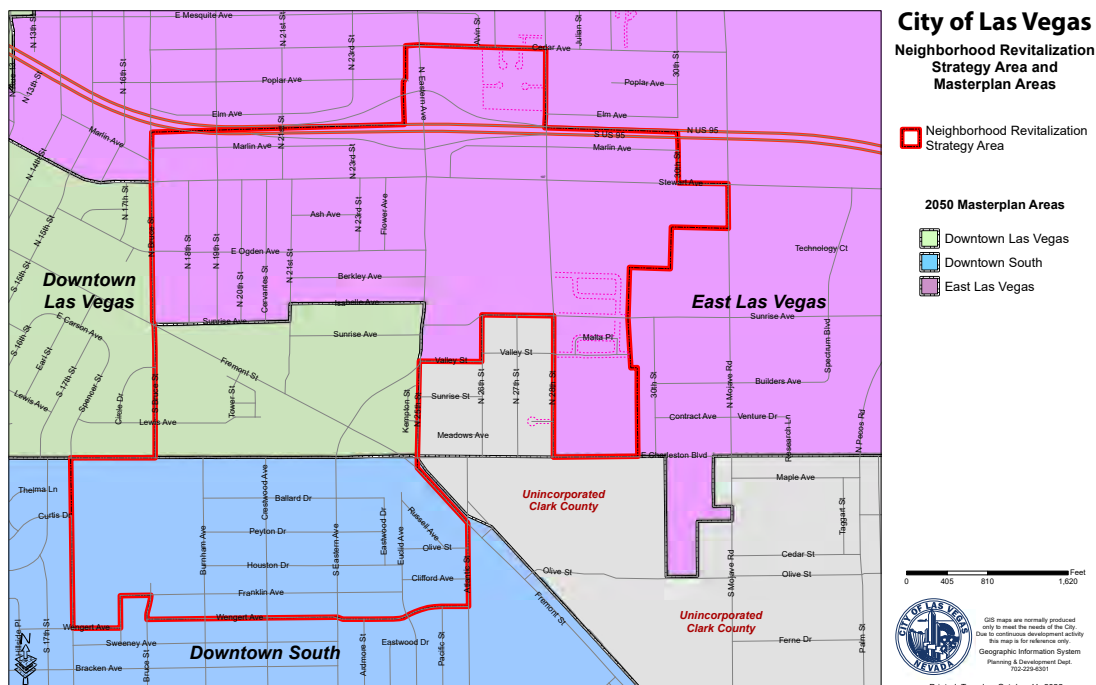
- Equitable: Las Vegas is welcoming and accessible to all people.
- Resilient: the city is prepared and adaptable to shocks and stresses.
- Healthy: residents can improve personal health outcomes.

- Livable: quality of life is distinct and uniquely "Vegas."
- Innovative: the region educates and attracts the boldest and brightest.

As part of the 2050 Master Plan, approximately 3,000 parcels citywide underwent land use changes. Corresponding zoning changes are currently under development. The plan also introduced sixteen community planning areas – neighborhoods, districts, and places that are intended to create a special sense of place and track outcomes. East of these large area districts will (or already has) see a targeted area plan developed.

The NRSA unique overlays three community planning areas, as identified in the map below.

This NRSA document reflects elements of the Downtown Las Vegas Area Plan (which was completed prior to the start of the NRSA) and the East Las Vegas Area Plan (which was developed at the same time as the NRSA), and will influence the development of the Downtown South Area Plan effort, which is set to commence in late 2023.

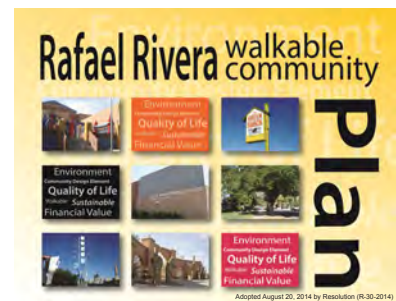


## East Las Vegas Plan – Nuestro Futuro

On 6.21.23, the Las Vegas City Council approved and adopted the Nuestro Futuro Este Las Vegas Special Area Plan. The East Las Vegas Plan, Nuestro Futuro (R-30-2023), is adopted policy specifically for the East Las Vegas area and is intended to further implement the city's 2050 Master Plan. The plan was developed with extensive bilingual community engagement over the past year and covers a range of topics, including the Desert Pines project, economic development, affordable housing, urban heat island/tree canopy concerns, environmental justice, and transit/transportation, including the NRSA. While a policy document, not a regulatory document, it contains recommendations on city capital projects, programming, and other regulatory actions for city staff, Planning Commission and/or City Council to make use of.

## Rafael Rivera Walkable Community Plan (2014)

The Rafael Rivera Walkable Community Plan was developed as part of a citywide effort to explore walkable neighborhoods, making specific recommendations as to how to build community and make it more accessible for pedestrians and all modes of transit. The plan defined the NRSA boundary area as a walkable area with access to a mix of uses. It made recommendations significantly focused on pedestrian and cyclist safety, many of which have been implemented or are in the process of being implemented.



## Spencer Greenway Trail Plan (2015)

Mobility studies exploring opportunities to provide improved pedestrian and bicycle improvements between Downtown Las Vegas and the University of Nevada, Las Vegas (UNLV) Main Campus identified the NV Energy-owned “Spencer Utility Corridor” which runs along segments of Spencer Street, adjacent to the NRSA. The Spencer Greenway Trail Plan was a Phase 1 Feasibility Study to assess the opportunities and challenges associated with developing a paved trail and other community enhancements in the Corridor. The work is now moving ahead into Phase 2.





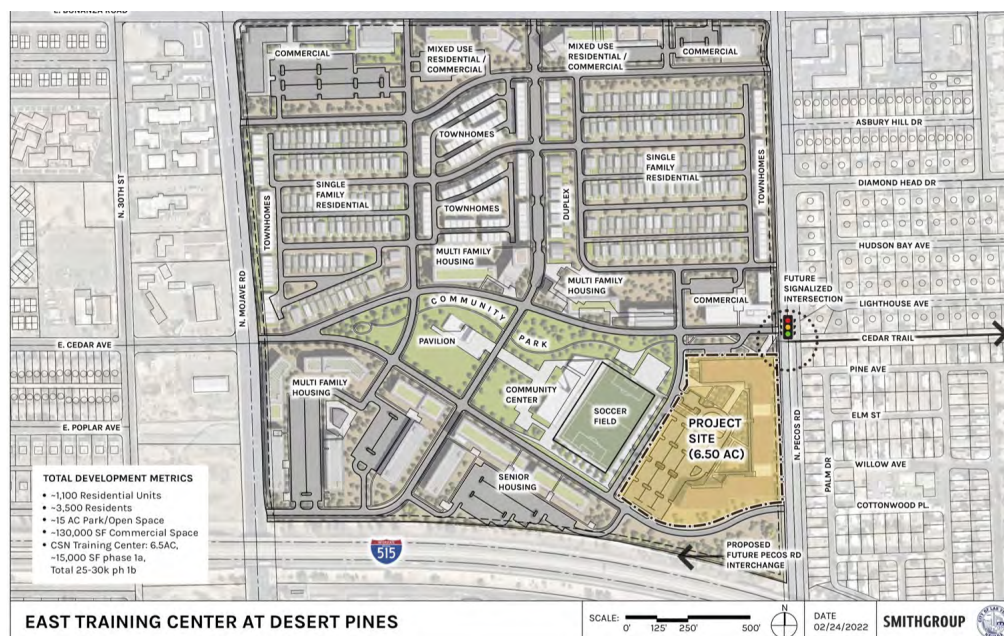
## Bruce Street Green and Complete Street Plan (2016)

The purpose of the Bruce Street Green and Complete Streets Study was to analyze the feasibility of implementing multi-modal infrastructure throughout the Bruce Street corridor. The plan envisioned the corridor as a multi-modal link between Downtown North Las Vegas and Downtown Las Vegas with connections to several schools, Cashman Center, Fremont Street and the proposed Spencer Greenway Trail. The plan is set to move forward into implementation in the near term.

## Adjacent Project – Desert Pines Golf Course Redevelopment

The Desert Pines Golf Course redevelopment, located immediately adjacent to (but not within) the NRSA, is set to become one of the city of Las Vegas' largest redevelopment projects.

The former 100-acre Desert Pines Golf Club (located at 3415 E. Bonanza Road) will be reimagined from a golf course to a new mixed-use, mixed-income neighborhood providing opportunities for existing East Las Vegas residents to stay, invest and build wealth in the neighborhood. The site is expected to include a workforce development center (in partnership with the College of Southern Nevada), 1,886 units of affordable and market rate housing (including 224 units of senior housing), 130,000-square-feet of office space, 5.5 acres of mixed use development, 10 percent of land dedicated to open spaces, connected to the city trail system and inclusive of a community center and soccer field.

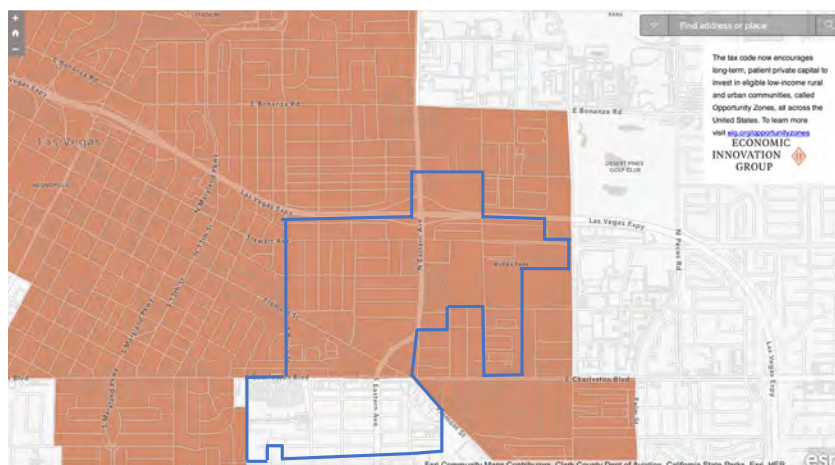


# LEVERAGING FUNDING

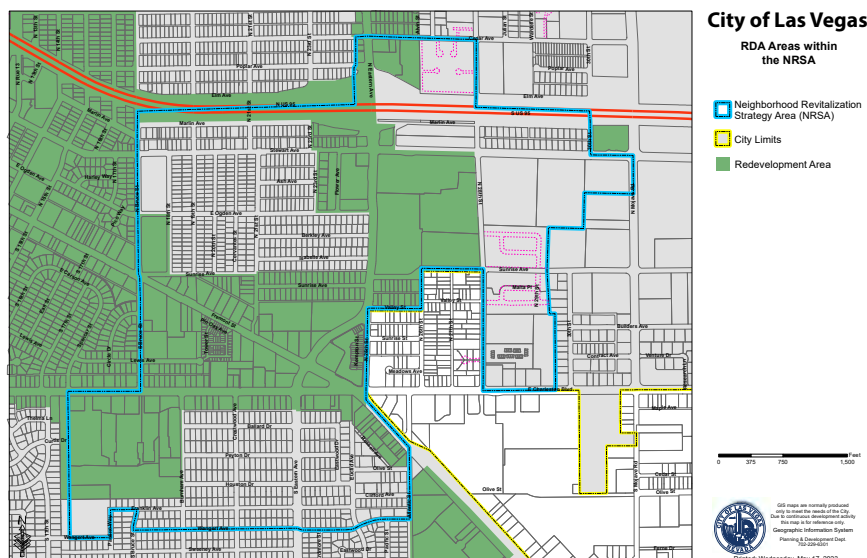
The city of Las Vegas' Department of Neighborhood Services incorporated this distinct area into its NRSA plan in order to create the framework for business development, mixed-use, mixed-income housing opportunities for both homeowners and renters, walkable communities, and viable entertainment and education opportunities. The city will leverage up to 10 percent of its annual CDBG Entitlement funds over five years to invest in infrastructure improvements and business community expansion, utilizing up to \$15 million in projected NSP Program Income. The city has currently utilized \$100,000 in General Fund dollars to pay for a consultant over the last two years for general consulting work concerning the East Las Vegas NRSA area, including on-site meetings.

Additionally, the NRSA sits in a number of overlay areas that create opportunities for financial leverage to complete the proposed initiatives:

- **Opportunity Zone:** The majority of the proposed NRSA area lies within an Opportunity Zone, as shown in the map below:



**Redevelopment Authority:** Portions of the proposed NRSA area also lie within the Redevelopment Authority, as shown on the map below:



## CONSULTATION

The effort to develop the NRSA formally kicked off in early 2021, when the community and world were still in the grips of COVID. We faced early significant hurdles in engaging the community – community meetings were scheduled only to have COVID rules change forcing us to cancel. Even when COVID restrictions began to lift, residents were hesitant to meet. Getting to the community would require a different approach.

To get a baseline understanding of the community we scheduled initial smaller stakeholder conversations with dozens of local community organizations, non-profits, churches, school leaders and more. Our hope was to begin to glean a better understanding of the community, community leaders and start to clearly understand some of the issues and priorities. As COVID restrictions and challenges contin-

ued, we devised a strategy to get out to the community that wouldn't require group meetings or functions. In late 2021, the city of Las Vegas deployed bilingual outreach teams to go door to door equipped with surveys (both hard copy and digital via iPads, as well as bilingual versions of both). More than 1,800 doors were knocked, and nearly 600 survey responses were received from both residents and businesses of the NRSA, many of whom provided their contact info. To remain connected to these individuals, the city launched an e-newsletter to keep community members updated on the status of the plan, and the subscriber list to that newsletter has continued to expand. The survey provided significant data and clear themes for the top issues the community would like to see addressed, and is reflected throughout this plan.



## **NRSA RECOMMENDATIONS FRAMEWORK**

The NRSA recommendations are divided into six impact areas. For each impact area below, we have detailed out the theme, they key feedback from the community that drives the strategy, and the big ideas to support each impact area:

	IMPACT AREA #1	IMPACT AREA #2	IMPACT AREA #3	IMPACT AREA #4	IMPACT AREA #5	IMPACT AREA #6
IMPACT AREA THEME	<b>Ensure everyone feels safe in the neighborhood</b>  <i>"It is time to rejuvenate this area and make it safer for everyone, including those in need of help."</i>	<b>Celebrate community culture and bring beauty to neighborhood places and spaces</b>  <i>"A lot of people go through here, not to here. We need to create a sense of place and celebrate it."</i>	<b>Make mobility and access within and to the neighborhood a priority</b>  <i>"More safe roads, walk signs for people to cross, and robust, permanent public transportation."</i>	<b>Ensure the needs of neighbors can be met locally</b>  <i>"We have to travel too far for our basic needs to be met."</i>	<b>Support families and help children and youth succeed</b>  <i>"We need resources to support the positive development of our youth."</i>	<b>Create upward economic mobility</b>  <i>"Assist residents to fulfill their education and career objectives, increase employment in high wage, high demand jobs, and support entrepreneurialism."</i>
WHAT THE COMMUNITY WANTS ADDRESSED	<ul style="list-style-type: none"><li>• Create better relationships between the community and the police, with police present, engaged and involved</li><li>• Establish a continuous police presence throughout the neighborhood (with special attention paid to patrols in parks, trails, alleys, etc. where more crime is occurring)</li><li>• Address the homeless encampments throughout the neighborhood</li><li>• Target and address pervasive criminal activity (in particular theft and gang activity)</li><li>• Tackle the increase in drug deals, drug use and addiction in the neighborhood</li><li>• Improve lighting throughout the entire neighborhood (pedestrian lighting, in alleys, in front of businesses)</li><li>• Consider security cameras throughout the neighborhood</li></ul>	<ul style="list-style-type: none"><li>• Improve the aesthetics of the neighborhood, and add art and enhancements that speak to/celebrate the culture of the community</li><li>• Consistent cleaning - address trash and vandalism, support neighborhood cleanups, *Deal with landlords who have run down properties</li><li>• Address vacant lots with abandoned junk and illegal dumping</li><li>• Create new community spaces and places to gather and celebrate</li><li>• Make the City more present in the community - help the community bridge the gap between cultures, improve the quality of life, support everyone</li></ul>	<ul style="list-style-type: none"><li>• Comprehensive upgrades to the entire sidewalk network are needed - removal of poles in the middle of walkways, completed sidewalks where there are none, ADA accessibility improvements</li><li>• Establish a comprehensive, protected bicycle lane network that easily connects to other neighborhoods</li><li>• Install crosswalks and other pedestrian safety measures at all crosswalk areas (e.g. pedestrian flashing lights, stop signs with lights) - prioritize those around schools</li><li>• Address speeding vehicles - reduced speeds, speed bumps, other measures</li><li>• Comprehensively look at deferred maintenance - potholes, bumpy/uneven roads, drainage issues</li><li>• Establish intra-neighborhood transit that helps people move around the neighborhood safely and efficiently</li></ul>	<ul style="list-style-type: none"><li>• Establish opportunities for localized, comprehensive healthcare</li><li>• Create access to more fresh foods</li></ul>	<ul style="list-style-type: none"><li>• Develop programs/facilities to support the positive development of youth and give them something to do to keep them out of trouble while busy parents are working</li><li>• Help ensure schools are meeting the needs of local youth</li><li>• Develop youth workforce opportunities, internships and mentorships</li></ul>	<ul style="list-style-type: none"><li>• How can we help address the large number of individuals who are renters who desire to become owners?</li><li>• Create opportunities to help business owners own their spaces</li><li>• Support turning informal businesses into formal businesses/ support entrepreneurialism</li><li>• Create ways to support existing business owners shift/grow their model (particularly those impacted by COVID)</li><li>• Support for business marketing/ marketing of businesses collectively in the area</li><li>• Job training to help individuals/ employees increase their wages</li><li>• Improve broadband and access to technology throughout the neighborhood</li></ul>
THE BIG IDEAS	<ol style="list-style-type: none"><li>1. Listos y Seguros – A Community Project to Tackle Crime and Build Trust</li><li>2. Establish a Neighborhood Public Safety Resource Center</li><li>3. Help for the Unhoused - Engage, Educate and Expand</li><li>4. Comprehensive Neighborhood Safety Assessment and Investment</li><li>5. Confront Drug Addiction</li><li>6. Clean Up Environmentally Hazardous Areas</li></ol>	<ol style="list-style-type: none"><li>1. Implement the Spencer Greenway Trail Plan</li><li>2. Launch Celebrate Your Story</li><li>3. Complete an Historical Analysis of the Community and the Built Environment</li><li>4. Create a NRSA Placemaking Plan and Patter Book</li><li>5. Establish a Heritage Cultural Arts Initiative</li><li>6. Improve and Add Park and Community Spaces</li></ol>	<ol style="list-style-type: none"><li>1. Realize the Vision Zero Action Plan Recommendations</li><li>2. Implement the Bruce Street Green and Complete Street Plan</li><li>3. Deliver the Stewart Avenue Complete Streets Investment Including Cycle Track</li><li>4. Complete Implementation of the Rafael Rivera Walkable Community Plan</li><li>5. Invest in Comprehensive Multi-Modal Infrastructure to Improve Access and Safety</li><li>6. Create Affordable Transportation Within and To the Neighborhood</li></ol>	<ol style="list-style-type: none"><li>1. Open a Comprehensive Health Care Center Targeted Towards the Needs of the Neighborhood Population</li><li>2. Focus on Preventative Care and Education</li><li>3. Support Local Medicinal/Natural Medicine Providers to Grow Their Businesses</li><li>4. Establish Access to Fresh Food</li><li>5. Conduct a Community Needs Assessment</li><li>6. Introduce Form Based Code</li></ol>	<ol style="list-style-type: none"><li>1. Redevelop the Chuck Minker Sports Complex into a Comprehensive Community Activity Facility</li><li>2. Establish Youth Apprenticeships and Employment Programs</li><li>3. Expand Programming and Opportunities for Youth</li><li>4. Support Principals and Teachers in Area Schools</li><li>5. Establish Affordable Broadband Activity</li></ol>	<ol style="list-style-type: none"><li>1. Create Pathways to Home Ownership</li><li>2. Increase Attainable Housing Stock</li><li>3. Retain Existing Attainable Housing Units</li><li>4. Improve Access to Job Training and Employment</li><li>5. Support Small Businesses to Scale</li></ol>

# IMPACT AREA 1

## ENSURE EVERYONE FEELS SAFE IN THE NEIGHBORHOOD

**“It is time to rejuvenate this area and make it safer for everyone, including those in need of help.”**

– NRSA Resident, From the 2021 NRSA Survey

### Current Situation

Safety and security is a persistent concern for residents and businesses in the NRSA, as demonstrated in the NRSA Community Survey results. Specific issues raised include:

- A desire to create better relationships between the community and the police, with police present, engaged and involved
- Establish a continuous police presence throughout the neighborhood (with special attention paid to patrols in parks, trails, alleys, etc. where more crime is occurring)
- Address the homeless encampments throughout the neighborhood
- Target and address pervasive criminal activity (in particular theft and gang activity)
- Tackle the increase in drug deals, drug use and addiction in the neighborhood
- Improve lighting throughout the entire neighborhood (pedestrian lighting, in alleys, in front of businesses)
- Consider security cameras throughout the neighborhood

### The Big Ideas

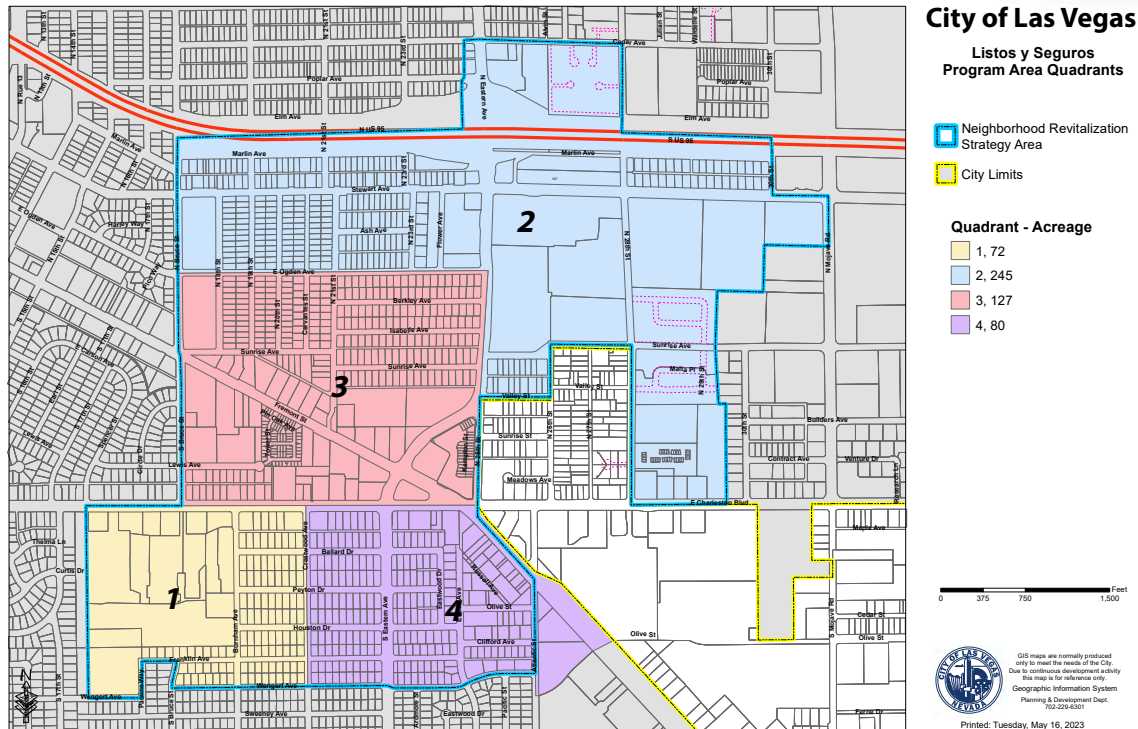
#### 1. Listos y Seguros—A Community Project to Tackle Crime and Build Trust

In 2023, the city launched a one-year pilot project called Listos y Seguros, translated from Spanish to mean “ready and safe.” The program will be launched in partnership with safety agencies including the Las Vegas Department of Public Safety, the Las Vegas Metro Police Department, the Clark County School District Police Department and Las Vegas Fire & Rescue. Listos y Seguros is:

- A targeted neighborhood strategy to address crime and public security, while building public awareness of and assistance in crime prevention
- An opportunity to build trust between the community, the city and public safety departments
- A data-based, targeted and coordinated approach to measurably reducing crime and increasing community safety

Listos y Seguros will address:

- Public safety and security issues
- Life safety concerns
- Targeted problem areas
- Cleanliness and beautification, for both public and private buildings and facilities
- Youth activity and programming
- Building trust with and empowering the community



The program will be deployed with the support of a community advisory group, and the unique needs of each part of the NRSA area will be identified – with unique solutions developed – based upon the quadrant map below:

Listos y Seguros will be supported by existing city and agency programs, and new programs and initiatives will be developed as needed to support the community.

## 2. Establish a Neighborhood Public Safety Resource Center

Creation of a new neighborhood public safety resource center in the NRSA can allow the community and public safety agencies to build bridges and trust, improve overall reporting of crime, and support the decrease in crime rates. The vision and mission of the center will be to improve public safety through education, information and acting as a bridge between the community and the Las Vegas Metro Police Department, the city of Las Vegas Department of Public Safety and Las Vegas Fire & Rescue. The center will:

- Support the delivery of the Listos y Seguros program
- Serve as a public safety hub for all agencies
- Be an informational space for community members desiring to be part of the solution of criminal activity in the area
- Provide community education and programs

The location of the space should be determined in partnership with the community, and should be located in an accessible place with ease of access.

### 3. Help for the Unhoused—Engage, Educate and Expand

Homelessness appears in the NRSA community survey as a significant concern of the community, with both residents and businesses listing it among their top concern. Residents identified a growing number of encampments in the area, where negative behaviors and activity are being witnessed, while businesses noted an increase in the unhoused lingering in and around businesses with increased frequency.

The city of Las Vegas estimates that more than 6,500 individuals in the community lack permanent housing – with 67 percent of the homeless population sleeping outside. In 2019, the city of Las Vegas adopted an ordinance banning people from camping and sleeping areas both downtown and in residential areas if there are beds at established homeless shelters, including the city’s own Courtyard Homeless Resource Center. The center – launched in 2017 with a \$20 million commitment from the city – convenes a range of service providers in a central location to provide homeless clients with access to:

- Housing
- Medical/Mental Health Services
- Legal Assistance
- Employment & Educational Opportunities
- Income/Benefit Assistance
- Clothing
- Additional Wraparound Services

To address targeted issues within the NRSA, the following will be prioritized:

- **Expand Homeless Solutions Summit:** The city partnered with the Latin Chamber in 2022 to host the first of a three-part series of conversations on collaborative efforts to address homelessness challenges in East Las Vegas. The summit series should be completed in 2023 and should be expanded to increase participation with the NRSA community and residents.
- **Address Problem Encampment Areas:** Via the Listos y Seguros program, city and public safety agencies will work with the community to identify solutions for persistent problem encampment areas, which will include moving the unhoused and their possessions to the appropriate facilities to support their needs, while also looking at other investments that can be made to stop future encampments from forming, including but not limited to lighting, fencing, activation, etc.
- **Expand MORE Team Support in the NRSA:** The city of Las Vegas currently has five Multi-Agency Outreach Resource Engagement (MORE) Teams that are charged with contacting homeless individuals around the city seven days a week. The MORE Team services include interacting with encampments to get unhoused individuals to appropriate places, be that the Courtyard Homeless Resource Center, shelters or housing. The MORE Team includes case workers, human services professionals (from HELP of Southern Nevada, WestCare and Salvation Army) and law enforcement support (via Deputy City Marshals and Metro Police). Given the significant concerns with homeless by residents, and the links to criminal activity in these encampments in the NRSA, expansion of the MORE Team in the near term for targeted interventions in the NRSA is recommended.

#### **4. Comprehensive Neighborhood Safety Assessment and Investment**

As part of the delivery of Listos y Seguros, the Las Vegas City Marshals and Metro Police will be deploying their Crime Prevention Through Environmental Design (CPTED) analysis and recommendations for property owners throughout the NRSA. Additionally, a comprehensive safety assessment of the public realm/spaces throughout the NRSA is recommended. This assessment would include (but not be limited to):

- Lighting needs
- Opportunities for security cameras
- Problematic landscaping
- Other environmental design factors

For both the identified public realm/space issue areas, and other issue areas identified in the CPTED analyses conducted on private properties, the city should prioritize funding and grant opportunities to make the identified improvements.

#### **5. Confront Drug Addiction**

Drug dealing and increased addiction is a concern raised through the NRSA community survey and other community engagement. Stakeholders voiced specific concerns about the impact on youth and families. There are two primary components to tackling this issue in a targeted way in the NRSA:

- Targeted Public Safety Action: Through the Listos y Seguros program, tackle problematic drug dealing locations and syndicates through collaborative action between public safety agencies.
- Education and Engagement: Coordinate community partners to reduce the stigmas of drug addiction and remove barriers to getting help. In particular, work closely with the Clark County School District Police Department on youth engagement in the schools.

#### **6. Clean Up Environmentally Hazardous Areas**

In 2022, the Nevada Department of Environmental Protection (NDEP) was awarded a \$20,000 technical assistance grant on behalf of the city of Las Vegas from the Environmental Protection Agency to analyze and map out all existing brownfields within the NRSA boundary. That work is underway – and will result in a comprehensive inventory and maps of brownfields sites. Once that inventory is complete, the city will then seek additional funding from the EPA in the amount of \$500,000 to pursue cleanup and remediation of these sites. While cleanup of any city owned property can begin at that time, the city should also create a strategy to work with willing property owners to conduct remediation on their sites – with the support of grant funding – as well.

## Measuring Success

BIG IDEA	MEASUREMENT OF SUCCESS
<b>Listos y Seguros – A Community Project to Tackle Crime and Build Trust</b>	<ul style="list-style-type: none"> <li>▪ Decrease in overall number of crimes</li> <li>▪ Eliminate significant crime hot spots</li> <li>▪ Improve overall perception of safety amongst residents and businesses in the area</li> </ul>
<b>Establish a Neighborhood Public Safety Resource Center</b>	<ul style="list-style-type: none"> <li>▪ Elimination of communication barriers between public safety and city departments and the community</li> <li>▪ Increased, consistent public safety presence in the community</li> <li>▪ Improved collaboration and coordination between public safety agencies and the city to serve the community</li> </ul>
<b>Help for the Unhoused - Engage, Educate and Expand</b>	<ul style="list-style-type: none"> <li>▪ Deliver two additional Homeless Solutions Summits, expanding participation and expand participation by NRSA residents and businesses</li> <li>▪ Eliminate problem encampment areas</li> <li>▪ Expansion of MORE Team to support the NRSA area</li> </ul>
<b>Comprehensive Neighborhood Safety Assessment and Investment</b>	<ul style="list-style-type: none"> <li>▪ Improve lighting throughout the NRSA</li> <li>▪ Problem crime areas improved where environmental factors are the biggest issue</li> </ul>
<b>Confront Drug Addiction</b>	<ul style="list-style-type: none"> <li>▪ Eliminate problematic drug deal target areas and syndicates in the NRSA</li> <li>▪ Make multi-lingual addiction resources are widely available in the NRSA</li> </ul>
<b>Clean Up Environmentally Hazardous Areas</b>	<ul style="list-style-type: none"> <li>▪ Address environmentally hazardous challenges that impact the health of the community</li> </ul>

## IMPACT AREA 2

### CELEBRATE COMMUNITY CULTURE AND BRING BEAUTY TO NEIGHBORHOOD PLACES AND SPACES

**“A lot of people go through here, not to here.  
We need to create a sense of place and celebrate it.”**

– NRSA Resident, From the 2021 NRSA Survey

#### Current Situation

- The NRSA population is extremely diverse:
  - 56 percent is Hispanic
  - 31.7 percent is foreign born
  - 56 percent speak a language other than English at home
- Unlike with some other neighborhoods in Las Vegas, we lack a clear historical understanding of the evolution of this area and the community residing in it
- The East Las Vegas Community Center just underwent a \$2.5M Rehabilitation including new room construction, renovated flooring, painting, roof repairs, new signage, audio and video upgrades and a new heating, ventilation and air conditioning system as well as aesthetic improvements and new art installations. The Center is an important community space in the NRSA area.

#### Community Desires

Second only to concerns about safety and the unhoused population was a strong sentiment from residents and businesses in the NRSA that the neighborhood often looked uncared for, unclean and uninspired or reflective of the makeup of the community fabric. Specifically, the community expressed a desire to:

- Improve the aesthetics of the neighborhood, and add art and enhancements that speak to and celebrate the culture of the community
- Have consistent cleaning, including efforts to address trash and vandalism, activate neighborhood cleanups, and deal with property owners and landlords who have rundown and unkempt properties
- Address vacant lots with abandoned junk and illegal dumping
- Create new community spaces and places to gather and celebrate together
- Have city staff and leadership more present in the community, in order to help the community bridge the gap between cultures, support localized needs, and improve the quality of life

#### The Big Ideas

##### 1. Implement the Spencer Greenway Trail Plan

The NV Energy-owned “Spencer Utility Corridor” – which cuts through the heart of the NRSA, running along segments of Spencer Street about a half mile east of Maryland Parkway – has been identified as an opportunity to improve pedestrian and bicycle travel in the NRSA and create a

new public space for the community. In July 2015, a Preliminary Feasibility Study was completed to assess the opportunities and challenges associated with developing a paved trail and other community enhancements in the Spencer Utility Corridor, including greenway improvements, public art, trailheads, rest areas, gathering places, etc. It was determined at the conclusion of this feasibility plan work that Clark County would take the lead on advancing this project, in partnership with the city of Las Vegas and the RTC. The plan was adopted by the RTC in September 2020 and has \$38 million programmed federally, sitting with Clark County, which could become available October 2025 for implementation.

Cleaning up the NV Energy Easement – recommended in the Rafael Rivera Walkable Communities Plan – will also be part of this project. Improvements to the NV Energy corridor are proposed with the Spencer Greenway project, which is federally funded and being led by Clark County.

In September 2022, Clark County secured \$325,000 to do a preliminary engineering plan for consolidating electrical poles in coordination with NV Energy. While the preliminary plan contemplated a number of options for utility relocation, it was determined that consolidation of poles was preferred. The next steps in this project are:

- Completion of a cross-section of the trail to inform pole placement and full design of the trail
- NV Energy pole consolidation engineering
- Full trail design
- Implementation



## 2. Launch Celebrate Your Story

***Celebrate Your Story*** will be a community project to celebrate the stories and culture of the residents and businesses in the NRSA. Working collaboratively with community partners, the goal is to collect stories of experiences, memories and places in order to:

- Help inform a better understanding of the evolution of the community
- Create connections between residents and businesses
- Establish opportunities to reflect local community stories and histories into placemaking efforts

The multi-faceted effort to collect personal histories will be captured and shared back to the community via a variety of archives, displays and events.

### 3. Complete an Historical Analysis of the Community and the Built Environment

In May 2022, the city of Las Vegas was awarded a grant from the National Park Services Underrepresented Communities Grant program. The grant is to support a historic context and reconnaissance level survey of resources in the NRSA that are associated with the Hispanic community, including conducting research on the historic background of the neighborhood and potential historic resources associated with the Hispanic community. The grant also supports the identification of at least one resource in the NRSA associated with the Hispanic community that is determined eligible for listing on the National Register of Historic Places.

The completion of the survey also provides us with clearer context on the history and evolution of the community and provides the city with the tools to support preservation of spaces and places important to the community culture.



ABOVE: Historic photo of the Charleston Plaza Shopping Center, Courtesy UNLV Archives

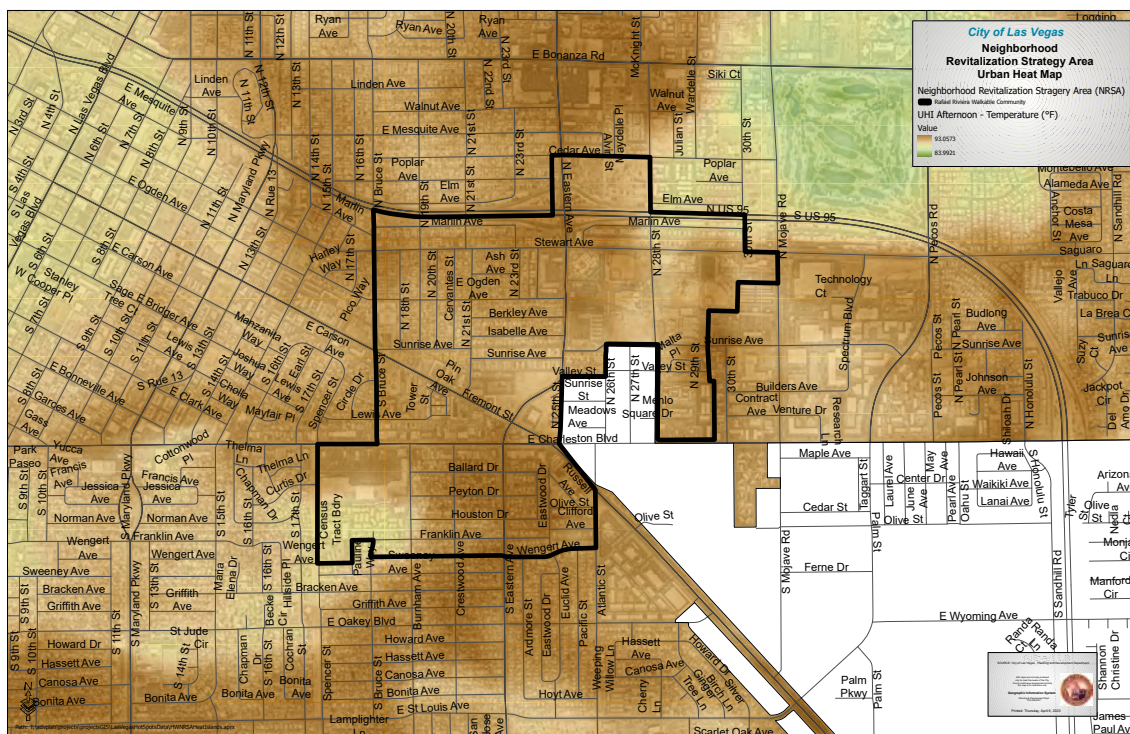
### 4. Create a NRSA Placemaking Plan and Pattern Book

Placemaking is a participatory process for shaping public space that harnesses the ideas and assets of the people who use it, as defined by Project for Public Spaces. A comprehensive placemaking plan is an opportunity to address critical needs and issues while also designing spaces and places that reflect the culture of the community and contribute to their health, happiness and wellbeing.

A pattern book can help capture the key architectural elements of a place, and for the NRSA can be built off of the historic context survey to be completed. It then becomes a guide for both public and private sector development, helping to ensure that a community develops in a context-sensitive way, with designs that integrates with and plays off of what exists today, and what has historically been the design aesthetic of the area.

For the NRSA, both are recommended. Collectively, the placemaking plan and pattern book should address:

- **Environmental Justice:** East Las Vegas sees far hotter temperatures than its neighbors, with fewer trees to ease punishing summer temperatures. The neighborhood's older homes are less equipped to offer residents relief and renters, the majority of those who live there, are unable to add upgrades. Meanwhile, the slow churn of congestion on two major highways within a mile and a half add to the negative health impacts experienced by residents in the NRSA. The NRSA sits mostly in an area of high heat vulnerability, as shown by the map below:



ABOVE: Image courtesy of Southern Nevada Extreme Heat Vulnerability Webmap, RTC

Among the investments to be made to address this is increasing the tree canopy. East Las Vegas has extremely low levels of tree canopy, with 9 percent estimated canopy coverage and the highest Urban Heat Island (UHI) Vulnerability Index in the city. Hispanic communities (like Black/African American communities) have 33 percent less tree canopy on average than majority white communities (Source: Tree Equity Score by American Forests). The city is at work on a tree canopy analysis and significant investments in planting trees citywide, a goal also established in the 2050 Master Plan. Focus should be made to ensure tree canopy and other investments to address environmental justice are made.

- **Neighborhood Signage, Wayfinding and Gateways:** Establish a unified identify for the area that can be incorporated into branded neighborhood signage, wayfinding signs, and gateways that announce entry into the neighborhood. As part of this, work with the community to identify a name for the area that reflects its history and culture, much like recently installed signage in the Historic Westside.
- **Public Realm Amenities:** Consider placement of needed amenities including heat shelters, benches, bus stops, trash cans and other amenities as desired by the community and how the design of these can uniquely reflect the community. Consider art and creative solutions to public realm challenges.
- **Public Spaces:** Consider opportunities to integrate new or reimagine existing parks, play areas and gathering spaces for the community. Also explore reimagining alleys as public spaces in an effort to address crime – an idea brought forth by community members in the NRSA survey.
- **Ongoing Maintenance and Management:** The plan should identify explicitly how new investments will be maintained and managed.
- **Aesthetics of the Built Environment:** The pattern book should be designed as a guide for ensuring more consistent design of both public and private investment in the NRSA area, helping to create consistency and connection.

## 5. Establish a Heritage Cultural Arts Initiative

Multiple investments in public art that pay homage to the community culture grace both the Rafael Rivera Community Center and the East Las Community Center. In 2022, that was augmented by the AMP Utility Cabinet Painting Program and the Ward 3 Proud Banner Program, including art from local artists, along Stewart Avenue. Art is a critical component to celebrating a community's culture, and can be part of the solution to the desire by the community for a more vibrant public realm.



ABOVE: "Welcoming Sunshine" Mural by Bonnie Kelso at the East Las Vegas Community Center, Photo courtesy city of Las Vegas

To that end, the creation of this Initiative will be focused on amplifying the community's heritage and culture through art, supporting not only Hispanic artists and art forms but also those from all the many cultures represented in the NRSA, and cultivating new creative talent in their respective cultural communities, creating an art melting pot. The Initiative is proposed to include:

- Development of an alliance of artists from different countries and cultures working in different mediums, facilitating an opportunity to create new opportunities for creative employment and commissions
- Establishment of artist work spaces and/or a singular location/makerspace where cultural art forms can be practiced
- Education and classes in cultural art forms and heritage practices
- Annual mural festival/arts festival showcasing different cultural arts forms, where over the course of a week a series of new murals are installed alongside supporting cultural events
- Investment in heritage art installations throughout the NRSA

## 6. Improve and Add Park and Community Spaces

The community expressed a desire to see more places to recreate and gather scattered throughout the neighborhood, and to have areas that are safe, clean and family-friendly. Some specific considerations include:

- **Creating I-515 Parks:** Work with NDOT to obtain easements under and adjacent to I-515 in order to add recreation and park space. The community should be engaged in the design of these spaces. The city is currently working with NDOT on the Downtown Access Project ([www.ndotdap.com](http://www.ndotdap.com)), within which mitigations such as park opportunities are being considered.
- **Identify New Park Space Opportunities:** Identify new locations to create pocket parks and greenspaces throughout the community that provide each neighborhood with a gathering spaces to enjoy.
- **Improve Parks Maintenance:** Previous studies and community outreach related to this plan identified the need for improved park maintenance and safety measures. One opportunity is to explore the ability of the city to share in the maintenance responsibilities of school play fields and recreation areas as public parks and recreation area as part of the "open schools, open doors" agreement that includes maintenance and facility sharing between the city of Las Vegas and Clark County School District schools.
- **Explore the Conversion of Roadways to Public Spaces:** Pursue "pavement to parks" and "tactical urbanism installations" throughout the NRSA which close roadways to traffic (either temporarily or permanently) to provide space for community activities and passive recreation opportunities. Sunrise Avenue between Bruce Street and 18th Street has been identified as one key opportunity area for this.

## Measuring Success

BIG IDEA	MEASUREMENT OF SUCCESS
<b>Launch Celebrate Your Story</b>	<ul style="list-style-type: none"> <li>▪ Gather new information, images and stories to help piece together the historical timeline and narrative of the area</li> <li>▪ Build new community connections</li> <li>▪ Inform the placemaking plan and pattern book</li> </ul>
<b>Complete an Historical Analysis of the Community and the Built Environment</b>	<ul style="list-style-type: none"> <li>▪ Obtain a clearer historical timeline and development narrative for the NRSA area</li> <li>▪ List one building on the national register</li> <li>▪ List an additional two buildings on the local register</li> <li>▪ Glean information to inform the placemaking plan and pattern book</li> </ul>
<b>Create a NRSA Placemaking Plan and Pattern Book</b>	<ul style="list-style-type: none"> <li>▪ Positively impact the health of local NRSA residents</li> <li>▪ Create a more cohesive public realm that helps knit the community together</li> <li>▪ Build community pride</li> </ul>
<b>Establish a Cultural Heritage Arts Initiative</b>	<ul style="list-style-type: none"> <li>▪ Bring the inside out, showcasing the cultural vibrancy of the community demographic via art</li> <li>▪ Provide new economic opportunities for artists and cultivate new talent</li> <li>▪ Support the continuation of heritage cultural arts</li> </ul>
<b>Improve and Add Park and Community Spaces</b>	<ul style="list-style-type: none"> <li>▪ Identify new places and spaces for parks and gatherings spaces both large and small that better serve all NRSA neighborhoods</li> <li>▪ Convert underutilized roadways to public spaces</li> <li>▪ Overall, commit to better maintenance at all community facilities.</li> </ul>

## IMPACT AREA 3

Make mobility and access within and to the neighborhood a priority

**“More safe roads, walk signs for people to cross, and robust, permanent public transportation.”**

- NRSA Resident, From the 2021 NRSA Survey

### Current Situation

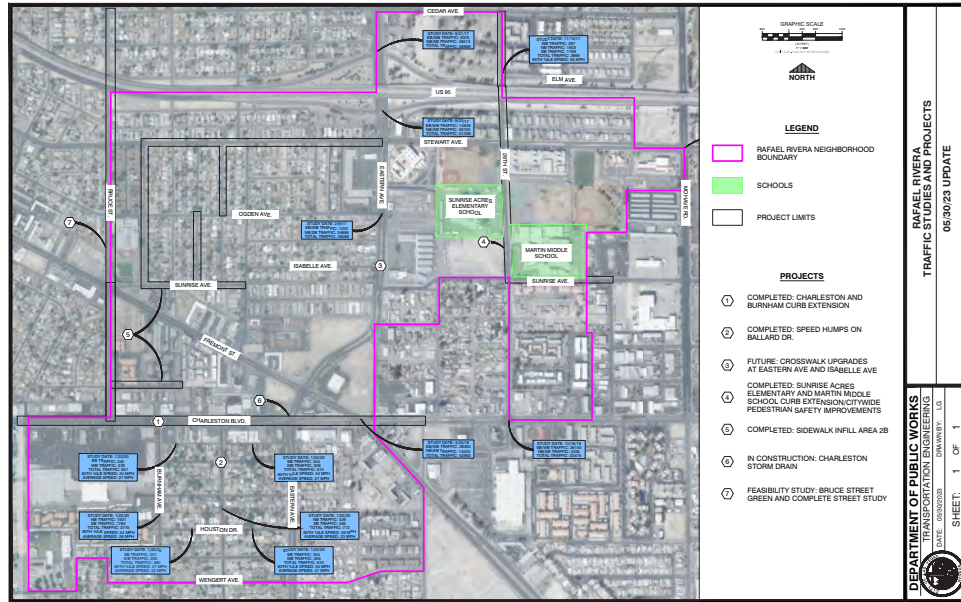
- The bulk of the planning work conducted in the NRSA to date has centered on the infrastructure and mobility needs of the community, including the Rafael Rivera Walkable Communities Plan, the Bruce Street Complete Streets Plan and the Spencer Greenway Trail Plan. All three plans identified a need for significant infrastructure work to support multi-modal accessibility and called out a need – in particular – to address pedestrian safety.
- The Downtown Access Project (DAP) – which will replace an existing viaduct along the I-515 corridor – has shifted the timeline of implementing some important investments that were identified in the Walkable Communities Plan due to the scope and impact of the project on the northern portion of the NRSA. The project is critical from a safety perspective, as the I-515 is on a viaduct that consists of two bridges – the G-947 bridge, from the UPRR crossing to Las Vegas Boulevard (constructed in 1968) and the I-947 structure, the bridge over Las Vegas Boulevard extending south to Bruce Street (constructed in the 1980s). As these bridges have continued to age, they have required costly maintenance repairs to keep them in service. NDOT’s proposed improvements for the DAP project include: Replacing or removing the 1.6 mile viaduct; Fixing on and off ramps located too close together; Adding freeway capacity; Adding new HOV interchanges at City Pkwy and Maryland Pkwy; and Braiding ramps to/from I-15 and I-515.



Above: Downtown Access Project Boundaries, NDOT project website

- **Pedestrian Fatality Data:** There have been two pedestrian fatalities in the area, between 2016 and 2020, one in 2017 at Eastern Avenue and East Ogden Avenue, and one in 2018 at Charleston Boulevard and Eastern. In that same time frame there were more than 40 pedestrian/vehicle collisions resulting in injury, with the bulk of them occurring along Charleston and Eastern.

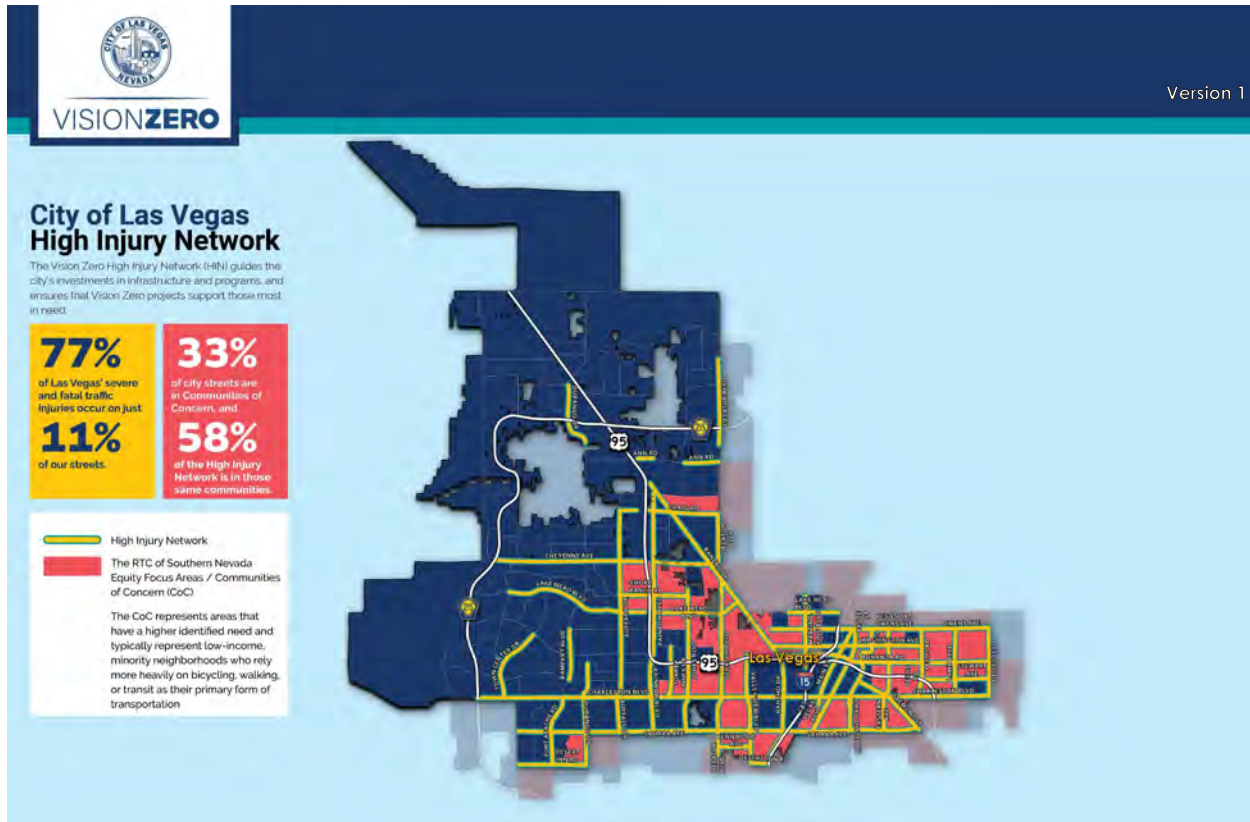
- The NRSA area – largely because of the three significant roadways that intersect in the center of it (West Charleston Boulevard, South Eastern Avenue and Fremont Street) - has high traffic volumes. This contributes to concerns about pedestrian and cyclist safety. Community members also noted that if the traffic can be slowed, there may be an opportunity to capture new audiences to support local businesses. See map below most



recent five years of speed/volume data (in the blue boxes):

- The need for reliable, affordable transportation is critical for this neighborhood, where 40 percent of households have no vehicle for transportation
- The Regional Transportation Commission (RTC) of Southern Nevada is currently doing a regional walkability study that will help support recommendations in this plan. They are also completing a study on transportation impacts on health and how the RTC can improve the safety of neighborhoods.
- In recent years, the city has been more proactive with respect to transportation safety, making data-driven decisions to increase the success of our solutions. We completed and adopted our Vision Zero Action Plan in 2023 with the ultimate goal to eliminate all traffic fatalities and severe injuries by 2050, and have moved into the implementation phase of our program. Within our plan, we developed a “High Injury Network” (HIN) to identify roadways with the greatest concentration of traffic-related fatalities and serious injuries. Multiple roadways within the NRSA – including Charleston Blvd., Eastern Ave. and Fremont Street – are identified as HIN roadways, making them excellent candidates to prioritize for safety improvements that will have significant impact. In addition to the HIN, Communities of Concern (CoC) were identified to incorporate equity into the data driven analysis. CoC identify locations where a high concentration of low-income and minority neighborhoods who rely more heavily on bicycling, walking, or transit. The NRSA is encompassed entirely within the CoC.
  - The Vision Zero Action Plan is comprised of over 90 actions across five primary strategies, all of which are focused eliminating all traffic fatalities and severe injuries while creating safe, healthy, and equitable mobility for all:
    - Reform city’s Approach to Transportation Safety

- Create Safe Streets For All
- Implement Safe Speeds
- Promote a Culture of Safety
- Enhance Communication, Transparency, and Accountability



## Community Desires

Pedestrian safety, cyclist safety and overall improvements to the road network to make it safer for all modes were desires of the community consistently mentioned throughout the community survey. Specifically:

- Comprehensive upgrades to the entire sidewalk network, including removing poles/obstructions in the middle of walkways, completing sidewalks where there are none, and making ADA accessibility improvements
- Establish a comprehensive, protected bicycle lane network that easily connects to other neighborhoods
- Install crosswalks and other pedestrian safety measures at all crosswalk areas, in particular prioritizing those around schools (e.g. pedestrian flashing lights, stop signs with lights)
- Address speeding vehicles through the neighborhood through reduced speeds, speed humps and general traffic calming measures
- Comprehensively address deferred maintenance - potholes, bumpy/uneven roads, drainage issues
- Establish intra-neighborhood transit that helps people move around the neighborhood safely and efficiently

## The Big Ideas

### 1. Realize the Vision Zero Action Plan Recommendations

Realizing the goals set out in the Vision Zero Action Plan for the city of Las Vegas is the Department of Public Works number one priority, and every project they do is tied to the strategies contained within. The Vision Zero Action Plan is focused on developing strategies to eliminate all traffic fatalities and serious injuries by the year 2050. It is a collaborative effort of the city of Las Vegas, elected officials, safety stakeholders and public outreach to create safe, healthy and equitable mobility for all. The Vision Zero Plan identified over 90 actions across key strategies:

- Reform the City's Approach to Transportation Safety
- Create Safe Streets for All
- Implement Safe Speeds
- Promote a Culture of Safety
- Enhance Communication, Transparency & Accountability

Investments in safety for pedestrians and cyclists will be prioritized by the recommendations identified within this plan.

### 2. Implement the Bruce Street Green and Complete Street Plan

The Bruce Street Plan – which was also a priority project included in the Rafael Rivera Walkable Communities Plan – envisions multi-modal infrastructure throughout the Bruce Street corridor, which sits along the western edge of the NRSA. The corridor is envisioned to be a multi-modal link between downtown North Las Vegas and downtown Las Vegas with connections to schools, Cashman Center, Fremont Street and the proposed Spencer Greenway Trail. When completed, the Bruce Street corridor will become a safer North-South corridor for all modes of transit. The plan addresses the following on Bruce Street between Charleston and Lake Mead Boulevard:

- Gaps in existing pedestrian and bicycle facilities
- Improvements for active transportation users (pedestrians, bicyclists, and transit users)
- Safety enhancements at key intersections
- Civic space/recreational activities under the Interstate 515 (I-515) viaduct
- Identification of key green infrastructure areas

The city of Las Vegas has funding identified in the Regional Transportation Plan (\$6,420,204 in FY 2031-2035 and \$17,554,215 in FY 2036-2040) for implementation of the Bruce Street Green and Complete Street Plan. However, as this corridor will potentially be impacted by NDOT's Downtown Access Project (DAP), the implementation of the project is tentatively on hold until a final design alternative is selected for DAP. As part of the redesign of both Bruce Street and the Spencer Greenway Trail, connections between the two projects will be explored, potentially combining design elements of the southern end of the Bruce Street corridor with the future Spencer Greenway Trail to provide a continuous walking/cycling facility through the NRSA.

The Rafael Rivera Walkable Community Plan also prioritized the Bruce Street project and called out suggestions for improvements to the corridor which will be considered as part of the planning process, including:

- Improved crosswalks with sidewalk ramps
- Improved roadway and pedestrian lighting
- Improved multimodal infrastructure
- Controlled pedestrian crossings

- Traffic calming
- Improved landscaping and amenity zones
- Address the mid-block crossing at Howard Hollingsworth Elementary along with the two-way cycle track running the length of the street, the one-block closure of Sunrise Ave and reconfiguration of the Maryland Parkway/Bruce Street intersection.
- Bruce Street between East Charleston Boulevard and Fremont Street–This segment of Bruce is one of the widest at approximately 80 feet. Address challenges that include no buffers between bicycle lanes from fast-moving traffic; a poor walking experience with narrow sidewalks, lack of street trees and pedestrian amenities and an unattractive street appearance. Add widened sidewalks and a raised two-way cycle track, establish landscaped gateways with amenities, add green infrastructure elements (bioretention and stormwater treatment) and new trees, improve street and pedestrian lighting, maintain/add on-street parking and remove the center-turn lane.
- Bruce, Fremont and Sunrise intersection–The geometry in this segment makes for long, challenging and indirect bicycle and pedestrian crossings. To improve safety, the area needs corner curb ramps aligned with crosswalks at the intersections and reduced crossing widths for pedestrians, and a raised two-way cycle track. The area also provides opportunities for an urban public plaza with a mix of community amenities, including flexible space to accommodate different uses and events. The space should be flexible space and include shaded seating areas, landscaping, public art and site amenities to create a gateway.
- Bruce between Fremont and Ogden (adjacent to Hollingsworth Elementary School )–The focus of this area is to address challenging crossings for school kids and disparate pickup locations for the school. Improvements should include the addition of bulbed out corner and mid-block crossings with pedestrian activated crossing warning lights, a narrowed roadway and removed central turn lane and widened sidewalks, new street and pedestrian lighting, a raised two-way cycle track, new street trees and permeable paving and bioretention areas.
- Bruce Street between Marlin Avenue and East Poplar Avenue–The focus on this area should be to address lighting and safety, widen sidewalks (and address missing ones) and remove obstacles, and address owners who have encroached into the ROW and placed walls, fences or structures outside their parcels. Improvements here can also address need for open space and recreational opportunities in this neighborhood. Additional improvements should include adding a raised two-way cycle track and removing the center turn lane. Additionally, improvements should include the addition of new/improved lighting along Bruce Street and under the freeway, trees, shade structures, public art, a range of recreation and community gathering areas, rain gardens and landscape areas and permeable paving.
- Bruce Street, Maryland Parkway three-way intersection–This area is marked by poorly designed infrastructure that is dominated by vehicle infrastructure (designed to facilitate fast-moving traffic). There are no pedestrian crosswalks present, limited bike facilities and people are required to walk a significant distance in either direction to cross the street. Recommended improvements include simplifying the intersection design allowing people to walk, bike and drive safely, establishing dedicated pedestrian and cycle intersection crossings, adding new public open space and recreation opportunities, public art, new street trees and improved lighting, and adding traffic signals to improve safety for all

people traveling through and across this busy intersection. In the meantime, improvements to the Bruce Street/Maryland Parkway intersection are being designed as part of the city's Sidewalk Infill Area 2A project.

### **3. Deliver the Stewart Avenue Complete Streets Investment Including Cycle Track (GreenVision)**

The Stewart Avenue corridor spans almost five miles from Sixth Street to Nellis Boulevard, connecting downtown Las Vegas with residential and employment areas in eastern Las Vegas. Throughout the span of the corridor there are clusters of high transit boardings and high pedestrian and bicycle crashes. This indicates an active pedestrian environment, safety concerns and opportunities for linking bicycle and transit facilities. In the 2016 City of Las Vegas Mobility Master Plan, traffic counts conducted at the intersection of Stewart Avenue and 28th Street found that during a 2-hour period in the afternoon, more than 1,200 pedestrians pass through this area. In the same period 2,200 cars traversed the intersection – resulting in pedestrians comprising 35 percent of all traffic on a roadway that today is primarily oriented to vehicular traffic. In the immediate vicinity of this area are three schools, two community centers, a sports complex and clusters of multi-family residential homes.

Through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program, the U.S. Department of Transportation will be funding a Complete Streets investment on Stewart Avenue from Sixth Street to Nellis Boulevard, including a two-way cycle track, sidewalk widening and obstruction removal, upgraded lighting, bus stop improvements and amenities, the addition of significant landscaping and street trees, prediction technologies for cyclists and pedestrians near intersections, and a corridor-wide speed limit reduction. This project involves the reallocation of existing right-of-way to transform the Stewart Avenue corridor into a space that is safe and comfortable for all users. The estimated cost of the project is \$47.8 million.

The Rafael Rivera Walkable Community Plan also prioritized the Stewart Avenue project and called out suggestions for improvements to the corridor which will be considered as part of the planning process, including:

- The addition of bulb-outs at roadway intersections
- Improved crosswalks with sidewalk ramps
- Pedestrian refuges
- Exploration of mid-block crossings
- Controlled pedestrian crossings
- Traffic calming
- Improved landscaping and amenity zones



*Above: Proposed Improvements to Stewart Avenue Image: city of Las Vegas Artist Rendering (2022)*

#### **4, Complete Implementation of the Rafael Rivera Walkable Community Plan**

In 2016, a study was conducted to identify areas within the city of Las Vegas with the greatest potential to become self-sustained walkable communities. The study identified locations within the city that have a good mixture of housing types within close proximity to community amenities concentrated in a central location. The Rafael Rivera study area – and subsequently this NRSA area – were determined to be ideal for a Walkable Community Plan which would focus on how to improve pedestrian connections and facilities.

Several of the proposed improvements from the Rafael Rivera Walkable Communities Plan have been completed since the plan was finalized in 2016, with an approximate total investment of \$4 million including:

- Improved roadway and pedestrian lighting
- Multimodal improvements for pedestrian and bicycle safety
- Transit improvements (bus stops and turnouts)
- Improved landscaping and amenities

A complete list of the completed, in-progress and future improvement are included in the Appendix.

## Measuring Success

BIG IDEA	MEASUREMENT OF SUCCESS
<b>Create Pathways to Home Ownership</b>	<ul style="list-style-type: none"> <li>▪ Decrease percentage of renters within the NRSA and increase the percentage of homeowners</li> <li>▪ Improve the living conditions of NRSA residents in safer homes and living units</li> <li>▪ Create local economic sustainability and growth by supporting the growth of generational wealth</li> </ul>
<b>Increase Attainable Housing Stock</b>	<ul style="list-style-type: none"> <li>▪ Address housing shortages and needs by increasing attainable housing of all varieties</li> <li>▪ Improve existing attainable housing stock</li> <li>▪ Create housing that is integrated with communities facilities, resources and services to ensure residents can have their needs met and thrive</li> </ul>
<b>Retain Existing Attainable Housing Units</b>	<ul style="list-style-type: none"> <li>▪ Ensure no net loss of attainable housing units within the NRSA</li> <li>▪ Provide opportunities to encourage more attainable housing development as part of every investment in the NRSA</li> <li>▪ Pursue opportunities to acquire and protect attainable housing units for the long term</li> </ul>
<b>Improve Access to Job Training and Employment</b>	<ul style="list-style-type: none"> <li>▪ Increase the median income of NRSA residents</li> <li>▪ Decrease the NRSA's unemployment rate</li> <li>▪ Create a pipeline of local employers for local businesses</li> </ul>
<b>Support Small Businesses to Scale</b>	<ul style="list-style-type: none"> <li>▪ Expand the economic impact of local businesses</li> <li>▪ Increase the percentage of locally owned businesses</li> <li>▪ Establish a local organization to support economic growth and opportunities</li> </ul>

## COMPLETED IMPROVEMENTS | Rafael Rivera Walkable Community Plan

Project Name	Location
<b>Pedestrian Safety</b>	<ul style="list-style-type: none"> <li>▪ Continental Style Crosswalks added at the following locations: <ul style="list-style-type: none"> <li>• 28th Street and Marlin Avenue</li> <li>• Bruce Street and Fremont Street</li> <li>• Bruce Street and Stewart Avenue</li> <li>• Charleston Boulevard and 28th Street</li> <li>• Charleston Boulevard and Bruce Street</li> <li>• Charleston Boulevard and Fremont Street</li> <li>• Eastern Avenue and Cedar Avenue, Charleston Boulevard, Fremont Street, Ogden Avenue and Stewart Avenue intersections</li> <li>• Eastern Avenue and US 95 Northbound and Southbound Ramps</li> </ul> </li> <li>▪ Curb extensions completed at Charleston Boulevard at Burnham Avenue as part of an NDOT project, complete with associated signage</li> <li>▪ ADA-compliant ramps, signage, and crosswalk markings have been installed at 21st Street and Stewart Avenue</li> <li>▪ Crosswalk Improvements at Suggested Routes to School - Sidewalk improvements were completed as part of the city's FY18 TAP Pedestrian Safety project in 2021. Curb extensions were added north of Sunrise Avenue on 28th Street between Sunrise Acres Elementary and Roy Martin Elementary. Crosswalk markings have been upgraded to Continental style, and curb extensions were constructed mid-block on Wengert Avenue and mid-block on Pauline Way at the frontages of Crestwood Elementary in 2018 as part of Walkable Communities project.</li> <li>▪ Sidewalk improvements - Sunrise Avenue at 28th Street, 26th Street, 21st Street, Cervantes Street, 20th Street, 19th Street and 18th Street intersections - Sidewalk improvements were completed as part of the city's Sidewalk Infill Area 2A project in 2018. The existing pavement width with on-street parking and travel lanes will not accommodate curb extensions.</li> <li>▪ City's Sidewalk Infill Area 2B Phase 1 (Completed in 2018), including: <ul style="list-style-type: none"> <li>• 19th Street between Sunrise Avenue and Stewart Avenue</li> <li>• 20th Street between Sunrise Avenue and Stewart Avenue</li> <li>• 21st Street between Sunrise Avenue and Stewart Avenue</li> <li>• Ash Avenue at 21st Street</li> <li>• Ash Avenue at 23rd Street</li> <li>• Ash Avenue between 21st Street and 23rd Street</li> <li>• Marlin Avenue between Bruce Street and 23rd Street</li> </ul> </li> </ul>

## COMPLETED IMPROVEMENTS | Rafael Rivera Walkable Community Plan

Project Name	Location
	<ul style="list-style-type: none"> <li>▪ City's Sidewalk Infill Area 2B Phase 2 (Completed in 2023), including: <ul style="list-style-type: none"> <li>• Stewart Avenue between Bruce Street and Eastern Avenue</li> <li>• 18th Street between Sunrise Avenue and Stewart Avenue</li> <li>• 20th Street between Sunrise Avenue and Ogden Avenue</li> <li>• Sunrise Avenue between 18th Street and 20th Street</li> <li>• Lewis Avenue, east of Bruce Street</li> <li>• Cervantes Street, Ogden Avenue and Stewart Avenue</li> </ul> </li> <li>▪ Wengert Avenue between 17th Street and Pauline Way - Sidewalk improvements were completed as part of the city's Walkable Communities program in 2018.</li> <li>▪ Speed humps added at Ballard Drive</li> <li>▪ The city has also explored feasibility of many of the plan recommendations and determined them not feasible, including: <ul style="list-style-type: none"> <li>• Providing bulb-outs with benches along all street corners at 21st Street and Marlin Avenue, Ash Avenue, Ogden Avenue, Berley Avenue, Isabelle Avenue and Sunrise Avenue - The existing pavement width is insufficient to accommodate curb extensions in addition to the travel lanes and on-street parking. In addition, existing driveways create conflicts with potential curb extensions.</li> <li>• Pedestrian refuge on Charleston Boulevard at Bruce Street and Fremont Street - Determined that the existing median islands are not wide enough for safe installation of a pedestrian refuge.</li> <li>• Bulb-outs at Franklin Avenue at Euclid Avenue, Eastern Avenue, Crestwood Avenue, Burnham Avenue, Bruce Street and Pauline Way intersections - Existing pavement width is insufficient to accommodate curb extensions in addition to the travel lanes and on-street parking. In addition, existing driveways and utilities create conflicts with potential curb extensions.</li> <li>• Bulb-outs at Isabelle Avenue at Eastern Avenue and 21st Street intersections - The installation of curb extensions on Eastern Avenue are not feasible, as the existing travel lanes are necessary to accommodate the high traffic volumes. Along 21st Street, the existing pavement width is insufficient to accommodate curb extensions in addition to the travel lanes and on-street parking. In addition, existing driveways and utilities create conflicts with potential curb extensions.</li> </ul> </li> </ul>

COMPLETED IMPROVEMENTS   Rafael Rivera Walkable Community Plan	
Project Name	Location
<b>Bicycle Lanes</b>	<ul style="list-style-type: none"> <li>▪ Bicycle lanes have been added along 28th Street. between Charleston Boulevard and Bonanza Road.</li> <li>▪ Bike lanes on Bruce Street have been repainted while the city awaits completion of the NDOT DAP design that will allow for investment in realizing the Bruce Street plan.</li> </ul>
<b>Bus Stop Improvements</b>	<ul style="list-style-type: none"> <li>▪ Eastern/Franklin – Upgraded to include full shelters and amenities</li> <li>▪ Eastern/Isabell – Upgraded with benches and trash receptacles</li> <li>▪ Charleston/28th – Upgraded to include full shelters and amenities</li> <li>▪ Charleston/Bruce – Eastbound stop has been upgraded to include full shelter with amenities; Westbound upgraded with bench and trash receptacle.</li> <li>▪ Charleston/Fremont – Upgraded to include full shelters and amenities</li> <li>▪ Eastern/Isabelle – Benches and trash receptacles added – city to coordinate with RTC to see if additional improvements are planned</li> <li>▪ Fremont/Bruce - The northbound Bruce transit stop has been upgraded to include a full shelter with amenities, and the southbound upgraded with a bench and trash receptacle. The city will coordinate further with RTC to determine if additional improvements are planned.</li> <li>▪ Stewart/21st - The transit stops have been upgraded with benches and trash receptacles. The city will coordinate further with RTC to determine if additional improvements are planned.</li> <li>▪ Stewart/Mojave - The westbound transit stop has been upgraded to include a full shelter with amenities, and the eastbound upgraded with a bench and trash receptacle. The city will coordinate further with RTC to determine if additional improvements are planned.</li> </ul>
<b>Bus Stop Turnouts</b>	<ul style="list-style-type: none"> <li>▪ Multiple transit stops have been added along Charleston between Bruce and Fremont. The city will coordinate further with RTC to determine if additional improvements are planned.</li> <li>▪ Stewart between Eastern and Mojave - Multiple transit stops have been added along Sahara between Eastern and Mojave. The city will coordinate further with RTC to determine if additional improvements are planned.</li> <li>▪ Stewart east of 28th - Multiple transit stops have been added along Stewart east of 28th. The city will coordinate further with RTC to determine if additional improvements are planned.</li> </ul>

COMPLETED IMPROVEMENTS   Rafael Rivera Walkable Community Plan	
Project Name	Location
<b>Landscaping</b>	<ul style="list-style-type: none"> <li>▪ Burnham Ave. - Landscaping and installation of street trees have been completed.</li> <li>▪ Landscaping assessments on Pauline Way (south side) and Sunrise Ave. - The addition of landscaping is not feasible in this location, as there is not sufficient width within the existing right-of-way.</li> </ul>
<b>Lighting</b>	<ul style="list-style-type: none"> <li>▪ Lighting added on Wengert Ave. between Pauline Way and 17th St. - Lighting improvements were completed as part of the city's Walkable Communities program in 2018.</li> <li>▪ Perform a light-level study to determine where increased light levels at high-pedestrian crossing locations are appropriate for increased nighttime pedestrian safety and visibility - The city has recently completed various lighting improvements throughout the study area with plans to complete additional lighting improvements along major corridors. Completed areas include Eastern and Stewart.</li> <li>▪ 21st Street Bulb-outs - Performed a light-level study to determine of pedestrian-scale lighting is needed at all proposed bulb-outs - Additional lighting for bulb-outs will not be completed at this time as the roadway cross-section will not accommodate the installation.</li> <li>▪ 26th Street and Valley - Needs streetlighting - Site evaluation was completed for this intersection. At this time, the addition of streetlights at this intersection is not feasible as a stand-alone project due to lack of infrastructure, adjacent Clark County jurisdictional boundary, and overhead conflicts with NV Energy and communication cables.</li> <li>▪ Light-level study to determine where increased light levels at high-pedestrian crossing locations are appropriate for increased nighttime pedestrian safety and visibility on Stewart, Charleston, Mojave, Pecos and Maryland.</li> <li>▪ Upgrade streetlight fixtures to latest LED technology along Stewart from Eastern to Nellis, and Mojave from Owens to Charleston</li> </ul>

Additionally, several additional recommended improvements from the Rafael Rivera Walkable Community plan are in development and/or financially committed to, as identified in the following chart:

## IMPROVEMENTS IN PROGRESS | Rafael Rivera Walkable Community Plan

Project Name	Location
<b>Pedestrian Safety</b>	<ul style="list-style-type: none"> <li>Sidewalk Infill Area 2A - Between Bruce Street, Eastern Avenue, Owens Avenue and I-515</li> </ul>
	Eastern Avenue Crosswalk Improvements - Identified on the city's Pedestrian Safety Master Plan and will be assessed for future improvements. The city will perform an analysis to determine the viability of the installation of crossings at Franklin Avenue, Peyton Drive, and Isabelle Avenue intersections.
	<p>Analysis of the feasibility of mid-block crossings and push-button activated flashers on the following:</p> <ul style="list-style-type: none"> <li>1900 Block of Fremont Street</li> <li>21st Street</li> <li>Eastern Ave. at 25th Street, Franklin Avenue, Isabelle Avenue and Peyton Drive intersections - Eastern at Isabelle has been identified on the city's Pedestrian Safety Master Plan and will be assessed for providing improvements. The city will perform an analysis to determine the viability of the installation of crossings at Franklin Avenue and Peyton Drive intersections.</li> </ul> <p>Fremont Street at 21st Street - There are several existing driveways that could prohibit the safe and effective installation of a pedestrian refuge near 21st Street.</p>
	<ul style="list-style-type: none"> <li>Sunrise Acres Elementary and Martin Middle School Curb Extension - Part of citywide pedestrian safety improvements</li> </ul>
	28th Street Corners at Sunrise Avenue, Marlin Avenue, Elm Avenue and Cedar Avenue - Provide bulb-outs with benches along all street corners - Ramp upgrades and/or curb extensions are under construction at 28th/Marlin, 28th/Elm, and Cedar/Walnut.
	<p>Candidates for sidewalk infill project that are being assessed:</p> <ul style="list-style-type: none"> <li>21st Street between Sunrise Avenue and Fremont Street</li> <li>21st Street,(east side) south of Sunrise Avenue (at alley way)</li> <li>Olive Avenue between Atlantic Street and Euclid Avenue.</li> </ul> <p>Sunrise Avenue (south side) between Eastern Avenue and 26th Street</p>
	Sidewalk improvements at Marlin Avenue and 28th Street - Sidewalk improvements will be completed with the city's FY18 TAP Pedestrian Safety project currently under construction.
	Bruce Street – See Big Idea #1

IMPROVEMENTS IN PROGRESS   Rafael Rivera Walkable Community Plan	
Project Name	Location
<b>Bicycle Lanes</b>	Stewart Avenue – See Big Idea #2
	Charleston Boulevard/Bruce Street – Westbound: The city to coordinate with RTC to see if additional improvements are planned
<b>Bus Stop Improvements</b>	All along Eastern, full sheltered transit stops with benches, screening, trash receptacles and lighting will be added as part of the city’s Eastern Bus Turn-outs Project currently in design. The project will go to bid upon acquisition of right-of-way, at which time RTC will incorporate those elements.
	25th Street – Add landscaping - The Eastern Avenue Lofts project is proposed along the west side of 25th Street between Eastern and Charleston, and it is in the process of getting approvals. Their current plans indicate attached sidewalk on 25th with adjacent 24” box trees spaced at 20’ on center.
<b>Landscaping</b>	Eastern Avenue between Charleston Boulevard and Cedar Avenue - Thematically extend the landscape materials added on Eastern Avenue between Charleston Boulevard and Wengert Avenue to the existing median. Funds have been secured to add enhancements to the medians along this corridor.
	Eastern Avenue between Charleston Boulevard and Wengert Avenue - Provide landscape within the raised median in the middle; Funds have been secured to add enhancements to the medians along this corridor, first refurbishing the segment from Sahara to Charleston and extending north to Cedar after. Metal sculpture palms could be installed.
	Charleston Storm Drainage Improvements – From Fremont to Maryland.
<b>Lighting</b>	28th Street (at Sunrise, Marlin, Elm, Cedar, Charleston and Stewart) - Perform a light-level study to determine if pedestrian-scale lighting is needed at all proposed bulb-outs - Further lighting analysis and lighting upgrades are planned for this year

The remaining investments needed to complete the vision and recommendations set forth in the Walkable Communities Plan include:

## IMPROVEMENTS STILL TO BE COMPLETED | Rafael Rivera Walkable Community Plan

Project Name	Location
<b>Pedestrian Safety</b>	<ul style="list-style-type: none"> <li>▪ Talk with Clark County about providing bulb-outs at the following areas that are within their jurisdiction: <ul style="list-style-type: none"> <li>- 25th Street at Eastern Avenue</li> <li>- 26th Street and Valley Street</li> <li>- Three of the four corners under their jurisdiction at 28th Street frontage at Charleston Boulevard and Stewart Avenue – the city's corner will be completed as part of Stewart Avenue improvements</li> </ul> </li> <li>▪ Talk to Clark County about providing sidewalks at the following locations that are in their jurisdiction: <ul style="list-style-type: none"> <li>- 26th Street and Valley Street</li> <li>- Valley Street between Eastern Avenue and 26th Street</li> <li>- Eastern Avenue and 25th Street</li> </ul> </li> <li>▪ Explore future improvements to Eastern Avenue curve (25th Street) – The community noted they would like to see a guardrail or other protections</li> <li>▪ ADA Accessibility - Bring all crossing buttons, tactile warning panels, sidewalks and ramps into compliance with current ADA standards – The city routinely performs maintenance and upgrades of infrastructure at and between intersections. As segments of roadway are improved with projects or adjacent redevelopment occurs, the sidewalk will be upgraded to current ADA standards.</li> <li>▪ Other sidewalk improvements: <ul style="list-style-type: none"> <li>- SNRHA improvements at parcels they are developing, including 28th Street (west side) between Cedar Avenue and Elm Avenue (also, removal of unused driveway)</li> <li>- Cedar Avenue (south side) between 28th Street and Alvin Street</li> </ul> </li> <li>▪ Widen sidewalk at Fremont Street between Bruce Street and Atlantic Avenue as part of future development project</li> <li>▪ Throughout plan area - Remove utility poles, boxes, traffic sign posts, transit shelters and other encumbrances from sidewalks (including payphone booths) – As segments of roadway are improved with projects, or adjacent redevelopment occurs, sidewalks will be upgraded to current ADA standards for clearance.</li> <li>▪ Charleston Avenue – The city took over ownership and maintenance responsibilities for the portion of Charleston between Bruce and Fremont from NDOT in 2019. In the future, the city will be working with RTC to explore the possibility of implementing a complete streets design with dedicated transit lanes along the corridor. Implementation of high capacity transit along Charleston was identified in RTC's On Board Mobility Plan (<a href="https://onboardsnv.com/about-on-board/">https://onboardsnv.com/about-on-board/</a>) as a highly prioritized, Phase 1 project.</li> </ul>

## IMPROVEMENTS STILL TO BE COMPLETED | Rafael Rivera Walkable Community Plan

Project Name	Location
<b>Bicycle Lanes</b>	<ul style="list-style-type: none"> <li>21st Street and Burnham Avenue and Franklin Avenue – The city of Las Vegas assessed this area and determined it is not ideal for implementation of a bicycle lane due to the presence of on-street parking and narrow roadway cross-section. NRS 484B.763 permits bicycles to operate on roadways, and special route signage is not necessary in this heavily residential area with on-street parking. The city will study this corridor further and consider adding sharrows and associated signage in the future.</li> <li>25th Street - The east side of 25th Street. is within Clark County’s jurisdiction, and the west side is being developed by a private party. Upon completion of the development, the city of Las Vegas will assess if bicycle lanes are appropriate.</li> <li>Along the south side of I-515/US 95 – The city of Las Vegas is working with NDOT on the Downtown Access Project (<a href="http://www.ndotdap.com">www.ndotdap.com</a>), with which a multi-use trail with amenities is proposed for this area in some alternatives being considered. As part of this, ensure future enhancements to trail include landscape, signage, benches and adequate lighting.</li> </ul>
<b>Bicycle Amenities</b>	<p>The city of Las Vegas Operations &amp; Maintenance team will confirm sites for placement of new bicycle racks where sufficient city ownership and/or right-of-way exists. Locations recommended in the Rafael River Walkable Community Plan include:</p> <ul style="list-style-type: none"> <li>Charleston Plaza Mall</li> <li>Chuck Minker Sports Complex</li> <li>Crestwood Elementary School</li> <li>East Las Vegas Community Center</li> <li>Hadland Park</li> <li>Howard Hollingsworth Elementary School</li> <li>Rafael Rivera Park</li> <li>Roy Martin Middle School</li> <li>Stewart Square</li> <li>Sunrise Acres Elementary School</li> <li>Variety School</li> </ul>
<b>Bus Stops and Amenities</b>	<ul style="list-style-type: none"> <li>Given completed and planned improvements above, conduct a full assessment of additional needs for added bus stop locations and amenities</li> <li>Ensure all transit stops (shelters and benches) are relocated to the back of the sidewalk where possible</li> </ul>

## IMPROVEMENTS STILL TO BE COMPLETED | Rafael Rivera Walkable Community Plan

Project Name	Location
<b>Landscaping/ Street Trees</b>	<ul style="list-style-type: none"> <li>▪ 25th Street - As property is redeveloped here, obtain easements to provide for a 3-foot wide landscape amenity zone planted with 24-inch box or larger trees planted 40 feet on center. The city will ensure that such an amenities zone is a condition of approval for future redevelopment of the area.</li> <li>▪ Ballard Drive – Educate property owners about opportunities to add street trees within amenity zone. The existing amenity zone along Ballard is a “transition strip” and the responsibility of the adjacent property owner per LVMC Title 13.56. Planning is exploring opportunities to provide tree plantings for private property owners with a provision that ensures they remain in place.</li> <li>▪ Along Cedar Avenue - As property is redeveloped here, the city planning to obtain easements to provide for a 3-foot wide landscape amenity zone planted with 24-inch box or larger trees planted 40 feet on center</li> <li>▪ Crestwood Avenue between Charleston Boulevard and Wengert Avenue - Explore potential to place street trees within existing amenity zones. Pending the availability of funding, the city will assess the possibility of adding trees in existing amenities zones. Future grant opportunities will be explored.</li> <li>▪ Fremont Street between Bruce Street and Atlantic Avenue - Add 24-inch or larger box trees planted 30-feet on center at the back of the existing curb; the city took over ownership and maintenance responsibilities for Fremont from NDOT in 2019. With this transfer, the city can now look to seek funding for improvements along the corridor.</li> <li>▪ Explore potential to place street trees within existing amenity zones; If funding can be secured, the city will explore the potential to add street trees in this area. It may be a good candidate for urban heat island funds or grants: <ul style="list-style-type: none"> <li>- Peyton Drive between Burnham Avenue and Eastern Avenue</li> <li>- Houston Drive between Burnham Avenue and Eastern Avenue</li> <li>- Pauline Way (south side) Between Pauline Way and 17th Street</li> </ul> </li> <li>▪ Throughout the NRSA - Establish consistent amenity zones that accommodate planters and drought resistant trees; address garbage, litter and inconsistencies and city take over maintenance of amenity zones in residential areas.</li> <li>▪ Comprehensive analysis of tree needs - Add new trees; Cut back old trees and replace with new ones</li> <li>▪ Landscaping plan – require new landscaping to conform to the Unified Development Code (UDC)</li> </ul>

## IMPROVEMENTS STILL TO BE COMPLETED | Rafael Rivera Walkable Community Plan

Project Name	Location
<b>Maintenance</b>	<ul style="list-style-type: none"> <li>Comprehensive analysis of improved/increased maintenance needed. Burnham Ave. called out in the Rafael Rivera plan.</li> <li>Public rights-of-way within the city are cleaned on a regular basis by Operations &amp; Maintenance teams. Clean-up on private properties is regulated by Code Enforcement teams. Exploration of improvements in both areas will be part of the Listos y Seguros initiative.</li> </ul>
<b>Public Amenities</b>	<ul style="list-style-type: none"> <li>Explore opportunities to install benches and seating throughout the neighborhood – the city has benches available that could be installed. However, there may be unintended consequences from installations including an influx of homeless activity.</li> <li>Explore opportunities for public trash cans throughout the NRSA, particularly on business oriented streets.</li> </ul>
<b>Utilities and Utility Boxes</b>	<ul style="list-style-type: none"> <li>Work with utility companies as street improvements occur to bring utility boxes into compliance with UDC screening standards.</li> <li>Underground overhead utilities; if under a franchise agreement the city can ask the utility company to underground the utilities at no cost to the city. Utility adjustments performed under franchise agreements are only required to underground when lines are in conflict with proposed project improvements. Otherwise, the agency with jurisdiction would be responsible for the improvements.</li> </ul>
<b>Lighting</b>	<ul style="list-style-type: none"> <li>Assess options for alleyway lighting throughout the neighborhood (notably Sunrise Avenue, Isabel Avenue, Burnham Avenue, Ballard, 26th Street, Valley Street. per Rafael Rivera Walkable Community Plan). Historically, the city was able to work with NVE to add additional lighting in these alleys as part of the PAL program. In recent years, this program has not been continued on NV Energy's part and thus more lights added to the existing poles has not been allowed. Further assessment has revealed that there is not sufficient room in the alley to maintain adequate vehicle path while still providing streetlight poles with the presence of the other overhead power poles already running in these alleys.</li> <li>Perform a light-level study to determine where increased light levels at high-pedestrian crossing locations are appropriate for increased nighttime pedestrian safety and visibility. Improvements to non-major roadways are not currently planned for improvement, but city teams will continue to maintain existing lighting and look for opportunities to improve lighting where able to do so, guided by the work of the Listos y Seguros effort.</li> </ul>
<b>Parking</b>	<ul style="list-style-type: none"> <li>Ensure on-street parking remains at 26th Street and Valley – work with Clark County on this as it is in their purview</li> </ul>

These projects are recommended for prioritization, and timing of each effort is shown in the implementation plan at the end of this report.

## **5. Invest in Comprehensive Multi-Modal Infrastructure to Improve Access and Safety**

Concerns about a lack of sidewalks, crosswalks, bike lanes and traffic that moves too fast through the neighborhood put a desire for improved multi-modal infrastructure in the top five mostly highly ranked needs in the community survey. Specifically, the community noted that the sidewalk network is fractured – in some places no sidewalks exist, while in others sidewalks are impeded by light poles, utility boxes and other infrastructure that makes it impossible to utilize for those in wheelchairs or pushing strollers, in particular. The community also noted a lack of crosswalks – particularly adjacent to schools – and speeding traffic, both of which create life-threatening situations for this population which relies on alternate modes of transit to meet their daily needs. As noted previously, the Rafael Rivera Walkable Community Plan emphasized these needs as well, and the city of Las Vegas' Public Works department has prioritized implementation of the recommendations in the plan. Given the significant need, a comprehensive assessment of the most urgent needs should be prioritized, as should implementation. Specifically, this assessment should include:

- Comprehensive sidewalk assessment and improvements – going beyond infill of missing sidewalks, the state of current sidewalks should be assessed and investments to improve existing sidewalks and remove sidewalk impediments should be prioritized
- Overall assessment of speeds, and potential traffic calming strategies to slow traffic through the neighborhood and improve safety. . This assessment should also include investments in roadway striping throughout the NRSA which community members shared was lacking in many places.
- Assessment of the Installation of crosswalks and pedestrian lights throughout the NRSA, including consideration for mid-block crossing in areas with long sections between crosswalks. As part of this effort, we recommend the city allow the potential opportunity to include creative crosswalks that tie into the cultural identity of the neighborhood.
- Planning a comprehensive bike lane network throughout the neighborhood that can provide affordable transportation alternatives – this can tie into the investment in the Spencer Greenway Trail and others. This should also consider investments in bike intersections and how bicycle lane traffic lighting and other bicycle safety measures can be made.
- Evaluation of the Safe Routes to School and Walking Partners Programs (To promote walking to school in groups) – The Rafael Rivera Walkable Community Plan provided a recommendation to expand programs that support safety for children and families going to and from school. Sunrise Acres Elementary School, Howard Hollingsworth Elementary School, Crestwood Elementary School and Roy Martin Middle School are all located in the NRSA area. The city of Las Vegas works regularly with Clark County School District principals and staff to provide a safe environment for which students to get to and from school, also working with NDOT on implementation of the Safe Routes to School initiative. This planning effort revealed continued concerns with safe access to schools and re-evaluating what is/isn't working should be prioritized.

## **6. Create Affordable Transportation Within and to the Neighborhood**

40 percent of residents in the NRSA do not have a vehicle for transportation, and rely on public transit, walking, cycling or other modes to get them where they need to go. This lack of mobility can negatively impact opportunities for education, employment, healthcare and more. Creating affordable transportation within and to the NRSA improves not only mobility but opportunity for the community. Efforts to support this goal should include:

- Transit to Connect to Other Neighborhoods: Work with RTC and private sector partners

to accelerate investments in transit and/or other transportation projects within/through the NRSA, including (but not limited to):

- **Charleston Boulevard High Capacity Transit (HCT):** The Regional Transportation Commission of Southern Nevada, in partnership with the City of Las Vegas, has been awarded a RAISE grant to complete the planning, alternatives analysis, preliminary engineering, and environmental clearance phases to assess high-capacity transit alternatives along Charleston Boulevard from Pavilion Center Drive to Nellis Boulevard, approximately 16.9 miles. This is a critically important regional transportation corridor across the heart of the Las Vegas Valley, and through the NRSA, that connects residents to employment opportunities, critical healthcare, social services resources, recreation and more. Project planning will include extensive community outreach and engagement to identify the recommended transit vehicle technology, station locations, station design, lane configuration, and pedestrian safety improvements to be implemented in the corridor.

The Charleston Boulevard High-Capacity Transit Project will be comprised of the following elements:

- Exclusive running high-capacity transit separated from moving traffic with a raised and/or landscaped median barrier.
  - Travel lanes to accommodate personal vehicles and local delivery trucks.
  - Bike lanes for cyclists making the connection to home, work, or school.
  - Wide sidewalks, buffered from moving traffic by street trees and the bike lane.
  - Enhanced transit infrastructure, such as upgraded station areas, lighting, shade, and real time arrival information.
  - Streetscaping improvements, such as lighting, shade, wayfinding signage, and ADA-accessible crossings.
  - Safety/traffic management technology to increase the throughput of all travel modes, while raising awareness of the various users of Charleston Boulevard (transit, vehicular, bicycle, pedestrian).
- **Maryland Parkway BRT:** This project includes expanded transit service along Maryland Parkway Bus Route 109 from Sahara Avenue to the Las Vegas Medical District, including enhanced transit stations, shared bus-bike lanes, wider sidewalks, and improvements to lighting and landscaping. Investments in transportation infrastructure are expected to improve mobility and safety along the corridor for all users, including drivers, bicyclists, pedestrians and transit customers, while enhancing access to the surrounding areas. Final design is expected to be completed in 2023, with construction completed and service beginning in October 2025.

While implementing these new forms of transit is critical, as important is ensuring they are accessible financially to the residents of the NRSA.

- **Make Other Forms of Transportation Accessible:**
  - Support the creation of a community-owned bike-share system/bike library, that can provide access to bicycles, e-bikes, folding bikes, scooters and e-scooters. The program can be supported by the city, and other partners, and can be deployed/serviced by local bicycle shops, providing them an additional source of revenue. These programs are unique to standard bike-share programs (e.g. Bird, Uber, etc.) that charge costs that can be out of range for many users. Instead, this program would be free to neighborhood members only and allow users to borrow bikes to be able to easily access this mode of transit.

## Measuring Success

BIG IDEA	MEASUREMENT OF SUCCESS
<b>Realize the Vision Zero Action Plan Recommendations</b>	<ul style="list-style-type: none"> <li>▪ Reform the city's approach to transportation safety</li> <li>▪ Create safe streets for all</li> <li>▪ Implement safe speeds</li> <li>▪ Promote a culture of safety</li> <li>▪ Enhance communication, transparency &amp; accountability</li> </ul>
<b>Implement the Bruce Street Green and Complete Street Plan</b>	<ul style="list-style-type: none"> <li>▪ Establish a safe pedestrian and bicycle connection to adjacent neighborhoods</li> <li>▪ Improve roadway safety and overall aesthetics of the NRSA</li> <li>▪ Invest in infrastructure that supports climate goals and objectives</li> </ul>
<b>Deliver the Stewart Avenue Complete Streets Investment Including Cycle Track</b>	<ul style="list-style-type: none"> <li>▪ Improve multi-modal transportation opportunities for the community</li> <li>▪ Remove barriers in pedestrian sidewalk infrastructure along the route</li> <li>▪ Improve overall pedestrian and bicyclist safety</li> </ul>
<b>Complete Implementation of the Rafael Rivera Walkable Community Plan</b>	<ul style="list-style-type: none"> <li>▪ Address the most urgent pedestrian safety and accessibility issues within the NRSA</li> <li>▪ Demonstrate the city's commitment to plan the implementation of critical neighborhood planning documents, building trust with the community</li> </ul>
<b>Invest in Comprehensive Multi-Modal Infrastructure to Improve Access and Safety</b>	<ul style="list-style-type: none"> <li>▪ Reduced speeds throughout the neighborhood</li> <li>▪ Improve overall mobility of pedestrians and decrease pedestrian injuries and fatalities</li> </ul>
<b>Create Affordable Transportation Within and to the Neighborhood</b>	<ul style="list-style-type: none"> <li>▪ Improve mobility for residents of the NRSA</li> <li>▪ Improve economic opportunities for both residents and businesses in the NRSA</li> </ul>

## IMPACT AREA 4

Ensure the needs of neighbors can be met locally

**“We have to travel too far for our basic needs to be met.”**

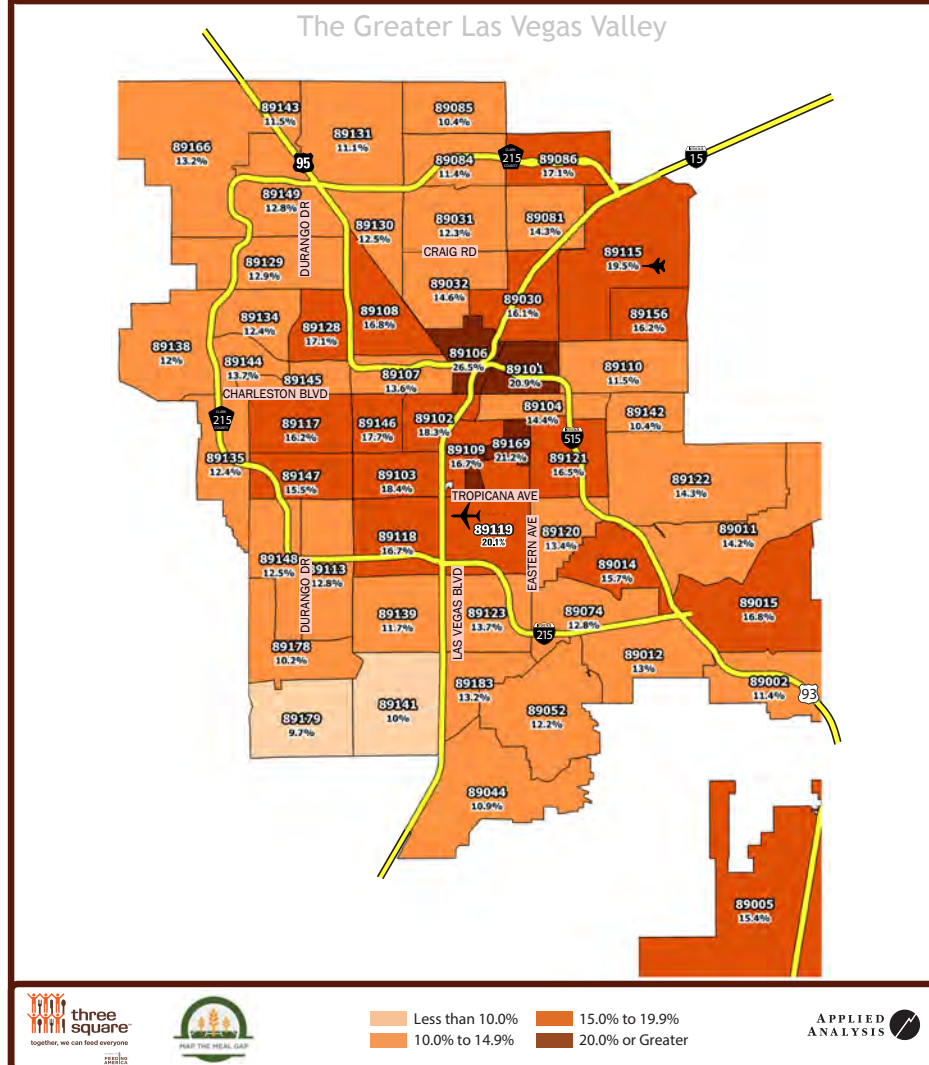
- NRSA Resident, From the 2021 NRSA Survey

### Current Situation

- The 2050 City of Las Vegas Master Plan identifies key outcomes associated to meeting the needs of the neighborhood locally, including:
  - At least one city-owned, operated or leased community garden or urban agriculture site within each area of the city by 2030
  - No food deserts in the city by 2050
  - Increase the percentage of residents within a quarter-mile of a food hub healthy food retail outlet or grocery store
- With 40 percent of households in the neighborhood having no vehicle for transportation we need to ensure that people can have their daily needs met locally first and foremost.
- In 2021 and 2022, Councilwoman Diaz’s office, in partnership with County Commissioners Tick Segerblom and William McCurdy II and the Culinary Academy of Las Vegas, hosted free food distribution drive throughs at the East Las Vegas Community Center. Each basket of food contained approximately 40 pounds of assorted, essential food items (protein, starch, fresh fruits and vegetables, and more).
- According to ThreeSquare – Southern Nevada’s only food bank and the area’s largest hunger-relief organization, the 89101 zip code – which is the primary zip code for the NRSA area – is in the top five zip codes for the highest food insecurity rates in the Greater Las Vegas Valley, at 20.9 percent, as shown in the map below. Food insecurity rates declined in the NRSA – and all of these zip codes – in 2021, when unemployment rate began to decline again. The average food insecurity rate across Clark County is 13.4 percent, meaning one out of every seven people in Clark County is food insecure. Food insecurity is defined as individuals and families not having access to sufficient amounts of nutritious food at any point in time to maintain a healthy and active lifestyle. When individuals and families do not have consistent access to such food, they are food insecure. Many demographic and economic variables are used to measure food insecurity, including:
  - Population count
  - Household size
  - Unemployment rates
  - Poverty rates
  - Median household income
  - Density of Hispanic and African-American populations
  - Home ownership

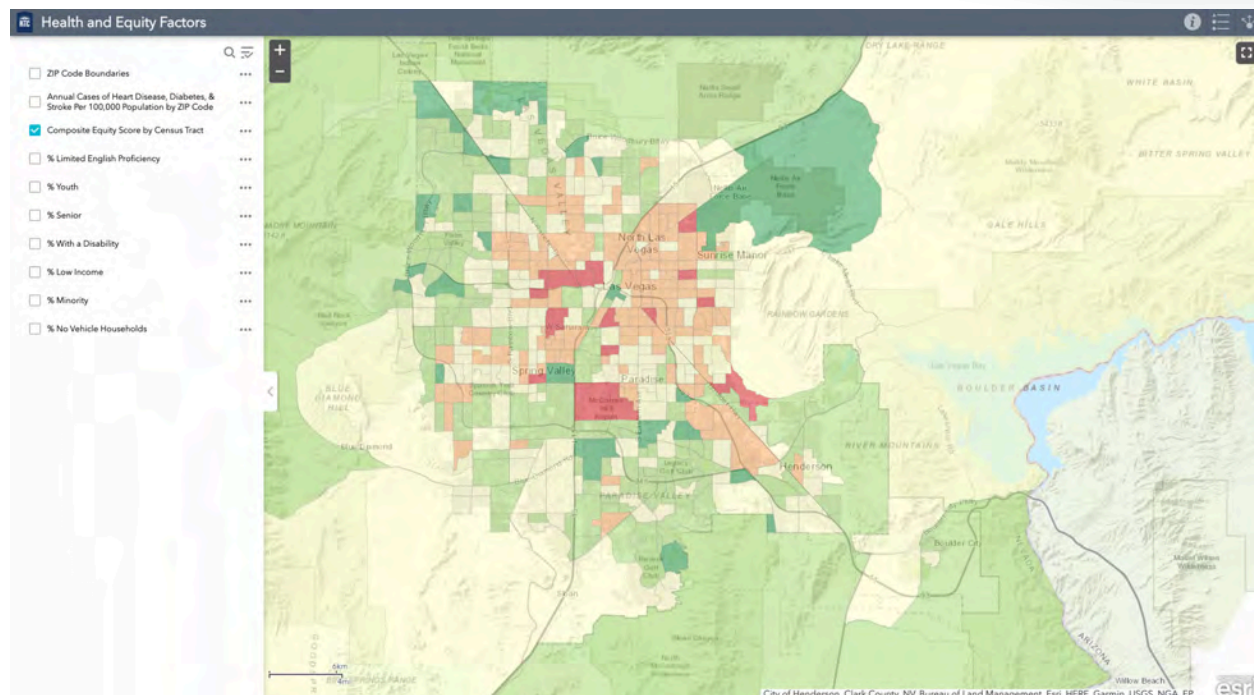
Unemployment and poverty are strong determinants of food insecurity since low income families are less able to purchase and have consistent access to nutritious foods.

## FOOD INSECURITY BY ZIP CODE 2017 (2016 Data)



An April 2021 article in the Nevada Current projected that Nevada food insecurity was projected to remain among the nation's highest. Nevada is ranked eighth among states with the highest projected overall food insecurity rates for 2021 at 15.2 percent, a slight improvement from 17 percent in 2020. Pre-pandemic levels in 2019 were at 12 percent. Nevada is also projected to have the nation's fifth-highest percentage of children living in food-insecure households by the end of 2021 at 23 percent — a decrease from 26 percent in 2020, but still significantly higher than pre-pandemic levels. And Nevada is projected to have the second-highest rates of children in very low food security households in 2021 at 8.1 percent,

- Recent equity studies by the Regional Transportation Commission (RTC) look at a variety of health factors impacting identify that the majority of the NRSA area scores highest in terms of annual cases of heart disease, diabetes and stroke, with between 3,100 and 4,500 per 100,000 residents suffering from one of the three.



## Community Desires

The NRSA community survey demonstrated that the neighborhood is very tight-knit and largely utilizes the shops and resources in the immediate vicinity to have their day-to-day needs met. The community noted that there are gaps in these services, and that can mean that the health of the families and their overall wellbeing suffers. In particular, two areas were mentioned where more localized services are needed:

- Establish opportunities for local, comprehensive healthcare to meet the diverse needs of the community. Basic healthcare services are available and locals utilize medicinal/natural medicine vendors to address healthcare needs, but when any sort of specialty service is needed – from pediatric care to comprehensive cancer or specialty medical care – it is hard to obtain without long bus rides which take them away from their jobs and their families.
- While there are many markets in the area, the community still has a shortage of access to the freshest, healthiest foods.

## The Big Ideas

### 1. Open a Comprehensive Health Care Center Targeted to the Needs of the Neighborhood Population

Comprehensive healthcare should be made accessible to this community, and should be targeted towards the unique healthcare needs that are reflective of the population here. There are several healthcare facilities in development in East Las Vegas, but none are immediately within the NRSA nor directly targeted to unique population needs noted above. These facilities include:

- Healthcare center at Wardelle – This facility provides vaccinations only. It is not a full primary care site.
- Land has been purchased for an FQHC Ward 3 Medical clinic at Bonanza and Lamb – Phase I Environmental Reviews are done and an architect has been selected. Preliminary meetings have occurred. The size will be approximately 15,000 square feet and no operator was selected at this time. An RFP is pending to establish the RSOQ list for operators.

It is recommended that the city of Las Vegas undertake a strategic and master plan effort to identify how to facilitate the development of an additional unique healthcare facility in the NRSA boundaries. The following should be considered in this planning effort:

- Analyze where there are healthcare gaps and what the specific needs are to fill those gaps. Our community outreach revealed a need in particular for pediatricians and specialty care doctors, as well as exploring opportunities to provide mental and behavioral health care, dental care, eye care and more.
- Identify how to incorporate western medical approaches with other cultural medical practices and created an integrated system of care that implements both.
- Explore how best to deliver proactive preventative health care to this community. One particular idea mentioned was introducing community health fairs.
- Identify places and spaces where new healthcare facilities could be developed and/or opportunities to bring together existing services to make it easier to access. Opportunities should also be explored to bring in specialty care services on a regular rotating basis.

The strategic and master plan should establish required funding and a clear timeline for implementation.

## **2. Focus on Preventative Care and Education**

From 2019 to 2020, life expectancy in the United States declined by 1.5 years, reaching its lowest level since 2003. It fell yet again in 2021. In fact, the health of Americans has been declining for decades, compared with citizens in other high-income countries: In 2020, life expectancy in the United States was nearly five years lower than it was in other industrialized countries faced the world's largest total death toll from COVID-19. These adverse health impacts are not felt equally across U.S. society. For example, the decline in life expectancy has been greater among Hispanic and non-Hispanic Black populations than among the non-Hispanic white population.

According to the Centers for Disease Control and Prevention, heart disease and cancer in Hispanics are the two leading causes of death, accounting for about two of five deaths, which is about the same for whites. Hispanics have lower deaths than whites from most of the 10 leading causes of death with three exceptions—more deaths from diabetes and chronic liver disease, and similar numbers of deaths from kidney diseases. Health risk can vary by Hispanic subgroup—for example, 66% more Puerto Ricans smoke than Mexicans. Health risk also depends partly on whether you were born in the US or another country. Hispanics are almost three times as likely to be uninsured as whites. Hispanics in the US are on average nearly 15 years younger than whites, so steps Hispanics take now to prevent disease can go a long way.

The CDC recommends the following preventative health opportunities:

- Work with interpreters to eliminate language barriers, when patient prefers to speak Spanish.
- Counsel patients on weight control and diet if they have or are at high risk for high blood pressure, diabetes, or cancer.
- Ask patients if they smoke and if they do, help them quit.
- Engage community health workers (promotores de salud) to educate and link people to free or low-cost services.

Hispanics have different degrees of illness or health risks than whites:

- 35 percent less heart disease and 49 percent less cancer;
- A lower death rate overall, but about a 50 percent higher death rate from diabetes;
- 24 percent more poorly controlled high blood pressure;
- 23 percent more obesity;
- 28 percent less colorectal screening.

Hispanic subgroups have different degrees of health risk and more need to receive preventive screenings as recommended:

- Mexicans and Puerto Ricans are about twice as likely to die from diabetes as whites. Mexicans also are nearly twice as likely to die from chronic liver disease and cirrhosis as whites.
- Smoking overall among Hispanics (14 percent) is less common than among whites (24 percent), but is high among Puerto Rican males (26 percent) and Cuban males (22 percent).\*
- Colorectal cancer screening varies for Hispanics ages 50 to 75 years.
- About 40 percent of Cubans get screened (29 percent of men and 49 percent of women);
- About 58 percent of Puerto Ricans get screened (54 percent of men and 61 percent of women).
- Hispanics are as likely as whites to have high blood pressure. But Hispanic women with high blood pressure are twice as likely as Hispanic men to get it under control.

Whether Hispanics were born in the US makes a difference:

- Cancers related to infections (cervical, stomach, and liver) are more common among Hispanics born in another country.
- Compared with US-born Hispanics, foreign-born Hispanics have:
  - About half as much heart disease;
  - 48 percent less cancer;
  - 29 percent less high blood pressure;
  - 45 percent more high total cholesterol.
- Social factors may play a major role in Hispanic health. Among Hispanics living in the US:
  - About one in three has not completed high school;
  - About one in four lives below the poverty line;
  - About one in four does not speak English well.

\*National Health Interview Survey data, 2009-2013 combined, for ages 18-64 years.

The community in the NRSA would benefit from targeted education and community outreach programs that focus on the following:

- Helping community members get insurance coverage through the Affordable Care Act.
- Working to build capacity in communities to use community health workers (*promotores de salud*) to help improve the health of Hispanic communities and educate or link people to free or low-cost services
- Leveraging existing programs to improve community health services and access to preventive care.
- Making efforts to better represent all Hispanics in national health surveillance data and research studies and use the data to help improve Hispanic health.
- Work with doctors and healthcare professionals to ensure they have interpreters to eliminate language barriers, when patient prefers to speak Spanish or other languages.

- Counsel patients on weight control and diet if they have or are at high risk for high blood pressure, diabetes, or cancer.
- Ask patients if they smoke and if they do, help them quit. [espanol.smokefree.gov](http://espanol.smokefree.gov) • 1-800-QUIT-NOW
- Healthy eating education and cooking programs to support eating a healthy diet that is low in salt, low in total fat, saturated fat, and cholesterol and rich in fresh fruits and vegetables.

### 3. Support Local Medicinal/Natural Medicine Providers to Grow Their Businesses

Community survey respondents noted that access to health care, as well as access to affordable services and medications and culturally sensitive treatments were important to them and a high need within the NRSA. Due to structural barriers to accessing the health care system, curandero (meaning “someone who heals” in Spanish) often serve as the first point of contact for health care by Hispanic individuals in the United States as well as by other immigrant populations. A study conducted between 2000 and 2020, and published in 2022 explored assess the prevalence of use of curanderos by U.S. Hispanic individuals, health conditions for which care was sought and the reasons for their use.

Curanderos can be classified into four major subtypes:

- **Sobadores:** Often perform massage-like therapy and commonly treat “empacho” or constipation and musculoskeletal pain.
- **Yerberos (or hierberos):** Prescribe herbal teas, baths, and poultices to cure physical and mental illnesses.
- **Espiritualistas:** Apply faith, spirituality, and rituals to mend the soul.
- **Hueseros:** Known for addressing muscle pulls, sprains and resetting broken bones.

The study found that the primary reasons for seeking care from curanderos were accessibility/ convenience, affordability, and linguistic and cultural congruence.

- **Accessibility/convenience:** Curanderos operate from small multiuse spaces embedded in the community or in settings in nature, making them highly accessible. Their homes are typically located in the communities they serve. They offer their services until late evening, so they are accessible to people who work long hours. Sometimes, they work out of *botánicas*—herbal pharmacies dispensing dried herbs and tinctures, as well as religious/sacred items. Botánicas can be part of a community market, a local flea market, or located in a sacred private natural location. Curanderos also work from *santerías*. Similar to botánicas, santerías are often found in community multiuse locations where candles, books, oils, herbs, sacred necklaces and medicines are sold. Santerías also offer spiritual consultations or rituals that are thought to mobilize beneficial life forces to decrease uncertainty and/or stress. THs are integrated into their communities, taking on many roles (e.g., doctor, psychiatrist, religious guide). They may address physical, emotional, and spiritual needs of the client.
- **Affordability:** Community members rely on curanderos to provide affordable services and treatments. This may be even more pertinent for individuals who are undocumented or otherwise ineligible for employment, or government-based health insurance. The cost of treatment varies by curanderos, but generally they set affordable prices as they see their job as a calling to provide a community service.
- **Acceptability due to cultural and linguistic congruence:** Barriers to biomedical health

care identified were high cost of services, distance to providers, lack of transportation, and limited hours of availability of services, all of which contribute to participants' frequent use of curanderos. Another study found comparable results citing problems with communication, establishing financial eligibility, and extremely long waits for medical appointments. Hispanic individuals may favor curanderos over biomedical providers due to language concordance or the inability to follow medical jargon.

Historically, Hispanic individuals in the United States have also faced large disparities in health insurance coverage. In the United States, health care services are provided mainly through employer-based health insurance, Medicare, or Medicaid, and individuals not covered under these may face barriers (e.g., immigration status, low-wage paying jobs) to seek and pay for health care services. As a result of barriers to accessing the biomedical health care system, the Hispanic community, especially immigrants, seek complementary care, including those provided by curanderos. Understanding the role of curanderos in the Hispanic community may inform ways to combine traditional healing with biomedical health care to promote health equity for Hispanic individuals in the United States.

To that end, one of the opportunities to support the health and wellness of the community members in the NRSA – in addition to prioritizing traditional health care facilities and services – is to work to support curanderos, botanicas and santerias, to connect traditional health care providers and facilities to these services and to ensure the community is aware of the availability of these services as well.

Currently, a handful of these exist within or adjacent to the NRSA, including:

- Botanica la Guadalupeana – 1932 E. Charleston Blvd.
- Botanica Gypsy Moon – 1720 E. Charleston Blvd., Suite #F17
- Botanica de la Niña Blanca – 3021 E. Charleston Blvd., Suite C
- Tienda la Calandria – 1727 E. Charleston Blvd., Suite B
- Los 3 Varones – 2023 E. Charleston Blvd.
- Yuri's Herbal Store – 1720 E. Charleston Blvd., Suite B10
- Maria Laso Torres – 2018 E. Charleston Blvd.

It is recommended that a more comprehensive analysis of these services be completed and opportunities to support their work be identified.

#### **4, Establish Access to Fresh Food**

Access to fresh food was another priority need identified by the community within the NRSA. The Rafael Rivera Walkable Community Plan also prioritized this need, specifically calling out opportunities to have food grown in the area in community gardens or via a similar approach.

While there are several food markets operating in the area, the community still feels their fresh food needs are not being met. Markets currently operating within or immediately adjacent to the NRSA include:

- La Bonita Supermarket – 2405 E. Ogden Ave.
- Albertson's – 1760 E. Charleston Blvd.

- Stewart Market – 2021 Stewart Ave.
- Bruce Market – 1801 E. Charleston Blvd.
- Latino Mercado – 2885 E. Charleston Blvd. #188

There are a number of efforts that are recommended as next steps to address this identified community need:

- Do a gap analysis of existing food provision within/surrounding the NRSA boundary. As part of this effort, identify where there are gaps in the types of food and produce provided, cost (and availability to utilized SNAP and other subsidy programs), and other barriers residents may have to accessing healthy food products.
- Identify short-term opportunities to address the needs, such as produce pop-ups and/or cultural community food events/markets with partners. RTC noted they have successfully delivered these at transit stops previously and there may be an opportunity to work in partnership. Partnering with other organizations working to address food insecurity in Las Vegas will also be key.
- Establish a long-term strategy to ensure healthy food access on a permanent basis. This may include working with existing markets to diversify their offer or exploring options to introduce vertical farming or container-based growing facilities with a distribution plan.

## **5. Conduct a Community Needs Assessment**

While healthcare and access to healthy food were the most strongly identified needs within the community, there are most certainly other services that are lacking in the community. The city of Las Vegas should conduct a needs assessment and market analysis to understand where there are other services that are lacking and then help to either bring those to the community and/or work to support local business development to meet those needs through targeted business development and possibly even special programs or incentives.

## **6. Introduce Form Based Code**

Introduce form-based code to encourage future development of buildings and a built environment that promotes walkable development and additional spaces for new businesses.

## Measuring Success

BIG IDEA	MEASUREMENT OF SUCCESS
<b>Open a Comprehensive Health Care Center Targeted Towards the Needs of the Neighborhood Population</b>	<ul style="list-style-type: none"> <li>▪ Address disparities in health care for the Hispanic and immigrant population</li> <li>▪ Create localized access to both standard and specialty care</li> <li>▪ Uniquely target services to address the specialized health care needs of the community</li> </ul>
<b>Focus on Preventative Care and Education</b>	<ul style="list-style-type: none"> <li>▪ Create opportunities to prevent illness and disease</li> <li>▪ Educate people on the opportunities to access care and services</li> <li>▪ Provide information on programs that are available to them to help with affordability and access</li> </ul>
<b>Support Local Medicinal/ Natural Medicine Providers to Grow Their Businesses</b>	<ul style="list-style-type: none"> <li>▪ Create connections with and between the curanderos and businesses</li> <li>▪ Connect traditional health care providers with these businesses and providers and build connections and a referral network</li> <li>▪ Expand local business opportunities for these providers and services</li> </ul>
<b>Establish Access to Fresh Food</b>	<ul style="list-style-type: none"> <li>▪ Improve the health of citizens by ensuring access to affordable healthy food goods</li> <li>▪ Create opportunities for local residents to learn about growing crops in an urban environment</li> <li>▪ Create business opportunities to support existing and potential market operators to provide additional healthy food goods</li> </ul>
<b>Conduct a Community Needs Assessment</b>	<ul style="list-style-type: none"> <li>▪ Get a clear understanding of the gaps in services available to the community</li> <li>▪ Understand the market and the barriers to entry for businesses that may want to provide those services</li> <li>▪ Establish tools, programs and specialized services to support the development of new businesses to fill service gaps</li> </ul>
<b>Introduce Form Based Code</b>	<ul style="list-style-type: none"> <li>▪ Ensure future development is pedestrian-oriented to support a walkable community where people can easily access the services there</li> <li>▪ Encourage the development of new spaces for future businesses to be located</li> <li>▪ Encourage appropriately scaled development to support the neighborhood</li> </ul>

## IMPACT AREA 5

Support families and help children and youth succeed

**“We need resources to support the positive development of our youth.”**

- NRSA Resident, From the 2021 NRSA Survey

### Current Situation

- The population of the NRSA skews significantly younger, with a large school age population. Seven percent of the population is nine and under; 14 percent is aged between 10-19; and 20 percent of the population is aged between 20-34.
- There are six schools located within the study, collectively serving a student population of approximately 3,400 students. The schools include (all information courtesy the National Center for Education Statistics and the Nevada Department of Education):
  - **Howard E. Hollingsworth Elementary School:** Howard E. Hollingsworth Elementary School is located at 1776 E. Ogden Ave. It serves 548 students from Pre-Kindergarten to 5th Grade.
    - The student:teacher ratio is 19:1
    - Minority enrollment is 93 percent (71 percent Hispanic)
    - The school places in the bottom 50 percent of all schools in Nevada for overall test scores. Math proficiency is bottom 50 percent, and reading proficiency is bottom 50 percent. The percentage of students achieving proficiency in math is less than five percent and the percentage of students achieving proficiency in reading/language arts is 15-19 percent.
    - The teacher population of 29 teachers has declined by 30 percent over five school years.
    - Student population has decreased by nine percent over five school years.
    - 100 percent of students are eligible for free lunch.
  - **Sunrise Acres Elementary School:** Sunrise Acres Elementary School is located at 211 28th St. The school serves 637 students from Pre-Kindergarten to 5th grade.
    - The student:teacher ratio is 20:1
    - Minority enrollment is 95 percent (67 percent Hispanic, 23 percent Black)
    - The school places in the bottom 50 percent of all schools in Nevada for overall test scores. Math proficiency is top 50 percent, and reading proficiency is bottom 50%. The percentage of students achieving proficiency in math is 15-19 percent and the percentage of students achieving proficiency in reading/language arts is 20-24 percent
    - The teacher population of 32 teachers has declined by 40 percent over five school years.
    - Student population has decreased by 25 percent over five school years.
    - 97 percent of students are eligible for free lunch.
  - **Crestwood Elementary School:** Crestwood Elementary School is located at 1300 Pauline Way. The school serves 679 students from Pre-Kindergarten to 5th grade.

- The student:teacher ratio is 18:1
  - Minority enrollment is 93 percent (82 percent Hispanic)
  - The school places in the bottom 50 percent of all schools in Nevada for overall test scores. Math proficiency is top 50 percent, and reading proficiency is bottom 50 percent. The percentage of students achieving proficiency in math is 11 percent and the percentage of students achieving proficiency in reading/language arts is 21 percent
  - The teacher population of 37 teachers has declined by nine percent over five school years.
  - Student population has remained relatively flat over five school years.
  - 98 percent of students are eligible for free lunch.
- **Variety School:** The Variety School is located at 2800 Stewart Ave. It is a special education school that serves 31 students in grades 1 through 5.
  - The student:teacher ratio is 16:1
  - Minority enrollment is 81 percent (55 percent Hispanic)
  - The school places in the bottom 50 percent of all schools in Nevada for overall test scores. Math proficiency is bottom 50 percent, and reading proficiency is bottom 50 percent. The percentage of students achieving proficiency in math is less than 20 percent and the percentage of students achieving proficiency in reading/language arts is 20 percent
  - The teacher population of two teachers has declined by 94 percent over five school years.
  - Student population has remained relatively flat over five school years.
  - 100 percent of students are eligible for free lunch.
- **Roy W. Martin Middle School:** The Roy W. Martin Middle School is located at 200 N. 28th St. It is a magnet school that serves 1,498 students in grades six through eight.
  - The student:teacher ratio is 24:1
  - Minority enrollment is 96 percent (82 percent Hispanic)
  - The school places in the bottom 50 percent of all schools in Nevada for overall test scores. Math proficiency is bottom 50 percent, and reading proficiency is bottom 50 percent. The percentage of students achieving proficiency in math is less than 26 percent and the percentage of students achieving proficiency in reading/language arts is 38 percent.
  - The teacher population of 63 teachers has declined by 5 percent over five school years.
  - Student population has remained relatively flat over five school years.
  - 98 percent of students are eligible for free lunch.
- **Source Academy and Early Learning Center:** The Source Academy and Early Learning Center is located at 10 N. 28th St. It is a licensed preschool center offering educational experiences and kindergarten readiness programs.
- There are several city of Las Vegas and non-profit facilities that provide youth programming and services within the NRSA, including:
  - **Downtown Boys and Girls Club of Southern Nevada:** The Club is located at 2801 E. Stewart Ave., and is open weekdays from 2 to 7 p.m. During Spring Break it is open from 7 a.m. to 6 p.m. It is closed holidays.

- The Boys and Girls Club offers a full curriculum of programming, including distance learning, academic tutoring, arts and crafts, leadership training, health and wellness, service opportunities, sports and E-sports, workforce development, college scholarships and a meal program.
- The Downtown Club also features an upstairs and downstairs game room, art room, learning zone, Cox Technology Lab, study buddy station, cafeteria, teen center and outdoor area.
- An annual club membership is required for each participating child, in addition to weekly program costs. Financial assistance is available for qualifying households, which may allow one or more children to attend at little or no cost to the family.
  - Annual membership fees are \$35/yr for youth membership (ages 6-12) and \$20/yr for teen membership (ages 13-18).
  - Program fees for this Clubhouse are billed on a per week basis, per child in attendance. The fee schedule is: Afterschool Program (2 to 7 p.m.): \$40 per week; School Breaks (7 a.m. to 6 p.m.): \$80 per week.
- The program provides pickup and dropoff at Sunrise Acres Elementary School.
- **La Casa del Inmigrante:** La Casa del Inmigrante is located at 2900 Stewart Ave. in the Rafael Rivera Community Center. The organization is a non-profit organization whose mission is to provide candid immigrant legal services and empower the community through education. They welcome everyone regardless of sexual orientation, color, race, nationality and religion.
- **Chuck Minker Sports Complex:** The Chuck Minker Sports Complex is located at 275 N. Mojave Road. The complex features a weight room and cardio area (free weights, seated machines, cardio equipment), dance studio, gymnasium (250 seating capacity, six hoops, regulation sized court with NBA/NCAA/high school three-point line and restrictive arch, divided court option, two volleyball court option), five racquetball courts with upper deck viewing, five volleyball courts with upper deck viewing, outdoor walking path, and men's and women's locker rooms with showers. The facility also offers beginner and advanced Taekwondo classes for youth and fitness classes and clubs for adults as well as racquetball and volleyball leagues. The complex is currently being evaluated for a renovation, as recent data has indicated that the center is drawing older users but very few youth.
- **Rafael Rivera Park and Community Center:** The 10-acre Rafael Rivera Park located at 2850 Stewart Ave. features baseball, softball and soccer fields which can be reserved. It also has a tennis court, fitness course, horseshoe course, picnic areas and playgrounds. The Rafael Rivera Community Center is located within the park.
- **Hadland Park:** Hadland Park is located at 2600 E. Stewart Ave. and features soccer and baseball fields.
- **East Las Vegas Community Center:** The East Las Vegas Community Center recently reopened after the completion of a refurbishment in 2022. The center is open daily, Monday through Saturday. This community center was designed to reflect the Hispanic heritage of the surrounding area. It features: classrooms, a conference room, a learning room, a dance/aerobics studio, an outdoor patio/courtyard with bandstand, a music studio and sound production booth, computer lab, recreational classes for children and adults, rental space including ballrooms with a bandstand, senior activities, special events and community events.

- The city of Las Vegas' Department of Youth Development and Social Initiatives (YDSI) is focused on youth, education and the community, supplementing education through before- and after-school programming and community partnerships designed to improve educational achievement, attendance and graduation rates. YDSI provides a number of programs that serve youth in the area, including:
  - **Batteries Included:** Batteries Included is a unique collaboration between the city, Clark County School District and Nevada Partners that represents a combined commitment to excellence and achievement. The initiative is designed to ensure Las Vegas teens reach their greatest potential by providing after-school educational activities focused on leadership, community service, career planning and preparing for college. There are opportunities to expand this program to community locations.
  - **Batteries Included NextGen:** This program empowers middle school youth to be the best they can be. Youth participants remain engaged and productive after school through workshops, educational field trips, social outings and community service projects. The program focuses on the five areas of: Education; Self-Awareness; Civic Engagement; Leadership; and Healthy Living. There is an opportunity to bring Batteries Included NextGen to Roy Martin Middle School and Hollingsworth Elementary as well as other community locations

## Community Desires

- The community survey conducted in the fall of 2021 within the NRSA community revealed a lot of concerns and needs that residents have for supporting youth and families, including:
  - Developing programs and facilities to support the positive development of youth and give them something to do to keep them out of trouble before and after school while busy parents are working.
  - Help ensure schools are meeting the needs of local youth and that schools are being supported with the resources they need to provide the best education.
  - Develop youth workforce opportunities, internships and mentorships
- In August 2021, the city of Las Vegas Parks and Recreation Department facilitated a citywide needs assessment. 18.8 percent of Ward 3 survey respondents noted that the number two reason they hadn't been using city parks, trails, recreation facilities and open spaces is because the facilities are outdated and in need of improvements. 52.6 percent of respondents (the top response) said they didn't participate in programming or events at facilities because they didn't know what was available. Additionally:
  - When Ward 3 residents were asked about types of programming they'd be most interested in:
    - #1 (58.6 percent) – Food events (farmers market, food tastings, beer/wine)
    - #2 (43.1 percent) – Performing arts (concerts, theater, dance, movies)
    - #3 (32.8 percent) – Cultural celebrations (ethnic music, traditions, performances)
  - Ward 3 resident's top four amenities most desired:
    - #1 (32.8 percent) – Walking Trails
    - #2 (29.3 percent) – Biking/Multi-Use Paved Trails
    - #2 (20.7 percent) – Trees

- #3 (37.9 percent) – Shaded pavilions and picnic areas
- Ward 3 resident's top four programs most desired:
  - #1 (24.1 percent) – Senior programs
  - #2 (22.4 percent) – Adult fitness and exercise classes
  - #3 (19 percent) – Weight and cardio rooms
  - #4 (13.8 percent) – TIE - Gardening beds/Adult performing arts programs (dance/music)

## The Big Ideas

### 1. Redevelop the Chuck Minker Sports Complex into a Comprehensive Community Activity Facility

The Chuck Minker Sports Complex was built in 1978. The complex features multiple fitness facilities as well as classes for programming and youth. As the center has aged, recent data has indicated that the center is drawing older users but very few youth. In 2022, the city of Las Vegas initiated a study to look at what changes could be made to improve the facilities and diversify use by all age groups. At the writing of this plan, the study is still being completed and multiple options – from simple renovations to a major overhaul of the complex – are being considered.

Based upon the needs identified in multiple studies, including the most recent survey within the community, it is recommended that the city explore including the following:

- Retain traditional uses that have drawn users and will continue to be needed – e.g. full gym, basketball courts, volleyball, racquetball, weight room, etc. – but include indoor facilities that will also draw families and youth of all ages. Those amenities to be considered include a swimming pool, skating, bowling, rock climbing, boxing gym, etc. The center could also include opportunities for a unique video gaming center and offer classes like animation, and coding.
- Also include outdoor facilities to diversify use including soccer fields, baseball diamonds and water features/splash pads for younger families as well as play areas that are monitored and programmed.
- Supportive programming including childcare available before school, after school, weekends (Sundays included) and when school is not in session.
- Link the center to the culture of the community – not only sports and play but opportunities for children's discovery, multi-generational engagement and community-based events that are diverse and welcoming – e.g. sporting competitions and programming, food events, performing arts and cultural celebrations.

If these facilities and programming cannot be integrated into the reimagining of the Chuck Minker Sports Complex, the city should identify other opportunities to introduce these amenities within the NRSA.

### 2. Establish Youth Apprenticeships and Employment Programs

A November 2022 report from the nonprofit Jobs for the Future found that despite an increase in the number of youth apprentices over the past decade, disparities remain in who is accessing the programs. An apprenticeship is defined as a program registered with the U.S. Department of Labor that give participants paid, on-the-job training that often leads directly to a job upon completion.

Between 2010 and 2020, the number of new youth apprentices per year grew from 18,877 to 40,293 (a 113 percent increase). However, 64 percent of youth apprentices identified as white. Black and Hispanic youth were less likely than their white peers to participate in apprenticeship programs, and, when they did participate, they exited with generally lower hourly wages. Women accounted for only seven percent of all youth apprentices.

A supporting report by Education Week identified opportunities to address preparing youth for the workforce in meaningful ways through internships, and provided the following insight:

- **Apprenticeships are better than internships:** Youth apprenticeships combine classroom instruction with paid work experience through a specialized program and can lead to professional certification. Youth internships are often unpaid and don't lead to certifications, while apprenticeships are more successful in transitioning students directly from school to work. Apprenticeships can span multiple years and have a structured training plan with clear objectives, while internships are more short-term and don't need to have measurable outcomes.
- **Creating connections between schools and employers is key:** Because youth apprenticeships are usually done while students continue their class work, schools have to work closely with employers to develop programs that are useful and workable for everyone. To create a useful program, it's important that schools outline their expectations about objectives and how to reach them. For example, sometimes, students in apprenticeship programs need modified schedules to accommodate their working hours.
- **Internships can create opportunities for immediate impact:** Apprenticeship programs can help future workers get training and experience that helps them earn higher wages. According to the Jobs for the Future report, the average exit wage for youth apprentices of all genders and races was \$31, compared to about \$12 for all other youth. The differences were most pronounced for Black and Hispanic youth. For Black youth who participated in an apprenticeship program, the average hourly wage was \$23, compared to \$12.06 for those who did not. For Hispanic youth, those who completed apprenticeship programs earned about \$32 per hour, compared to \$12.29 for those who didn't participate. For some, hands-on and more-engaging opportunities are what keep them engaged with school at all. So, apprenticeship programs can help keep their interest and give them something to look forward to, while also setting them up for success in their future careers.

Creating a collaborative environment between the schools, employers, and the community can provide opportunities to improve opportunities and outcomes for the youth of the NRSA through internships and employment programs. Specific opportunities include:

- **Support and Expand the Deployment of the Chef Jeff Culinary Life Skills Training Program:** The Chef Jeff Project Culinary Life Skills Training Program is an apprenticeship program designed to change the lives of at-risk youth through the power of food. The culinary, hospitality and life skills programming focuses on helping youth who are justice-involved or in the foster care system develop pre-vocational skills, acquire basic culinary training and obtain assistance with job placement. The program focuses on using the stories, struggles and journeys of the at-risk youth, coupled with real life lessons, soft skills, general employability skills and culinary training to support them in changing their narratives. In 2022, the city of Las Vegas and the non-profit Chef Jeff Project were awarded an EDA grant to expand a pilot program, providing a new home base in the

Historic Westside, as well as mobile kitchen facilities to allow the program to be delivered in other communities of need. East Las Vegas will be part of the program. As efforts begin to deploy services in 2023, the city and school districts, along with possible culinary employers, should work collectively to explore opportunities to expand the program delivery opportunities within the NRSA, in partnership with the schools.

- **Establish a city of Las Vegas Youth Apprenticeship Program:** The city of Las Vegas should explore the development of a Youth Apprenticeship Program to engage and expose high school students to hands-on training, networking and professional development. Possible partnerships with Joint Apprenticeship Training Centers – of which there are several in the area – could be established to provide a pre-apprenticeship program that ensures direct indenture for participants in the future. The program could be modeled after the city of Denver's Youth Apprenticeship Program, which is a partnership with a non-profit called CareerWise. Through the program, students are part of an apprentice cohort that works together to develop professional skills and do community service projects. They are expected to take classes from local colleges and universities to further their knowledge, abilities, and career. Apprentices also have the opportunity to receive an industry recognized credential that will add to their foundation of various work skills upon completion of the three-year program. In addition to working with local businesses, youth apprentices work with eight city agencies to get relevant experience including: Community Planning and Development, Denver Economic Development & Opportunity – Division of Neighborhood Equity and Stabilization (NEST), Denver International Airport (DEN), Department of Transportation and Infrastructure (DOTI), Department of Finance (DOF), Denver Parks & Recreation (DPR), General Services (GS): Administration, General Services: Facilities Management. The goals of the program are to develop Denver's youth talent pipeline and support Denver youth in exploring a variety of careers in professional settings, and those desiring to begin working right after high school.
- **Establish the Strong Future Youth Employment Program:** This program is for ages 15-24 and provides workforce readiness training and employment to youth in Las Vegas through a seven-session course taught by the University of Nevada Cooperative Extension and includes resume writing, time management, interview techniques, ethics, and professionalism. Adult advisors work closely with youth and their worksite supervisors to provide feedback and guidance, ensuring a meaningful and productive work experience.
- **Create a Youth Community Ambassador Program:** Possibly in coordination with an apprenticeship program and/or the Listos y Seguros initiative, the formation of a Youth Community Ambassador Program could engage youth within the NRSA to be part of programs to improve the neighborhood, through initiatives that allow them to jointly plan for community improvements, implement projects and programs, and be leaders in supporting a clean and safe community.

### 3. Expand Programming and Opportunities for Youth

Overall, there is a strong desire to see more programming, facilities and support for youth of all ages within the NRSA community. Some specific ideas that emerged from engagement with families, principals and community organizations include:

- Expand the delivery of Batteries Included and Batteries Included NextGen programming within both schools and community spaces in the NRSA.
- Consolidate existing youth programming and facilities, and make information easy to find.

This includes creating a one-stop resource (e.g. website, monthly guide available at community facilities, etc.) that is inclusive of city offerings, as well as those from other organizations and even local businesses (a local boxing camp was frequently mentioned as a highly-utilized destination for teens, for example).

- Develop programming to fill the gaps. This should start with an analysis of current offerings, who they are for (e.g. ages), when they are offered, etc., and then efforts should be made with the community to determine programming and facilities needed to fill those gaps. This should include opportunities to support such things as team sports and physical activities, art and creative classes, technology learning opportunities, and other things for which youth and families express interest. The programming can be delivered by the city, by other organizations, or can possibly even become business development opportunities. As part of this analysis, the city should look at how to expand uptake of existing programming and identify any barriers that could be removed and/or opportunities to amend this programming to encourage uptake.
- When developing programming in this area, create a program that highlights local businesses and organizations that are in the area providing basic needs for the community and explore opportunities to support their work with youth.
- Explore opportunities to partner with Mastering Mindsets and Gentleman by choice to establish local youth mentorship programs for younger youth.
- Remove financial barriers to entry for youth and families to participate in programming. In an interview with the city of Las Vegas' Parks and Recreation Department, staff noted that while they have a system to provide programming to families for free, individuals are often unwilling to take advantage of them because they are required to fill out paperwork with personal information to be given the money. These challenges will likely persist in a community with a high immigrant population, and new ways to deploy funding to them should be considered.

#### 4. Support Principals and Teachers in Area Schools

The schools in the NRSA has some of the highest teacher vacancy and turnover rates in the entirety of the Clark County School District. As shared with us by local educators, lack of consistency with teachers creates opportunities for troubling behaviors with students and makes it harder for children to get the attention and care they need. Efforts to support stabilize the teaching workforce and support school principals should include:

- **Reconvene the principal roundtables and formalize the ground as an advisory board:** Councilwoman Olivia Diaz led an effort to bring together area principals, school counselors and social workers to discuss issues and opportunities to improve education for the youth in the NRSA. These roundtables should be reinstituted on a regular basis and an advisory group of key school leadership should be established focused on addressing targeted needs within schools in the NRSA.
- **Explore affordable teacher housing opportunities:** As part of efforts to introduce more affordable housing into the NRSA area, opportunities should be explored to build housing specifically targeted towards teachers, ensuring at least one of the barriers to being able to teach in the community is removed.
- **Expand teacher training programs for local residents:** Explore opportunities to create pathways to employment for local residents who may be interested in pursuing a career in teaching, through teacher training programs provided locally by partnering education institutions.

## 5. Establish Affordable Broadband Connectivity

Effective broadband connectivity is critical for education, employment, job training, business development and more. Our engagement with both the residential and business community revealed a need for more reliable, accessible and affordable broadband connectivity. There are several specific opportunities to consider advancing:

- **Comprehensive Upgrades to Broadband Service:** Analyze the existing broadband infrastructure serving the entire community and determine needs and cost for overarching upgrades to high-speed broadband service throughout, and prioritize delivery of the upgrades
- **Implement the Advanced Connectivity for Community and Economic Development (ACCED) Throughout the NRSA:** ACCED is a city of Las Vegas-provided wireless network which enables individuals within the Historic Westside who are seeking education, employment and job training to connect to these services from home at no charge. The ACCED network was initial tested in the Medical District, and has since been deployed in the Historic Westside and throughout the Corridor of Hope. Deploying it to the NRSA area – and East Las Vegas – should be the city's next priority.
- **Seek Funding to Bring Down Costs:** The city should explore federal, state, local and philanthropic resources, as well as partnerships with internet providers, to bring down the costs of obtaining broadband service for all in the NRSA. For example, the FCC offers a program called the Affordable Connectivity Program, which helps ensure that households can afford the broadband they need with a discount of up to \$30 per month toward internet service for eligible households. Eligible households can also receive a one-time discount of up to \$100 to purchase a laptop, desktop computer, or tablet from participating providers. The city could support households to get signed up for the program.

## Measuring Success

BIG IDEA	MEASUREMENT OF SUCCESS
<b>Redevelop the Chuck Minker Sports Complex into a Comprehensive Community Activity Facility</b>	<ul style="list-style-type: none"> <li>▪ Increase use of a critical community complex</li> <li>▪ Create a single, safe, comprehensive facility that serves a diversity of community needs</li> <li>▪ Introduce new programming into the community – particularly for youth – that provides new opportunities to engage and serve</li> </ul>
<b>Establish Youth Apprenticeships and Employment Programs</b>	<ul style="list-style-type: none"> <li>▪ Improve graduation rates</li> <li>▪ Increase employment rates</li> <li>▪ Create a pipeline of new workers for local businesses</li> </ul>
<b>Expand Programming and Opportunities for Youth</b>	<ul style="list-style-type: none"> <li>▪ Reduce crime rates amongst youth</li> <li>▪ Increase school proficiencies</li> <li>▪ Create healthy opportunities for youth to engage with each other and the community</li> </ul>
<b>Support Principals and Teachers in Area Schools</b>	<ul style="list-style-type: none"> <li>▪ Significantly reduce teacher vacancy and turnover rates</li> <li>▪ Improve school rankings and outcomes for NRSA students</li> <li>▪ Create better connections between schools and community</li> </ul>
<b>Establish Affordable Broadband Connectivity</b>	<ul style="list-style-type: none"> <li>▪ Increase access to online learning, job training and employment</li> <li>▪ Improve opportunities for businesses</li> <li>▪ Eliminate financial barriers to a needed tool</li> </ul>

# IMPACT AREA 6

## Create upward economic mobility

**“Assist residents to fulfill their education and career objectives, increase employment in high wage, high demand jobs, and support entrepreneurialism.”**

- NRSA Resident, From the 2021 NRSA Survey

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## Current Situation

- Housing:
  - A significant portion of the residents of the NRSA are at extraordinarily high risk of displacement:
    - 83.2 percent of residents rent, while only 16.8 percent own
    - 60 percent of residents pay rent that is 35 percent or more of their household income, meaning the majority of residents are rent-burdened
  - There are a significant number of affordable housing units and developments within the NRSA, including Desert Oasis II (senior housing) and Eastern Land Senior Apartments.
  - The city of Las Vegas has a five-year affordable housing strategic plan (2020-2025) that sets strategies and objectives to guide the city's affordable housing policy and funding. This NRSA reflects the recommendations set forth in that plan and also prioritizes specific programs and initiatives that are needed based upon the unique needs of the NRSA.
- Workforce Development:
  - Educational attainment is a barrier to the success of NRSA residents, and their ability to secure well-paying jobs:
    - 30 percent of residents have no high school diploma or higher education
    - Only 7.6 percent of residents have more than a high school diploma
    - The unemployment rate in the NRSA is 12.6 percent
    - The median income of NRSA residents is \$25,534
    - The bulk of the residents of the NRSA are employed in service industry jobs
- The Desert Pines redevelopment is proposed to include a new workforce training center in partnership with the College of Southern Nevada. The center is proposed to include workforce training for IT, health care, advanced logistics, manufacturing and HVAC, and may also include opportunities for training around landscape/landscape maintenance training. The center is expected to feature six stackable trades credentials.
- Redevelopment:
  - Zoning and land use amendments are underway within the study area along Charleston Boulevard, Eastern Avenue and small portions of Fremont Street, Stewart Avenue and Cedar Avenue that will focus on transit-oriented development, encouraging mixed-use development with ground floor uses. New development can support new spaces for business development, and creates opportunities to incentivize entrepreneurialism and supporting uses.
  - There are a number of vacant or underutilized sites that are possibilities for more dense development.

- Small Business Development:
  - In 2022, the city of Las Vegas, through their Licensing Division, launched a Mobile Food Truck Program to bring existing food trucks up to code.
  - Through the city of Las Vegas Redevelopment Authority, the city offers a number of incentive programs to support small business development, but to date many of them have been targeted to downtown redevelopment. There is an opportunity to replicate these programs targeted towards the specific needs of the NRSA area. The programs to be further explored include:
    - **Downtown Business Assistance Program** - Established in 2016 to provide a new business owner project coordination and/or financial assistance (\$20,000 max\*) for undertaking the rehabilitation and renovation of vacant commercial or industrial properties located in the Redevelopment Area (RDA) and Redevelopment Area #2 (RDA 2). The funding can be used for old buildings built under previous codes for uses no longer in demand, decades of deferred maintenance and code upgrades and incentivizing urban Infill and maintaining neighborhood character over demolition.
    - **Commercial Visual Improvement Project** – This program was created to encourage property owners to improve their properties' commercial storefronts and property exteriors. The program offers a dollar-for-dollar match, to a cap of \$25,000 for commercial properties on a reimbursable basis.
    - **Multi-Family Residential Improvement Program:** There are two multifamily incentive programs: MFR-VIP (exterior improvements) and MFR-UIP (interior improvements). The Multifamily Residential Improvement Programs are intended to provide a property owner with financial assistance for the substantial rehabilitation and renovation of multi-family residential properties, substantial upgrades to multifamily properties that have changed ownership, and the conversion of office/retail/industrial properties to multifamily residential. Eligible properties must be relocated in the city's Redevelopment Areas 1 and 2 (RDA)
    - **C-PACE Financing (Redevelopment Area and Citywide):** C-PACE provides financing to update outdated energy equipment. It provides 100 percent financing (for both soft and hard costs) and no out-of-pocket costs/no personal guarantees. The owner retains all the tax incentives and the program can be combined with other utility incentives.
    - **Sewer Connection Fee Deferral Program** - This program is intended to defer the sewer connection fees typically due at the time of building permit issuance to post-occupancy for projects proposing new water supply fixtures connecting to the wastewater collection system. The Initial \$10,000 is due at the time of permit issuance, but the remaining balance can be deferred up to 3-years over a quarterly payment program with 5 percent interest.
    - **Business License Origination Fee Waiver Program (currently tied only to Brewery Row):** An 'origination fee' is a one-time fee tied to the business license of privileged alcohol license and can range from \$2,500 to \$75,000 depending on the license type and is due at the time of business license application submittal. The program waives the one-time origination fee for new brew pubs, craft distilleries, wineries, and liquor manufactures within the "Las Vegas Brewery Row." This was a specialized economic development program that could serve as a foundation for other targeted programs in the NRSA.

## Community Desires

- Housing stability is a significant concern in the NRSA, as evidenced by the data. But we also heard about these concerns in our community survey and outreach. Opportunities for affordable homeownership, for overcoming the constant fearing of increasing rents and displacement, and for stabilization in their lives is a critical concern.
- Business owners recognize the changing nature of business that was accelerated by COVID. Notably, that more and more people are using online services to meet their basic needs and that the overall business environment is changing. In community outreach, business owners expressed a desire to obtain support turning their entrepreneurial endeavors and sometimes informal business models to become more formalized and sustainable through shifting and growing their models and opportunities for revenue. They also discussed creating opportunities to help business owners own their spaces.
- Opportunities to bring together the business community in the area to do collective marketing were also emphasized, noting that collaboration and cooperation could yield more customers for all and opportunities to share costs for services.
- Many people are just getting by on flat wages even as costs of housing and goods increase significantly. Community respondents to the survey expressed a desire for job training opportunities that would allow them to increase their skillsets and wages.
- Improved broadband and access to technology throughout the neighborhood was expressed by both residents and businesses, who noted the need to be able to be digitally connected for education, job training and employment, business operations and more. COVID's impacts were felt significantly in the NRSA where broadband is inconsistent and the affordability of service makes it inaccessible to many.

## The Big Ideas

### 1. Create Pathways to Home Ownership

One of the biggest risks faced by the residents of the NRSA is that of being displaced from their housing. A supermajority of residents live in rental housing, are rent burdened and face the reality that they could lose their housing at any moment, being forced to leave their community or worse, end up without any housing at all. Establishing programs and educational services to assist residents at risk of being displaced, and support them in possible pathways to become homeowners, is recommended.

It is also important to note that nationally, homeownership gaps between people of color and White people are significant: in 2019, according to a paper published by the U.S Department of Housing and Urban Development, 73 percent of white households owned their homes, relative to 47 percent of Hispanic households and 43 percent of black households. Differences in homeownership rates between people of color and white people are one of the leading drivers of wealth inequality in the United States.

The following table identifies opportunities to leveraged existing programs and establish new programs and services to serve this purpose:

NEED	WHAT EXISTS	OPPORTUNITIES
<p><b>Rehabilitation of Older Homes/ Housing Units</b>  <i>How do we support people in older homes that have significant repair needs that they don't have the incomes to support?</i></p>	<p><b>Neighborhood SHIFT</b> (Safe Home Improvement Funding and Training) Program – This program supports the rehabilitation of single family homes, utilizing CDBG and other funds. It:</p> <ul style="list-style-type: none"> <li>-Provides funds and technical assistance to repair, improve, preserve and remove health and safety hazards from dwellings</li> <li>-Pays for fees related to permitting, administrative costs and clearing fines/violations</li> <li>-Is available to homeowners – up to \$7,500 in city grants up to 120 percent Area Median Income (AMI) to correct code violations; Additional \$7500 available in federal funds for 80 percent AMI or below</li> </ul> <p><b>Nevada HAND</b> – Provides financial support to do home repairs and weatherization</p> <p><b>State of Nevada Low Income Weatherization Program</b> – The State has a program to support weatherization and energy conservation of older homes</p>	<p>1) A program (like SHIFT) to support rehabilitation of multi-family homes (also need a multi-family inspection program) Note: The city's Department and Economic and Urban Development operates a multifamily improvement incentive, but it is aimed at gut rehab style projects to bring failing multi-family buildings and commercial conversions back into the market or upgrade to the market – up to \$20,000/unit. Not aimed at single family/townhome/duplex market.</p> <p>2) Residential Façade Improvement Program – The city's Redevelopment Authority programs a visual improvement/façade grant for commercial and multi-family residential, and could explore expanding that program to support the single family/townhome/ duplex market. The city's office of neighborhood services, does currently use CDBG funding and the nonprofit Rebuilding Together of Southern Nevada to do this work, and that effort could be a model for a more formal program.</p>

NEED	WHAT EXISTS	OPPORTUNITIES
<b>Financial Assistance</b> <i>Helping renters become owners, and owners stay in place</i>	<p>Home Means Nevada (State of NV Non-Profit) – Foreclosure Mediation; Mission is to implement and monitor the State’s Foreclosure Mediation Program (Senate Bill 490)</p> <p>Home is Possible Homebuyer Programs (Nevada Housing Division) – Providing loans for qualified low-to-middle income buyers</p> <p>Home at Last Mortgage Credit Certificate (MCC) Program (Nevada Housing Division, Nevada Rural Housing Partners) – Offers qualified first-time buyers an option to lower their monthly payment. Provides a federal income tax credit equal to 40 percent of the interest paid on a loan</p> <p>Neighborhood Housing Services of Southern Nevada – Provides homebuyer education and WISH down-payment assistance (available on a first come, first-serve basis, as long as funds are available; is a 4:1 match, up to \$22,000 (are max income limits); also provides assistance to homeowners including financial and foreclosure counseling</p> <p>Nevada Partners – Provides eviction and mortgage legal assistance, homebuyer counseling and emergency services and rapid re-housing in specific zip codes (including a portion of the NRSA)</p> <p>Neighborhood Assistance Corporation of America – Provides members with a competitive mortgage (including no down payment); can assist with home repairs and foreclosure prevention; also emergency rental assistance</p>	<p>1) Establish a city of Las Vegas Down Payment Assistance Program – Given the high-risk of displacement in the NRSA, the area could be used as a pilot</p> <p>2) Establish special programs to support workforce housing for particular communities, e.g. teacher housing, nurses (“Doc on the Block”), etc. (Neighborhood Stabilization Plan (NSP) funds can be used for this)</p> <p>3) Establish a city of Las Vegas concierge who can provide comprehensive education and direct assistance to help residents navigate these programs</p> <p>4) Work with banks and lenders to explore programs to support home-ownership targeted towards the needs of the NRSA community. For example, it was recently announced that Bank of America has begun rolling out a zero-down-payment mortgage option (with no minimum credit score) targeted towards closing the racial homeownership gap</p>

NEED	WHAT EXISTS	OPPORTUNITIES
<b>Work Directly with Landlords</b> <i>How do we help private sector owners of low-income properties best serve the community?</i>	<p>The city of Las Vegas provides responsive code enforcement to ensure that residents who are renters are safe and secure in their buildings.</p>	<p>1) A coordinated, proactive approach to address code issues – the Listos y Seguros pilot program is designed to support this.</p> <p>2) Tools/programs to offer landlords to go above and beyond in their improvements for all types of properties (e.g. façade improvement program, support with landscaping, art, etc.)</p>
<b>Support/ Facilitate the Establishment of a Community Land Trust</b> <i>A form of permanently affordable housing in which a community-controlled organization retains ownership of the land and sells or rents the housing on that land to lower-income households</i>	<p>No community land trusts currently exist in Las Vegas</p>	<p>For existing homes and property – Establish an education and awareness effort to encourage residents to explore how to collectively pursue formation of a Community Land Trust.</p> <p>For new development – The city could support the formation of a community land trust on any joint properties/ parcels where single ownership is occurring.</p>

## 2. Increase Attainable Housing Stock

The NRSA holds a number of potential redevelopment sites and opportunities to increase the number of housing units.

The following table identifies opportunities to increase the attainable housing stock in the NRSA:

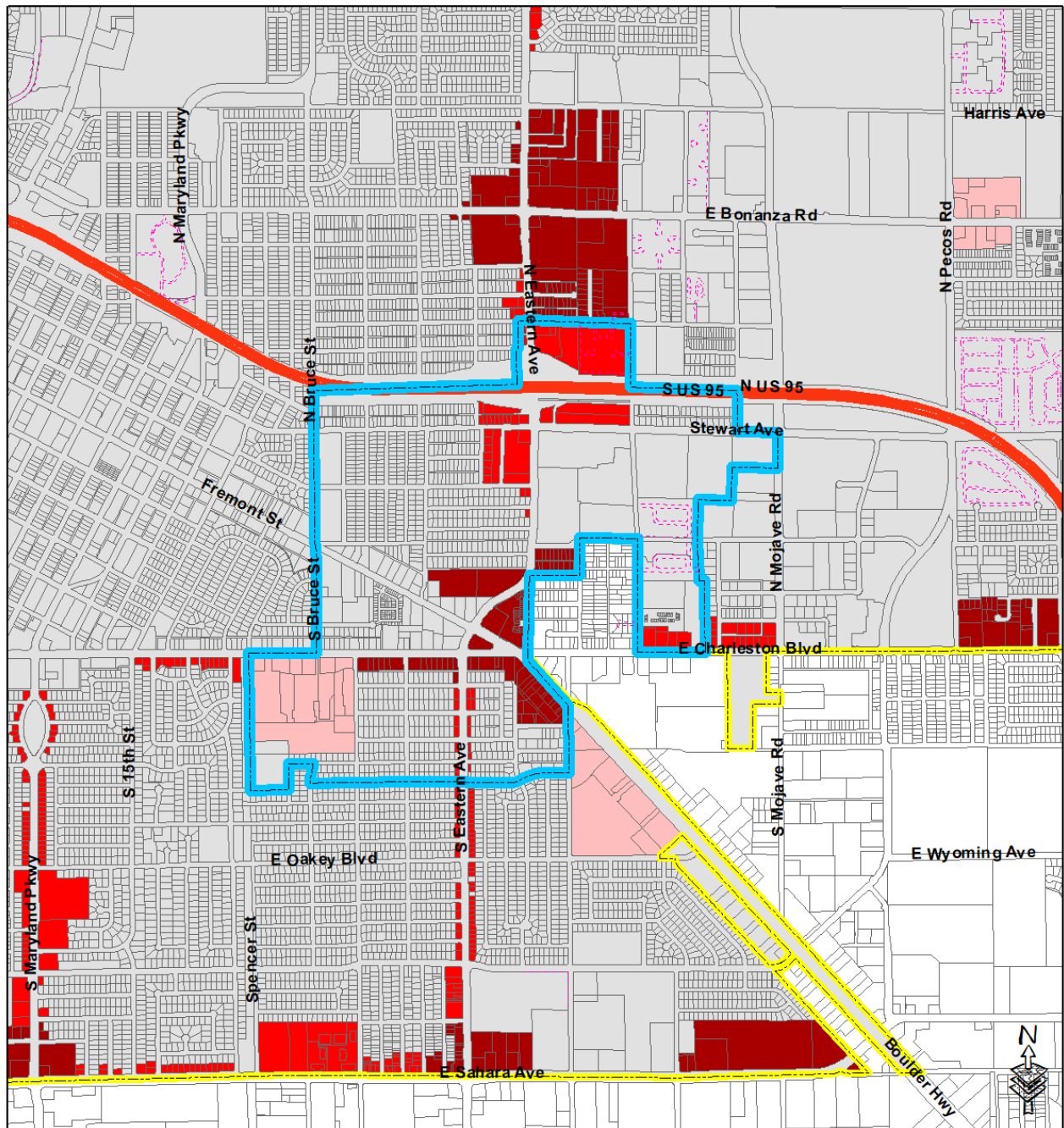
NEED	WHAT EXISTS	OPPORTUNITIES
<b>Address Affordable Housing Policy</b> <i>State and local policy initiatives to create new pathways to affordable housing</i>	<p><b>City of Las Vegas Affordable Housing Ordinance</b> – In January 2023 the city of Las Vegas City Council approved this ordinance. Among the incentives are a prioritized/expedited plan review, density bonuses, height bonuses, and building and impact fee reduction (for which \$500,000 has been authorized for 2023-24) aligned with HUD income levels over a 30-year term. While it applies citywide, the focus is on downtown (FBC land use) and Transit Oriented Development (TOD) placetypes (TOD-1, TOD-2, TOC-1, TOC-2, NMxu) along the corridors.</p> <p><b>Bill Draft Requests to the State of Nevada Legislature (BDRs)</b> – The city can submit three BDRs annually but can comment on everything.</p>	Encourage the Construction of Casitas – R1 zoning currently allows for construction of a casita in the back. Through code analysis work, inspectors have found multiple locations where casitas were being done, but illegally. Establish a formal program to bring existing casitas to code and encourage others to develop casitas as a form of rental income. A zoning change to make casita a conditional use, not a special use, would need to occur.
<b>Infill Housing</b> <i>Identify existing property/lots that are vacant/underutilized and acquire to increase density/build housing</i>	<p>SNRHA is currently planning for two new housing developments within the NRSA, as identified in the map above.</p> <p>Opportunity sites (also shown in map above) have been identified</p> <p>City of Las Vegas continues to explore the purchase of properties in receivership as opportunities come up</p>	Prioritize the creation of housing that can be owned rather than rented; pursue rent-to-own programs for any city-subsidize development and encourage other affordable housing developers to provide ownership opportunities; explore the use of New Market Tax Credits (NMTC) to build for sale affordable housing to help low/moderate income individuals to be able to participate in home ownership.

NEED	WHAT EXISTS	OPPORTUNITIES
<b>Identify and Secure Vacant and Abandoned Homes</b> <i>Explore opportunities to acquire, renovate and/or redevelop</i>	Vacant and Abandoned Building Program – This program launched in Fall 2022 with the intent of creating an interactive map of existing vacant and abandoned buildings, prioritizing the needs to address them, and creating a system by which to do so. The inventory has been completed and the city is working on efforts to address issues starting with highest priority cases.	Identify funding for small-unit infill and where possible acquire buildings identified via the Vacant and Abandoned Building Program and renovate or redevelop
<b>Parcel Assemblage</b> <i>Identify existing property/lots that are vacant/ underutilized and acquire to increase density/ build housing</i>	Opportunities are pursued as the city of Las Vegas becomes aware of them	1) Develop a proactive land acquisition strategy – This would include analysis of potential sites/assemblages for redevelopment via a proactive and strategic lens, allowing the city to acquire properties and assemble to meet this housing goals contained within this strategy. Requires the alignment of the city's real estate division, Department of Neighborhood Services and the Redevelopment Agency.  2) City Council policy change to allow provisional bidding on property that is up for auction
<b>Support Attainable Housing Developers</b> <i>Identify opportunities to support both for-profit and non-profit partners to expedite their projects and get them done</i>	Developers are supported as projects and opportunities arise	1) Create a concierge approach with attainable housing developers to help them expedite programs and navigate city systems in order to accelerate development  2) Establish opportunities for fast-tracked permitting/ reduced fees for developers doing attainable housing, either voluntary or through the city's affordable housing program

NEED	WHAT EXISTS	OPPORTUNITIES
<b>Incentivize Innovative Solutions to Affordable Housing</b> <i>Explore unique ways to encourage and incentivize innovation in affordable housing in Las Vegas</i>	<p>Opportunities are addressed on a case-by-case basis</p>	<p>Tiny home opportunities – Currently tiny homes are allowed in the zoning code, but tiny lots are not. Thus in order to facilitate home ownership of tiny homes, there would be multiple on one lot with MFR zoning with houses functioning as condos. This means the homeowner would be likely to encounter ongoing maintenance costs. Work to address this via zoning code amendment.</p>

The following map demonstrates current TOD zoning, allowing for higher-densities of development:

## 2050 Master Plan TOD Land Use Designations - Rafael Rivera



### 2050 Master Plan Land Use Designations

- NMX-U - Neighborhood Mixed Use Center
- TOC-1 - Transit Oriented Corridor -1
- TOC-2 - Transit Oriented Corridor - 2
- TOD-1 - Transit Oriented Development - 1
- TOD-2 - Transit Oriented Development - 2

- Rafael Rivera
- City Limits

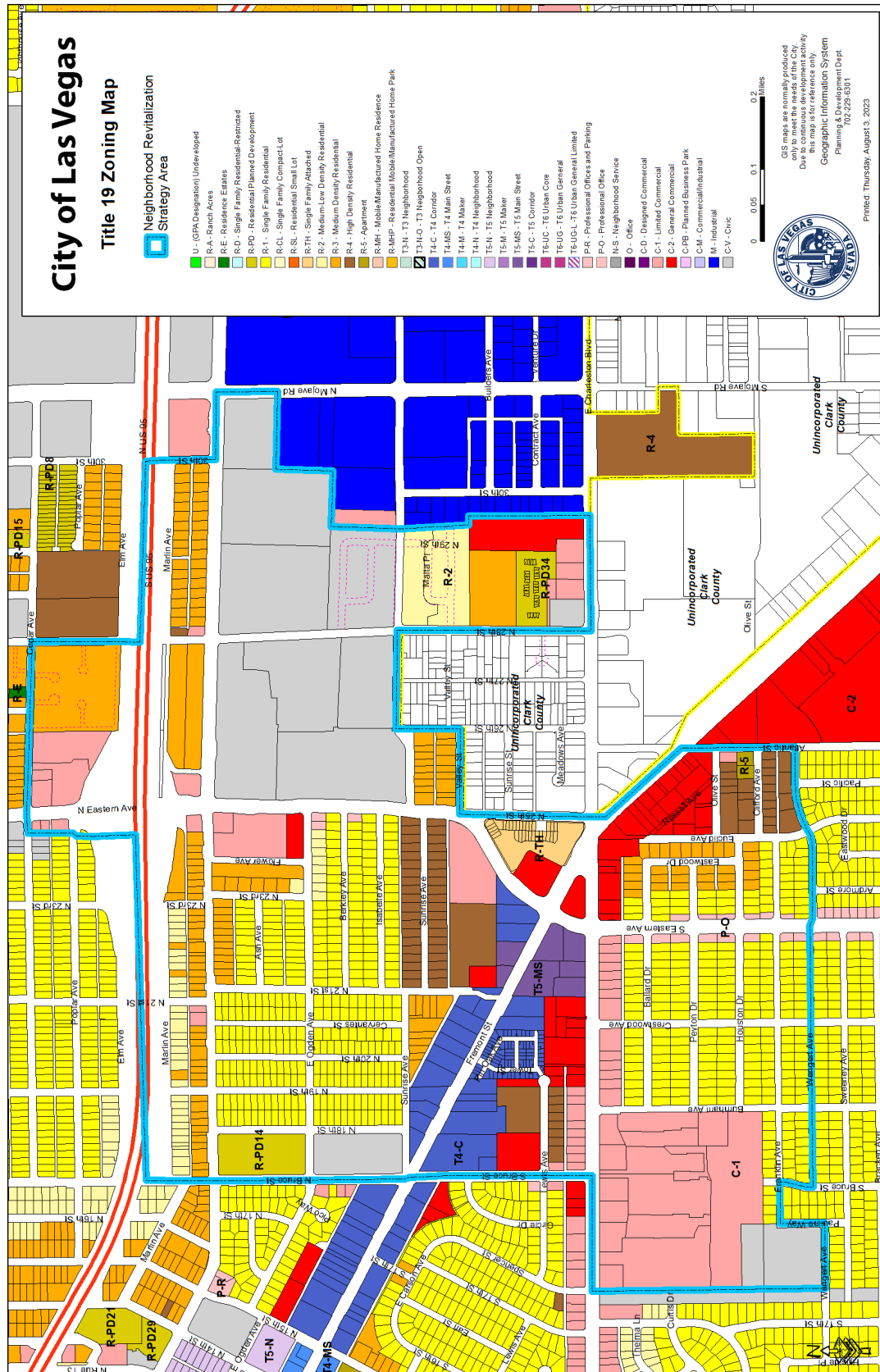
0 750 1,500 3,000 Feet



GIS maps are normally produced only to meet the needs of the City. Due to continuous development activity this map is for reference only. Geographic Information System Planning & Development Dept. 702-229-6301

Printed: Monday, July 17, 2023

The following map demonstrates the current zoning in the NRSA:



### 3. Retain Existing Attainable Housing Units

	EXISTS	NEEDS/ OPPORTUNITIES
<b>Identify Comprehensive Opportunities to Undertake Affordable Housing Preservation</b> <i>Work with partners to identify solutions</i>	<p>Nevada Housing Coalition assembled a Housing Preservation Coalition with city of Las Vegas, North Las Vegas, Clark County, Henderson and the State and has prioritized recommendations.</p>	<p>Work with the Coalition to support the creation and policy and programs and encourage affordable housing preservation.</p>
<b>Establish Funding/Financing Tools for Affordable Housing Preservation</b> <i>Where are the dedicated funds to do this work?</i>	<p>Low Income Housing Tax Credits (LIHTC) - Over 90 percent of Nevada's subsidized housing utilizes LIHTC</p> <p>HOME Investments Partnership Program (HUD) - Provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.</p> <p>Nevada Low Income Housing Trust Fund - Funds are allocated by formula to local governments to expand and improve the supply of rental housing through new construction and rehabilitation of multifamily projects. Trust Fund money may also be used to provide down payment assistance and homeowner rehabilitation of single family residences, and to provide rental assistance to families who are in danger of becoming homeless. If the funds will be used for rental assistance the tenants will pay no more than 30 percent of their monthly adjusted income and may be chosen from waiting lists established by Public Housing Authorities or other approved agencies serving low income families. Rental assistance contracts cannot exceed a period of 48 months.</p>	<p>Seed a dedicated affordable housing preservation fund utilizing city and state resources - Most federal programs are hard to use for preservation, and you cannot invest more federal money into a project if it is already part of an affordability program, but a fund utilizing state and local resources would allow the city to layer funding</p>

	EXISTS	NEEDS/ OPPORTUNITIES
<b>Ensure Currently Affordable Units Don't Become Market Rate</b> <i>Keep current affordable units in play for the long-term</i>	The State of Nevada provides an annual list of current affordable units and how many are potentially expiring and when. The city reviews these lists regularly to identify opportunities for preservation.	Establish a proactive strategy ad fund for the city of Las Vegas to buy affordable properties about to convert to market rate, and retain under city ownership to keep the units affordable.
<b>Buy Existing Affordable Housing to Ensure Long-Term Preservation</b> <i>Acquire properties within the NRSA to ensure their long-term affordability</i>	The city buys properties as there is an opportunity	<p>Establish a targeted strategy to identify, buy and preserve Naturally Occurring Affordable Housing (NOAH) - e.g. existing single and multi-family housing that is not subsidized, can be affordably acquired and preserved as affordable housing stock in the NRSA.</p> <p>Buy down affordability of existing dedicated affordable units to 60 percent AMI or lower to create deeper affordability options.</p>

#### 4, Improve Access to Job Training and Employment

- The residents of the NRSA make their livings primarily in service-based industries which pay lower wages and create challenging economic situations for the families in the community. Residents expressed a desire to learn new skills and have opportunities for job training alongside access to employment opportunities, particularly those close to home. The proposed Desert Pines redevelopment – which is immediately adjacent to the NRSA – is likely to be home to a new workforce training center within the next five to ten years. Ensuring this center meets the direct needs of the community is critical. Meantime, other opportunities to pursue include:
  - **Bring a Workforce Connections office to the NRSA:** Workforce Connections is Southern Nevada's Local Workforce Development Board (LWDB). They are responsible for the operation of the One-Stop Delivery System in the Southern Nevada Local Workforce Development Area. Through their offices they work to establish dynamic partnerships with employers and the community to connect job seekers to education, job training and employment opportunities.

- **Work with Local Businesses and Nonprofits to Unique and Targeted Job Training Programs and Encourage Entrepreneurship:** The residents and business owners within the NRSA are highly entrepreneurial, and encouraging incremental growth and investment in the unique skills of the local population to develop unique businesses and enterprises can be a sustainable economic development strategy. One example of such a program delivered in Denver, Colorado is Comal Heritage Food Incubator. Comal supports immigrant and refugee entrepreneurs in the Denver community. Their mission is to serve as a platform for economic development for aspiring immigrant and refugee women entrepreneurs to learn the skills to find a great job in the food industry or launch their own business. They utilize an earn-while-you-learn model. The multi-purpose kitchen incubator takes a form of 18-24 months training program, during which cohort participants train in the Comal restaurant to learn on-the-job skills, test their heritage recipes and grow with a restaurant owner mindset. Everything on the menu is made from scratch, reflecting the heritage of each entrepreneur. Such a model directly meets the community where they are – serving their unique needs and the community's, too.

## 5. Support Small Businesses to Scale

There are more than 800 active business licenses within the NRSA area, and more than 250 individual business storefronts. A majority of the businesses are locally owned and operated, employing residents from within the community. Entrepreneurialism is part of the spirit of the people who live in the community. Supporting that spirit and helping businesses expand, modernize and market their unique cultural business offer to the rest of the community and beyond allows for sustainable economic growth from within. Opportunities to provide this support include:

- **Targeted Business Creation and Expansion Incentives:** Much like the unique business expansion incentive programs that have been created for Downtown Las Vegas, the city should explore targeted programs can support the local businesses in the NRSA to succeed. For example, we heard about the need from some owners to expand their locations, modernize their operations, establish a sales portal for their business online and receive support to understand how best to market their business. The city can work with businesses to understand their unique needs, and then establish creative programs to directly address the opportunities and challenges in the NRSA. As programs are developed, also to be considered is how the programs are delivered. For example, many of the existing business support programs work on a reimbursement basis – e.g. the business has to carry the upfront cost, complete the work, and get paid after. This can be challenging in lower-income communities that don't have access to capital, so exploration of a way to help carry the cost or reimburse incrementally could help uptake of programs. The Rafael Rivera Walkable Communities Plan also references the creation of unique incentives to encourage diverse business uses.
- **Assist Businesses in the NRSA to Formally Organize:** Business district organizations are important tools in helping commercial areas to join resources to address everything from safety, to cleanliness, to marketing, to general advocacy. While there are many models a formal business organization can take, we like the Re:Vision model. The purpose of Re:Vision, based out of Denver, Colorado, is to cultivate thriving, resilient communities by working with people in economically marginalized neighborhoods to develop leaders, create an economy owned by the community, and cultivate community food systems. It looks at all parts of the local economic ecosystem to support neighborhood self-sufficiency, economic opportunity and resiliency.





## **SUMMARY OF RECOMMENDATIONS**

<div> <div>Impact Area 1</div> <div>Ensure Everyone Feels Safe in the Neighborhood</div> </div>					
BIG IDEA	SPECIFIC DELIVERABLES	PROJECT DELIVERY	CITY DEPARTMENT RESPONSIBLE	PARTNERS	MEASUREMENT OF SUCCESS
<div> <div>Listos y Seguros</div> <div>- A Community Project to Tackle Crime and Build Trust</div> </div>	<ul style="list-style-type: none"> <li>One-year pilot program</li> <li>Measure success of new approach; identify long-term strategies to support safety and security in the area based on success</li> <li>Support neighborhood and business associations to be champions for the community with language accessible materials and tools</li> </ul>	<ul style="list-style-type: none"> <li>2023-2024 for pilot</li> <li>2024-Beyond for proposed changes to be implemented</li> </ul>	Department of Neighborhood Services	<ul style="list-style-type: none"> <li>Department of Public Safety/Marshals</li> <li>Las Vegas Metropolitan Police Department</li> <li>Las Vegas Fire &amp; Rescue</li> <li>Clark County School District Police Department</li> <li>Other departments as needed</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in overall number of crimes</li> <li>Eliminate significant crime hot spots</li> <li>Improve overall perception of safety amongst residents and businesses in the area</li> </ul>
<div> <div>Establish a Neighborhood Public Safety Resource Center</div> </div>	<ul style="list-style-type: none"> <li>Identify location in partnership with the community</li> <li>Open space up and staff</li> <li>Provide programming and education</li> </ul>	<ul style="list-style-type: none"> <li>2023 to identify location</li> <li>2024 to open</li> <li>2025 to launch programming</li> </ul>	Las Vegas Metropolitan Police Department	<ul style="list-style-type: none"> <li>Department of Public Safety/Marshals</li> <li>Las Vegas Fire &amp; Rescue</li> <li>Clark County School District Police Department</li> </ul>	<ul style="list-style-type: none"> <li>Elimination of communication barriers between public safety and city departments and the community</li> <li>Increased, consistent public safety presence in the community</li> <li>Improved collaboration and coordination between public safety agencies and the city to serve the community</li> </ul>
<div> <div>Help for the Unhoused</div> <div>- Engage, Educate and Expand</div> </div>	<ul style="list-style-type: none"> <li>Expand Homeless Solutions Summit</li> <li>Address problem encampment areas</li> <li>Expand MORE team support in the NRSA</li> </ul>	<ul style="list-style-type: none"> <li>2023 to identify opportunities to expand Summit</li> <li>2023 to begin addressing problem encampment areas in targeted way</li> <li>2024 to expand MORE team support</li> </ul>	Department of Neighborhood Services	<ul style="list-style-type: none"> <li>Department of Public Safety/Marshals</li> <li>Las Vegas Metropolitan Police Department</li> <li>Las Vegas Fire &amp; Rescue</li> <li>Clark County School District Police Department</li> </ul>	<ul style="list-style-type: none"> <li>Deliver two additional Homeless Solutions Summits in 2023, expanding participation by NRSA residents and businesses, and stakeholders outside of the NRSA</li> <li>Eliminate problem encampment areas</li> <li>Expansion of MORE Team to support the NRSA area</li> </ul>
<div> <div>Comprehensive Neighborhood Safety Assessment and Investment</div> </div>	<ul style="list-style-type: none"> <li>&gt; Identify approach to provide CPTED assessment for all public and private properties in the NRSA</li> <li>&gt; Deliver CPTED analysis NRSA-wide</li> <li>&gt; Identify funding and tools to implement recommendations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 2023 to identify approach and begin assessments of key issue areas, as part of Listos y Seguros</li> <li>&gt; 2024 to complete CPTED analysis NRSA-wide</li> <li>&gt; 2024-2025 to begin investments to address identified issues</li> </ul>	Las Vegas Metropolitan Police Department	<ul style="list-style-type: none"> <li>&gt; Department of Public Safety/Marshals</li> <li>&gt;Las Vegas Metropolitan Police Department</li> <li>&gt;Las Vegas Fire &amp; Rescue</li> <li>&gt;Clark County School District Police Department</li> <li>&gt; Code Enforcement</li> <li>&gt; Department of Economic and Urban Development</li> <li>&gt; Public Works/Operations &amp; Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Improve lighting throughout the NRSA</li> <li>Problem crime areas improved where environmental factors are the biggest issue</li> </ul>
<div> <div>Confront Drug Addiction</div> </div>	<ul style="list-style-type: none"> <li>&gt; Targeted public safety action to address problematic drug dealing locations and syndicates</li> <li>&gt; Education and engagement to reduce the stigmas of addiction and remove barriers to getting help</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 2023 to target problematic locations and syndicates as part of Listos</li> <li>&gt; 2024 to work with community partners to launch education and engagement campaign</li> </ul>	Department of Neighborhood Services	<ul style="list-style-type: none"> <li>&gt; Department of Public Safety/Marshals</li> <li>&gt;Las Vegas Metropolitan Police Department</li> <li>&gt;Clark County School District Police Department</li> <li>&gt;Community partners</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate problematic drug deal target areas and syndicates in the NRSA</li> <li>Make multi-lingual addiction resources widely available in the NRSA</li> </ul>
<div> <div>Clean Up Environmentally Hazardous Areas</div> </div>	<ul style="list-style-type: none"> <li>&gt; Analyze and map existing Brownfields areas within the NRSA</li> <li>&gt; Pursue cleanup and remediation of all sites</li> <li>&gt; Address Environmental Justice issues within the NRSA</li> </ul>	<ul style="list-style-type: none"> <li>2023 to complete analysis and map of Brownfields areas</li> <li>2024 to begin cleanup</li> </ul>	Department of Neighborhood Services		<ul style="list-style-type: none"> <li>Address environmentally hazardous challenges that impact the health of the community</li> </ul>

# Impact Area 2

Celebrate community culture and bring beauty to neighborhood places and spces

BIG IDEA	SPECIFIC DELIVERABLES	PROJECT DELIVERY	CITY DEPARTMENT RESPONSIBLE	PARTNERS	MEASUREMENT OF SUCCESS
Implement the Spencer Greenway Trail Plan	<ul style="list-style-type: none"><li>• Complete the preliminary engineering plan to consolidate electrical poles in coordination with NVEnergy</li><li>• Complete cross-section of the trail to inform full design</li><li>• Electrical pole consolidation engineering</li><li>• Full trail design Implementation</li></ul>	<ul style="list-style-type: none"><li>• 2023 for preliminary engineering</li><li>• 2023 to complete cross-section</li><li>• 2024 for pole consolidation engineering</li><li>• 2025 for full trail design</li><li>• 2028 for implementation</li></ul>	Department of Public Works	<ul style="list-style-type: none"><li>• Clark County</li><li>• RTC</li><li>• NVEnergy</li></ul>	<ul style="list-style-type: none"><li>• Elimination of significant blighted areas in the NRSA</li><li>• Creation of a new community space that reflects the culture of the community and the desire for new activity spaces</li></ul>
Launch Celebrate Your Story	<ul style="list-style-type: none"><li>• Relaunch online platform to encourage people to share their stories</li><li>• Establish community events to collect stories - recorded and written</li><li>• Identify opportunities via both on-line and in-person opportunities to share stories that celebrate Latino stories, experiences, and contributions with the community</li></ul>	<ul style="list-style-type: none"><li>• 2023 to relaunch online platform</li><li>• 2024 to identify new opportunities to collect stories</li><li>• 2025 to identify opportunities to showcase the stories and history</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>• Department of Parks, Recreation and Cultural Affairs</li><li>• Las Vegas-Clark County Library District</li><li>• UNLV Special Collections</li></ul>	<ul style="list-style-type: none"><li>• Gather new information, images and stories to help piece together the historical timeline and narrative of the area</li><li>• Build new community connections</li><li>• Inform the placemaking plan and pattern book</li></ul>
Complete an Historical Analysis of the Community and the Built Environment	<ul style="list-style-type: none"><li>• Launch NPS grant work</li><li>• Identify building(s) to be considered for nomination to local, state and federal historic register</li><li>• Submit nominations</li><li>• Identify other opportunities to support storytelling of historic locations, Latino/Latino diverse stories and contributions to the neighborhood, community, and the City</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024 to complete NPS grant work</li><li>• 2024 to identify buildings and submit to register</li><li>• 2024 to identify plan to support additional storytelling</li></ul>	Historic Preservation	<ul style="list-style-type: none"><li>• Department of Neighborhood Services</li><li>• Planning and Zoning</li><li>• City of Las Vegas Historical Preservation Office</li></ul>	<ul style="list-style-type: none"><li>• Obtain a clearer historical timeline and development narrative for the NRSA area</li><li>• List one building on the national register</li><li>• List an additional two buildings on the local register</li><li>• Glean information to inform the placemaking plan and pattern book</li></ul>
Create a NRSA Placemaking Plan and Pattern Book	<ul style="list-style-type: none"><li>• Develop RFP to consultants to support development of the placemaking plan and pattern boo</li><li>• Identify resources to support the work</li><li>• Develop tools in partnership with the community and implement recommendations</li><li>• Increase usage of the City's Visual Improvement Program( VIP)</li></ul>	<ul style="list-style-type: none"><li>• 2024 for RFP development and consultant identification</li><li>• 2024 to identify resources for the work</li><li>• 2024-2025 to develop the placemaking plan and pattern book</li></ul>	Community Development	<ul style="list-style-type: none"><li>• Department of Neighborhood Services</li><li>• Department of Economic and Urban Development</li></ul>	<ul style="list-style-type: none"><li>• Positively impact the health of local NRSA residents</li><li>• Create a more cohesive public realm that helps knit the community together</li><li>• Build community pride</li></ul>
Establish a Cultural Heritage Arts Initiative	<ul style="list-style-type: none"><li>• Establish an alliance of artists from different countries working in different mediums</li><li>• Establish artist work spaces and/or a singular location/makerspace where cultural art forms can be practiced</li><li>• Launch education and classes in cultural art forms and heritage practices</li><li>• Create annual mural festival/arts festival showcasing different cultural arts forms</li><li>• Identify opportunities to invest in Latino Cultural Heritage art installations throughout the NRSA</li></ul>	<ul style="list-style-type: none"><li>• 2023 to identify opportunities to invest in heritage art installations throughout the NRSA</li><li>• 2024 to begin work to establish an alliance of artists</li><li>• 2025 to identify an opportunity for a space or multiple spaces for artist creation in the NRSA</li><li>• 2026 to establish annual festival dedicated to cultural art forms</li></ul>	Department of Parks, Recreation and Cultural Affairs	<ul style="list-style-type: none"><li>• Department of Neighborhood Services</li><li>• Latin Chamber of Commerce</li><li>• Other community partners</li></ul>	<ul style="list-style-type: none"><li>• Bring the inside out, showcasing the cultural vibrancy of the community demographic via art</li><li>• Provide new economic opportunities for artists and cultivate new talent</li><li>• Support the continuation of heritage cultural arts</li></ul>
Improve and Add Park and Community Spaces	<ul style="list-style-type: none"><li>• Identify new park space opportunities and establish plans to develop them</li><li>• Establish a new parks maintenance strategy</li><li>• Explore the conversion of roadways to public spaces and create plans to realize opportunities</li><li>• Create opportunities for multi-generational programming including youth, seniors and veterans</li></ul>	<ul style="list-style-type: none"><li>• 2023-2024 to explore opportunities for I-515 parks</li><li>• 2023 to establish/pilot new parks maintenance strategy</li><li>• 2024 to identify new park space opportunities and begin plan development</li><li>• 2025 to explore roadway conversions for park space</li></ul>	Department of Parks, Recreation and Cultural Affairs	<ul style="list-style-type: none"><li>• Planning and Zoning</li><li>• Department of Neighborhood Services</li><li>• Department of Youth Development and Social Initiatives</li><li>• Department of Public Works</li></ul>	<ul style="list-style-type: none"><li>• Identify new places and spaces for parks and gatherings spaces both large and small that better serve all NRSA neighborhoods</li><li>• Convert underutilized roadways to public spaces</li><li>• Overall, commit to better maintenance at all community facilities</li></ul>

# Impact Area 3

Make mobility and access within and to the neighborhood a priority

BIG IDEA	SPECIFIC DELIVERABLES	PROJECT DELIVERY	CITY DEPARTMENT RESPONSIBLE	PARTNERS	MEASUREMENT OF SUCCESS
Realize the Vision Zero Action Plan Recommendations	<ul style="list-style-type: none"><li>Identify the recommendations from the Vision Zero Action Plan that directly impact the NRSA area</li><li>Establish timelines, funding and implementation strategies to realize these recommendations</li></ul>	<ul style="list-style-type: none"><li>2023 to identify Vision Zero recommendations key to the NRSA implementation</li><li>2024 to prioritize, identify funding and create workplans</li><li>2025 to advance investments pending available funding</li></ul>	Department of Public Works		<ul style="list-style-type: none"><li>Reform the City's Approach to Transportation Safety</li><li>Create Safe Streets for All</li><li>Implement Safe Speeds</li><li>Promote a Culture of Safety</li><li>Enhance Communication, Transparency &amp; Accountability</li></ul>
Implement the Bruce Street Green and Complete Street Plan	<ul style="list-style-type: none"><li>Await completion of NDOT's Downtown Access Project</li><li>Advance final designs for the Bruce Street Plan with community input</li><li>Implement the plan</li></ul>	<ul style="list-style-type: none"><li>2029 for final design of DAP</li><li>2029-2030 to launch final design process for Bruce Street and finalize funding</li><li>2031 to begin Bruce Street improvements</li></ul>	Department of Public Works	<ul style="list-style-type: none"><li>Nevada Department of Transportation (lead)</li></ul>	<ul style="list-style-type: none"><li>Establish a safe pedestrian and bicycle connection to adjacent neighborhoods</li><li>Improve roadway safety and overall aesthetics of the NRSA</li><li>Invest in infrastructure that supports climate goals and objectives</li></ul>
Deliver the Stewart Avenue Complete Streets Investment Including Cycle Track	<ul style="list-style-type: none"><li>Complete final design of Stewart Avenue</li><li>Complete the improvements</li></ul>	<ul style="list-style-type: none"><li>2023-2025 to complete final design</li><li>2026 to begin construction</li></ul>	Department of Public Works		<ul style="list-style-type: none"><li>Improve multi-modal transportation opportunities for the community</li><li>Remove barriers in pedestrian sidewalk infrastructure along the route</li><li>Improve overall pedestrian and bicyclist safety</li></ul>
Complete Implementation of the Rafael Rivera Walkable Community Plan	<ul style="list-style-type: none"><li>Prioritize improvements in progress and create comprehensive timeline and investment strategy</li><li>Move forward on those investments</li></ul>	<ul style="list-style-type: none"><li>2023 to prioritize improvements in progress and create comprehensive timeline and investment strategy</li><li>2024 and beyond to move remaining projects forward, pending available funding</li></ul>	Department of Public Works	<ul style="list-style-type: none"><li>RTC Southern Nevada</li><li>Nevada Department of Transportation</li><li>Schools within the NRSA</li></ul>	<ul style="list-style-type: none"><li>Address the most urgent pedestrian safety and accessibility issues within the NRSA</li><li>Demonstrate the city's commitment to plan the implementation of critical neighborhood planning documents, building trust with the community</li></ul>
Invest in Comprehensive Multi-Modal Infrastructure to Improve Access and Safety	<ul style="list-style-type: none"><li>Overall assessment of speeds and potential traffic calming strategies to slow traffic through the neighborhood and improve safety.</li><li>Assessment of the installation of crosswalks and enhanced pedestrian crossing features throughout the NRSA</li><li>Planning of a comprehensive bike lane network throughout the neighborhood</li><li>Expand/Strengthen Safe Routes to School and Walking Partners Programs</li></ul>	<ul style="list-style-type: none"><li>2024 for comprehensive sidewalk assessments</li><li>2024 for traffic safety assessments</li><li>2025-2026 for crosswalk/ped light assessments/evaluations</li><li>2027 for assessments/evaluations bike lane network throughout the NRSA</li><li>2023 for assessments/evaluations Safe Routes to School/Walking Partners programs</li></ul>	Department of Public Works	<ul style="list-style-type: none"><li>Schools within the NRSA</li></ul>	<ul style="list-style-type: none"><li>Reduced speeds throughout the neighborhood</li><li>Improve overall mobility of pedestrians and decrease pedestrian injuries and fatalities</li></ul>
Create Affordable Transportation Within and to the Neighborhood	<ul style="list-style-type: none"><li>Programs to address transit connectivity to other neighborhoods, including the Charleston Blvd. High Capacity Transit (HCT) and Maryland Parkway Bus Rapid Transit (BRT)</li><li>Evaluate the feasibility of a free shuttle/circulator transit within the NRSA</li><li>Create a program for bike share within the NRSA area</li></ul>	<ul style="list-style-type: none"><li>2023 and beyond to continue planning, design and construction of transit projects in progress</li><li>2024-2025 to explore feasibility of circulator project</li><li>2024 to establish bike share in the neighborhood</li></ul>	Department of Public Works	<ul style="list-style-type: none"><li>RTC Southern Nevada</li></ul>	<ul style="list-style-type: none"><li>Improve mobility for residents of the NRSA</li><li>Improve economic opportunities for both residents and businesses in the NRSA</li></ul>

# Impact Area 4

Ensure the needs of neighbors can be met locally

BIG IDEA	SPECIFIC DELIVERABLES	PROJECT DELIVERY	CITY DEPARTMENT RESPONSIBLE	PARTNERS	MEASUREMENT OF SUCCESS
Open a Comprehensive Health Care Center Targeted Towards the Needs of the Neighborhood Population	<ul style="list-style-type: none"><li>• Analyze health care gaps and specific needs to fill those gaps</li><li>• Understand how to incorporate Western medical practices with other cultural medicinal practices</li><li>• Identify spaces and places for new healthcare facilities</li></ul>	<ul style="list-style-type: none"><li>• 2025 to develop a strategy that analyzes gaps, identifies opportunities to incorporate varying practices and identifies spaces for investment</li><li>• 2026 and beyond to implement strategy</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>• Healthcare providers</li><li>• Botanicas</li></ul>	<ul style="list-style-type: none"><li>• Address disparities in health care for the Latino and immigrant population</li><li>• Create localized access to both standard and specialty care</li><li>• Uniquely target services to address the specialized health care needs of the community</li></ul>
Focus on Preventative Care and Education	<ul style="list-style-type: none"><li>• Establish targeted outreach and community education programs</li><li>• Assist community members in obtaining health care coverage</li><li>• Eliminate language and access barriers</li></ul>	<ul style="list-style-type: none"><li>• 2024 to develop a cohort to support outreach and community education</li><li>• 2025 to implement outreach and education programs</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>• Community health providers</li><li>• Healthcare providers</li><li>• Botanicas</li><li>• Health insurance providers</li></ul>	<ul style="list-style-type: none"><li>• Create opportunities to prevent illness and disease</li><li>• Educate people on the opportunities to access care and services</li><li>• Provide information on programs that are available to them to help with affordability and access</li></ul>
Support Local Medicinal/ Natural Medicine Providers to Grow Their Businesses	<ul style="list-style-type: none"><li>• Support curanderos, botanicas and santerias</li><li>• Connect traditional health care providers and facilities to these cultural providers</li><li>• Ensure the community is aware of the availability of all types of services</li></ul>	<ul style="list-style-type: none"><li>• 2024 to conduct outreach to curanderos, botanicas and santerias and begin facilitating connections with traditional health care providers</li><li>• 2025 for community outreach</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>• Healthcare providers</li><li>• Botanicas</li></ul>	<ul style="list-style-type: none"><li>• Create connections with and between the curanderos and businesses</li><li>• Connect traditional health care providers with these businesses and providers and build connections and a referral network</li><li>• Expand local business opportunities for these providers and services</li></ul>
Support Access to Fresh Food	<ul style="list-style-type: none"><li>• Gap analysis of existing food providing within/ surrounding the NRSA</li><li>• Identify short-term opportunities to address needs (e.g. pop-ups, events)</li><li>• Establish long-term strategy to ensure healthy food</li></ul>	<ul style="list-style-type: none"><li>• 2024 for gap analysis of existing food provision</li><li>• 2025 to implement short-term opportunities</li><li>• 2025 to establish long-term strategy with implementation to follow</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>• Existing markets in the Historic Westside</li></ul>	<ul style="list-style-type: none"><li>• Improve the health of citizens by ensuring access to affordable healthy food goods</li><li>• Create opportunities for local residents to learn about growing crops in an urban environment</li><li>• Create business opportunities to support existing and potential market operators to provide additional healthy food goods</li></ul>
Conduct a Community Needs Assessment	<ul style="list-style-type: none"><li>• Conduct a needs assessment and market analysis to identify gaps in services</li><li>• Support local business development to meet those needs</li><li>• Create targeted incentives and special programs to support business start-up/ growth in these areas</li></ul>	<ul style="list-style-type: none"><li>• 2023 to launch community needs assessment and market analysis</li><li>• 2024 to begin creation of targeted incentives and special programs</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>• Office of Economic and Urban Development</li></ul>	<ul style="list-style-type: none"><li>• Get a clear understanding of the gaps in services available to the community</li><li>• Understand the market and the barriers to entry for businesses that may want to provide those services</li><li>• Establish tools, programs and specialized services to support the development of new businesses to fill service gaps</li></ul>
Introduce Form Based Code	<ul style="list-style-type: none"><li>• Analyze areas within the NRSA appropriate for form-based code introduction</li><li>• Outreach and engagement to the community to develop a strategy</li><li>• Implementation of form-based code</li></ul>	<ul style="list-style-type: none"><li>• 2023 to complete analysis of NRSA for form-based code</li><li>• 2024 for outreach to community</li><li>• 2025 for implementation of form-based code</li></ul>	Department of Planning	<ul style="list-style-type: none"><li>• Department of Neighborhood Services</li></ul>	<ul style="list-style-type: none"><li>• Ensure future development is pedestrian-oriented to support a walkable community where people can easily access the services there</li><li>• Encourage the development of new spaces for future businesses to be located</li><li>• Encourage appropriately scaled development to support the neighborhood.</li></ul>

# Impact Area 5

Expand families and help children and youth succeed

BIG IDEA	SPECIFIC DELIVERABLES	PROJECT DELIVERY	CITY DEPARTMENT RESPONSIBLE	PARTNERS	MEASUREMENT OF SUCCESS
Redevelop the Chuck Minker Sports Complex into a Comprehensive Community Activity Facility	<ul style="list-style-type: none"><li>• Complete analysis of existing facilities and cost considerations for investment in or redevelopment of the facility</li><li>• Research to identify gaps in services to be met by a re-imagined complex</li><li>• Community engagement to understand needs and opportunities</li></ul>	<ul style="list-style-type: none"><li>• 2023 to complete analysis of facility and redevelopment</li><li>• 2023 for research in gaps in services and community engagement</li><li>• 2024 to begin development of new facility plans</li></ul>	Department of Parks, Recreation and Cultural Affairs	<ul style="list-style-type: none"><li>• Department of Neighborhood Services</li><li>• Office of Youth Development and Social Initiatives</li></ul>	<ul style="list-style-type: none"><li>• Increase use of a critical community complex</li><li>• Create a single, safe, multi-generational facility that serves the diversity of community needs</li><li>• Introduce new programming into the community – particularly for youth – that provides new opportunities to engage and serve</li></ul>
	<ul style="list-style-type: none"><li>• Support and expand the deployment of the Chef Jeff Culinary Life Skills Training Program, creating opportunities to partner with Latino culinary professionals</li><li>• Establish a city of Las Vegas Youth Apprenticeship Program</li><li>• Establish the Strong Future Youth Employment Program</li><li>• Create a Youth Community Ambassador Program</li><li>• Establish programs to support post-graduation educational attainment</li></ul>	<ul style="list-style-type: none"><li>• 2024 to deploy Chef Jeff Culinary Life Skills Training Program</li><li>• 2025 to establish Youth Apprenticeship Program and Strong Future Youth Employment Program</li><li>• 2026 to establish Youth Community Ambassador Program</li></ul>	Office of Youth Development and Social Initiatives	<ul style="list-style-type: none"><li>• Chef Jeff Project</li><li>• Schools within the NRSA</li><li>• Community organizations</li></ul>	<ul style="list-style-type: none"><li>• Improve graduation rates</li><li>• Increase employment rates</li><li>• Create a pipeline of new workers for local businessse</li></ul>
	<ul style="list-style-type: none"><li>• Expand existing after-school programming and consolidate access to information about it</li><li>• Develop programming to fill gaps in needs, via research and engagement</li><li>• Connect youth to local businesses and organizations to build community connections</li><li>• Remove financial barriers to entry for youth programming</li></ul>	<ul style="list-style-type: none"><li>• 2023 to remove financials barriers</li><li>• 2024 to expand programming and consolidate information</li><li>• 2025 for launch of new programming and connections to local community organizations</li></ul>	Office of Youth Development and Social Initiatives	<ul style="list-style-type: none"><li>• Schools within the NRSA</li><li>• Las Vegas Metropolitan Polic Department</li><li>• Clark County School District Police Department</li><li>• Community organizations</li></ul>	<ul style="list-style-type: none"><li>• Reduce crime rates amongst youth</li><li>• Increase school proficiencies</li><li>• Create healthy opportunities for youth to engage with each other and the community</li></ul>
	<ul style="list-style-type: none"><li>• Reconvene principal roundtables and formalize as an advisory board</li><li>• Explore affordable teacher housing opportunities</li><li>• Expand teacher training programs for local residents</li></ul>	<ul style="list-style-type: none"><li>• 2023 to resume principal roundtables</li><li>• 2024 to research opportunities to provide affordable teacher housing</li><li>• 2025 to launch teacher training programs for local residents</li></ul>	Office of Youth Development and Social Initiatives	<ul style="list-style-type: none"><li>• Department of Neighborhood Services</li><li>• Schools within the NRSA</li></ul>	<ul style="list-style-type: none"><li>• Significantly reduce teacher vacancy and turnover rates</li><li>• Increase school attendance and improve school rankings and outcomes for NRSA students</li><li>• Create better connections between schools and community</li></ul>
Establish Affordable Broadband Connectivity	<ul style="list-style-type: none"><li>• Facilitate comprehensive upgrades to broadband service</li><li>• Implement the Advanced Connectivity for Community and Economic Development (ACCED) throughout the NRSA</li><li>• Seek funding to bring down the costs of broadband</li></ul>	<ul style="list-style-type: none"><li>• 2024 to develop plan for comprehensive upgrades to broadband service with implementation to follow</li><li>• 2024 to implement ACCED within the NRSA</li><li>• 2025 to identify funding to bring down the costs of broadband</li></ul>	Office of Youth Development and Social Initiatives	<ul style="list-style-type: none"><li>• Office of Innovation and Technology</li></ul>	<ul style="list-style-type: none"><li>• Increase access to online learning, job training and employment</li><li>• Improve opportunities for businesses</li><li>• Eliminate financial barriers to a needed tool</li></ul>

# Impact Area 6

Create upward economic mobility

BIG IDEA	SPECIFIC DELIVERABLES	PROJECT DELIVERY	CITY DEPARTMENT RESPONSIBLE	PARTNERS	MEASUREMENT OF SUCCESS
Create Pathways to Home Ownership	<ul style="list-style-type: none"><li>Rehabilitate older homes and housing units</li><li>Provide financial assistance to help renters become owners, and owners stay in place</li><li>Work directly with landlords to best serve the community</li><li>Support/facilitate the establishment of a community land trust</li></ul>	<ul style="list-style-type: none"><li>2024 to complete analysis of homes and housing with rehabilitation potential</li><li>2025 to provide funding for rehabilitation and support renters to become owners</li><li>2025 for landlord engagement</li><li>2025 to establish community land trust</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>Department of Planning</li><li>Regional housing partners</li></ul>	<ul style="list-style-type: none"><li>Decrease percentage of renters within the NRSA and increase the percentage of homeowners</li><li>Improve the living conditions of NRSA residents in safer homes and living units</li><li>Create local economic sustainability and growth by supporting the growth of generational wealth</li></ul>
Increase Attainable Housing Stock	<ul style="list-style-type: none"><li>Address affordable housing policy to create new pathways to affordable housing</li><li>Identify existing property that is underutilized/vacant and acquire to increase housing supply</li><li>Identify and secure vacant and abandoned homes and explore opportunities to renovate/redevelop</li><li>Assemble parcels where possible to increase housing density</li><li>Support attainable housing developers</li><li>Incentivize innovative solutions to affordable housing</li><li>&gt; Establish a landlord program to address disengaged landlords and to build/enhance communication with local or remote property owners</li></ul>	<ul style="list-style-type: none"><li>2023 to begin work exploring affordable housing policy</li><li>2024 to inventory underutilized property and vacant/abandoned homes that could be acquired and/or parcels assembled</li><li>2024-2025 to acquire property</li><li>2025 to implement efforts to support attainable housing developments and incentivize housing development</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>Department of Planning</li><li>Regional housing partners</li><li>Housing developers</li></ul>	<ul style="list-style-type: none"><li>Address housing shortages and needs by increasing attainable housing of all varieties</li><li>Improve existing attainable housing stock</li><li>Create housing that is integrated with communities facilities, resources and services to ensure residents can have their needs met and thrive</li></ul>
Retain Existing Attainable Housing Units	<ul style="list-style-type: none"><li>Identify comprehensive opportunities to undertake affordable housing preservation</li><li>Establish funding/financing tools for affordable housing preservation</li><li>Ensure currently affordable units don't become market rate</li><li>Buy existing affordable housing to ensure long-term preservation</li></ul>	<ul style="list-style-type: none"><li>2023 to identify housing preservation opportunities in the NRSA</li><li>2024-2025 to establish funding tools and focus on securing affordable units</li><li>2025-2026 to acquire existing affordable housing</li></ul>	Department of Neighborhood Services	<ul style="list-style-type: none"><li>Department of Planning</li><li>Regional housing partners</li><li>Housing developers</li></ul>	<ul style="list-style-type: none"><li>Ensure no net loss of attainable housing units within the NRSA</li><li>Provide opportunities to encourage more attainable housing development as part of every investment in the NRSA</li><li>Pursue opportunities to acquire and protect attainable housing units for the long term and ensure the continuity of affordability periods for housing where possible?</li></ul>
Improve Access to Job Training and Employment	<ul style="list-style-type: none"><li>Bring a Workforce Connections office to the NRSA</li><li>Work with local businesses and nonprofits to provide unique and targeted job training programs and encourage entrepreneurship</li></ul>	<ul style="list-style-type: none"><li>2024 to bring Workforce Connections to the NRSA</li><li>2024 to outreach to local businesses and nonprofits</li></ul>	Office of Youth Development and Social Initiatives	<ul style="list-style-type: none"><li>Workforce Connections</li></ul>	<ul style="list-style-type: none"><li>Increase the median income of NRSA residents</li><li>Decrease the NRSA's unemployment rate</li><li>Create a pipeline of local employers for local businesses</li></ul>
Support Small Businesses to Scale	<ul style="list-style-type: none"><li>Provide targeted business creation and expansion incentives</li><li>Assist businesses in the NRSA to formally organize</li><li>Expand the RDA boundary to provide more tools to invest in small business</li><li>Work with non-profits and NGOs to support entrepreneurial start-ups</li></ul>	<ul style="list-style-type: none"><li>2023 to develop programs to support the NRSA</li><li>2024 to get the programs approved, start implementing</li><li>2024 to supporting businesses in the NRSA to formally organize</li></ul>	Department of Economic and Urban Development	<ul style="list-style-type: none"><li>Department of Neighborhood Services</li></ul>	<ul style="list-style-type: none"><li>Expand the economic impact of local businesses</li><li>Increase the percentage of locally owned businesses</li><li>Establish a local organization to support economic growth and opportunities</li></ul>





City Hall | 495 S. Main St.

Mayor Carolyn G. Goodman

Mayor Pro Tem, Brian Knudsen, Ward 1

Councilman Cedric Crear, Ward 5

Councilwoman Victoria Seaman, Ward 2

Councilwoman Olivia Díaz, Ward 3

Councilwoman Francis Allen-Palenske, Ward 4

Councilwoman Nancy E. Brune, Ward 6

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City Manager  
Mike Janssen

Deputy City Manager  
Tim Hacker

Deputy City Manager  
Steve Ford

Deputy City Manager  
Sabra Newby

Chief Financial Officer  
Gary Ameling