



City of Las Vegas
FY 2023-2024
HUD Annual Action Plan

Prepared by the Department of Neighborhood Services May 2023

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The submission of the Annual Action Plan meets the United States Department of Housing and Urban Development (HUD) requirements for consolidating several grant programs into one proposal. These programs include Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act (HOME), and Housing Opportunities for Persons with AIDS (HOPWA). HUD announced the 2023-2024 allocation amounts for CDBG, ESG, HOPWA, and HOME on February 28, 2023. The award allocations are as follows:

- CDBG \$5,323,351
- ESG \$456,371
- HOME \$2,708,043
- HOPWA \$3,537,887

Total Allocation: \$12,025,652

The City of Las Vegas (CLV) leverages funding to provide valuable services to our most vulnerable citizens, below are estimated 2023-2024 funding amounts which may change based on tax revenue and after of Nevada allocations are announced:

- Account for Affordable Housing Trust Fund (AAHTF) estimated \$1,971,836
- State HOME estimated \$351,000
- Redevelopment Set-Aside estimated \$2,100,000
- General Funds \$5,000,000

The City of Las Vegas describes its July 1, 2023 – June 30, 2024 initiatives for providing adequate housing and education, promoting safe and livable communities, and creating self-sustaining opportunities for the homeless, low and moderate-income households using the aforementioned aggregate funds; while, continuing to utilize CARES Act funding to prepare, prevent, and respond to the Coronavirus pandemic. Neighborhood Revitalization and Engagement are also at the forefront of our efforts as the City works to implement the strategies described in its HUD-approved Neighborhood Revitalization Strategy Area (NRSA) Plan for the Historic Westside in Ward 5.

Neighborhood Revitalization efforts are also taking place in Ward 3, which includes a downtown-adjacent neighborhood in Las Vegas on the east side that's bound by US-515 to the north, Wengert Ave to the south, Mojave Road to the east, and Bruce St to the west, and a separate area in Ward 1, which is in close proximity to US-95, Decatur Road Corridor and Meadows Mall. The City anticipates submitting a Neighborhood Revitalization Strategy Area (NRSA) for Ward 3 during this Action Plan year.

2. Summarize the objectives and outcomes identified in the Plan

The City's 2023-2024 Action Plan discusses community revitalization, redevelopment, homeless services, and community partnerships that will be carried out with the goal of reducing homelessness, providing adequate housing and education, promoting safe and livable communities, and creating self-sustaining opportunities for low and moderate-income households. The City of Las Vegas, along with its many community partners, intends on implementing the following strategies in order to achieve its objectives:

Neighborhood Revitalization: Implement measures to prevent neighborhood blight and improve neighborhood empowerment through programs such as the Neighborhood Beautification Program (NBP), Neighborhood Partners Fund (NPF), and Be Neighborly in partnership with community organizations that support neighborhood preservation and positive transformation.

Enhance Senior Services: Improve living conditions and access to supportive services and resources for Seniors that will promote safely and securely aging in place.

Continuum of Care and Homeless Services: Develop partnerships to expand access to services, provide assessments, bridge gaps, case manage and provide job opportunities for homeless individuals including veterans, service members and their families. In addition, exploring creative avenues to support and connect released prisoners to housing and community resources.

Health and Wellness: Increase access to healthcare for homeless and low-moderate income individuals including those who have been historically underserved by fostering organizational and individual health literacy through community-based health education, health professional development; and through the development and construction of Federally Qualified Health and Wellness Centers.

Diversity, Equity and Inclusion: Commitment to incorporate a DE&I lens in our work.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The City partnered with thirteen (13) agencies to carry out its CDBG Public Services programs for low-income, seniors, disabled persons, and the homeless. As of February 28, 2022, they assisted a total of 819 extremely low, very low, and moderate-income households. The types of households included senior citizens, female heads of household, and disabled persons and made 3177 referrals to housing, employment, education, application assistance, medical, mental health, basic needs, transportation, and other services.

The City partnered with two (2) agencies to carry out Street Outreach services using ESG funding. As of February 28, 2023, the Salvation Army of Nevada has assisted 199 homeless individuals, and WestCare of Nevada has provided an additional 430 homeless individuals with outreach services for FY 2022. The City also utilized ESG funds to support two (2) Rapid Rehousing projects in FY 2022. As of February 28,

2023, Caridad Charity has assisted 16 individuals, and Salvation Army of Nevada has assisted 21 individuals with housing.

ESG-CV Rounds 1 and 2 funding supported the operation of the City's Recuperative Care Center (RCC) which was stood up due to COVID-19 and has provided shelter and medical services for 611 individuals. The Arrow program has also been supported utilizing ESG-CV by providing transportation to 2,538 homeless citizens, to and from essential services through December 21, 2022. ESG-CV funds were also used to support the Operation HOME project - a regional effort to house homeless individuals by December 2022. A total of 152 clients were housed using the city's ESG-CV awards.

The City has continued to use its HOPWA dollars to partner with 7 HOPWA agencies to carry out programs within the HIV/AIDS community. Access to Healthcare Network Inc., Aid for AIDS of Nevada, CPLC Nevada, Inc., Economic Opportunity Board of Clark County, Golden Rainbow of Nevada, Inc., The Just One Project, and Women's Development Center offered an array of supportive services, TBRA, Permanent Housing services, STRMU, and PHP. As of February 28, 2023, the agencies provided a total of 206 households with direct housing services, and 1296 households with supportive services, whose incomes ranged from Extremely Low to Moderate-Income.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The City of Las Vegas follows its Citizen Participation Plan to provide all citizens the opportunity to participate in the planning, implementation, and assessment of the CDBG, ESG, HOPWA, and HOME programs. An evaluation of agencies to receive funding is led by the Community Development Recommending Board (CDRB) which is appointed by City Council to obtain input from citizens in their respective wards. It is a committee of up to thirteen (13) members who review the applications, attend presentations by the applicants, and discuss recommendations for funding. This is a public meeting.

The participation of the CDRB, the evaluation and deliberation meeting agenda was advertised in accordance with Open Meeting Law on March 21, 2023 and posted on the City of Las Vegas' and The Nevada Public Notice websites for the Tuesday, March 28, 2023 meeting. The entire meeting was broadcast on YouTube and open for Public Comment throughout the proceedings. Agencies that did not meet their established performance measures were invited to address the CDRB and provide reasons for their performance. The meeting was open to all agencies and to all interested parties and was conducted in the handicapped accessible Council Chambers in Las Vegas City Hall. There were no public comments during the session.

The City of Las Vegas also launched a community engagement and outreach effort in the targeted area of Ward 3 formerly known as the Rafael Rivera Neighborhood. The City has designed an engagement model that is focused on geography, which avails the opportunity for the City to gain a more vivid understanding of this communities' comprehensive priorities, reduces community fatigue that results from duplicative engagement for each City project, and increases equity. The engagement effort included a survey to Ward 3 residents and businesses as well as grassroots outreach in an area formerly

known as the Rafael Rivera neighborhood. The survey covered various topics including community amenities, top community concerns, community resources, and improvements. Data collected indicated that a total of 501 surveys were completed, 70% collected from residents and 30% from businesses. In response to the community's public safety concerns, the City has partnered with several public safety agencies to create a one-year public safety pilot initiative named *Listos y Seguros*, which translates from Spanish to "ready and safe". Listos y Seguros is a partnership with multiple public safety agencies to address public safety concerns in the NRSA. Partnering agencies include the Metropolitan Police Department, Las Vegas Fire and Rescue, Clark County School District Police and the City of Las Vegas Marshal's.

Furthermore, the City has also initiated community engagement in key areas around the Meadows Walkable community in Ward 1, including 6 popup events and a Family Fun Day at a local park. The goal of this community engagement is to hone in on concerns raised by the residents and correlating crime data. The City of Las Vegas plans to continue neighborhood engagement and host neighborhood discussions about resident concerns while partnering with local law enforcement to identify strategies to address resident needs.

On Monday, March 27, 2023 the City publicized the availability of its 2023-2024 HUD Annual Action Plan in the Las Vegas Review-Journal media outlet for comment. It described how the public could access the Action Plan. In addition, the City uploaded a copy on its website, provided hard copies upon request, and invited the public to submit their written comments to the Department of Neighborhood Services. The Public Review and Comment period will end on Wednesday, April 26, 2023. The City will hold a public hearing at the May 3, 2023 City Council meeting for final adoption of the plan.

5. Summary of public comments

No public comments received.

6. Summary of comments or views not accepted and the reasons for not accepting them

N/A

7. Summary

The City's 2023-2024 Annual Action Plan describes the projects, programs and services that will be provided during the year. The subsequent projects, programs and services will address the following community needs: safe, suitable and affordable housing, safe and livable communities, community and individual enrichment and growth opportunities, and opportunities for low and moderate-income households. The program goals in the FY 2023-2024 Action Plan target community needs and focus on City Council priorities for addressing homelessness.

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	LAS VEGAS	Department of Neighborhood Services
HOPWA Administrator	LAS VEGAS	Department of Neighborhood Services
HOME Administrator	LAS VEGAS	Department of Neighborhood Services
ESG Administrator	LAS VEGAS	Department of Neighborhood Services

Table 1 – Responsible Agencies

Narrative (optional)

The City of Las Vegas is responsible for the administration of CDBG, ESG, HOME, and HOPWA programs in addition to other funding sources. It administers programs that align with City Council Priorities and community needs; as well as, partners with local agencies and jurisdictions to broaden the reach of programs and services accessible to Low/Mod income residents.

Consolidated Plan Public Contact Information

Melanie Riley, Neighborhood Services Administrator
City of Las Vegas, Office of Community Services
495 S. Main Street Las Vegas, Nevada 89101

AP-10 Consultation – 91.100, 91.200(b), 91.215(I)

1. Introduction

The City of Las Vegas, Department of Neighborhood Services is a part of a multiagency network whose mission is to address the special needs that plague our communities and eliminate homelessness. While the City's partnerships include participation in statewide outreach efforts, it also partners with non-profit organizations to provide invaluable and varied social services to low to moderate-- profit income residents and homeless citizens using its HOPWA, ESG, and CDBG Funds.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))

The Las Vegas City Council has established Healthcare as one of the city's 2020 Strategic Priorities. The city is committed to developing equitable healthcare systems, improving access to quality healthcare for all residents, and working with community partners and residents to create and maintain healthy communities and connect them to resources that will improve their well-being.

Housing status continues to be a strong predictor of health outcomes in individuals and receipt of social services. The City of Las Vegas continues to support programs and community partners to provide housing and health services in the community. The City released a Request for Proposal (RFP) to seek qualified applicants who provide opportunities for affordable housing, create safe and livable communities, and offer health services. The City identified several HOPWA, and ESG programs to fund in order to provide direct housing and mental health services to residents. These funding decisions were made to enhance coordination between housing and health agencies and will increase positive health outcomes and support clients in obtaining and maintaining stable, safe, and affordable housing.

The City has partnered with a Federally Qualified Health Center to continue operating the Recuperative Care Center to address the aftermath of COVID-19 and to continue addressing health disparities amongst vulnerable populations. This facility provides lower level of care services to medically fragile homeless citizens through partnerships with local hospitals and managed care organizations and works with community partners to connect them to housing resources upon discharge.

In May of 2022, the City began inviting qualified firms or individuals (applicants) to submit applications to develop vacant land parcels in the Historic Westside, in support of the City's NRSA for this neighborhood. Thus far, a total of three RFPs have been released. Development opportunities have been preliminarily awarded to various developers. These projects are expected to go to Council early 2023 and construction will begin late 2023 or early 2024. Additional RFPs will be released on or around June of 2023. In all, it is expected that 25 vacant parcels in or around the Historic Westside neighborhood will be developed into affordable housing.

Furthermore, an RFP was issued on March 8, 2021 to develop affordable rental housing on a 9.45-acre parcel at the northwest corner of N. Decatur Blvd. and W. Rome Blvd., in Las Vegas, Nevada. Ovation Development was awarded the project and will be developing 276 affordable housing units for seniors. Construction is expected to begin Summer of 2023.

To increase access to quality health care in underserved communities, the city will identify locations for the creation of 10 new Health and Wellness Centers and construct the new facilities as funding becomes available. The city will contract with a Federally Qualified Health Centers (or look alike) to operate each new center. In addition to offering primary care and behavioral health services, each center will also offer services to meet the specific needs of the communities where they operate (geriatric services, dulas and midwives, chronic disease clinics, etc.). The first health and Wellness center is open, the second center will open in May/June 2023, and construction will begin on two additional centers in Q1 of 2024.

The city will also collaborate with mobile health clinics to bring regularly scheduled health care to low-income housing and apartments and daily/weekly rental properties in our underserved communities. Each mobile clinic will provide offer primary care and behavioral health services and community health workers. The community health workers will do outreach at each complex to engage with the residents and encourage them to visit the clinic and to connect the residents with social services as needed.

The city is also an active participant in the development of the community-wide Mental Health Crisis Response System (988 Response System) that will offer appropriate services and placement options for individuals experiencing a mental health crisis that do not need to engage with the criminal justice or hospital systems.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City of Las Vegas coordinates with the Southern Nevada Homelessness Continuum of Care (SNH CoC) by requiring all of CLV ESG sub-recipients to participate in the Homeless Management Information System (HMIS), per the HEARTH Act and the ESG and SNH CoC Interim Rules. All ESG sub-recipients are also required to participate in and receive referrals solely through Southern Nevada's Coordinated Entry (CE) System. Through the coordinated entry process, all persons experiencing homelessness in the SNH CoC are assessed for vulnerability/need, prioritized for housing/services on that basis, and matched/referred to appropriate homeless and mainstream resources. All ESG sub-recipients are required to assist homeless individuals and families to obtain other Federal State, local, and private assistance available to assist the participants in obtaining and maintaining housing stability, including but not limited to the following: Medicaid, SNAP, WIC, SSDC, SSI, TANF, etc.

Although, Clark County Social Service provides the staff support for much of the activities of the SNH CoC. Such as yearly strategic planning, inclement weather shelter, Homeless Management Information System, and HEARTH ACT implementation and compliance. The SNH CoC is comprised of local

stakeholders, including the City of Las Vegas. City of Las Vegas staff also participates in the CE working group which consults with each participating project, and with project participants, to evaluate the intake, assessment, and referral processes associated with CE.

The City also participates in the annual homeless census (Point In Time Count), identification of homeless issues and gaps in services, coordination of HUD entitlement funds, and the development and support of homeless services. City of Las Vegas staff also participates in several of the SNH CoC working groups on an ongoing basis to collaborate on regional efforts. The City specifically participates in the Evaluation Working group (EWG), which is responsible for leading efforts as it relates to CoC and ESG funding priorities, the collaborative application process, RFPs, and evaluations associated with homeless efforts and ESG coordination.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City of Las Vegas is an active member of Southern Nevada's CoC Evaluation Committee. ESG is a standing item on the SNH CoC EWG monthly meeting agenda, where ESG grantees including the City of Las Vegas provide information on the allocation of ESG funds, discuss the ESG application process, and develop written standards and reports on subrecipient monitoring. The SNH CoC EWG also reviews and approves the ESG written standards and HMIS administration policies. In accordance with Title 24 of the Code of Federal Regulations (24 CFR) 91.220(l)(4)(i) and 576.400(e) (1), The Southern Nevada Homeless Continuum of Care (CoC) developed written standards for the provision and prioritization of Emergency Solutions Grant (ESG) funding for the City of Las Vegas, the City of North Las Vegas, and Clark County. The required standards help to ensure that the ESG programs are administered fairly and systematically.

All ESG sub-recipients are required to participate in HMIS and data gathered is shared with the SNH CoC ESG. The City of Las Vegas in conjunction with other ESG grantees work with the SNH CoC to ensure collaboration, non-duplication of services, and maximum use of resources. All data entered into HMIS is protected and kept private in accordance with the Clarity Nevada HMIS Governance Charter's Privacy Plan, and HMIS Data and Technical Standards.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

1	Agency/Group/Organization	United Way of Southern Nevada
	Agency/Group/Organization Type	Services-Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-Homeless Services-Health Services-Education Services-Employment Services-Victims Regional organization Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Department of Neighborhood Services staff participate on the United Way's Emergency Food and Shelter Program (EFSP) Board, which allocates food and shelter funds to homeless and non-homeless services agencies. Discussions at those meetings provide important input into the identification of gaps in the service system and priority needs in the community. The United Way also provides Community Connect, an online platform to assist with using community demographics and statistics on education, financial stability, health, and well-being for the purposes of planning and project development.
2	Agency/Group/Organization	Southern Nevada Homelessness Continuum of Care
	Agency/Group/Organization Type	Services-Housing Services-Homeless Regional organization Planning Organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs – Unaccompanied Youth

		Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Southern Nevada Homelessness Continuum of Care (SNH CoC) Board is the official board acting on behalf of the Continuum of Care to take care of all related business requiring direction and/or formal actions and furthering the mission to end homelessness in Southern Nevada. They empower the CoC Evaluation Working Group (EWG), which consists of experienced representatives from public and private agencies, who bring a wealth of experience in public policy/administration, homeless services, domestic violence, and other sub-populations of homelessness. The CoC EWG oversees the planning, operations, and activities of the CoC. Together with the MWG (Monitoring Working Group), they develop the updates to, and ensure compliance with, the regional 10-year strategic plan to end homelessness through: monitoring of performance measures and outcomes, conducting the services and housing gaps analysis, planning for the PIT, reviewing / recommending potential CoC projects, submission of the CoC application, HEARTH implementation, and any other activities under the CoC.
3	Agency/Group/Organization	Ryan White Planning Council
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	HOPWA Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City has a seat on the Ryan White Planning Council. The planning council meets monthly to discuss opportunities for service enhancement and coordination among the HIV/AIDS continuum.
4	Agency/Group/Organization	Silver State Fair Housing Council
	Agency/Group/Organization Type	Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment

	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The City of Las Vegas has a continued partnership with Silver State Fair Housing to provide fair housing resources to City of Las Vegas residents. In addition, it provides on-going training and education to city staff and community partners to ensure current guidelines and regulations pertaining to fair housing are being upheld.</p>
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Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

N/A

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Clark County, Nevada	The Southern Nevada Homelessness CoC Board is the official board acting on behalf of the CoC to take care of all related business requiring direction and/or formal actions and furthering the mission to end homelessness in Southern Nevada. The goals of the CoC to address homeless and the prevention of homeless are adopted in full by the City of Las Vegas. www.helphopehome.org
HELP HOPE HOME: Regional Plan to End Homelessness	Clark County Social Services Southern Nevada Homelessness Continuum of Care	Comprehensive assessment of homelessness and plan to fill gaps and end homelessness. LINK: helphopehome.org
Southern Nevada Regional Analysis of Impediments	Clark County	The RAI outlines the impediments to fair housing choice identified in Southern Nevada and contains recommendations to overcome these impediments
Community Services Strategic Business Plan	City of Las Vegas, Community Services	This plan is updated annually to reflect the Office of Community Services' goals and measures for all its initiatives including homelessness, housing, and community and neighborhood revitalization.
HUNDRED Plan	City of Las Vegas	This plan was developed for the Westside Neighborhood (a HUD approved NRSA) and is a vital step in identifying the opportunities to link with the past and create a familiar bridge to the future. Presented within the Plan is a strong vision with practical projects, the stories of stakeholders and community members, improvement program ideas, and proposed regulation and zoning that together, will transform the Westside into a vibrant neighborhood.
Innovations in Education	City of Las Vegas	The City aspires to facilitate transformational change in a small group of 16 schools by coordinating efforts across multiple systems to achieve its overarching vision of Las Vegas schools in the impact zone to becoming a national model of school improvement and community engagement.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Clark County, Nevada	The Southern Nevada Homelessness CoC Board is the official board acting on behalf of the CoC to take care of all related business requiring direction and/or formal actions and furthering the mission to end homelessness in Southern Nevada. The goals of the CoC to address homeless and the prevention of homeless are adopted in full by the City of Las Vegas. www.helphopehome.org
HELP HOPE HOME: Regional Plan to End Homelessness	Clark County Social Services Southern Nevada Homelessness Continuum of Care	Comprehensive assessment of homelessness and plan to fill gaps and end homelessness. LINK: helphopehome.org
Southern Nevada Regional Analysis of Impediments	Clark County	The RAI outlines the impediments to fair housing choice identified in Southern Nevada and contains recommendations to overcome these impediments
2050 Master Plan	City of Las Vegas	The City of Las Vegas 2050 Master Plan was adopted by the City Council in 2021. The plan includes the goal of becoming a leader in resilient, healthy cities, leveraging the innovative spirit of its residents to provide equitable access to services, education, and jobs. The plan was created based on feedback from the City of Las Vegas City Council, the Planning Commission, and 50 community outreach events and online surveys to obtain community input. The community input addressed several topics such as public safety, homelessness, education, the drought, and general growth and development.
Vision 2045 Downtown Master Plan	City of Las Vegas	The City's master plan team includes a Citizens Advisory Committee, Executive Steering Committee, members from the Planning Commission and City Council, and City staff assisted by an outside consultant. Together, led by the Planning Department, they will conduct public outreach, visioning, goal setting, and plan development over the course of the next year. The final product will provide a framework for Las Vegas to achieve the desired economic, social, cultural, and quality of life future vision for the next 30 years.
Reinvent Schools	City of Las Vegas	This program has been a beneficial resource in the community valuing and supporting boys and young men of color. It is about changing community conditions to ensure all young people reach

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Clark County, Nevada	The Southern Nevada Homelessness CoC Board is the official board acting on behalf of the CoC to take care of all related business requiring direction and/or formal actions and furthering the mission to end homelessness in Southern Nevada. The goals of the CoC to address homeless and the prevention of homeless are adopted in full by the City of Las Vegas. www.helphopehome.org
HELP HOPE HOME: Regional Plan to End Homelessness	Clark County Social Services Southern Nevada Homelessness Continuum of Care	Comprehensive assessment of homelessness and plan to fill gaps and end homelessness. LINK: helphopehome.org
Southern Nevada Regional Analysis of Impediments	Clark County	The RAI outlines the impediments to fair housing choice identified in Southern Nevada and contains recommendations to overcome these impediments
		their fullest potential. The ultimate result of empowering youth, investing in our shared future, and collective prosperity.
So. NV Comprehensive Economic Development Strategy	Las Vegas Global Alliance (LVGEA)	The strategy is the result of a joint effort between LVGEA and over 300 stakeholders in Southern Nevada with the purpose of diversifying Southern Nevada's economy and laying the foundations for long-term economic stability.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The Community Development Recommending Board (CDRB) was established as a committee to support citizen participation in the allocation of federal (entitlement) funding to Las Vegas agencies that provide services to extremely low, very low, and moderate-income households. The CDRB is comprised of thirteen members selected by the Las Vegas Mayor and City Council to represent the six wards.

Additionally, the City awards that have a concentrated number of extremely low, very low, and moderate-income households have a higher number of members on the Board to ensure the welfare of those targeted wards are addressed.

In addition to the participation of the CDRB, the evaluation and deliberation meeting agenda was advertised in accordance with Open Meeting Law and posted in various locations around the city and on the City of Las Vegas' and The Nevada Public Notice websites on March 21, 2023 for the Tuesday, March 28, 2023 meeting. Agencies that did not meet their established performance measures were invited to address the CDRB and provide reasons for their performance. The meeting was open to all agencies and to all interested parties and was conducted in the handicapped accessible Council Chambers in Las Vegas City Hall.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community	CDRB Public Meetings were held on 3/28/2023 for agency presentations to the CDRB Board, as well as CDRB deliberations.	No public comments received.	N/A	
2	Newspaper Ad	Non-English Speaking - Specify other language: Spanish	Publication in Las Vegas Review Journal on Monday, March 27, 2023	No public comments received.	N/A	

		Non-targeted/broad community				
3	Public Meeting	Non-targeted/broad community	City Council Meeting on 5/3/2023 to approve the Action Plan.	To be determined	To be determined	

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	5,323,351	0	1,570,910	6,894,261	5,202,984	These funds will be used to fund capital improvement projects as well as public service activities that directly benefit low to moderate-income residents.
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	2,708,043	0	3,706,577	6,414,620	2,708,043	HOME funds are leveraged by State of Nevada HOME and Low Income Housing Trust Funds. They will be used to fund the development and retention of affordable housing units throughout the community.

HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	3,537,887	0	2,258,820	5,796,707	3,537,887	The City partners with its community agencies who use these funds to provide housing and supportive services to individuals living with HIV/AIDS.
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	456,371	0	4,479	460,850	428,679	The City partners with its community agencies by issuing funds to non-profit providers who deliver essential services, conduct street outreach, and shelter to homeless families and individuals. Additionally, providers deliver rapid rehousing financial assistance and stabilization services to homeless families and individuals, and prevention services to families and individuals at risk of homelessness.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

The City is committed to supporting sustainability and affordability in our neighborhoods. During this FY the City has leveraged over \$1 Million in non-federal dollars to support the city-funded MORE Teams who provide daily outreach in the community and connect homeless individuals to immediate services. The city also committed over \$5 million in General Funds through the Department of Neighborhood Services to support the operations of the Homeless Resource Center and serve homeless individuals through case management and workforce development. An estimated \$1.3 million of non-federal funds has been used toward bridge, transitional housing and supportive resources for the homeless.

Lastly, the City satisfies matching requirements for the HOME Investment Partnership Program by leveraging State and Private Activity Bond dollars to HOME Projects; and ESG matching requirements are passed on to the awarded agencies and monitored during monthly requests for

funds and/or annual compliance audits.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The Homeless Resource Center offers a one-stop-shop with access to medical, housing, and employment services through a variety of partners, the cycle of homelessness can be broken. Phase I of construction of the Homeless Resource Center (HRC) was completed in December 2021 and Phase II is underway. Phase I increased the capacity of the Courtyard to hold up to 800 clients overnight. Phase II of construction began in early 2022, and will expand on the staff building, pet kennel and parking lot.

The City will utilize some of its CDBG dollars toward the preconstruction phase of a Health and Wellness Center in Wards 3 and 5. Located in Ward 3 is an existing 2-story building consisting of approximately 9,500 square feet planned for a Health & Wellness Center which will provide community-based and patient-focused comprehensive, culturally competent, high-quality primary health care services integrating access to pharmacy, mental health, substance abuse, and oral health services in areas where economic, geographic, or cultural barriers limit access to affordable health care services. The Health and Wellness Center in the Historic Westside is a part of our Neighborhood Revitalization Strategy Area (NRSA) and the City will partner with local health care educational institutions and organizations to operate it as a holistic, culturally competent health center in a historically underserved community. As for community supportive services, workforce development, and education, construction is underway for the West Las Vegas employment training center and Child Care Center. Programs and services will be for low-income individuals and households.

Discussion

Currently, the City owns several parcels of land purchased with CDBG dollars which have been slated for Housing and Economic Development in one of the most deteriorated neighborhoods in the City. One of the deteriorating neighborhoods the City will focus on economic redevelopment through the submission of its NRSA Plan is the Historic Westside, CT3.01, Block Group 3. The City purchased several parcels in the area for mixed-use, income housing and business development. Also, the City is pursuing the implementation of two (2) Health and Wellness Centers within and near the NRSA.

The City is dedicated to equity and revitalization in its neighborhoods. In November 2020, the City executed a resolution for Establishing the City's Diversity, Equity and Inclusion Initiative. Its passage keeps in the forefront the City's diverse city and positions the City to achieve its strategic goals with proven equity practices and policies to address significant inequities in health outcomes and other disparities that decrease

the quality of life for many low-income communities which are disproportionately communities of color, LGBTW, elder adults and persons with a disability.

The City remains committed to providing services to its homeless citizens and dedicates an estimated \$2.1 million in Redevelopment Set-Aside funding toward initiatives that serve homeless individuals through case management, workforce development, bridge and transitional housing, and the Ticket to Home Program that allows homeless individuals the opportunity to reunite with family members in other states who are willing and able to support them as they become independent. In addition, the City has raised \$235,000 through the Mayor's Fund to pay for Arrow Shuttle Program that transports those experiencing homelessness to and from organizations that provide essential services such as benefit services, health care, meal, shelter and social services.

In addition, the City stood up the Recuperative Care Center in response to COVID-19 for medically fragile patients by rehabilitating a city owned building. These services will continue to support individuals through the COVID-19 endemic.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Prevent and End Homelessness	2023	2024	Homeless	CITY LIMITS	Homelessness	CDBG: \$212,480 ESG: \$444,675.25	Homelessness Prevention: 1448 Persons Assisted
2	Educational Enrichment Svs & Supportive Programs	2023	2024	Non-Homeless Special Needs Non-Housing Community Development	CITY LIMITS	Educational Enrichment Special Needs and Low/Mod Income Public Services	CDBG: \$163,480	Public service activities other than Low/Moderate Income Housing Benefit: 53 Persons Assisted

3	Provide Community and Supportive Services	2023	2024	Affordable Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	CITY LIMITS	Homelessness Special Needs and Low/Mod Income Public Services Affordable Housing	CDBG: \$339,440	Public service activities other than Low/Moderate Income Housing Benefit: 620 Persons Assisted
4	Provide Decent and Affordable Housing	2023	2024	Affordable Housing	CITY LIMITS	Affordable Housing	HOME: \$2,437,238.70	Rental units constructed: 376 Household Housing Unit Rental units rehabilitated: 227 Household Housing Unit
5	Community Facilities/Infrastructure/Neighborhood Revitalization, Housing Rehabilitation	2023	2024	Non-Housing Community Development	CITY LIMITS	Community Facilities, Infrastructure, Improvements	CDBG: \$3,310,178.20	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit:
6	HIV/AIDS Homeless Prevention	2023	2024	Affordable Housing Homeless Non-Homeless Special Needs	CITY LIMITS	Homelessness Special Needs and Low/Mod Income Public Services Affordable Housing	HOPWA: \$2,766,143	HIV/AIDS Housing Operations: 2079 Household Housing Unit

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Prevent and End Homelessness
	Goal Description	The City of Las Vegas' initiatives to prevent and end homeless is multi-pronged. A portion of CDBG public service dollars for the 2023-2024 Action Plan year will be used to partner with three nonprofit agencies (see program descriptions under AP-35 Projects). ESG funds will support robust outreach to homeless citizens for which the City will partner with The Salvation Army and Westcare while Redevelopment Set Aside funds will be used to further the City's housing for the homeless through its Master Lease and Flexible Housing Programs.
2	Goal Name	Educational Enrichment Svs & Supportive Programs
	Goal Description	Educational Enrichment and Supportive Programs are a high priority of the City of Las Vegas as the activity supports improved access to economic opportunities for low-income families and children. The City has allocated a portion of its CDBG dollars to partner with several community agencies (see AP-35 Projects for program descriptions).
3	Goal Name	Provide Community and Supportive Services
	Goal Description	Community and Supportive Services are critical activities that provide food security, job training, job placement, home rehab, and referrals to wrap-around services for children and families exiting public institutions. The City will allocate a portion of its CDBG public services dollars to partner with multiple community agencies to carry out these services (see AP-35 Projects). The allowable Administration percentage will be used for administering the grant.
4	Goal Name	Provide Decent and Affordable Housing
	Goal Description	The City of Las Vegas will continue to partner with private developers to construct and preserve existing affordable housing units for low-income families. A portion of CDBG funds will be used to support rehabbing of existing units of affordable housing.
5	Goal Name	Community Facilities/Infrastructure/Neigh Revital
	Goal Description	The city will support economic development and neighborhood revitalization with 2020 through 2024 capital funds.
6	Goal Name	HIV/AIDS Homeless Prevention
	Goal Description	The city will dedicate 2023-2024 funds to support individuals and families affected by HIV/AIDS with supportive services, homeless prevention and short-term rental, mortgage, and utility assistance. In addition, the city will support local agencies in the operation of dedicated units to house individuals and families affected by HIV/AIDS.

Projects

AP-35 Projects – 91.220(d)

Introduction

The City will continue to select partnering agencies every two years that are best aligned with the City's strategic priorities. The City of Las Vegas released a Request for Proposal (RFP) for FY 2022-2023/2023-2024, inviting qualified organizations to submit applications for HOPWA, ESG, and CDBG funding. The Community Development Recommending Board (CDRB) evaluated the agency's applications, risk assessments, and held public meetings with the attended applicants to assess their organizational structure, staffing, and their ability to meet the scope of work, as well as relevant experience. Awarded agencies in FY 2022-2023 were assessed by the CDRB at the end of their first funding year, and a public meeting was held to discuss program and performance goals.

ESG funds were also set aside for the continuation of the Downtown Homeless Street Outreach program, provided by two agencies.

Projects

#1	2023-2024 HESG
#2	2023-2024 HOPWA Administration
#3	2023-2024 Access to HealthCare Network - HOPWA Project
#4	2023-2024 Aid for AIDS Nevada - AFAN Housing Project
#5	2023-2024 Economic Opportunity Board of Clark County – EOB HOPWA Assistance
#6	2023-2024 Golden Rainbow of Nevada – Permanent Housing Placement & Supportive Services
#7	2023-2024 The Just One Project – Just One's HOPWA Assistance
#8	2023-2024 Women's Development Center - HOPWA Program
#9	2023-2024 Caridad Charity – Caridad Gardens Housing
#10	2023-2024 El Shaddai Refuge Homes Community Development Corp. – El Shaddai Independent Living Housing Project
#11	2023-2024 The Salvation Army of Nevada – Rapid Rehousing Program
#12	2023-2024 The Salvation Army of Nevada – Downtown Homeless Outreach Program
#13	2023-2024 WestCare Nevada, Inc. – Downtown Homeless Outreach Program
#14	2023-2024 Future HOPWA Public Services and Programming
#15	2023-2024 Future ESG Public Services and Programming
#16	2023-2024 CDBG Administration
#17	2022-2024 Homeless Courtyard Bond Payment
#18	2023-2024 Family Promise of Las Vegas- Navigating Families Home
#19	2023-2024 The Just One Project- No Cost Community Market

#20	2023-2024 HELP of Southern Nevada- Shannon West Homeless Youth Center
#21	2023-2024 Catholic Charities of Southern Nevada- Meals on Wheels
#22	2023-2024 Jewish Family Service Agency- Senior Lifeline Case Management
#23	2023-2024 Nevada Partnership for Homeless Youth- Safe Place
#24	2023-2024 Foster Kinship- Enhanced Kinship Navigator Program
#25	2023-2024 Goodwill Industries of Southern Nevada, Inc.- Workforce Development Services
#26	2023-2024 YMCA of Southern Nevada- Durango Hills Early Childhood Education
#27	2023-2024 Helping Hands of Vegas Valley- Congregate Meal Program
#28	2023-2024 El Shaddai Refuge Homes Community Development Corporation- Homeless Job Training
#29	2023-2024 Helping Hands of Vegas Valley- Bus and Volunteer Transportation Program
#30	2023-2024 Caridad Charity- Downtown Las Vegas Alley Ambassador Program
#31	2023-2024 Construction/Rehabilitation
#32	2023-2024 Future CDBG Public Services and Programming
#33	2023-2024 Future HOME Public Services and Programming

Table 7 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The Las Vegas City Council met February 2020 to create priorities for the city over the next 3-5 years. The council heard the results from a citizen survey conducted by Applied Analysis, Inc. that asked citizens what they thought the city's priorities should be and what the city should look like. City residents ranked public safety as the highest priority issue that the city should address in the next 30 years, followed by health care, education/youth development, housing, and community services as the top five. The council had length discussions and settled on the following priorities: Public safety (which includes homelessness), health care, and education/youth development, housing, and community services.

The Department of Neighborhood Services implemented a two-year grant cycle and selected applications that were best aligned with the City and the Department of Neighborhood Services strategic priorities.

Youth – Promoting education enrichment opportunities to residents in their formative years. Qualified programs claiming a youth program focus on school readiness of pre-school aged children; children reading at grade level by the third grade; students remaining on track to graduate high school and reducing racial and ethnic disparities related to disciplinary practices that result in students of color coming into contact with the juvenile justice system.

Seniors – Supporting community programs that support senior citizens aging in place. Qualified programs will adhere to the U.S. Department of Housing and Urban Development's definition of "elderly person" (24 CFR 891.205) which defines an elderly person as 62 years of age or older.

Homelessness – Supporting program services and community partners to prevent homelessness and provide permanent housing opportunities for the community. Programs with a homelessness focus must have a program that targets families with children, homeless youth, and/or single, homeless adults.

Special Needs Populations – Supporting programs that focus on providing services to clientele who are generally presumed by HUD to be principally low- to moderate-income persons, including HOPWA.

AP-38 Project Summary

Project Summary Information

1	Project Name	HESG – 2023/2024
	Target Area	City of Las Vegas Limits
	Goals Supported	Prevent and End Homelessness
	Needs Addressed	Homelessness
	Funding	ESG: \$456,371
	Description	Administration: \$34,227.82, Street Outreach: \$267,071 and Rapid Rehousing: \$152,604.25 & Homeless Prevention: \$25,000 & Future ESG Public Services and Programming
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	<p>ESG will fund the following agencies for FY 2023/2024:</p> <p>Caridad Charity – Rapid Rehousing – 5 clients.</p> <p>El Shaddai Refuge Homes Community Development Corp. – Homeless Prevention – 3 clients.</p> <p>Salvation Army – Street Outreach – 750 clients.</p> <p>Salvation Army – Rapid Rehousing – 5 clients.</p> <p>WestCare – Street Outreach- 500 clients.</p>
	Location Description	City of Las Vegas

	Planned Activities	<p>Administration: \$34,227.82 – The allowable 7.5 percent of the ESG grant will be allocated to administrative costs related to the planning and execution of ESG activities.</p> <p>\$50,000 – Caridad Charity (Rapid Rehousing) Caridad Gardens Housing program – This program will provide housing to homeless clients through a master lease.</p> <p>\$25,000 – El Shaddai Refuge Homes Community Development Corp. (Homeless Prevention) El Shaddai Independent Living Housing – This program will provide housing to young adults transitioning from foster care to safe and stable housing.</p> <p>\$102,604.25 – Salvation Army (Rapid Rehousing) Rapid Rehousing program – This program will assist homeless people by helping them obtain and maintain safe, affordable housing.</p> <p>\$117,866 – Salvation Army (Street Outreach) Downtown Homeless Outreach program – This program will connect the homeless population to housing and supportive services and transport them to facilities where they can receive immediate help.</p> <p>\$149,205 – WestCare (Street Outreach) Downtown Homeless Outreach program – This program will offer street outreach services to the homeless where they are and directly assist them with receiving supportive services.</p>
2	Project Name	HOPWA Administration 2023/2024
	Target Area	Paradise Eligible Metropolitan Statistical Area
	Goals Supported	Homelessness HIV/AIDS Homeless Prevention

	Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
	Funding	HOPWA: \$3,537,887 Grantee admin: \$106,136.61 Project Sponsor admin: \$247,652.09
	Description	HOPWA Administration
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	The allowable 3 percent to the grantee and 7 percent to the project sponsors of the HOPWA grant will be allocated to administrative costs related to the planning and execution of HOPWA activities. Access to HealthCare Network – 1420 individuals and families affected by HIV/Aids Aid for AIDS Nevada – 298 individuals and families affected by HIV/AIDS Economic Opportunity Board – 35 individuals and families affected by HIV/AIDS Golden Rainbow of Nevada, Inc. – 91 individuals and families affected by HIV/AIDS The Just One Project - 195 individuals and families affected by HIV/AIDS Women’s Development Center – 40 individuals and families affected by HIV/AIDS Future HOPWA Public Services and Programming
	Location Description	City of Las Vegas
	Planned Activities	Administration of the City of Las Vegas HOPWA program

3	Project Name	Access to HealthCare Network – HOPWA Program
	Target Area	Paradise Eligible Metropolitan Statistical Area
	Goals Supported	Homelessness HIV/AIDS Homeless Prevention
	Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
	Funding	HOPWA: \$766,143.00
	Description	Access to Healthcare Network will provide supportive services through HOPWA-funding, which enables clients to secure and maintain safe, stable, and affordable housing.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	This program will provide supportive services to approximately 1420 individuals and families affected by HIV/AIDS.
	Location Description	City of Las Vegas
4	Planned Activities	This program will provide nutritional education, food, transportation and case management to clients through HOPWA-funding.
	Project Name	Aid for AIDS Nevada – AFAN Housing Program

	Target Area	Paradise Eligible Metropolitan Statistical Area
	Goals Supported	Homelessness HIV/AIDS Homeless Prevention
	Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
	Funding	HOPWA: \$318,365.00
	Description	Aid for AIDS of Nevada will provide financial assistance through HOPWA-funding, which enables clients to secure and maintain safe, stable, and affordable housing.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	This program will provide housing and supportive services to approximately 298 individuals and families affected by HIV/AIDS.
	Location Description	City of Las Vegas
5	Planned Activities	The program will provide case management, tenant-based rental assistance, short-term rent, mortgage, and utility assistance, operating and leasing of permanent housing, hotel/motel assistance, permanent housing placement, and supportive services, including mental health.
	Project Name	Economic Opportunity Board – EOB HOPWA Assistance Program
	Target Area	Paradise Eligible Metropolitan Statistical Area

Goals Supported	Homelessness HIV/AIDS Homeless Prevention
Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
Funding	HOPWA: \$100,000
Description	Economic Opportunity Board will provide financial assistance through HOPWA-funding, which enables clients to secure and maintain safe, stable, and affordable housing by providing TBRA and supportive services.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	This program will provide housing and services to approximately 35 individuals and families affected by HIV/AIDS.
Location Description	City of Las Vegas
Planned Activities	The program will provide case management, tenant-based rental assistance, short-term rent, mortgage, and utility assistance, permanent housing placement, and supportive services, including referrals to other providers for health services.
Project Name	Golden Rainbow – Permanent Housing Placement & Supportive Services Program
Target Area	Paradise Eligible Metropolitan Statistical Area

6

Goals Supported	Homelessness HIV/AIDS Homeless Prevention
Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
Funding	HOPWA: \$223,812
Description	Golden Rainbow will provide financial assistance to prevent evictions, connection to housing, and housing through project based rental assistance.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	This program will provide housing and supportive assistance to approximately 91 individuals and families affected by HIV/AIDS.
Location Description	City of Las Vegas
Planned Activities	This program will provide HOPWA operating and leasing of permanent housing, short-term mortgage, rent and utility assistance, hotel/motel assistance, permanent housing placement, and other prevention supportive services, including employment assistance.
Project Name	The Just One Project – Just One’s HOPWA Assistance
Target Area	Paradise Eligible Metropolitan Statistical Area

7

Goals Supported	Homelessness HIV/AIDS Homeless Prevention
Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
Funding	HOPWA: \$707,823.00
Description	The Just One Project will help clients find and maintain stable housing, through tenant-based rental assistance and short-term rent, mortgage, and utility assistance, and supportive services.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	This program will provide housing assistance and supportive services to approximately 195 individuals and families affected by HIV/AIDS.
Location Description	City of Las Vegas
Planned Activities	This program will provide case management, permanent housing placement, tenant-based rental assistance and short-term rent, mortgage, and utility assistance, and supportive services including nutrition and employment services.
Project Name	Women's Development Center – HOPWA Program
Target Area	Paradise Eligible Metropolitan Statistical Area

8

Goals Supported	Homelessness HIV/AIDS Homeless Prevention
Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
Funding	HOPWA: \$650,000.00
Description	Women's Development Center will provide safe, sanitary, and habitable affordable housing to low-income people in the local HIV Care Continuum. The agency will assist in preventing homelessness through housing counseling efforts, which include resolving tenancy issues, payment plans for arrearages and damages, and waiving late fees.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	This program will provide permanent housing and services to approximately 40 individuals and families affected by HIV/AIDS.
Location Description	City of Las Vegas
Planned Activities	HOPWA operating and leasing of permanent housing.
Project Name	Future HOPWA Public Services and Programming, and Resource Identification
Target Area	Paradise Eligible Metropolitan Statistical Area

9

	Goals Supported	Homelessness HIV/AIDS Homeless Prevention
	Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
	Funding	HOPWA: \$UNKNOWN
	Description	To be allocated to future HOPWA projects
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	City of Las Vegas
	Planned Activities	Not limited to HOPWA eligible housing and supportive service activities, including Housing information services, resource identification, acquisition, rehabilitation, conversion, lease, and repair of facilities, and new construction.
10	Project Name	2023-2024 CDBG Administration
	Target Area	CITY LIMITS

11	Goals Supported	Prevent and End Homelessness Educational Enrichment Svs & Supportive Programs Provide Community and Supportive Services Provide Decent and Affordable Housing Community Facilities/Infrastructure/Neigh Revital HIV/AIDS Homeless Prevention
	Needs Addressed	Homelessness Educational Enrichment Special Needs and Low/Mod Income Public Services Affordable Housing Community Facilities, Infrastructure, Improvements
	Funding	CDBG: \$1,064,670.20
	Description	For the administration of the Community Development Block Grant for FY 2023/2024
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	N/A
	Location Description	City Hall, 495 S Main Street
	Planned Activities	For the administration of the Community Development Block Grant for FY 2023/2024.
	Project Name	2023-2024 Homeless Courtyard Bond Payment
	Target Area	CITY LIMITS
	Goals Supported	Prevent and End Homelessness

	Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$1,146,750
	Description	Initial bond payment
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	1401 Las Vegas Blvd N, Las Vegas, NV 89101
	Planned Activities	This bond payment will be used to support the construction of the Homeless Courtyard.
	Project Name	2022-2023 Family Promise of Las Vegas- Navigating Families Home
12	Target Area	CITY LIMITS
	Goals Supported	Prevent and End Homelessness
	Needs Addressed	Homelessness
	Funding	CDBG: \$50,000
	Description	Navigating Families Home Project assists homeless families with children successfully transition to self-sufficiency through income stability and affordable housing.
	Target Date	6/30/2024
	Estimate the number and type of families that will	Navigating Families Home will serve up to 50 families (must have children between the age of birth and 18 years) will homeless prevention services.

	benefit from the proposed activities	
	Location Description	The location of the services will be the Family Promise of Las Vegas Navigation Center and staff will also conduct assessments at The City of Las Vegas Courtyard.
	Planned Activities	The components of service delivery include: case management, motel accommodations and essential supplies; clothing, transportation, food & hygiene items.
13	Project Name	2023-2024 The Just One Project- No Cost Community Market
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services
	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$50,000
	Description	The No-Cost Community Market is an inclusive space for senior clients to shop for groceries for free. Variety of food options and culturally appropriate foods are provided, as well as nutrition education and healthy recipes.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	The No Cost Community Market will provide services to approximately 100 low-income seniors.
	Location Description	The Market will be set up at The Just One Project office at 711 N Rancho Drive.
	Planned Activities	The clients will be able to shop once per week for healthy foods and fresh produce, as well as non-food essential items and pet products.

14		
	Project Name	2023-2024 HELP of Southern Nevada- Shannon West Homeless Youth Center
	Target Area	CITY LIMITS
	Goals Supported	Prevent and End Homelessness
	Needs Addressed	Homelessness
	Funding	CDBG: \$62,480
	Description	Shannon West Homeless Youth Center- Provides services to homeless and at-risk youth and young people with emergency shelter and transitional housing.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Shannon West will serve 60 homeless and at-risk youth and young people ages 16 to 24.
15	Location Description	Shannon West Homeless Youth Center at capacity, can house up to 158 homeless youth and young adults. The center is located on the HELP Street Campus at 1650 E. Flamingo Rd
	Planned Activities	Safe and stable housing, Basic Need/Food, Person-Centered Case Plan/ Housing Plan, Intensive Case Management, Tenancy Support Counseling Education, Employment, Addiction and Mental Health Services, Health and Wellness, Financial Literacy, Activities of Daily Living and Supportive Services.
	Project Name	2023-2024 Catholic Charities of Southern Nevada- Meals on Wheels
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services

	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$63,480
	Description	Meals on Wheels - delivers seven nutritious meals, fruit and milk to homebound seniors. In addition to the weekly delivery, a wellness check is provided along with pet food if requested. This has allowed homebound seniors to remain living independently in their home
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Meals on Wheels - delivers seven nutritious meals, fruit and milk to approximately 50 homebound seniors. In addition to the weekly delivery, a wellness check is provided along with pet food if requested. This has allowed homebound seniors to remain living independently in their home.
	Location Description	Home Delivery
	Planned Activities	Included but is not limited to nutritionally balanced frozen meals, fresh fruit and milk. If a senior requires a modified textured meal or has a special dietary restriction, accommodations will be made to meet their individual needs.
16	Project Name	2023-2024 Jewish Family Service Agency- Senior Lifeline Case Management
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services
	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$63,480
	Description	Senior Lifeline - Provides services and assistance for low-income vulnerable seniors. The Las Vegas Senior Lifeline Program is a case management driven, support service program for low-income seniors of all faiths and cultural traditions.

	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Senior Lifeline will provide services and assistance to approximately 120 low-income vulnerable seniors.
	Location Description	
	Planned Activities	Assist low- and moderate-income seniors with no-cost supportive services in an effort to increase their ability to age in place. Services provided include Access to Nutritious Food, Medical Support, Homemaking Services, Case Management and Resource Referrals.
17	Project Name	2023-2024 Nevada Partnership for Homeless Youth- Safe Place
	Target Area	CITY LIMITS
	Goals Supported	Prevent and End Homelessness
	Needs Addressed	Homelessness
	Funding	CDBG: \$50,000
	Description	Safe Place: Youth Outreach & Intervention Program - An outreach, education, and referral program that provides easily accessible crisis intervention services to abused, neglected, abandoned, and other children and teens in need of immediate help and safety.
	Target Date	6/30/2024
	Estimate the number and type of families that will	Safe Place Youth Outreach & Intervention Program will provides easily accessible crisis intervention services to abused, neglected, abandoned, and other children and teens in need of immediate help and safety. This will serve approximately 45 youth.

18	benefit from the proposed activities	
	Location Description	
	Planned Activities	Provide mobile crisis intervention services and a crisis hotline to eligible youth in crisis with immediate support and link them to services that meet their unique needs and circumstances. Services aid in equipping youth with tools and resources to address their immediate needs, thereby increasing their safety and stability.
	Project Name	2023-2024 Foster Kinship- Enhanced Kinship Navigator Program
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services
	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$50,000
	Description	Enhanced Kinship Navigator Program focuses support in 4 areas; immediate & physical need for family stability, permanent legal status, stabilizing with financial resources & housing support and partnering with caregivers for needed skills.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Enhanced Kinship Navigator Program will provide services to approximately 150 families.
	Location Description	Foster Kinship Office located at 3925 W Cheyenne and at the caregivers homes

	Planned Activities	Provide support, information and resources to eligible kinship families to improve the quality of life for children in kinship care and minimize the number of children who enter the foster care system. Services aid in equipping kinship caregivers with the tools and resources needed to provide safe, permanent and nurturing homes for children in their care, thereby increasing safety, permanency and well-being outcomes for children in out-of-home placement.
19	Project Name	2023-2024 Goodwill Industries of Southern Nevada, Inc.- Workforce Development Services
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services
	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$50,000
	Description	Workforce Development Services will provide Career Coaching services, job training, supportive services, and job placements into livable wage jobs. They will partner with The Shade Tree and Safe Nest to provide these services at their shelters; making it as easy as possible for victims of domestic violence to seek help with their job search, training, and placement.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will provide services to approximately 18 clients.
	Location Description	
	Planned Activities	Clients will receive intense case management through the Career Services Program. The Career Coach and Job Developer will have weekly contact with the individual, providing encouragement, and ensuring the job seeker is staying on track and does not have any barriers to completing training and being placed into

		employment. The Job Developer works with local employers to identifying open positions that will be a good match for the job seeker and the employer, then advocating on behalf of the job seeker with the employer.
20	Project Name	2023-2024 YMCA of Southern Nevada- Durango Hills Early Childhood Education
	Target Area	CITY LIMITS
	Goals Supported	Educational Enrichment Svs & Supportive Programs
	Needs Addressed	Educational Enrichment
	Funding	CDBG: \$63,480
	Description	The YMCA provides high-quality, state-licensed, and evidence-based early childhood education programs.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	The program will serve approximately 10 clients.
	Location Description	Durango Hills YMCA, which is located at 3521 N Durango Dr, Las Vegas, NV 89129.
	Planned Activities	The program will lay a foundation for future and ongoing achievement and success by addressing the holistic development of each child; increase the self-confidence of each child through decision-making and positive social interactions; and support and strengthen the family unit through opportunities for parent engagement in the classroom and at home.
21	Project Name	2023-2024 Helping Hands of Vegas Valley- Congregate Meal Program
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services

	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$50,000
	Description	The Congregate Meal program will allow for seniors to meet for a free meal and socialize with other seniors in the community.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will serve approximately 50 seniors.
	Location Description	
	Planned Activities	Seniors will have an opportunity to meet in a safe and fun environment so that they can enjoy a healthy, free meal and reduce the feeling of isolation by allowing them to socialize at this congregate meal setting.
22	Project Name	2023-2024 El Shaddai Refuge Homes Community Development Corporation- Homeless Job Training
	Target Area	CITY LIMITS
	Goals Supported	Prevent and End Homelessness Provide Community and Supportive Services
	Needs Addressed	Homelessness Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$50,000
	Description	The Youth & Young Adult Job Training Program assists transitional age youth with a history in foster care, which may be experiencing difficulty securing gainful employment due to the lack of critical employment skills.

	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	25 youth transitioning out of foster care will be assisted through the Job Training Program.
	Location Description	Gems 4 You Discount Clothing Store at 901 S Rancho Drive.
	Planned Activities	The program is committed to providing sensitive, competent training that allows the individual to develop skills at their own pace and places a higher emphasis on the development of necessary skills that may be underdeveloped due to past circumstances. The program will assist youth in the development of critical communication skills as well as other basic “soft” skills such as computer literacy, punctuality, collaboration, critical thinking, decision making, problem-solving, adaptability, and stress management.
23	Project Name	2023-2024 Helping Hands of Vegas Valley- Bus and Volunteer Transportation Program
	Target Area	CITY LIMITS
	Goals Supported	Provide Community and Supportive Services
	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$62,480
	Description	Bus & Volunteer Transportation Program is a lifeline to at-risk seniors; providing safe, critical access to transportation to meet urgent medical and other essential needs.
	Target Date	6/30/2024
	Estimate the number and type of families that will	This program will serve approximately 150 seniors.

	benefit from the proposed activities	
	Location Description	
	Planned Activities	The program includes six professionally driven, wheelchair-capable multi-passenger vehicles that operate 10 hours a day, five days per week. 14 volunteers drive their own cars to transport clients and supplement the agency fleet and 2 dispatch/schedulers log requests from clients and schedule rides.
24	Project Name	2023-2024 Caridad Charity- Downtown Las Vegas Alley Ambassador Program
	Target Area	CITY LIMITS
	Goals Supported	Prevent and End Homelessness
	Needs Addressed	Homelessness
	Funding	CDBG: \$50,000
	Description	The Downtown Las Vegas Alley Ambassador Program provides short term employment, housing and income while working with case managers to obtain needed employment documents and long-term employment placement.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will serve approximately 30 homeless clients.
	Location Description	Downtown Las Vegas

	Planned Activities	The homeless clients can work for the agency up to 10 hours a week and make \$10/hour and get bus passes. They will be placed in workforce dorm housing and work with case managers to obtain documents that help lead to permanent employment.
25	Project Name	2023-2024 Construction/Rehabilitation
	Target Area	CITY LIMITS
	Goals Supported	Provide Decent and Affordable Housing
	Needs Addressed	Special Needs and Low/Mod Income Public Services
	Funding	CDBG: \$150,000
	Description	This program provides home repairs free of charge to low-income homeowners.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	This program will serve 16 low-income homeowners with repairs.
	Location Description	
	Planned Activities	Repairs are done by licensed contractors at no cost to the homeowner. Repairs can include: roofing, plumbing, HVAC, water heaters, doors, windows, plumbing, accessibility, etc. All work is performed by licensed contractors at no cost to the homeowners.

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City of Las Vegas funded projects are primarily located in traditional low-income census tracts and areas that document a higher percentage of low and moderate-income citizens; however, certain projects are available throughout the City. New construction HOME projects are located in areas with a diverse population and have vacant land or the ability to be converted to the proper zoning and use. The City supports the rehabilitation of existing substandard affordable housing in areas of minority concentration. HOPWA funds are used countywide while ESG funds will support the City's homeless street outreach and connections to resources.

Geographic Distribution

Target Area	Percentage of Funds
City Limits	80

Table 8 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The City of Las Vegas will direct its CDBG and ESG funds for homelessness prevention, street outreach and housing services, youth enrichment, and special needs services targeting underserved individuals and communities. A greater emphasis will be on Historic West Las Vegas, the Corridor of HOPE, the Rafael Rivera community, and the Meadows Walkable communities. However, special needs, and low-moderate income citizens city-wide will have the opportunity to receive assistance and services.

The City will use HOPWA funds to target the Paradise EMSA as the City is the entitlement agency for those funds in Southern Nevada.

The City, through its approved Neighborhood Revitalization Strategy Area (NRSA) will continue to invest time and resources into revitalizing the Historic Westside in Ward 5. One additional neighborhood will be proposed as a NRSA, a specific focus area in Ward 3 previously referred to as the Rafael Rivera Neighborhood. The Rafael Rivera area is richly diverse, with representation from the Latino community, the Black community and a diversity of immigrant communities. In late 2020, the City of Las Vegas initiated an effort to develop an asset-based, community-led plan centered on empowering the Rafael Rivera community to utilize its voice in determining the future of a subsection of Ward 3. Additionally, the City is in the pre-planning stages to propose a NRSA for a specific area within Ward 1, previously referred to as the Meadow's Walkable Community Plan. The Meadows Walkable Community Plan was originally adopted by resolution in 2012 in accordance with the Community Design Element of the Las Vegas 2020 Master Plan.

Discussion

The City of Las Vegas' geographic priorities were established based upon the analysis of the current community needs, the characteristics of the overall market, the ability of low-income households to afford, locate, and maintain housing, and the availability of resources to address the identified needs. The City will continue to rely on low-income census tracts and block groups in addition to other data supplied by HUD and city data to determine the areas of greatest need. Currently, funds are allocated citywide providing low-income residents the opportunity to apply for much needed services.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The City of Las Vegas is committed to provide services that foster community pride through human services, outreach and community initiatives that improve the safety, health and wellness of our citizens and sustainable neighborhoods. One of the keys to a healthy community is the ability to provide safe, quality, affordable housing to its citizens. The purpose of this plan is provide framework and allocate resources for the future development and retention of Affordable Housing units. The plan is comprised of four strategies:

- Increase Inventory of Affordable Housing
- Preserve Existing Affordable Housing Units
- Increase housing opportunities for homeless individuals
- Explore Alternative Funding Sources and Collaborations

Affordable housing has a direct impact on the social, economic and environmental health of our city. Affordable housing is typically occupied by working families that may not have sufficient resources for market rate housing. Affordable housing takes on many forms and is a foundation for the community to build upon. Economically, when housing costs are high, a household has fewer resources to fulfill other needs such as food, medical care and transportation.

The City's role is to provide policy regulation, resources, and infrastructure. The City does not manage or construct affordable housing, but develops collaborations with developers to produce units and preserve existing affordable housing stock.

The City facilitates development of affordable housing units throughout the City in order to provide safe, quality, and affordable units to our residents. Providing affordable housing throughout the City promotes vibrant mixed income communities. We encourage the construction of new units as well as the rehabilitation and preservation of existing affordable units.

The availability of City funding can be the difference in making a project viable and successful. The funding provided by the City, in large part through Federal Grant Funds, can have an abundance of regulatory stipulations associated with them. Some developers see these regulations as barriers. Others see an opportunity to provide long-term affordable housing that is clean, safe, and healthy for our community.

The City strives to ensure that all income and age brackets are able to find suitable housing. The ability to provide housing to all income brackets can be challenging. Some developers may not be interested in developing housing for moderate-income households because it can be hard to make the project profitable. The City tries to address this concern by subsidizing the projects to lower the cost for the developer as well as providing some incentives to encourage the development of affordable housing.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	40
Special-Needs	260
Total	300

Table 9 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	100
Rehab of Existing Units	200
Acquisition of Existing Units	0
Total	300

Table 10 - One Year Goals for Affordable Housing by Support Type

Discussion

The City currently has several planned and potential projects that will be increasing the inventory of affordable units targeting individuals and families that earn less than 80% area median income. The expected completion date of the planned projects is sometime during calendar year 2023. The City anticipates entering into agreements with the potential projects sometime during calendar year 2023.

Planned

- Easter Senior Apartments – 60 units
- 1501 Decatur – 40 Units
- Decatur/Rome Apartments – 276 units

Potential

- Golden Rule Phase II

As discussed previously in the City's Affordable Housing Plan, the goal is to also preserve affordable housing through rehabilitation. The City currently has planned and potential rehabilitation projects, in addition to utilizing CDBG funds for a Rehab Program. The planned projects are slated to begin rehabilitation in calendar year 2023. The City anticipates entering into agreements with the potential project sometime during calendar year 2023.

Planned

- James Down Towers – 200 units
- CDBG Rehab Program – 27 units

Potential

- Desert Rose Apartments

Additionally, a CDBG housing rehabilitation program will provide critical home repairs to properties within the city limits of Las Vegas allowing them to safely age in place in their established place of residence.

AP-60 Public Housing – 91.220(h)

Introduction

Southern Nevada Regional Housing Authority's Supportive Services Department's primary function is to connect residents to resources and services in the community. The department's mission is to assist residents and their surrounding communities in developing and achieving self-sufficiency, quality of life and aging in place. These goals are continuously met by providing several onsite service providers, advocating for the residents, distributing resource information, and making referrals as needed.

Actions planned during the next year to address the needs to public housing

SNRHA also has over 70 active partnering agencies as a part of its Program Coordinating Committee (PCC) which includes representatives from:

- Clark County
- Cities of Las Vegas, North Las Vegas, and Henderson
- Nevada System of Higher Education (NSHE)
- Universities of Nevada, Las Vegas, and Reno
- College of Southern Nevada
- Nevada State College
- Early Childhood Education
- Communities in Schools
- Workforce Partnering Agencies
- Local Office of US Housing and Urban Development
- Local Nonprofit and Community Agencies
- Resident Representatives

Commitments with these organizations are established either verbally or through MOU's.

SNRHA has an active Resident Advisory Board (RAB) that is made up of resident council and tenant organization presidents, and members from Housing Choice Voucher (HCV)/Section 8 and Public Housing scattered sites. Their focus is to review the SNRHA's 5-year and annual plans. SNRHA also has its first tenant organization, different from a resident council in that it represents the Affordable Housing properties (non-public housing). Residents in housing developments converted to Project Based Rental Assistance (PBRA), from Public Housing, through Rental Assistance Demonstration (RAD) have the right to establish and operate a resident organization in accordance with 24 CFR Part 245, to address issues related to their living environment.

SNRHA also continues to expand its partnerships and is working hard to continue securing grants, private donor funds, and charitable gifts that may promote household self-sufficiency, moving into homeownership, and assisting seniors to age in place.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

As of January 3, 2023, the Family Self-Sufficiency (FSS) program had 540 voluntary slots, and 510 participants from the Public Housing (PH) and the Housing Choice Voucher (HCV) programs. Of those participants, 66 were PH residents. There are an additional 364, were on the interest list. The last graduating class of FSS, in October 2022 produced:

- 39 graduates
- 32 graduates working full-time
- Nine first-time home-buyers
- Six graduates no longer receiving housing assistance due to being over income or relinquishing voucher

SNRHA's Resident Opportunity and Self-Sufficiency (ROSS) program targets residents of PH for program participation in activities which lead up to independence and self-sufficiency. This program allows SNRHA to serve the below sites:

- Hulum Homes
- Jones Gardens
- Marble Manor
- Marble Manor Annex
- Sherman Gardens
- Sherman Gardens Annex
- Villa Capri

There is a secondary ROSS program with a community partner that serves the following sites:

- Ernie Cragin Terrace
- Hampton Court
- Simmons Manor

SNRHA is looking to develop its technological infrastructure at housing sites to provide resident's free access to Internet/Wi-Fi. Through the Federal Communication Commission (FCC) Affordable Connectivity Program, households receiving federal housing assistance are eligible to receive a discount of up to \$30 per month for internet/Wi-Fi and a one-time discount of \$100 to purchase a computer or tablet from their provider. Many broadband providers have committed to offer a broadband tier for those eligible at or below the cost of the subsidy.

SNRHA continues its homeownership and housing counseling programs to assist low-income families reach the dream of owning a home of their own and moving out of subsidized housing. Between January 1, 2022, and December 31, 2022, nine (9) SNRHA HCV participants became homeowners; three (3)

residents moved out of public housing into private rentals. Housing counseling, through SNRHA's HUD certified Housing Counselors, is utilized as a part of regular programming for Family Self-Sufficiency participants who are interested in "seeking, financing, maintaining, renting, or owning a home". We have a total of nine (9) HUD Certified Housing Counselors in the Supportive Services Department.

SNRHA seeks to improve its Section-3 program over the next two years, especially while beginning the revitalization of its James Down Towers and Hulum Homes sites and its Choice Neighborhood Initiative planning grant for Marble Manor. SNRHA will invite residents to receive training and/or employment within those PH sites and the surrounding low-income communities while working with contractors. The future of HUD Section 3 reporting will focus on labor hours attained. No reports were due in 2022.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The SNRHA is not designated as a troubled agency.

Discussion

The Southern Nevada Regional Housing Authority (SNRHA) continues to utilize its Capital Fund Program (CFP) for the required capital improvements. The SNRHA CFP Funds is one of the financing tools to fund comprehensive modernization and new construction under the Rental Assistance Demonstration (RAD) Program and Mixed Finance Program.

The agency was one of eight cities to receive a Department of Housing and Urban Development (HUD) Choice Neighborhood Initiative (CNI) Planning Grants for the Historic Westside of Las Vegas. The kickoff meeting for this grant occurred on January 25, 2022, and a virtual meeting is scheduled to introduce HUD to the community On February 24, 2022. The SNRHA (Grantee) and the City of Las Vegas (Co-Grantee) has worked with the community, residents, stakeholders, and public and private partners the last fifteen (15) months preparing a Transformation Plan. This Plan could lead to the receipt of an Implementation Grant which would provide funds to redevelop the Marble Manor property. The agency will continue to work with a Master Developer to redevelop the Marble Manor Development in conjunction with the Westside 100 Plan.

The agency received approval from HUD and is in the process of converting the 200-unit James Down Towers Senior Development from Public Housing Units to Project Based Voucher units under the RAD conversion program. The agency has selected a General Contractor and Financial Investor. The project is scheduled to close and began phased construction in May 2023 with a fifteen (15) construction schedule.

The agency was awarded 9% Low Income Housing Tax Credits to complete preservation rehabilitation of it fifty-nine (59) unit Hulum Homes Family Apartment Development. Architectural/Engineering drawings have been prepared, a general Contractor for Construction Bid is under review and the financing team has been assembled for a complete comprehensive modernization of the property to ensure long term affordable housing at the property.

The agency submitted applications to Clark County for Community Housing Funds (CHF) and the State of Nevada for Home Means Nevada (HMN) Funds. Funding was received from Clark County for the

preservation of the 200-unit James Down Towns Senior Development and new Construction of the Senator Joe Neal Senior Development located on the adjacent site of the SNRHA Marion Bennett Plaza. Funding from the State of Nevada has been awarded for new Family Development Units at the 5 acre Duncan and Edwards parcel, new development of Family Housing at the 28th Street and Sunrise Ave 6 acre parcel, new development of senior housing on the 6 acre Old Rose Gardens parcel located at Yale St and Tonopah Ave, new development of Senior Housing at the adjacent 1.3 acre lot at Balzar and Comstock and preservation rehabilitation of the one hundred (100) unit Janice Brooks Bay Affordable Housing Family development at Nellis Blvd and Walnut Ave.

The agency is analyzing their public and affordable housing portfolio for possible repositioning as well as exploring options to develop more affordable housing on its remaining vacant land throughout Southern Nevada. These developments will be mixed-income, mixed-financed developments including public and affordable housing.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The following sections describe how the City plans to address homelessness and other special needs through its ongoing participation in Regional Homeless Coordination efforts and community partnerships.

ESG is funding several homeless service agencies and each of their programs focus on providing services that are demonstrated to have substantial, positive impact among the homeless population. Services include targeted outreach services to people experiencing homelessness and addressing their immediate needs. As well as activities designed to move homeless people quickly to permanent housing and prevent families from moving into an emergency shelter or living in a public place not meant for human habitation, through housing relocation and stabilization services.

In addition, the City funds a nonprofit operator at the Homeless Courtyard Resource Center that ensures coordination of services for homeless individuals to reduce and end homelessness.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including: Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The City of Las Vegas through their Emergency Solutions Grant (ESG) will cover eligible costs for street outreach. The City will collaborate with Salvation Army and WestCare agencies, who will meet people experiencing homelessness and sleeping in places not meant for human habitation and connect them to services. These efforts are focused on targeting the sheltered (individuals and families) living in a supervised public or private operated shelter. Individuals will be connected to immediate health and safety needs, as well as mental health crisis stabilization, substance abuse treatment, transportation, and will assist clients in obtaining transitional and stable housing.

ESG funds will also support two rapid rehousing programs. Caridad Charity and Salvation Army agencies will provide direct case management and housing to homeless individuals in Las Vegas. Housing case managers will support individuals in identifying individual needs and barriers to housing, by assessing income, resources, housing readiness, and developing individual service plans for determining the type, level, and duration of assistance needed to assist them in locating permanent housing.

The City's CDBG funds will be used to support Nevada Partnership for Homeless Youth's Safe Place, a national outreach, education, and referral program that provides easily accessible crisis intervention services to abused, neglected, abandoned, and other children and teens in need of immediate help and safety. To date, NPHY's Safe Place program is the only around-the-clock mobile crisis intervention program in Southern Nevada that is uniquely designed to serve children and teenagers in crisis. Qualified youth-serving organizations partner with local businesses and government agencies to serve as Safe Place sites, receive specialized training, and display the universally recognized Safe Place yellow and black diamond sign to let youth know where to seek help when in crisis. The Safe Place program

provides a critical safety net for all children in our community, removing vulnerable youth from dangerous situations and connecting them to further supportive services, including shelter, housing, education, employment assistance, child welfare, and other essential services offered by NPHY or through our extensive partner and referral network.

Furthermore, the City of Las Vegas has developed resources in the community to provide services to those experiencing homelessness who want help. The City's objective is to ensure efficacy of homeless services provided by the City of Las Vegas. The City utilizes the Multi Agency Outreach and Resource Engagement (MORE) Teams, which will continue to provide mobile intervention and outreach to individuals and families experiencing homelessness, including those who are living on the streets, in outlying uninhabited areas, and in the flood control tunnels. The team assesses individuals and families for service referrals, thereby connecting them with emergency shelters, housing or critical services, and providing them with urgent, non-facility-based care. The teams use the Community Housing Assessment Tool to assess the extent of the client's issues and then place individuals on the community queue for housing placement. There are now five teams providing this outreach every day of the week.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City of Las Vegas has focused funding on three ESG categories, street outreach, rapid rehousing, and homeless prevention activities. The City continues to fund two agencies to provide targeted outreach services to people experiencing homelessness and sleeping in places not meant for human habitation. These services address the immediate needs of unsheltered individuals by coordinating access and transportation to emergency shelter.

Caridad Charity and Salvation Army will provide rapid rehousing activities to assist homeless persons in obtaining and maintaining safe and affordable housing. Individuals and families will be assessed utilizing coordinated intake requirements and referred to each program accordingly. Homeless people living in emergency shelters, as well as hotels and motels will be prioritized. The city will also award El Shaddai Refuge Homes Community Development Corp. to provide homeless prevention activities. The program will provide financial assistance in the form of rental assistance, moving costs, and supportive services to young adults, transitioning from foster care into independent living. The goal of this program is to assist former foster care youth in making a successful transition from foster care to economic self-sufficiency, and into permanent housing, by providing case management, employment assistance and life skills training.

The City will utilize CDBG funding to support the HELP of Southern Nevada's Shannon West Homeless Youth Center. This program can house up to 158 homeless youth and young adults (ages 16-24) and offers interrelated services to help youth achieve housing stability, economic independence, and connection to support systems. Shannon West Homeless Youth Center is a low-barrier shelter and as such, youth and young people are not denied services due to entry requirements. Youth and young people wanting to access emergency shelter are able to "walk-in" to Shannon West and request help. Upon entry an in-depth intake and housing assessment is completed. The results of the housing

assessment are forwarded to the Coordinated Entry, Community Queue for placement on the housing waiting list.

CDBG funds will also support Family Promise of Las Vegas, “The Navigating Families Home Project’s.” This program’s focus is to combine all of agency services to assist homeless families with minor children successfully transition to a self-sufficient life to include income stability and an affordable home. Family Promise of Las Vegas offers innovative approaches to address the unique needs of a family, supporting the whole family unit, and ensuring the family stays together with no separation during this transition. The program provides motel shelter accommodations for 30 days, though extensions can be granted, as well as move in kits to assist with costs.

The city is addressing housing gaps by expanding the services and increasing utilization of the Courtyard Homeless Resource Center, which can help people experiencing homelessness access emergency and transitional housing. Phase two of construction began in early 2022, and will expand on the staff building, pet kennel and parking lot. The city will also continue to work with regional partners to expand the number of affordable/homeless housing opportunities and supportive services.

The City of Las Vegas Flexible Housing Program links and will continue to link contracted housing units to Courtyard guests and MORE Team clients to support the process of achieving individual housing, financial, and employment sustainability. Guests receive regular case management from Courtyard case managers, working on their individualized case plans to achieve self-sufficiency and permanent housing.

The City is an active member of the SNHCoC, and its overall objective is helping homeless persons (especially individuals and families, veterans and their families, and unaccompanied youth experiencing chronic and literal homelessness) and to support homeless persons making the transition to permanent housing and independent living. This includes shortening the time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The City of Las Vegas is keenly aware of the complexity of homelessness, and the limited access to services. Several of the agencies the City has funded and will continue to partner with provide intensive case management, independent living skills, job search assistance, development of service plans that helps homeless families and individuals return to sustainable housing, financial management, job

placement, utility assistance, and much more. All of these special services feed into the mission of reducing homelessness and promoting self-sufficiency.

Through the ESG program, the city will collaborate with two agencies to provide rapid rehousing services to homeless clients. Case managers funded by ESG will provide housing counseling to rapidly transition homeless persons to housing stability, and help locate permanent housing options, conduct landlord tenant mediation, and provide short to medium term rent and utility assistance. Participants are accompanied to view available apartments, negotiate with landlords, and select housing. Participants also receive other supportive services to aid in their housing stabilization. After initial housing placement, after care services include monthly meetings, employment and benefit assistance, and health services so that they can maintain their housing.

The city is also an active member of the Southern Nevada Homelessness (SNH) CoC Board and is involved in the regional strategic planning efforts to reduce chronic homelessness. The SNH CoC Board adopted the HELP HOPE HOME Plan that provides guidance for regional planning efforts and reports progress toward regionally established goals. The plan defines core strategies and details an implementation schedule to reduce homelessness. Those strategies and their objectives, along with the activities that support them, form our local agenda to reduce homelessness in Southern Nevada. The Courtyard Homeless Resource Center also assists a wide variety of homeless persons through case management, referrals to service agencies and transitioning to permanent housing and independent living.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The RCC supports individuals who are discharged from health care facilities and are recovering from an acute illness/injury. Medical physicians, work with hospitals and community providers to determine if a patient is a good fit for the facility, and case managers work directly with patients to achieve the best outcomes for them upon discharge, aiming to avoid discharges into homelessness, where possible. The case managers also work with patients to develop an individualized service plan to address any barriers that prevent a patient from shifting into self-sufficiency and independence. Connections to licensed community partners to address the mental health and substance abuse issues are also provided in the form of one-to-one support, therapeutic intervention, medication management, and additional programming and support for patients after discharge.

ESG funds will also support the El Shaddai Independent Living Housing program, which will provide homeless prevention assistance to young adults aging out of foster care. Youth, parenting youth, and their dependent children will transition out of their foster program and into safe and stable housing. The

goal of this program is to locate apartments and provide rental assistance to prevent at risk individuals from becoming homeless, as well as offering other youth the opportunity to be provided with foster care. El Shaddai will provide ongoing case management, low-income housing, childcare, food, clothing, and life skills training to assist individuals and their families have a more productive and stable lifestyle.

Homeless prevention services and programs funded with CDBG will be carried in partnership with Nevada Partnership for Homeless Youth (NPHY). NPHY works closely with the Clark County Department of Family Services and the Las Vegas Metropolitan Police Department's Missing Persons Unit to ensure that youth are safe and receive proper placements and services. The NPHY Case Management Team assesses youths' needs to connect clients to appropriate resources, such as family reunification services, emergency shelter, counseling and housing. NPHY has formal MOU's with HELP of Southern Nevada, WestCare, Family Promise, Southern Nevada Adult Mental Health Services, TrueCare Treatment Centers, Nevada Health Centers, and the Clark County Department of Family Services to connect youth to housing, medical and mental health care, and other essential services. NPHY is also under contract with the Clark County Department of Juvenile Justice's juvenile assessment center, The Harbor, to provide assessments, case management, and connections to shelter and additional supportive services for homeless youth interacting with law enforcement and/or the juvenile justice system.

El Shaddai Refuge Homes (ESRH) will also be carrying out services and programs with CDBG funds. ESHR clients are transitional age youth with a history of foster care who may be experiencing difficulty securing gainful employment due to a deficit of critical skills relevant to employment. Through CDBG funding, ESRH will service youth through its Youth Job Training program, which endeavors to better the employment outcomes of youth "aging out" of foster care by assisting them in the acquisition of critical employment relevant skills. Though the focus of the Gems 4 You Discount Clothing is primarily retail, the employment there equip its youth with administrative, managerial, interpersonal, and many other transferable skills through its hybrid mix of virtual and in-person training. As the program has evolved and demand for these skills has increased, the focus on computer and e-commerce literacy has become more intense.

Discussion

The City works with the multijurisdictional Continuum of Care team to implement a strategic and comprehensive response to the challenges of those with medical and behavioral health impairments in our community. This coalition comprises government agencies, the housing authority, Workforce Connections, law enforcement, faith-based organizations, business owners, social service providers, mental health agencies, hospitals, fire and rescue and homeless advocates.

The City of Las Vegas will continue to participate in Regional Homeless Coordination efforts to reduce homelessness and address the needs of homeless individuals and families. The City prioritize assistance for homeless street outreach services, homeless prevention and rapid rehousing, and will award ESG funds accordingly. The City will continue to engage with the Southern Nevada CoC various working groups.

AP-70 HOPWA Goals– 91.220 (I)(3)

One year goals for the number of households to be provided housing through the use of HOPWA for:	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	AFAN -66 EOB - 10 GR - 33 JO – 35 =144
Tenant-based rental assistance	AFAN - 15 EOB - 20 JO – 15 =50
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	AFAN -8 GR -4 WDC – 40 =52
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	AFAN -5 = 5
Total	Total =251

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

The City partnered with unincorporated Clark County, City of North Las Vegas, and the City of Henderson to assess fair housing barriers in Southern Nevada, as identified in the Regional Analysis of Impediments completed in 2020.

There are many barriers to affordable access and development of affordable housing in Las Vegas, including:

Costs:

- Rising costs of land and housing construction
- Impact fees
- Stringent building codes
- Permitting process costly
- Checkerboard land ownership impedes land assembly
- Low appraisals in low-income areas inhibit financing

Not In My Backyard (NIMBY):

- Government NIMBYism
- Public NIMBYism
- Gentrification
- Accessibility issues

Government Support:

- Need for affordable housing champions at all levels of government
- Support for comprehensive plans' housing elements is needed
- Rental affordable housing low funding priority

Urban Design/ Planning Barriers:

- New development predominately in suburbs
- Jobs far from affordable housing
- Infrastructure deficiencies
- Insistence on low-density single-family development

Social issues:

- Funding for human services
- Homelessness

Economic factors:

- Economic disparity
- Abundance of low wage jobs
- Increase of severely cost burdened and cost burdened households
- Low supply of affordable housing units

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

In 2021, the City of Las Vegas approved the Civil Penalty Fund Resolution to further assist with barriers to affordable housing. This fund is dedicated to collecting civil penalties from outstanding liens and providing additional resources within the blighted areas of the city. This includes microgrants and other programs to address issues occurring in low-income neighborhoods. Example of services include providing fencing at no cost for vacant properties to prevent homeless camp activity; beautification of neighborhoods; repairs to the exterior of homes, desert landscaping, multi-family housing improvements, and other related services.

The City of Las Vegas is also in partnership with various community partners, such as Nevada Partners and Homie, to launch the Las Vegas Coalition to Make Homes Possible. The goal is to close the Black homeownership gap in Southern Nevada by making homeownership equitable and more accessible families in marginalized, high-need communities such as the Historic West Side. The Las Vegas Coalition combines resources from government, non-profits, and private organizations to help future homebuyers buy their home. Make Homes Possible has launched several digital ads through social media and has on-demand trainings available through their website. The coalition will continue to work towards its goal of closing the Black homeownership gap by helping 25,000 Black families buy a home within the next 10 years.

Additionally, the City will continue its partnership with Silver State Fair Housing Council to address fair housing barriers and provide fair housing resources to City of Las Vegas residents. Silver State is funded by the City of Las Vegas to provide free fair housing training courses for the general public, real estate/property management, City of Las Vegas employees, and City of Las Vegas grant subrecipients.

Discussion:

The City will continue to develop collaborative partnerships with organizations, community groups, and developers to work together to identify and implement policies that encourage and increase the production of affordable housing.

AP-85 Other Actions – 91.220(k)

Introduction:

The City of Las Vegas continues to allocate federal funds to support programs that provide opportunities for affordable housing to prevent and reduce homelessness, create safe and livable communities, economic opportunities for individuals with low to moderate income, and educational enrichment opportunities. Grant funds are targeted to assist low-income neighborhoods and citizens, and allocated to most effectively and efficiently meet the needs of eligible Las Vegas residents. Citizen participation, and a series of open public meetings, past projects & performance, examines changes in community needs and explores trends as they affect community development. The Community Development Recommending Board (CDRB) who represent the concerns and opinions of the community, advises the City on the allocation of funds for the Community Development Block Grant Program (CDBG), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) Grant.

The City also operates the expanded Courtyard Homeless Resource Center 24 hours a day, 7 days a week and fills many major service gaps such as homeless services, housing assistance, medical and mental health, and employment and benefit assistance. The City will continue providing the Ticket to Home program to reunite homeless individuals with friends and family. The City's MORE homeless outreach teams recently expanded to better assist the underserved population, providing outreach seven days a week. The City's Flexible Housing Program financial and employment sustainability.

In 2021, the City of Las Vegas launched the Arrow, an innovative partnership with Keolis to provide regularly scheduled no cost transportation for people experiencing homelessness. Transportation is one of the major barriers for people experiencing homelessness to access essential services. This program will continue to serve this population by bridging this gap, allowing our underserved population daily access to more than 20 stops, including service providers, the DMV, the health district and more.

Actions planned to address obstacles to meeting underserved needs

The city supports and participates in Project Homeless Connect, an annual event that connects homeless individuals with the services they need in a one-stop setting. Those in need come to find housing, medical and dental care, obtain IDs and birth certificates, obtain employment, and access a variety of other services they need to get off the streets. The Nevada Homeless Alliance hosts Project Homeless Connect annually with nearly 500 volunteers serving over 3,000 homeless people in just one day.

The City will continue to engage in the regional dialogue with the Southern Nevada Homelessness CoC, neighboring communities and service providers to identify and address the needs of the underserved. The SNH CoC is responsible for the regional implementation and evaluation of the HELP HOPE HOME plan to reduce homelessness.

Through community partnerships, the City will utilize its funding to support the following agencies and programs that address obstacles to meeting underserved needs: Catholic Charities of Southern Nevada's Meals on Wheels (MOW) program is to help seniors who are home-bound and/or who have low-to-

moderate income achieve wellness and self-sufficiency. This is accomplished by delivering seven frozen meals weekly, and fresh fruit and milk, when available, at no cost to these seniors.

The Just One Project “No-Cost Community Market” is an inclusive space for senior clients to shop for groceries for free. Offering a variety of food options and culturally appropriate foods for the various populations served. Nutrition education is provided to the clients as they shop, and they are provided with healthy recipes.

It is crucial to provide a no-cost market with wrap-around services for seniors living on a fixed and limited income and to help those most impacted by financial hardships get back on their feet. Each client will work with a Case Manager to conduct an assessment and create a sustainability plan with each household. The clients will be able to shop at least once per week and the number of shopping trips per month will be determined case by case. This model is one of a kind because it mimics the small neighborhood market on the corner of any big metropolitan city. Will provide fresh produce like grapes, apples, oranges, bananas, pears, pineapple, tomatoes, cabbage, lettuce, carrots, broccoli, potatoes, cauliflower, and fresh herbs. A Nutrition Coach will provide nutrition education to the clients while they shop, and also give easy and healthy recipes. Non-food items that are essential in homes, such as toilet paper, cleaning products, diapers pet food products, and feminine hygiene products, will be provided.

Caridad Charity’s Downtown Alley Ambassador Program is for homeless people currently living on the streets in the Las Vegas downtown area and have no identifying documents. Any street homeless person without ID can become an Alley Ambassador and can work up to 5 days a week- typically 2 hours a day and make \$10 per hour per diem and get a bus pass at the end of each shift daily. Ambassadors will also be placed immediately into transitional workforce dorm housing. They will work together on a daily basis with case managers and a licensed social worker to obtain their identifying documents and address mental and physical health issues. After obtaining ID, Ambassadors can be referred to Caridad’s partner Downtown Project (DTP) for full-time work with benefits. If they are not capable of full time employment, we will help them apply for SSDI through SOAR trained case managers.

Actions planned to foster and maintain affordable housing

The shortage of affordable and low-income housing in Las Vegas remains one of the major obstacles to ending homelessness in our community. The City of Las Vegas Strategic Plan to address the housing crisis facing thousands in the City of Las Vegas includes goals to preserve the existing housing supply, increase housing opportunities, and build supportive services.

In March 2023, the City’s HOME-ARP allocation plan will be submitted to HUD for approval. The plan allocates one million in funding for supportive services and over six million for the development of affordable housing. Additionally, the City has established an affordable housing trust fund to incentivize the development of affordable housing.

The City is reviewing several future affordable housing projects that will preserve or add new affordable housing units throughout the City. In addition, the City is working to identify other projects that will

expand and maintain the affordable housing stock in the City of Las Vegas. Developers have been selected to begin development of vacant land parcels in the Historic Westside. Development will be limited to Affordable Housing consisting of single-family homes for first time homebuyers and/or to multi-family rental units. The City will be conveying the land to the developer and affordability requirements will be in place for a period of up to 20 years.

A CDBG housing rehabilitation program will aim to preserve and stabilize the City's housing stock that is affordable to low and moderate-income persons and to provide safe, decent and sanitary housing to the residents who do not have the financial means to make repairs to their own dwellings. The City also hopes to improve the general aesthetics and attractiveness of the housing stock and to assist in the promotion and attraction of economic and community development opportunities to the area.

The City continues to monitor and ensure HOME-funded projects maintain rent affordability for all HOME-assisted units for the duration of a property's affordability period.

Also, the City continues to contract with Silver State Fair Housing Council to assist with fair housing education and outreach to housing providers and the community as a whole. Silver State will provide resources to residents, provide training for social service providers, and work individually with clients who may encounter inadequate housing, illness, or disability.

Actions planned to reduce lead-based paint hazards

The City of Las Vegas has been awarded a 48-month HUD grant for Lead-Based Paint Hazard Control. The primary goal of the Las Vegas Lead Hazard Control / Healthy Homes Program is to create lead-safe and healthy housing in Las Vegas and reduce the incidence of childhood lead poisoning. The program will target four key zip codes in Las Vegas that are known to contain the oldest housing stock, with the highest likelihood of lead-based paint hazards, as well as those that contain units that are home to high-risk populations (young children, racial/ethnic minorities, and low income/underserved persons). The LVLHCHHP has outlined specific, measurable program objectives to be accomplished over the grant production period, which include: 1) Evaluating units for lead-based paint hazards; 2) Implementing lead hazard control activities; 3) Evaluating units for additional healthy homes hazards and conducting healthy homes hazard control activities; and 4) Providing skills training and economic opportunities for community members and providing community education and outreach. Achievement of these objectives will be accomplished through the detailed work plan identified in the grant narrative.

The LVLHCHHP expects to: provide education and outreach to a minimum of 2,500 families in the target area; provide skills training and/or education opportunities for up to 30 community members, including those who qualify for HUD Section 3 designation; conduct a minimum of 100 lead risk assessments and 85 healthy homes assessments; as well as perform lead hazard control work and healthy homes rehabilitations for at least 85 units. Finally, the LVLHCHHP expects to: increase blood lead screening rates in Las Vegas' young children; increase the number of affirmatively marketed lead- safe units in Las Vegas; and would provide a comprehensive model for cross-discipline housing assessment that is critical to program sustainability.

Actions planned to reduce the number of poverty-level families

Efforts to address poverty in the City of Las Vegas area include the funding of case management, housing support, employment training, credit repair, and other programs that assist low and moderate-income families in achieving economic independence and self-sufficiency.

The City will continue to allocate HOPWA funding to reduce the number of low-income persons with AIDS or other related diseases and their families. Agencies will provide a variety of housing and supportive services to the community. Including but not limited to short-term rent, mortgage and utility assistance to serve clients who are facing emergency financial need, tenant-based rental assistance to increase self-sufficiency, and case management to address stable housing needs, medical care, mental health, and access to financial and social service needs.

ESG funds have also been allocated to other programs, which provide anti-poverty activities, including but not limited to direct financial assistance, housing, and supportive services to prevent homelessness. Housing counseling efforts, include resolving tenancy issues, payment plans for arrearages, financial literacy, credit repair and employment support. Clients are also supported with case management in order to obtain employment, benefits, substance abuse treatment and other services related to maintaining housing.

A Partnership with the following agency with CDBG funding extends the City's community support in reducing the number of poverty-level families: Goodwill's Mobile Career Coach Program assists victims of domestic violence and special needs populations with providing Career Coaching services, job training, supportive services, and job placements into livable wage jobs. Goodwill collaborates with local shelters to provide a dedicated workspace where the Coach can conduct work-ready workshops and provide one-on-one appointments. The program provides direct client services but also training that leads to an industry recognized credential, and supportive services to remove the barriers to training and employment.

The City of Las Vegas will continue to assist homeless clients with achieving an established income, including providing educational and job resources, increasing access to transportation and more. With the expansion of the Homeless Courtyard, these resources and referrals are now easier to access. The City will increase access to workforce and educational opportunities for people at risk of or experiencing homelessness. The major goal is to expand workforce development initiatives and job training for individuals to achieve self-sufficiency through a living wage. The objective is to link individuals with all available mainstream programs and services to increase financial sustainability and reduce vulnerability to homelessness.

Actions planned to develop institutional structure

The City of Las Vegas, Clark County, Henderson, North Las Vegas, Boulder City, and Mesquite continue to meet on a bimonthly basis to discuss issues relating to various HUD funding and projects. The meetings continue to include the Southern Nevada Regional Housing Authority (SNRHA), and State of Nevada Housing Division staff. The discussions range from questions relating to joint projects and funding

allocations, to the coordination of grant application cycles. Each jurisdictions' participation in the Consortium meetings allows for the continued assessment of the regional impact of housing and community development policies.

The City continues to work with the board of the Southern Nevada Homelessness Continuum of Care and implementation of all its initiatives including, but not limited to, Coordinated Entry and CMIS/HMIS. We have been active board members and participated in various SNHCoC working groups in the development of projects and policies that strengthen a structure of cooperation and collaboration.

Actions planned to enhance coordination between public and private housing and social service agencies

The City of Las Vegas is a member of the Southern Nevada Homelessness Continuum of Care, whose primary responsibility is to manage the overall planning efforts for the entire CoC on homeless issues. The city participates in the CoC Evaluation working group which oversees the operations and activities of the CoC and ESG funded activities. ESG and CoC staff collaborate on monitoring planning and implementation for subrecipients of their funding. Coordination with non-profit service providers and among the various governments also takes place in other local board meetings such as the Emergency Food and Shelter Program (EFSP).

ESG funded housing and homeless services providers in Southern Nevada are required to participate in the Coordinated Entry (CE) system process. The CE system includes jurisdictional partners, nonprofit community providers, housing property owners, faith-based communities and volunteers. The system continues to enhance participation between social services agencies and public and private housing, and offers a coordinated process designed to streamline participant access to housing and services. The purpose of a Coordinated Entry System is to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, and connected to housing and homeless services based on their strengths and needs. It uses standardized tools and practices, incorporates a system-wide Housing First (no barriers to entry) approach, and, in an environment of scarce resources, coordinates housing support so that those with the highest vulnerability and most severe service needs are prioritized.

The City's actions to enhance coordination between public and private housing and social service agencies include partnerships with the following agencies: Foster Kinship's Navigator Program, funded by CDBG, reveals that most of the private kinship families who approach Foster Kinship for housing assistance do not qualify for traditional housing support programs in Clark County, because they are not yet homeless. However, these families are very much at risk. Based on these documented needs and the clear cost-benefit of supporting families outside the foster care system, Foster Kinship provides limited, emergency rental payments to private kinship families to maintain placement stability while legal and financial stability goals are in process.

Discussion: In addition to the actions outlined above, the City will also participate in various housing roundtables at local, state and federal levels to explore and address impediments to affordable housing.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction:

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed

0

2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan

0

3. The amount of surplus funds from urban renewal settlements

0

4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan.

0

5. The amount of income from float-funded activities

Total Program Income

0

Other CDBG Requirements

1. The amount of urgent need activities

0

HOME Investment Partnership Program (HOME) Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

The City will not use any forms of investment beyond those identified in 92.205.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

The City's homebuyer program activity only uses recapture provisions of 24 CFR 92.254 (a)(4)(ii). It is believed this approach is the closest to normal market approaches to financing, the easiest for

borrowers to understand, enable the deed restriction requirements of the alternative option to be avoided (which we believe constitutes a barrier to private financing participation), and better enables HOME funds to be marketed in coordination with other private lendings. The recapture approach essentially results in the ongoing commitment to maintaining a homeownership program because of regulatory requirements concerning the reuse of recaptured HOME funds for homebuyer assistance activity has been the City's goal and is in keeping with the basic HOME Program Descriptions.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

The City utilizes recapture revisions to recoup all or a portion of the direct HOME subsidy to ensure the unit or units remain affordable. These requirements are detailed in the City's HOME program Manual and included as conditions in HOME funding agreements. All guidelines and requirements that address resale or recapture, as required in 92.254 of the HOME rule, are outlined in the City of Las Vegas' HOME Program Manual.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The City of Las Vegas has no plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds.

**Emergency Solutions Grant (ESG)
Reference 91.220(l)(4)**

**1. Include written standards for providing ESG assistance (may include as attachment)
See attachment in IDIS**

Location: <https://files.lasvegasnevada.gov/community-services/Grant%20Documents%202022-2023-2024/SNHCoC-Consolidated-ESG-Written-Standards-April-2022.pdf>

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.

Housing and homeless service providers who receive Department of Housing and Urban Development (HUD) funding through the Southern Nevada Continuum of Care and ESG through the CLV are required to participate in the Coordinated Entry (CE) System process/Coordinated Intake (CI)/ and enter data into HMIS. Provider agencies participating in CE are responsible for adopting and following the CE system policies and procedures, limit enrollment to participants referred through CE, maintain low barrier to enrollment in services and housing and maintain fair and equal access. They will provide appropriate safety planning, create and share written eligibility standards, communicate vacancies, participate in

planning, contribute data to HMIS, ensure staff are trained, and ensure client rights are protected and clients are informed of their rights and responsibilities.

The Southern Nevada CE system offers multiple points of access for people experiencing or at risk of homelessness. Individuals/family are asked to participate in the Homeless Management Information System (HMIS). Individuals who agree to participate sign a Release of Information (ROI) form. Upon consent, the appropriate Southern Nevada community housing assessment is completed. This process helps providers in Southern Nevada to engage individuals and families in housing and services. Clients are screened using a variety of assessment tools during intake, which gathers only enough client information to determine the severity of need and eligibility for housing and related services. These tools are appropriately adjusted according to specific subpopulations (e.g., youth, individuals, families, and chronically homeless.) These tools also reflect the developmental capacity of the clients being assessed. The tools incorporate a person-centered approach, in that they are at least partly based on clients' strengths, goals, risks, and protective factors, they are easily understood by clients, and they are sensitive to clients' lived experiences. Clients are matched with available resources based on need and vulnerability. The most vulnerable clients are prioritized for available housing and services. Client reassessment takes place at the participant level and at the service provider level. Clients meet with case managers throughout their participation in the program and have regular progress evaluations.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).

The City of Las Vegas utilizes a Request for Proposal (RFP), which invites qualified organizations to submit an application for assessment of their organizational structure, staffing, understanding of the scope of work and relevant experience. The Community Development Recommending Board (CDRB) appointed by the Mayor and Las Vegas City Council makes funding recommendations for this process. The board members represent the professional concerns and opinion of the community in advising the City of Las Vegas on the allocation of ESG and other federal funds. With the assistance of the Department of Neighborhood Services staff, the board reviews applications, applicants, and make recommendations for ESG funds based on their perception of the community's needs. Applications are reviewed by staff for eligibility and completeness prior to review by the board. The board uses a review process that includes a careful evaluation of each eligible applicant proposal within the context of program design and against program criteria and current objective, both nationally and those outlined in the City of Las Vegas' Consolidated Plan. The board recommendations are presented to the Las Vegas City Council, a Public Hearing is held before the Las Vegas City Council and afterwards, a final selection of projects for application submission to HUD.

Planning activities follow the same steps each year although the timing may vary. These steps are:

1. Identification of community development issues, needs, and concerns through community meetings and citizen input;
2. Formulation of community development goals and preliminary strategies, i.e. staff and citizens;
3. Dissemination of Grant Funds information to agencies and individuals

4. Submission of Project applications; and
5. Project Selection:
 - I. Review of project applications by review committee and CDRB
 - II. Present recommendations of CDRB to the Las Vegas City Council
 - III. Public Hearing before the Las Vegas City Council and final selection of projects for application submission to HUD

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.

The City of Las Vegas participates in quarterly Consortium meetings where local jurisdictions confer on issues related to the Consolidated Plan and community trends, and issues surrounding regional homelessness. The City is also part of the Southern Nevada Homelessness CoC, which has a process in place for regional collaboration on homeless issues which includes discussion related to ESG funding, while respecting each the individual political jurisdiction. The CoC board maintains a seat for at least one currently or formerly homeless member. These individuals are also invited to be a part of the various work groups and subcommittees. These individuals are encouraged to provide input into all aspects of the CoC's planning activities from assessing needs and setting priorities through performance evaluation. The city also participates in several CoC working groups which oversee the planning, operations and activities of the CoC, including the Point-In-Time (PIT) of the homeless population, reviewing potential CoC projects, and any other activities under the CoC. The City of Las Vegas will continue to provide a forum for citizens to contribute information, ideas, and input on service ideas and strategies on how residents can benefit from existing grant programs and services.

5. Describe performance standards for evaluating ESG.

The City evaluates the success of ESG programs by reviewing regional performance standards established by the SNH CoC which are captured and reported in the Southern Nevada Homeless Management Information System (HMIS). These reports are regularly recorded and entered as real-time data and all reports are unique to homeless goals and objectives. Sub recipients are required to submit regular reports which are reviewed by staff. These reports are used to ensure ESG compliance with regulations and local written standards as well as confirming that program goals are being met. ESG programs are also subjected to "on-site monitoring." The SNH CoC has hired an External Monitoring Group to monitor the SNH CoC programs as well as ESG programs. This group has participated in over 30 federal grant evaluation designs, evaluation projects, and implementation of evaluation plans and evaluation of federally funded agencies. The basis for monitoring is to address findings and provides recommendations for program improvements.

NRSA Plan Document Outline

FINAL DRAFT | March 6, 2023

COVER:

- Cover title: Neighborhood Revitalization Strategy Area (NRSA) | FINAL REPORT | March 2023
- Utilize the design we've been using on all communications materials to date,

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I. EXECUTIVE SUMMARY

The City elects to incorporate in its 2020-2025 Consolidated Action Plan a Neighborhood Revitalization Strategy Area (NRSA). The proposed NRSA is located in East Las Vegas in the following Census Tracts and Block Groups:

CENSUS TRACT	BLOCK GROUP
Census Tract 5.18	Block Group 1
Census Tract 5.20	Block Group 2
Census Tract 5.21	Block Group 2
Census Tract 5.22	Block Group 1
	Block Group 2
	Block Group 3
	Block Group 4
Census Tract 5.23	Block Group 1
	Block Group 2
Census Tract 14.01	Block Group 1
	Block Group 2

The area was designated as the Rafael Rivera Walkable Community Area via previous planning efforts. By establishing this area as an NRSA, the City will be able to utilize its federal Community Development Block Grant (CDBG) funds more flexibly on community economic development activities towards the construction of residential and commercial development. The catalyst projects contained within the NRSA will stimulate job creation, expand housing options, increase revenue into the community, and give the community residents a renewed sense of pride and ownership.

Plans for this NRSA area in East Las Vegas have been a focal point of the City since 2014. Efforts to address walkability, accessibility and safety have been prioritized to help support housing stability and economic opportunity, but much work remains to support the needs of this community. The cultural and historical significance of the neighborhood is an asset the City strives to preserve as it consults with the Historic Preservation Commission before the demolition of a blighted structure and is currently undertaking a historical structural analysis of the area. This work is designed to embrace the neighborhood's land, culture, and historical elements as unique assets of the City.

The ensuing revitalization strategies are guided by previous planning efforts as well as significant community engagement completed via door-to-door conversations and surveys and other community events, and achieve the CDBG national objective of principally supporting low-and-moderate-income

persons. The following outlines the goals and benchmarks for this NRSA that are detailed further on the following pages.

Goal 1: Ensure everyone feels safe in the neighborhood

Safety and security is a persistent concern for residents and businesses in the area. 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
-

Benchmarks

PROJECT	MEASUREMENT OF SUCCESS
Listos y Seguros – A Community Project to Tackle Crime and Build Trust	<ul style="list-style-type: none"> ▪ 50% decrease in overall number of crimes within three (3) years ▪ Eliminate significant crime hot spots, as identified by public safety agencies ▪ Improve overall perception of safety amongst residents and businesses in the area
Establish a Neighborhood Public Safety Resource Center	<ul style="list-style-type: none"> ▪ Eliminate communication barriers between public safety and city departments and the community ▪ Increased, consistent public safety presence in the community ▪ Improved collaboration and coordination between public safety agencies and the city to serve the community
Help for the Unhoused - Engage, Educate and Expand	<ul style="list-style-type: none"> ▪ Deliver two additional Homeless Solutions Summits in 2023, expanding participation and expand participation by NRSA residents and businesses ▪ Eliminate problem encampment areas ▪ Expand the MORE Team to support the NRSA area
Comprehensive Neighborhood Safety Assessment and Investment	<ul style="list-style-type: none"> ▪ Improve lighting throughout the NRSA ▪ Problem crime areas improved where environmental factors are the biggest issue
Confront Drug Addiction	<ul style="list-style-type: none"> ▪ Eliminate problematic drug deal target areas and syndicates in the NRSA ▪ Make multi-lingual addiction resources are widely available in the NRSA

Clean Up Environmentally Hazardous Areas

- Address environmentally hazardous challenges that impact the health of the community

Goal 2: Celebrate community culture and bring beauty to neighborhood places and spaces

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

Benchmarks

PROJECT	MEASUREMENT OF SUCCESS
Implement the Spencer Greenway Trail Plan	<ul style="list-style-type: none"> ▪ Elimination of significant blighted areas in the NRSA ▪ Creation of a new community space that reflects the culture of the community and the desire for new activity spaces ▪ New connections established to surrounding areas via pedestrian and bicycle access
Launch <i>Celebrate Your Story</i>	<ul style="list-style-type: none"> ▪ Gather new information, images and stories to help piece together the historical timeline and narrative of the area ▪ Build new community connections ▪ Inform the placemaking plan and pattern book
Complete an Historical Analysis of the Community and the Built Environment	<ul style="list-style-type: none"> ▪ Obtain a clearer historical timeline and development narrative for the NRSA area ▪ List one building on the national register ▪ List an additional two buildings on the local register ▪ Glean information to inform the placemaking plan and pattern book
Create a NRSA Placemaking Plan and Pattern Book	<ul style="list-style-type: none"> ▪ Positively impact the health of local NRSA residents ▪ Create a more cohesive public realm that helps knit the community together ▪ Build community pride
Establish a Cultural Heritage Arts Initiative	<ul style="list-style-type: none"> ▪ Bring the inside out, showcasing the cultural vibrancy of the community demographic via art

- Provide new economic opportunities for artists and cultivate new talent
- Support the continuation of heritage cultural arts

Goal 3: Make mobility and access within and to the neighborhood a priority

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 bumps 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

Benchmarks

PROJECT	MEASUREMENT OF SUCCESS
Implement the Bruce Street Green and Complete Street Plan	<ul style="list-style-type: none"> ▪ Establish a safe pedestrian and bicycle connection to adjacent neighborhoods ▪ Improve roadway safety and overall aesthetics of the NRSA ▪ Invest in infrastructure that supports climate goals and objectives
Deliver the Stewart Ave. Complete Streets Investment Including Cycle Track	<ul style="list-style-type: none"> ▪ Improve multi-modal transportation opportunities for the community ▪ Remove barriers in pedestrian sidewalk infrastructure along the route
Complete Implementation of the Rafael Rivera Walkable Community Plan	<ul style="list-style-type: none"> ▪ Improve overall pedestrian and bicyclist safety ▪ Address the most urgent pedestrian safety and accessibility issues within the NRSA ▪ Demonstrate the city's commitment to plan the implementation of critical neighborhood planning documents, building trust with the community

Goal 4: Ensure the needs of neighbors can be met locally

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.

Benchmarks

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

- Establish tools, programs and specialized services to support the development of new businesses to fill service gaps

Goal 5: Support families and help children and youth succeed

- 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% 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% of respondents (the top response) said they didn't participate in programming or events at facilities because they didn't know what was available.

Benchmarks

PROJECT	MEASUREMENT OF SUCCESS
Redevelop the Chuck Minker Sports Complex into a Comprehensive Community Activity Facility	<ul style="list-style-type: none"> ▪ Increase use of a critical community complex ▪ Introduce new programming into the community – particularly for youth – that provides new opportunities to engage and serve
Expand Programming and Opportunities for Youth	<ul style="list-style-type: none"> ▪ Reduce crime rates amongst youth ▪ Increase school proficiencies ▪ Create healthy opportunities for youth to engage with each other and the community
Support Principals and Teachers in Area Schools	<ul style="list-style-type: none"> ▪ Significantly reduce teacher vacancy and turnover rates ▪ Improve school rankings and outcomes for NRSA students ▪ Create better connections between schools and community

Goal 6: Create upward economic mobility

- 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 to 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.

Benchmarks

PROJECT	MEASUREMENT OF SUCCESS
Create Pathways to Home Ownership	<ul style="list-style-type: none"> ▪ Decrease percentage of renters within the NRSA and increase the percentage of homeowners ▪ Improve the living conditions of NRSA residents in safer homes and living units ▪ Create local economic sustainability and growth by supporting the growth of generational wealth
Increase Attainable Housing Stock	<ul style="list-style-type: none"> ▪ Address housing shortages and needs by increasing attainable housing of all varieties ▪ Improve existing attainable housing stock ▪ Create housing that is integrated with communities facilities, resources and services to ensure residents can have their needs met and thrive
Retain Existing Attainable Housing Units	<ul style="list-style-type: none"> ▪ Ensure no net loss of attainable housing units within the NRSA ▪ Provide opportunities to encourage more attainable housing development as part of every investment in the NRSA ▪ Pursue opportunities to acquire and protect attainable housing units for the long term

II. Introduction

The area of East Las Vegas to be served by this NRSA – located in the City of Las Vegas and Clark County, Nevada – is one of the most historically underserved communities in Southern Nevada.

Southern Nevada's population is increasing rapidly, growing twice as fast as the average for U.S. metro areas since 2010. This population growth is driven by high domestic migration from other regions in the country. Population increase is weighted toward young adults and seniors, with lower growth in prime working age adults. The region's economy has recovered from the Great Recession, with large increases in GDP and business establishments and a reduction in measures of economic distress. However, the

COVID-19 Pandemic introduced significant headwinds for Southern Nevada's economy. The dominance of tourism, gaming, and hospitality in Southern Nevada left the region disproportionately affected by pandemic closures and, like the Great Recession, the region faced higher rates of unemployment than other U.S. metropolitan areas. However, interventions by state and federal governments, as well as local stakeholders, likely prevented the type of severe, protracted recession that Southern Nevada experienced in 2010 and 2011 after the Great Recession. Southern Nevada has experienced some growth in the percentage of adults with a bachelor's degree or higher, but not to the extent as its peer regions, and educational attainment in Southern Nevada is significantly lower than peer metro areas in the West. As of the most recent Census data, Clark County's population is 69.4% White, 31.6% Hispanic/Latino, 13.1% Black/African American and 10.4% Asian. 86.1% of residents are high school graduates, while 24.5% hold a Bachelor's degree or higher. The median household income for Clark County is \$59,340. 13.3% of residents in Clark County live in poverty.

The Las Vegas metropolitan area has experienced significant growth over the last decade, adding more than 300,000 new residents. This population growth has been driven predominantly by domestic migration from other regions within the United States, accounting for 59% of the region's total population growth during this time. Despite general economic expansion prior to the pandemic, poverty rates have increased for adults in Las Vegas across all levels of educational attainment, climbing the highest for those with a high school diploma or equivalent. Additionally, educational attainment rates beyond high school have only minimally increased. The Las Vegas Metro area only saw a 2.4 percentage point increase in the share of people 25 years or older with a bachelor's degree or higher between 2011 and 2019. While Las Vegas is growing rapidly, it is still lagging peer metropolitan areas in expanding its educated workforce.

The proposed East Las Vegas 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 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 area is significantly Hispanic at 56% with nearly a third of the population foreign-born and more than half speaking a language other than English at home. As a result, the area is home to an abundance of Hispanic restaurants, groceries and other services targeted towards this community.

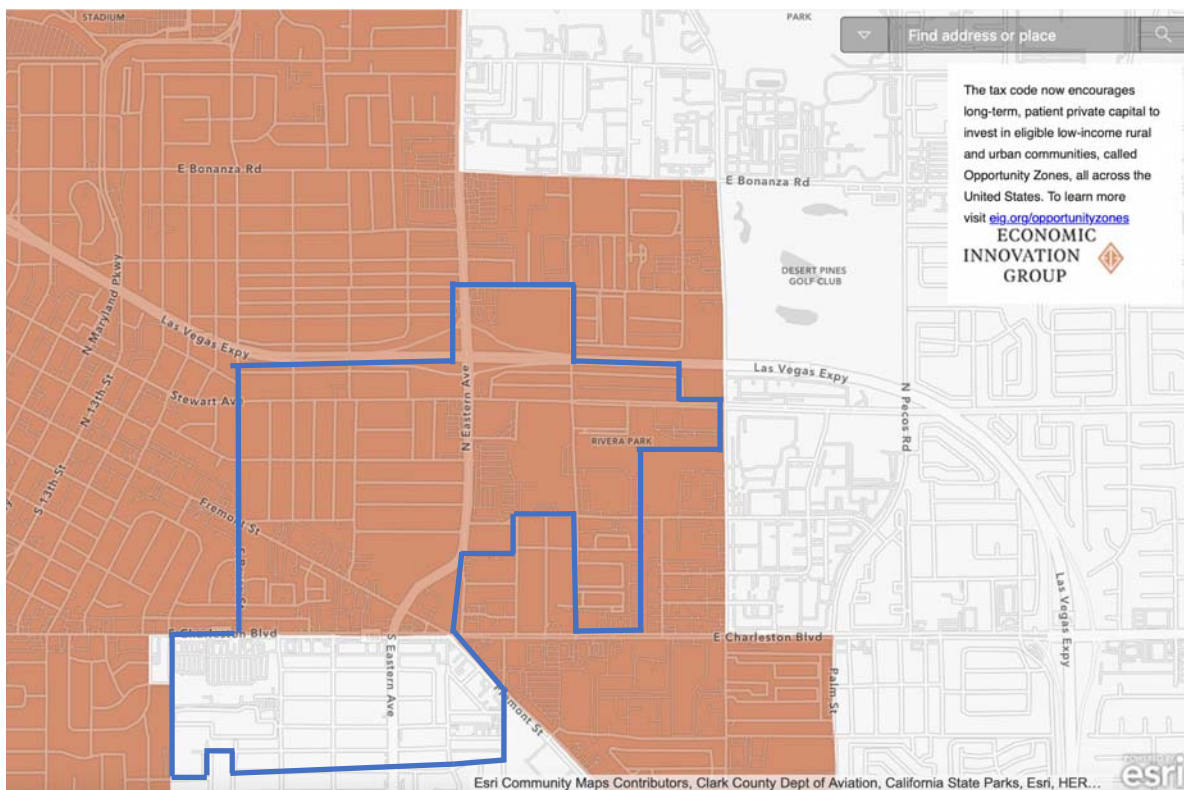
Leverage Funding/Support

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% of its annual CDBG

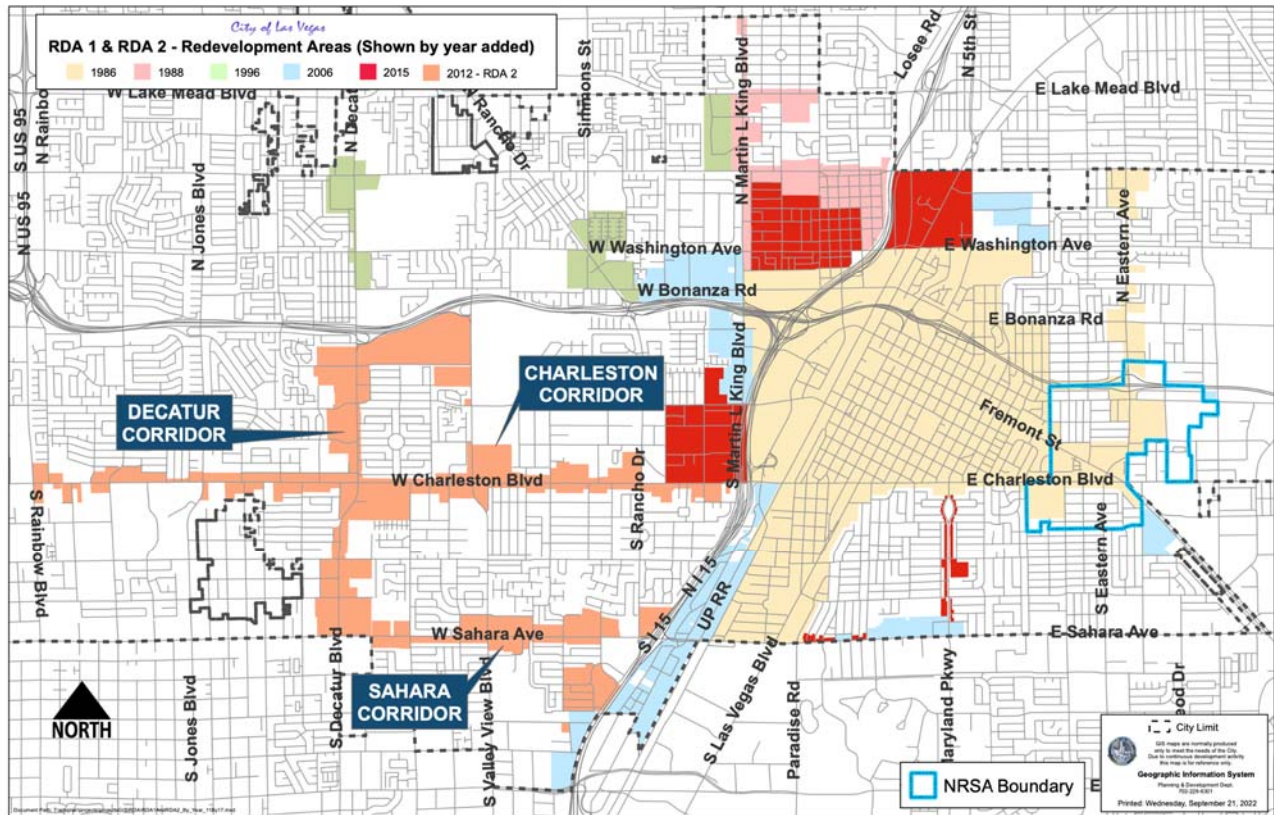
Entitlement funds over five (5) years to invest in infrastructure improvements and business community expansion, utilize up to \$15MIL in projected NSP Program Income. The City has currently utilized \$100,000 in General Fund dollars to pay for a consultant over the last two years for general consulting 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 it the map below:



In addition, the City is applying for a number of grants for the proposed NRSA area:

Grant Name	Agency Offering Grant	Amount Applied For	Partners	Grant Purpose & Priorities
East Las Vegas Workforce Training Center	U.S. Economic Development Administration	\$5M	College of Southern Nevada	To support the construction of a 15,000 SF training center on the former Desert Pines Golf Course Redevelopment Site, adjacent to the NRSA. It would provide workforce training for entry level employment opportunities in advanced manufacturing, skilled trades, health care and information technology. Training will provide opportunities at various levels of educational attainment to achieve the

				skills necessary to launch or build a career in a high-wage, high-demand industry.
Chef Jeff Program	U.S. Economic Development Administration	\$1.9M	Chef Jeff Project	The grant was awarded. It will support the deployment of a mobile food workforce training program targeted towards system-impacted youth. One of the training locations will be in the proposed East Las Vegas NRSA.
Underrepresented Communities Grant	National Park Service	\$35,000	None	This grant was awarded. It is supporting an analysis of the built environment in the NRSA to identify opportunities for historic preservation.

Other grants the City is exploring for the East Las Vegas NRSA area:

Grant Name	Agency Offering Grant	Amount Considering	Partners	Grant Purpose & Priorities
Community Food Projects Competitive Grant Program	USDA National Institute of Food and Agriculture	\$400,000	Not identified yet	Grants to accelerate new urban, indoor and other agricultural practices that serve the community. This grant could help us to explore how to improve local food access and collaborate with partner organizations to support this work.
Urban Agriculture and Innovation Production	USDA Office of Urban Agriculture	\$500,000	Not identified yet	To support the facilitation of urban agriculture assessments and identify opportunities that connect

Competitive Grants Program	and Innovation Production			community needs with the benefits of urban agriculture.
Healthy Food Financing Initiative Targeted Small Grants Program	America’s Healthy Food financing Initiative Reinvestment Fund	Up to \$200,000	Not identified yet	To support innovative fresh food retail and food system enterprises that seek to improve access to healthy food in underserved areas.

The City is also exploring the use of Section 108 loans, Redevelopment Set Aside, Low Income Housing Tax Credits, and New Market Tax Credits to build a self-sustaining, thriving community.

Benefits of a Neighborhood Revitalization Strategy Area

NRSA benefits described in Basically CDBG for Entitlements, Chapter 10 published September 2017 include:

- **Job creation or retention effort focused on the selected neighborhood may be classified as meeting the LMI area benefit national objective requirements.** Businesses that receive such assistance need not track the specific income of newly hired employees to demonstrate LMI benefit. This provision reduces the administrative burden to the business and is intended to provide an incentive to businesses to participate in the community’s job creation/retention programs.
- **Aggregation of housing units** for which CDBG funds are obligated during each program year and treat them as a single structure. 51% percent of the total number of units must be occupied by LMI households. This permits grantees greater flexibility in applying the LMI housing national objective criteria for the housing category. In turn, grantees have flexibility in providing housing to residents of the NRSA neighborhood. NOTE: The flexibility to aggregate housing units assisted does not change the requirement that homeownership assistance provided under 570.201(n) must be granted only to LMI households.
- **Economic development activities carried out in the NRSA may be excluded from the aggregate public benefit standards.** This reduces recordkeeping requirements and affords greater flexibility in selecting and implementing economic development activities and reduces the amount and scope of information that grantees must collect and document regarding its programs. Note, however, that projects are still subject to the individual project public benefit standards.
- **All public services offered within the NRSA and carried out as part of qualified projects under the NRSA by a CBDO are exempt from the public services cap.** This permits grantees to offer a more intensive level of services within the approved community, as needed to stimulate revitalization. This flexibility includes job training and other employment related services, and as such, it can provide an essential foundation for economic opportunity for neighborhood residents

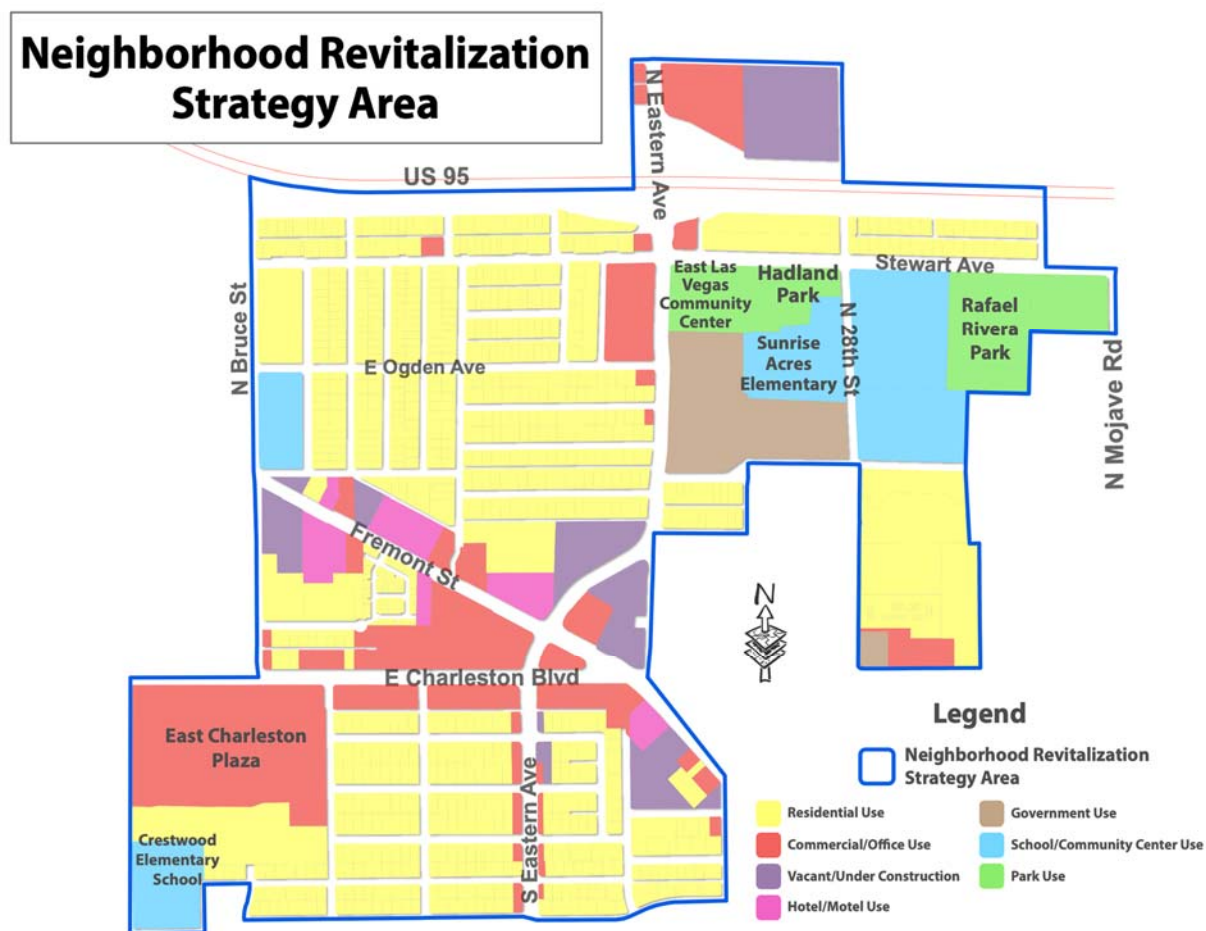
This NRSA for East Las Vegas has been developed as an asset-based, community-led plan to empower the community to utilize its voice in determining the future of the neighborhood. It explores all

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.

III. Strategy Criteria

The following describes the NRSA boundaries, demographic criteria, community consultation process, housing and economic features of the neighborhood, economic empowerment strategies, and performance measure benchmarks for evaluating the success of implemented programs. Data within this plan comes from the 2017-2021 American Community Survey (ACS) 5-year estimate.

The proposed East Las Vegas NRSA boundaries are aligned with the designated boundaries identified in the 2014 Rafael Rivera Walkable Community Plan, adopted by Las Vegas City Council. 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.



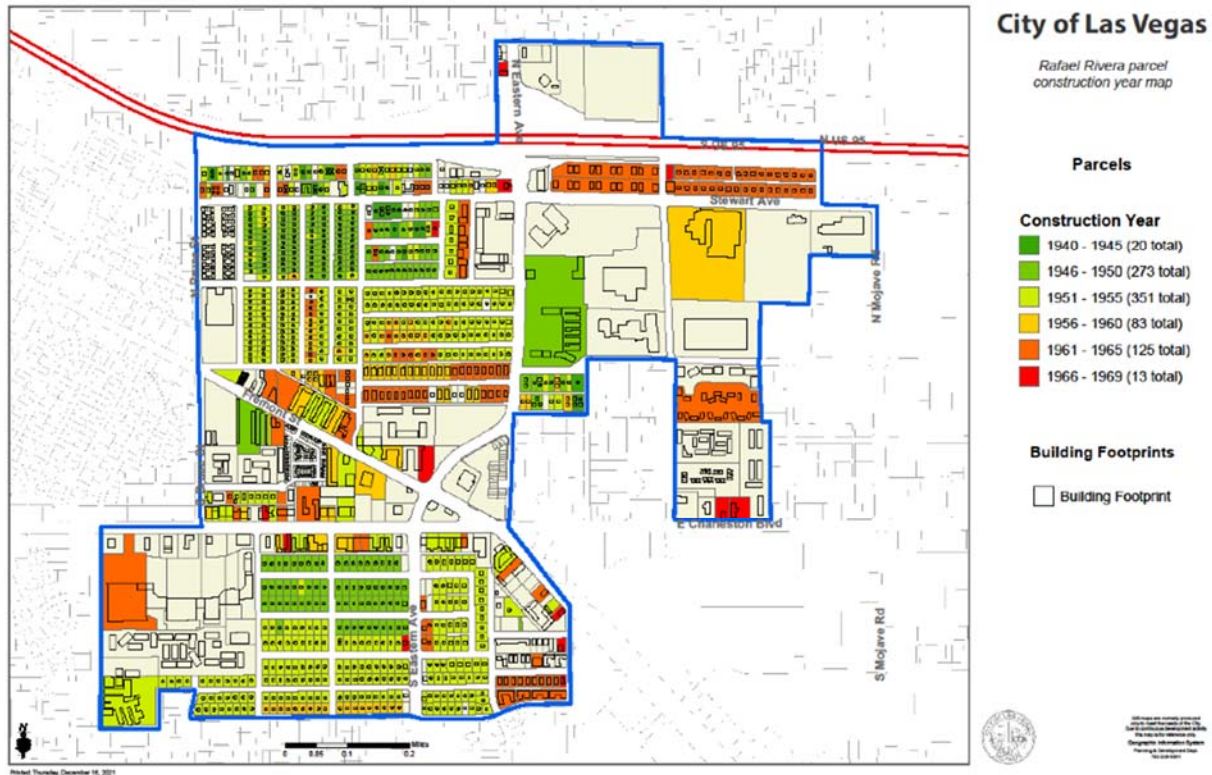
The NRSA is located in the following census tracts and block groups:

CENSUS TRACT	BLOCK GROUP
Census Tract 5.18	Block Group 1
Census Tract 5.20	Block Group 2
Census Tract 5.21	Block Group 2
Census Tract 5.22	Block Group 1
	Block Group 2
	Block Group 3
	Block Group 4
Census Tract 5.23	Block Group 1
	Block Group 2
Census Tract 14.01	Block Group 1
	Block Group 2

[illegible]

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:

- The following map shows the construction year of every property within the NRSA:



About the NRSA Area 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% of the property in the boundary is residential, 20% is commercial and the remaining 20% 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% 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% and Black resident comprising an additional 14%. 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% of the population is retirement age. Veterans comprise 8.9% of the population.

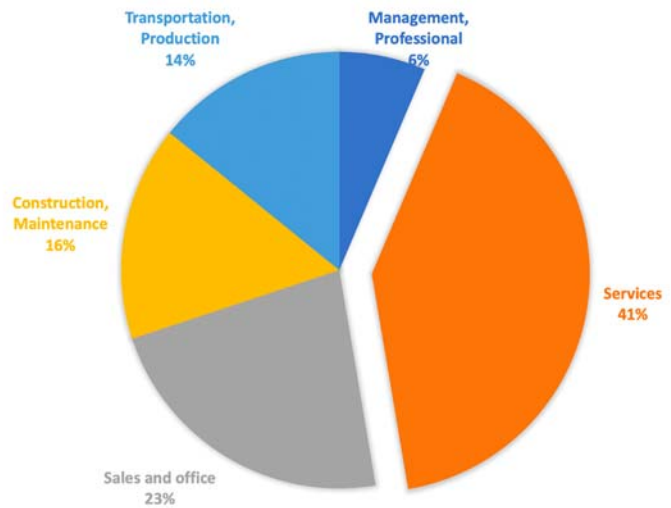
60% of residents of the proposed NRSA over the age of 25 have a high school diploma, while only 7.6% have a Bachelor's Degree or higher. 32% of the population have neither.

Workforce

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

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

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



Housing and Transportation

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

IV. 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.

2020 CITYWIDE STRATEGIC PLAN (3 – 5 YEARS)

PRIORITY I: PUBLIC SAFETY

OBJECTIVES:

- Implement crime preventive strategies through the development of public trust and community policing programs
- Increase level of safety and satisfaction with law enforcement, fire and medical and judicial services by improving quality of life for our residents, businesses, and visitors
- Address nuisance impacts to businesses and neighborhoods through increased homelessness mitigation efforts
- Develop multi-disciplinary human services to support the public safety system

GOAL I: NEIGHBORHOOD REVITALIZATION

Reenergize and promote neighborhood revitalization programming through collaboration

GOAL II: COMMUNITY & LAW ENFORCEMENT PARTNERSHIPS

Strengthen relationships with the community and law enforcement to respond to diverse needs

GOAL III: ALTERNATIVES TO INCARCERATION

Afford low-level offenders the opportunity to have alternatives to incarceration

PRIORITY II: HEALTHCARE

OBJECTIVES:

- Expand health care services, mental health, and substance abuse services for at-risk populations, including the homeless
- Develop a stronger public health system through public/private partnerships that support the health and wellbeing of the community
- Facilitate development of the Medical District to provide reliable access to medical services consistently throughout the community
- Support efforts to improve technical and higher education in the healthcare field to include research
- Foster the environment for employment opportunities for healthcare professionals in the community (UNLV Medical School)

GOAL I: HEALTHCARE PROGRAMS

Expand healthcare access through community partnerships

GOAL II: CORPORATE RESPONSIBILITY

Align city's marketing strategy to fit into corporate responsibility missions

GOAL III: MENTAL HEALTH RESOURCES

Enhance assistance to connect at-risk and vulnerable populations with mental health

PRIORITY III: DIVERSIFY ECONOMY

OBJECTIVES:

- Incentivize private investment to increase business development and housing options
- Support education from Pre-K through workforce development to prepare for the increasing needs in the high-demand labor markets
- Evaluate zoning and licensing restrictions to allow for new types of business development
- Support large scale business development in the undeveloped portion of the city

GOAL I: INFRASTRUCTURE FOR CONNECTIVITY

Expand broadband connectivity and mobility infrastructure equitably across the city

GOAL II: START-UPS

Streamline the process for start-up businesses to support new innovative opportunities and industry

GOAL III: BIG BOX STORES

Facilitate opportunities for redevelopment of underperforming big box stores and strip centers

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.

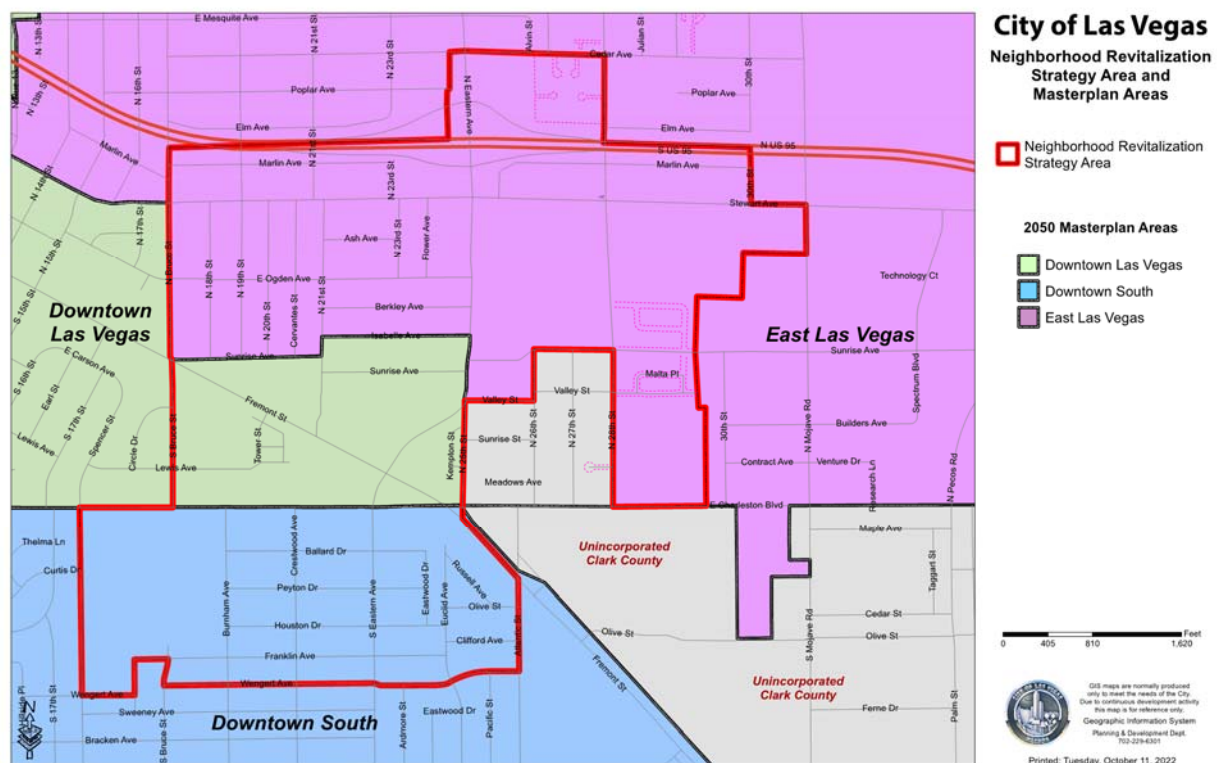
2050 City of Las Vegas Master Plan and Mobility Master Plan (2020)

This 2050 Master Plan and Mobility Master Plan, both adopted in 2020, 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 outcome. 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:

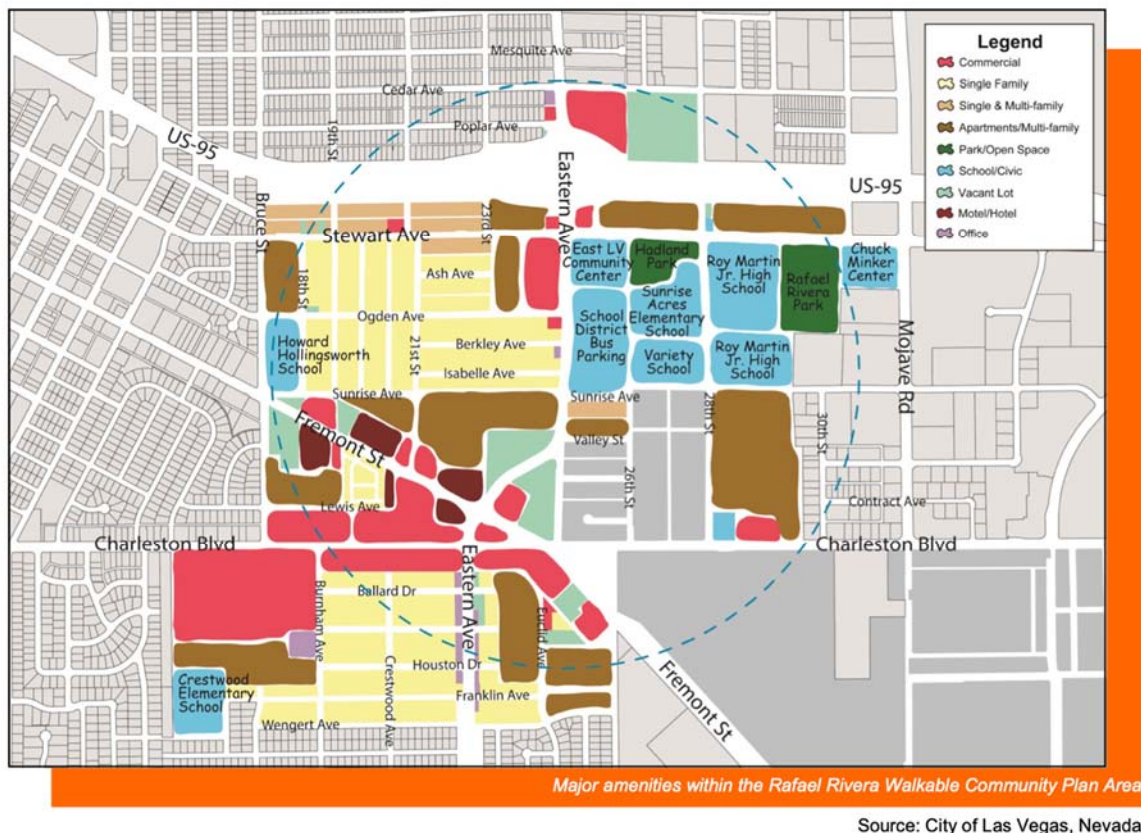


This NRSA document reflects elements of the Downtown Las Vegas Area Plan (which was completed prior to the start of the NRSA) and the East Las Vegas Area Plan (which was developed at the same time as the NRSA), and will influence the development of the Downtown South Area Plan effort, which is set to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

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 focus on pedestrian and cyclist safety, many of which have been implemented or are in the process of being implemented.

COMMUNITY AMENITIES MAP



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.



Figure B: Trail Visualization – Perspective View

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.

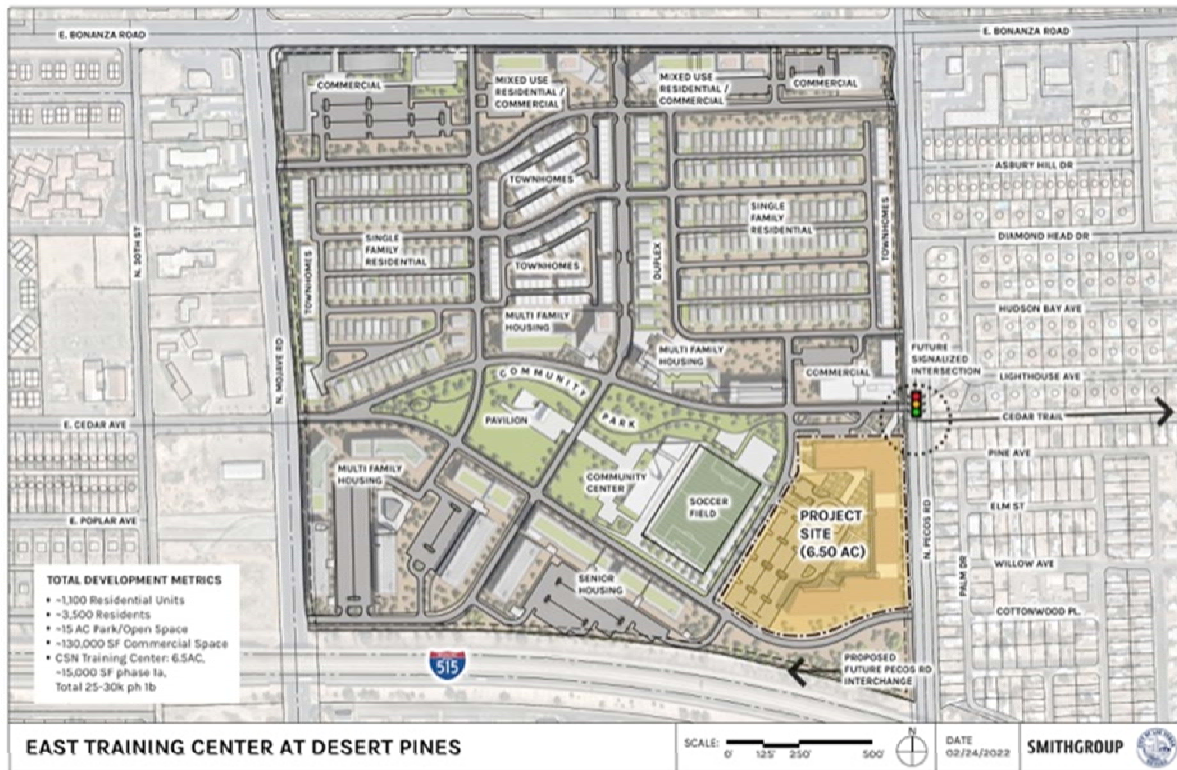


Figure 1 Bruce Street Study Area

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 SF of office space, 5.5 acres of mixed use development, 10% if land dedicated to open spaces, connected to the city trail system and inclusive of a community center and soccer field.



V. 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 continued, 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.

VI. Goal 1: Ensure everyone feels safe in the neighborhood

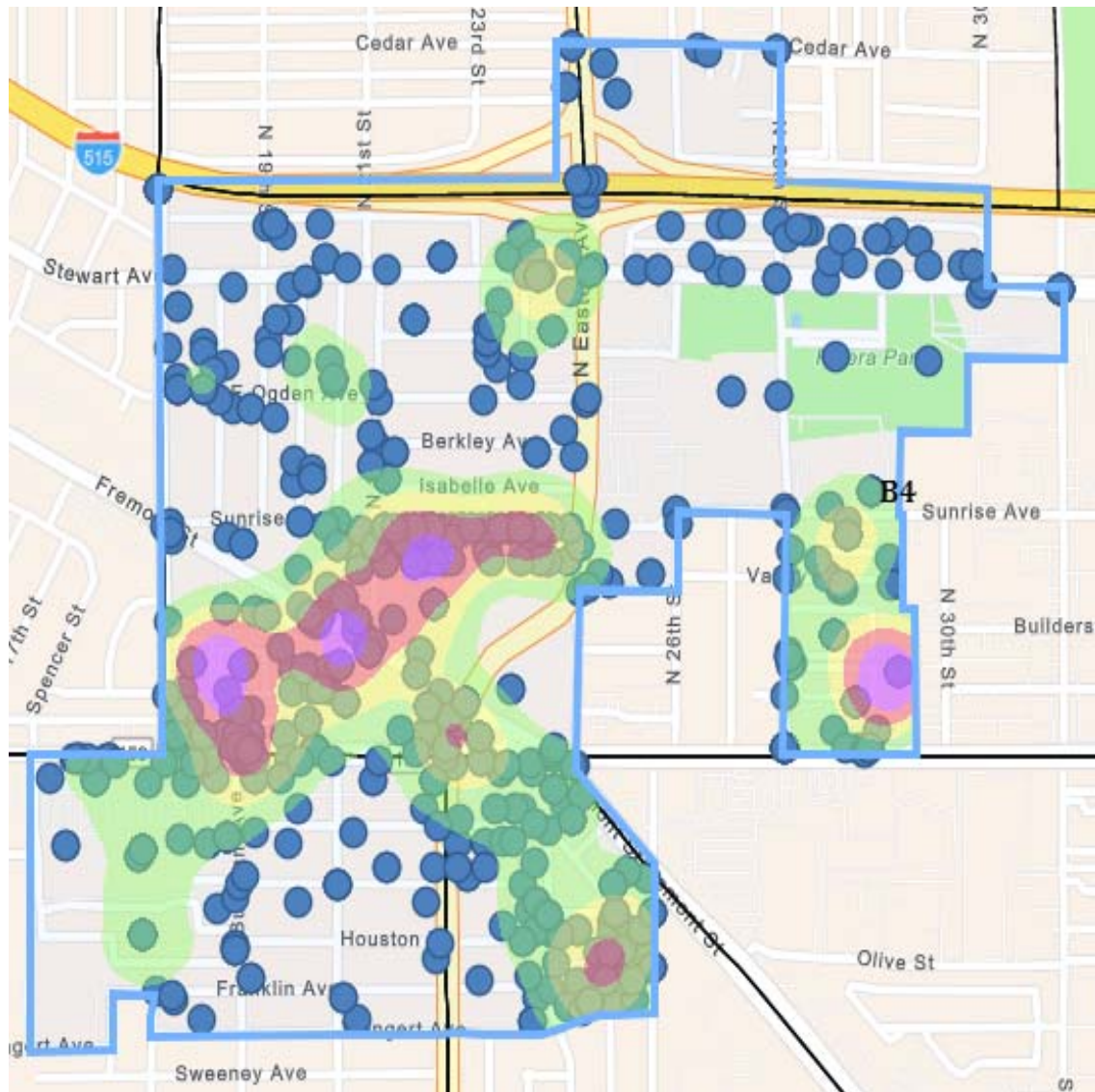
"It is time to rejuvenate this area and make it safer for everyone, including those in need of help."

– NRSA Resident, From the 2021 NRSA Survey

Current Situation

2022 crime data shows critical hot spots related to criminal activity in the area, as identified on the following map and graphic

Las Vegas Metro Police Department Crime Data (2022)



CRIME TYPE (LVMPD NIBRS 1/1/22-11/3/22)	ALL CRIME	ZONE 1	ZONE 2	ZONE 3	ZONE 4
Homicides	3 events; 3 victims	1;1	1;1	1;1	0
Sex Offenses, Forcible	24 events; 24 victims	1;1	19;19	4;4	0
Aggravated Assaults	64 events; 90 victims	6;7	26;39	27;37	5;7
Simple Assault/Intimidation	376 events; 407 victims	33;37	128;140	151;160	64;70
TOTAL PERSON CRIMES	467 events; 524 victims	41;46	174;199	183;202	69;77
Larceny/Theft Offenses	143 events	27	54	34	28
Fraud Offenses	22 events	1	5	12	4
Robbery	22 events	6	5	7	4
Burglary	61 events	10	14	32	5
Motor Vehicle Theft	74 events	15	20	33	6
Counterfeiting/Forgery	1 event	0	0	1	0
Embezzlement	17 events	1	1	14	1
Stolen Property Offenses	22 events	1	7	9	5
Destruction/Damage/ Vandalism of Property	115 events	13	39	46	17
TOTAL PROPERTY CRIMES	477 events	74	145	188	70
Drug/Narcotic Offenses	101 events	8	16	47	30
Prostitution Offenses	15 events	0	4	11	0
Weapon Law Violations	47 events	1	19	23	4

Additionally, in the City of Las Vegas Parks and Needs Assessment, conducted in August 2021, 37.5% of Ward 3 survey respondents noted that the number 1 reason they hadn't been using CLV parks, trails, recreation facilities and open space is because they did not feel safe, and 26.3% cited safety as the reason they didn't attend programming or events there.

Community Desires

Safety and security is the top concern for residents and businesses in the NRSA, as noted 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 of Las Vegas will launch 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 City Marshals, the Las Vegas Metro Police Department, the Clark

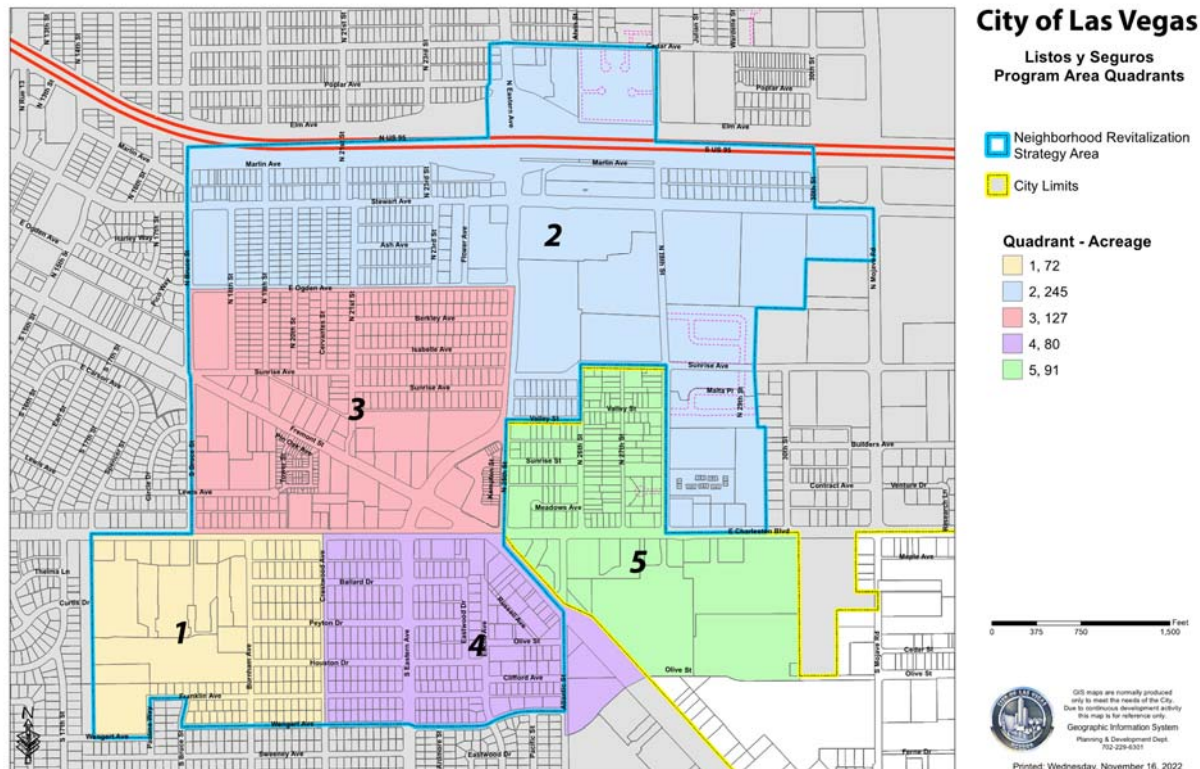
County School District Police Department and the City of Las Vegas Fire and Rescue. Listos y Seguros is:

- 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 initiative 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 Las Vegas City Marshals, and City of Las Vegas Fire and Rescue as well as city of Las Vegas departments. 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% 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 free at established homeless shelters, including the city's own Courtyard Homeless Resource Center. The Center – launched in 2017 with a \$20M commitment from the city – is an innovative public/private partnership and 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, 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 LVMPD). 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 LVMPD will be deploying their 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

PROJECT	MEASUREMENT OF SUCCESS
Listos y Seguros – A Community Project to Tackle Crime and Build Trust	<ul style="list-style-type: none"> ▪ 50% decrease in overall number of crimes within three (3) years ▪ Eliminate significant crime hot spots, as identified by public safety agencies ▪ Improve overall perception of safety amongst residents and businesses in the area
Establish a Neighborhood Public Safety Resource Center	<ul style="list-style-type: none"> ▪ Eliminate communication barriers between public safety and city departments and the community ▪ Increased, consistent public safety presence in the community ▪ Improved collaboration and coordination between public safety agencies and the city to serve the community
Help for the Unhoused - Engage, Educate and Expand	<ul style="list-style-type: none"> ▪ Deliver two additional Homeless Solutions Summits in 2023, expanding participation and expand participation by NRSA residents and businesses ▪ Eliminate problem encampment areas ▪ Expand the MORE Team to support the NRSA area
Comprehensive Neighborhood Safety Assessment and Investment	<ul style="list-style-type: none"> ▪ Improve lighting throughout the NRSA ▪ Problem crime areas improved where environmental factors are the biggest issue
Confront Drug Addiction	<ul style="list-style-type: none"> ▪ Eliminate problematic drug deal target areas and syndicates in the NRSA ▪ Make multi-lingual addiction resources are widely available in the NRSA
Clean Up Environmentally Hazardous Areas	<ul style="list-style-type: none"> ▪ Address environmentally hazardous challenges that impact the health of the community

VII. Goal 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% is Hispanic
 - 31.7% is foreign born
 - 56% 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 \$38M programmed federally, sitting with Clark County, which could become available October 2025 for implementation.

Cleaning up the Nevada Power 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 (2023)
- NV Energy pole consolidation engineering (2024)
- Full trail design (2025)
- Implementation (by 2028)



SPENCER GREENWAY TRAIL & UNLV CAMPUS BIKE PLAN



Figure 8: Trail Visualization - Perspective View

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

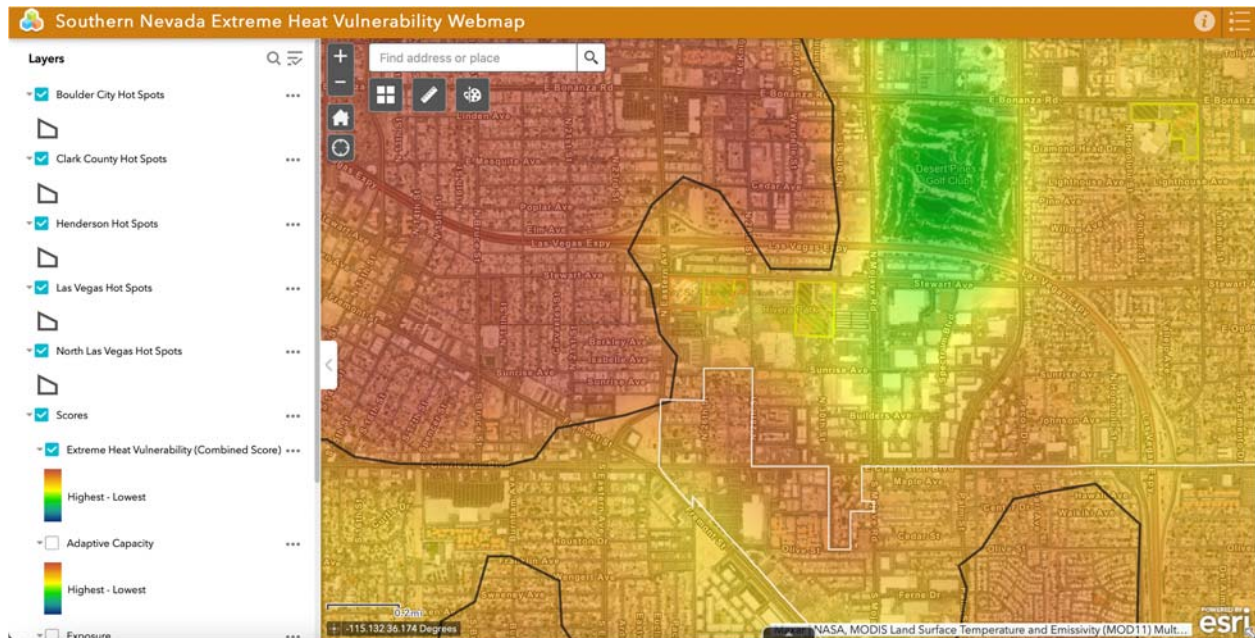
4. Create a NRSA Placemaking Plan and Pattern Book

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:
<https://www.arcgis.com/home/item.html?id=5aff8de1f90a4d8e97a199d780b49513>

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% estimated canopy coverage and the highest Urban Heat Island (UHI) Vulnerability Index in the city. Hispanic communities (like Black/African American communities) have 33% 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.

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

Measuring Success

PROJECT	MEASUREMENT OF SUCCESS
Implement the Spencer Greenway Trail Plan	<ul style="list-style-type: none"> ▪ Elimination of significant blighted areas in the NRSA ▪ Creation of a new community space that reflects the culture of the community and the desire for new activity spaces ▪ New connections established to surrounding areas via pedestrian and bicycle access

Launch *Celebrate Your Story*

- Gather new information, images and stories to help piece together the historical timeline and narrative of the area
- Build new community connections
- Inform the placemaking plan and pattern book

Complete an Historical Analysis of the Community and the Built Environment

- Obtain a clearer historical timeline and development narrative for the NRSA area
- List one building on the national register
- List an additional two buildings on the local register
- Glean information to inform the placemaking plan and pattern book

Create a NRSA Placemaking Plan and Pattern Book

- Positively impact the health of local NRSA residents
- Create a more cohesive public realm that helps knit the community together
- Build community pride

Establish a Cultural Heritage Arts Initiative

- Bring the inside out, showcasing the cultural vibrancy of the community demographic via art
- Provide new economic opportunities for artists and cultivate new talent
- Support the continuation of heritage cultural arts

VIII. Goal 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 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 impeded 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 being It 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 Blvd extending south to Bruce (constructed in the 1980s). As these bridges have continued to age, they have required costly maintenance repairs to keep them in service. The DAP will 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. The project is currently in preliminary design and environmental, with final design expected by 2029 and full construction completed by 2034.

▪ **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 bumps 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. 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 Blvd and Lake Mead Blvd.:

- 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.

2. Deliver the Stewart Ave. Complete Streets Investment Including Cycle Track (GreenVision)

The Stewart Ave. corridor spans almost five miles from 6th 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 Ave. 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% 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 Ave. from 6th Street to Nellis Blvd., 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 Ave. corridor into a space that is safe and comfortable for all users. The estimated cost of the project is \$47.8M.

3. 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. An analysis should be completed to address how to best ensure the plan recommendations are completed.

Measuring Success

PROJECT	MEASUREMENT OF SUCCESS
Implement the Bruce Street Green and Complete Street Plan	<ul style="list-style-type: none"> ▪ Establish a safe pedestrian and bicycle connection to adjacent neighborhoods ▪ Improve roadway safety and overall aesthetics of the NRSA ▪ Invest in infrastructure that supports climate goals and objectives
Deliver the Stewart Ave. Complete Streets Investment Including Cycle Track	<ul style="list-style-type: none"> ▪ Improve multi-modal transportation opportunities for the community ▪ Remove barriers in pedestrian sidewalk infrastructure along the route ▪ Improve overall pedestrian and bicyclist safety
Complete Implementation of the Rafael Rivera Walkable Community Plan	<ul style="list-style-type: none"> ▪ Address the most urgent pedestrian safety and accessibility issues within the NRSA

- Demonstrate the city's commitment to plan the implementation of critical neighborhood planning documents, building trust with the community

IX. Goal 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% 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.
- 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%, as shown in the map below. Food insecurity rates in the NRSA – and all of these zip codes – in 2012, when the unemployment rate began to decline again. The average food insecurity rate across Clark County is 13.4%, meaning one out of every 7 people in Clark County is food insecure. An [April 2021 article in the Nevada Current](#) projected that Nevada food insecurity was projected to remain among the nation's highest.
- [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.

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 – 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 2 of 5 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 3 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.

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 • 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. 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 Guadalupana – 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.

Measuring Success

PROJECT	MEASUREMENT OF SUCCESS
Open a Comprehensive Health Care Center Targeted Towards the Needs of the Neighborhood Population	<ul style="list-style-type: none"> ▪ Address disparities in health care for the Hispanic and immigrant population ▪ Create localized access to both standard and specialty care ▪ Uniquely target services to address the specialized health care needs of the community
Focus on Preventative Care and Education	<ul style="list-style-type: none"> ▪ Create opportunities to prevent illness and disease ▪ Educate people on the opportunities to access care and services ▪ Provide information on programs that are available to them to help with affordability and access
Support Local Medicinal/ Natural Medicine Providers to Grow Their Businesses	<ul style="list-style-type: none"> ▪ Create connections with and between the curanderos and businesses ▪ Connect traditional health care providers with these businesses and providers and build connections and a referral network ▪ Expand local business opportunities for these providers and services
Establish Access to Fresh Food	<ul style="list-style-type: none"> ▪ Improve the health of citizens by ensuring access to affordable healthy food goods ▪ Create opportunities for local residents to learn about growing crops in an urban environment

Conduct a Community Needs Assessment

- Create business opportunities to support existing and potential market operators to provide additional healthy food goods
- Get a clear understanding of the gaps in services available to the community
- Understand the market and the barriers to entry for businesses that may want to provide those services
- Establish tools, programs and specialized services to support the development of new businesses to fill service gaps

X. Goal 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. 7% of the population is 9 and under; 14% is aged between 10-19; and 20% 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 Avenue. It serves 548 students from Pre-Kindergarten to 5th Grade.
 - **Sunrise Acres Elementary School:** Sunrise Acres Elementary School is located at 211 28th Street. The school serves 637 students from Pre-Kindergarten to 5th grade.
 - **Crestwood Elementary School:** Crestwood Elementary School is located at 1300 Pauline Way. The school serves 679 students from Pre-Kindergarten to 5th grade.
 - **Variety School:** The Variety School is located at 2800 Stewart Avenue. It is a special education school that serves 31 students in grades 1 through 5.
 - **Roy W. Martin Middle School:** The Roy W. Martin Middle School is located at 200 N. 28th Street. It is a magnet school that serves 1,498 students in grades 6 through 8.
 - **Source Academy and Early Learning Center:** The Source Academy and Early Learning Center is located at 10 N. 28th Street. 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 Avenue and 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.
 - **La Casa del Inmigrante:** La Casa del Inmigrante is located at 2900 Stewart Avenue 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, 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, 2 volleyball court option), five racquetball courts with upper deck viewing, 5 walleyball 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 Avenue 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 Avenue 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.

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% 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% 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%) – Food events (farmers market, food tastings, beer/wine)
 - #2 (43.1%) – Performing arts (concerts, theater, dance, movies)
 - #3 (32.8%) – Cultural celebrations (ethnic music, traditions, performances)
 - Ward 3 resident's top 4 amenities most desired:
 - #1 (32.8%) – Walking Trails

- #2 (29.3) – Biking/Multi-Use Paved Trails
- #2 (20.7%) – Trees
- #3 (37.9%) – Shaded pavilions and picnic areas
- Ward 3 resident’s top 4 programs most desired:
 - #1 (24.1%) – Senior programs
 - #2 (22.4%) – Adult fitness and exercise classes
 - #3 (19%) – Weight and cardio rooms
 - #4 (13.8%) – 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 is 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, 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. 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:

- 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.
- 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.

3. Support Principals and Teachers in Area Schools

The schools in the NRA 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: 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.

Measuring Success

PROJECT	MEASUREMENT OF SUCCESS
Redevelop the Chuck Minker Sports Complex into a Comprehensive Community Activity Facility	<ul style="list-style-type: none"> ▪ Increase use of a critical community complex ▪ Introduce new programming into the community – particularly for youth – that provides new opportunities to engage and serve
Expand Programming and Opportunities for Youth	<ul style="list-style-type: none"> ▪ Reduce crime rates amongst youth ▪ Increase school proficiencies ▪ Create healthy opportunities for youth to engage with each other and the community
Support Principals and Teachers in Area Schools	<ul style="list-style-type: none"> ▪ Significantly reduce teacher vacancy and turnover rates ▪ Improve school rankings and outcomes for NRSA students ▪ Create better connections between schools and community

XI. Goal 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

Current Situation

- **Housing:**
 - A significant portion of the residents of the NRSA are at extraordinarily high risk of displacement:
 - 83.2% of residents rent, while only 16.8% own
 - 60% of residents pay rent that is 35% or more of their household income, meaning the majority of residents are rent-burdened
 - 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% of residents have no high school diploma or higher education
 - Only 7.6% of residents have more than a high school diploma
 - The unemployment rate in the NRSA is 12.6%
 - 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, Eastern and small portions of Fremont St, Stewart Ave and Cedar Ave 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.
 - Vacant lot redevelopment sites
- **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.

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 to 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:

NEED

Rehabilitation of Older Homes/Housing Units

How do we support people in older homes that have significant repair needs that they don't have the incomes to support?

Financial Assistance

Helping renters become owners, and owners stay in place

WHAT EXISTS

Neighborhood SHIFT (Safe Home Improvement Funding and Training) Program – This program supports the rehabilitation of single family homes, utilizing CDBG and other funds. It:

- Provides funds and technical assistance to repair, improve, preserve and remove health and safety hazards from dwellings
- Pays for fees related to permitting, administrative costs and clearing fines/violations
- Is available to homeowners – up to \$7,500 in City grants up to 120% AMI to correct code violations; Additional \$7500 available in federal funds for 80% AMI or below

Nevada HAND – Provides financial support to do home repairs and weatherization

State of Nevada Low Income Weatherization Program – The State has a program to support weatherization and energy conservation of older homes

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)

Home is Possible Homebuyer Programs (Nevada Housing Division) – Providing loans for qualified low-to-

OPPORTUNITIES

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 \$20K/unit. Not aimed at single family/townhome/duplex market.*

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.

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

2) Establish special programs to support workforce housing for

**Work Directly
with Landlords**
*How do we help
private sector*

middle income buyers

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% of the interest paid on a loan

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 \$22K (are max income limits); also provides assistance to homeowners including financial and foreclosure counseling

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)

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

The city of Las Vegas provides responsive code enforcement to ensure that residents who are renters are safe and secure in their buildings.

particular communities, e.g. teacher housing, nurses (“Doc on the Block”), etc. (Neighborhood Stabilization Plan (NSP) funds can be used for this)

3) Establish a city of Las Vegas concierge who can provide comprehensive education and direct assistance to help residents navigate these programs

4) Work with banks and lenders to explore programs to support homeownership 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

1) A coordinated, proactive approach to address code issues – the Listos y Seguros pilot program is designed to support this.

owners of low-income properties best serve the community?

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.)

Support/Facilitate the Establishment of a Community Land Trust

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

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.

For new development – The City could support the formation of a community land trust on any joint properties/parcels where single ownership is occurring.

No community land trusts currently exist in Las Vegas

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 map identifies existing vacant parcels as well as sites owned by the city of Las Vegas, and the Southern Nevada Regional Housing Authority that could be explored for future housing and/or mixed-use development. The following table identifies opportunities to increase the attainable housing stock in the NRSA:

NEED

Address Affordable Housing Policy

State and local policy initiatives to create new pathways to affordable housing

Infill Housing

Identify existing property/lots that are vacant/underutilized and acquire to increase density/build housing

WHAT EXISTS

City of Las Vegas

Affordable Housing Ordinance – 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 \$500k 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.

Bill Draft Requests to the State of Nevada Legislature (BDRs) – The City can submit three BDRs annually but can comment on everything.

SNRHA is currently planning for two new housing developments within the NRSA, as identified in the map above.

Opportunity sites (also shown in map above) have been identified

City of Las Vegas continues to explore the purchase of properties in receivership as opportunities come up

OPPORTUNITIES

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 casitas a conditional use, not a special use, would need to occur.

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.

Identify and Secure Vacant and Abandoned Homes <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 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 Authority. 2) City Council policy change to allow provisional bidding on property that is up for auction
Parcel Assemblage <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) Create a concierge approach with attainable housing developers to help them expedite programs and navigate city systems in order to accelerate development
Support Attainable Housing Developers <i>Identify opportunities to support both for-profit and non-profit partners to expedite</i>	Developers are supported as projects and opportunities arise	

*their projects and
get them done*

**Incentivize
Innovative
Solutions to
Affordable Housing**

*Explore unique ways
to encourage and
incentivize
innovation in
affordable housing
in Las Vegas*

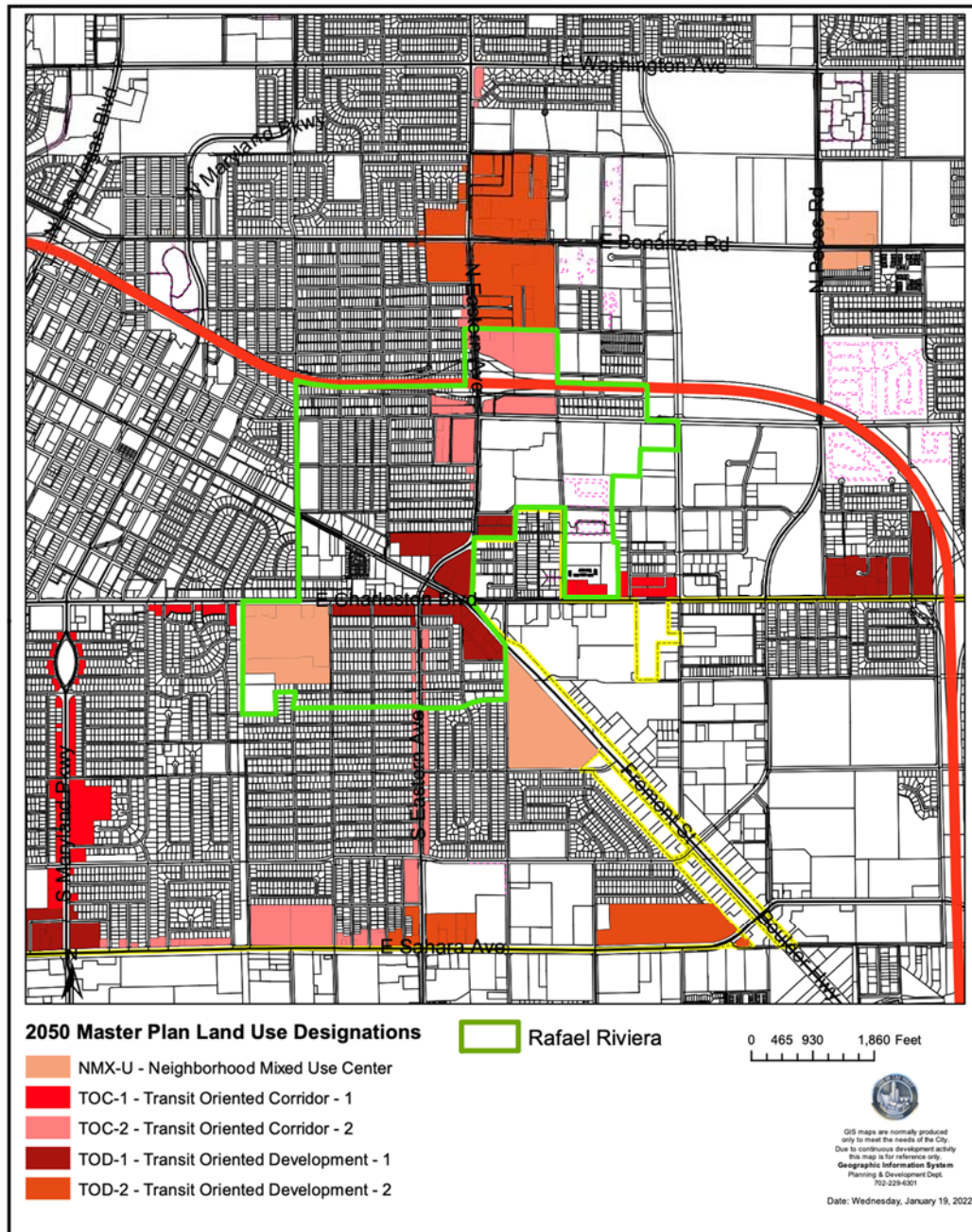
Opportunities are addressed on a
case-by-case basis

2) Establish opportunities for fast-tracked
permitting/reduced fees for developers
doing attainable housing, either voluntary
or through the City's affordable housing
program

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.

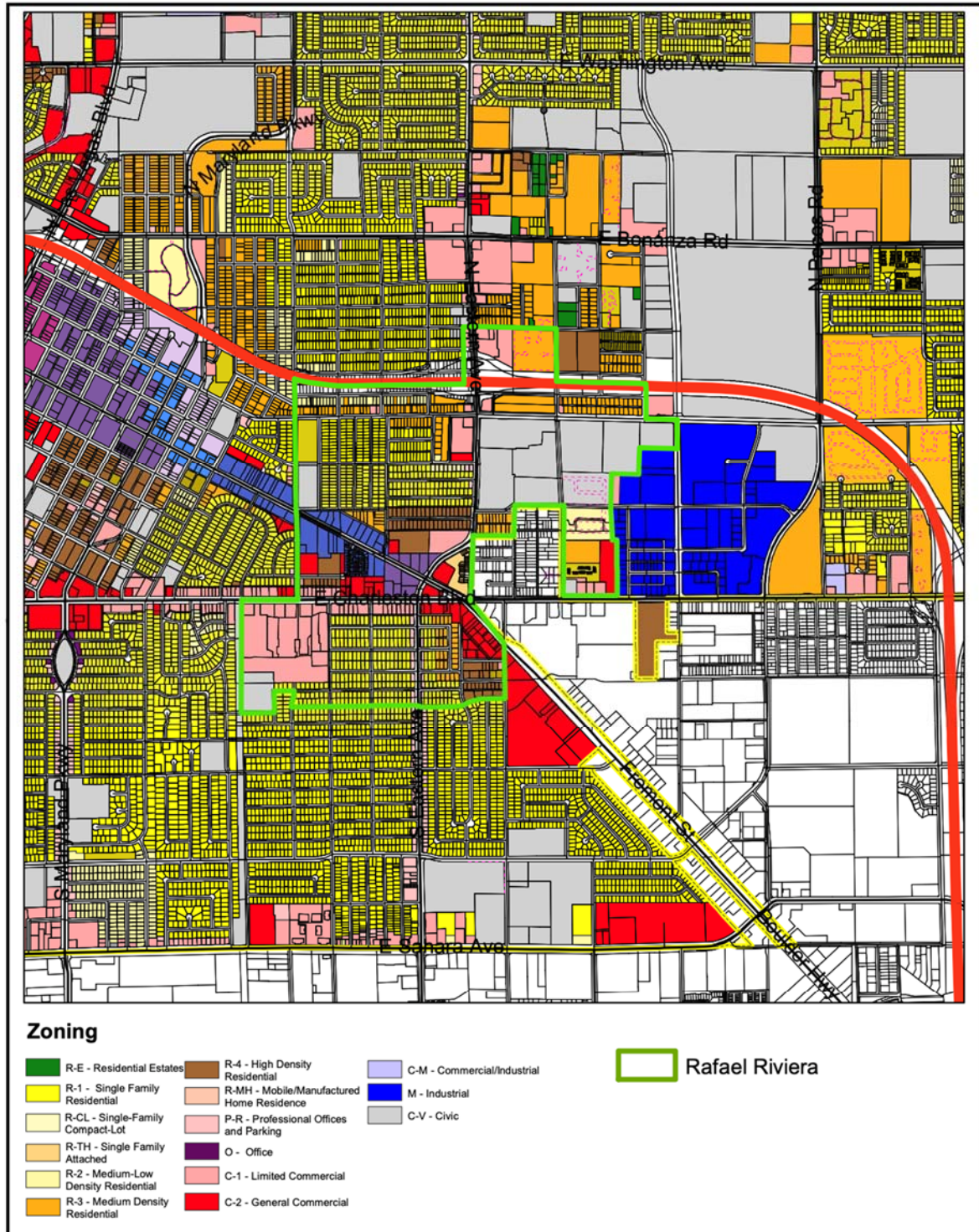
The following map demonstrates current TOD zoning, allowing for higher-densities of development:

2050 Master Plan TOD Land Use Designations - Rafael Rivera



The following map demonstrates the current zoning in the NRSA:

CLV Title 19 Zoning Designations - Rafael Rivera



3. Retain Existing Attainable Housing Units

NEEDS

Identify Comprehensive Opportunities to Undertake Affordable Housing Preservation

Work with partners to identify solutions

EXISTS

Nevada Housing Coalition assembled a Housing Preservation Coalition with City of Las Vegas, North Las Vegas, Clark County, Henderson County and the State and has prioritized recommendations.

Low Income Housing Tax Credits (LIHTC) - Over 90% of Nevada's subsidized housing utilizes LIHTC

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.

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

OPPORTUNITIES

Work with the Coalition to support the creation and policy and programs and encourage affordable housing preservation.

Establish Funding/Financing Tools for Affordable Housing Preservation

Where are the dedicated funds to do this work?

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

for rental assistance the tenants will pay no more than 30% 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.

Ensure Currently Affordable Units Don't Become Market Rate

Keep current affordable units in play for the long-term

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 and 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.

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.

Buy Existing Affordable Housing to Ensure Long-Term Preservation

Acquire properties within the NRSA to ensure their long-term affordability

The city buys properties as there is an opportunity

Buy down affordability of existing dedicated affordable units to 60% AMI or lower to create deeper affordability options.

Measuring Success

PROJECT	MEASUREMENT OF SUCCESS
Create Pathways to Home Ownership	<ul style="list-style-type: none">▪ Decrease percentage of renters within the NRSA and increase the percentage of homeowners▪ Improve the living conditions of NRSA residents in safer homes and living units▪ Create local economic sustainability and growth by supporting the growth of generational wealth
Increase Attainable Housing Stock	<ul style="list-style-type: none">▪ Address housing shortages and needs by increasing attainable housing of all varieties▪ Improve existing attainable housing stock▪ Create housing that is integrated with communities facilities, resources and services to ensure residents can have their needs met and thrive
Retain Existing Attainable Housing Units	<ul style="list-style-type: none">▪ Ensure no net loss of attainable housing units within the NRSA▪ Provide opportunities to encourage more attainable housing development as part of every investment in the NRSA▪ Pursue opportunities to acquire and protect attainable housing units for the long term