

Southern Nevada Enterprise Community Board
City of Las Vegas City Hall, 495 S. Main St.
Council Chambers
City of Las Vegas Internet Address: www.lasvegasnevada.gov

AGENDA

May 16, 2022

3:30 PM

1. **Call to Order and Roll Call**
2. **Announcement Regarding: Compliance with Open Meeting Law**
3. **Public Comment:** Comment during this portion of the agenda must be limited to matters on the agenda for action. If you wish to be heard, come forward and give your name for the record. The amount of discussion, as well as the amount of time any single speaker is allowed, may be limited.
4. For possible action to approve the Final Minutes by reference of the Regular Meeting of March 14, 2022
5. Report by Karen Schnog, Management Analyst II for the City of Las Vegas, regarding the Summary Budget Status Report for the Southern Nevada Community Project Fund
6. Discussion for possible action regarding appointment of two representatives of the Community to the Southern Nevada Enterprise Community (SNEC) Board from the following applicants: Dontae Scott, Felicia Hayes, Janice McNeal, John Stephens, Laverne Jackson, Michelle Taylor-Abney, Nathaniel Waugh, Shaquilla Eilets, and William Jernigan [NOTE: Applicants will have two minutes each to address the Board.]
7. ABEYANCE ITEM – Discussion for possible action regarding the updated Comprehensive Economic Development Strategy (CEDS) approved by the Strategy Committee
8. ABEYANCE ITEM – Presentation by John Edmond, U.S. Economic Development Agency (EDA), on the Southern Nevada Enterprise Community (SNEC) Comprehensive Economic Development Strategy (CEDS)
9. Discussion for possible action regarding a request for the Southern Nevada Enterprise Community (SNEC) Board's support of The Learning Acceleration and Wraparound Services Grant, which was submitted to the Clark County School District by Nevada Partners
10. Presentation by Kathi Thomas, Director of Community Services, and Dr. Tammy Malich, Director of Youth Development and Social Innovation, City of Las Vegas, regarding infill housing in the Historic Westside and re-imagining James Gay Park
11. Presentation by Ryan Wheeler, Professional Engineer, Nevada Department of Transportation (NDOT), on NDOT's Downtown Access Project
12. **Discussion regarding topics for future agenda items.** Comments made during this portion of the agenda by individual members shall refer solely to proposals for future agenda items and any discussion shall be limited to whether or not such proposed items are within the purview of the Board and/or whether such proposed items shall be placed on a future agenda. No discussion regarding the substance of any such proposed topic shall occur and no action shall be taken.
13. **Citizens Participation:** Public comment during this portion of the agenda must be limited to matters within the jurisdiction of the Board. No subject may be acted upon by the Board unless that subject is on the agenda and is scheduled for action. If you wish to be heard, come forward and give your name for the record. The amount of discussion on any single subject, as well as the amount of time any single speaker is allowed, may be limited.
14. **Adjournment**

Facilities are provided throughout City Hall for the convenience of persons with disabilities. Reasonable efforts will be made

to assist and accommodate persons with disabilities or impairments. If you need an accommodation to attend and participate in this meeting, please call the City Clerk's office at 702-229-6311 and advise of your need at least 48 hours in advance of the meeting. Dial 7-1-1 for Relay Nevada.

THIS MEETING HAS BEEN PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS
IN ACCORDANCE WITH THE NOTICING STANDARDS AS OUTLINED IN NRS 241.020:

The City of Las Vegas website – www.lasvegasnevada.gov

The Nevada Public Notice website – notice.nv.gov

City Hall, 495 South Main Street, 1st Floor



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Dontae Scott

Home Address: [REDACTED]

City: Las Vegas Zip Code: 89106

Phone #: [REDACTED]

E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Las Vegas Homes Inc.

Occupation: Real estate Investor

Work Address: [REDACTED]

City: Las Vegas Zip Code: 89106

Work Phone #: [REDACTED]

The primary purposes of the Board are to:

1. Advise the governmental entities that have members on the Board with respect to the Project;
2. Identify projects that may be eligible for federal funding or funding through city and county redevelopment authorities, and request appropriations for those projects from the Clark County Board of County Commissioners, the Las Vegas City Council and the North Las Vegas City Council or the governing boards of their respective redevelopment authorities;
3. Carry out such additional projects as may be directed by the Legislature; and
4. Ensure that the needs and opinions of the residents of the Community are reflected adequately by the Project and any additional projects assigned to the Board.

Eligibility:

In order to eligible for the Southern Nevada Enterprise Community Board, applicants must be residents of the Community. The "Community" consists of the nine census tracts designated by President William Jefferson Clinton on December 21, 1994 (see attached map).

Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

Member of the urban chamber of commerce
I sit on the marketing committee for the UCC

I sit on the small business / incubator committee For the UCC

Member of the CDAC (Community Development Advisory Committee)

My business is located in the 89106 area

Im a stakeholder in the community , owning several properties in area

Acknowledgment:

If you are considered as a candidate to fill a vacancy on this board, your printed name will appear on a published meeting agenda, to the extent required by NRS. Please initial here to so acknowledge: Q

Upon submitting this form, all information will be considered public information. It can be printed, completed and mailed to:

Please submit to: Jeff McGeachy
 City of Las Vegas
 Economic and Urban Development Department
 495 South Main Street, 6th Floor
 Las Vegas, NV 89101

You may also e-mail it to: jmcgeachy@lasvegasnevada.gov

*****We encourage you to attach a resume or bio to this form.**

APPLICATIONS TO THE BOARD MUST BE RECEIVED BY:

FRIDAY, JANUARY 10, 2020 5:00 PM



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Felicia A. Hayes

Home Address: [REDACTED]

City: Las Vegas Zip Code: 89106

Phone #: [REDACTED]

E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: (Clark County School District)

Occupation: Teacher/ Special Educator

Work Address: [REDACTED]

City: North Las Vegas Zip Code: 89030

Work Phone #: [REDACTED]

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I am a native Las Vegas and have resided on the Historical Westside since 1966. It is my desire to preserve and improve this historical neighborhood. I have the ability to make sound decisions while collaborating and considering the opinions of others. One of the responsibilities of being a special educator is to meet with a team of professionals to determine an individual plan of education

(IEP) for a student. Finally it is my responsibility to convey and monitor the plan of action to all other stakeholders including the student.

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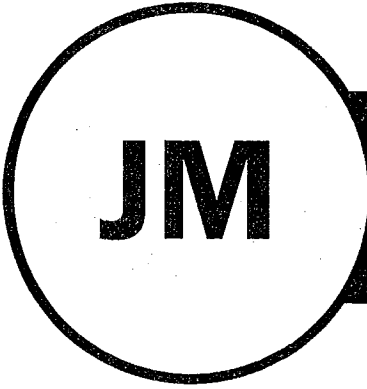
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Application Deadline – Open Until Filled



OBJECTIVE

To obtain the position for the Southern Nevada Enterprise Community Advisory Board Membership to ensure project enhance growth within the community.

SKILLS

Organizational Skills

Effective Communication

Leadership

Interpersonal Skills

Deep Community Knowledge

Teamwork

Problem-Solving

Collaboration

Integrity

Public Speaking

EXPERIENCE

CULINARY • BELLAGIO HOTEL • 2005-2019

- Responsible for utilizing culinary expertise for preparation of meals in all areas.

VOLUNTEER EXPERIENCE OR LEADERSHIP

The Census Bureau

- Performed census canvassing/tracking

Sister 2 Sister Inc (Volunteer)

- Worked with incarcerated women diagnosed with HIV/AIDS to help with post-release needs such as job placement with the goal of re-integration back into the community.
- Prison Ministry

Bread of Life (Church Member)

- Caring Hearts (Outreach for sick, shut-in, and bereaved)
- Women Empowerment Initiative
- Hospitality Committee Member

New Revelation MBC (Church Member)

- Former Chairman of the Trustee Board
- 2022 Recipient of The Ressie Frazier Award of Merit
- Member of Deaconess Board
- Chairperson for Pastor's Anniversary/Church Anniversary
- 2021 Volunteer "Toys for Tots" Coordinator



EMAIL



TELEPHONE



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Janice McNeal

Home Address: [REDACTED]

City: Las Vegas Zip Code: 89016

Phone #: [REDACTED]

E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Retired (Please See Resume)

Occupation: _____

Work Address: _____

City: _____ Zip Code: _____

Work Phone #: _____

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Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

I am a Las Vegas Native and a life-long member of the West Las Vegas community. I have
witnessed the growth within the community and recognize the needs for

I have served as an active volunteer within my community through various faith-based and community
organizations.



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: John Stephens III
Home Address: [REDACTED]
City: NLV Zip Code: 89032
Phone #: [REDACTED]
E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Las Vegas Clark County Library District
Occupation: Adult Services Assistant
Work Address: [REDACTED]
City: Las Vegas Zip Code: 89101
Work Phone #: [REDACTED]

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Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

My qualifications for the SNEC board stem from a rich and lengthy investment in the quality of life and improvement of services and benefits relating to the residents of Southern Nevada.

I was born in Las Vegas and educated in Clark County. I have resided nowhere else outside of Nevada and have spent my most years of gainful employment at the now shuttered Las Vegas Library. During my many years of work, I have had the most genuine and authentic engagement with people of all walks of life and various cultural backgrounds. Working in the capacity of a Librarian also offered me the opportunities to be an educator, a social worker, legal advisor, local, state and federal projects provider and a friend for anyone needing or seeking a safe space and a smile. I am eager to serve my community on a much larger scale and relish the venue that SNEC offers as a community neighbor.

Acknowledgment:

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Please submit to:

Jeff McGeachy
City of Las Vegas
Economic and Urban Development Department
495 South Main Street, 6th Floor
Las Vegas, NV 89101

You may also e-mail it to: jmcgeachy@lasvegasnevada.gov

We encourage you to attach a resume or bio to this form

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FRIDAY, JANUARY 10, 2020 5:00 PM

JOHN STEPHENS III

EXPERIENCE

SEPTEMBER 10, 1990 - PRESENT

ADULT SERVICE ASST, LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT

Work all departments related to service in the East Las Vegas Library which include but are not limited to Customer Service, Young People's Library and the Computer Lab

JANUARY 8, 1990 – SEPTEMBER 10, 1990

WATER METER READER, LAS VEGAS VALLEY WATER DISTRICT

Read and recorded water usage of meters and participated in training for outside water related technologies

EDUCATION

MAY 11, 1996

M.A. POLITICAL SCIENCE , UNLV

AUGUST 23, 1989

B.A. POLITICAL SCIENCE, UNLV

Alliance of Black Professionals Outstanding Academic Achievement Award, 1989 and 1990
Congressional Internship for Congressman Jim Bilbray, Spring and Summer of 1988

SKILLS

- Las Vegas Sentinel Voice Newspaper: part-time writer and photo-journalist for 17 years
- Co-Organizer for Waking Up as One Nation: a group that strived to recognize the importance of new immigration laws.
- Employed by LVMPD: September 1, 1985 – January 5, 1990: Key room Supervisor
- Guest speaker for UNLV Political Forum November 30, 1990
- Teamster's Local 14 Steward: November 1998 to July 2009

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Application Deadline -- Open Until Filled



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Dr. Laverne Jackson

Home Address: [REDACTED]

City: North Las Vegas, NV Zip Code: 89032

Phone #: [REDACTED]

E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Community Outreach Medical Center

Occupation: Project Director, Certified Community Behavioral Health

Work Address: [REDACTED]

City: Las Vegas, NV Zip Code: 89101

Work Phone #: [REDACTED]

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Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

I have 30+ years of experience working with non-profit organizations including 10 years of property management experience working with subsidized housing programs. My healthcare experience has been focused on serving underserved

and underserved populations. I believe that serving the community in which I live is a fundamental strategy for community growth and employment. Academically, I have a Bachelor of Science in nursing (Service), a MHA with an emphasis in HR management (Service), and a PhD in Human Services with a specialty in Nonprofit Agency Mgmt. (Service). I also served four-years in the Army nurse corps. It would be my pleasure to serve on the SNEC, and I will commit to learning what I am required to learn, always adding citizens to my perspective of service to give it a human face, and doing the best possible job.

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Las Vegas, NV 89101

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*****We encourage you to attach a resume or bio to this form.**

Application Deadline – Open Until Filled



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Michelle Taylor Abney
Home Address: [REDACTED]
City: North Las Vegas Zip Code: 89032
Phone #: [REDACTED]
E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Retired - City of Oakland California
Occupation: N/A
Work Address: N/A
City: N/A Zip Code: N/A
Work Phone #: N/A

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Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

See Attached

9/19/21

Please discuss your qualifications to serve on Board as they pertain to the Primary Purpose of the Board listed above:

I served for two years as the Board Member representing City of Oakland's City Council District No. 7 on the Community Development Block Grants Board. The City Council provided the Board with direction and a process for recommending which organizations would receive funding. A specified period of time was allowed for the Board to complete the process and provide recommendations to the City Council for approval. Each board had a chairperson that conducted and scheduled the meetings. Every organization requesting funding were allowed to submit their proposal and make a presentation before the Board outlining the services they provided, outcome stats and a cost breakdown related to the amount of funding requested. The District Boards would rank and provide recommendations on which organizations should be funded and at what level.

I also served as the Office of the City Clerk representative on the Oakland City Charter Review Commission. The Commission was formed to completed a review of the City Charter for possible updates as needed. Any recommendations out of the Commission were forwarded to the City Council for review and possible placement on the next regular municipal election ballot. A complete review of the City Charter had not taken place since the late sixties. Myself and an Assistant City Attorney provided support to the Commission. This included attending meetings, preparation of agendas, minutes, requested staff reports and proper noticing of agendas and minutes.

During my tenure at the City of Oakland I participated in hours of City Council and Boards and Commissions meetings. I learned to *always really listen, do research if needed and make important decisions based on my good sense and good judgement.*

Please see the attached resume and retirement resolution.

Thank you for reviewing and considering my application.

Professional Summary

Accomplished self-motivated manager with more than thirty (30) years of municipal government experience impacting performance of a detailed oriented and deadline-driven organization. Offers abilities in organization, supervision, project management, records retention and interpretation of laws and their implementation. Works toward achieving departmental goals and expectations. Ability to work with others in a team and provide excellent customer service to elected officials, staff, and customers.

Employment History

3/2016 – 2/2019

City of Oakland, Office of the City Clerk

Retired Annuitant/Consultant Elections Services

- *Assisted with the election process for Municipal Elections November 2016 and November 2018
- *Processed ballot measures text, arguments, rebuttals, legal and financial analyses
- *Assisted with the transmittal of proofread election materials to the Registrar of Voters for inclusion in the sample ballot
- *After election process, prepared and submitted Certification Package to Secretary of State's Office for approved charter amendments
- *Prepared resolutions certifying election results for approval by City Attorney and adoption by City Council
- *Updated City Charter to reflect changes approved by the voters
- *Assisted with planning and conduct of Inaugural Ceremonies for elected officials including preparation and delivery of Certificates of Election
- *Project Manager for award of contract to new vendor for storage and retrieval of official city records
- *Prepared the Bi-Annual amendment to Conflict of Interest Code for approval by the City Attorney and adoption by City Council

10/2000 -- 11/2010 (Retired)

City of Oakland, Office of the City Attorney

Open Government Coordinator

- *Coordinated receipt and completion of public records requests for City Attorney's Office and other departments documents and records pursuant to the Sunshine Ordinance, Public Records Act and city policies
- *Trained staff on laws, policies and procedures for compiling and providing responsive official records to requesters
- *Project Manager for implementation of on-line public records request system for use by general public and staff
- *Trained city staff and boards and commission members on compliance with the Sunshine Ordinance, Brown Act and Public Records Act
- *Prepared, assembled and delivered City Council Confidential Closed Session Agendas and Packets
- *Attended City Administrator's Post Agenda Meeting for follow-up related to City Attorney's Office agenda items

7/1984 - 9/2000

City of Oakland, Office of the City Clerk

Deputy City Clerk (Election Services Unit)

- * Conducted and administrated City of Oakland municipal elections
- * Served as liaison between Office of the City Clerk and Alameda County Registrar of Voters
- * Including processing of candidate nomination papers, ballot measures, ballot arguments and legal and financial analyses
- * Certified and filed approved City Charter Amendments with Secretary of State and prepared election results resolutions for approval by City Attorney and adoption by City Council
- * Prepared billings for Oakland Unified School District portion of election costs and ensured payment was received
- * Assisted with planning and conduct of Inaugural Ceremony for elected officials and preparation of Certificates of Election
- * Local Filing Officer for officeholders, candidates, ballot measure committees and campaign statements
- * Local Filing Officer for Form 700 (Statements of Economic Interest) from city staff and boards and commission members
- * Served as City Clerk in her absence and attended City Council and Committee meeting as needed and prepared minutes for adoption by the City Council

6/1981 - 7/1984

City of Oakland, Office of Public Works

Payroll Data Entry Clerk (Contract Administration and Compliance)

- * Maintained payroll data on various construction projects in the City of Oakland to ensure that labor hours were in compliance with local, state and federal laws and requirements
- * Assisted with preparation of the annual compliance report for submission and approval by the City Council
- * Assisted with development and implementation of Minority and Women Business Participation Program
- * General administrative duties and provided support to Unit Supervisor

4/1979 - 6/1981

City of Oakland, Office of the City Clerk

Legislation Technician (Records Division)

- * Responsible for processing resolutions and ordinances adopted by the City Council and Redevelopment Agency
- * Included numbering, certifying, affixing vote count, submitting for City Clerk's signature and distribution of certified copies to departments and requestors
- * Assisted with the City-Wide Records Management Program including preparing records for storage, preparing transfer notices and logistics for transfer of boxed records to storage facility
- * General administrative duties and provided support to Division Supervisor

Education

Continuing Education Courses through City of Oakland

Certified Municipal Clerk-International Institute of Municipal Clerks (1994)

Bishop O'Dowd High School 1976 Oakland, CA

References Available

File 2247

FILED
OFFICE OF THE CITY CLERK
OAKLAND

10 DEC -8 PM 4:31

Approved as to Form and Legality

Anthony J. Parker
Oakland City Attorney's Office

OAKLAND CITY COUNCIL

Resolution No. 83112 C.M.S.

RESOLUTION COMMENDING MICHELLE TAYLOR ABNEY FOR 31 YEARS OF OUTSTANDING AND DEDICATED SERVICE AND CONGRATULATING HER ON THE OCCASION OF HER RETIREMENT

WHEREAS, Michelle Taylor Abney began her career as a Receptionist in the Office of the City Clerk on April 1, 1979; and

WHEREAS, Ms. Abney worked in the City of Oakland's Public Works Department 1981-1984 and assisted with the development and implementation of the Minority and Women Business Participation Program; and

WHEREAS, Michelle Taylor Abney was appointed as the City's first Election Services Coordinator in the City Clerk's Office in 1987, and in that capacity was responsible for conducting the City's election process; and

WHEREAS, in 1993, Michelle Taylor Abney was promoted to Deputy City Clerk; and

WHEREAS, while she served in the City Clerk's Office, Michelle Taylor Abney supervised the Records Unit and Elections Services Unit at the same time; and

WHEREAS, during her tenure in the City Clerk's Office Michelle Taylor Abney was responsible for the filing and archiving of campaign statements and statement of economic interest;

WHEREAS, during her service in the City Clerk's Office, Michelle Taylor Abney obtained funding from the City Council and installed a connection to the Alameda County Registrar of Voters that allowed City Clerk staff to verify nomination and initiative petitions signatures in-house. The City Clerk's Office could also view the election results on a real-time basis; and

WHEREAS, Michelle Taylor Abney attended numerous City Council and Committee Meetings and prepared minutes for the meetings; and

WHEREAS, Michelle Taylor Abney served as staff support to the Public Ethics Commission; and

WHEREAS, Michelle Taylor Abney assisted the City Clerk in conducting the City's business immediately following the Loma Prieta Earthquake; and

WHEREAS, at the beginning of this decade, the City Attorney appointed Michelle Taylor Abney as the Office's first Open Government Coordinator with responsibility for coordinating the City's

705018v1

responses to Public Records Act requests, educating the City staff, City board and commission members and Oakland residents regarding the Public Records Act and other laws that promote transparency, such as Oakland's Sunshine Ordinance and the California Ralph M. Brown Act, and preparing and coordinating the production of closed session agenda materials and amendments to the City's Conflict of Interest Code; and

WHEREAS, Michelle Taylor Abney's dedication to open government and transparency in the City of Oakland's government has been exemplary; and

WHEREAS, Michelle Taylor Abney's knowledge of election law and the agenda process proved to be invaluable to the City Attorney's Office; and

WHEREAS, Michelle Taylor Abney served under and provided vital services to Mayors Lionel J. Wilson, Elihu Harris, Jerry Brown and Ronald V. Dellums, and to City Managers/Administrators David Self, Henry Gardner, Craig Kocian, Kofi Bonner, Robert Bobb, Deborah Edgerly and Dan Lindheim; and

WHEREAS, Michelle Taylor Abney conducted seven municipal elections and one City Councilmember appointment process and she planned and helped to coordinate seven inaugural ceremonies; and

WHEREAS, after providing a wide range of services and expertise to the City for 31 years, Michelle Taylor Abney has decided to retire from City service; now therefore be it

RESOLVED: that the City Council and the City Attorney, on behalf of the City of Oakland and the City staff recognize Michelle Taylor Abney for her contributions and dedication to the public good, and upon the occasion of her retirement, thank her for her service and wish her happiness, fulfillment and success in retirement and any new endeavors that she chooses to pursue; and be it

FURTHER RESOLVED: that a copy of this resolution, suitably inscribed, shall be presented to Michelle Taylor Abney with the compliments of the Mayor, City Council, City Attorney and the City Administrator, as a token of their appreciation and highest esteem.

IN COUNCIL, OAKLAND, CALIFORNIA,

DEC 21 2010

2010

PASSED BY THE FOLLOWING VOTE:

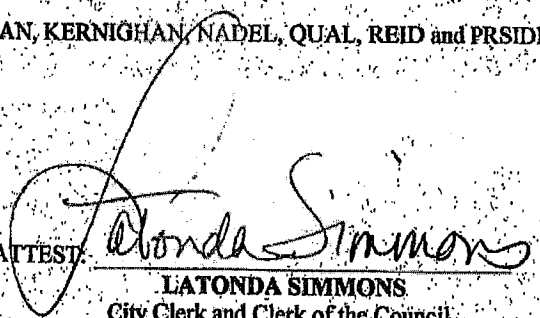
AYES: BROOKS, DE LA FUENTE, KAPLAN, KERNIGHAN, NADEL, QUAL, REID and PRESIDENT BRUNNER - 8

NOES - 0

ABSENT - 0

ABSTENTIONS - 0

ATTEST


LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Nathaniel Waugh

Home Address: [REDACTED]

City: Las Vegas Zip Code: 89106

Phone #: [REDACTED]

E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Nevada Homeless Alliance

Occupation: Manager of Policy, Advocacy, and Training

Work Address: [REDACTED]

City: Las Vegas Zip Code: 89121

Work Phone #: [REDACTED]

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3. Carry out such additional projects as may be directed by the Legislature; and
4. Ensure that the needs and opinions of the residents of the Community are reflected adequately by the Project and any additional projects assigned to the Board.

Eligibility:

In order to be eligible for the Southern Nevada Enterprise Community Board, applicants must be residents of the Community. The "Community" consists of the nine census tracts designated by President William Jefferson Clinton on December 21, 1994 (see attached map).

Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

~~I am a resident of the area and although I am a new resident of the area, I am not new to have attended middle and high school in the area. As an advocate in the area around housing issues I am very passionate about seeing projects that address these issues and historic communities and encourage redevelopment projects that improve the quality of life opportunities in the community.~~

Nathaniel Waugh

~~250 P. Monrovia Place, #146, Las Vegas, Nevada 89106~~
~~(702) 622-8287 | nwaugh@nwaugh.com~~

SUMMARY

Versatile, results-driven professional with over 14 years of public sector and education experience. Well-versed in legislative advocacy, policy analysis, and community and legislative engagement. Exceptional team leader with background in facilitation of meetings, events, trainings and professional development. Experienced in developing and presenting curriculum and assessing for comprehension. Effective public sector leader experienced in competent budgeting and expense tracking, public records management, investigations, regulatory and compliance functions and accountability to constituent groups.

CORE COMPETENCIES

Teamwork | Communication Skills | Policy Analysis | Legislative Advocacy | Community Engagement | Results Oriented | Responsibility | Decision Making | Leadership | Integrity | Research Skills | Problem Solving | Adaptability | Planning | Motivational Support | Regulatory Navigator | Collaborative | Educational Mentor | Case Management | Program Eligibility Determination | Grant Writing

EDUCATION

UNIVERSITY OF NEVADA, LAS VEGAS

Bachelor of Science, Urban Studies

Major coursework in public administration, Human Resources, Data Analysis, Governance of Small and Large Urban Communities, Civic Engagement, Information Technology in Government, Social Media for public organizations.

Master of Arts, Urban Leadership

Major coursework in urban leadership, development, urban issues, design thinking, data analytics for decision-making, communications and social media in non-profit/government spaces, developing teams, governance, and collaborative leadership.

EXPERIENCES

NEVADA HOMELESS ALLIANCE

2021-Current

Manager of Policy Advocacy and Training

Interim Executive Director, September 2021 – November 2021

- Develop policy and legislative strategy.
- Coordinate and facilitate policy roundtables with lawmakers and the community.
- Coordinate work of the Policy Council on Homelessness including leading discussions and providing opportunities for action.
- Communicate with elected officials on policy priorities, educate on policy alternatives and lobby for specific policies.
- Secured \$780,000 American Rescue Plan Act grant to provide diversion and identification recovery services.
- Coordinate training program for homeless service agency staff and public sector employees.

- Oversee licensed social worker continuing education credit, maintain records and forward to state licensing board.
- Represent the organization at public meetings, legislative hearings and provide testimony and evidence as necessary.
- Write and manage private and public grants. Track progress and report outcomes.
- Negotiate and execute contracts with vendors and training providers.
- Manage a team of full-time professionals, university graduate students and Social Work Practicum students
- Utilizing QuickBooks, payment of contractors and vendors.
- Perform Human Resources functions, approval of timesheets, running payroll, enrolling and unenrolling benefits.
- Serve as Advocate member on Southern Nevada Continuum of Care Board

LAS VEGAS-CLARK COUNTY LIBRARY DISTRICT

2021-Current

Member, Board of Trustees

Treasurer, 2021-2022

- Appointed by Board of County Commissioners of Clark County, Nevada.
- Oversees the Executive Director of the Las Vegas-Clark County Library District and provides guidance and supervision through one-on-one meetings and board action.
- Determines, adopts and reviews written policies to govern the operation and program of the library, as necessary.
- Attends all board meetings. Reads board meeting minutes and other materials sent out before the board meeting. Participates appropriately in board meetings.
- Adopts an annual budget adequate for the support of the library, works actively for public and official support of the budget.
- Reviews monthly financial statements in the context of the annual budget, approves reasonable expenditures that are within the total approved budget.
- Develops and maintains capital improvement plan
- Represent the Library Board of Trustees in public forums as necessary, to act as an advocate for library services, and to reflect the concerns of the public at library board meetings.

HOPE FOR PRISONERS, INC.

2020-2021

Dislocated Worker Program Supervisor 2021

- Supervise a team of two Career Coaches and one Job Developer
- Develop and implement goals and strategies for program implementation
- Monitor and report performance progress to management and community members.
- Monitor and advise on program budget and expenditures.
- Assist with hiring, training, and discipline of personnel.
- Conduct trainings and orientations for staff and the community.
- Provide guidance to staff

Career Coach 2020-2021

- Provides case management to re-entry clients in the areas of workforce development, training, education, and certification attainment.
- Determines eligibility for state and federal assistance programs and funding.
- Facilitate workshops to develop career readiness skills.
- Supervise grant requirements for reporting under Workforce Innovation and Opportunity Act (WIOA)

CLARK COUNTY SCHOOL DISTRICT**2017-2020***Student Success Advocate 2019-2020*

- Maintained open communication and interaction between school staff, students, and parents/guardians to identify barriers affecting student attendance and school performance and provide appropriate intervention.
- Interprets compulsory education laws and Clark County School District attendance regulations to students and parents/guardians.
- Communicates and informs local businesses and community agencies of school programs to gain their support for student success initiatives.

Substitute Teacher 2017-2019

- Have served in long-term and vacancy positions teaching College Preparatory Mathematics, Geoscience, STEM Robotics, Physics, and Self-Contained Special Education.
- Served as a day-to-day substitute teacher in the absence of a contract teacher.
- Prepared and delivered lesson plans and assess for understanding.

Career Center Specialist 2019

- Hosted successful career fair pairing 600 East Career and Technical Academy students with 20 local employers and organizations
- Formed partnerships with community and business leaders.
- Worked with students on career exploration
- Utilized digital and conventional marketing to drive engagement in workshops and guest speaker visits.

UNIVERSITY OF NEVADA, LAS VEGAS STUDENT GOVERNMENT**2017-2019***Chief of Staff*

- Worked effectively with university administrators and departments to create new programs facilitating student academic achievement.
- Lobbied at two sessions of the Nevada State Legislature on issues relating to higher education.
- Provided high-level support and schedule management for Student Body President.
- Served as a key advisor on management and external affairs.
- Analyze policies, bill drafts and legislation and make recommendations.
- Advocate on public policy issues.

JJL PROCESS CORP**2016-2017***Nevada Operations Coordinator*

- Drove client engagement in Nevada on behalf of national firm based in Florida.
- Provided leadership and work assignments to a team of five licensed Process Servers.
- Regularly interacted with clients, law firms, law enforcement and the courts.
- Prepared and filed documents with Nevada courts and law enforcement departments.

SEIU NEVADA**2015-2016***Union Organizer*

- Organized, coordinated and supported union political, contract, organizing and issue campaigns.
- Conducted investigations into workplace grievances and disciplinary matters.
- Represented and prepared affected employees in workplace meetings and disciplinary hearings.
- Worked collaboratively with members and workplace management to address concerns and find solutions.

SHIMON LAW FIRM**2013-2015**

Legal Assistant

- Composed and revised legal documents for attorneys; including letters and pleadings.
- Answered office phones and acted as liaison between attorney and clients.
- Ensured legal documents were processed and handled in a timely and efficient manner.

TRANSPORTATION SECURITY ADMINISTRATION**2006-2013**

Transportation Security Officer

- Trained and mentored team members; monitored and reported on the status and progress of work.
- Monitored and conducted screening of passengers and their baggage.
- Maintained communication with management regarding issues that might reveal vulnerabilities to security screening.
- Participated in information briefings concerning sensitive information.
- Immediately responded to breaches of security and emergency situations.
- Assisted superiors and LEOs with investigation of incidents.
- Utilized computer hardware and software to create documents; analyze information and report information.



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: Shaquilla Eilets

Home Address: [REDACTED]

City: Las Vegas Zip Code: 89106

Phone #: [REDACTED]

E-mail Address: [REDACTED]

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: Clark County School District

Occupation: Teacher

Work Address: [REDACTED]

City: Las Vegas Zip Code: 89156

Work Phone #: [REDACTED]

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Eligibility:

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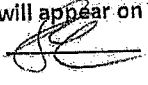
Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

I have lived in New York City for most of my life and have been a resident of Las Vegas for just over 5 years. I have seen a lot of the beautiful and stunning landscapes, and some of the most downtrodden neighborhoods. Most of us

Know the great potential this city and this community has. I have a diverse background that allows me the ability to work with people of all walks of life and I am already serving the community as an educator. I have also had the pleasure of meeting many of the community's leaders and members who have dedicated their lives to making our home a more welcoming and uplifting place.

Although I am somewhat "new" to this city, I am familiar with living in large cities and small towns. I know what hard work and devotion it takes to sacrifice for a cause greater than my own sense of self. Lastly, I can listen well, bring creative ideas and solutions while being willing to set aside any ego or personal issues. Thank you for your time and consideration in reviewing my application.

Acknowledgment:

If you are considered as a candidate to fill a vacancy on this board, your printed name will appear on a published meeting agenda, to the extent required by NRS. Please initial here to so acknowledge: 

Upon submitting this form, all information will be considered public information. It can be printed, completed and mailed to:

Please submit to: Jeff McGeachy
City of Las Vegas
Economic and Urban Development Department
495 South Main Street, 6th Floor
Las Vegas, NV 89101

You may also e-mail it to: jmcgeachy@lasvegasnevada.gov

*****We encourage you to attach a resume or bio to this form.**

Application Deadline -- Open Until Filled

SHAQUILLA EILETS

Las Vegas, Nevada

89106

EDUCATION

City University of New York (New York, NY)

February 2012

Bachelor of Arts

Relevant Coursework: Psychology

Nevada Teacher Corps (Las Vegas, NV)

Summer 2017

- Admitted to a highly selective cohort of recent college graduates and career changers committed to raising student achievement in the District's highest need schools
- Completed an eight-week summer training, including a five-week teaching experience

EXPERIENCE

Helen Herr Elementary School

08/2019-Current

- Developed math lessons for 3rd and 4th grade
- 4th grade team liaison
- After school All-Stars coach

Mountain View Elementary School

12/2017-08/2019

- Assisted in transforming the academic and behavior achievements of 4th grade class from a series of substitutes who quit
- Planned Social Studies for 4th grade
- After school tutor

Democracy Prep Agassi Campus

07/2017- 11/2017

- Planned mathematics and homework for 2nd grade
- Extended day, after school tutor

United States Army Reserves (Farmingdale, NY)

08/2007-08/2016

- Worked within vertical construction unit to complete humanitarian missions
- Participated in warrior tasks and drills to ensure soldier readiness

Parsons Child and Family Center (Albany, NY)

10/2014-04/2016

- Assisted adolescents ages 9-17 in developing valuable life skills
- Encouraged youth in making positive decisions
- Engaged adolescents in cottage programming for transition back into family unit

St Anne Institute (Albany, NY)

06/2012-04/2014

- Supervised and maintained the safety of up to 12 adolescent girls ages 10-17
- Worked with residents in setting goals and learning new coping skills
- De-escalated verbal and physical conflicts using TCI training



SOUTHERN NEVADA ENTERPRISE COMMUNITY Board Interest Form

Name: William D. Jernigan

Home Address: [REDACTED]

City: Las Vegas Zip Code: 89106

Phone #: [REDACTED]

E-mail Address: Darnell@asolutiongroup.com

To promote sustainability, we request your e-mail address in order to provide meeting agendas by e-mail with a link for access to all meeting related backup documentation.

Employer: A Solution Group (CDC)

Occupation: President

Work Address: [REDACTED]

City: Las Vegas Zip Code: 89107

Work Phone #: [REDACTED]

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Please discuss your qualifications to serve on the Board as they pertain to the Primary Purposes of the Board listed above (use additional pages if necessary):

I am born and raised in the Historic Westside of Las Vegas. My family and I have been living here since the 1950's and my father worked for the Las Vegas Housing Authority for 21 years. Seven years ago, I started A Solution Group (CDC) to address the multitude of issues that plagued my community. We started by addressing the school to prison pipeline and children of incarcerated parents. The goal is to create

a safe environment for the youth to cultivate their mental and emotional stability and also cultivate their imagination. We achieved this by implementing micro youth technology centers to teach code, robotics, and life skills that helped the youth deal with the loss of a parent due to incarceration.

We then began to assist the elders and existing land and property owners in repairing expensive code violations. We saw our relationship with the community grow and the opportunity to create a program to meet the city and county needs to beautify the community, educate on self sufficiency, create & provide employment and hands on training opportunities. To this day, A Solution Group (CDC) has identified distressed properties located in the economic opportunity zones and created partnerships with property owners, YouthBuild, and local business owners, establish long term management and rental solutions that brings recurring revenue for land & property owners, provided 20-30 jobs, trained 10-13 youth in construction trade as they worked on rehabilitation of the project where they also received their OSHA 10 & 30, and providing homes for homeless Veteran men & women.

william jernigan

Acknowledgment:

If you are considered as a candidate to fill a vacancy on this board, your printed name will appear on a published meeting agenda, to the extent required by NRS. Please initial here to so acknowledge: WJ

Upon submitting this form, all information will be considered public information. It can be printed, completed and mailed to:

Please submit to: Jeff McGeachy
City of Las Vegas
Economic and Urban Development Department
495 South Main Street, 6th Floor
Las Vegas, NV 89101

You may also e-mail it to: jmcgeachy@lasvegasnevada.gov

*****We encourage you to attach a resume or bio to this form.**

Application Deadline – Open Until Filled

Darnell Jernigan is a "Solutionologist" and founder of "A Solution Group (CDC)." He lives in Las Vegas Nevada and has been active in the redevelopment project known as the Historic Westside Las Vegas since 2017.

In his capacity as President of the Westside Neighborhood Association, he has been able to realize the true purpose of Opportunity Zones and investment by providing redevelopment in the community, enhancing the appearance of the community, providing a lasting legacy to the stakeholders and their families and enhancing their lives.

Additionally, through his efforts and relationships with organizations such as YouthBuild, he has been able to provide disadvantaged youth the training and necessary skills for a positive future. To date, he has provided high quality jobs to 30 men and women, including OSHA 10 and OSHA 30 certification.

His concept of remodeling vacant properties into assisted homes, and working with Veteran groups as well as faith-based organizations, provides Veterans and displaced persons with safe, clean housing opportunities.

He has been able to instill trustworthiness into the residents of this community, create, and expand a following of stakeholders ready and willing to participate in his vision.

With this strategic solution, he is able to assist existing property owners, commercial real estate sites, and single family/multi family homes in Historic West Las Vegas, which are in jeopardy due to code violation, sanitation bills, tax liens, and foreclosure.

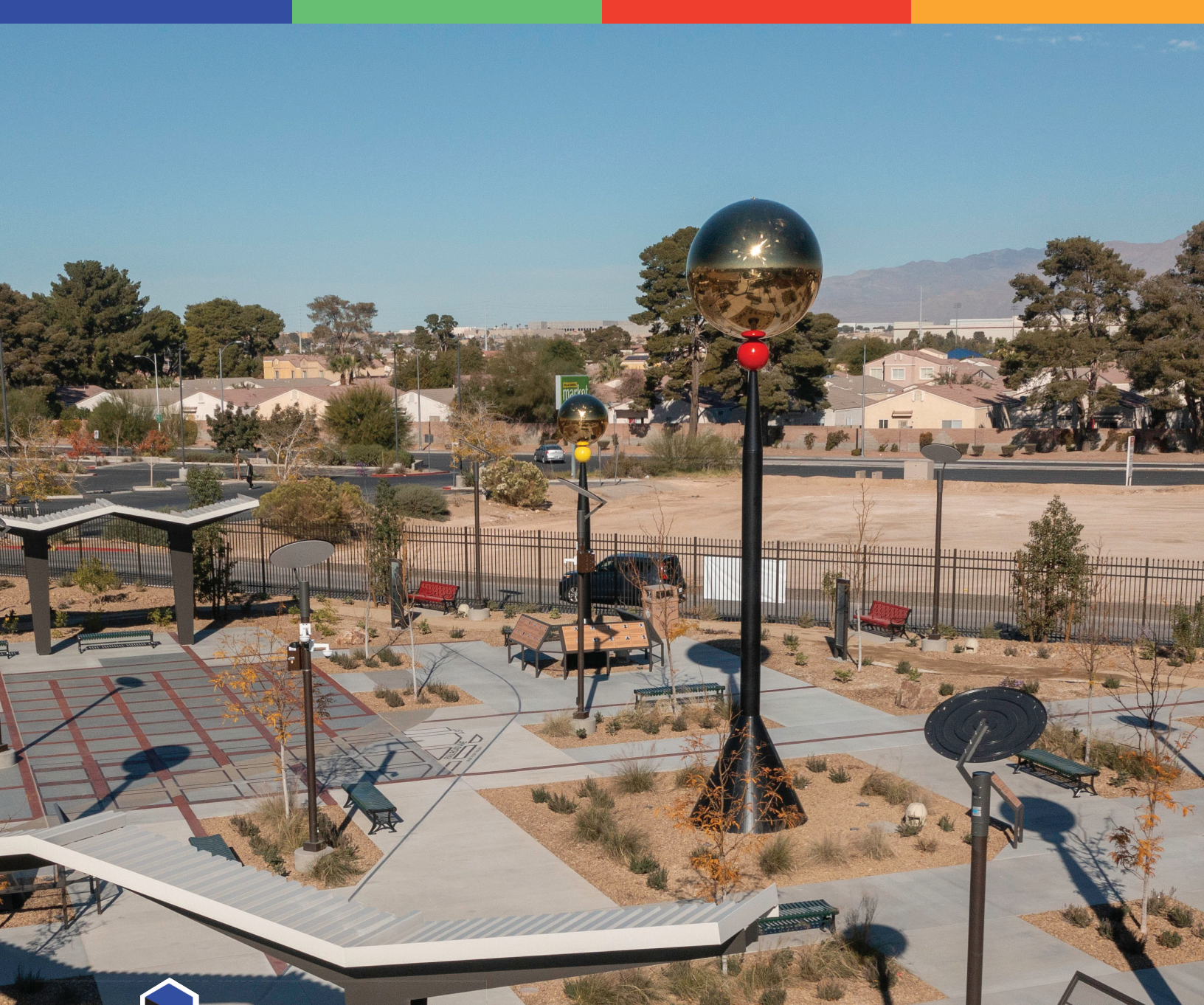
Darnell has designed a solution that is a win win for the Community The County of Las Vegas, and The City of Las Vegas initiatives to enhance the community we all live in.

Benefits to the Community and The City of Las Vegas

1. Train youth in the community in the construction trades as they work on the actual rehab.
2. Test preparation for certifications in the construction fields.(electrical,plumbing,roofing,concrete,landscaping,framing, and painting.
3. Provide 20-30 jobs per project.
4. Implement advanced rental solutions.
5. Provide strong management for property owners.
6. Beautify the neighborhood.
7. Provide much needed beds and affordable housing accommodations for men and women veterans, youth aging out of foster care, the HIV population.
8. A strong sense of inclusion and partnership between community, local profits, private sector, and the City of Las Vegas.
9. Preserve generational wealth for property owners and their heirs

10. Strategic consulting for future development.

Ultimately, his vision was to create a program that enhances the appearance of the community, unifies the neighbors through trust, remodel distressed properties, increase market value, as well as establishing rental income streams, provide jobs and opportunities to youth, and at the end of the day, provide much needed beds for men and women, including homeless Veterans. Mr. Jernigan does this through integrity and compassion for the community he loves.



Comprehensive Economic Development Strategy

March 2022



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Acknowledgements

The Southern Nevada Enterprise Community Board would like to thank the community members who participated in the development of this plan. The SNEC Board is particularly grateful to the members of the Strategy Committee who contributed their time and expertise to the development of this plan.

Southern Nevada Enterprise Community Board

Commissioner William McCurdy II, Clark County, Chair
Senator Dina Neal, Nevada Senate, Vice Chair
Councilman Cedric Crear, City of Las Vegas
Councilwoman Pamela A. Goynes-Brown, City of North Las Vegas
Representative Steven Horsford, United States Congress
Assemblywoman Daniele Monroe-Moreno, Nevada Assembly
Mr. Nic Steele, Representative Chamber of Commerce

Strategy Committee

Anthony Manor, Clark County
Dina Neal, Southern Nevada Enterprise Community Board
Karen Schnog, City of Las Vegas
Nic Steele, Chamber of Commerce
Terry Sheridan, City of North Las Vegas

Past Members

Nancy Brune, Guinn Center for Policy Priorities
Cornelius Eason, Priority Staffing USA
Brian Maddox, Clearinghouse CDFI
Jeff McGeachy, City of Las Vegas
Dina Neal, Southern Nevada Enterprise Community Board
Nic Steele, Chamber of Commerce
Shondra Summers-Armstrong, Regional Transportation Commission

Send inquires and comments to



Karen Schnog
SNEC Administrator
kschnog@lasvegasnevada.gov

Executive Summary

The Southern Nevada Enterprise Community (SNEC) is a diverse and vibrant multicultural District which includes portions of Clark County and the cities of Las Vegas and North Las Vegas. The history of the focus area is rich and unique to the region, yet the challenges it faces represent many disadvantaged communities in need of revitalization. The SNEC District has been plagued with high unemployment, high poverty, low educational attainment, and a negative community image. This has resulted in long term neglect of buildings, infrastructure and housing leading to extreme blight. At the same time, development in the area is problematic with a scarcity of developable parcels due to land assemblage difficulties. Certain areas are further challenged by soil, fault and fissure issues. As an already disadvantaged community, the COVID pandemic hit the SNEC area particularly hard, underscoring the need to address the community wide issues and regional disparities.

Conventional approaches to local economic development have not proven effective in addressing the problems of the District. The SNEC Board is the only regional entity focused on looking at the challenges and opportunities facing the SNEC District from a comprehensive perspective. There are multiple government entities with jurisdictional control over the District, and each jurisdiction is making efforts to revitalize the area. However, those efforts have been somewhat fragmented due to geographic and political subdivisions.

The Board has developed this Comprehensive Economic Development Strategy (CEDS) through an extensive collaborative planning process to address the economic challenges and reveal the potential of the SNEC District. The purpose of this strategy is to reinvigorate the economy through job creation, economic diversification, and neighborhood stabilization while promoting sustainable development. This CEDS includes mechanisms for coordinating the efforts of individuals, organizations, local governments, and private industry.

The strategy plan contained within is the result of a continuing economic development planning process incorporating broad-based and diverse community participation, and discusses the following points:

- An analysis of the economic and community development problems and opportunities including incorporation of relevant material and suggestions from other government sponsored or supported plans;
- Background and history of the economic development situation of the District, with a discussion of the economy, including: population, geography, labor force, resources, and the environment;
- A discussion of community participation in the planning effort;
- Goals and objectives for taking advantage of the opportunities and solving the economic and community development problems in the District;
- A plan of action, including projects and performance measures that will be used to evaluate the extent to which goals and objectives are being met.

Introduction

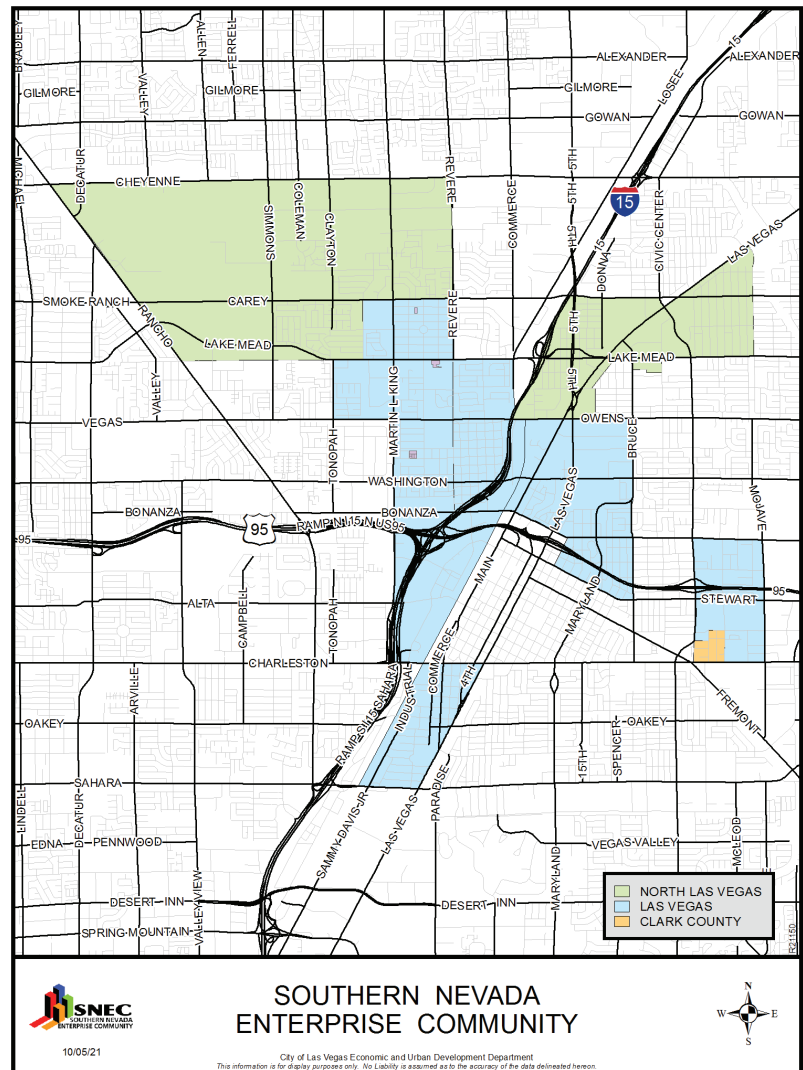
In 2007 the Nevada State Legislature passed Senate Bill 352, the “Southern Nevada Enterprise Community Infrastructure Improvement Act” (Appendix A).

The Bill was sponsored by Senator Steven Horsford and modeled after the Federal Enterprise Community designation that was put in place by President William Jefferson Clinton on December 21, 1994. The Act designated nine census tracts in the urban core of Clark County as “The Southern Nevada Enterprise Community” (SNEC). With the latest Census, the number of tracts has increased to 14, but still represent the same boundaries. The target areas include: West Las Vegas, East Las Vegas, Meadows Village, and North Las Vegas (Appendix B - Map).

The SNEC is a collaborative partnership among the cities of Las Vegas and North Las Vegas, and Clark County, working together to harness resources from the public, private and nonprofit sectors to provide programs, services and facilities in the SNEC District.

The SNEC is governed by a nine member board appointed in consultation with residents of the Community, as follows:

1. *One member of the Nevada Congressional Delegation or his or her designee*
2. *One member of the Senate who represents the Community*
3. *One member of the Assembly who represents the Community*
4. *One member of the Clark County Board of County Commissioners*
5. *One member of the Las Vegas City Council*
6. *One member of the North Las Vegas City Council*
7. *A representative appointed by the Chamber of Commerce established in the Community*
8. *Two residents of the Community*



The primary purposes of the Board:

1. *Advise the governmental entities that have members on the Board with respect to the District;*
2. *Identify projects that may be eligible for federal funding, state economic development funds, or funding through city and county redevelopment authorities, and request appropriations for those projects from said entities including: the Clark County Board of County Commissioners, the Las Vegas City Council and the North Las Vegas City Council or the governing boards of their respective redevelopment authorities;*
3. *Carry out such additional projects as may be directed by the Legislature;*
4. *Ensure that the needs and opinions of the residents of the Community are reflected adequately by the Project and any additional projects assigned to the Board; and*
5. *Communicate, meet, and collaborate with the Executive Director of the Governor's Office of Economic Development (added in 2019)*

The SNEC Act requires the Board to create and maintain a written plan to address the needs of the Community. The plan includes, without limitation, goals, objectives, and policies relating to, and feasible timeframes for achieving:

1. *The construction, repair, and refurbishment of streets, buildings, and other infrastructure or facilities as necessary to attract and maintain successful businesses within the Community;*
2. *The incorporation within the Community of open space, facilities for recreation, facilities for medical care and other measures as necessary to ensure that the Community develops with mixed uses;*
3. *The eradication of brownfields, the rehabilitation of condemned properties, and the removal of structures and facilities that create a disincentive for development; and*
4. *The identification of sources of money to carry out the projects.*

The SNEC Act intends to create partnerships among residents, businesses, nonprofit organizations, and various levels of government. Together, these partners are reinvigorating the SNEC area that has been in decline for decades. The goal is for businesses to expand and create jobs, and give residents access to the services they need to take advantage of new economic opportunities. To do this also requires fortifying infrastructure, improving current housing stock and availability, and developing conditions to establish neighborhoods able to sustain business expansion.

Senate Bill 352 also mandates that the SNEC Board shall submit to the Director of the Legislative Counsel Bureau for transmission to the Nevada Legislature a report that summarizes the activities of the Board on or before February 1, 2009, and every 2 years thereafter. The next report is due in 2023.

The SNEC Board was created in 2008 and has been meeting bi-monthly since that time. The City of Las Vegas provides administrative support to the SNEC Board.

Summary Background and Economic Assessment

The SNEC District is a community that has not only been left behind, but also will become increasingly disadvantaged without significant intervention.

Economy

The SNEC District has historically suffered from low per capita income, high unemployment (greater than 1.5 times the national average), low educational attainment, and persistent economic distress. The poverty rates in the census tracts within the district range from an average of 30% to a high of 55% of the population. In addition, the number of vacant lots in neighborhoods significantly inhibits business sustainability. Businesses in the SNEC boundaries tend to be lower wage services and retail sales oriented, requiring lower skilled employees.

Population

While the population has stayed relatively consistent in the SNEC area at 44,151 (a decrease of 590 over the past 10 years), the population in the surrounding region has grown by over 250,000 since 2010. Currently, the population is 53.5% male and 46.5% female, with the median age of 32 (as compared to the region of 37.3 years of age).



Race and Ethnicity

The demographic makeup of the District varies greatly from that of the region, state, and country as a whole, as can be seen in Table 1 below. The SNEC in 2021 has the following racial composition: White Alone 29.4%, Black Alone 31.5%, Some Other Race Alone 30.3%, American Indian Alone 1.0%, Asian Alone 2.8%, Pacific Islander Alone 0.5%, and Two or More Races 4.4%. As far as ethnicity, Hispanic Origin (any race) accounts for the majority of the community at approximately 55%. In comparison, regional and national data is markedly different. Most notable is

the diversity of race representation, being that Black, white, and other each represent approximately 30% of the population. Minority population combined account for over 60% of the population in the SNEC. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 90.4 in the identified area, compared to 62.6 for the U.S. as a whole.

Geography

SNEC is a group of inner city neighborhoods that dates back to the 1920s. From the 1930s to the 1960s this community was predominantly African American subject to segregation. While the District is located in the heart of the Las Vegas Valley, from an economic development perspective, it has been isolated and neglected. The primary land use is single family residential housing, and many of these neighborhoods have significant vacant land due to economic blight or land instability causing building degradation and demolition.



Table 1: Demographic and Income Profile				
	SNEC District	Clark County	Nevada	U.S.
Summary				
Population	47,151	2,305,737	3,160,524	333,934,112
Households	14,899	841,184	1,175,439	126,470,675
Average Household Size	2.97	2.71	2.66	2.58
Median Age	32.00	37.30	38.00	38.80
Income				
Median Household Income	\$24,777	\$61,830	\$62,813	\$64,730
Average Household Income	\$36,546	\$84,730	\$85,437	\$92,435
Per Capita Income	\$11,960	\$30,973	\$31,838	\$35,106
Race and Ethnicity				
White Alone	29.4%	53.9%	60.0%	69.2%
Black Alone	31.5%	12.9%	10.0%	13.0%
American Indian Alone	1.0%	0.8%	1.2%	1.0%
Asian Alone	2.8%	10.2%	8.5%	5.9%
Pacific Islander Alone	0.5%	0.8%	0.7%	0.2%
Some Other Race Alone	30.3%	15.1%	13.7%	7.1%
Two or More Races	4.4%	6.3%	5.8%	3.6%
Hispanic Origin (Any Race)	54.9%	32.4%	30.0%	18.9%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021

Environment

The SNEC District includes areas with expansive soils, faults, and fissures. Other environmental factors include noise from the North Las Vegas airport. The housing stock lacks the energy efficiency of current technologies used in newer construction, as well as water backflow issues. The high number of vacant lots within the residential neighborhoods decreases business sustainability. Infrastructure such as streets, sidewalks, and utilities in the area lag behind that of the newer developed areas within the region resulting in difficulty for business retention, attraction, and expansion.

Workforce

The high unemployment in the area is a culmination of many factors including lack of job availability within reasonable transportation distance, lack of educational attainment, and lack of job training opportunities. Workforce development is seeing significant growth in the area with the addition of a technical training center, workforce training, educational support, and the future addition of a community college campus. Still, lack of diverse job opportunities will stunt income growth until such jobs become available, particularly within the District itself.

Transportation Access

The public transportation system is both adequate and at the same time does not meet many of the needs of the community. Some of the routes require a significant commute time to access employment outside of the District. Older streets and sidewalks also cause challenges. Specifically, although there are bus routes available throughout the District, some of the sidewalks do not allow for accommodations such as shaded bus stops and waiting areas due to small sidewalks and ADA compliance. This can make the transportation almost unusable during the summer months due to extreme heat. Community members state that there is low frequency of busses in the area resulting in long wait times.



Government Resources

Significant resources located within the SNEC boundaries include: all three local government facilities, two chambers of commerce, the North Las Vegas Airport, local and state government economic development departments, and magnet schools and private schools.

Small Business Development and Lending

Small business technical support designed to meet the needs of the community and access to capital has been limited in the SNEC District. Diverse and economically disadvantaged small businesses including women-, veteran- and minority-owned businesses need financing for equipment, expansion, and working capital, similar to all small businesses. Yet, the SBA grants and loans offered in the beginning of the COVID pandemic highlighted the significant gap in access to capital for these disadvantaged businesses, particularly minority-owned businesses. Traditional lending institutions generally avoid smaller loans due to high transaction costs in relation to the risk and return; therefore, borrowers who need small loans are severely penalized. Moreover, the recent trend in bank mergers has resulted in a predominance of larger banks, reducing market opportunities for financing small businesses. Finance and credit gaps have developed as traditional lenders lean more and more towards borrowers who have strong collateral coverage and the ability to make substantial equity injections. This requirement is especially burdensome to women and minority-owned businesses. The finance and credit gap exist not because these businesses are necessarily poor investments, but because they are not the preferred investment of traditional lending institutions.

Households

The household count in this area is currently estimated to be 14,899; due to this value being an estimate of past results, it is unclear if there has been an actual increase in the number of households. Average household size is currently 2.97, higher than regional, state, and country averages. The number of families currently in the SNEC is estimated to be just under 9,000.

Household Income

Current median household income is \$24,777, an increase that has not kept pace with inflation. Comparatively, the median household income for the county, state and U.S. are all approximately 2.5 times greater. This comparison is even more bleak when looking at per capita income where all regions are more than 2.6 times greater, telling that a greater percentage of people experience poverty in the SNEC district. The current rise in inflation and aftermath of the COVID pandemic will likely exasperate these trends.

Housing

Currently, only an estimated 18% of the 18,000 plus housing units in the area are owner occupied, 61% renter occupied, and 21% are vacant. Comparatively, in the U.S. as a whole, 57% of the housing units are owner occupied; 31% are renter occupied; and 12% are vacant. Median home value also lags behind the region.

SNEC District Employment

The SNEC District employment clusters around the more traditional, less diversified industries listed below, primarily service industries and retail trade.

Employment Clusters in the District

- Service industries including hotels, automotive, and amusement (35%)
- Retail trade including food service, food stores, and general merchandise (16%)
- Government services (15%)
- Transportation (9%)
- Construction (6%),
- Manufacturing (5%)
- Wholesale trade (5%)

State Key Target Industries

In contrast, during 2020, the Nevada Governor's Office of Economic Development identified key industries to focus future development and diversify the economy. The sectors are:

- Aerospace & Defense
- Health
- Information Technology
- Manufacturing & Logistics
- Mining
- Natural Resources Technology
- Tourism, Gaming & Entertainment

Southern Nevada Target Industries

In addition to the statewide industries mentioned above, the Southern Nevada region is also focused on target industries which include:

- General & Advanced Manufacturing
- Creative Industries
- Information & Communication Technologies
- Transportation & Logistics Technologies
- Business & Financial Services
- Healthcare Services
- Clean Technologies



Investments in the Community

There have been numerous investments in the community in the past as well as extensive current development. Most notable are the plans for the future. The SNEC Board submitted 10 grant applications to the State of Nevada for American Rescue Plan (ARP) funds, which if approved will add to the projects below. Housing has become an increasing priority for development in the area as it will be key to insure development without displacement. Fortifying current housing stock and providing additional housing opportunities are necessary to stabilize this economically disadvantaged area. In addition, the COVID-19 pandemic has emphasized long standing socio-economic issues. Below is a list of completed, current, and future projects in the SNEC district.

City of Las Vegas (CLV) projects in the SNEC:

PROJECT DESCRIPTION	Status
African American Museum & Cultural Arts Center	Future
CSN Westside Education and Training Center	Future
D Street Properties Development	Future
Ghost Kitchen/Market Hall	Future
Health Center Eastside	Future
Historic Westside Design Center	Future
Infill Housing (Pilot)	Future
Jackson Main Street	Future
M & Madison	Future
Mario's Westside Market Expansion (CVS)	Future
Market Hall & Small Business Incubator	Future
Small Business Support Center	Future
Urban Agriculture	Future
Vertical Agriculture in James Gay Park	Future
West Las Vegas Holistic Wellness Center	Future
West Las Vegas Library Expansion & Performing Arts Center	Future
ACCED Network	Current
Courtyard Corridor of Hope	Current
Employ NV Career Hub	Current
Historic Westside Housing Infill	Current
Historic Westside Legacy Park	Current
Inventory & Preserve Historic Westside Building Stock	Current
Miller Street Fire Station	Current
Miller Street Fire Station Rehab/Rebuild	Current
Reimagined James Gay Park	Current
Strong Start Mobil Pre-K	Current
Stupak Community Center Classroom Remodel	Current
Support for Residential Property Owners	Current

STREET IMPROVEMENTS & INFRASTRUCTURE PROJECTS	Status
Complete Streets Expansion to Full SNEC Area	Future
Lake Mead to Losee Road to Simmons Improvements	Future
Bonneville Underpass Pump Station Replacement	Current
Casino Center Complete Street Wyoming Ave to Colorado Ave	Current
Charleston Boulevard, Art Way to Grand Central Parkway	Current
City Parkway Improvement, Grand Central Parkway to Bonanza	Current
Colorado Ave, Commerce St to 3rd. Street	Current
Complete Streets D, H, F, Washington, Bonanza	Current
Jackson Ave. Complete Streets Improvements	Current
Lake Mead: Losee Road to Simmons Street	Current
Las Blvd North, Stewart Ave to Washington Ave	Current
Las Vegas Blvd. Sahara to Washington	Current
Main Street improvements in Arts District	Current
Utah Ave., Industrial Ave to 3rd Street	Current
Wyoming Ave. Industrial to LV BLVD	Current

SYMPHONY PARK AREA PROJECT DESCRIPTION	Status
Symphony Park Hotel	Future
Symphony Park Midrise Residential	Future
Symphony Park Mixed Use Tower	Future
Symphony Park Retail	Future
Symphony Park Vic's Restaurant	Future
Symphony Park West Carson Ave Improvements	Current
Lou Ruvo/Cleveland Clinic	Completed
Project Neon	Completed
Simon Premium Outlets	Completed
Smith Center for Performing Arts	Completed
Symphony Park Auric Apartments	Completed
Symphony Park Parc Heaven Apartments	Completed
Symphony Park Parking Garages	Completed
World Market Center Expo Center	Completed

City of North Las Vegas (CNLV)

PROJECT DESCRIPTION	Status
Maya Cinema Retail Plaza	Future
Citywide School Safety	Current
Improvements Phase II (Fitzgerald Elementary)	Current
Safety Upgrades Program	Current
Beauty Society	Current
Buena Vista Redevelopment	Current
Cine Apartments	Current
Desert Gem Townhomes	Current
Dunkin' North Las Vegas	Current
Healthcare Clinic (West & Carey)	Current
Lake Mead West - Multi Family	Current
Maverick Convenience - Lake Mead	Current
N 5th Brew Company	Current
Smithfield Foods (former Cheltenham House)	Current
SunCap - SunPoint West Industrial	Current
UNR - Cooperative Extension	Current

STREET IMPROVEMENTS & INFRASTRUCTURE PROJECTS	Status
Streetlight LED Retrofit	Future
Cheyenne/Revere Traffic Signal Improvements	Current
Complete Streets (Hunkins & McDaniels)	Current
Illuminated Street Name Signs	Current
Lake Mead Blvd Street Improvements to Simmons	Current
Reflectorized Traffic Signal Head Back plates	Current
Intersection Improvement at Cheyenne and MLK	Current
Las Vegas Blvd - Complete Streets Implementation Plan	Current
Wayfinding Signage to Community Parks	Current

FIESTA PLAZA AGORA PROJECT	Status
Agora Downtown Gateway Development	Future
Shoe Palace	Future
Ace Hardware	Current
Denny's	Current
Fiesta Plaza Façade Improvement	Completed
La Bonita - Expansion	Completed
Las Vegas Baker	Completed
Ross Dress For Less	Completed
Wingstop	Completed

Economic and Community Development Problems and Opportunities

Relevant Studies and Plans

The Southern Nevada Enterprise Community (SNEC) District has experienced long term structural problems, such as high poverty levels, pervasive unemployment, and general distress that have greatly impacted the economic well-being of the residents.

In order to gain a broader understanding of the community and economic circumstances, the Strategy Committee reviewed relevant government sponsored or supported planning documents that focused on economic development, community development, neighborhood revitalization, educational attainment, and housing. A list of the plans reviewed are cited in the references section of this document. Of particular note, both the City of Las Vegas and the City of North Las Vegas have Neighborhood Revitalization Strategy Area Plans (NRSA) and both have areas designated as Choice Neighborhoods that fall within the SNEC District. The Historic Westside is of particular focus for redevelopment in the SNEC District and revitalization efforts are outlined in the Historic Urban Neighborhood Design Redevelopment Plan, known as the HUNDRED Plan in Action.

In addition, extensive community outreach is ongoing within the SNEC neighborhoods. Both the City of Las Vegas and the City of North Las Vegas conducted community charrettes, surveys, and other engagement activities to gain an understanding of the needs and desires for community development within the SNEC area. A more complete review of these efforts is available in the “Community Participation and Planning Efforts” section of this document.

Utilizing both the existing planning efforts, past and current development, and extensive community outreach, the Strategy Committee developed the following Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the SNEC area.

SWOT Analysis

STRENGTHS

- Potential large undeveloped in-fill parcels
- Freeway access
- Diverse ethnic population
- CCSD Magnet and Career Technical Academies
- Real-estate values are less than surrounding areas providing potential for development
- Available workforce
- Cluster strength in: Retail Trade, Accommodation and Food Service, Healthcare and Social Services, Other services and Public Administration
- Increasing access to health services
- North Las Vegas Airport

WEAKNESSES

- Lack of workforce opportunities leading to living wage employment with benefits
- Multiple land owners in some areas make land assemblage difficult
- Lack of interested developers
- Significant barriers to business expansion and development
- High school not located within walking distance
- Area is sparsely populated limiting sustainability of local retail
- Aging infrastructure
- Fragmented income levels
- High unemployment
- Public transportation bus stops and sidewalks are not conducive to inclement weather ridership or aging population mobility
- Lack of financing for business creation and expansion
- Lack of incentives for business attraction
- Lack of access to capital for minority-owned businesses
- Not in my back yard (NIMBY-ism)

OPPORTUNITIES

- Incentives for employers to hire local residents
- Police becoming more involved in the community to reduce crime
- Residents becoming more involved to reduce crime
- Undeveloped in-fill land opportunities
- Building code modifications to allow for use of existing facilities without major investment
- Cities could provide assistance regarding how to write and submit responses to their Requests for Proposals (RFP's) with specific focus on minority-owned businesses
- Real estate is affordable
- Public transportation
- Free Trade Zone designation
- Expanding and improved coordination for workforce training opportunities
- Sustainable grocery stores, co-operative, or urban agriculture
- Nontraditional financing may be available in low-income and redevelopment areas
- Federal grant funds for economic development
- Partnerships with Chambers of Commerce in the region
- Revolving Loan Fund
- Support and promote minority-owned business in the community that provide products and services the community needs

THREATS

- Traditional businesses in area are low wage and lacking benefits and career development
- Image that the neighborhood is unsafe
- Undervalued real estate creates potential for absentee investors to develop in ways that detract from area revitalization goals
- Different local jurisdictions have different priorities for SNEC District
- Building code too rigid or requires large investments to bring old buildings up to code
- Aging or inadequate utility infrastructure to support growth
- Geotechnical issues in some areas
- Stakeholder conflicts
- Water restrictions

Goals and Objectives

This section sets forth goals and objectives to address the economic problems in the District, and capitalize on the available resources. The Goals define a destination for SNEC. The Objectives are intended to provide specific steps that can be implemented to move towards the broader goals upon which they are based.

Goal #1 Secure Funding for New Development and Redevelopment Opportunities

Acquisition of Financial resources for development of projects, business creation, and comprehensive planning efforts across jurisdictions are challenges across the SNEC District. It is critical to the success of this plan that these resources become available in the District.

Objective A

Submit this plan for approval to the Economic Development Administration (EDA), so that the SNEC District can qualify for assistance under the EDA's public works and/or economic adjustment and planning programs, and become an EDA Economic Development District.

Objective B

Establish working group to secure immediate EDA funding for projects within SNEC. Consider various resources to request funding for staffing and grant writing. Possible funding sources include state legislature, local jurisdictions, and EDA.

Objective C

With staffing funds, establish an intermediary business entity focused on executing SNEC goals and coordinating master planning efforts across jurisdictions.

Objective D

Engage public and private sector resources to research and identify funding and investment opportunities that the District and its residents may qualify for and pursue, such as:

- American Rescue Plan Grants
- Infrastructure Grants
- Community Development Block grants (CDBG)
- Promise Neighborhood designation (education)
- Promise Zone designation
- Choice Neighborhood Initiative grant (housing and economic resilience)
- New Markets Tax Credits (state and federal)
- Redevelopment Area funds
- Historically Underutilized Business (HUB) Zones
- Community lenders and financial institutions
- Leverage existing state incentives and funding resources (Appendix E)
- Nevada Community Development Capacity-Building Initiative

Objective E

Secure bonding guarantee support for minority-owned businesses to allow them to compete with larger firms for government contracts.

Goal #2 Create Jobs

In order to truly revitalize the SNEC District, residents need high quality, true living wage jobs. A comprehensive and inclusive job creation effort must be undertaken. A particular focus should be paid to reducing unemployment within the minority communities.

Objective A

Increase support for the creation and expansion of minority-owned businesses in the District by focusing on the following:

- Expand technical support for small businesses in the area including business development, mentorship programs, and contract awards
- Increase access to capital for District businesses
- Expand workforce training resources available to existing businesses
- Provide site selection services for businesses to locate in the District

Objective B

Increase the number and type of jobs available in the District by focusing on successful business sectors currently operating in the area that want to expand and can utilize the existing workforce and provide advancement opportunities for employees.

Objective C

Work with the Department of Employment, Training, and Rehabilitation (DETR) and the Governor's Workforce Investment Board as per Nevada Statute (NRS 232.930) to address workforce development and unemployment for specified demographic groups in the SNEC area. Increase collaboration, coordination, and integration of efforts between state and local entities including community colleges, jurisdictions, and workforce programs.

Objective D

Identify target sector based companies that will add to the clustering that already exists in the District and have the capacity to employ local residents based on workforce skill levels.

Goal #3 Diversify the Economy

Diversification of the economy is a key component in this plan. The SNEC District's economic base is somewhat narrow. Broadening this base will create more opportunities to grow and expand the economy while also allowing the area to better weather fluctuations in the economy.

Objective A

Actively support Black-owned business enterprises to expand in identified sectors to diversify business in the area.

Objective B

Identify specific sector-based opportunity sites that take advantage of the synergy of the natural clusters already in the area that can make use of the skill set of the current workforce through vertical expansion.

Objective C

Market the positive aspects of doing business in the District by creating:

- Marketing and collateral materials
- Establishing a website
- Engaging in social media, such as: Facebook, Twitter, and others

Objective D

Work with state, regional, and local economic development teams to actively attract new diverse businesses to the SNEC area

Objective E

Build on relationships with Urban, Latin and other Chambers of Commerce to support minority-owned business ventures that employ minorities from the community.

Goal #4 Promote Sustainable Development

Sustainable economic and community development will enable the community to take a long term approach to revitalizing the SNEC District. In many ways, the lack of a sustainable approach can be blamed for the challenges faced by the district today.

Objective A

Partner with development community to assist existing companies in the area with regard to future business opportunities as vendors for new development. Collaborate with local economic development groups on projects located in the SNEC District, groups to include: City of Las Vegas, City of North Las Vegas, Clark County, Governor's Office of Economic Development, Las Vegas Global Economic Alliance, and chambers of commerce.

Objective B

Engage local jurisdictions in a collaborative effort to develop a comprehensive and cohesive infrastructure master plan across the SNEC District. This may include, but is not limited to, complete streets improvements, neighborhood walkability, public transportation, utility upgrades to support business growth, broadband access, and address community water backflow.

Objective C

Engage with jurisdictions efforts to support a cohesive plan to address the housing issues within the SNEC by rehabilitating current housing stock and providing infill housing solutions to develop sustainable neighborhoods.

Objective D

Support historic preservation efforts in a manner consistent with driving economic development in the District by working with the community and the Nevada State Historic Preservation Office as well as local government planning departments.

Implementation

Goal #1 Secure Funding for New Development and Redevelopment Opportunities

STRATEGIES	TIMELINE				
	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025	YEAR 2026
<u>Objective A</u> Submit this plan for approval to the Economic Development Administration (EDA), so that the SNEC District can qualify for assistance under the EDA's public works, economic adjustment and planning programs, and be designated by the EDA as an Economic Development District.					
<u>Objective B</u> Establish a working group to secure immediate EDA funding for projects within the SNEC. Request grant writing and staffing funds.					
<u>Objective C</u> Establish an intermediary entity focused on implementing SNEC goals (ARP Grants administration, master planning efforts across jurisdictions, etc.).					
<u>Objective D</u> Identify funding and investment opportunities that the District may qualify for and pursue (including federal, state, local, and public-private partnerships).					
<u>Objective E</u> Secure bonding guarantee support for minority-owned businesses to allow them to compete with larger firms for government contracts; this includes initial costs for insurance bonds.					

Goal #2 Create Jobs

STRATEGIES	TIMELINE				
	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025	YEAR 2026
<u>Objective A</u> Support the creation and expansion of minority-owned businesses in the District through technical support, access to capital, and work force training.					
<u>Objective B</u> Increase the number and type of jobs available in the District by focusing on successful business sectors currently operating in the area that want to expand and can utilize the existing workforce and provide advancement opportunities for employees.					
<u>Objective C</u> Establish a workforce development liaison to align education, training and workforce development efforts with targeted opportunities available within the SNEC District's geographic area. This will allow for close collaboration, coordination, and integration of efforts between Nevada Department of Employment Training and Rehabilitation and the state and local government entities.					
<u>Objective D</u> Identify target sector based companies that will add to the clustering that already exists in the District and have the capacity to employ local residents based on workforce skill levels.					

Goal #3 Diversify the Economy

STRATEGIES	TIMELINE				
	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025	YEAR 2026
<u>Objective A</u> Actively support Black-owned business enterprises to grow and expand by providing technical support, mentorship, and capital.					
<u>Objective B</u> Identify specific sector based opportunity sites that take advantage of the synergy of the natural clusters already in the area that can make use of the skill set of the current workforce through vertical expansion.					
<u>Objective C</u> Market the positive aspects of doing business in the District using internet, social media, and printed materials.					
<u>Objective D</u> Work with state, regional, and local economic development teams to attract new diverse businesses to the SNEC area.					
<u>Objective E</u> Build on relationships with Chambers of Commerce to support minority-owned business ventures that employ minorities from the community.					

Goal #4 Promote Sustainable Development

STRATEGIES	TIMELINE				
	YEAR 2022	YEAR 2023	YEAR 2024	YEAR 2025	YEAR 2026
Objective A Partner with development community to assist existing companies in the area with regard to future business opportunities as vendors for new development.					
Objective B Engage local jurisdictions in a collaborative effort to develop a comprehensive and cohesive infrastructure master plan across the SNEC District.					
Objective C Engage with local jurisdictions to support a cohesive plan addressing housing issues within the SNEC by rehabilitating current housing stock and providing infill housing solutions to develop sustainable neighborhoods and support the economy.					
Objective D Support historic preservation efforts in a manner consistent with driving economic development in the District by working with the community and the Nevada State Historic Preservation Office as well as local government Planning Departments.					

Projects, Programs and Activities

This section identifies projects, programs and activities designed to implement the Goals and Objectives of this plan. There are a number of projects that would benefit the SNEC District, and many of those projects are currently being planned by local governments. The SNEC Board and community want to work with the local governments to facilitate and prioritize the projects in a way that will enhance the quality of life for residents, and revitalize the District.

The projects, programs, and activities listed below were derived from residents, businesses, community partners, local government officials, and other regional planning efforts currently taking place in the region.

PROJECTS, PROGRAMS AND ACTIVITIES

Secure EDA funding for grant applications and project funding

Create Infrastructure Master Plan for the District: Engage collaboration with jurisdictions in infrastructure redevelopment efforts including complete streets improvements, neighborhood walkability, public transportation, utility upgrades to support business growth, broadband access, and address community water backflow

Increase funding to programs that provide specific technical support to businesses (start-up and expansion), design programs to meet specific needs for the community and remove barriers

Increase access to capital for minority-owned businesses in the community

Implement the ARP grants received from the state

Secure funding to support the implementation of this plan including Jackson Main Street Feasibility, Infrastructure Master Plan, and new CEDS.

Secure staff to promote implement and monitor the plan

Expand business attraction, retention, and expansion capabilities within the SNEC District by working with regional partners to include: local governments, the Governor's office of Economic Development, the Las Vegas Global Economic Alliance, and Chambers of Commerce

Create and track performance metrics over time

Continue to expand access to community based health services and develop training opportunities for the residents to address health needs within the community

Identify minority owned business in the SNEC District and plug them into existing opportunities

Pursue funding sources to create new incentives for companies to locate in the SNEC District

Secure planning funds for infrastructure master plan and ongoing CEDS update

Continue to encourage job training and employment for residents and businesses located in SNEC and partner with Nevada Partners to support regional workforce development

Establish internet and social media presence along with printed collateral materials

Become an active member of the Las Vegas Global Economic Alliance's Economic Development Advisory Group

Partner with chambers of commerce to access funding to support and promote entrepreneurial ventures and provide scholarships

Performance Measures

Performance measures are a critical component of any economic development strategy. The performance measures are used to evaluate the successful development and implementation of the plan. The following performance measures have been derived from the goals and objectives established within this plan:

INDICATORS

Increase the number of jobs in the SNEC District and reduce overall unemployment amongst residents in the District.

*Data Source:
Nevada Department of Employment
and Training and Rehabilitation*

Increase the number and type of investments undertaken in the District.

*Data Source:
Clark County Business Development Office*

Increase the number of business start-ups in the District

*Data Source:
Nevada Department of Employment
and Training and Rehabilitation*

Increase the amount of private sector investment in the District.

*Data Source:
Clark County Assessor's Office*

Increase the number of households in the District and decrease vacant lots

*Data Source:
Census count/ County Assessor*

Demonstrate a positive change in the overall economic environment in the District.

*Data Source:
Surveys and interviews with community
member and businesses*



Community Participation in the Planning Efforts

This plan was developed through a collaborative planning process with broad based and diverse community participation that addresses the economic problems and potential of the area. Outreach efforts in the community have been ongoing for more than two decades. A variety of community based organizations, nonprofits, governmental entities, trade groups, chambers of commerce, and business owners have engaged the stakeholders to solicit input. The input gleaned from the groups mentioned below has been incorporated into the plan. By no means is this a complete list of all the initiatives that have taken place. Rather, it is reflection of the hard work and community involvement that has taken place over the years. Historic community engagement from 2004 through 2014 is available in Appendix G. Community engagement from 2014 through present day and ongoing outreach is discussed below.

Current Outreach

The SNEC Board holds regularly scheduled meetings every other month to discuss economic and community development issues as they pertain to the SNEC District.

The City of Las Vegas Office of Community Services (OCS) and Youth Development teams participate in over 100 community events and outreach activities per year. In addition to conducting phone calls and door to door interaction with the neighborhoods, the team reaches out to property owners, and attends monthly neighborhood association meetings.

Over the last year Community Services engaged with the community extensively in capacity building workshops including 4 workshops and ongoing monthly meetings to help advance a potential Community Development Corporation with a focus on local foods, local places grocery store co-op. They held several grant writing workshops and provided technical assistance in support of this effort. In launching an entrepreneur development pilot program, the OCS engaged local property owners and paired them with consultants to help take their plans to fruition. They joined forces with the

City of Las Vegas Economic and Urban Development Team to develop a think tank for future project focus. They supported National Promise Day community cleanup, conducted a vaccination popup location, met with community residents in low-income housing, attended Ladies Making a Difference meetings, coordinated the Take Flight Community Event, toured the new workforce development site, conducted meetings for museum development with a consultant, and conducted many community meetings in the development of the HUNDRED Plan In Action. Events ranged in size from 1 on 1 contact, to over 1000 attendees.

The City of North Las Vegas and its partners engaged in extensive outreach leading to an award of a United States Department of Housing and Urban Development (HUD) Choice Neighborhood Planning grant starting in 2015. As part of this initiative, North Las Vegas created the Community Engagement Team (CET) which conducted 3 community charrettes in 2016 and surveyed 1000 residents in the Choice Neighborhood area within the SNEC boundaries. Partnering with the Housing Authority, and the non-profits Nevada Partners and Lutheran Social Services, the City of North Las Vegas also created a Transformation Plan approved by the City Council and accepted by HUD. These efforts led to the further creation of the HUD/CDBG designated Neighborhood Revitalization Strategy Area (NRSA) starting in 2018 and extending through 2024. The city continues to engage in extensive outreach including monthly meetings with the choice initiative group. These initiatives resulted in the development of a medical campus, hundreds of multifamily housing units, a STEM Center for Excellence, and the soon to be Urban Center of Advanced Agricultural Technology Campus. The City of North Las Vegas and its partners continue to focus on 7 NRSA development programs stemming from community interest including: job training and placement, youth leadership, continuing community engagement, Rose Garden tablet program, Zion Community Gardens, continuing neighborhood revitalization, and community arts.



For additional details on past community outreach see Appendix G – Historic Community Outreach.

References

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Las Vegas Community Satisfaction Survey, ETC Institute (2021)

Nevada Small Business Lending Report, Increasing Access to Capital for Underserved Communities, Access Capital (2021)

Choice Neighborhood Revitalization Strategy Area (NRSA) Plan, Area Designation (2020-2024)

Comprehensive Economic Development Strategy for Southern Nevada, Las Vegas Global Economic Alliance, SRI International (February 2020)

Nevada's Plan for Recovery & Resilience, Nevada Governor's Office of Economic Development (December 2020)

City of Las Vegas 2050 Master Plan (2020)

HUNDRED Plan in Action (July 2020)

Mapping the Future, An Analysis of Clark County's Communities and Economy (December 2020)

Choice Neighborhood Initiative (CNI) Transformation Plan (April 2017)

Southern Nevada Enterprise Community, Community Economic Development Plan (January 2015)

Buena Vista Springs Market Demand Study, City of North Las Vegas (January, 2015)

Southern Nevada Strong Regional Plan, Southern Nevada Regional Planning Coalition (February 2014)

Economic Development Investment Strategy, City of Las Vegas (June 2013)

City of Las Vegas Downtown Centennial Plan (October, 2012)

City of Las Vegas Downtown Centennial Plan (October, 2012)

Las Vegas Redevelopment Agency Employment Plan Policy, City of Las Vegas (April, 2011)

Unify Regionalize Diversify: An Economic Development Agenda for Nevada, Metropolitan Policy Program at the Brookings Institution, Brookings Mountain West, and SRI International (June, 2011)

North Las Vegas Downtown Master Plan and Investment Strategy (February, 2009)

North Las Vegas Planning and Zoning 2006 Comprehensive Master Plan (November, 2006)

Infill Study Plan, Southern Nevada Regional Planning Coalition (2001)

Las Vegas Master Plan 2020 (September, 2000)

Southern Nevada Enterprise Community, Strategic Plan and Designation Proposal (June, 1994)

[Rev. 12/22/2019]

SOUTHERN NEVADA ENTERPRISE COMMUNITY INFRASTRUCTURE IMPROVEMENT ACT

CHAPTER 407, STATUTES OF NEVADA 2007

AN ACT relating to economic development; requiring the Southern Nevada Enterprise Community Advisory Board to develop a project to make certain improvements to infrastructure in and near the Community; * * *; and providing other matters properly relating thereto.

[Approved: June 13, 2007]

(Leadlines for sections have been supplied by the Legislative Counsel of the State of Nevada)

WHEREAS, On December 21, 1994, President William Jefferson Clinton designated nine census tracts in the urban core of the Las Vegas Valley as an “enterprise community”; and

WHEREAS, The designation was accompanied by an award of \$2,950,000 in Title XX funds to be used for projects in the enterprise community; and

WHEREAS, The Southern Nevada Enterprise Community so created includes the target areas of West Las Vegas, East Las Vegas, Meadows Village and North Las Vegas; and

WHEREAS, The Southern Nevada Enterprise Community involves a partnership among the cities of Las Vegas and North Las Vegas, and Clark County, working together to harness resources from the public, private and nonprofit sectors to provide programs, services and facilities to the target areas; and

WHEREAS, The empowerment of persons and neighborhoods within the Southern Nevada Enterprise Community includes “weed and seed” strategies to “weed” out violence, gangs, drug trafficking and drug-related crime, and to “seed” neighborhoods with social services and economic revitalization; and

WHEREAS, Efforts to revitalize neighborhoods economically, to be successful, require a certain minimum level of “infrastructure” in the form of the basic facilities, services and installations needed for the proper functioning of a community; now, therefore,

The People of the State of Nevada, represented in Senate and Assembly, do enact as follows:

Section 1. Short title. This act may be cited as the Southern Nevada Enterprise Community Infrastructure Improvement Act.

(Ch. 407, [Stats. 2007 p. 1782](#))

Sec. 2. Definitions. As used in sections 1 to 14, inclusive, of this act, unless the context otherwise requires, the words and terms defined in sections 3 to 7, inclusive, of this act have the meanings ascribed to them in those sections.

(Ch. 407, [Stats. 2007 p. 1782](#))

Sec. 3. “Board” defined. “Board” means the Southern Nevada Enterprise Community Board created pursuant to section 8 of this act.

(Ch. 407, [Stats. 2007 p. 1782](#); A — Ch. 481, [Stats. 2009 p. 2771](#))

Sec. 5. “Community” defined. “Community” means the Southern Nevada Enterprise Community, which consists of the nine census tracts designated by President William Jefferson Clinton on December 21, 1994.

(Ch. 407, [Stats. 2007 p. 1782](#))

Sec. 6. “Infrastructure” defined. “Infrastructure” means publicly owned or publicly supported facilities that are necessary or desirable to support intense habitation within a region, including, without limitation, parks, roads, schools, libraries, community centers, police and fire protection, sanitary sewers, facilities for mass transit and facilities for the conveyance of water and the treatment of wastewater.

(Ch. 407, [Stats. 2007 p. 1782](#))

Sec. 7. “Project” defined. “Project” means the Southern Nevada Enterprise Community Improvement Project developed pursuant to section 11 of this act.

(Ch. 407, [Stats. 2007 p. 1782](#))

Sec. 8. Board: Creation; members; terms; election of Chair and Vice Chair; vacancies; provision of administrative support.

1. The Southern Nevada Enterprise Community Board is hereby created.
2. The Board consists of nine members, appointed in consultation with residents of the Community, as follows:
 - (a) One member of the Nevada Congressional Delegation selected from among its membership or his or her designee;
 - (b) One member of the Assembly and one member of the Senate who represent the Community selected by the Legislative Commission;
 - (c) One member of the Clark County Board of County Commissioners selected from among its membership;
 - (d) One member of the Las Vegas City Council from among its membership;
 - (e) One member of the North Las Vegas City Council from among its membership;
 - (f) Two residents of the Community; and
 - (g) A representative of the private sector appointed by the Chamber of Commerce established in the Community.
3. Each member of the Board serves for a term of 3 years. A vacancy on the Board must be filled in the same manner as the original appointment. A member may be reappointed to the Board.
4. The members of the Board shall elect a Chair and Vice Chair by majority vote. After the initial election, the Chair and Vice Chair shall hold office for a term of 1 year beginning on August 1 of each year. If a vacancy occurs in the office of Chair or Vice Chair, the members of the Board shall elect a Chair or Vice Chair, as appropriate, from among its members for the remainder of the unexpired term.
5. The City of Las Vegas shall provide administrative support for the Board.
(Ch. 407, [Stats. 2007 p. 1782](#); A — Ch. 481, [Stats. 2009 p. 2771](#))

Sec. 9. Board: Purposes. The primary purposes of the Board are to:

1. Advise the governmental entities that have members on the Board with respect to the Project.
2. Identify projects that may be eligible for federal funding or funding through city and county redevelopment authorities, and request appropriations for those projects from the Clark County Board of County Commissioners, the Las Vegas City Council and the North Las Vegas City Council or the governing boards of their respective redevelopment authorities.
3. Carry out such additional projects as may be directed by the Legislature.
4. Ensure that the needs and opinions of the residents of the Community are reflected adequately by the Project and any additional projects assigned to the Board.
5. Communicate to the Office of Economic Development:
 - (a) Projects within the Community which the Board recommends for the receipt of any abatement, partial abatement or exemption from taxes or any other incentive for economic development which is administered by the Office; and
 - (b) Recommendations of the Board for any legislative action concerning economic development incentives that would enable such incentives to be provided to businesses within the Community and its surrounding areas.
6. Meet and collaborate with the Executive Director of the Office of Economic Development as provided in [NRS 231.0543](#).
(Ch. 407, [Stats. 2007 p. 1783](#); A — Ch. 481, [Stats. 2009 p. 2772](#); Ch. 159, [Stats. 2019 p. 870](#))

Sec. 11. Board: Duties.

1. On or before January 31, 2008, the Board shall prepare a written plan to carry out the Project to address the needs and issues of the Community.
2. The Board shall, within 120 days after preparing the written plan:
 - (a) Hold at least two public hearings on the written plan, each of which must be preceded by at least 30 days' notice within the Community; and
 - (b) Approve or reject the written plan based on input from the Community received at the public hearings.
3. A written plan adopted by the Board must:
 - (a) Set forth an adequate framework for carrying out the Project;
 - (b) Set forth a reasonable period in which to accomplish the goals of the Project; and
 - (c) Incorporate each of the required elements of the Project, as set forth in section 12 of this act.
4. If the Board rejects the written plan, the Board shall:
 - (a) Provide to the appropriate officers of the governmental entities that have members on the Board a written explanation of its reasons for the rejection; and
 - (b) Prepare a revised written plan and repeat the notice and hearings required by subsection 2 before approving or rejecting the revised written plan.

5. The Board shall revise the parameters of the Project and the written plan as necessary to ensure that it continues to address the needs of the Community.

(Ch. 407, [Stats. 2007 p. 1783](#); A — Ch. 481, [Stats. 2009 p. 2772](#))

Sec. 12. Requirements of Project. The Project must include, without limitation, goals, objectives and policies relating to, and feasible timeframes for achieving:

1. The construction, repair and refurbishment of streets, buildings and other facilities as necessary to attract and maintain the viability of successful businesses within the Community;

2. The incorporation within the Community of open space, facilities for recreation, facilities for medical care and other measures as necessary to ensure that the Community develops with mixed uses;

3. The eradication of brownfields, the rehabilitation of condemned properties and the removal of structures and facilities that create a disincentive for development; and

4. The identification of sources of money to carry out the Project.

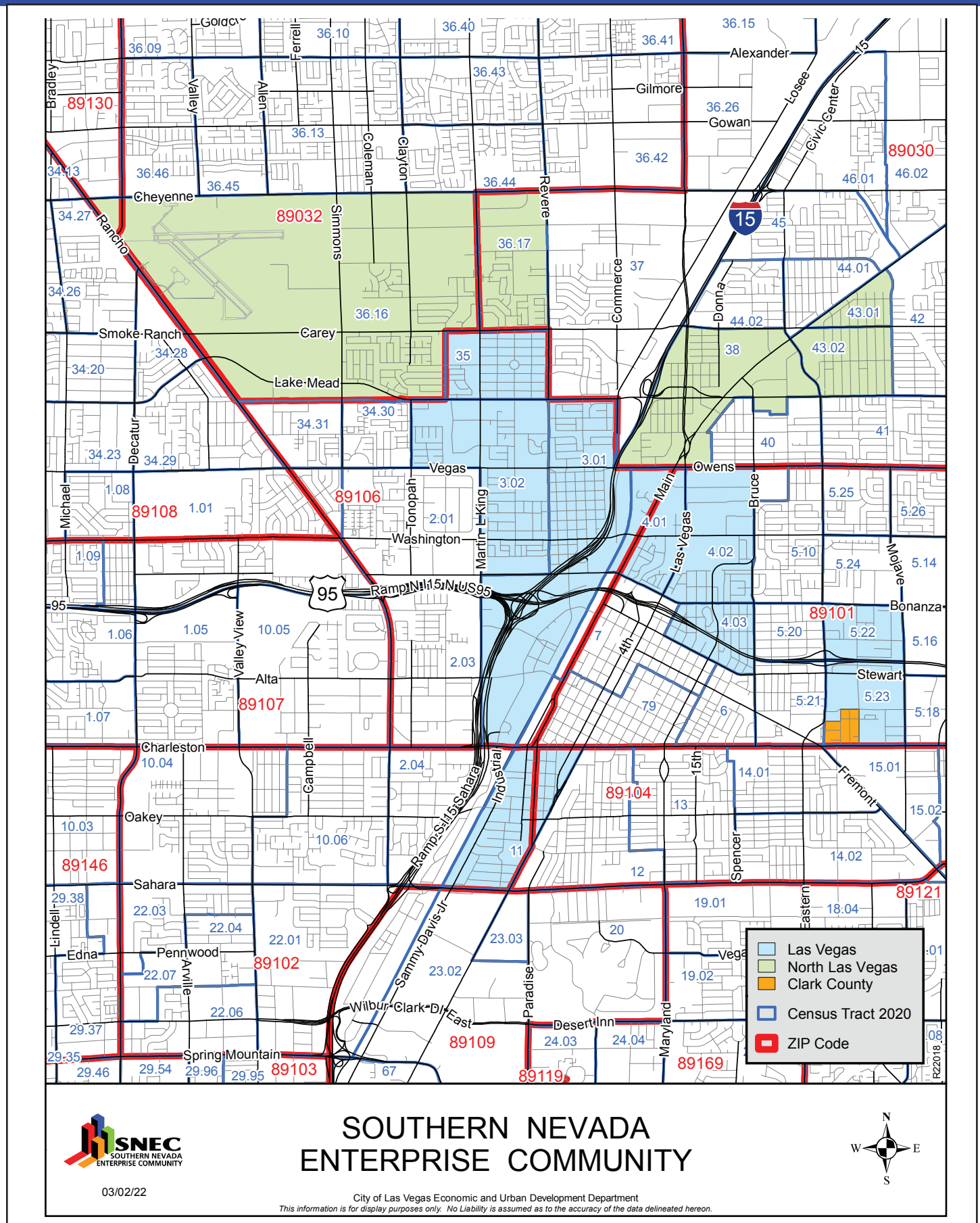
(Ch. 407, [Stats. 2007 p. 1783](#))

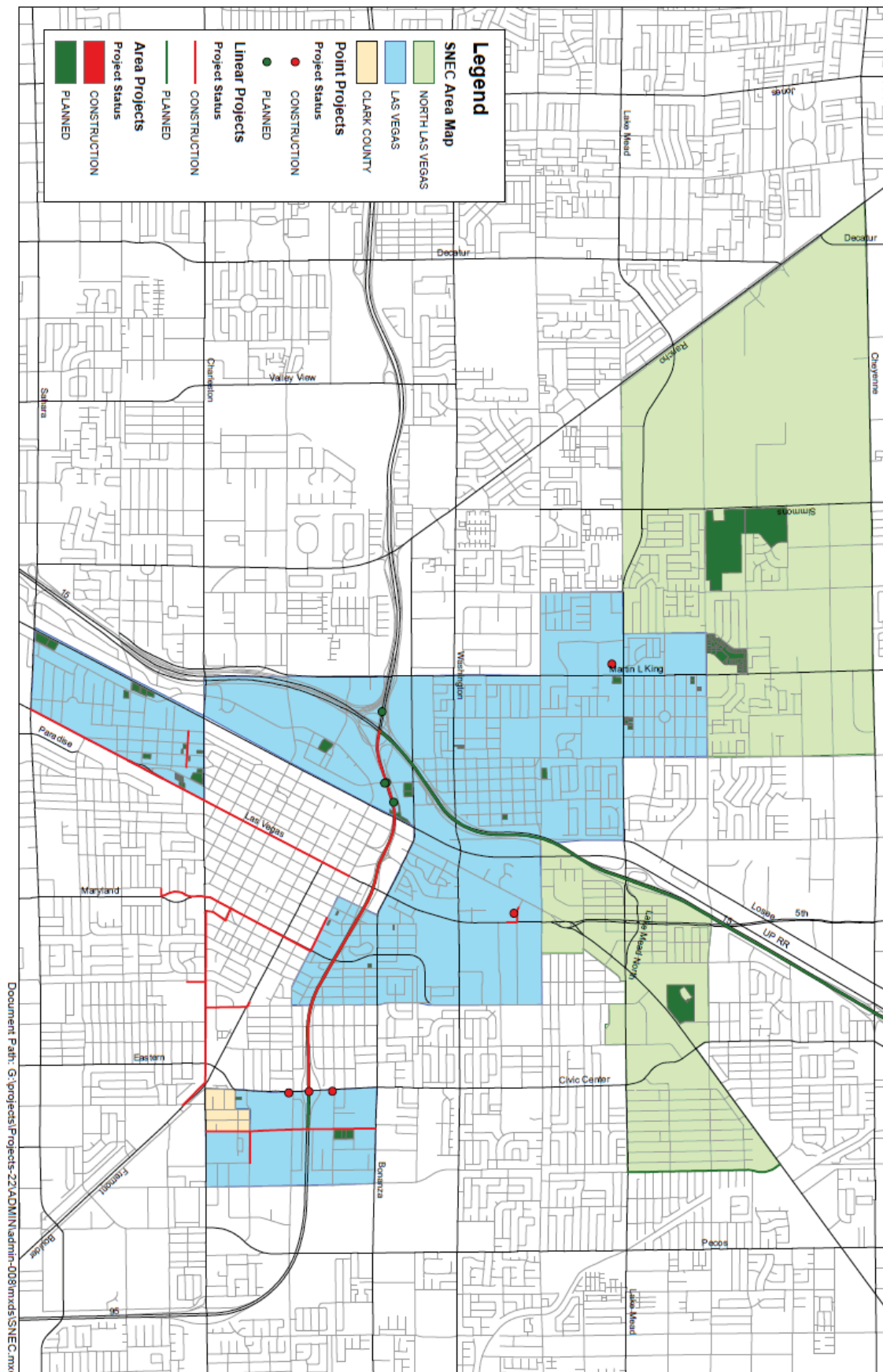
Sec. 13. Acceptance of gifts, grants and donations. The Board may accept any gifts, grants or donations for the purpose of preparing, developing and carrying out the Project.

(Ch. 407, [Stats. 2007 p. 1784](#); A — Ch. 481, [Stats. 2009 p. 2772](#))

Sec. 14. Report. On or before February 1, 2009, and every 2 years thereafter, the Board shall submit to the Director of the Legislative Counsel Bureau for transmission to the Nevada Legislature a report that summarizes the activities of the Board.

(Ch. 407, [Stats. 2007 p. 1784](#); A — Ch. 481, [Stats. 2009 p. 2773](#))







Demographic and Income Profile

SNEC District

Area: 10.15 square miles

Prepared by Esri

Summary		Census 2010		2021	2026		
Population		45,661		47,151	50,319		
Households		14,496		14,899	16,205		
Families		8,927		8,995	9,739		
Average Household Size		2.99		2.97	2.93		
Owner Occupied Housing Units		3,414		3,438	3,747		
Renter Occupied Housing Units		11,082		11,461	12,458		
Median Age		30.8		32.0	32.8		
Trends: 2021-2026 Annual Rate		Area		State	National		
Population		1.31%		1.50%	0.71%		
Households		1.69%		1.49%	0.71%		
Families		1.60%		1.46%	0.64%		
Owner HHs		1.74%		1.85%	0.91%		
Median Household Income		2.57%		2.62%	2.41%		
Households by Income				2021	2026		
				Number	Percent	Number	Percent
<\$15,000				5,005	33.6%	5,069	31.3%
\$15,000 - \$24,999				2,477	16.6%	2,410	14.9%
\$25,000 - \$34,999				1,725	11.6%	1,649	10.2%
\$35,000 - \$49,999				1,959	13.2%	2,148	13.3%
\$50,000 - \$74,999				2,109	14.2%	2,527	15.6%
\$75,000 - \$99,999				839	5.6%	1,097	6.8%
\$100,000 - \$149,999				547	3.7%	849	5.2%
\$150,000 - \$199,999				155	1.0%	281	1.7%
\$200,000+				73	0.5%	165	1.0%
Median Household Income				\$24,777		\$28,134	
Average Household Income				\$36,546		\$43,975	
Per Capita Income				\$11,960		\$14,859	
Population by Age		Census 2010		2021		2026	
		Number	Percent	Number	Percent	Number	Percent
0 - 4		4,628	10.1%	4,280	9.1%	4,560	9.1%
5 - 9		4,202	9.2%	3,864	8.2%	3,989	7.9%
10 - 14		3,625	7.9%	3,495	7.4%	3,534	7.0%
15 - 19		3,410	7.5%	3,302	7.0%	3,305	6.6%
20 - 24		3,015	6.6%	3,537	7.5%	3,743	7.4%
25 - 34		6,690	14.7%	7,093	15.0%	7,653	15.2%
35 - 44		6,458	14.1%	6,195	13.1%	6,613	13.1%
45 - 54		5,811	12.7%	5,493	11.6%	5,758	11.4%
55 - 64		4,120	9.0%	4,811	10.2%	4,939	9.8%
65 - 74		2,347	5.1%	3,260	6.9%	3,841	7.6%
75 - 84		1,067	2.3%	1,427	3.0%	1,873	3.7%
85+		288	0.6%	394	0.8%	511	1.0%
Race and Ethnicity		Census 2010		2021		2026	
		Number	Percent	Number	Percent	Number	Percent
White Alone		15,261	33.4%	13,872	29.4%	15,009	29.8%
Black Alone		13,096	28.7%	14,847	31.5%	15,970	31.7%
American Indian Alone		481	1.1%	474	1.0%	501	1.0%
Asian Alone		1,369	3.0%	1,328	2.8%	1,395	2.8%
Pacific Islander Alone		251	0.5%	250	0.5%	262	0.5%
Some Other Race Alone		13,235	29.0%	14,293	30.3%	14,984	29.8%
Two or More Races		1,968	4.3%	2,087	4.4%	2,198	4.4%
Hispanic Origin (Any Race)		24,578	53.8%	25,898	54.9%	27,232	54.1%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026.

February 15, 2022

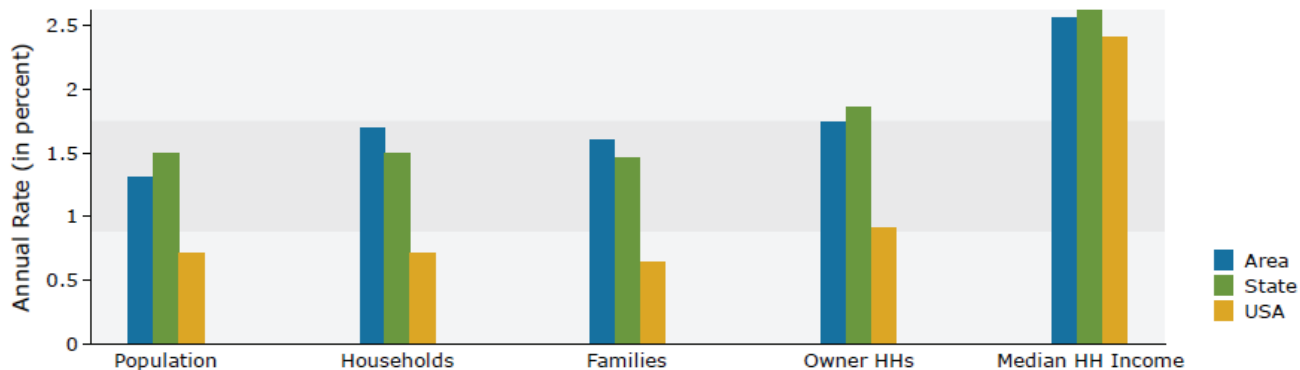


Demographic and Income Profile

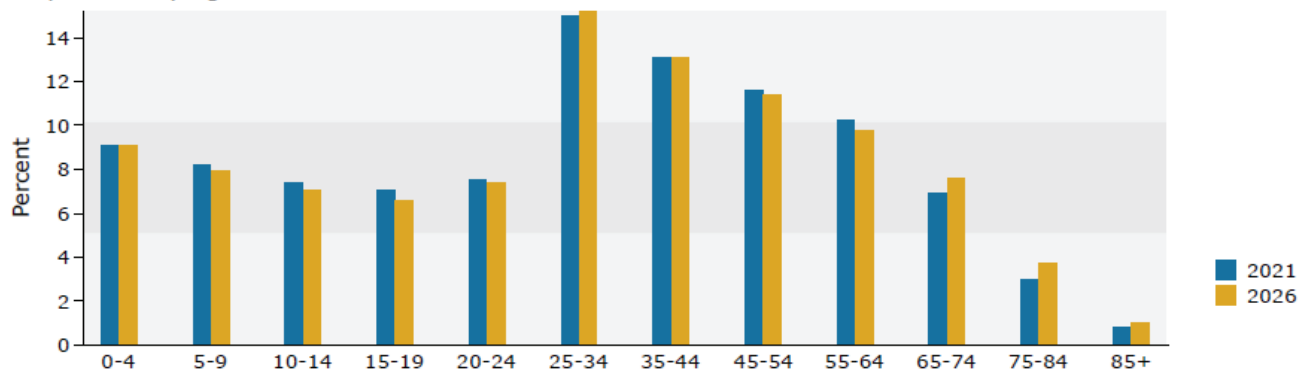
SNEC District
Area: 10.15 square miles

Prepared by Esri

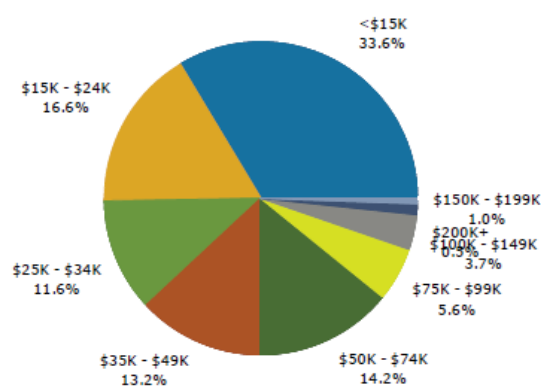
Trends 2021-2026



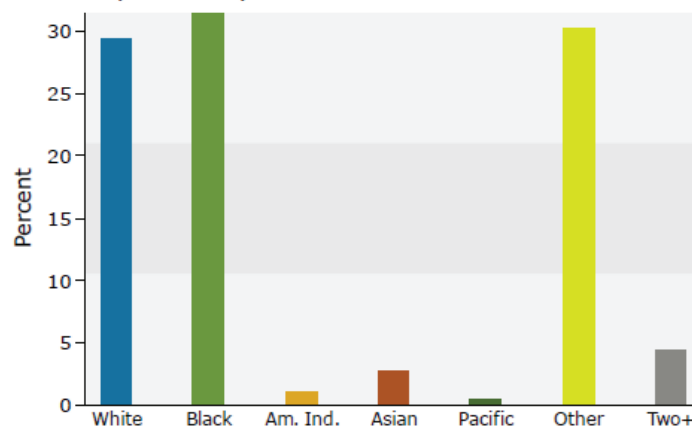
Population by Age



2021 Household Income



2021 Population by Race



2021 Percent Hispanic Origin: 54.9%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026.

February 15, 2022



Business Summary

SNEC District
Area: 10.15 square miles

Prepared by Esri

by NAICS Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	1	0.0%	3	0.0%
Mining	2	0.1%	4	0.0%
Utilities	2	0.1%	330	0.7%
Construction	108	5.3%	2,892	6.1%
Manufacturing	55	2.7%	997	2.1%
Wholesale Trade	59	2.9%	2,527	5.3%
Retail Trade	441	21.7%	5,246	11.1%
Motor Vehicle & Parts Dealers	38	1.9%	250	0.5%
Furniture & Home Furnishings Stores	43	2.1%	602	1.3%
Electronics & Appliance Stores	6	0.3%	32	0.1%
Bldg Material & Garden Equipment & Supplies Dealers	17	0.8%	141	0.3%
Food & Beverage Stores	44	2.2%	679	1.4%
Health & Personal Care Stores	32	1.6%	264	0.6%
Gasoline Stations	10	0.5%	52	0.1%
Clothing & Clothing Accessories Stores	90	4.4%	905	1.9%
Sport Goods, Hobby, Book, & Music Stores	9	0.4%	282	0.6%
General Merchandise Stores	20	1.0%	574	1.2%
Miscellaneous Store Retailers	117	5.7%	1,461	3.1%
Nonstore Retailers	15	0.7%	4	0.0%
Transportation & Warehousing	50	2.5%	4,887	10.3%
Information	45	2.2%	2,649	5.6%
Finance & Insurance	57	2.8%	263	0.6%
Central Bank/Credit Intermediation & Related Activities	35	1.7%	185	0.4%
Securities, Commodity Contracts & Other Financial	4	0.2%	14	0.0%
Insurance Carriers & Related Activities; Funds, Trusts &	18	0.9%	64	0.1%
Real Estate, Rental & Leasing	87	4.3%	463	1.0%
Professional, Scientific & Tech Services	128	6.3%	1,369	2.9%
Legal Services	29	1.4%	230	0.5%
Management of Companies & Enterprises	5	0.2%	36	0.1%
Administrative & Support & Waste Management & Remediation	63	3.1%	664	1.4%
Educational Services	36	1.8%	1,431	3.0%
Health Care & Social Assistance	154	7.6%	1,673	3.5%
Arts, Entertainment & Recreation	40	2.0%	5,807	12.3%
Accommodation & Food Services	174	8.6%	4,508	9.5%
Accommodation	18	0.9%	2,357	5.0%
Food Services & Drinking Places	156	7.7%	2,151	4.5%
Other Services (except Public Administration)	280	13.8%	2,574	5.4%
Automotive Repair & Maintenance	50	2.5%	137	0.3%
Public Administration	122	6.0%	7,388	15.6%
Unclassified Establishments	126	6.2%	1,589	3.4%
Total	2,035	100.0%	47,300	100.0%

Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021.

Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses census block groups to allocate business summary data to custom areas.

February 16, 2022



Business Summary

SNEC District
Area: 10.15 square miles

Prepared by Esri

Data for all businesses in area

Total Businesses:	2,035			
Total Employees:	47,300			
Total Residential Population:	47,151			
Employee/Residential Population Ratio (per 100 Residents)	100			
by SIC Codes	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture & Mining	15	0.7%	390	0.8%
Construction	103	5.1%	2,806	5.9%
Manufacturing	52	2.6%	2,602	5.5%
Transportation	58	2.9%	4,256	9.0%
Communication	20	1.0%	689	1.5%
Utility	3	0.1%	336	0.7%
Wholesale Trade	62	3.0%	2,536	5.4%
Retail Trade Summary	607	29.8%	7,544	15.9%
Home Improvement	17	0.8%	141	0.3%
General Merchandise Stores	20	1.0%	574	1.2%
Food Stores	57	2.8%	856	1.8%
Auto Dealers, Gas Stations, Auto Aftermarket	48	2.4%	302	0.6%
Apparel & Accessory Stores	75	3.7%	804	1.7%
Furniture & Home Furnishings	51	2.5%	656	1.4%
Eating & Drinking Places	153	7.5%	2,099	4.4%
Miscellaneous Retail	186	9.1%	2,112	4.5%
Finance, Insurance, Real Estate Summary	119	5.8%	576	1.2%
Banks, Savings & Lending Institutions	31	1.5%	150	0.3%
Securities Brokers	4	0.2%	14	0.0%
Insurance Carriers & Agents	18	0.9%	64	0.1%
Real Estate, Holding, Other Investment Offices	66	3.2%	348	0.7%
Services Summary	747	36.7%	16,584	35.1%
Hotels & Lodging	18	0.9%	2,357	5.0%
Automotive Services	62	3.0%	327	0.7%
Motion Pictures & Amusements	49	2.4%	6,370	13.5%
Health Services	103	5.1%	1,096	2.3%
Legal Services	27	1.3%	219	0.5%
Education Institutions & Libraries	35	1.7%	1,418	3.0%
Other Services	453	22.3%	4,797	10.1%
Government	123	6.0%	7,392	15.6%
Unclassified Establishments	126	6.2%	1,589	3.4%
Totals	2,035	100.0%	47,300	100.0%

Source: Copyright 2021 Data Axle, Inc. All rights reserved. Esri Total Residential Population forecasts for 2021.

Date Note: Data on the Business Summary report is calculated using Esri's Data allocation method which uses census block groups to allocate business summary data to custom areas.

February 16, 2022



Executive Summary

SNEC District

Area: 10.15 square miles

Prepared by Esri

Population

2000 Population	51,027
2010 Population	45,661
2021 Population	47,151
2026 Population	50,319
2000-2010 Annual Rate	-1.10%
2010-2021 Annual Rate	0.29%
2021-2026 Annual Rate	1.31%
2021 Male Population	53.5%
2021 Female Population	46.5%
2021 Median Age	32.0

In the identified area, the current year population is 47,151. In 2010, the Census count in the area was 45,661. The rate of change since 2010 was 0.29% annually. The five-year projection for the population in the area is 50,319 representing a change of 1.31% annually from 2021 to 2026. Currently, the population is 53.5% male and 46.5% female.

Median Age

The median age in this area is 32.0, compared to U.S. median age of 38.5.

Race and Ethnicity

2021 White Alone	29.4%
2021 Black Alone	31.5%
2021 American Indian/Alaska Native Alone	1.0%
2021 Asian Alone	2.8%
2021 Pacific Islander Alone	0.5%
2021 Other Race	30.3%
2021 Two or More Races	4.4%
2021 Hispanic Origin (Any Race)	54.9%

Persons of Hispanic origin represent 54.9% of the population in the identified area compared to 18.9% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 90.6 in the identified area, compared to 65.4 for the U.S. as a whole.

Households

2021 Wealth Index	23
2000 Households	15,866
2010 Households	14,496
2021 Total Households	14,899
2026 Total Households	16,205
2000-2010 Annual Rate	-0.90%
2010-2021 Annual Rate	0.24%
2021-2026 Annual Rate	1.69%
2021 Average Household Size	2.97

The household count in this area has changed from 14,496 in 2010 to 14,899 in the current year, a change of 0.24% annually. The five-year projection of households is 16,205, a change of 1.69% annually from the current year total. Average household size is currently 2.97, compared to 2.99 in the year 2010. The number of families in the current year is 8,995 in the specified area.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026. Esri converted Census 2000 data into 2010 geography.

February 15, 2022



Executive Summary

SNEC District
Area: 10.15 square miles

Prepared by Esri

Mortgage Income

2021 Percent of Income for Mortgage	37.8%
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Median Household Income

2021 Median Household Income	\$24,777
2026 Median Household Income	\$28,134
2021-2026 Annual Rate	2.57%

Average Household Income

2021 Average Household Income	\$36,546
2026 Average Household Income	\$43,975
2021-2026 Annual Rate	3.77%

Per Capita Income

2021 Per Capita Income	\$11,960
2026 Per Capita Income	\$14,859
2021-2026 Annual Rate	4.44%

Households by Income

Current median household income is \$24,777 in the area, compared to \$64,730 for all U.S. households. Median household income is projected to be \$28,134 in five years, compared to \$72,932 for all U.S. households

Current average household income is \$36,546 in this area, compared to \$90,054 for all U.S. households. Average household income is projected to be \$43,975 in five years, compared to \$103,679 for all U.S. households

Current per capita income is \$11,960 in the area, compared to the U.S. per capita income of \$34,136. The per capita income is projected to be \$14,859 in five years, compared to \$39,378 for all U.S. households

Housing

2021 Housing Affordability Index	66
2000 Total Housing Units	17,731
2000 Owner Occupied Housing Units	4,088
2000 Renter Occupied Housing Units	11,778
2000 Vacant Housing Units	1,865
2010 Total Housing Units	17,906
2010 Owner Occupied Housing Units	3,414
2010 Renter Occupied Housing Units	11,082
2010 Vacant Housing Units	3,410
2021 Total Housing Units	18,732
2021 Owner Occupied Housing Units	3,438
2021 Renter Occupied Housing Units	11,461
2021 Vacant Housing Units	3,833
2026 Total Housing Units	20,269
2026 Owner Occupied Housing Units	3,747
2026 Renter Occupied Housing Units	12,458
2026 Vacant Housing Units	4,064

Currently, 18.4% of the 18,732 housing units in the area are owner occupied; 61.2%, renter occupied; and 20.5% are vacant. Currently, in the U.S., 57.3% of the housing units in the area are owner occupied; 31.2% are renter occupied; and 11.5% are vacant. In 2010, there were 17,906 housing units in the area - 19.1% owner occupied, 61.9% renter occupied, and 19.0% vacant. The annual rate of change in housing units since 2010 is 2.02%. Median home value in the area is \$223,495, compared to a median home value of \$264,021 for the U.S. In five years, median value is projected to change by 14.53% annually to \$440,417.

Data Note: Income is expressed in current dollars. Housing Affordability Index and Percent of Income for Mortgage calculations are only available for areas with 50 or more owner-occupied housing units.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026. Esri converted Census 2000 data into 2010 geography.

February 15, 2022



Demographic and Income Profile

Clark County, NV
Clark County, NV (32003)
Geography: County

Prepared by Esri

Summary		Census 2010		2021		2026	
Population		1,951,269		2,305,737		2,498,746	
Households		715,365		841,184		910,710	
Families		467,916		546,358		590,515	
Average Household Size		2.70		2.71		2.72	
Owner Occupied Housing Units		408,206		488,056		539,178	
Renter Occupied Housing Units		307,159		353,128		371,532	
Median Age		35.5		37.3		37.3	
Trends: 2021-2026 Annual Rate		Area		State		National	
Population		1.62%		1.50%		0.71%	
Households		1.60%		1.49%		0.71%	
Families		1.57%		1.46%		0.64%	
Owner HHS		2.01%		1.85%		0.91%	
Median Household Income		2.62%		2.62%		2.41%	
Households by Income			2021		2026		
			Number	Percent	Number	Percent	
<\$15,000			86,412	10.3%	84,716	9.3%	
\$15,000 - \$24,999			63,942	7.6%	56,680	6.2%	
\$25,000 - \$34,999			68,504	8.1%	60,460	6.6%	
\$35,000 - \$49,999			110,715	13.2%	109,321	12.0%	
\$50,000 - \$74,999			159,629	19.0%	167,019	18.3%	
\$75,000 - \$99,999			114,316	13.6%	128,403	14.1%	
\$100,000 - \$149,999			130,975	15.6%	163,492	18.0%	
\$150,000 - \$199,999			51,434	6.1%	71,086	7.8%	
\$200,000+			55,242	6.6%	69,518	7.6%	
Median Household Income			\$61,830		\$70,356		
Average Household Income			\$84,730		\$96,137		
Per Capita Income			\$30,973		\$35,102		
Population by Age		Census 2010		2021		2026	
		Number	Percent	Number	Percent	Number	Percent
0 - 4		138,982	7.1%	149,245	6.5%	165,714	6.6%
5 - 9		135,411	6.9%	150,177	6.5%	162,536	6.5%
10 - 14		133,660	6.8%	146,290	6.3%	160,267	6.4%
15 - 19		131,440	6.7%	135,156	5.9%	145,922	5.8%
20 - 24		128,245	6.6%	143,861	6.2%	148,787	6.0%
25 - 34		294,525	15.1%	351,008	15.2%	380,507	15.2%
35 - 44		288,486	14.8%	324,461	14.1%	363,046	14.5%
45 - 54		264,813	13.6%	282,812	12.3%	292,117	11.7%
55 - 64		215,262	11.0%	267,537	11.6%	268,597	10.7%
65 - 74		134,903	6.9%	219,148	9.5%	235,849	9.4%
75 - 84		65,858	3.4%	104,807	4.5%	137,568	5.5%
85+		19,684	1.0%	31,235	1.4%	37,836	1.5%
Race and Ethnicity		Census 2010		2021		2026	
		Number	Percent	Number	Percent	Number	Percent
White Alone		1,188,112	60.9%	1,243,876	53.9%	1,347,999	53.9%
Black Alone		204,379	10.5%	297,771	12.9%	322,697	12.9%
American Indian Alone		14,422	0.7%	17,598	0.8%	19,071	0.8%
Asian Alone		168,831	8.7%	235,339	10.2%	255,039	10.2%
Pacific Islander Alone		13,628	0.7%	17,944	0.8%	19,446	0.8%
Some Other Race Alone		262,506	13.5%	347,713	15.1%	376,819	15.1%
Two or More Races		99,391	5.1%	145,496	6.3%	157,675	6.3%
Hispanic Origin (Any Race)		568,644	29.1%	747,116	32.4%	809,655	32.4%

Data Note: Income is expressed in current dollars.

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026.

February 15, 2022

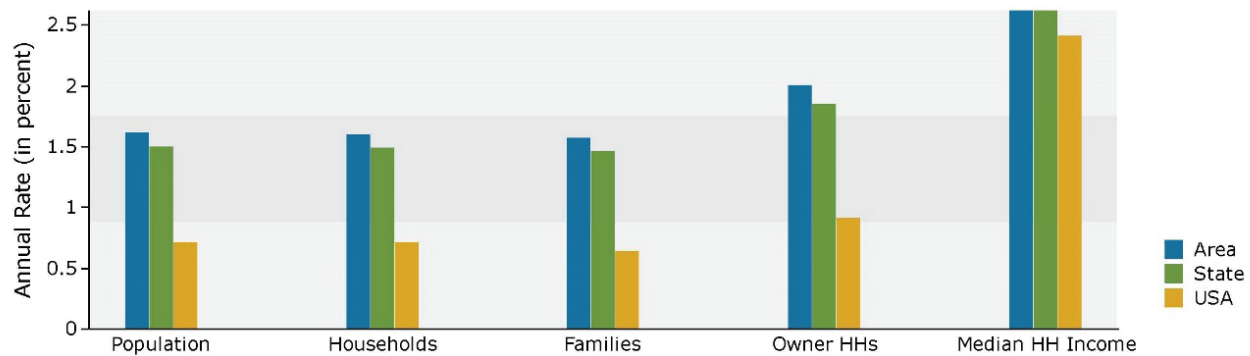


Demographic and Income Profile

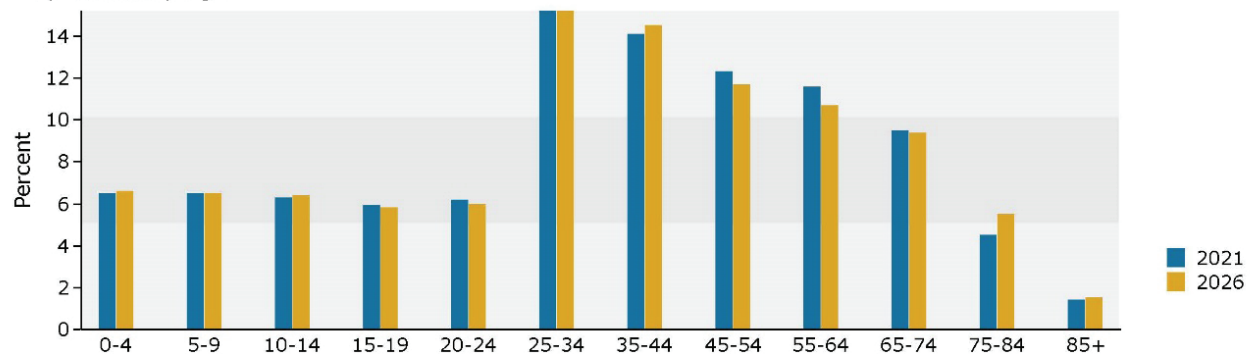
Clark County, NV
Clark County, NV (32003)
Geography: County

Prepared by Esri

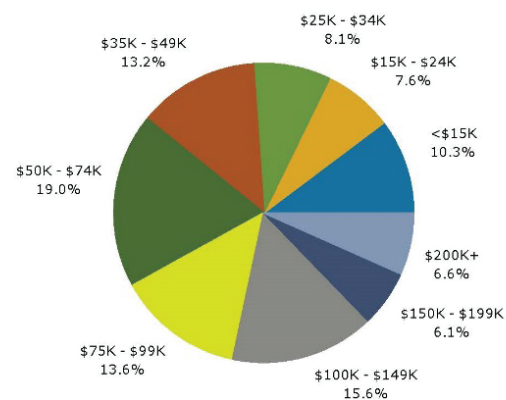
Trends 2021-2026



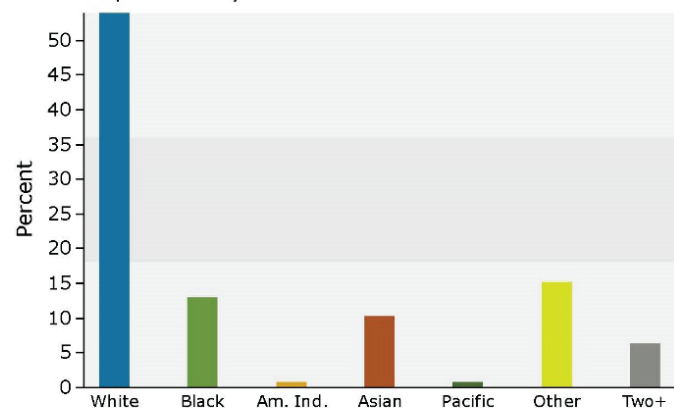
Population by Age



2021 Household Income



2021 Population by Race



2021 Percent Hispanic Origin: 32.4%

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2021 and 2026.

February 15, 2022

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Appendix E - Legislative History of SNEC

AB385 - Year 2019 - An Act revising provisions governing the duties of the Southern Nevada Enterprise Community Board; requiring the Executive Director of the Office of Economic Development to meet with the Board to discuss and collaborate on topics related to the economic development of the SNEC

AB294 - Year 2013 - AN ACT relating to economic development; requiring: Submission of certain reports concerning local emerging small businesses to the Office of Economic Development;

SB357 - Year 2013 - Nevada New Markets Jobs Act relating to tax credits for businesses development in low-income census tracts.

SB135 - Year 2013 AN ACT relating to redevelopment of communities; revising: Requirements for the submission of an employment plan relating to certain redevelopment projects

AB-263 - Year 2013 Section 1 of this bill requires:

The Director to consider the person's comparable experience rather than considering only such information relating to transportation projects for bidding on transportation projects

AB417 - Year 2013 AN ACT relating to redevelopment; requiring: The legislative body of each community in which a redevelopment area has been established to create a revolving loan account administered by the redevelopment agency

AB317 - Year 2009- attempts to provide an alternative funding mechanism for: The various development authorities in the State. The development authorities were created in 1983 as public and private partnerships to manage the economic development activities of the State. The private nonprofit organizations thus created have been financed through the General Fund with matching grants

SB 229 - Year 2005 AN ACT relating to economic development; creating tax incentives for: Expanding or relocating businesses in certain economic development areas; creating tax incentives for businesses who hire certain employees at a certain level of wages; providing a temporary tax incentive for locating or expanding businesses that are or will become grocery stores within the Southern Nevada Enterprise Community

B429 - Year 1997Summary: Makes: Appropriation to Department of Employment, Rehabilitation and Training for programs relating to child care. (BDR S-1323)

SB258 - Year 1997AN ACT relating to special proceedings; revising: the provisions governing the sealing of criminal records; requiring a person who petitions for the sealing of criminal records to include a current, certified record of his criminal history from certain local law enforcement agencies; and providing other matters properly relating thereto.

Appendix F - Incentives and Financial Resources

City of Las Vegas

<https://www.lasvegasnevada.gov/Business/Economic-Development/Business-Incentives>

Downtown Business Assistance

Provides business owners with project coordination assistance when undertaking remodel work within the redevelopment area

New Markets Tax Credits

The New Markets Tax Credits (NMTC) program helps bring capital investment business and organizations located in distressed low-income neighborhoods.

<https://files.lasvegasnevada.gov/eud/New-Markets-Tax-Credits.pdf>

Retail Assistance

Provides assistance to retailers for finding locations, and aids commercial brokers and property owners with recruiting high quality retail tenancies in the city's core.

Residential Interior and Exterior

This program provides qualifying property owners with financial assistance for substantial rehabilitation and renovation of multifamily residential properties located in the city's redevelopment areas.

Tax Increment Financing

The Redevelopment Agency offers Tax Increment Financing (TIF) rebate incentives for retail, hotel, mixed-use and high-rise residential projects located within the city of Las Vegas Redevelopment Areas.

Visual Improvement Program

The VIP program offers business owners in the city's redevelopment areas a rebate of up to 50 percent for pre-approved costs involved in substantially upgrading the exterior appearance of their establishment and bringing the property up to code.

City of North Las Vegas

<https://www.cityofnorthlasvegas.com>

Commercial Facade Upgrade Program

Provides for Redevelopment Agency (RDA) financial assistance for property owners who are interested in upgrading the exteriors of their businesses located within the geographic boundaries of the City of North Las Vegas Redevelopment Areas.

CNLV Redevelopment Agency will consider financial participation for eligible projects for amounts up to \$10,000 on a matching basis for facade improvements designed to upgrade the aesthetic appearance of commercial, retail and office properties located within the boundaries of the City's RDA. Requests in excess of \$10,000 will require Redevelopment Agency Board approval.

Tax Increment Financing

The Redevelopment Agency (RDA) offers Tax Increment Financing (TIF) rebate incentives for eligible projects located within the Redevelopment Areas. A portion of an eligible project's tax increment (increase in property value prior to start of construction and the assessed value at the project's completion) can be rebated to the developer of a property for eligible construction expenditures.

Taskforce Team – RDA

Staff helps facilitate collaborative assessment amongst inter-department of planning, zoning, permitting, fire and additional approvals for new projects through the City's development process.

Fast Track Permitting

Expedited permit processing available for a fee

Governor's Office of Economic Development

The Governor's Office of Economic Development offers program and incentives to support business development across the state. Some of the programs are listed below. Programs & Incentives - [Nevada Governor's Office of Economic Development \(nv.gov\)](https://nv.gov/economic-development)

Tax Abatement

Offers an abatement of various state taxes for business growth and attraction.

Nevada Microenterprise Initiative

<https://ssbci.nv.gov/About/Microenterprise/>

Emerging Small Business

Offers a business certification for Local Emerging Small Businesses that want to do business with state and local government agencies.

Procurement Assistance

Offers assistance for local businesses interested in contracting with local, state, and federal agencies.

Department of Business & Industry

<https://business.nv.gov/>

Guide to Starting and Growing a Business in Nevada

This is a comprehensive guide to support business development in the state. Nevada Business Start Up Guide (nv.gov)

New Market Tax Credits

The Nevada New Markets Tax Credit Program (NMTC) offers alternative financing to complement conventional capital resources. It is patterned after the Federal New Markets Tax Program. NMTCs are a tool that can be used to assist financing of projects.

Other Resources

NV Energy Electrical Rate Program for Newly Located Businesses in Nevada

The program provides a discount on electric rates for new businesses that locate in the state of Nevada. The company must first apply and be approved for state-offered incentives through the Governor's Office of Economic Development to be eligible for the program, and the company must meet the following requirements:

- The power demand or load must be a minimum of 300 kW
- The load factor for the operation must be a minimum of fifty percent (50%) and must be maintained at that level during the period of the contract
- A new commercial or industrial customer of NV Energy
- Not have been customers of any electric utility in the state of Nevada within the last twelve months

[Incentives and No-Cost Offers | NV Energy](#)

Silver State Opportunities Fund

The Nevada Silver State Opportunities Fund manages \$50 million of capital dedicated to investing in businesses located in, looking to expand in or seeking to relocate to Nevada.

<http://nvssof.com/index.html>

Silver State Works

The Silver State Works initiative creates an opportunity for employers to help strengthen Nevada's economy while receiving incentives to hire pre-screened qualified workers to staff their businesses.

<http://www.silverstateworks.com/>

General Tax Climate

No corporate income tax

No estate tax

No franchise tax on income

No inheritance or gift tax

No personal income tax

No unitary tax

PROJECT DESCRIPTION	Status
Cox Innovation Center	Completed
Dollar General	Completed
Doolittle Park Renovations	Completed
Edmond Towne Center	Completed
Enterprise Park	Completed
Fire Station 106	Completed
Historic Westside Form-Based Zoning	Completed
Historic Westside School	Completed
Lorenzie Park Renovations	Completed
MLK retail at Washington	Completed
Molasky Corporate Center	Completed
Mount Mariah and MLK - Starbucks and other fast food	Completed
Bike Lanes in West Las Vegas	Completed
F Street Reopening	Completed
MLK Improvements - Widening in and Landscape	Completed
Owens Ave Improvements	Completed
Reduction of Speed on MLK	Completed

PROJECT DESCRIPTION	Status
AT&T Wireless	Completed
Buena Vista Springs Sites 1&2 Demo	Completed
Cali Burgers	Completed
Cheltenham House Products, Inc.	Completed
Choice Grant	Completed
Civica Nevada Career & Collegiate Academy	Completed
College Park Retail Center	Completed
Conn's	Completed
DaVita Dialysis (Lake Mead)	Completed
Delta Academy	Completed
Dotty's - Lake Mead	Completed
Dutch Bros.	Completed
El Super	Completed
Farmer Boys Restaurant	Completed
German American Club - Façade Improvement	Completed
Goodwill Industries	Completed
Jerry's Nugget Façade Improvements	Completed
Joe Kneip Park Improvements	Completed
Maya Cinema	Completed
Melrose Fashions	Completed
Nevada Partners - expansion	Completed
North Las Vegas City Hall	Completed
Popeye's Restaurant	Completed
Risas Dental and Braces	Completed
So. NV Housing Rose Gardens - Relocation	Completed
Stations Plaza Retail Center	Completed
Stocker Street Industrial - Façade Improvement	Completed
Studio 6 Façade Improvement	Completed
Video Detection Upgrade	Completed
Wells Fargo (Relocation)	Completed
WSS Shoes	Completed
Carey Avenue and Revere Street Traffic Signal Improvements	Completed
Downtown Bike Lanes	Completed
Flashing Yellow Light Turn Arrows	Completed
N. 5th Street / Las Vegas Boulevard Roundabout	Completed
NDOT Pedestrian Safety Improvements	Completed
North 5th Street Improvements	Completed
North 5th Street Bridge Over I-15	Completed
Rapid Flashing Crosswalk Beacons	Completed
Revere Street Roadway Improvements	Completed
RTC Major Corridor Study	Completed
Simmons Improvements	Completed

Appendix I – Historic Community Outreach

The following is a review of the historic community outreach that took place in the SNEC District before 2015. Since that time additional outreach has been completed for the plans cited in the References section of this document. The programs listed below may no longer be active, yet the discussion is relevant to the needs of the community.

Las Vegas Promise Neighborhood Collaborative was a planning organization focused on educational opportunities and initiatives within the District and they held regular public meetings where the community participated in the planning process.

Nevada Partners took the lead in pursuing a Promise Zone designation for portions of the SNEC District. They performed outreach and engaged numerous public and private sector entities to create a vision of the community.

Choice Neighborhood NLV Initiative Grant – focused on assisting Buena Vista Springs and Rose Gardens communities in developing successful neighborhood transformation plans through a collaborative planning process that included residents and public and private sectors.

North Valley Leadership Team

The “North Valley Neighborhood” (formerly the 40 Block Area) was an example of how the City of North Las Vegas energized and revitalized the community. In 2006, the City of North Las Vegas Office of Housing and Neighborhood Services reactivated the 40 Block Area Community Enhancement Project, which was first established in May 2004, by the North Las Vegas Police Department. The 40 Block Area project was selected by the Nevada Bankers Collaborative for a pilot revitalization initiative and the City of North Las Vegas (“CNLV”) committed HOME, CDBG and General Fund dollars to the initiative.

A Leadership Team for North Valley emerged from the initial roundtable meeting held in October 2007. It established a sub-committee of the larger North Valley Revitalization Task Force. The Leadership Team met every month since October 2007 and refined their priorities as: Addressing drug issues (including drug houses and drug vendors), Housing issues (including Section 8 renters and “Carey Arms”-both sites of BVS), Code enforcement and Police intervention. The residents voted in February to re-name their community “North Valley” and held a naming ceremony in May 2008.

A community survey was conducted in February 2008 with the help of the Urban League to update information from the October session and to include a service provider perspective. The findings of the survey are consistent with input from the roundtable.

In 2013 another community survey was conducted to update the community's perception of needs, assets, desired outcomes, things they could do to improve their community, and actions they would like to see from the city. The Leadership Team also identified the economic challenges their community is faced with as well as the opportunities that their community presents.

The Resident Leadership Team was comprised of both homeowners and renters, all

of whom were long term residents of the community. The Leadership Team met each month and also function as a sub-committee of the North Valley Revitalization Task Force. Residents were involved in every aspect of planning and implementing activities. They developed neighborhood priorities, met with North Las Vegas Police Department and other local officials, and acted as liaisons with schools and churches.

North Valley Revitalization Task Force

A Revitalization Task Force was initiated in March 2008 that included the CNLV, CNLV Police Department, Bankers Collaborative, HUD, Urban League, United Way, Neighborhood Housing Services of Southern Nevada, and the Resident Leadership Team. The Urban League presented the results of a gap analysis for the area. Using the data from the various methods of community engagement, the Revitalization Task Force selected three primary areas of focus: crime prevention, youth and children, and financial literacy with foreclosure prevention.

Work groups in each of these areas of focus worked on specific issues. Additional stakeholders were identified to include the area schools and the faith-based community.

The North Valley Revitalization Task Force met on a regular basis to develop programs and coordinate activities that addressed the issues and concerns of the neighborhood.

In September 2007 the City of North Las Vegas and the Banker's Collaborative commissioned the Las Vegas Clark County Urban League, to complete a gap analysis of non-profit service providers, facilitate a roundtable discussion, and do a door-to-door survey.

The SNEC District has been in existence since 2007. Upon its creation, a Community Economic Development Plan was prepared in 2008. At that time, a series of meetings were held within the community to gather input from the public and the business community for inclusion in the plan.

Economic development planning and redevelopment staff members from the cities of Las Vegas and North Las Vegas facilitated those meetings. The meeting also included representatives from, the Southern Nevada regional Planning Commission's Technical Committee and its Board. Other major stakeholders, included: representatives of the American Institute of Architects (AIA), National Association of Industrial and Office Properties (NAIOP), the Urban Land Institute (ULI), members of the local tourism industry, and local developers.

The process began with a questionnaire mailed to SNRPC staff representing each jurisdiction, surveying local attitudes, policy, and definitions regarding infill. A similar survey was mailed to local chapters of the ULI and AIA, and the University of Nevada at Las Vegas (UNLV). A series of workshops were held based on the survey results, where residents, business owners and public officials identified local barriers and potential incentives for infill.

The SNEC Board held six public meetings from November 2007 through May 2008 during which the public actively participated in the planning process. In addition, a special public meeting was held on April 28 and notices were mailed to all of the residents of the SNEC Focus Area.

Public comment periods were allotted during the regular SNEC Board meetings.

Additional public input meetings were held, for which 8,000 notifications were mailed to residents and businesses in the SNEC Area.

The City of North Las Vegas hosted a series of three business charrettes between February and March of 2008 and invited representatives of the following business organizations: North Las Vegas Chamber of Commerce, Urban Chamber of Commerce, Latin Chamber of Commerce, Asian Chamber of Commerce, Ward 5 Chamber of Commerce, Las Vegas Chamber of Commerce, and Las Vegas Clark County Urban League. Members of the SNEC Board were present to lead the discussion. The discussion focused on how the SNEC Board could communicate with local SNEC businesses to learn their concerns about doing business and what steps could be taken to promote the community and economic development in the District.

Invitations to the Business Charrettes were also distributed to all of businesses located within the SNEC Focus Area. In addition, the invitation was posted in selected public buildings in or near the SNEC Focus Area. During the week before the charrette, city staff phoned each of the businesses to personally invite them to attend or send a representative to the Business Charrettes.

The Business Charrettes were led by Ngai Pindell, of the UNLV William S Boyd School of Law. Participants were asked to list obstacles experienced by SNEC District businesses as well as strategies that could be implemented to improve the business climate within the District.

The Stop the F Street Coalition, LLC is a neighborhood based group that focused on the reopening of a major arterial roadway that connects the SNEC District to downtown Las Vegas.



William McCurdy II, Clark County Commissioner, Chair
Senator Dina Neal, Nevada Senate, Vice Chair
Councilman Cedric Crear, City of Las Vegas
Councilwoman Pamela A. Goynes-Brown, City of North Las Vegas
Representative Steven Horsford, United States Congress
Assemblywoman Daniele Monroe-Moreno, Nevada Assembly
Mr. Nic Steele, Representative Chamber of Commerce



U.S. DEPARTMENT OF COMMERCE

Economic Development Administration
Jackson Federal Building, Room 1890
915 Second Avenue
Seattle, Washington 98174
206-220-7660

May 12, 2022

Karen Schnog

SNEC Administrator
Management Analyst
Economic & Urban Development Department for
Southern Nevada Enterprise Community
495 S. Main St., Las Vegas, Nevada 89101
Phone: (702) 229-6267
E-mail: Kschnog@lasvegasnevada.gov

Subject: Southern Nevada Enterprise Community Comprehensive Development Strategy (CEDS)

Dear Karen Schnog,

The Southern Las Vegas office of the Economic Development Administration (EDA) has reviewed the "Comprehensive Economic Development Strategy" (CEDS) update submitted by the Southern Nevada Enterprise Community.

This letter serves as your record of EDA's approval of above mentioned 2022 CEDS and supports your Economic Development efforts. Our records will reflect approval of said CEDS document for the respective Census Tract eligible areas. You are responsible for updating this document on an annual basis to maintain your CEDS eligibility.

The current CEDS will remain on file through May 12, 2023, at which time said CEDS will no longer be in date until an annual update is submitted and approved by our office. Potential projects covered by the CEDS are eligible for EDA support until that time. However, there is no guarantee that a proposed project listed in your CEDS will be financially supported by EDA.

I have attached a copy of the updated "CEDS Summary of Requirements" for your reference in the preparation of your next annual CEDS update. If you have any questions or comments, please do not hesitate to contact my office.

Sincerely,

John Edmond

Economic Development Representative
Cc: Maiea Sellers

Submitted at Meeting
Date: 5/16/22 Item: 8
By Staff

EXECUTIVE SUMMARY
of the

NEVADA PARTNERS, INC. (NPI)
West Las Vegas Promise Neighborhood
Proposal

The West Las Vegas G.R.O.W.T.H. P.L.A.N.
(Gaining Reinforcement Opportunities With Teaching
and Helping Partners Leverage Academics in the Neighborhood)

Submitted to the Clark County School District

May 6, 2022

Educators have spent years trying to respond to the “summer slide” students experience as a result of being absent from structured teaching, learning, and instruction. As a result of the COVID-19 pandemic, students nationally have experienced an exponential learning loss that could similarly be called a “COVID slide” (Kuhfeld & Tarasawa, 2020). The reversal of gaining knowledge through regularized instruction has been most pronounced for students at the margins of community, neighborhood, and familial resources. The COVID-19 slide has taken a particularly heavy toll on Black, Hispanic, and Indigenous populations, as well as fiscally limited families. Consequently, the learning losses in southern Nevada are evident across the Historic Westside – where parents have requested additional learning supports for their students.

Research suggests that students of color are likely 3 to 5 years off-track with gaining knowledge as a result of the pandemic (Kuhfeld & Tarasawa, 2020). Nationally, many states and school districts have made efforts to bridge the learning losses and accelerate knowledge gains by focusing on academic reinforcement and additional student and familial support services. Left unaddressed, the academic attainment gaps will translate into lifelong capacity and fulfillment gaps with composite effects on the local city, state, and nation. Although the nation and community is limited in our medical responses to the pandemic, we have the opportunity to provide real-time academic and concomitant support to students beginning this summer to begin reversing the slide (Griffith, 2020).

During the pandemic, Nevada Partners, Inc. (NPI) was instrumental in stabilizing students and families in the areas of housing stability, food security and coping. In our community’s most recent period of high transiency, food insecurity and a global pandemic NPI assisted over 2,000 CCSD students and families. This greatly contributed to the wellbeing and capacity of local youth at risk for learning loss. This powerful impact was further bolstered by the advent of evidence-based STEM programming which significantly contributed to the literacy and numeracy development of program participants. With additional support, NPI is positioned to leverage existing resource and community partners to facilitate **The West Las Vegas G.R.O.W.T.H. P.L.A.N.** (Gaining Reinforcement Opportunities With Teaching and Helping Partners Leverage Academics in the Neighborhood).

Background and Capacity

With nearly 30 years of service, Nevada Partners has distinguished itself as a workforce leader and youth service provider by providing coordinated consistent and direct entry services that are evidence based. Since the pandemic, NPI continues to assist youth and families with meeting their educational and career aspiration goals. One of the primary barriers has been the lack of educational attainment. Studies show that failure to complete high school has a direct impact on a person's earning potential and quality of life. Higher levels of education are associated with better health. Because of this association, it is important for children and adults to have access to quality education. According to the State of Nevada Department of Education the "Statewide graduation rate for the Class of 2021 is 81.31 percent, representing a slight decrease of 1.26 percentage points compared to the Class of 2020." Now more than ever, our community needs a Learning and Acceleration and Wraparound Support program that will impact student learning using ESSA evidence-based interventions, strategies and activities.

In 2013, through a competitive process from the Southern Nevada Enterprise Community (SNEC), Nevada Partners became the lead agency for the West Las Vegas Promise Neighborhood - a bold, place-based, collective impact initiative designed to advance equity and justice in five key areas - health, education, employment, housing and social justice. Today, we are convening a coalition of more than 50 multi-sector partnerships addressing significant health disparities, achievement gaps in education, double-digit unemployment, affordable housing, as well as fighting voter suppression and disparities in criminal justice. With over 50 multi-sector partnerships organized into five pillars, we are committed to (1) establishing a common agenda and shared measurement, (2) advancing policy, (3) building a continuum of cradle-to-career solutions, (4) expanding organizational capacity, and (5) scaling up proven and effective solutions.

The five pillars are as follows:

- Healthy Children, Families & Communities – To reduce health disparities while improving the quality of life and increasing the life expectancy of West Las Vegas residents.
- Education & Youth Development – To establish educational equity through policy and program implementation in West Las Vegas schools.
- The Future of Work - To increase job training and employment opportunities for West Las Vegas residents.
- Affordable Housing & Wealth Creation – To increase homeownership, financial empowerment, and entrepreneurship among West Las Vegas residents.
- Civic Participation & Social Justice – To increase voter education and registration among residents and pursue criminal justice reform.

As the site and strategy, WLVPN partners deliver services at Nevada Partners' Community Learning Center (CLC) giving unprecedented access to the communities that are most in need. Nevada Partners has been at the forefront of several initiatives:

1. ED: PROMISE NEIGHBORHOODS (Obama Administration, 2011)
2. HUD/USDA: PROMISE ZONES
3. HUD: STRONG CITIES STRONG COMMUNITIES (SC2)
4. HUD: CHOICE NEIGHBORHOODS
5. HHS: THRIVING COMMUNITIES
6. SAMHSA/ED/DOJ: PREVENTION PREPARED COMMUNITIES
7. DOL: WIOA (formerly WIA)
8. HUD: ENVISION CENTER

Nevada Partners (NPI) is well poised to partner with CCSD in ensuring learning acceleration, wraparound services, vital social emotional learning supports, and mental health services.

Project Organization for Academic Support

The Nevada Department of Education has identified three key school improvement strategies that will help the state reach its goal of becoming the fastest improving state of education in the nation. These state priorities center around school improvement strategies and are as follows: (1) school leadership; (2) data-informed decision-making; (3) and focus on the lowest-performing schools. (*Nevada Department of Education*, n.d.). The proposed program will focus on the second and third priority of the Nevada Department of Education to improve CCSD schools.

The project's tutoring scope focuses on K through 5th-grade students for 36 weeks. The program will have six parts:

- An after-school tutoring program and a summer academy
- Academic interventions for reading, math, writing, and science
- Administration of valid, reliable formative and summative
- Parent and family engagement programs of adult education classes and workforce opportunity alignment
- Wrap-around services
- Teacher Professional Development

These six elements meet the criteria of Essa evidence levels 1-4, as defined in 20 U.S.C. § 7801(21).

Tutoring

The Project SAVE will create an extended day tutoring and proficiency programs in Reading, Science, Math, and Writing for elementary and middle school CCSD students. The tutoring will run for 2.5 hours Monday through Thursday. The total time including preparation and breakdown daily will be 3.5 hours. There will be a total of 8 classes offered: two reading and two math classes, two science and two writing classes. We expect to serve 50 students per subject. The classes will have a breakdown of 25 students per class.

Summer Literacy

For year one of this project, a pilot summer school intervention program will be offered at Matt Kelly (Elementary), Rainbow Dreams Academy (Elementary) and West Prep (Middle School and High School), which would be 4 weeks of a highly structured reading program. This pilot will assist 300 CCSD for year one and will expand to other schools for project years two and three to serve 500 each year.

NPI will also offer onsite summer programming to improve the pass rate of Middle School and High School title-I CCSD students. We want to offer courses during the summer month days off, in which students are apt to lose retention, continued educational resources such as 8 -week STEM training and two-week camps, 1-week camps with book clubs to enhance reading and comprehension, writing courses to develop penmanship, math and science courses to strengthen the basic process of calculations and knowledge of the physical world.

Teacher Professional Development

Professional development programs can enable teachers to expand their knowledge base in different subject areas. The more professional development a teacher undergoes, the more knowledge and industry insight he or she gains. It's easy for teachers to become burdened by the grind of teaching. Professional development gives them an opportunity to step out of their routine and they get to be the student instead of the teacher. This keeps educators engaged because they feel like they are receiving the professional help they need to be better teachers. After all, professional development nurtures the talents of teachers who aspire to take on educational leadership positions, and teachers must learn from other experienced leaders to become effective future leaders themselves.

Parent and Family Engagement

Studies show that students with engaged parents and/or families are more likely to learn to read faster, have higher grades and test scores, are promoted and take more challenging classes, adapt better to school and have better attendance, have better social skills and behavior and will graduate.

Workforce Support

Nevada Partners will provide job training and employment related support to the parents of CCSD students enrolled in the programs offered through this project and provide paid work experience opportunities to high school students. Our approach is based in evidenced-informed practices that start with determining the career goals and skills of the individual seeking employment. We design an individual employment plan and work with the jobseeker to research available job opportunities based on interest, aptitude, education or vocational credentials and previous work or life experience.

ADDED SERVICE: Collaborative Care Coordination

NPI has a team of care coordinators who effectively provide case management and will bring on additional care coordinators to support an entire household by partnering with key stakeholders and community partners who have the similar mission of breaking the cycle of generational poverty. Seeing a case through from beginning to end and collaborating with key partnerships can help improve knowledge-driven work and enhance general processes to optimize outcomes. Collaboration has always been a crucial aspect and it has become more vital as our community has become fully interconnected through the internet and technology. Collaborative case management involves multiple sectors to bring households to a resolved or positive outcome.

Budget

This project will support our community for a 3-year period effective award funding date for a total of \$5,997,127 to support CCSD students and their families. To that end, Nevada Partners is well poised to administer an accelerated learning program with wraparound services for CCSD students and their families. Through this project we will bring community partners together to meet the common objective of improving learning loss, social emotional challenges and mental health of k-12 students within the district due to the COVID-19 pandemic.



Commissioner
William McCurdy II
Chair
Clark County

Senator
Dina Neal
Vice-Chair
Nevada Senate

Congressman
Steven Horsford
Nevada Congressional Delegation

Councilwoman
Pamela Goynes-Brown
City of North Las Vegas

Councilman
Cedric Crear
City of Las Vegas

Assemblywoman
Danielle Monroe-Moreno
Nevada Assembly

Representative
Nic Steele
Urban Chamber of Commerce



Karen Schnog
Administrator
City of Las Vegas
495 S. Main St., Sixth Floor
Las Vegas, NV 89101
(702) 229-6267

May 16, 2022

Dr. Jesus F. Jara
Superintendent
Clark County School District
5100 W Sahara Ave.
Las Vegas, NV 89146

Re: Southern Nevada Enterprise Community (SNEC) Board Support for the Learning Acceleration and Wraparound Services Grant submitted by Nevada Partners to the Clark County School District (CCSD).

Dear Superintendent Jara:

On Monday May 16th, 2022 the Southern Nevada Enterprise Community (SNEC) Board voted in support of the grant application submitted by Nevada Partners to the Clark County School District (CCSD) for learning acceleration and wraparound services to be provided in the SNEC District. The SNEC board is comprised of the following State, local, Federal and business representatives: Steven Horsford, U.S. Congressman; Dina Neal, Nevada Senator; Daniele Monroe-Moreno, Nevada Assemblywoman; William McCurdy II, Clark County Commissioner; Cedric Crear, Las Vegas City Councilman; Pamela Goynes-Brown, North Las Vegas City Councilwoman; and Nic Steele, Urban Chamber of Commerce Representative.

As a State of Nevada Board, we are committed to addressing the low academic outcomes of students in the SNEC District exacerbated by COVID-19. The SNEC District (see attached map) has been particularly hard hit by the crisis which has increased existing disparities in the Community.

The SNEC Board fully supports the submissions by Nevada Partners and urges CCSD to fund this grant request.

Sincerely,

Chair William McCurdy II
Clark County Commissioner

Submitted at Meeting
Date: 5/16/22 Item: 9
By Staff



Historic Westside Urban Farm Containers at James Gay Park



Submitted at Meeting
Date: 5/16/22 Item: 10
By Staff

Current Schedule Milestones

Estimated Dates:

- Grow container and site improvement drawings are currently in review by building and safety department.
- Project was approved by CLV Planning Commission on 4/12/2022.
- Las Vegas Valley Water District approved project on 5/9/2022.
- Tentative date to receive building permit is week of 5/16/2022.
- Bidding Phase of project begins week of 5/23/2022; open for 45 days.
- Construction Phase of project begins week of 7/5/2022; 60 days of construction.
- Grow Containers arrive on site week of 9/6/2022.

Project Site

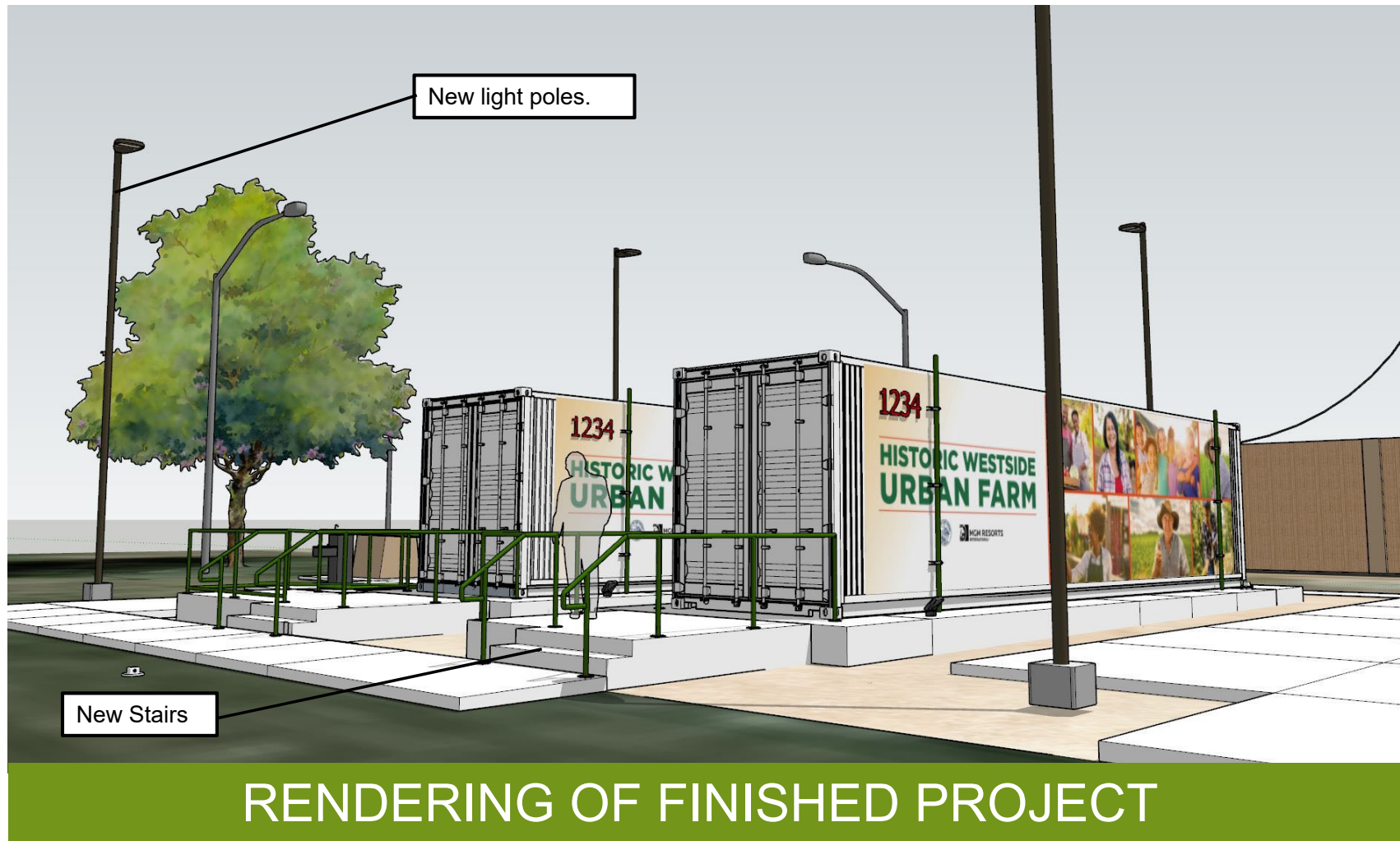




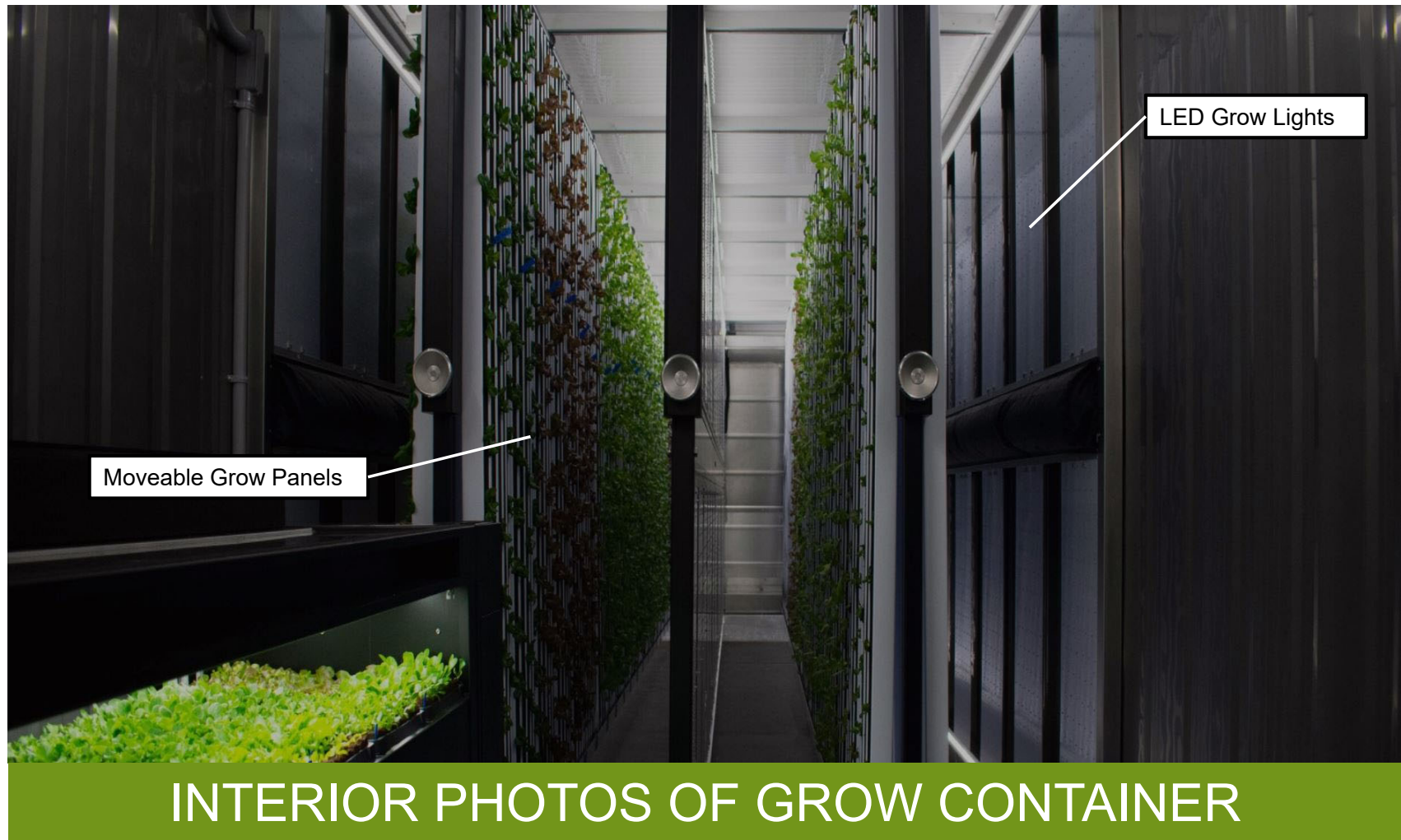
- Demolish 2500 S.F. of existing slab
- Run new sewer line from “B” Street to grow containers.
- Construct new elevated concrete slabs, new handicapped ramp and stairs.
- Install four new site light poles for exiting and site security.
- Install new backflow preventer.
- Provide power infrastructure to both grow containers.
- Install new concrete sidewalks to grow containers.
- Install new Wi-Fi high gain antenna to provide Wi-Fi service to both grow containers.
- Run new underground water lines from back flow preventer to both grow containers.
- Install new structural foundations for both grow containers.



Historic Westside Urban Farm Containers at James Gay Park



Historic Westside Urban Farm Containers at James Gay Park

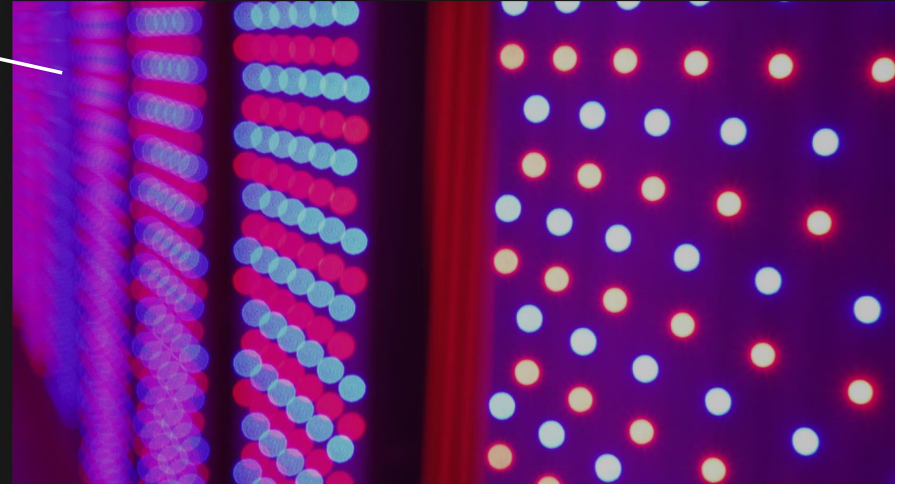


Historic Westside Urban Farm Containers at James Gay Park

LED Grow Lights

COLOR BALANCE

The Greenery S LED boards emit only select wavelengths of red and blue light, colors that the plants are able to absorb most easily for photosynthesis. LED diodes of each color are balanced in ratios that complement different phases of plant development. While the default is a blended red-and-blue light, operators also have the option to isolate lighting colors to encourage the expression of specific plant characteristics.



BENEFITS OF EACH LIGHT SPECTRUM

Red light (650 nm) is essential for stem and leaf growth. When plants sense more red light, they release a hormone that keeps chlorophyll from breaking down, yielding large, healthy plants.

Blue light (450 nm) helps develop thick stems and dark green foliage. The plant's blue light receptor triggers 'apical dominance' in plants—a plant characteristic where the main stem is larger than side stems—yielding shorter and bushier plants with complex stem structures. This is particularly important for seedlings to develop strong stems.

White LEDs ensure exposure to the full light spectrum. While red and blue light wavelengths are the most beneficial to plants, there are incremental benefits from green light wavelengths (550nm) as well. White LEDs in the overhead, track, and seedling trough lighting arrays give every operator the option to integrate the full spectrum of light into their growing operation.

GROW CONTAINER GROW LIGHTS

Historic Westside Urban Farm Containers at James Gay Park

1

Nutrients & Dosing Cabinet

The Dosing Cabinet holds the nutrients that services both water tanks. Sensors in the Nursery and Cultivation tanks constantly monitor water pH, EC (nutrient concentration) and temperature. Using farmhand®, they communicate with the Recirculation Panels if levels deviate from the set points. The recirculation panels use peristaltic pumps to disperse more nutrient/pH solution to rebalance levels.

2

Nursery Ebb & Flow Water System

A series of sensors and pumps maintain perfect water conditions for the plants germinating in the table's two troughs. Controlled with farmhand®, the cyclical system senses and equalizes nutrient levels, and waters seedlings on a regular schedule.

3

Nursery Tank

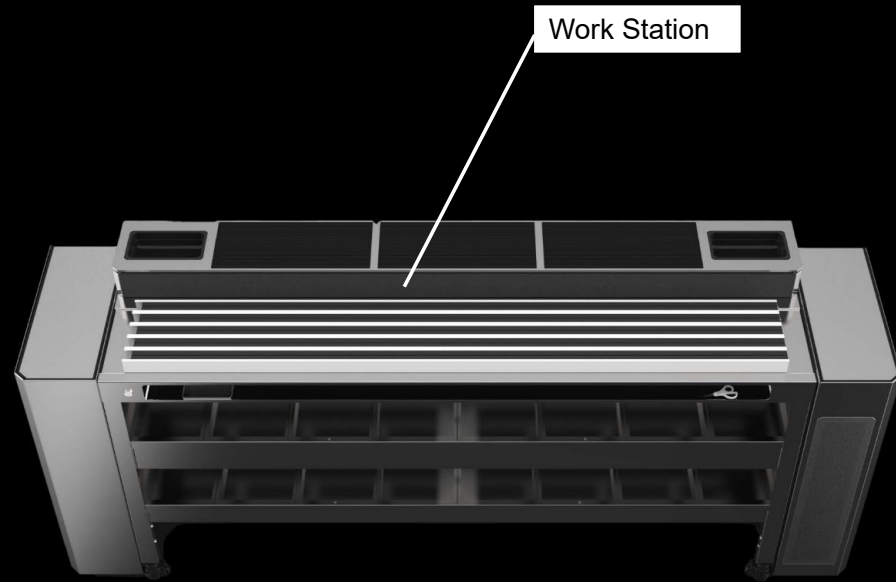
Water level sensors in the tank communicate to farmhand® when water levels fall below their set point, triggering the tank to auto-fill. An aerator and in-tank air stone oxygenate the water to mix nutrients evenly and prevent algae growth.

The nursery station 38-gallon water tank is vertically integrated into the left of the table for easy access. An attachable hose drains water from the nursery tank into the Greenery S main cultivation tank, where it flows out through a drainage spigot. Conversely, operators can route the hose directly outside through the farm door for straightforward cleaning and maintenance.

4

Seedling Troughs

The dual-irrigated, full-width seedling troughs work using ebb and flow irrigation. Water pumps fill the troughs with nutrient-rich water, saturating the seedling roots to help the plants grow. The troughs can be controlled individually, and can multitask as germination, seedling, and micro-greens shelves.



GROW CONTAINER WORK STATION

Historic Westside Urban Farm Containers at James Gay Park

Co-Operative Food Market

Goals & Actions

In 2020, Las Vegas, Nevada requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. A Local Foods, Local Places steering committee was formed in preparation for this technical assistance award and comprised of a variety of municipal and community partners. The Steering Committee expressed a desire to advance implementation steps for key initiatives already identified as “big moves” for the revitalization of the Historic Westside. These include scaling up food production through urban agriculture and opening a cooperative-owned food market.

Goal 1

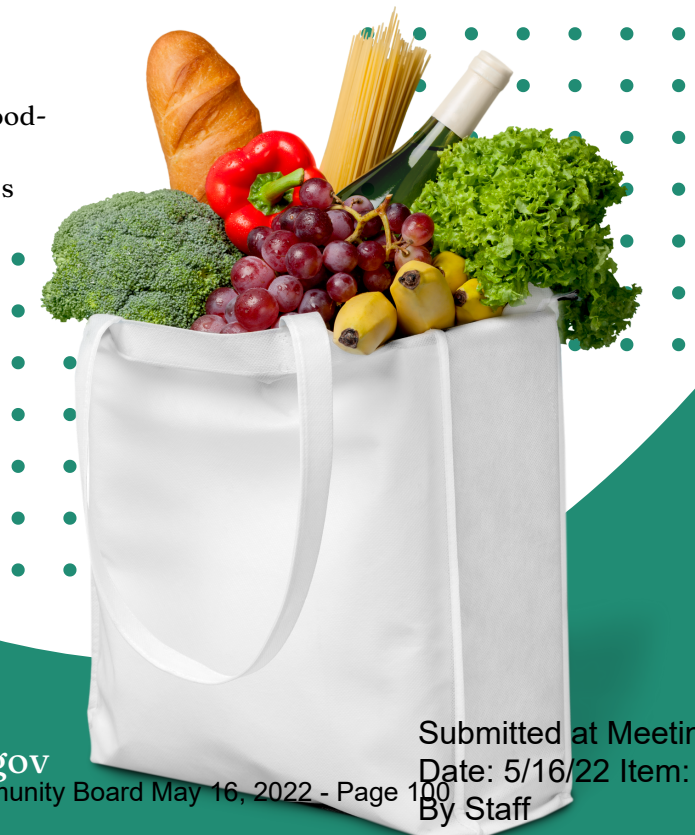
- Connect the vision for a co-operatively owned food market in the Historic Westside to operational and implementable next steps.
 - Action 1.1 – Solidify participation in the future CDC entity by asking faith and CDC entities for their commitment.
 - Action 1.2 – Establish a food co-operative Board of Directors.
 - Action 1.3 – Establish food co-operative entity and governance documents.
 - Action 1.4 – Conduct feasibility study for the food co-operative.
 - Action 1.5 – Host series of “parties” - “Co-op Party,” “CDC release party,” “HUNDRED Plan Anniversary Party,” etc.
 - Action 1.6 – Provide Board Development 101.

Goal 2

- Establish the foundations for urban agriculture to anchor neighborhood revitalization and local food production.
 - Action 2.1 – Qualify and determine operating relationship between CDC and city-selected ag venture in Westside.
 - Action 2.2 – Develop apprenticeship/workforce training to develop local capacity and for pathways for living wage employment in urban ag enterprises that will arrive soon in Westside.
 - Action 2.3 – Build and establish relationships between CDC Board and urban agriculture organizations.

Goal 3

- Build community capacity to maintain a local food economy (e.g., residents-targeted trainings around food-related enterprise and workforce development).
 - Action 3.1 – Determine and demonstrate the CDC’s workforce needs given the programmatic components and capacity.
 - Action 3.2 – Create an education and outreach plan to define how the CDC will engage with existing food related training and workforce development efforts and engage/equip local residents.



For more information,
please contact us at:
neighborhoodsonline@lasvegasnevada.gov

Co-Operative Food Market Values & Principles

Cooperative Values

Cooperatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. Cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Cooperative Principles

The cooperative principles are guidelines by which cooperatives put their values into practice.

1. Voluntary and Open Membership

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

2. Democratic Member Control

Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions.

3. Member Economic Participation

Members contribute equitably to, and democratically control, the capital of their cooperative.

4. Autonomy and Independence

Cooperatives are autonomous, self-help organizations controlled by their members.

5. Education, Training, and Information

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.

6. Cooperation among Cooperatives

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

7. Concern for Community

Cooperatives work for the sustainable development of their communities through policies approved by their members.



For more information,
please contact us at:

neighborhoodsonline@lasvegasnevada.gov



James Gay Park Re-Imagine

Existing Site Conditions



Submitted at Meeting
 Date: 5/16/22 Item: 10
 By Staff

City of Las Vegas - Affordable Housing Program
Office of Community Services
Historic Westside Vacant Land Housing Development
Application Open 5/9/22 Application Deadline 6/30/2022



- (1) 600 Kasper Avenue; APN 139-22-310-028; 0.17 acres
- (2) F Street and Van Buren Avenue; APN 139-27-110-037; 0.15 acres
- (3) 600 W Van Buren Avenue; APN 139-27-110-038; 0.18 acres

Submitted at Meeting
Date: 5/16/22 Item: 10

City of Las Vegas - Affordable Housing Program

Office of Community Services

Historic Westside Vacant Land Housing Development

Application Open 5/9/22 Application Deadline 6/30/2022

The City of Las Vegas (City) Office of Community Services (OCS) is soliciting a qualified developer to construct single-family attached and detached homes for sale to low-income first-time homebuyers or Affordable Rental Housing at the following sites in Las Vegas, Nevada.

(1) 600 Kasper Avenue; APN 139-22-310-028; 0.17 acres

(2) F Street and Van Buren Avenue; APN 139-27-110-037; 0.15 acres

(3) 600 W Van Buren Avenue; APN 139-27-110-038; 0.18 acres

It is the intent of the City to increase the availability of affordable homes to low-income first-time homebuyers; increase the availability of affordable rental housing options; redevelop the Historic Westside neighborhood by eliminating the blight of vacant, dilapidated or abandoned properties; equitably distribute homeownership opportunities within the Historic Westside, and generate payment of ad valorem taxes.

This entails selecting a qualified developer and undertaking the required ministerial steps to effectuate this land conveyance.

Requirements

Terms, the following terms are used throughout this document.

"Affordable Housing" will mean housing that serves Low-income Families

"AMI" will mean Area Median Income.

"City of Las Vegas Employment Plan Policy" will mean the City of Las Vegas Economic Development Projects Employment Plan Policy adopted April 6, 2011 by the Las Vegas City Council

"Cultural Competency" will mean consideration of diverse populations with respect to neighborhood planning and design

"Equity" will mean a belief that every person is entitled to the same opportunities and an approach or practice that ensures every person has access to the same opportunities, the qualities of justness, fairness, impartiality and even handedness to ensure that all residents have the opportunity to grow, contribute, and develop their fullest potential;

"Applicant" will mean any respondents to this Request for Proposals including all members of the development team.

"City" will mean the City of Las Vegas

"First-time homebuyer will mean":

- An individual who has not held ownership in a principal residence during the three-year period ending on the date of the purchase.
- For couples, if one spouse is/was a homeowner but the other has not owned a home, both spouses are considered first-time homebuyers.
- A single parent who has only owned a home with a former spouse while married is considered a first-time homebuyer.
- An individual who is a displaced homemaker (has worked only in the home for a substantial number of years providing unpaid household services for family members) and has only owned a home with a spouse is considered a first-time homebuyer.
- An individual who has only owned a principal residence not permanently affixed to a permanent foundation in accordance with applicable regulations (such as a mobile home).
- An individual who has only owned a property not in compliance with state, local or model building codes and which cannot be brought into compliance for less than the cost of constructing a permanent structure
- A household with an annual income of 80% or below of AMI

"Affordable Rental Housing" will mean housing for which the maximum allowable rent is the HUD calculated high HOME Rent Limit.

"Affordability Period" is defined as the period of time that Affordable Rents must be charged to tenants.

"HUD" will mean the United States Department of Housing and Urban Development.

"HUNDRED Plan" will mean the Historic Urban Neighborhood Design Redevelopment Plan for the Historic Westside Community prepared by UNLV Downtown Design Center in May 2016.

"Las Vegas City Council" will mean the governing body of the city of Las Vegas

"Low-income Families" will mean families whose incomes do not exceed 80 percent of the median income for the area, as determined by the Secretary [of Housing and Urban Development] with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 80 percent of the median for the area on the basis of the Secretary's findings that such variations are necessary because of prevailing levels of construction costs for fair market rents, or unusually high or low family incomes.(Cranston-Gonzalez National Affordable Housing Act, Section 12704)

"OCS" will mean City of Las Vegas Office of Community Services.

“Universal Design Standards” will mean the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design (The Center For Universal Design, 1997). Universal Design Standards also considers the ability of occupants to age in place.

"CDBG" is Community Development Block Grant.

Opportunity

The sites are located within the boundaries of the HUNDRED Plan focus area. Applicants should use the HUNDRED Plan to guide architectural design in celebrating the neighborhood’s history and culture. The HUNDRED Plan was created through an extensive engagement with the community. The applicant is required to continue engaging the residents and stakeholders of the neighborhood throughout the design process.

City’s vision is to have constructed multiple single-family / multi-family attached and detached buildings of 1, 2, 3 and 4-bedroom residences, including 1, 2 and 3-story structures. The applicant should maximize the number of housing units that can be constructed on the site while also meeting minimum parking requirements for the project.

The applicant should use an Equity perspective and Universal Design Standards when considering occupants of the units/homes by providing access to the same opportunities, the qualities of justness, fairness, impartiality and even handedness to ensure that all have the opportunity to grow, contribute, and develop their fullest potential.

ARCHITECTURE – The City’s HUNDRED Plan is the vision for overall design and vision for the Historic Westside, we encourage all applicants to become familiar with the HUNDRED plan.

(<https://www.lasvegasnevada.gov/Government/Initiatives/Hundred-Plan>)

The City intends to help the selected applicant qualify for a construction loan deferring the cost of the unimproved appraised value of the land to the applicant through a 6-year no-interest, no-payment deed of trust. The 6-year no-interest, no-payment deed of trust is to be transferred to the low-income first-time homebuyer upon purchase to assist with meeting a lender’s down payment requirements and loan qualifying criteria. If the applicant develops and manages rental housing on the offered parcels the CITY intends to defer the cost of the unimproved appraised value of the land to the applicant through a 20-year no-interest, no-payment deed of

trust. The 20-year no-interest, no-payment deed of trust is to be transferred to the applicant upon maintaining a 20 year Affordability Period.

The goal is to maximize the number of units qualifying as affordable to owners and/or tenants who earn between 50% - 80% of AMI. Proposals will be scored with preference to meeting these goals and the ability to best leverage resources to dedicate the greatest number of units to the lowest AMI households. Per the income limits established by HUD, income levels vary depending upon the number of persons per household. The income of a household when it initially qualifies for occupancy is determined by using HUD's CDBG Program Income Guidelines.

Area Median Family Income \$81,700

Household Size	Extremely Low	50% of Median	80% of Median
1 Person	\$17,200	\$28,650	\$45,850
2 Person	\$19,650	\$32,750	\$52,400
3 Person	\$23,030	\$36,850	\$58,950
4 Person	\$27,750	\$40,900	\$65,450
5 Person	\$32,470	\$44,200	\$70,700
6 Person	\$37,190	\$47,450	\$75,950
7 Person	\$41,910	\$50,750	\$81,200
8 Person	\$46,630	\$54,000	\$86,400

Provided by the United States Department of Housing and Urban Development (HUD), effective April 1, 2022.

PRICE POINTS - City's analysis of the housing market in and around the Historic Westside suggests that a maximum purchase price for a new home should not exceed \$290,000. In addition, a family of 5 earning 80% of Area Median Income could qualify under FHA guidelines to pay \$1,566 per month of principal, interest, taxes and insurance. At today's 30-year mortgage interest rate, this would equate to a mortgage/purchase price maximum of \$290,000. CITY suggests that applicant limit their project proposal to this maximum price, including the City's unimproved appraised land value.

RENT LIMITS- Maximum Rents that may be charged for rental housing during the affordability period. HUD updates these limits annually.

Program Rent Limits

Number of Bedrooms	0	1	2	3	4	5	6
High Home Rent Limits	675.00	788.00	1023.00	1300.00	1431.00	1561.00	1690.00

HUD HOME Investment Program Rent Limits – Effective June 1, 2021

The City adopted the City of Las Vegas Economic Development Projects Employment Plan Policy on April 6, 2011 in which:

For new construction jobs and build-to-suit permanent employment jobs resulting from a private economic development project, the private developer is required to give preference to residents living within the City of Las Vegas boundaries.

- **30% of all new jobs created as a direct result of the project are required to be filled by bona-fide residents of the City of Las Vegas — REQUIRED**

The minority participation goal is designed to ensure that all segments of the local business community have a reasonable and significant opportunity to participate in City contracts involving economic development projects.

- **15% participation of “M/W/D/VBEs” — ASPIRATIONAL GOAL**

To assist the applicant in achieving affordability goals, The City is offering to defer the un-improved appraised value of the land through a no-interest, no-payment deed of trust, transferable to the first-time homebuyer or to the applicant, if they choose to develop rental housing.

If the subject parcels were acquired using Community Development Block Grant funds, and if 8 contiguous homes are constructed on the land, the applicant will be required to pay their construction workers Davis Bacon wages.

If the subject parcels were acquired using Redevelopment Agency funds, and the value exceeds \$100,000, the applicant is required to pay their construction workers State Prevailing Wage.

The City owns three (3) parcels of approximately 0.50 acres located within the City of Las Vegas, 600 Kasper Avenue, F Street and Van Buren Avenue, and 600 W Van Buren Avenue that it intends to nominate for sale for the purpose of developing multiple single-family / multi-family attached and detached buildings of 1, 2, 3 and 4-bedroom residences, including 1, 2 and 3-story structures. The City, through this application process, is soliciting qualified developers to submit Proposals for developing the site(s).

The potential mix of 1, 2, 3 and 4-bedroom homes/units, including 1, 2 and 3-story structures, will depend upon the lot size and sales price and/or rent projections necessary to achieve a satisfactory profit margin capable of supporting the hard and soft cost of construction

Proposals must be able to maximize use of the site, provide necessary parking and amenities, implement Universal Design Standards that complement and accommodate the lives and life span of the occupants. The developer will be responsible for assembling a development team, securing financing and undertaking the design, permitting and construction completion of the homes.

The applicant is required to meet with the Public Works and other City agencies on a regular and as-needed basis. The applicant also will attend and participate in any required public meeting(s) and public hearing(s). The successful applicant shall not change proposed development team personnel without notifying a member of the City team. This project should clearly meet its target objective of providing service enriched, quality affordable housing and it should, to the maximum extent feasible, incorporate additional features such as cutting-edge energy conservation, water smart landscaping and smart technology to provide low-income, first-time homebuyers and/or tenants with a high level of security, quality of life, and low maintenance costs. Architectural character and landscaping must be inviting, non-obtrusive and harmonious with similar multi-family housing developments in the area.

Minimum requirements of the developer:

- Has a diversity policy and/or process to include minority, women, disadvantaged business owners, and/or veterans as part of the planning, design and/or construction of the project.
- Has experience in developing affordable housing,
- Is not debarred by the federal government;
- Can demonstrate financial capacity to carry out the project

The Project Site(s)

This solicitation is advertised for the purpose of developing multiple single family and /or multi-family attached and detached buildings of 1, 2, 3 and 4-bedroom residences, including 1, 2 and 3-story structures on three (3) parcels of approximately 0.50 total acres. The City expects that the development Proposals will account for existing conditions of the site.

Site Zoning

600 Kasper Avenue is zoned Single Family Resident District (R-1). F Street and Van Buren Avenue and 600 W Van Buren Avenue are zoned T4-Neighborhood. The applicant will be responsible for determining the maximum number residential units with parking that can be built on the site(s), and apply for the appropriate change in zoning. The Office of Community Services will support applicant through the change in zoning process and remapping the site to accommodate for-sale detached and attached single-family and/or multi-family residences

For further Development Guidelines, please refer to City of Las Vegas Title 19 "Unified Development Code at: <http://online.encodeplus.com/regs/lasvegas-nv/doc-viewer.aspx#secid-2>

Offsite street improvements are complete. The applicant is directed to the sections of the Title 19 Unified Development Code as specifically pertinent to this RFP, including but not limited to landscaping, parking, and off-site improvements.

Legal counsel and/or a licensed architect/engineer should be consulted to determine the effect of the City of Las Vegas Title 19 Unified Development Code, as it pertains to Proposals. The City specifically disclaims any and all liability relating to any statements or information contained herein relating to the Unified Development Code.

Project Approval and Permitting

Following selection of a Proposal, the City intends to enter into negotiations of a Disposition and Development Agreement to secure financing, complete the construction permitting process, transfer ownership of the site(s), start and complete construction.

Environmental Requirements

Applicant is responsible for obtaining any environmental or geotechnical studies required by their lender; City will meet environmental requirements that could be revealed in a Phase I or Phase II Environmental Site Assessments prior to transfer of title to the developer, which includes any required abatement or cleanup of hazardous substances. CITY reserves the right to terminate this solicitation if the cost to abate or cleanup of hazardous substances exceeds the appraised value of the unimproved land.

Conditions of Direct Land Sale and Acquisition

Through a Disposition and Development Agreement, City will require applicant to complete the Entitlement process, building permit process and be ready to close on their construction financing before deeding the parcels. City, is offering to defer the cost of the un-improved value of the land through a no-interest, no-payment deed of trust, transferable to the first-time homebuyer or applicant if developed for rental housing. City will agree to subordinate the no-interest, no-payment deed of trust to the applicant's construction financing.

The City has provided preliminary title reports prepared by Chicago Title of Nevada, Inc. (Order #s 21017036 (December 23, 2020), 2117032F/21017032 (January 25, 2021), and 2117031F/21017031(January 25, 2021).

Acceptable Documents

Some documents that are prepared by the applicant for lenders such as construction plans and subdivision maps may be acceptable for use in meeting proposal requirements for the land acquisition process by City.

Development Agreement

The developer will be required to enter into a Disposition and Development Agreement with the City as a condition of direct sale of the land from the City to the developer. The Disposition and Development Agreement may consist of one or more documents to set forth the terms of construction and operation of the development and the transfer of the property to the developer in fee, as determined appropriate to the accepted Proposal following negotiations. The Proposal, or portions thereof, may, by reference become a part of the final Disposition and Development Agreement. Approval by the Las Vegas City Council may be final or tentative. If so negotiated, the Disposition and Development Agreement may be reconsidered by the Las Vegas City Council prior to transfer of the property to the developer. Through deed restrictions and covenants, it will ensure long-term affordability in accordance with the terms of the accepted Proposal; will ensure construction and operation consistent with land use planning; and will include cost recovery for inadequate performance by the developer, and any assignees, should it default during construction or operation of the development. Construction default may occur if the developer fails to complete the project within time limits prescribed by the City. The developer should expect to hold the City, the federal government, and their employees and officials harmless to the maximum extent possible for any and all damages, of whatever nature, associated with the project. The City shall require full and complete security for any and all potential liability associated with the project. Such security may include, but need not be limited to, reverters, reversions, pre-executed quit claims deeds, deeds of trust, indemnification, liquidated damages, promissory notes, performance deposits, performance bonds, rights of

reentry and repossession, warranties, options, earnest monies, insurance, confessions of judgment, and personal guarantees. The Development Agreement shall be subject to review and approval of the City Attorney's Office.

Financial Requirements

SAM.gov Requirements

Agencies awarded \$25,000 or more in funds must register with the federal System for Award Management (SAM), formerly the federal Central Contractor Registration (CCR), before funds can be committed. Agencies previously registered in CCR will have to re-register on SAM. First time registrants in SAM will generate a Unique Entity ID, which will be used in federal award systems. Registration with SAM must be maintained and kept current at all times when the agency has an active federal award – including federal funds such as the HOME Program. The purpose of SAM registration requirement is to fully implement the Federal Funding Accountability and Transparency Act of 2006 (Pub. L. 109-282, hereafter referred to as “the Transparency Act”). That Act requires that a Web site be maintained where the public may access and search data on federal financial assistance awards. More information about this requirement is available in the June 6, 2008 Federal Register, pages 32417 – 32421 (the proposed guidance can be downloaded from <http://edocket.access.gpo.gov/2008/pdf/E8-12558.pdf>).

No entity may receive funds in the amount of \$25,000 or more unless the entity is registered in SAMF. Unless your agency is exempted from this requirement under 2 CFR 33.105 (b) (2), your agency must maintain the currency of your information in SAM until you submit the final financial report required under this award.

Program Incentives

The City is offering to defer the un-improved appraised value of the land through a no-interest, no-payment deed of trust, transferable to the first-time homebuyer or applicant if developed for rental housing. The City will reimburse up to a total of \$10,000 towards site specific Phase 1 or Phase 2 Environmental Site Assessments, and Preliminary Geotechnical Reports. The City does not offer any other source of funds or program as incentive to the applicant. The City will support applicant's solicitation of additional incentives through Clark County, State of Nevada and/or U.S. Federal Government.

Restrictions

Allowable projects will be limited to Single-Family homes, for the purpose of a First Time Home Buyer program. Or Multi-Family rental units that will be managed by the applicant or a contracted property manager as Affordable Housing units.



Submitted at Meeting
 Date: 5/16/22 Item: 10
 By Staff



Community Action Plan for Las Vegas, Nevada

LOCAL FOODS, LOCAL PLACES TECHNICAL ASSISTANCE

November 2021



United States
Environmental Protection
Agency



Submitted at Meeting
Date: 5/16/22 Item: 10
By Staff

For more information about Local Foods, Local Places visit:
<https://www.epa.gov/smartgrowth/local-foods-local-places>

CONTACT INFORMATION:

U.S. Environmental Protection Agency Project Contact: **John Foster**
Office of Community Revitalization
U.S. Environmental Protection Agency
1200 Pennsylvania Ave. NW (MC 1807T)
Washington, DC 20460
Tel: (202) 566-2870
Email: foster.john@epa.gov

City of Las Vegas, Nevada Contact: **Kathi Thomas**
Director, Office of Community Services
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Cover photo credit: Aerial Historic Westside, City of Las Vegas

COMMUNITY STORY

The Historic Westside has played a pivotal role in the history of Las Vegas. Segregation built the neighborhood and desegregation led to its decline. In 1905, a railroad land auction divided the City of Las Vegas. Whites moved to the east side of the tracks; Blacks were forced west. By 1950, the Westside was bustling, filled with homes, and black-owned businesses and entertainment venues, while the first black legislators, doctors and dentists also opened doors.

In 1960, desegregation was a turning point for Blacks in Las Vegas, but also marked the beginning of a deteriorating Historic Westside. The next 40 years would see intense racial tensions, riots and a continued flow of prosperous Blacks outward.

Today, the Historic Westside is comprised of a patchwork of vacant sites and low-income housing, isolated by lack of easy connections to the larger City of Las Vegas. Civic entities, including the City of Las Vegas and the Southern Nevada Regional Housing Authority, are major landowners in the Historic Westside, followed closely by a number of churches. The area has almost no public-facing businesses. The median household income for the Historic Westside is just under \$25,000/year (less than half the median household income citywide of just over \$57,000/year), and more than 25% of Historic Westside residents live below the poverty income level. The population within the Historic Westside community has diversified over the years. While once majority African American, today just over half (51.1%) of the population of 3,671 residents are Black, while 35% are Hispanic.

Historic Westside residents experience 25.5% food insecurity, the highest in the Las Vegas Valley, and 45% of residents are enrolled in the Supplemental Nutrition Assistance Program (SNAP). Public schools participate in the Community Eligibility Program of the National School Lunch Program and School Breakfast Program given the high number of families that qualify for free or reduced school meals. This program provides free breakfast and lunch to all students regardless of their eligibility without paperwork.



Figure 1 – The above sign was revealed in 2021 and stands to bridge the Historic Westside’s past with its future. This and other signs are a project of the HUNDRED Plan — Historic Urban Neighborhood Design Redevelopment. The sign was designed by local resident and artist Harold Bradford. Image credit: City of Las Vegas



Figure 2 – The Historic Westside encompasses approximately 497 acres reaching west to MLK Blvd, north to Owens Ave. and wraps along a portion of I-15 and Main Street. Image credit: City of Las Vegas, HUNDRED Plan in Action

The absence of any full-service grocery store, market or restaurant operating within the neighborhood means access to healthy food is extremely limited. There are currently seven food pantries operating within the boundaries of the Historic Westside neighborhood, all of them with disparate operating hours, and limited access to healthy food options.¹

In 2020, Las Vegas, Nevada requested assistance through the Local Foods, Local Places program to develop an action plan for promoting local food systems and healthy, walkable, economically vibrant communities. The goals of the Local Foods, Local Places program are to create:

- More economic opportunities for local farmers and businesses.
- Better access to healthy, local food, especially among disadvantaged groups.
- Revitalized downtowns, main streets, and neighborhoods.

The Local Foods, Local Places program is supported by the U.S. Environmental Protection Agency and the U.S. Department of Agriculture. Las Vegas, Nevada was one of 13 communities across the United States selected to participate in the program in 2021.

A Local Foods, Local Places steering committee was formed in preparation for this technical assistance award and comprised of a variety of municipal and community partners (see Figure 3). They were supported by a technical assistance facilitation team of urban planning and food system consultants as well as multiple federal agency partners (Figure 4).

The Steering Committee expressed a desire to advance implementation steps for key initiatives already identified as “big moves” for the revitalization of the Historic Westside. These include scaling up food production through urban agriculture and opening a cooperative-owned food market. Coupled with each of these was the goal of creating more opportunities for the community to interact with and benefit from food system assets.

Local Foods, Local Places Steering Committee

Ms. Kathi Thomas, City of Las Vegas
Nancee Aki, City of Las Vegas
Mr. Steve Ford, City of Las Vegas
Mr. Darren Harris, City of Las Vegas
Mr. Michael Howe, City of Las Vegas
Dr. Tammy Malich, City of Las Vegas
Ms. Tracy Reich, City of Las Vegas
Ms. Lee Quick, City of Las Vegas
Mr. Seth Floyd, City of Las Vegas
Mr. Ken Evans, Urban Chamber of Commerce
Deacon Leonard Folmar, The Wealthy Place
Rev. Duane Murray, Living Word Ministry Church of God In Christ
Dr. Welton T. Smith, Evergreen Missionary Baptist Church
Bishop Ron Thomas, Reconciliation Apostolic Ministry

Figure 3 - Steering committee members.

¹ Local Foods, Local Places Las Vegas, Nevada, Community Application, 2020.

ENGAGEMENT

The technical assistance engagement process for Local Foods, Local Places has three phases, illustrated in Figure 5. The plan phase consists of three preparation conference calls with the steering committee and technical assistance team to clarify goals and arrange workshop logistics. The convene phase includes the effort's capstone event, which for Las Vegas was a multi-day hybrid workshop. The act phase includes three follow up conference calls to finalize a community action plan and strategize on how to maintain momentum generated during the workshop.

The community workshop was held over a two-day period from September 8-10, 2021 with 26 local representatives of the city, food organizations, and faith-based community present. Local workshop participants gathered at City Hall and the technical assistance team and federal partners joined virtually.

Day 1 of the workshop began with an overview of the Local Foods, Local Places program by the technical assistance team. Then Kathi Thomas, Director of the Office of Community Services for the City of Las Vegas, provided important context and background for the work envisioned on the Historic Westside. She reflected the community's original application in stating that significant planning efforts to develop the Historic Westside Agriculture Park project have already occurred.

The impetus for this concept, the *HUNDRED Plan*, was created in 2016 and the subsequent *HUNDRED Plan in Action* outlined a number of desired programs and projects for the Historic Westside utilizing the input of the community. The technical support provided by the Local Foods, Local Places initiative helps the community to advance specific goals of this project, which are:

1. Connect the vision for a cooperatively owned food market in the Historic Westside to operational and implementable next steps.
2. Establish the foundations for urban agriculture to anchor neighborhood revitalization and local food production.
3. Build community capacity to maintain a local food economy (e.g., residents-targeted trainings around food-related enterprise and workforce development).

Local Foods, Local Places Technical Assistance Team

- John Foster, EPA
- Christopher "CJ" Mishima, EPA Region 9
- Morgan Capilla, EPA Region 9
- Carolyn Mulvihill, EPA Region 9
- Alan Bacock, EPA Region 9
- Americo Vega, USDA AMS
- Ron Batchner, USDA AMS
- Sasha Pokrovskaya, USDA AMS
- Frances Sakaguchi, EDA
- Herring Carleen, EDA
- John Edmond, EDA
- William Marshall, EDA
- Joselyn Cousins, Federal Reserve Bank
- Jason Espie EPR (consultant)
- Holly Fowler, Northbound Ventures (consultant)
- Ebony Walden, Ebony Walden Consulting (consultant)

Figure 4 – Technical assistance team.

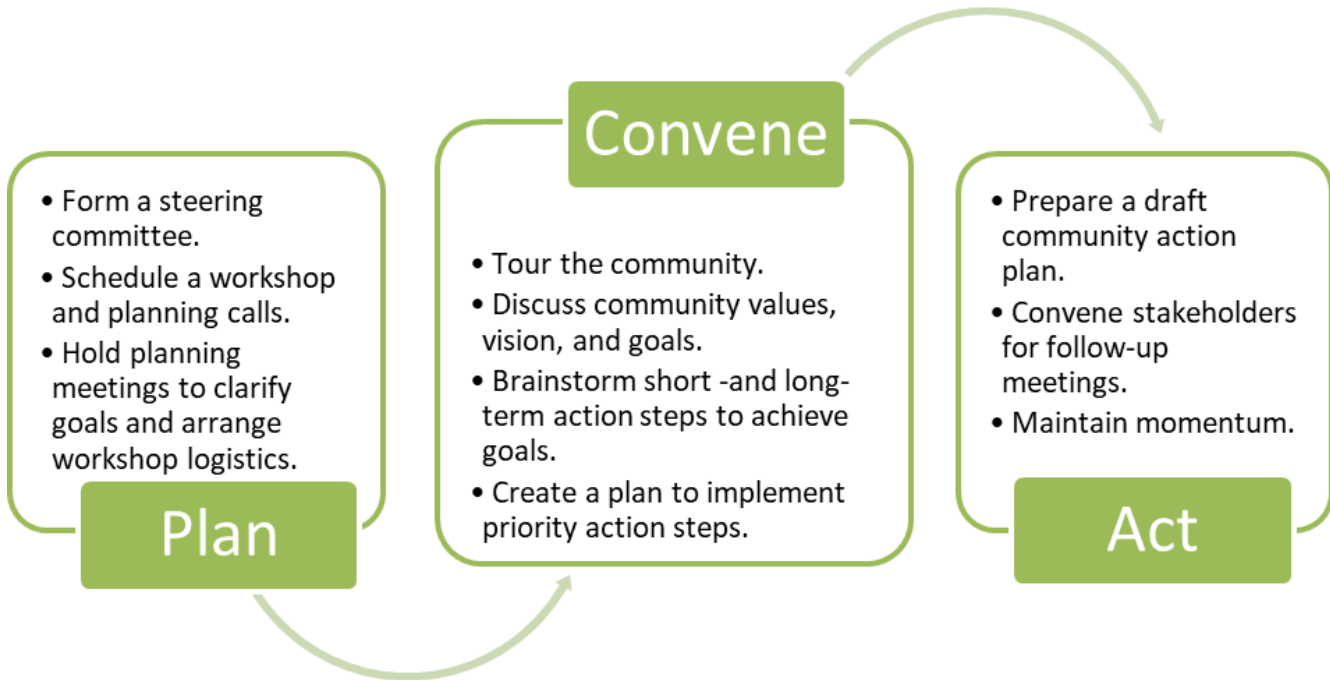


Figure 5 - Local Foods, Local Places technical assistance process diagram.

Central to the overall planning is the redevelopment of James Gay Park. The city and its partners intend to establish an urban agriculture production center and food cooperative in the heart of the Historic Westside, to meet the food insecurity challenges of the community, increase the availability of fresh, healthy foods for Historic Westside residents, and provide educational and employment opportunities related to food production and retail. These strategies will demonstrate innovative urban farming techniques and provide food and jobs to the community, with the anticipated outcome of long-term economic vitality and improved community health and wealth. The two concepts will be anchored by the park and supported by opportunities for individuals and families to develop skills, gain employment, and potentially launch their own food-based small businesses and enterprises. A community development corporation will provide backbone financial support and coordination. Community partners like The Obodo Collective (Figure 6) will be instrumental in making connections to the broader food and farming network.

In Session 2, the technical assistance team presented strategies used by other communities, including past Local Foods, Local Places groups to scale up food production and increase access to fresh, health promoting food. Examples featured different approaches to controlled environment agriculture (CEA) like indoor vertical farming and container growing as well as food cooperative models like the Louisville Community Grocery. These stories are part of the workshop presentation slides.

In Session 3 of the workshop, participants and federal partners explored the goals in more detail, assessing strengths and challenges of each. Session 4 asked participants to brainstorm specific actions to advance each goal.

The final day and remaining sessions of the workshop were dedicated to capturing the details of priority actions, which are found in the following section.

ACTION PLAN

After brainstorming potential actions for each of the Historic Westside's workshop goals in session 4, the remaining workshop was dedicated to prioritizing and detailing select actions. For each action elevated, the group began to specify critical information including the importance of the action, how completion of the action will be assessed or measured, projected timeframe, people or organizations who will lead or support the initiative, what resources will be needed, and how funding or other needs will be used or met. Following the workshop, priority actions were further clarified and revised by the local committee resulting in the action tables included below. The goals and supporting actions are listed below. The tables that follow provide additional detail for each action.

- Goal 1 – Connect the vision for a co-operatively owned food market in the Historic Westside to operational and implementable next steps.
 - *Action 1.1* – Solidify participation in the future CDC entity by asking faith and CDC entities for their commitment.
 - *Action 1.2* – Establish a food co-operative Board of Directors.
 - *Action 1.3* – Establish food co-operative entity and governance documents.
 - *Action 1.4* – Conduct feasibility study for the food co-operative.
 - *Action 1.5* – Host series of “parties” - “Co-op Party,” “CDC release party,” “HUNDRED Plan Anniversary Party,” etc.
 - *Action 1.6* – Provide Board Development 101.



Figure 6 – Cheyenne Kyle, Programs Coordinator of The Obodo Collective, tends to a community garden during a break in the Local Foods, Local Places workshop. Image credit: John Foster, EPA (left) and Holly Fowler, Northbound Ventures (right)

- Goal 2 – Establish the foundations for urban agriculture to anchor neighborhood revitalization and local food production.
 - *Action 2.1* – Qualify and determine operating relationship between CDC and city-selected ag venture in Westside.
 - *Action 2.2* – Develop apprenticeship/workforce training to develop local capacity and for pathways for living wage employment in urban ag enterprises that will arrive soon in Westside.
 - *Action 2.3* – Build and establish relationships between CDC Board and urban ag organizations.
- Goal 3 – Build community capacity to maintain a local food economy (e.g., residents-targeted trainings around food-related enterprise and workforce development).
 - *Action 4.1* – Determine and demonstrate the CDC’s workforce needs given the programmatic components and capacity.
 - *Action 4.2* – Create an education and outreach plan to define how the CDC will engage with existing food related training and workforce development efforts and engage/equip local residents.

GOAL 1: Connect the vision for a cooperatively owned food market in the Historic Westside to operational and implementable next steps.

Las Vegas’ Historic Westside residents experience 25.5% food insecurity, which is the highest in the Las Vegas Valley. Forty-five percent of the 3,671 residents are enrolled in the Supplemental Nutrition Assistance Program (SNAP) and 100% of students qualify for free and reduced-price school meal programs. Nearby access to food staples is limited to seven food pantries operating within the boundaries of the Historic Westside neighborhood, though these have disparate service hours and can only provide limited healthy food options. There are no full-service grocery stores, markets, or restaurants within the neighborhood. To increase food access, part of the City’s economic development plan for the Historic Westside includes a cooperative grocery that could act as an anchor service of new commercial activity, create jobs, and integrate with envisioned food production projects. In order for a cooperative grocery to be a success, the project requires formal oversight and an infusion of subject matter expertise to determine market feasibility and a business plan. As one component of a much larger economic development plan, the formation of a community development corporation (CDC) will provide support both in terms of organizational capacity and the ability to receive funding from private and public sources.

Possible Actions

- Create and conduct education and outreach form.
- Educate the community on why a food co-op is beneficial to them (through the community form Ken mentioned).
- Update the HUNDRED plan in action with a comprehensive timeline so that people know which projects and initiatives are advancing when, where, and by whom.
 - *Develop a communication strategy and plan. How are we telling the story? Who are the storytellers?*
- Create organization and leadership roles to partner with the city.
 - *Establish a board/committee*
 - *Develop governing docs for the food co-op*
- Create the bylaws that deal with ownership and operation of the co-op.

- Research and highlight other successful co-op ownership.
- Conduct co-op market feasibility study that recognizes unique market/catch area in development.
- Conduct business plan seminar for co-op board to develop business plan.

Prioritized Actions

Action 1.1: Solidify participation in the future CDC entity by asking faith and CDC entities for their commitment.	
What this is, why it is important, and who benefits	The Historic Westside Community Development Corporation (CDC) is the foundation from which economic development in the Historic Westside neighborhood will be managed and through which financing of projects will flow. The CDC Board of Directors will set the vision, mission, and values of the CDC, which in turn will guide planning and development. The CDC will provide a home for CDC staff to carry out implementation of the CDC's initiatives. To date, participation by prospective CDC members has been voluntary and sporadic. It is necessary to formalize roles at this point in order to take necessary next steps in the development of the CDC and its inaugural initiative. Commitment at this phase will be inclusion as a founding member/incorporating member of the CDC entity. For those not ready to commit to being a founding member or serving on the founding board of the CDC, there will be opportunities to continue to be engaged and offer perspective for consideration in decision-making. This group will determine the first Board of Directors. The CDC Board of Directors will establish the entity and its core components. The Board should be representative of expertise central to CDC initiatives (e.g., housing, real estate development/property management, finance, law, community development, public health, grocery retail, controlled environment agriculture, marketing/communications, human resources).
Measures of success	• Written commitment from 7-15 members • Fiduciary commitment • Board member representation of subject matter expertise/business acumen
Initial steps and timeframe	• Solidify Board Members from steering committee and develop mission/vision of the CDC within 0-1 month
Lead or catalytic role	• Bishop Ron Thomas, RAM - Reconciliation Apostolic Ministry • Reverend Duane Murray, Living Word Ministry Church of God In Christ (COGIC)
Supporting cast	• Ken Evans, Urban Chamber of Commerce • Dr. Welton Smith, Evergreen Missionary Baptist Church • Cheyenne Kyle, Food Programs Coordinator, The Obodo Collective • Deacon Leonard Folmar, The Wealthy Place • Pastor Kelcey A. West, Nehemiah Ministries • Pastor Mike Jackson, • Roz Brooks, Vegas Roots community garden

Potential needs and resources	• City of Las Vegas: Will help get organizational documents and bylaws set up, thereafter the CDC Board is the lead. • Need: A template of the description of the commitment including desired qualifications (e.g., finance, legal) • Need: Example of CDC Board description from similar entities (e.g., LACE, Community-Wealth.org)
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Action 1.2: Establish a food co-operative Board of Directors.

What this is, why it is important, and who benefits	Increased food access is a community priority identified in the HUNDRED Plan. Given the dearth of food retail options in the Historic Westside and the need to establish core services for existing and future residents, a cooperative grocery will be an initial project of the Historic Westside CDC. A Board of Directors is needed to provide structure and decision-making to this initiative around critical components (e.g., governance, membership, capacity). This Board of Directors may include members of the CDC Board but may also require more specific board member qualifications related to food-related retail.
Measures of success	• Research and inventory of desired Board member qualifications • Solicitation of potential members • Board member selection
Initial steps and timeframe	• Within 1 month of the establishment of the CDC Board • Board officers and member selection by cooperative members will occur following the establishment of voting membership
Lead or catalytic role	• Bishop Ron Thomas, RAM - Reconciliation Apostolic Ministry • Reverend Duane Murray, Living Word Ministry Church of God In Christ (COGIC)
Supporting cast	• Chef Jeff Henderson • Pastor McCoy • Imam Fateen Seifullah • Pastor Duane Murry - Vice President • Pastor Kelcey West • Leonard Fulmor • Ken Evans
Potential needs and resources	N/A

Action 1.3: Establish food co-operative entity and governance documents.

What this is, why it is important, and who benefits	The co-op will be a visible, achievable project with the help of the city. The identified parcel for the co-op grocery is city-owned land and the city will handle all the infrastructure and land acquisition tasks.
Measures of success	• An identity for the project is defined by the Cooperative Grocery Board

	The documentation for the legal entity is filed with federal, state, and local authorities as required.
Initial steps and timeframe	Within 1-3 months of the Co-op Grocery Board being established
Lead or catalytic role	- Nancee Nalani Aki, City of Las Vegas, Office of Community Services - Bishop Ron Thomas, RAM - Reconciliation Apostolic Ministry
Supporting cast	- Tammy Malich, City of Las Vegas, Department of Youth Development and Social Innovation - Ken Evans, Urban Chamber of Commerce - Seth Floyd, City of Las Vegas Community Development & Planning - Steve Ford, City of Las Vegas, Public Works - Darren Harris, City of Las Vegas, Youth Development and Social Innovation - Michael Howe, City of Las Vegas, Community Development & Planning - Lee Quick, City of Las Vegas, Department of Youth Development and Social Innovation - Kathi Thomas, City of Las Vegas, Office of Community Services - Nancee Nalani Aki, City of Las Vegas, Office of Community Services
Potential needs and resources	- Resource: Bylaws and documents templates from the City of Las Vegas - Resource: City land parcels

Action 1.4: Conduct feasibility study for the food co-operative.

What this is, why it is important, and who benefits	The feasibility study is critical to determine the sustainability of a venture in the community as well as what resources are needed. Data gathered through this process will inform the business plan/model, financial requirements, and will be a tool for generating interest and awareness of co-operative model. A study will include components like the supplier landscape, membership, building purchase or not, by who, space/site prep considerations (min. of 6,000 sq ft), organization, and market demand. The scope of feasibility study will generate a business plan outline.
Measures of success	- Target 1000 or more members through the feasibility study - Gain knowledge: models, organization, member profile, etc.
Initial steps and timeframe	6-12 months
Lead or catalytic role	Co-op Board
Supporting cast	- Nancee Nalani Aki, City of Las Vegas, Office of Community Services - Ken Evans, Urban Chamber of Commerce - Seth Floyd, City of Las Vegas Community Development & Planning - Steve Ford, City of Las Vegas, Public Works - Darren Harris, City of Las Vegas, Youth Development and Social Innovation - Michael Howe, City of Las Vegas, Planning

	• Lee Quick, City of Las Vegas, Department of Youth Development and Social Innovation • Kathi Thomas, City of Las Vegas, Office of Community Services • Nancee Nalani Aki, City of Las Vegas, Office of Community Services • Nevada Grow • Local food and beverage operational experts • NV Small Business Development Center • University of Nevada - Reno Cooperative Extension
Potential needs and resources	• Resource: \$45,000-60,000 in funding • Resource: Local Food Promotion Program • Resource: USDA AMS www.localfoodeconomics.com, https://www.ams.usda.gov/services/grants/lfp • Need: Examples of feasibility studies/guidance^[HF1]

Action 1.5: Host a series of community parties - “Co-op Party,” “CDC Release Party,” “HUNDRED Plan Anniversary Party,” etc.

What this is, why it is important, and who benefits	This should be a series of events (e.g., a co-op block party with bbq and healthy food) that brings people together with the objective of informing and learning from the community about a food co-op. This could be connected to the feasibility study objectives to engage with the community about the project. It is important to maintain momentum and to generate excitement and enthusiasm for the co-op and efforts. Communications should be consistent. Make it community based, make it fun, and while doing this, be informative. Also, this activity does not have to only create new events, but can also be present at existing events and fairs (e.g., Grow your own, Love on Jackson), via tables and speaking events, etc.
Measures of success	• # of events • # of participants • Insights gathered as community interacts/asks questions • # of partners collaborating with the Co-op Board
Initial steps and timeframe	• Tabling/participating starting as soon as other events are happening, in conjunction • with existing events like “Eat in the Hood” (October) and mural developments • Make a list of community events to attend and talking points for discussing the CDC • Love On Jackson • Obodo Collective Community Meetings • Pop-up event at the site
Lead or catalytic role	Co-op Board
Supporting cast	• Ken Evans, Urban Chamber of Commerce • Darren Harris, City of Las Vegas, Youth Development and Social Innovation

	• Michael Howe, City of Las Vegas, Planning • Lee Quick, City of Las Vegas, Department of Youth Development and Social Innovation • Kathi Thomas, City of Las Vegas, Office of Community Services • Nancee Nalani Aki, City of Las Vegas, Office of Community Services • Diana Paul, City of Las Vegas, Communications (Access to site as needed and for talking points of the HUNDRED Plan)
Potential needs and resources	• Resource: Communication piece about the co-op, CDC to include talking points for all to use while participating in community events

Action 1.6: Provide Board Development 101

What this is, why it is important, and who benefits	Many, if not all, of the Board members are already experienced organizational leaders, but have not worked together as a group in this capacity, so team development is needed. Ongoing professional development informed by external experts will help in establishing credibility with lenders, the City, etc. to demonstrate that the Board is competent and has the capacity to carry out projects. This type of training could be an opportunity to define or refine the CDC's mission, vision, and values.
Measures of success	When Board members have a clear understanding of mission and vision, fiduciary responsibility, and can share these with others
Initial steps and timeframe	By end of 2021 calendar year
Lead or catalytic role	Ken Evans, Urban Chamber of Commerce
Supporting cast	• CDC Board • Industry experts (funders, developers, etc.) • Cassia Herron, Louisville Association for Community Economics
Potential needs and resources	Resource: Existing curriculum

Goal 2: Establish the foundations for urban agriculture to anchor neighborhood revitalization and local food production.

In addition to having food available through a neighborhood-based cooperative grocery, stakeholders also aim to introduce new food production strategies in the Historic Westside. Social enterprise models like Vertical Harvest, based in Jackson Hole, Wyoming, are especially interesting for both their scale and ability to engage local residents in the workforce. A successful controlled environment agriculture initiative could produce several tons of produce and herbs annually to feed the Historic Westside community and serve as a supplier to the planned co-op market. James Gay Park (located at 1400 B Street) is the proposed site for a food production

enterprise to bring new activity to the space, while creating jobs, and addressing healthy food access priorities of residents.

Possible Actions

- Identify people interested in urban agriculture.
- Develop trainings in urban agriculture that include orientation to existing urban agriculture ordinance.
- Identify locations for urban agriculture.
- Partner and coordinate with grassroots community organizations. Identify and invite organizations to the conversation.

Prioritized Actions

Action 2.1: Qualify and determine operating relationship between CDC and city-selected agricultural venture in Westside.	
What this is, why it is important, and who benefits	James Gay Park is the city-selected location for a 2-acre set aside for vertical agriculture and the food co-op. The site is a leftover, right-of-way from the freeway, and its odd shape lends it to vertical farming use. It should be determined whether vertical agriculture will be integrated with the co-op or in a separate structure. Required spaces can extend beyond more than just the city-owned land. The context of Urban Agriculture to be defined: tonnage of food being put out; has commercial enterprise; creates revenue; involves a supply chain; is a farm, not a garden; CEA. The idea is to site the co-op and vertical agriculture on the same site as part of supply chain of the co-op.
Measures of success	• A memorandum of understanding (MOU) or contract is established with Vertical Harvest or other selected venture that incorporates the criteria of the CDC Board • When a community benefits agreement with Vertical Harvest is in place and the community is involved through local employment hires
Initial steps and timeframe	• 6 months • Identify individuals doing the work and best practice models in Urban Ag (like SouLA)
Lead or catalytic role	• CDC Board • Ryan Smith, City of Las Vegas Economic and Urban Development
Supporting cast	• [Terrance]^{HF2} @SouLA and team and other experts • Vertical Harvest (model is most aligned with social enterprise)
Potential needs and resources	• Resource: City land • Need: Local community growers, and those who know aquaponics and hydroponics systems

Action 2.2: Develop apprenticeship/workforce training to develop local capacity and for pathways for living wage employment in urban agricultural enterprises that will arrive soon in Westside.

What this is, why it is important, and who benefits	Apprenticeships and workforce training initiatives will target people interested in STEM. This training is important for both the vertical agriculture operation, but also for wider agricultural enterprises in the greater Westside. Vertical agriculture cannot provide all the nutritional needs of the greater Westside community. This will lay the foundation for employment and capacity for a local food system that serves the wider community.
Measures of success	• Identification of workforce development partners • Development and promotion of program/curriculum • Recruitment of participants • Execution of early cohorts • Completion rate of 75% or better for participants in the program
Initial steps and timeframe	1 year
Lead or catalytic role	• Darren Harris, City of Las Vegas
Supporting cast	• Community organizations with experience in these sector (TBD) • [CSN]^[HF3] • Workforce Connections • Nevada Partners has a STEM lab that features a Hydroponic grow wall. They start training on it November 3, 2021.
Potential needs and resources	

Action 2.3: Build and establish relationships between CDC Board and urban agricultural organizations.

What this is, why it is important, and who benefits	This will involve regional cooperation and collaboration with stakeholders across the community and region.
Measures of success	• Written agreements with key partners. • Joint communication and outreach plans • Shared membership drives
Initial steps and timeframe	Ongoing
Lead or catalytic role	• Tameka Henry, Executive Director, The Obodo Collective • Cheyenne Kyle, Food Programs Coordinator, The Obodo Collective
Supporting cast	• Tammy Malich, City of Las Vegas, Department of Youth Development and Social Innovation • Darren Harris, City of Las Vegas, Youth Development and Social Innovation • Michael Howe, City of Las Vegas, Planning

	• Lee Quick, City of Las Vegas, Department of Youth Development and Social Innovation • Kathi Thomas, City of Las Vegas, Office of Community Services • Nancee Nalani Aki, City of Las Vegas, Office of Community Services
Potential needs and resources	N/A

Goal 3: Build community capacity to maintain a local food economy (e.g., residents-targeted trainings around food-related enterprise and workforce development).

A shared vision of the revitalization efforts underway is that projects will increase and enhance opportunities for individuals and families to interact with their local food system. In order to ensure the sustainability of the ambitious programs and projects imagined for the Historic Westside, growing the community's collective capacity will require intentionality and investment. The actions brainstormed and elevated by this goal focus on demonstrating existing workforce capacity and creating an outreach plan to connect residents to existing and planned food-related enterprise training and skills development opportunities.

Possible Actions (Combined Goals 3 & 4)

- Conduct co-op operations seminar (how it works).
- Conduct "healthy choices" food prep seminars tied to co-op products.
- Take tours to local food sources and system assets in the community (e.g., Extension's garden, shipping containers) to see/experience what is already happening in the community.
- Align food bank offering with community preferences.
- Identify and list opportunities of where, what food assets exist in the community, city, region for people to experience.
- Prominent food markets (Henderson?, Springs Preserve?).
- Market and promote co-op and healthy food choices.
- Create enticing membership benefits that will cause families to interact with the co-op.
- Expand education about the food value chain: the role LV plays, awareness of food supply chain, universal communication about how much food LV imports, how it comes into the neighborhood ("Did you know").
- Expand resident focused TA/training: Real estate Development 101, Resource Identification 101.
- Develop career pipeline around food/economic development.
- Develop/conduct workforce analysis (e.g., Blueprint for other industries being done now).
- Conduct pre-, post-, ongoing development seminar on financing (co-op related).
- Hold workshops on how local food economy works/roles in it.
- Create public/private partnership for future growth (e.g., SouLA).
- Joshua Development Group relationship (moving w/ or w/out CDC)
- Develop leadership of CDC to move forward
- Create a local hire list (those underemployed or unemployed in the region)//connected to community need for a livable wage.
- Create a paid apprenticeship funding (\$3.9M) available for anything except construction.
- Provide seminars and workshops on proper food handling and operations in food sector.

Prioritized Actions

Action 3.1: Determine and demonstrate the CDC's workforce needs given the programmatic components and capacity.

What this is, why it is important, and who benefits	The city is already doing workforce development in areas of construction, information technology (IT), and healthcare. Very active workforce development in those areas helps evolve them to encourage emerging markets in the local food economy and agricultural enterprises. The focus is on youth between 16-24 years old. It also targets people who are interested in STEM. Training is important for both the controlled environment agriculture operation (e.g., vertical indoor growing with Vertical Harvest, container farming with Freight Farms) and for wider agricultural enterprises in the greater Westside. Vertical agriculture cannot provide all the nutritional needs of the greater Westside community. This will lay the foundation for employment and capacity for a local food system that serves the wider community. The Workforce Innovation Center is being built immediately proximal to the proposed urban agriculture site.
Measures of success	• Definition of sectors/trainings the CDC would like to see (e.g., urban agriculture, business development) • Employment opportunities matched to skilled applicants
Initial steps and timeframe	6-12 months
Lead or catalytic role	City of Las Vegas
Supporting cast	• CDC Board • Kids that live in 106 • Church youth programs
Potential needs and resources	• Need: Completed business plan with staffing/employment needs/plan • Need: Benchmarks from Vertical Harvest and/or other vocational training/education programs

Action 3.2: Create an education and outreach plan to define how the CDC will engage with existing food related training and workforce development efforts and engage/equip local residents.

What this is, why it is important, and who benefits	It is essential to define how the CDC will engage with existing food-related training and workforce development efforts so that an education and outreach plan can be developed. The goal is to center our goals and why they are important so that we are able to share them with others.
Measures of success	• Conduct co-op operations seminar (how it works). • Conduct "healthy choices" food prep seminars tied to co-op products.

	Take tours to local food sources and system assets in the community (e.g., Extension's garden, shipping containers) to see/experience what is already happening in the community.
Initial steps and timeframe	- Consider developing an advisory board or neighborhood academy - Determine the resident training the CDC wants to conduct - consider: Real Estate Development 101, Resource Identification 101, Conduct pre, post, ongoing development seminar on financing (co-op related), seminars and workshops on proper food handling and operations in food sector
Lead or catalytic role	CDC Board
Supporting cast	- Tammy Malich, City of Las Vegas, Department of Youth Development and Social Innovation - Ken Evans, Urban Chamber of Commerce - Darren Harris, City of Las Vegas, Youth Development and Social Innovation - Michael Howe, City of Las Vegas, Planning - Lee Quick, City of Las Vegas, Department of Youth Development and Social Innovation - Kathi Thomas, City of Las Vegas, Office of Community Services - Nancee Nalani Aki, City of Las Vegas, Office of Community Services
Potential needs and resources	N/A

IMPLEMENTATION AND NEXT STEPS

Following the workshop, the Steering Committee and other workshop participants participated in three calls to share progress updates and refine the community action plan. As part of the second post-workshop call, the technical assistance team invited guest speakers from Louisville, Kentucky, another Local Foods, Local Places community, to share their experience in launching the equivalent of a community development corporation and cooperatively owned grocery. Since the workshop, members of the steering committee have:

- Come together to confirm the path forward for those who want to engage and advise and "be in the know"
- Drafted the CDC by-laws
- Completed due diligence to purchase an existing CDC
- Engaged with The Obodo Collective about forming the board of the food cooperative
- Met with developers regarding the food cooperative design including a housing component

Also of note is a recent \$500,000 philanthropic contribution from MGM Resorts International (NYSE: MGM) to the City of Las Vegas, via the Mayor's Fund for Las Vegas LIFE and its fiscal agent, Nevada Community Foundation, Inc. These funds will support the planned community-based urban agriculture farming facility.

APPENDICES

Workshop session highlights and key reference documentation are provided in **Appendix A**. A list of technical assistance and workshop contacts is provided in **Appendix B**. Special references and notes from the post-workshop call featuring guest speakers from the Louisville Association for Community Economics and Louisville Community Grocery are provided in **Appendix C**. Funding resources are available in **Appendix D**, and general references in **Appendix E**.

- Appendix A – Workshop Assets
- Appendix B – Workshop Participants
- Appendix C – Cooperative and Community Development Corporation Resources
- Appendix D – Funding Resources

Figure 6 – Local Foods, Local Places Las Vegas workshop participants celebrate a successful action planning workshop!
Image credit: Holly Fowler, Northbound Ventures

- Appendix E – References



Downtown Access Project

presented by Ryan Wheeler, PE



May 16, 2022

Submitted at Meeting
Date: 5/16/22 Item: 11
By Nevada Department of
Transportation



www.ndotdap.com

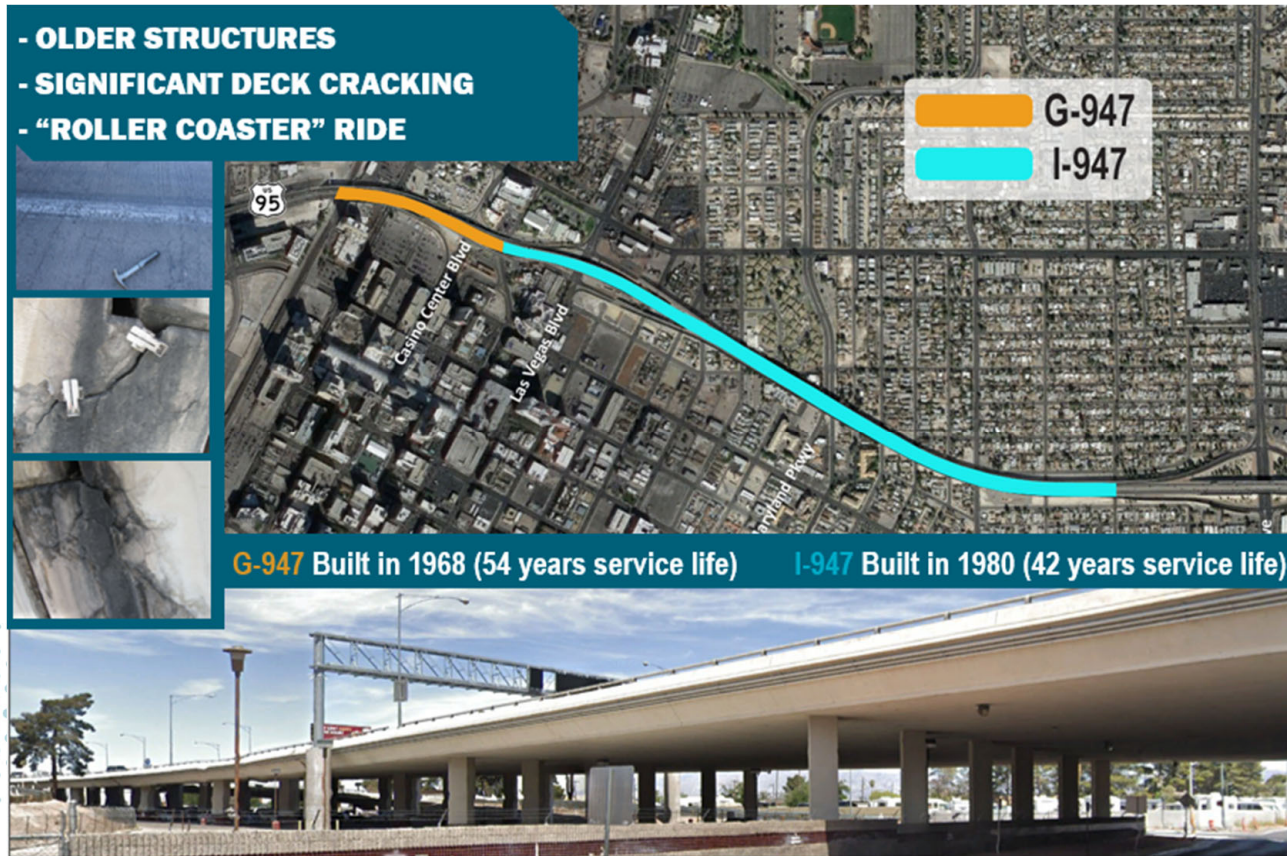
1. Project Overview
2. Community Engagement
3. Next Steps



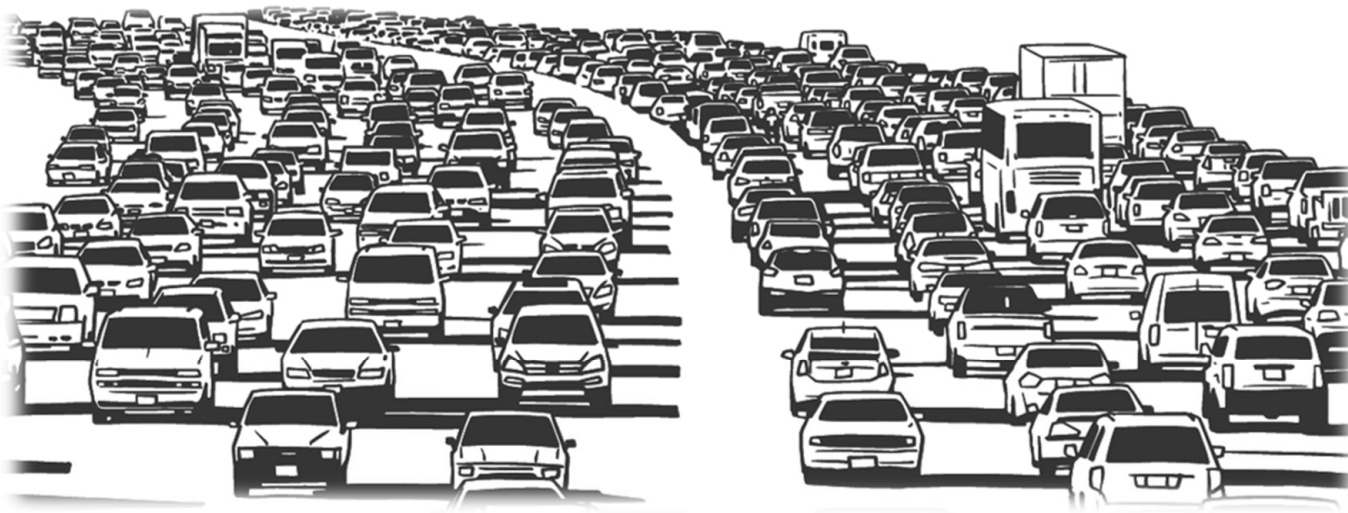
I-515/US 95, Rancho Drive to Mojave Road



— Purpose and Need



Purpose and Need



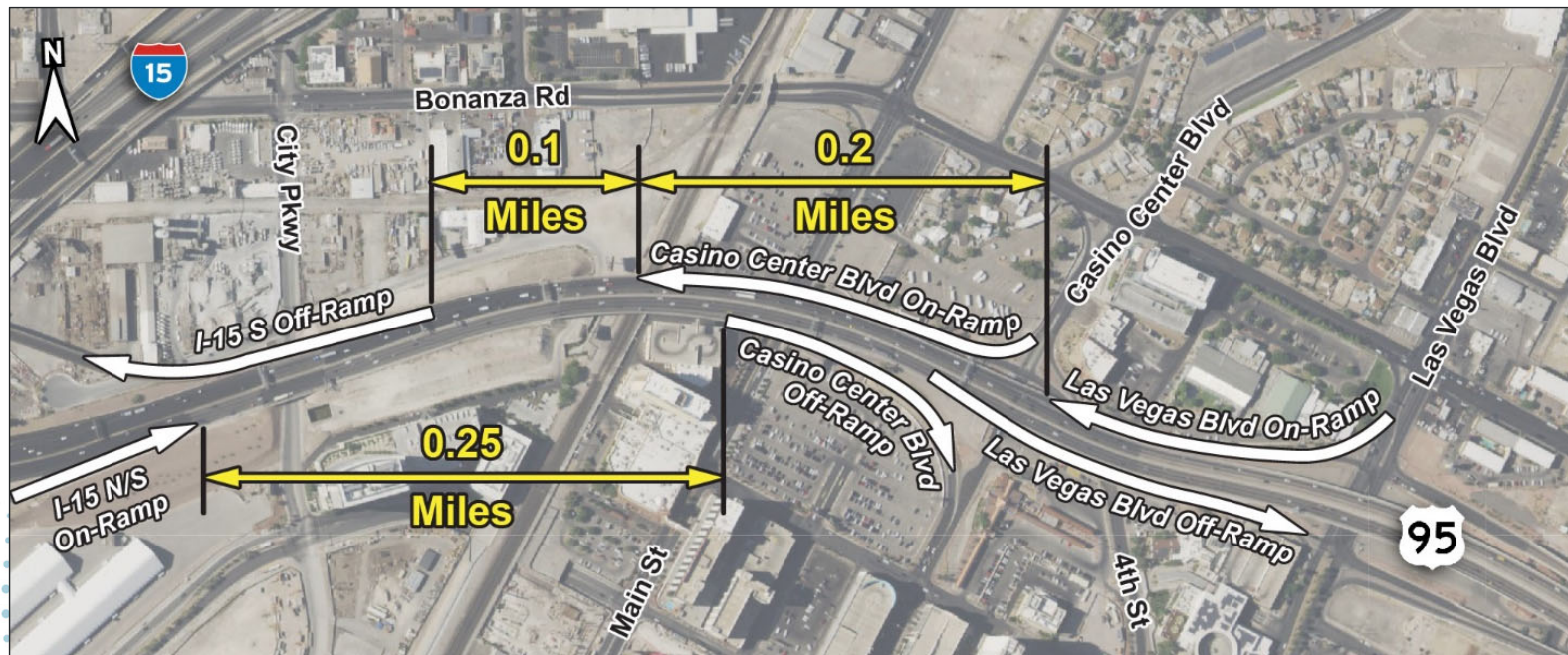
POOR TRAFFIC FLOW AND HIGH NUMBER OF CRASHES

2019 Average Daily Traffic: 175,000 / 2040 Average Daily Traffic: 220,000



Purpose and Need

CLOSELY SPACED RAMPS



— Project Elements

- Fix Ramp Spacing (NB and SB)
- Increase Capacity
 - Add one general purpose lane and one HOV lane in each direction
- New HOV Interchanges
 - City Parkway
 - Maryland Parkway
- Bike/Pedestrian Mobility Improvements
- Landscape and Aesthetics

— Design Alternatives

Alternative 1: Recess Freeway

Demolish existing bridges and put freeway into a trench.

Alternative 2: Rebuild Freeway at Similar Elevation – *Northern Alignment*

Demolish existing bridges and build wider freeway at similar elevation on dirt/embankment.

Alternative 3: Rebuild Freeway at Similar Elevation – *Southern Alignment*

Demolish existing bridges and build wider freeway at similar elevation on dirt/embankment.

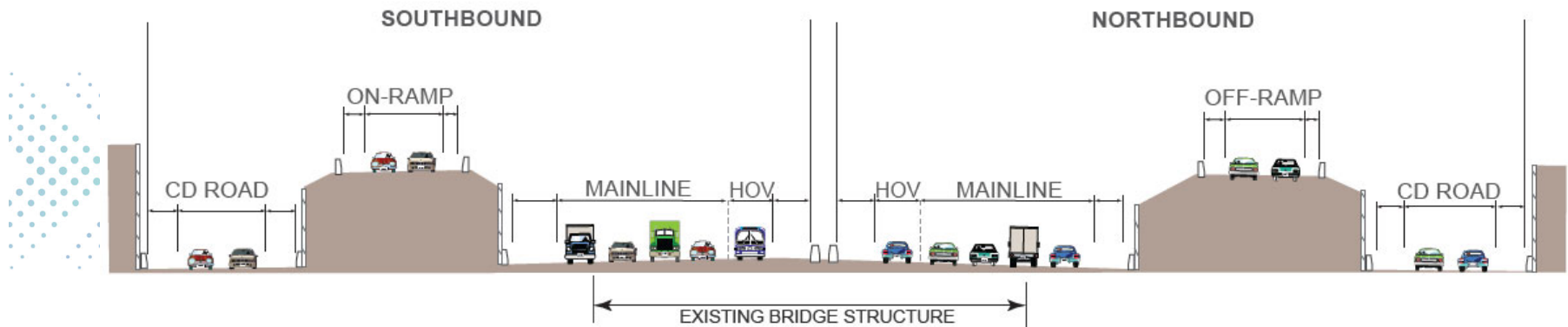
No-Build

Don't replace the freeway.



— Design Alternative 1: Recessed

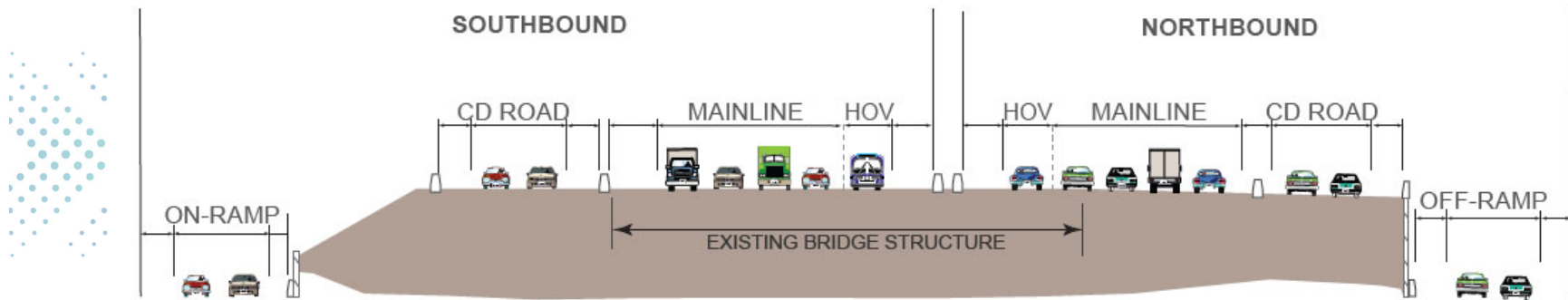
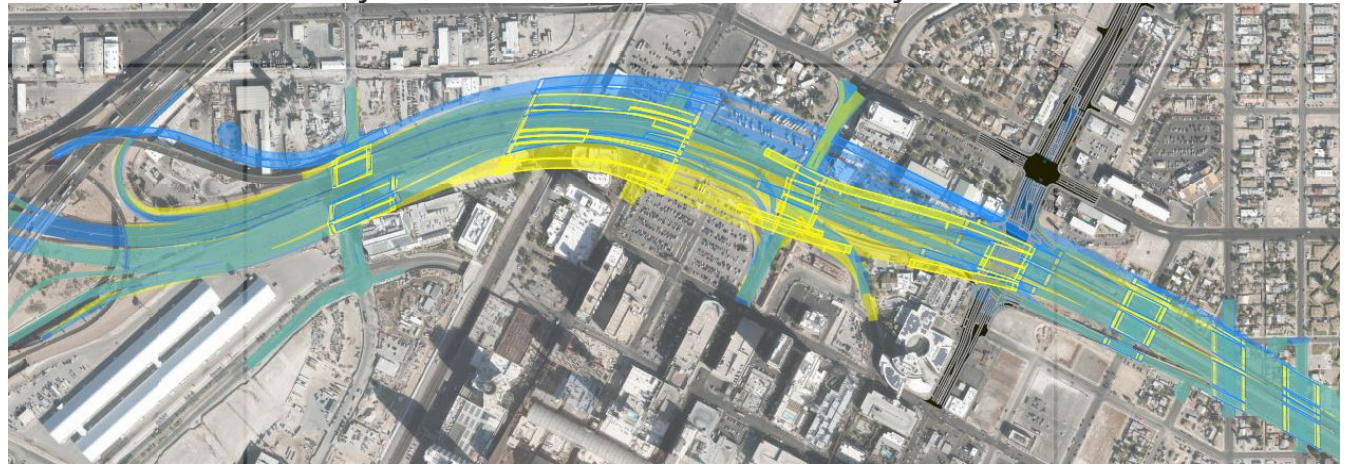
Freeway recessed below ground level between City Parkway and Bruce Street



— Design Alternatives 2/3: North/South

Freeway at similar elevation as today, on dirt/embankment.

Blue = North
Yellow = South



Community Engagement

Community Engagement

- Extensive grassroots outreach to area businesses and residents
- 90+ stakeholder meetings to date
- Website: www.ndotdap.com
- Hotline: (702) 938-5440
- Email: info@ndotdap.com
- Social media (Facebook, Twitter, Instagram): @ndotdap



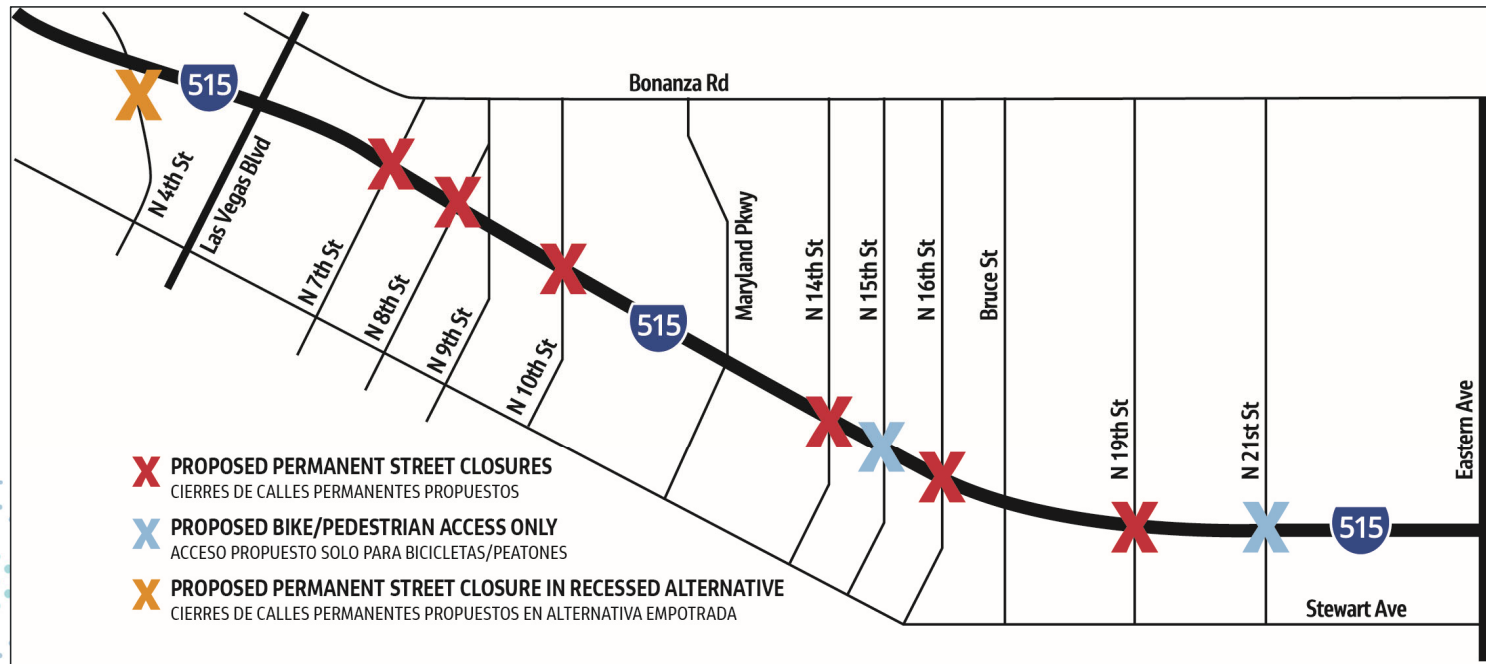
— Outreach Campaigns (to date)

1. Virtual Public Information Meeting: Aug/Sept 2020
2. Proposed Street Closures: March/April 2021
3. Environmental Justice Survey: June/July 2021
4. Focus Groups: Nov 2021
5. Community Enhancements Survey: Dec 2021/Jan 2022
6. Public Information Meeting: Jan/Feb 2022
7. Polling: Feb 2022

All communications in English and Spanish.

— Proposed Street Closures Campaign

Original Plan included 8 or 9 street closures at US 95



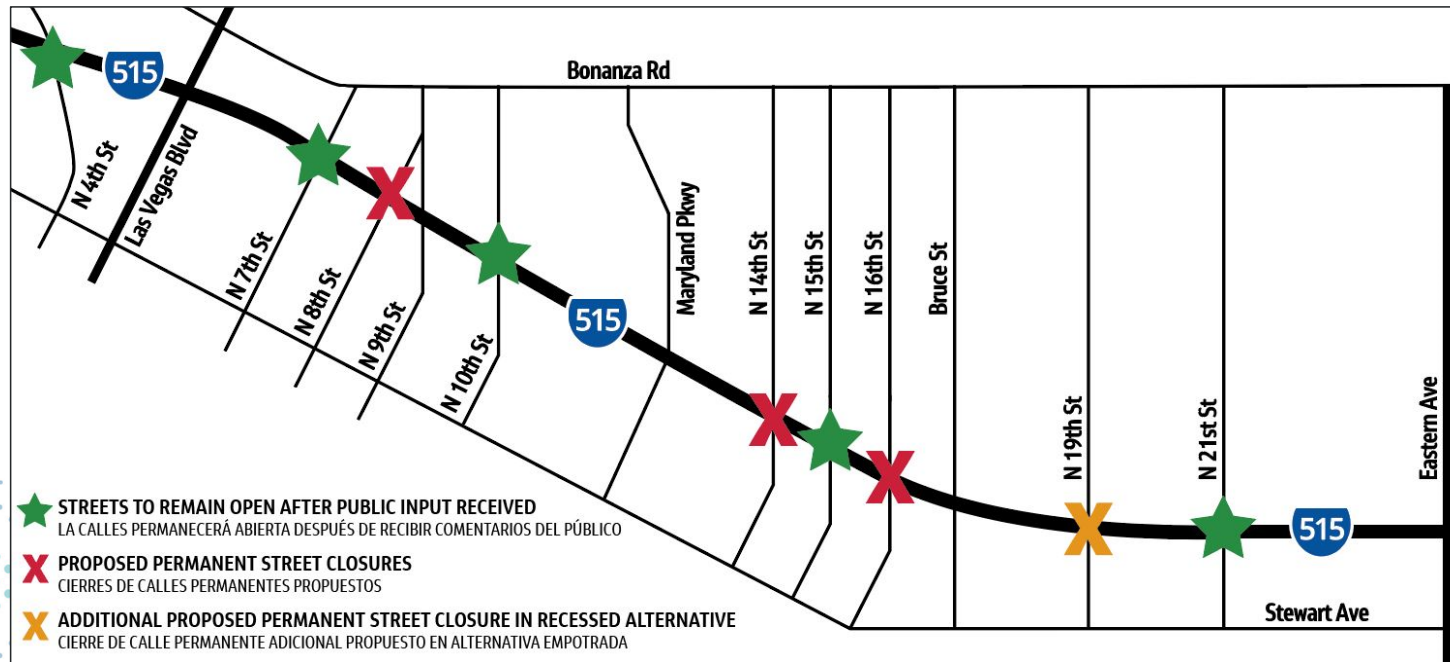
— Proposed Street Closures Campaign

1. Public feedback via test closures
2. Engineering Traffic Analysis
3. Origin and Destination Data



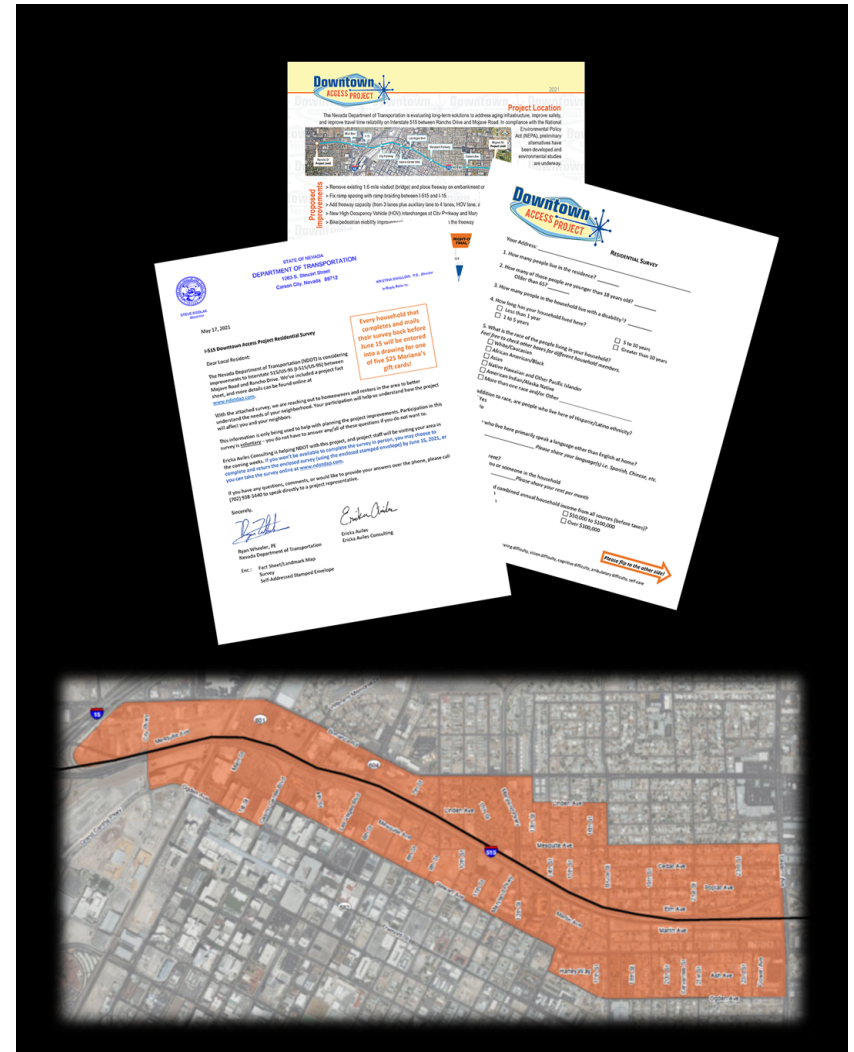
— Proposed Street Closures Campaign

Current plan includes 3 or 4 street closures at US 95



Environmental Justice Survey

- Mailed survey to residents and businesses
- Knocked on 1,300+ doors
- 490 residential responses
- 56 business responses



Community Enhancements Survey



Streetlights



Pedestrian crossings



Street design for all users



Larger park, if space allows



Sidewalks



Small park



Trail improvements



Mature trees and other shade



Public art



Enhanced City rec facilities



— Community Enhancements Survey

Top 5 enhancements

1. Mature trees or other shade
2. Streetlights
3. Street design for all users
4. Sidewalks / Trail Improvements
5. Public Art

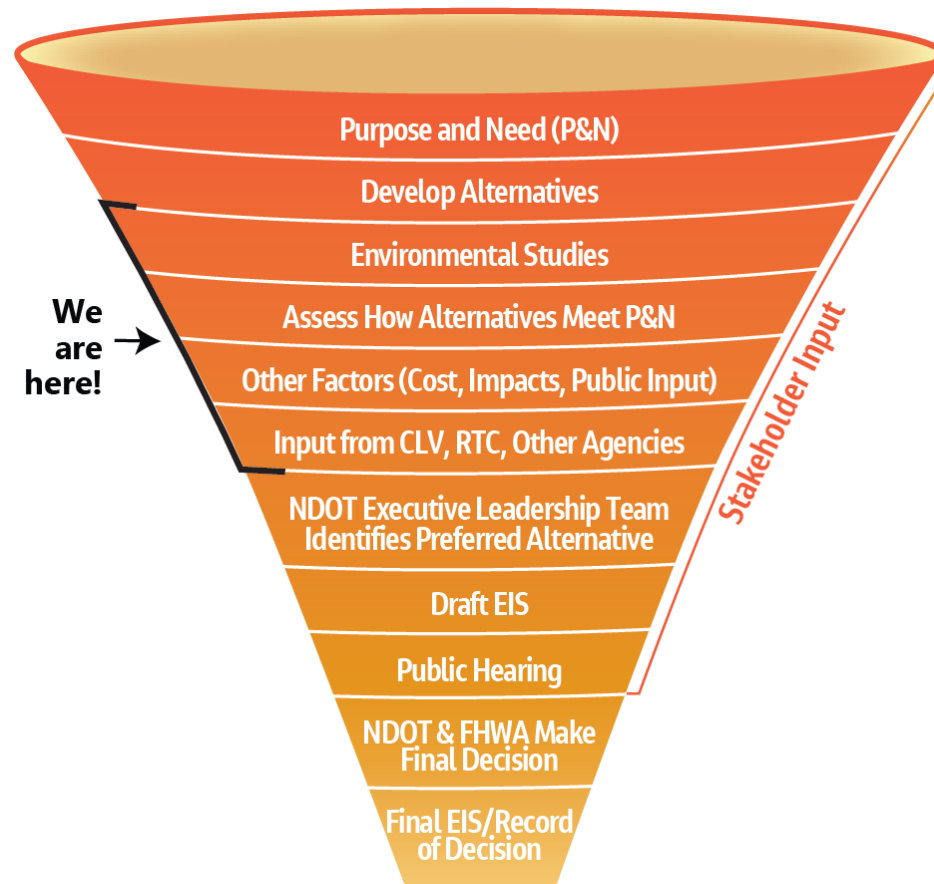
Data from Polling

1. Homeless shelters*
2. Streetlights
3. Better community centers
4. Parks
5. Bike/walking paths

**Homeless shelters were not included in other surveys, but tested in the polling and selected by 49% of respondents*

Next Steps

Environmental Process



— Next Phase of Community Engagement

- Community partnerships and events
- Project ambassadors
- Project office
- Early right-of-way support
- Neighborhood canvassing
- Stakeholder meetings and discussions



