

**City of North Las Vegas  
Choice Neighborhood Initiative (CNI)  
Neighborhood Revitalization Strategy Area (NRSA)**

The City of North Las Vegas Choice Neighborhood NRSA is based upon the two plus years of planning and developing implementation strategies for the CNI Planning Grant Transformation Plan. The development/implementation of the CNLV Choice Neighborhood NRSA is in line with the most recent HUD guidance addressing the establishments of NRSA's. The guidance, CPD-16-16, states that:

*"A CDBG grantee that has a designated Choice Neighborhood located within its jurisdiction may request that the Choice Neighborhood also receive NRSA designation. Upon confirmation from HUD's Office of Public and Indian Housing, HUD-CPD will presume Choice Neighborhoods Implementation Grantees who are actively implementing their Transformation Plan and Choice Neighborhoods Planning Grantees (both current and former) who have completed their Transformation Plans to have met the above criteria and HUD-CPD will approve the NRSA designation."*

CNLV's Transformation Plan was accepted by HUD's Office of Public & Indian Housing on April 4, 2017. In addition, on May 3, 2017 the Choice Transformation Plan was initially presented at a public City Council meeting for review and comment. Subsequently, the Choice Transformation Plan was then presented again to the public and accepted by the North Las Vegas City Council meeting on May 17, 2017. At this meeting the CNLV City Council passed and adopted resolution 2582 which *"adopted the Choice Neighborhood Transformation Plan as a guide to direct the Departments of Economic and Business Development, Land Development and Community Services, Neighborhood and Leisure Services, and Public Works for redevelopment, investment and enhancements and as a template for the Choice Neighborhood Urban Core and other areas of the City with similar context and vision."* This Plan we are submitting to HUD now is based on the approved Choice Neighborhood Transformation Plan. We are therefore requesting that CPD approve our Choice Neighborhood Urban Core Target Area as a Neighborhood Services Revitalization Area (NRSA) in carrying out its Implementation Strategies as described herein.

The CNLV CNI Transformation Plan has identified specific implementation strategies adapted from Chapter 7 of the Transformation Plan that will be the focus of the Choice neighborhood NRSA. The Sectors that will be addressed are included in the following Chapters of the Transformation Plan:

- A. Community Planning & Engagement – Chapter 3
- B. Neighborhood Sector – Chapter 4
- C. People Sector – Chapter 6

Choice Neighborhoods, like NRSA's, seek to develop comprehensive community revitalization strategies through partnerships among federal and local governments, the private sector, community organizations, and neighborhood residents. It also seeks to create opportunity in distressed neighborhoods by stimulating the investment of human and economic capital and by

economically empowering low-income residents, which are in line with Choice Neighborhood objectives.

The CNLV Choice Neighborhoods Planning Grant Transformation Plan is a blueprint conceived and designed by the Urban Core community and its stakeholders. Implementation of the Transformation Plan strategies will make the Urban Core into a neighborhood of choice; a neighborhood transformed through participation of an engaged community that actively chooses to involve and educate residents, improve job & employment opportunities, enhance neighborhood amenities, and expand community services and options.

The CNLV's Choice Neighborhood revitalization strategy was designed to provide tangible housing and economic improvements within a reasonable time period. In order to evaluate the overall strategy and specific activities proposed in the NRSA, the assessment and work done via the Choice Planning process provides an understanding of the target neighborhood, particularly in regard to its strengths and challenges. The strategy describes how the targeted Urban Core neighborhood meets the following NRSA criteria:

**Boundaries:** The CNLV Choice Neighborhood Urban Core is a 1.25 sq mi area that was identified in the original CNI grant application to HUD based on criteria established by CNI guidelines. The "Urban Core" of North Las Vegas is in the southwest corner of CNLV, adjacent to the City of Las Vegas, and is comprised of some of the oldest parts *Urban Core* of North Las Vegas. Encompassing a portion of downtown North Las Vegas, the Urban Core is bounded by West Cartier Avenue to the north; North 5<sup>th</sup> Street to the east; of Las Vegas to the south; and Clayton Street to the west. The Choice Urban Core is nestled between CNLV's Redevelopment Corridor and the adjacent Las Vegas Downtown Redevelopment Area to the south (see attached map).

**Demographic Criteria:** Nestled between CNLV's Redevelopment Corridor and the adjacent Las Vegas Downtown Redevelopment Area to the south, the Urban Core's current population is primarily minorities of African-American and Hispanic descent. The historic concentration of low-income housing, limited bank credit, stymied neighborhood and business development, and dearth of public services led to a negative reputation and financially struggling times for the Urban Core. The historic concentration of low-income housing, limited bank credit, stymied neighborhood and business development, and dearth of public services led to a negative reputation and financially struggling times for the Urban Core.

Almost 7,500 residents live in the Urban Core, the residents are generally slightly older than those in other areas of CNLV, but are on par with Clark County. The larger average household size is probably due to multigenerational households, which are more common among many new immigrants and minority households. The Urban Core retains a strong African-American community even though the percentage of African-American residents has decreased over the last two decades. The Hispanic/Latino population has steadily grown during that same period, and now accounts for 43% of the total population.

Chapter 2 of the Transformation Plan, *the Neighborhood Context*, describes in great detail the demographic information that reflects the ethnicity, income levels, employment, education, social services and housing data for the target area. The median household income for the Urban Core is below that of CNLV and the County, and the poverty rate is approximately double that of CNLV. Female-headed households are nearly one-third of families in the Urban Core, and most of these are below poverty level. The percentage of households with Supplemental Security Income is double the percentage for CNLV and the County and, almost 40% of Urban Core households receive food stamps monthly. In line with the Urban Core, almost one-third (30%) of Rose Gardens Senior Apartments residents receive Supplemental Security Income and almost two-thirds receive Social Security income. The entire Choice Urban Core Target Area is also located in CNLV CDBG census tracts.

**Consultation:** Chapter 3 of the Transformation Plan, Community Planning & Engagement. The Transformation Plan describes how the Choice Implementation strategies were developed in consultation with stakeholders. This involvement has been continuous from the beginning of the planning process and will continue through implementation and management of the NRSA designation period, or five years. The Community Planning & Engagement portion of the Plan's consultation process demonstrates that we are and have been actively engaged residents of the proposed NRSA. The CNI planning process conducted close to 40 community engagement meetings and forums throughout the 2 year Choice Planning process.

The CNI planning process has carried out discussions on each of the following issues during public meetings that are described in the NRSA guidelines:

1. The NRSA planning and implementation process;
2. The proposed physical plan and possible site designs, including the extent of proposed demolition or rehabilitation of existing structures, and if applicable, proposed site design;
3. Planned public service activities;
4. Neighborhood improvement projects;
5. Economic opportunities for low and very low income persons and businesses that provide economic opportunities to low and very low-income persons in the NRSA area.

**Assessment:** The CNI Planning Process has provided an in depth look at the needs and possible solutions that have existed in the Target Area/Urban Core for some time. The CNI strategy includes an assessment of housing market and economic conditions of the area, an examination of the opportunities for housing and economic improvements, and the problems likely to be encountered in pursuit of such goals. An important part of the planning process was the 1,000+ surveys that were completed by Urban Core residents. Some highlights from the surveys expose the needs of the residents. From these surveys we learned:

#### Income and Employment

- 23% of respondents are not working but are currently looking for work
- 20% cite lack of professional training or skills as a barrier to finding and/or keeping a job

### Healthcare needs

- Only 17 % of respondents report going to a primary care doctor for health services
- 34% go to the UMC Hospital Emergency Room for care.
- 20% go to UMC Hospital Urgent Care

### Education & Training

- Almost 1 in 4 (23%) respondents reported not having a high school degree
  - 37% have a high school degree only, and 15% have a college degree of some type.
- Respondents expressed the most interest in the following types of education or training programs:

- Vocational training {16%},
- Training to help start a small business {15%},
- Attending community or 4-year college {15%},
- Computer training (15%).

### Supportive Services

- Almost three quarters of respondents reported at least one non-health service need
- The most common service needs include:
  - Computer training (26%)
  - Financial assistance (23%)
  - Job training (22%).

## **Funding Allocations**

In order to continue and support the efforts initiated in the Choice Neighborhood Planning process through NRSA, CNLV plans to lift the public service cap for CDBG funds for identified needs each year. The start date for the CNLV Choice NRSA will be July 1, 2019 and the end date will be June 30, 2024. In year one of the Choice NRSA, CNLV will allocate \$311,445 to implement Choice NRSA year one activities. It is anticipated that this funding level will be minimum set aside for Choice NRSA activities in years 2-5 as well. This is inclusive of all activities listed and it is projected that we will be able to match a minimum of 25% of this amount in year one through other funding sources and/or in-kind contributions. CPLC, the CBDO that will be the agency to oversee and operate the Choice NRSA will contribute on annual basis in the form of in-kind services totaling 10% of the annual allocation. CPLC will continue to contribute in future years as will the City. Other matching funds in future years will be obtained through other funding opportunities and partners identified through the implementation process, such as Sargem LLC who are currently involved in a major redevelopment within the Choice NRSA, to contribute in-kind resources to the NRSA.

## **Leverage and Collaboration**

The Choice NRSA has had success in attracting a number of local, regional and national collaborators who have committed to provide a combination of cash, in-kind and resource support to assist in the development and attainment of NRSA goals and objectives. To date, leveraged resources in the amount of \$480,961 have been committed to the Choice NRSA programs and projects. See summary chart below.

<b>LEVERAGE PARTNER/COLLABORATOR</b>	<b>MATCH AMOUNT</b>
Starbucks/CPLC	\$40,000
KaBOOM Playgrounds/CPLC	\$80,000
Sargem Development LLC	\$360,961
<b>TOTAL LEVERAGED MATCH</b>	<b>\$480,961</b>

Descriptions of these leveraged resources are explained in the project narratives below.

### **Coordination and Accountability**

The CNLV will contract with Chicanos Por La Causa (CPLC) to implement the Choice NRSA activities and strategies. CPLC is the designated Community Based Development Organization (CBDO) per 24 CR Part 570.204 (c) (1). They will work closely with the community members, collaborate with developers such as the Sargem LLC (BVS developers) and other for profit and nonprofit entities to perform the ongoing implementation and coordination of the community engagement, job placement and training, educational programs, homeownership programs, community garden activities, community/public art activities, neighborhood improvement and other identified public services and capital/revitalization strategies. CNLV along with Southern Nevada Regional Housing Authority (SNRHA) are the primary original CNI partners who will work closely with the CPLC and the NRSA and assist where needed with oversight of activities and attainment of outcomes

### **Choice Transformation Plan - Implementation Strategies**

#### **1. Community Planning & Engagement Strategies** *(Transformation Plan Community Planning & Engagement Strategies - Chapter 3; Goal 3.2.1)*

##### **Community Engagement Team (CET):**

CPLC will take the lead role in overseeing the success of our Community Engagement Team effort which vital for the ongoing implementation of our Choice strategies and revitalization of the Choice Neighborhood. Establishing leadership is important for any new undertaking, especially when that leadership has been charged to transform a community. One key role for the Community Engagement Team (CET) is to serve as an advisory body and to insure that the Transformation plan and NRSA activities and outcomes are implemented and achieved.

The Choice planning process for redevelopment of the Urban Core Neighborhood brought together a diverse group of community stakeholders to plan for the future of the Urban Core neighborhood; the replacement of the Rose Gardens Senior Apartments public housing development; and redevelopment of Buena Vista Springs (BVS) I and II. Currently, the CET has an ongoing membership of 40-50 residents/stakeholders.

The Urban Core neighborhood is made up of a diverse range of residents, stakeholders, and community members, all of whom have a vested interest in the redevelopment of the area. All have vital information necessary to develop creative solutions for priority needs within and adjacent to the Urban Core. The CET will also be the eyes & ears for the community as we implement strategies that have direct impact upon the community and lay the groundwork for community growth.

### **Continuous Community Outreach & Education Strategy**

The Community Engagement Team is committed to educating residents about available social services and easy access to them, informing residents about job and training opportunities, housing choices, neighborhood improvement activities as spelled out in the Transformation Plan. The team will establish active partnerships with existing service providers to align community outreach and engagement efforts with current initiatives. The goal is to build on community assets and identify/address gaps in services. The Team will work with these partners to establish an outreach and communications plan to ensure partners will have the opportunity to engage residents through community information fairs, already in existence, to provide information regarding available services and resources.

### **Outreach, Information dissemination and Education Methods**

- Documentary/Documentation
- Social Media
- Print Media.
- Word of Mouth
- Radio
- Events

### **Performance Measurements**

Community Engagement Team meetings and subcommittees:

Years 1-5: Hold monthly or bi-monthly meetings of Community Engagement Team members through the course of the 5 years and set up structure for monitoring Transformation Plan progress

The CET will increase participation from community residents by increasing the number of involved active CET members by 50 persons over a five year period:

Year 1: Increase membership/active participants by 10 persons; 5 of these new participants will report accessing new resources or will take part in the work of a subcommittee to address the strategy areas.

Year 2: Increase membership/active participants by 10 persons; 5 of these new participants will report accessing new resources or will take part in the work of a subcommittee to address the strategy areas.

Year 3: Increase membership/active participants by 10 persons; 5 of these new participants will report accessing new resources or will take part in the work of a subcommittee to address the strategy areas.

Year 4: Increase membership/active participants by 10 persons; 5 of these new participants will report accessing new resources or will take part in the work of a subcommittee to address the strategy areas.

Year 5: Increase membership/active participants by 10 persons; 5 of these new participants will report accessing new resources or will take part in the work of a subcommittee to address the strategy areas.

#### CET Subcommittees

Year 1: Continue to support subcommittees addressing each of the strategy areas to plan, develop and implement activities; meet monthly or as needed to implement and support activities; Subcommittee will report successful completion of at least one community development activity to address at least one strategy area

Year 2: Continue to support subcommittees addressing each of the strategy areas to plan, develop and implement activities; meet monthly or as needed to implement and support activities; Subcommittee will report successful completion of at least one community development activity to address at least one strategy area

Year 3: Continue to support subcommittees addressing each of the strategy areas to plan, develop and implement activities; meet monthly or as needed to implement and support activities; Subcommittee will report successful completion of at least one community development activity to address at least one strategy area

Year 4: Continue to support subcommittees addressing each of the strategy areas to plan, develop and implement activities; meet monthly or as needed to implement and support activities; Subcommittee will report successful completion of at least one community development activity to address at least one strategy area

Year 5: Continue to support subcommittees addressing each of the strategy areas to plan, develop and implement activities; meet monthly or as needed to implement and support activities; Subcommittee will report successful completion of at least one community development activity to address at least one strategy area.

Educate and involve the community through increasing social media exposure by adding 1,250 followers per year through facebook and youtube over the next 5 years

Year 1: Educate and involve the community through increasing social media exposure by adding 250 followers through facebook and youtube

Year 2: Educate and involve the community through increasing social media exposure by adding 250 followers through facebook and youtube

Year 3: Educate and involve the community through increasing social media exposure by adding 250 followers through facebook and youtube

Year 4: Educate and involve the community through increasing social media exposure by adding 250 followers through facebook and youtube

Year 5: Educate and involve the community through increasing social media exposure by adding 250 followers through facebook and youtube

Year 1: Report quarterly on progress made in achieving or implementing Transformation Plan strategies

Year 2: Report quarterly on progress made in achieving or implementing Transformation Plan strategies

Year 3: Report quarterly on progress made in achieving or implementing Transformation Plan strategies

Year 4: Report quarterly on progress made in achieving or implementing Transformation Plan strategies

Year 5: Report quarterly on progress made in achieving or implementing Transformation Plan strategies

### **Leverage/Collaborators**

\$3,000 in current year CNLV Redevelopment funds are being used to support CET activities, Other collaborators/partners involved in support of CET activities include CPLC, SNRHA, local banks, local grant opportunities

## **2. Job Training, Placement, Creation, Retention** (*Transformation Plan People Strategy - Chapter 6; Goal 6.2.3*)

Under the leadership CPLC and in collaboration with other for profit and non-profit entities, there will be a focus on employment and training services among the long-term unemployed in the Urban Core by collaborating with Nevada Department of Training, Employment and Rehabilitation's (DETR's) North Las Vegas Job Connect Office. Through the partnership, CPLC will provide targeted outreach and services to the Urban Core and will leverage Nevada Partners One Stop Youth and Adult Career Center to expand the array of training offerings afforded to residents in the Urban Core.

CPLC will establish an employer collaboration comprised of employers offering employment opportunities in or near the Urban Core. The team will then coordinate with identified employers to host quarterly hiring events and employability workshops.

### **Choice Business Group**

The Choice Business Group will be established to focus on the economic development of the target area. In order for the implementation plan to be successful the private sector must be strategically engaged. The outreach to this niche community must speak their language and address their priorities. The community engagement team will be involved with the promotion and recruitment of the Choice Business Group. They will also hold planning and implementing bi-monthly meetings for the Choice Business Group and establishing a culture and membership that is valuable to the North Las Vegas business community. Listed below are the industries that have entry level positions that meet the qualifications of a high percentage of our urban core residents:

- Construction Industry
- Residential Care Industry
- Call Center Industry
- Security Service Industry

One recent major development has been the selection by CNLV City Council on May 17, 2017 of a Developer, Sargem LLC, to redevelop the 18 acre Buena Vista Springs site and the adjacent 1 acre site 1818 W Carey Ave. The developer's plans call for the construction of a campus that will include over 420 units of independent senior living, assisted living and memory care on the 18 acre site and the construction of a community health clinic on the adjacent 1 acre site. The overall development is worth over \$80 million and will be developed with private dollars. These developments will create over 250 well paying, career oriented jobs in the medical, administration and facility maintenance fields, in addition to a number of shorter term construction jobs over the next 2-4 years that can directly benefit the community. We are working with Sargem LLC to develop goals for Section 3 and local area resident hiring and training as well as offer local residents first access to job and training opportunities

### **Choice Business Academy**

One of the long term goals of the NRSA will be the establishment of an ongoing, community focused entity that will coordinate and develop employment, training and entrepreneurial opportunities for youth and the larger community. CPLC, the Community Engagement Team and other for profit companies will work to establish the Choice Business Academy (CBA). The CBA is be the agency that provides particular focus and attention to Urban Core target Area residents. The CBA will be licensed by February 2020 and begin enrollment in March 2020. CBA is a program designed to engage and incentivize the urban community towards academic achievement, entrepreneurship, and long-term employment.

### **Performance Measures**

#### **Job Placements:**

Over the 5 year period, a minimum of 50 residents from in and around the Choice target area will be placed and retained on the job 90 for days, averaging 10 residents per year placed:

Year 1- 5 placements; Follow-up with placements every six months to monitor current job status and assess professional development needs

Year 2 - 12 placements; Follow-up with placements every six months to monitor current job status and assess professional development needs

Year 3 - 13 placements; Follow-up with placements every six months to monitor current job status and assess professional development needs

Year 4 - 10 placements; Follow-up with placements every six months to monitor current job status and assess professional development needs

Year 5 – 10 placements; Follow-up with placements every six months to monitor current job status and assess professional development needs

#### **Buena Vista Springs 1 & 1818 West Carey Ave developments:**

Year 1: Develop realistic hiring and training goals with Sargem LLC for Choice area residents, including holding job recruitment fair(s) in last quarter 2018/first quarter 2019 for Choice NRSA Area residents and initiate an ongoing targeted recruitment process.

Year 2: Work with Sargem to continue recruitment, training and hiring process started in year 1 for jibs that will be created specifically by the Buena Vista Senior living campus and the Health Clinic

Home based businesses initiated:

Year 1: Recruit 3 home based business owners and provide business development training in the areas of product development, marketing plan, accounting and customer service; 3 home based business owners will report a minimum 10% increase in revenue.

Year 2: Assist the 3 home based business owners from previous year with business development services. Recruit 3 home based business owners and provide business development training in the areas of product development, marketing plan, accounting and customer service; 3 home based business owners will report a minimum 10% increase in revenue.

Year 3: Assist the 6 home based business owners from previous year with business development services. Recruit 6 home based business owners and provide business development training in the areas of product development, marketing plan, accounting and customer service; 3 home based business owners will report a minimum 10% increase in revenue.

Year 4: Assist the 9 home based business owners from previous year with business development services. Recruit 6 home based business owners and provide business development training in the areas of product development, marketing plan, accounting and customer service; 3 home based business owners will report a minimum 10% increase in revenue.

Year 5: Assist the 12 home based business owners from previous year with business development services. Recruit 6 home based business owners and provide business development training in the areas of product development, marketing plan, accounting and customer service; 3 home based business owners will report a minimum 10% increase in revenue.

Life Skills Training:

Year 1: 9 participants will be provided case management and life skills training that consist of anger management, time management, non verbal communications, goal setting, stress management, GED attainment and college enrollment. Each participant will be given a needs assessment to determine baseline behaviors and establish goals and timelines. Participants' progress will be tracked and monitored on a bi weekly basis.

Year 2: 18 participants will be provided case management and life skills training that consist of anger management, time management, non verbal communications, goal setting, stress management, GED attainment and college enrollment. Each participant will be given a needs assessment to determine baseline behaviors and establish goals and timelines. Participants' progress will be tracked and monitored on a bi weekly basis.

Year 3: 18 participants will be provided case management and life skills training that consist of anger management, time management, non verbal communications, goal setting, stress

management, GED attainment and college enrollment. Each participant will be given a needs assessment to determine baseline behaviors and establish goals and timelines. Participants' progress will be tracked and monitored on a bi weekly basis.

Year 4: 18 participants will be provided case management and life skills training that consist of anger management, time management, non verbal communications, goal setting, stress management, GED attainment and college enrollment. Each participant will be given a needs assessment to determine baseline behaviors and establish goals and timelines. Participants' progress will be tracked and monitored on a bi weekly basis.

Year 5: 18 participants will be provided case management and life skills training that consist of anger management, time management, non verbal communications, goal setting, stress management, GED attainment and college enrollment. Each participant will be given a needs assessment to determine baseline behaviors and establish goals and timelines. Participants' progress will be tracked and monitored on a bi weekly basis.

#### Choice Business Group:

Year 1: Establish Choice Business Group; hold monthly or bi-monthly meetings with businesses relevant to the Choice target area population; develop relationships with businesses for job placement/training opportunities and increase membership in Choice Business Group/CET over time and recruit at least 2 ongoing business members; At least one business will hire a local resident.

Year 2: Recruit at least 2 ongoing business members; At least one business will hire a local resident.

Year 3: Recruit at least 2 ongoing business members; At least one business will hire a local resident.

Year 4: Recruit at least 2 ongoing business members; At least one business will hire a local resident.

Year 5: Recruit at least 2 ongoing business members; At least one business will hire a local resident.

#### **Leverage/Collaborators-\$400,961**

- **\$40,000** invested by Starbucks Foundation in partnership with CPLC to incorporate a Workforce Development Program. Program will include job placement, trade building, and resume building workshops.
- Sargem LLC, the developer within the Choice Neighborhood redeveloping Buena Vista Springs 1 and the health clinic on 1818 West Carey Ave has committed to provide targeted support and resources to the NRSA and surrounding community in the areas of job recruitment, training and placement.

The amount being used or allocated towards the recruitment, job fair activities training and placement/hiring equals:

- **\$176,056** by the project contractor for recruitment from community for the construction jobs, and
- **\$184,904** for the staff time and resources committed by the operator of the senior facility, Coppersands Inc, to work with the City, CPLC, Partners and Community regarding the training and jobs for the facility once built (jobs related to facility medical care, administration, and maintenance). These resources will be utilized during an 8 month period in years 1 & 2 of the NRSA to coincide with the development and construction of the senior campus and the health clinic

CPLC Workforce Solutions; other potential partners and leverage collaborators include Nevada Partners Inc., the Workforce Investment Opportunity Act/Workforce Connections; SNRHA; Banking Institutions (CRA funds) and Foundations; local area businesses

### **3. Zion Choice Community Garden** (*Transformation Plan Neighborhood Strategies – Chapter 4; Goal 4.8.2*)

The Zion Choice Community Garden started from the collaboration between the City, the Southern Nevada Regional housing Authority, Zion United Methodist church and the members of the Community Engagement Team to utilize vacant land owned by the Church for a Community Garden Park. The Garden has received 2 awards. The first was a *Conservation Award* presented by Conservation Association of Nevada. The second was the *‘Transformers award- from Desert to Garden’* presented by the State Department of Renewable Energy & the UNLV Coop Extension late last year. The overall goals for the Garden are to be:

- Work collectively with community members in organization, design, construction, and ongoing care.
- Keeping the Garden well-maintained, inviting and accessible to all people.
- Donating a generous portion of their bounty to others in need.
- Providing healthy food and promoting healthy lifestyles in which members celebrate growing, cooking and eating together.
- Develop models of environmental stewardship through organic and sustainable practices including composting and water conservation.
- Providing vehicle for economic growth by developing a farmers’ market for participants and residents
- Foster a sense of belonging and attachment, in both the lives of the gardeners and in the life of the neighborhood.

Thus far, the Garden has established 60 garden plots as well as 24 plots that are ADA accessible. City has provided assistance to build a fenced perimeter, walkways, concrete platforms and a large shade structure to hold meetings and events. CPLC will take lead role in developing the future design of the Garden along with Church and community members. Current and future objectives and activities for the Garden include:

- a. Continuation & expansion of education on gardening and nutritious food. The UNLV Cooperative Extension is holding classes every other week through July and hold also hold the harvest education program late Sept, also every other week. There will also be a winter planning session from Oct – January. This cycle will be repeated annually
- b. Outreach to community and publicize availability of ADA plots for handicapped to provide same services that able bodied people experience once per month. Utilize connection with Channel 8 and Valentine Communications to publicize activity & collaborate with agencies
- c. Collaborate with local elementary schools and the UNLV Cooperative extension to teach school age kids to learn about gardening. Plans are to spend the 1<sup>st</sup> year setting up the program to include 4 grade schools, 4 classes per semester at 25 kids per class. Classes will culminate in an awards ceremony at the end of each Outreach media
- d. Develop the plans and structure for creating a Farmer’s market with the intent of reach out young adults 18-24 and provides stipends for young people to work in establishing and running the Farmers market
- e. Work with Nevada Arts Council staff to create an “Arts in the Garden” program for creating and displaying art created by the community
- f. Additional physical improvements to the Garden will include park benches, lighting to help turn the garden into a community gathering place/park where people can mingle, share ideas and create a greater sense of community. Events such as walk around the park activities and movies in the park can be created.
- g. Other physical improvements will include the development of Hoop Houses, which are indoor growing facilities on the garden property. The USDA has already agreed to donate \$15,000 (35 x 90 dimensions) one such structure to the Zion Choice Community Garden

**Performance Measures:**

Year One:

- Provide 4 seasonal educational sessions to community reaching 100 residents;
- Implement educational session for 4 target area school students reaching 100 students
- Initiate outreach to community and publicize availability of ADA plots for community residents to recruit disabled persons to join
- Recruit residents to assist with garden maintenance over time. Double the size of the garden crew from 5-10
- Implement physical improvements such as park benches and lighting
- Collaborate with KaBOOM in development of Playground on site
- Assess current activities to make adjustments/improvements for future years

Year Two:

- Continue 4 seasonal educational sessions to community reaching 100 residents;
- Continue educational session for 4 target area school students reaching 100 students
- Collaborate with USDA to build a Garden Hoop House (indoor gardening structure)
- Plan the development and implement Farmers Market
- Assess current activities to make adjustments/improvements for future years

Year Three:

- Design/implement Farmers Market for sale of garden produce to community
- Implement Garden Community Arts programs

- Continue educational and community outreach efforts from previous years
- Assess current activities to make adjustments/improvements for future years

Year Four:

- Continue to develop the farmers market model to make it a viable, ongoing model for community economic growth
- Establish/implement nutritional education programs for the community
- Continue/improve all activities from previous years
- Assess activities to make adjustments/improvements for future years

Year Five:

- Continue educational and community outreach efforts from previous years
- Continue to develop and improve the farmers market model to make it a viable, ongoing model for community economic growth
- Assess current activities to make adjustments/improvements for future years/cycles

**Leverage/Collaborations:**

**\$80,000** – KaBOOM Playground Investment. KaBOOM will work collaboratively with the Zion Church, CPLC, CNLV and other Choice NRSA collaborators to place and build a community playground to enhance the Zion Choice Community Garden. Other current and potential collaborators include Nevada Conservation Corp; State of Nevada Renewable Energy Dept; Terra Firmer; Nevada Partners; MGM Resort; State of Nevada Forestry; City of North Las Vegas; SNRHA; US Department of Agriculture. See Choice Neighborhood Transformation Plan Chapter 4, pages 4-50 to 4-51 for a list of collaborators, contributions and donations currently taking place.

**4. Neighborhood Revitalization & Beautification Program** *(Transformation Plan Neighborhood Strategies-Chapter 4; Goals 4.2.1)*

**A. Housing Improvement and Homeownership Development**

CPLC will work with neighborhood residents to identify housing in disrepair needing rehab or façade improvement. Participants must be income qualified below 80% median income and must be a current homeowner. Identified and qualified homes will undergo an assessment to determine the level of rehabilitation required to improve the home. Property improvements will include but not limited to; landscaping upgrades, exterior wall paint, exterior cosmetic upgrades, stucco repair, and/or energy efficiency improvements, such weatherization. CPLC will also utilize and expand their Down Payment Assistance (DPA) Program(s) in order to increase the number of low-to-moderate income households that can qualify to purchase homes and will implement this program for within the City of North Las Vegas NRSA target area.

**Performance Measures:**

Year 1: Identify a community block(s) within the target area, and select up to 10 houses/properties in need of repair or façade improvement; Identify 3-5 neighborhood residents within the target area that are current renters who wish enroll in the housing program and initiate the path to homeownership.

Year 2: Identify a community block(s) within the target area, and select up to 10 houses/properties in need of repair improvement; Identify 3-5 neighborhood residents within the target area that are current renters who wish enroll in the housing program and initiate the path to homeownership. CPLC NV to open discussions with the City of N. Las Vegas and determine whether HOME Funds and/or CDBG Funds are available to initiate an in-house down payment assistance program.

Year 3: Identify a neighborhood block with in-fill and/or acquisition and rehab opportunity. Program goal will be to acquire 3-5 properties within the neighborhood, rehab the properties, and give the current property renters the opportunity to purchase the property, implementing a 'Rent-to-Own' process. CPLC in partnership with the CNLV will identify alternate funding sources to be utilized for the acquisition of the designated properties. Provide up to 5 approved applicants to receive housing grants usable to cover the cost of down payment and closing cost requirements over the course of 12 months.

Year 4: Continue DPA program and develop other opportunities for increasing home ownership in the NRSA target area, e.g., exploring Acquisition/Rehab/Resale as well as in-fill opportunities

Year 5: Re-evaluate both property improvement and down payment assistance activities to determine need/viability of ongoing future projects.

**Leverage/Collaboration:**

CNLV CDBG HOME funds, explore use of NSP 1 (dollar amounts to be determined during next year's Action Planning process), Wish Program in collaboration with Western Alliance Bank; Nevada Housing Division; Citi National Bank.

**B. Landscaping/Façade Improvements - Community Engagement**

Improving and enhancing neighborhoods will involve identification of areas or targeted locations to conduct neighborhood cleanups with involvement of community residents/volunteers. Another aspect of neighborhood revitalization is the improvement and enhancement of existing amenities and businesses within the neighborhood.

**Performance Measures:** Neighborhood Cleanups

Identify neighborhood locations in Choice Urban Core and develop plan and schedule for neighborhood cleanups. Target 3 NRSA area neighborhoods that include 1) Rose Gardens, 2) Valley View and 3) North Valley. Neighborhoods will for clean up selected will done through the Community Engagement Team process

Year 1: Organize and implement one Neighborhood Cleanup for one targeted neighborhood

Year 2: Organize and implement one Neighborhood Cleanup for one targeted neighborhood

Year 3: Organize and implement one Neighborhood Cleanup for one targeted neighborhood;

Year 4: Re-assess neighborhood cleanup cycles and strategies for future years

Year 5: Evaluate results of community cleanup and façade improvement activities to develop future plans for continued improvement

**Leverage/Collaborators**

Utilize and coordinate with CNLV Roadway Operations for scheduling and staff support for cleanups; CNLV CDBG funds, Redevelopment Agency funds, CNLV Code Enforcement

## **5. Community & Public Arts Projects/Community Improvements***(Transformation Plan Neighborhood Strategies-Chapter 4; Goals 4.7.1 – 4.7.4)*

### **A. Community & Public Art programs**

Community Art is any artwork that requires participation of members of a community (defined as any group that has some shared characteristic or interest, i.e., cultural, historic, social connection) to complete the artwork. A project for the public realm could include an artist facilitating a community group to design and fabricate their artwork in their neighborhood or the artist soliciting community input, and basing the design and fabrication on that input. Public Art is defined as art in a public space. It can include traditional forms such as sculptures, murals, landscape architecture, integrated elements, new media, performance based artwork, festivals and even can include community art. It is usually site-specific, which means it is created for a particular place with a conceptual connection to the people, history, use or some other aspect of that place. It is best practice to have the artist have some opportunity to communicate with the public either during the design phase, with a minimum community feedback component or a period of time to work with the community and then artistically create the artwork that reflects that input. The best public art outcomes involve the community, in some fashion, as their influence on the artist, especially prior to the design phase, will be manifested in the final artwork. The scope and scale of the community engagement is dependent upon the unique aspects of the project. Public art should respond to the local community.

Plan for Choice /NRSA area:

CPLC along with the City will take the lead role to develop/implement community art project(s) and/or public art project(s) in specified neighborhoods as determined by Community Engagement Team

#### **Performance Measures:**

Year 1: Plan for the implementation of a Community and/or Public Arts project in each neighborhood of the Choice NRSA target area over the next 4 years of NRSA Implementation. These projects may also include painting or wrapping art around utility boxes in the targeted areas; Each project will include arts-based community engagement involving outreach to and involvement of community members in the planning, defining the scope and implementation of projects in each area. Each targeted area team will include approximately 6-10 stakeholders comprised of residents, local artists, arts administrators and other interested participants. These community arts projects will build social capital by using established creative place making strategies to create jobs to support the creation of the art projects such as construction and support the local economy with the purchase power for supplies. The final

artwork will generate civic pride and help establish a collective cultural experience for the communities which will encourage pride of residential ownership. The cultural amenities will generate a positive awareness of the area, which will attract additional business investment and resources. All individual art projects would include an evaluation process to determine if immediate goals were met according to local residents and other stakeholders. Long-term outcomes would include enhanced quality of life, strengthened community relationships and increased business development.

Year 2: Zion Choice Community Garden Community or Public Arts project; work with neighborhood team to define, plan, develop and implement arts project such as the “Arts in the Garden” program facilitated by an artist selected from the Nevada Arts Council’s Artists in Schools + Communities Roster (AIS+C), a pre-qualified roster or through an RFQ process. The selected artist will lead a series of hands-on art workshops with residents to design and create art to be installed as a focal feature in the community garden. A Nevada Arts Council Artist in Residence grant would be written to partially fund this program. A second possible project would include local artists participating with the KaBOOM Playgrounds and CPLC to add artistic enhancements to the playground project onsite.

Year 3: Rose Gardens Community or Public Arts project; work with neighborhood team to define, plan, develop and implement arts project to enhance a community space. An artist may be selected from the Nevada Arts Council’s Artists in Schools + Communities Roster (AIS+C), a pre-qualified roster or through an RFQ process, to lead a series of hands-on art workshops to design and create an arts enhancement on the property. A Nevada Arts Council Artist in Residence grant would be written to partially fund this program.

Year 4: Valley View Community or Public Arts project; work with neighborhood team to define, plan, develop and implement arts project to be determined by the local community residents to enhance their neighborhood and celebrate their community’s identity, history and spirit. A Request for Qualifications would be developed and disseminated. The artist would be selected by a jury panel that included representatives from all stakeholders in the area (local residents, business owners, etc.) as well as arts professionals.

Year 5: North Valley Community or Public Arts project; work with neighborhood team and developers to define, plan, develop and implement arts project to enhance the neighborhood’s sense of place and provide for a visual cultural identity of the area. A Request for Qualifications would be developed and disseminated. The artist would be selected by a jury panel that included representatives from all stakeholders in the area as well as arts professionals.

### **Leverage/Collaborators**

The Community Arts subcommittee will initially target the Kresge Foundation for matching funds towards community arts projects. Other potential leverage collaborators and funding sources include the National Endowment for the Arts; Nevada Arts Council; National Endowments for Humanities Nevada Based Foundations; Local Corporate Foundations & sponsors

**6. Increase educational opportunities for target area high school students to enter college** (*Transformation Plan People Strategies-Chapter 6; Goals 6.6.4 - 6.6.6*)

Collaborate with surrounding target area high schools to initiate a Leaders in Training program. Identify a cohort of 20-25 9<sup>th</sup> graders in year one to follow them through to the 12<sup>th</sup> grade in order to insure maximum opportunities for leadership training and community engagement with the goal of having youth apply and get accepted to college.

Year 1: Recruit 25 target area youth (9<sup>th</sup> graders) as the initial cohort to follow through 4 years; engage youth in specific NRSA community building activities and leadership opportunities

Year 2: Continue to work with selected youth cohort (10th graders) with the goal of college admission; engage youth in specific NRSA community building activities and leadership opportunities. Recruit additional youth participants if need arises or additional funding permits

Year 3: Continue to work with selected youth cohort (11th graders) with the goal of college admission; engage youth in specific NRSA community building activities and leadership opportunities. Recruit additional youth participants if need arises or additional funding permits

Year 4: Continue to work with selected youth cohort (12th graders) with the goal of college admission; engage youth in specific NRSA community building activities and leadership opportunities. Recruit additional youth participants if need arises or additional funding permits

Year 5: Evaluate results of the project youth cohort (9-12 grades) and determine how to improve future implementation of the program

**Leverage/Collaborators**

Leaders in Training (LIT), CPLC, Communities in School (CIS) and Clark County School District (CCSD)