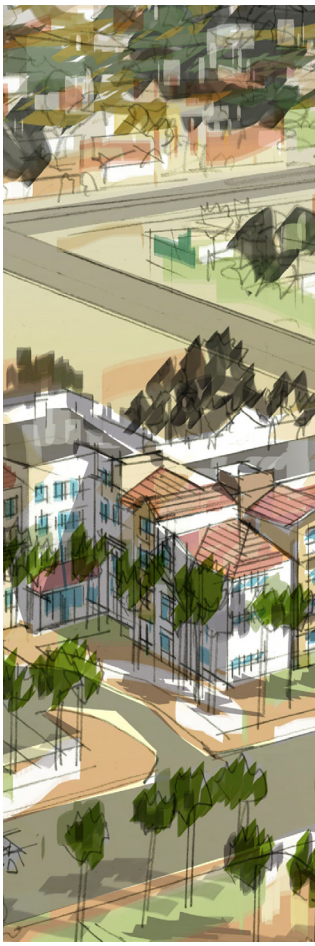
"OUR FUTURE, OUR CHOICE"

CITY OF NORTH LAS VEGAS
CHOICE
NEIGHBORHOOD



City of North Las Vegas
Choice Neighborhood Initiative
TRANSFORMATION PLAN

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City of North Las Vegas Choice Neighborhoods Team

The Partners
City of North Las Vegas
Southern Nevada Regional Housing Authority
Nevada Partners, Inc.
Lutheran Social Services of Nevada

City of North Las Vegas City Council
Mayor John Lee
Councilman Isaac Barron, Ward 1
Councilwoman Pamela Goynes-Brown, Ward 2
Councilwoman Anita Wood, Ward 3
Councilman Richard Cherchio, Ward 4
Qiong X. Liu, City Manager

Choice Neighborhoods Steering Committee
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Lorena Candelario, Manager, Real Property and Housing Services
Jim Haye, Choice Lead Manager, Neighborhood and Leisure Services
Southern Nevada Regional Housing Authority (SNRHA)
Amparo Gamazo, Development and Modernization Director
Melanie Braud, Development and Modernization Coordinator
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Nevada Partners, Inc (NPI)
Monica Ford, Chief Executive Officer.
Lizette Guillen, Executive Assistant to the President
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Choice Neighborhoods Neighborhood Sector
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SNRHA Rose Gardens Resident Council 2014-2017

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Rupert Ruiz, Nevada President, CPLC Southwest, Inc.
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John Wagner, Director of Community Relations, University of Nevada, Las Vegas
Judge Kalani Hoo, Justice of the Peace, North Las Vegas Justice Court

Acknowledgements

The following plan is the result of countless hours of conversations, meetings, and planning sessions. We are incredibly indebted to the residents of North Las Vegas who offered their time, wisdom, and energy to this process from the very start. Every opportunity to be involved was taken by the residents and always without complaint. The residents of North Las Vegas opened their homes and businesses to us, offered extensive information through our survey, and even took on facilitating numerous sessions for us to attain the outcomes described in this Plan.

We also want to thank and acknowledge the leadership and support provided the City's Mayor John Lee and City Council members Councilman Isaac Barron (Ward 1), Councilwoman Goynes-Brown (Ward 2), Councilwoman Anita Wood (Ward 3), Councilman Richard Cherchio (Ward 4).

We want to especially thank Council Woman Goynes-Brown (Ward 2) for her unending support of our CNI Initiative, the time and commitment she made to our community engagement activities and as well as helping to move our Initiative forward. We also wish to thank Councilman Isaac Barron whose support, energy and commitment to the community helped to inspire our activities. The City's Choice Target Area lies within Ward 1 & Ward 2.

We also must thank a number of other organizations who have brought a level of professionalism to this process that is unparalleled. Our planning team deserves acknowledgement for their ability to play to strengths and work together. There were many organizations that offered their expertise. Without these organizations we would not have been able to develop such an extensive Transformation Plan.

Planning Team

City of North Las Vegas - (Lead/Choice Neighborhoods Initiative Team, Neighborhood Sector Lead)

Southern Nevada Regional Housing Authority - (Co-Grantee/Choice Neighborhoods Initiative Team, Housing Sector Lead)

Nevada Partners, Inc. - (People Sector Co-Lead/Choice Neighborhoods Initiative Team)

Lutheran Social Services of Nevada - (People Sector Co-Lead/Choice Neighborhoods Initiative Team)

BEC Environmental, Inc. - Responsible for the overall drafting and finalization of the Transformation Plan and assisting the City with numerous grant management functions

EJP Consulting Group, LLC - Planning Advisor on the Steering Committee whose valuable experience helped guide the planning process

Nevada Housing and Neighborhood Development (Nevada HAND) - (Housing Developer); Provided housing development expertise

JHP Architecture/Urban Design - (Community Planning), Provided community planning and design expertise

Lastly, we must acknowledge the many dozens of people who spent time on committees and put in the hours thinking, researching, and determining what strategies would best benefit our community. These individuals are listed throughout the plan.

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APPENDICES

Acronyms and Abbreviations

ADA	Americans with Disabilities Act
AFB	Air Force Base
AHP	Affordable Housing Program
BVS	Buena Vista Springs
CCSD	Clark County School District
CDBG	Community Development Block Grant
CET	Community Engagement Team
CHDO	Community Housing and Development Organization
CIS	Communities in Schools
City	City of North Las Vegas
CNI	Choice Neighborhoods Initiative
CNLV	City of North Las Vegas
CoC	Continuum of Care
CPLC	Chicano Por La Causa
CPTED	Crime Prevention Through Environmental Design
CSN	College of Southern Nevada
COH	Corridor of Hope
Core	Urban Core
DETR	Nevada Department of Training, Employment, and Rehabilitation
DPA	Down Payment Assistance
EBL	Edutainment Business League
ELL	English Language Learner
ESG	Emergency Solutions Grant
FHLBSF	Federal Home Loan Bank of San Francisco
GED	General Educational Development
HOME	Home Investment Partnership Act
HUD	Department of Housing and Urban Affairs
IDA	Individual Development Account

LEED	Leadership in Energy and Environmental Design
LIHTC	Low-Income Housing Tax Credit
LIHTF	Low-Income Housing Trust Fund
LSSN	Lutheran Social Services of Nevada
LVPN	Las Vegas Promise Neighborhoods
MLK	Martin Luther King Boulevard
MOU	Memorandum of Understanding
NACHO	National Coalition of Hispanic Organizations
NDOE	Nevada Department of Education
Nevada HAND	Nevada Housing and Neighborhood Development
Nevada Partners	Nevada Partners, Inc.
NHSSN	Neighborhood Housing Services of Southern Nevada
NLVPD	North Las Vegas Police Department
NSHE	Nevada System of Higher Education
QHWRA	Quality Housing Work Responsibility Act
RAD	Rental Assistance Demonstration
RTC	Regional Transportation Commission
SNEC	Southern Nevada Enterprise Community
SNRHA	Southern Nevada Regional Housing Authority
SNS	Southern Nevada Strong
STEAM	Science, Technology, Engineering, Art and Math
STEM	Science, Technology, Engineering and Math
UAS	Unmanned Aerial System
UMC	University Medical Center
UNLV	University of Nevada, Las Vegas
URA	Uniform Relocation Act
WIOA	Workforce Innovations and Opportunity Act
WISH	Workforce Initiative Subsidy for Homeowners
YOSA	Youth One-Stop Affiliate

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CHAPTER 1
EXECUTIVE SUMMARY

1 EXECUTIVE SUMMARY

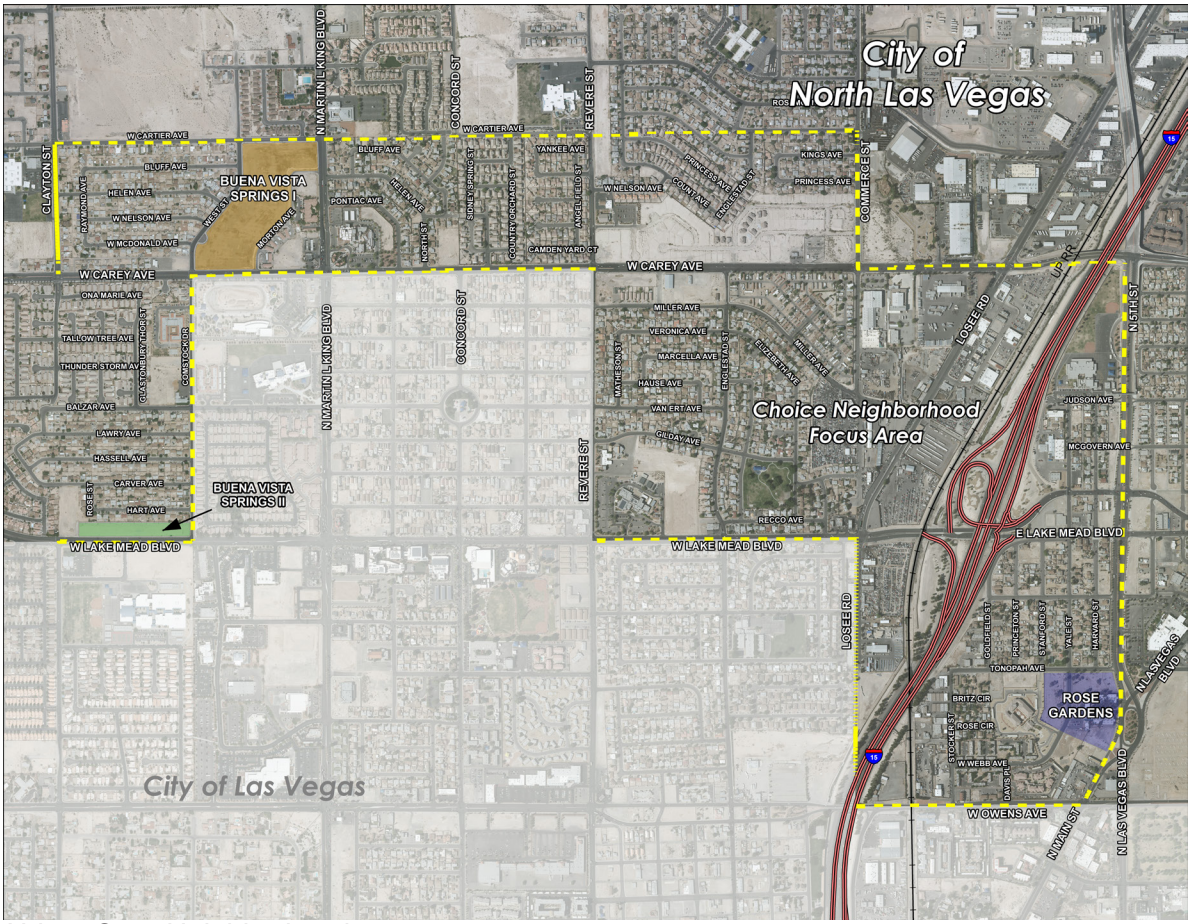
The U.S. Department of Housing and Urban Development (HUD) awarded a Transformation Planning Grant to the City of North Las Vegas (CNLV) Choice Neighborhood Initiative (CNI) Urban Core in 2015. The Urban Core Neighborhood is within the CNLV Redevelopment Corridor and adjacent to the City of Las Vegas Downtown Redevelopment Area.

The Planning Grant application and, subsequently, this Transformation Plan, were developed through the collaboration of: the City of North Las Vegas (CNLV); Southern Nevada Regional Housing Authority (SNHRA); Nevada Partners, Inc; Lutheran Social Services of Nevada; the University of Nevada, Las Vegas Lincy Institute; public housing residents; other neighborhood residents; as well as other local non-profit service providers, educational institutions, and the local business community.

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.

City of North Las Vegas

Approximately half of the Urban Core housing, constructed between 1950 and 1979, requires rehabilitation, demolition, or replacement. The other half, primarily built between 1990 and 2009, is in average to good condition. Approximately 13% of the Urban Core housing units are vacant with about half available for rent, and the rest likely in foreclosure or bank owned. The Rose Gardens Senior Apartments, the only remaining public housing development in CNLV, was constructed in 1975. Due to extensive structural and design deficiencies, SNHRA has proposed building a new energy efficient building and demolishing the existing building. The 21+ acre Buena Vista Springs (BVS) 1 & 2 sites consisted of over 60 multifamily units which were in disrepair and were a blight to the community. CNLV used Neighborhood Stabilization Program funds to purchase and demolish the dilapidated structures by early 2014 in a process that involved CNLV, the community, and other partners. The sites are now poised for redevelopment.



Urban Core Neighborhood

The Economic Development Agency has plans to strengthen and support CNLV's economic sector and the Urban Core:

- The Apex industrial area has seen a recent influx of development including a $1 billion Faraday Future Auto Plant, Tesla's Hyperloop, Stericycle, and other companies which together are anticipated to employ more than 2,000 people.

- Three local planning and development projects are located adjacent to the Urban Core: the North 5th Street Arterial construction, the Redevelopment Agency's Lake Mead Boulevard "Island" Redevelopment, and the downtown North Las Vegas redevelopment Plan. All three include both governmental and private investments that will stabilize the area and promote economic growth.

- Six additional state, regional, and local development plans are positively affecting planning and investment support for Urban Core development including:

    1. The Clark County HUD Consolidated Plan.

    2. The City of North Las Vegas Capital Improvement Plan Fiscal Years 2017-2021.

    3. The City of North Las Vegas Comprehensive Master Plan.

    4. The Downtown North Las Vegas Implementation Strategies Report.

    5. The Southern Nevada Strong Regional Plan.

    6. The Southern Nevada Enterprise Community Economic Development Plan (SNEC).

CNLV and its partners used the grant funding, in addition to match funding, and donated technical assistance to organize and support a Transformation Planning Team, perform community surveys, and conduct community engagement meetings, and to develop the CNLV Choice Neighborhood Transformation Plan.

The Transformation Planning Team consists of:

- A Steering Committee Team to guide the planning and implementation process.
- A Community Engagement Team to meet with Urban Core residents and encourage their active engagement in the transformation planning and implementation process.
- A Housing Sector Team to transform the Rose Gardens senior apartments into energy-efficient housing that would be financially and physically viable over the long term.

CNLV Staff and Residents

- A Neighborhood Sector Team to address:

  - Zoning and Planning.

  - Realignment of current city programs and initiatives to make the Urban Core Neighborhood a priority for services and businesses.

  - Investment strategies to address identified challenges.

  - Coordination and leveraging public and private investments in the community to contribute to area revitalization.

  - Redevelopment options for Buena Vista Springs 1 & 2 (vacant land owned by CNLV within the Urban Core).

- A People Sector Team to:

  - Identify resources and unmet health, education, and employment training needs of area residents.

  - Plan for the provision of programs and services to address those needs.

  - Develop resident and stakeholder active participation to obtain information required to form the plan, and to maintain the momentum through implementation of the plan.

- Sector Subcommittees to assist in the planning process, as needed, and to facilitate future implementation plans.

CNLV North Valley Revitalization Sign

Two surveys were conducted utilizing local volunteers and organizations going door-to-door and hosting special events in the Urban Core neighborhood: the Rose Gardens (Senior Apartments) Resident Needs Assessment and the Neighborhood Survey. In addition, a separate study of market and residential conditions within a five-mile radius of the Urban Core target area was performed. The surveys and study disclosed the following needs and desires to enhance livability:

- Health care facilities, including quick or urgent care, dental, and eye-care offices.
- Retail establishments/small box businesses.
- Grocery stores or stores with grocery components.
- Residential and assisted living establishments.
- School diploma or General Educational Development (GED) certificate programs.
- Transportation, particularly reliable, readily accessible.
- Crime prevention programs to address primarily theft, burglary, and the sale and/or use of drugs.
- Basic services such as clothing stores.
- More indoor and outdoor recreation areas.

Urban Core Residents taking the Neighborhood Survey

The City of North Las Vegas Choice Neighborhood Initiative Transformation Plan provides an overview of the existing conditions and potential opportunities within the Urban Core, documents formation and organization of the Transformation Planning Team, shares the findings of the surveys and listening sessions conducted to understand community concerns and needs within the Urban Core, establishes goals to address community needs and the vision residents have for their future, and provides implementation strategies to meet those needs and achieve the vision.

As shown in Chapter 7, the Transformation Planning Team, working with CNLV and its partners, has developed strategies and goals outlined in the individual Sector Plans that are both ambitious and achievable. A broad network of collaborative partners (including public-private partnerships) and multiple funding sources have been identified. CNLV will serve as the lead organization for implementation of the Transformation Plan. The Steering Committee and Community Engagement Team will disseminate information and coordinate activities. Constant communication between Sector Leads and CNLV will ensure redevelopment activities proceed smoothly and leverage activities to create synergy and maximize their collective impact while minimizing disruption to the community.

SNRHA Staff and Residents

Nevada Partners Center

People Sector Subcommittee Members

The roles, responsibilities, and commitments of key partners (CNLV, SNRHA, Nevada Partners, Inc., Lutheran Social Service of Nevada, Nevada HAND, and Rose gardens and other Urban Core Neighborhood residents and stakeholders) have been articulated and agreed upon. Most importantly, the strategies to reach each identified goal, the desired outcomes, metrics for determining success, organizations responsible (both lead and support) for each action, their cost/funding sources, and the timeframe to accomplish each (0-2 years, 3-6 years, and 7+ years) have been laid out in the Implementation Strategy Matrix of Chapter 7.

This 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 improve housing options, enhance neighborhood amenities, and expand community services and opportunities.

"OUR FUTURE, OUR CHOICE"
CITY OF NORTH LAS VEGAS
CHOICE NEIGHBORHOOD

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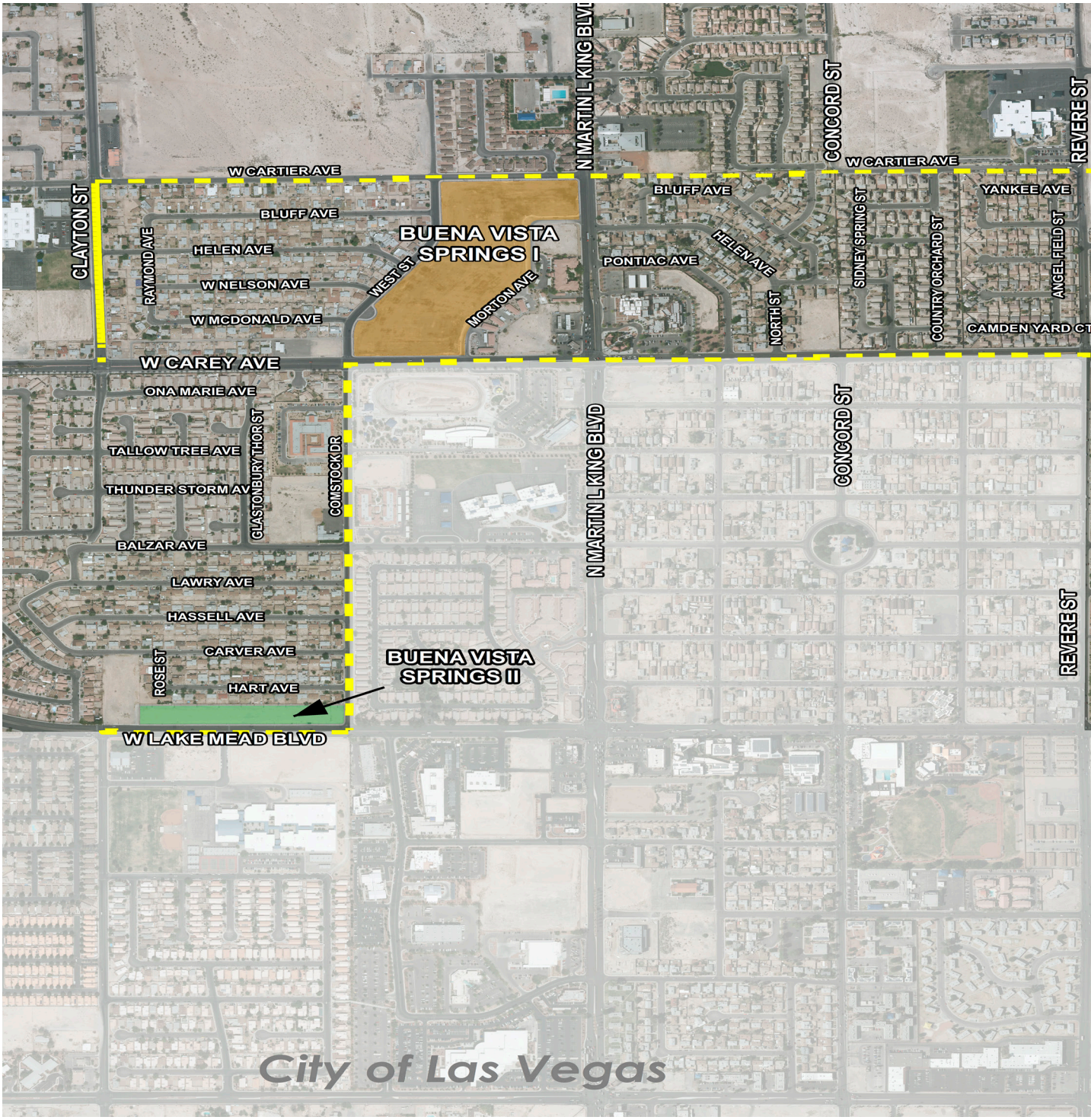
CHAPTER 2
NEIGHBORHOOD CONTEXT

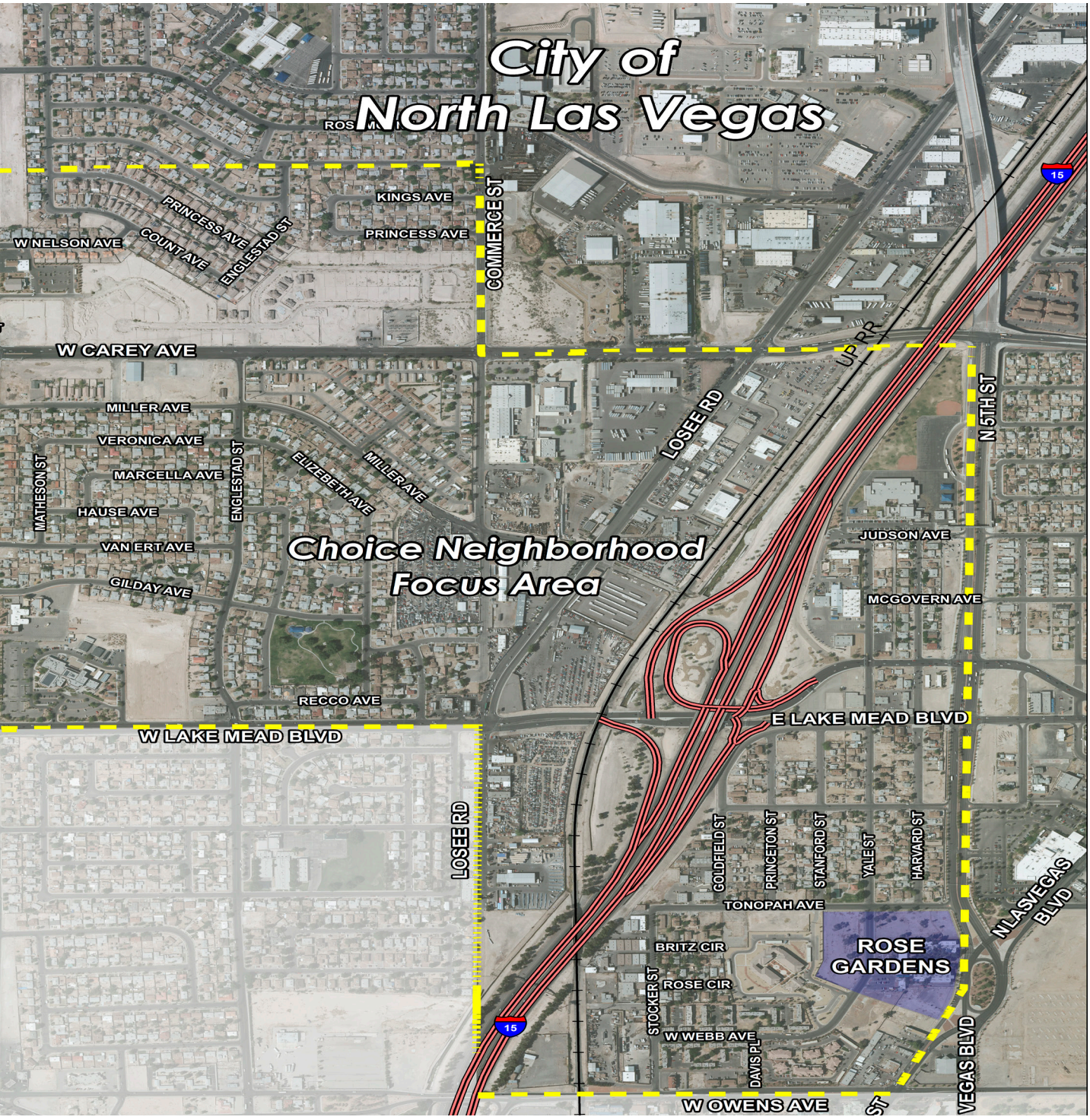
2. NEIGHBORHOOD CONTEXT

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



Map of the Urban Core

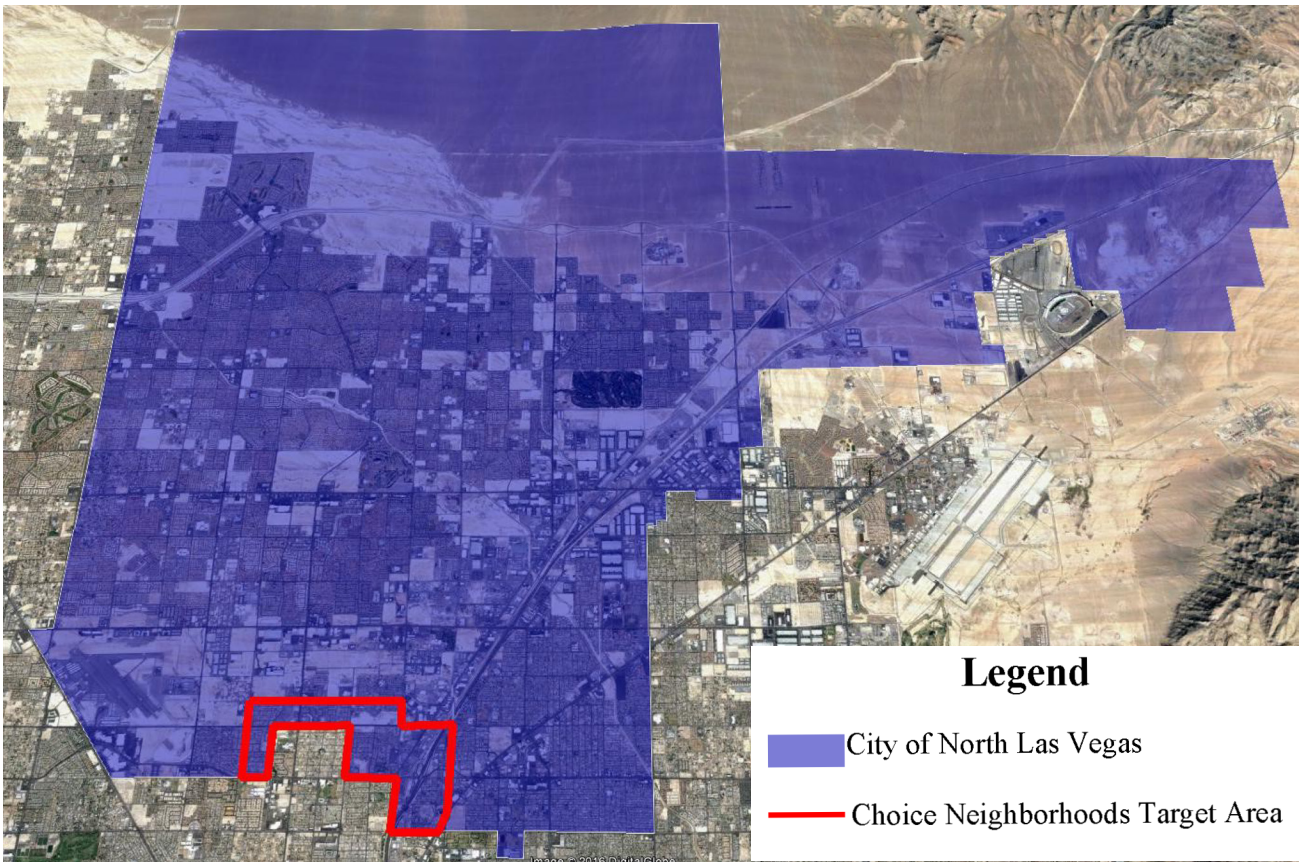
of North Las Vegas. Encompassing a portion of downtown North Las Vegas, the Urban Core is bounded by West Cartier Avenue to the north; North 5th Street to the east; of Las Vegas to the south; and Clayton Street to the west.



While the rest of North Las Vegas and Clark County experienced explosive population growth over the last two decades the Urban Core experienced very limited growth due to:

- Lack of new investment
- Aging housing stock
- Distressed assisted housing developments
- Crime

These factors contributed to a decline in the physical and social fabric of the area.



City of North Las Vegas

To develop an understanding of the needs of the Urban Core and what residents want to see in their neighborhood, the City and its partners used:

- A Resident Needs Assessment
- Neighborhood Survey
- Secondary data such as maps of assets and infrastructure and lists of services and amenities
- Extensive community outreach efforts and activities including feedback from Neighborhood, Housing, and People Sector stakeholders and staff
- Urban Design Workshops to identify current neighborhood conditions and better understand the desired elements, assets, and amenities for the neighborhood

The information collected from these sources forms the basis of the Transformation Plan.

2.1 History

2.1.1 City of North Las Vegas

When the City of North Las Vegas was incorporated in 1946 it was a working class area that spanned only 2.43 square miles with fewer than 4,000 residents. The City has grown exponentially to over 101 square miles with a population of 234,807[1] in 2015. The City is expected to continue growing at a steady rate and reach a population of 586,500 by 2031.

The end of World War II spurred growth of North Las Vegas when the Las Vegas Army Airfield, now Nellis Air Force Base (Nellis AFB), was used as a demobilization center for soldiers, many of whom settled in the City. As Nellis AFB grew and became a major training center for tactical fighters, the City provided off-base housing for servicemen's families. During the 1960s, the population of North Las Vegas nearly doubled as the City expanded in area and experienced a major housing development boom. However, much of that development constituted federally-subsidized, low-income apartment buildings. The fast growing, low-income, minority population meant North Las Vegas was "redlined" by banks, which precluded private investment during the 1970s.

[1]U.S. Census Bureau, 2015 North Las Vegas City, Nevada QuickFacts

During the 1980s the Las Vegas metropolitan area economy started to boom. CNLV annexed undeveloped land north of the City and solicited major home-builders to develop a master-planned community, as did Las Vegas, Henderson, and other surrounding municipalities. made major civic and commercial investments to upgrade its infrastructure and public services that, together with new development, saw the CNLV's population more than double, from 48,000 to 115,000, between 1990 and 2000, and nearly double again, from 115,488 to 216,961, between 2000 and 2010. In 2007, North Las Vegas was among the nation's fastest growing cities.

North Las Vegas Demographics

North Las Vegas	Total Populaiton	White	Black	Hispanic
1950	3,875	100%	0%	--
1960	18,422	99%	1%	--
1970	36,216	74%	26%	--
1980	42,739	55%	38%	11%
1990	47,707	45%	37%	22%
2000	115,488	56%	19%	38%
2010	216,961	47%	20%	39%

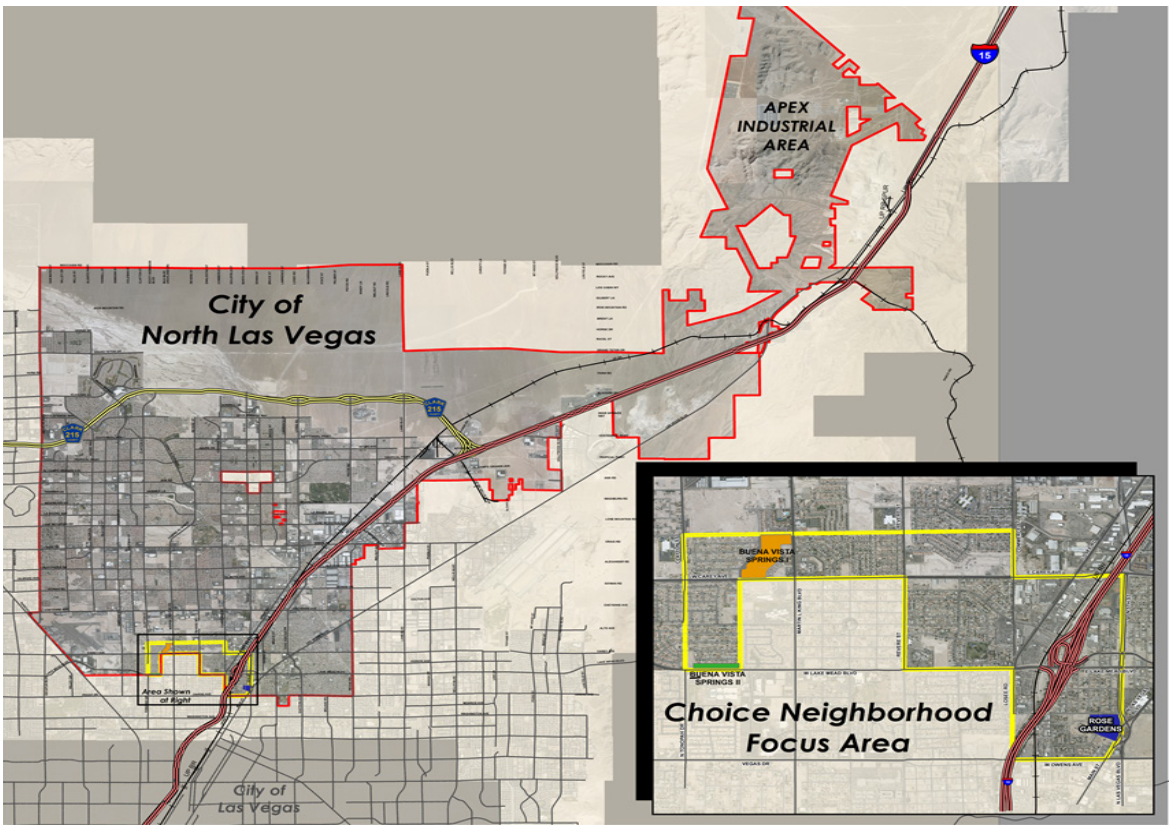
Source: U.S. Census Bureau
Note: Ethnicity percentages do not total 100% as some residents identify as mixed race.

Financial Crisis

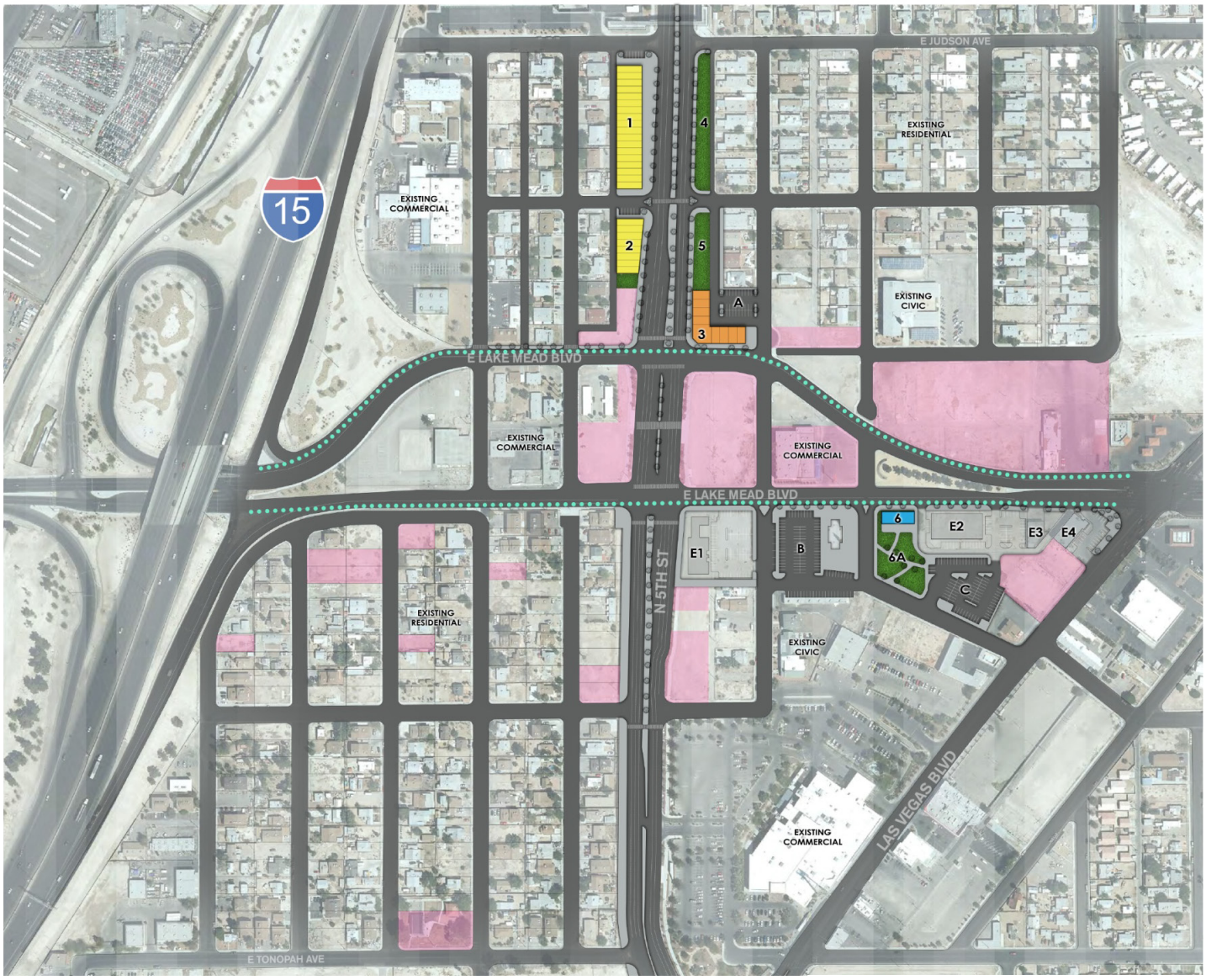
The 2007-2008 financial crisis hit the Las Vegas Metropolitan Area so hard that at one point the metro area had one of the highest foreclosure rates and one of the largest inventories of vacant homes in the country. Today, North Las Vegas and the Las Vegas Metropolitan Area are seeing their economy rebound although they are still working through financial issues brought on by the recession.

Current Redevelopment

The Economic Development Agency has plans to strengthen the City's economic sector; the Apex industrial area has seen a recent influx of development including a $1 billion Faraday Future Auto Plant, Tesla's Hyperloop, Stericycle and other companies which together are anticipated to employ more than 2,000 people. Other key initiatives include the transformation of North 5th Street into a multi-modal arterial and redevelopment of Lake Mead Village West in and adjacent to the east end of the Urban Core.



Proximity of Apex Industrial Park to Urban Core

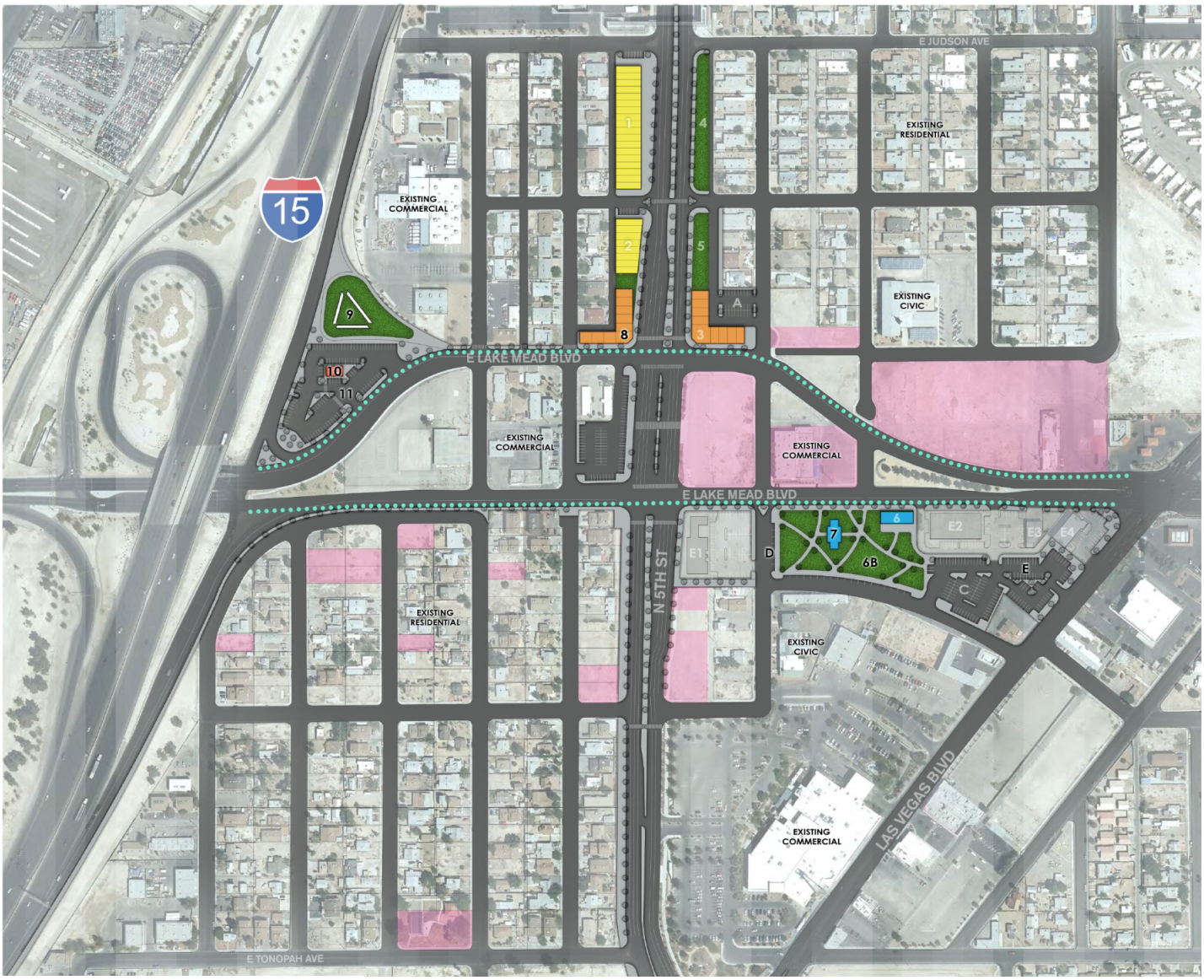


Proposed Phase I Lake Mead Village West Redevelopment

LEGEND

- NEW RESIDENTIAL
- NEW MIXED-USE
- NEW COMMERCIAL
- NEW COMMUNITY/CULTURAL
- CITY/AGENCY OWNED LAND
- PUBLIC OPEN SPACE
- NEW PARKING
- URBAN BIKE & NATURE TRAIL

Phase 1 of the Lake Mead Village West Redevelopment Plan will encompass initiation of marketing activities to the community, developers, and potential investors to introduce ideas for redevelopment and the more formal planning process. An existing building at 1936 White Street south of Lake Mead Boulevard will be redeveloped into a new civic program, possibly a new home for the library. The surrounding area will include parking and public open green space. The purpose of this phase is to create an improved environment for development, gain confidence in the program, and stimulate additional development.

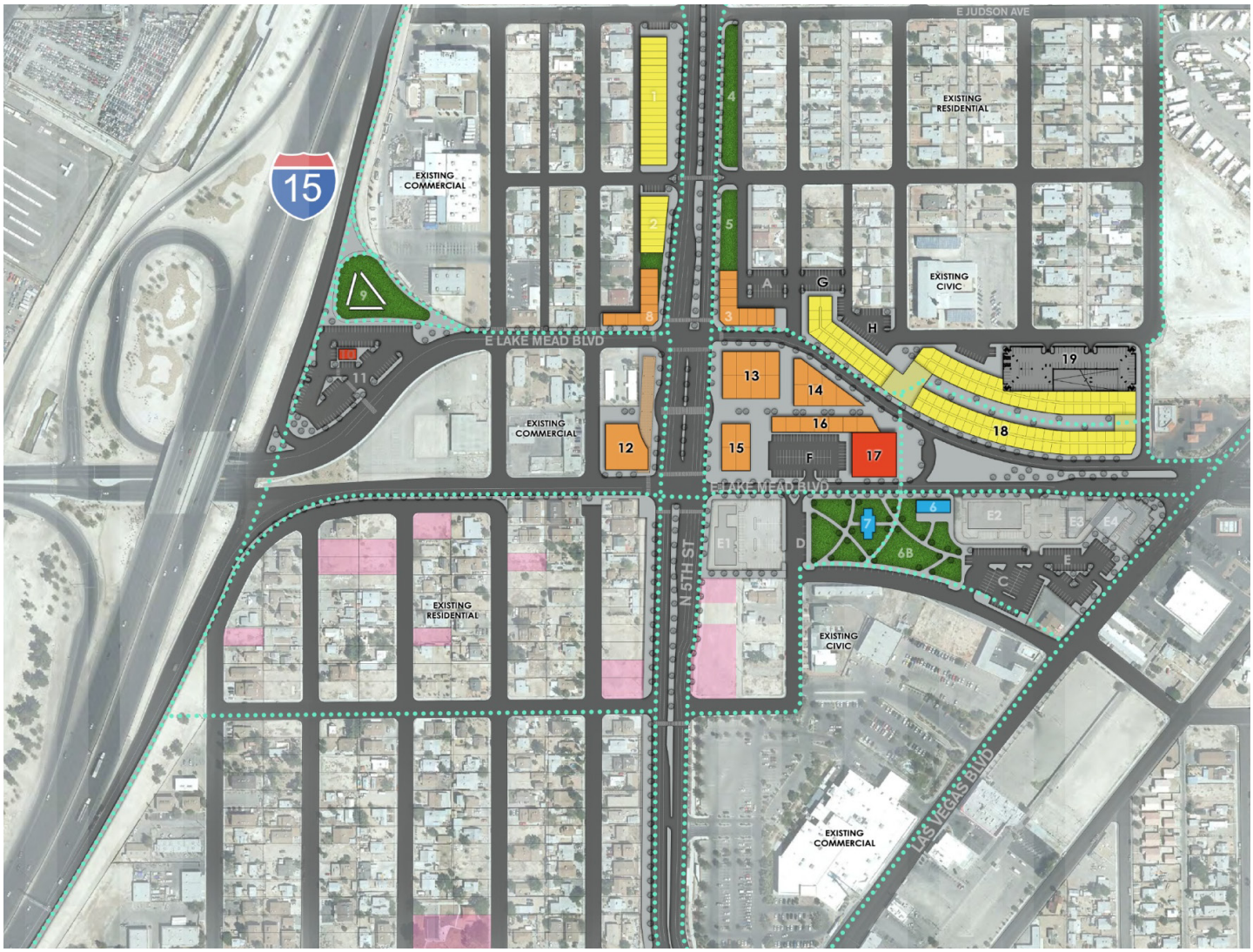


Proposed Phase 2 Lake Mead Village West Redevelopment

LEGEND

- NEW RESIDENTIAL
- NEW MIXED-USE
- NEW COMMERCIAL
- NEW COMMUNITY/CULTURAL
- CITY/AGENCY OWNED LAND
- PUBLIC OPEN SPACE
- NEW PARKING
- URBAN BIKE & NATURE TRAIL

Phase 2 of the Lake Mead Village West Redevelopment Plan will continue the redevelopment process. The former Washington Continuation School at 1901 White Street will be renovated for civic use, such as a museum or gallery space. Land surrounding the site will be developed into a nature and learning park that could be used for events. The park will include amenities such as giant screens and curated programming. Phase 2 will also include a temporary Park+Ride located on vacant lots northwest of the Lake Mead Island. Additionally, new signage and a large scale monument/landmark will be installed at the northbound I-15 on-ramp.



Proposed Phase 3 Lake Mead Village West Redevelopment

LEGEND

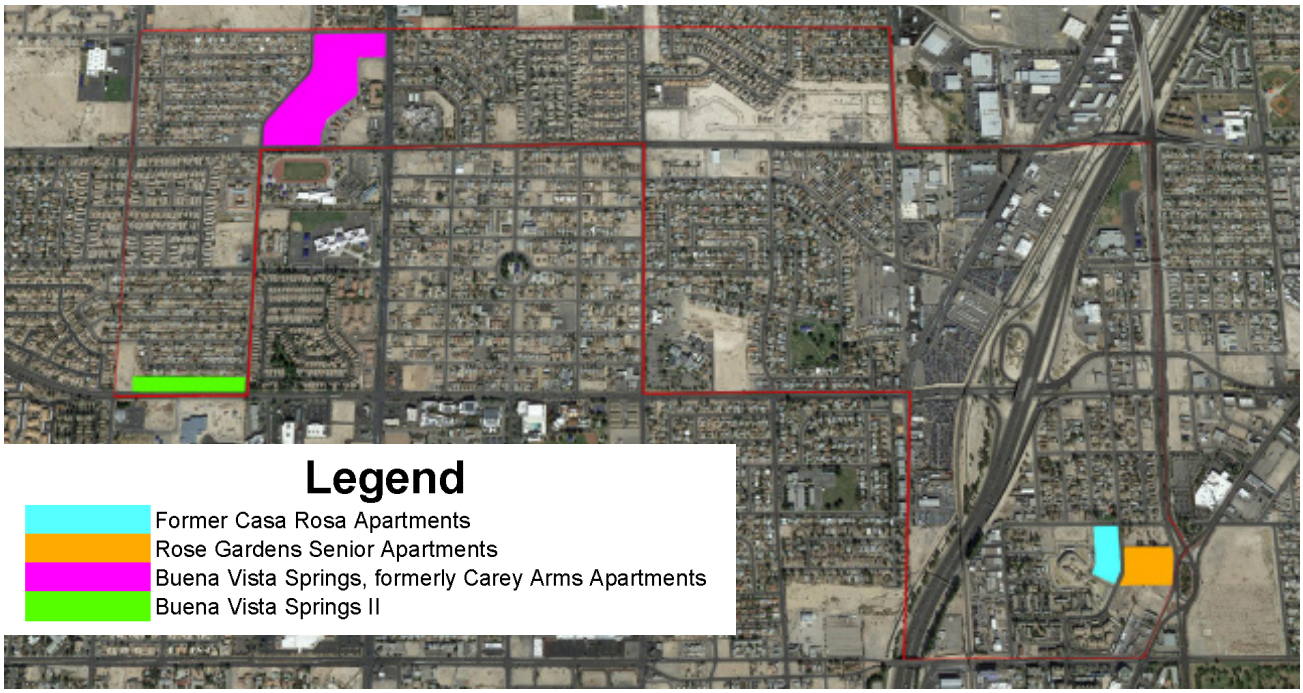
- NEW RESIDENTIAL
- NEW MIXED-USE
- NEW COMMERCIAL
- NEW COMMUNITY/CULTURAL
- CITY/AGENCY OWNED LAND
- PUBLIC OPEN SPACE
- NEW PARKING
- URBAN BIKE & NATURE TRAIL

Phase 3 of the Lake Mead Village West Redevelopment Plan continues the redevelopment process. This Phase will see development of a Transit Depot on the west side of North 5th Street as well as an array of mixed-use development, such as parking and offices, adjacent to the Depot. Additional residential options, such as higher residential complexes, will be developed on the north side of East Lake Mead Boulevard and east of North 5th Street. Development will also include the final phases of pedestrian paths and crossings across the Lake Mead Island.

2.1.2 Urban Core

The City's Choice Neighborhood Urban Core experienced two distinct housing phases. The first during the 1960s and 70s when several federally-subsidized low-income housing developments were constructed, including:

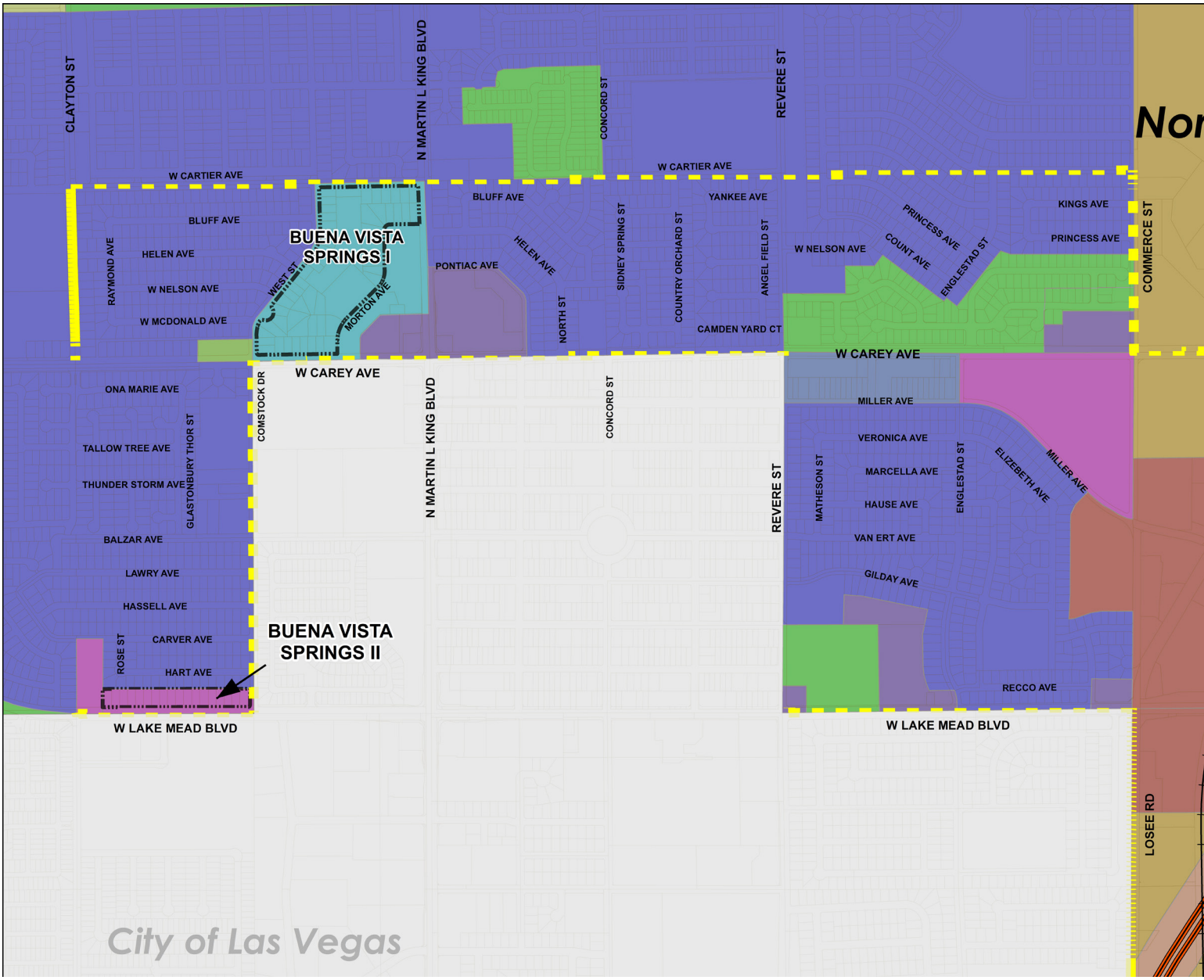
- Two public housing properties in the former Casa Rosa and Rose Gardens Senior Apartments
- Buena Vista Springs (BVS), formerly known as Carey Arms



Public Housing Development in the Urban Core

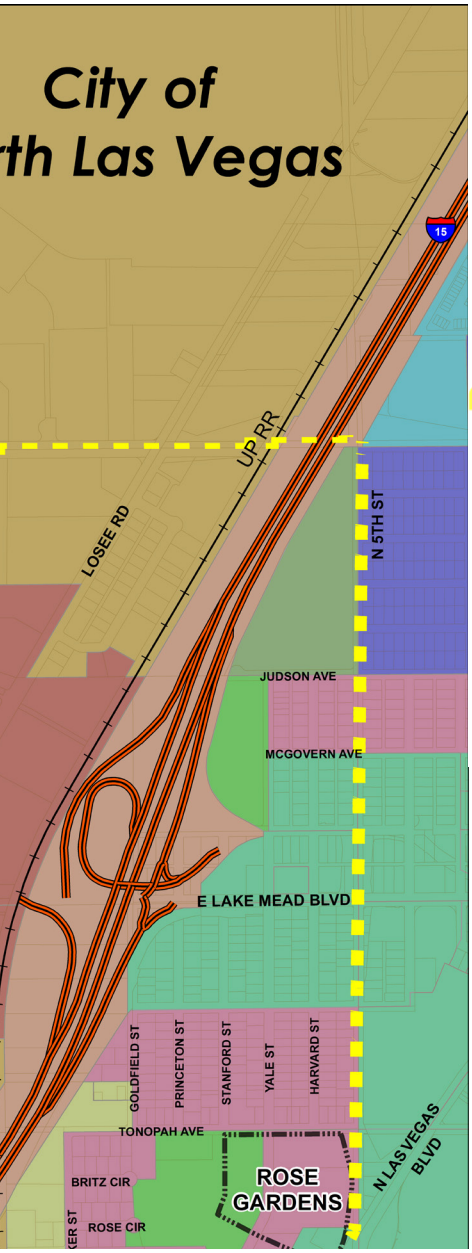
The resulting abundance of new, affordable housing combined with the existing African-American community, caused the Urban Core to be populated primarily with minorities. Until 1990, 81% of the population was African-American, and 39% was of Hispanic or Latino-origin. The concentration of low-income housing, credit redlining by banks, lack of businesses, and poor public services, helped to cause the Urban Core to develop a reputation for criminal, gang, and drug activity.

The City began focusing on revitalizing older areas during the 1990s economic boom and new housing surged in the Urban Core. Nearly 50% of the current Urban Core housing stock was built during the 1990s and 2000s attracting a more economically and socially diverse population. Despite these investments, the Urban Core remained significantly troubled and distressed. Crime at the poorly managed and maintained Buena Vista Springs apartment complex discouraged private investment in the surrounding area. The complex was demolished in 2014 after multiple attempts at remediation. The Urban Core was also hard hit by the economic crisis with a high rate of foreclosures starting in the late 2000s.



Zoning in the Urban Core

Today, the Urban Core is a mixture of single-family and multi-family residential areas; commercial areas; the southern end of the Losee Road industrial corridor; and numerous undeveloped or vacant lots. Still one of the most affordable areas in the City, the Urban Core has transitioned from a predominately African-American community to one with a sizeable Hispanic/Latino population. With significant investments happening in and/or planned for Downtown North Las Vegas, the Urban Core is well-positioned to build on the momentum of these new developments to create a safe and vibrant community for current and future residents.



CITY OF NORTH LAS VEGAS
Your Community of Choice

CHOICE NEIGHBORHOOD FOCUS AREA ZONING

- Focus Area
- Other Areas of Interest
- Parcels

RESIDENTIAL
- R-1 Single Family Low Density or *MPC RZ6
- R-CL Single Family Compact Lot
- R-3 Multifamily or *MPC RZ25
- R-4 High Density or *MPC RZ50

DOWNTOWN REDEVELOPMENT AREA SUBDISTRICTS
- Downtown Core
- R- 2 Medium Density Residential
- R-A/R-3 High Density Residential

COMMERCIAL
- C-1 NEIGHBORHOOD

INDUSTRIAL
- M-1 BUSINESS PARK
- M-2 GENERAL
- M-3 HEAVY

OTHER
- PUD Planned Unit Development
- PID Planned Infill Development
- Right-of-Way
- City of Las Vegas

2.2 Resident Needs Assessment and Neighborhood Survey Key Findings

During the first year of the Choice Neighborhoods planning process, the two key surveys were conducted. The full results of the Rose Gardens Resident Needs Assessment and the Neighborhood Survey are in Appendices A and B.

2.2.1 Rose Gardens Resident Needs Assessment Results

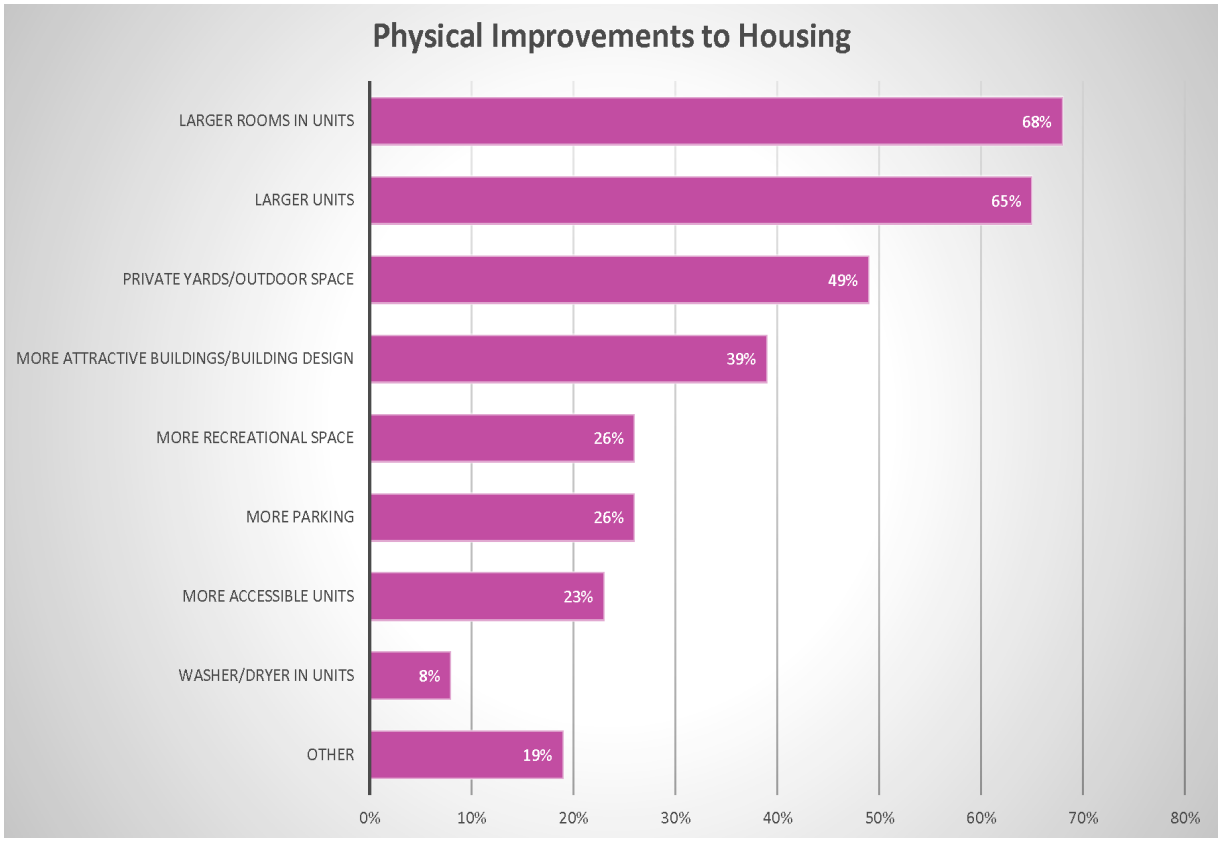
Approximately 115 residents live in Rose Gardens Senior Apartments, the only public housing property in the City of North Las Vegas. A total of 83 households responded to the Needs Assessment, for an overall response rate of 74%.

The Needs Assessment focused on transportation; education; likes and dislikes of the neighborhood; building and resources/services; health; amenities; and indoor and outdoor assets.

Key highlights from the Resident Needs Assessment are:

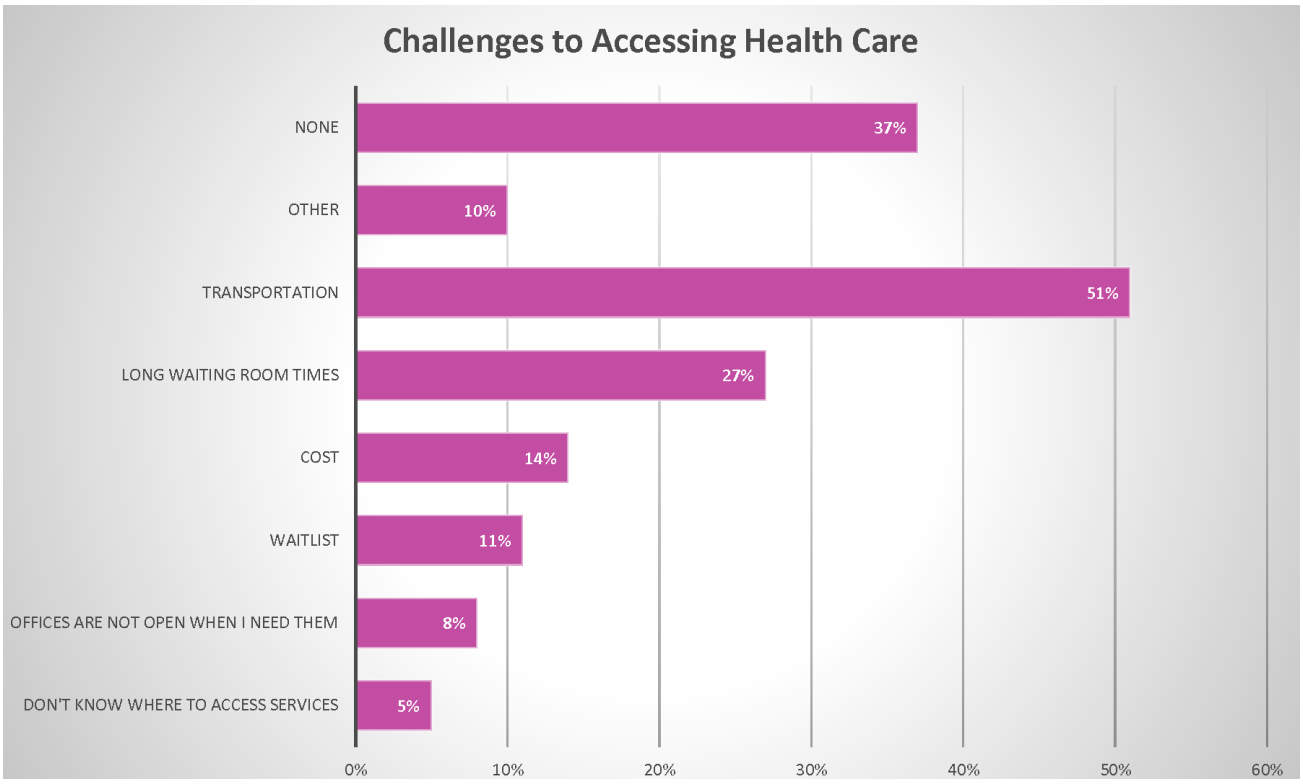
- Transportation
  - 29% of respondents reported unreliable access to transportation
  - 12% reported no access to transportation
- Likes and dislikes of the neighborhood
  - Most common types of crime experienced:
    - 39% theft
    - 34% burglary
    - 26% sale and/or use of drugs
  - Best approach to addressing crime issues and reducing crime
    - 71% better security systems
    - 45% Community Crime Watch program
- Building and resources/services
  - 63% of respondents are interested in returning to Rose Gardens Senior Apartments
  - 68% want larger rooms
  - 65% want larger units

The greatest need in physical improvements as identified by 68% of residents was larger rooms in units. Nearly as many residents (65%) identified larger units in the Needs Assessment. The remaining Physical Improvements to Housing Elements are summarized in the chart below.



Physical improvements to housing identified during the Resident Needs Assessment

- Health
  - 12% of respondents rated health as excellent
  - 33% of respondents rated health as good
  - 52% have high blood pressure
  - 32% have another heart disease
  - 30% use a primary care doctor to meet health needs
  - 63% cite needing dental services
  - 48% cite needing eye care services
  - 51% cited transportation as the most common challenge to accessing healthcare services



Challenges to accessing healthcare identified during the Resident Needs Assessment

2.2.2 Neighborhood Survey Results

A total of 918 Neighborhood Surveys were completed via in-person interview sessions conducted at open air markets and other community events; door-to-door canvassing; group survey events; partner agency locations; and completion of an online Survey.

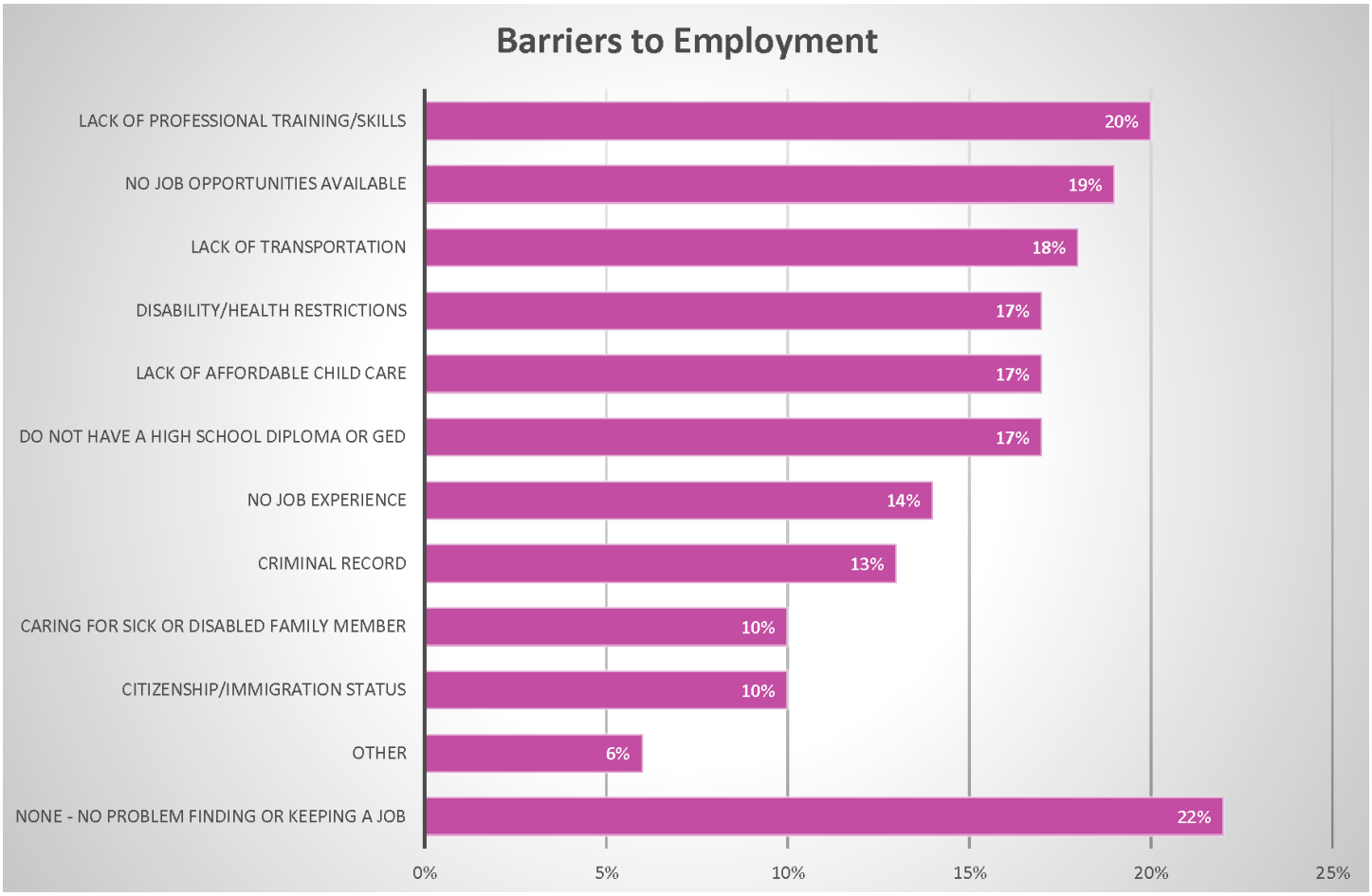
The Neighborhood Survey focused on:

- Feelings about the Neighborhood
- Income and Employment
- Adult Education and Training
- Mobility and Transportation
- Children, Education and Youth Services
- Health
- Supportive Services
- Crime and Safety
- Housing
- Civic Engagement

Key highlights from the Neighborhood Survey are:

- Feelings about the Neighborhood
    - Respondents identified the following as desirable assets of the neighborhood:
        - 43% public transportation
        - 34% places of worship
        - 30% housing affordability
    - Neighborhood needs:
        - 44% doctors offices
        - 39% grocery stores
        - 39% clothing stores
        - 44% health clinic
        - 41% farmer's market

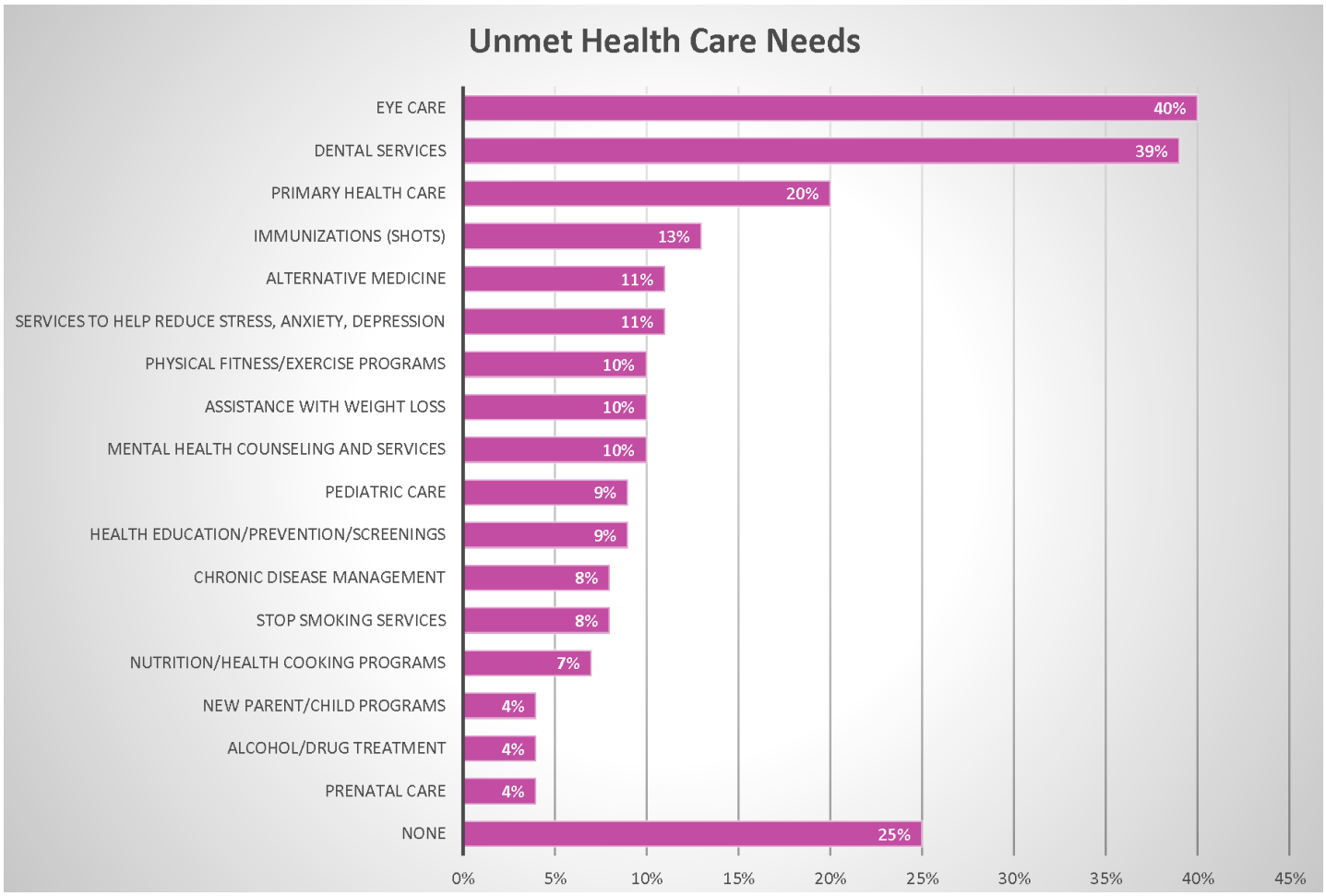
- Income and Employment
  - 23% of respondents are not working but are currently looking for work
  - 38% unemployment among respondents in the labor force
  - 20% cite lack of professional training or skills as a barrier to finding and/or keeping a job



Barriers to employment identified during the Resident Needs Assessment

- Transportation and Mobility
  - 34% of respondents cite barriers to accessing transportation
  - 20% cite transportation as a challenge to accessing health care

- Health
  - Healthcare needs of the neighborhood
    - 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
    - 11% are not currently receiving health services
  - The most common health care needs are:
    - 40% eye care
    - 39% dental services



Unmet healthcare needs identified during the Resident Needs Assessment

2.3 Existing Neighborhood Conditions

Data regarding existing social and physical conditions data in the Urban Core was collected using the resident needs assessment, the Neighborhood Surveys and secondary data sources.

2.3.1 People

2.3.1.1 Age, Races, and Ethnicity

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 multi-generational 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. However, in the Rose Gardens Senior Apartments, 36% of Rose Gardens residents are African American and 16% are Hispanic/Latino. The remaining demographic profile for Rose Gardens Senior Apartments is comprised of Asian (4%), White (42%), and multi-ethnic (2%).

Representatives of the diverse population of the Urban Core

2.3.1.2 Income, Poverty, and Public Assistance

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.

Income and Public Assistance

	Urban Core‡	North Las Vegas*	Clark County*
Median Household Income	$34,535	$53,105	$52,070
Family Households			
Households Receiving Supplemental Security Income (SSI)	8%	4%	4%
Households Receiving Food Stamps	39%	15%	13%
Households Receiving Cash Public Assistance	5%	4%	3%

‡Source: U.S. Census Bureau, American Community Survey 2010-2014
**Source: U.S. Census Bureau, American Community Survey 2011-2015*

2.3.1.3 Employment Profile

Several factors contribute to the lower median income in the Urban Core, including a low labor force participation rate and high unemployment rate. Reflective of the Las Vegas Valley and the predominance of the tourist industry, the main employment industries are accommodation/food services, followed by education and health care, and then retail trade. Nearly one-half of Urban Core residents are employed in service occupations, which typically offer lower wages than other fields. Other major factors to unemployment identified for the Urban Core included lack of skills training, lack of job opportunities, no work experience, lack of affordable child care, and lack of a high school diploma or GED.

Employment Profile

	Urban Core‡	North Las Vegas*	Clark County*
Population 16 and Older	6,780	166,073	1,570,602
Not in the Labor Force	40%	34%	34%
Unemployment	19%	11%	12%
Industry			
Accommodation/Food Services	24%	26%	30%
Educational Services/ Health Care/Social Assistance	13%	15%	15%
Retail Trade	12%	12%	12%
Occupation			
Services	40%	30%	30%
Sales/Office	22%	26%	26%
Production/ Transportation/Material Moving	17%	11%	9%
Natural Resources/ Construction/Maintenance	14%	11%	8%
Management/Business/ Science Art	8%	22%	27%

‡Source: U.S. Census Bureau, American Community Survey 2010-2014
**Source: U.S. Census Bureau, American Community Survey 2011-2015*

2.3.1.4 Social, Health, and Senior Services

Despite the almost 7,500 residents of the Urban Core, there are limited direct services available in the area.

Health Services

Most residents and stakeholders stated they were in good health, but also stated they did not have access to a “medical home” to receive regular medical check-ups. Emergency room, urgent care, and clinics were used instead due in part to a lack of available healthcare services in an adjacent to the Urban Core and transportation barriers to these services elsewhere. The most needed health services identified by the residents of the Urban Core were:

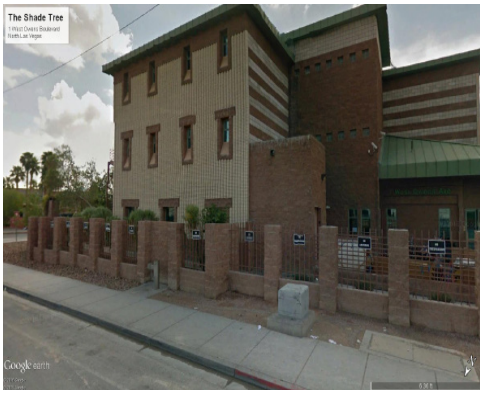
- Dental & Vision
- Primary Care Physicians
- Transportation
- Reduced Wait Times
- Decreased Costs

Las Vegas Urban League representatives at the Buena Vista Springs Open Air Market, September 26, 2015. Las Vegas Urban League offers child care opportunities.

Social Services

Vital social services, including access to Medicare/Medicaid and insurance enrollment services, are not directly available in the Urban Core. A variety of social services are located either adjacent to or near the Urban Core but not within the boundaries of the neighborhood. These amenities include social and homelessness services, health services, and education services. These services are provided by various organizations including The Shade Tree, Nevada Partners, Catholic Charities of Southern Nevada, and Reynaldo Martinez Elementary School.

Lack of awareness appears to be the most common reason respondents did not access the services they need. Among residents, community members, and stakeholders who are aware of services, less than a third reported using any type of service or program in the last year. Additional information regarding the services offered by the organizations identified above are available in Appendix C.



The Shade Tree
1 West Owens Boulevard

Nevada Partners
710 West Lake Mead Boulevard

Workforce Connections One Stop Career Center Mobile Van

Services for Seniors and Persons with Disabilities

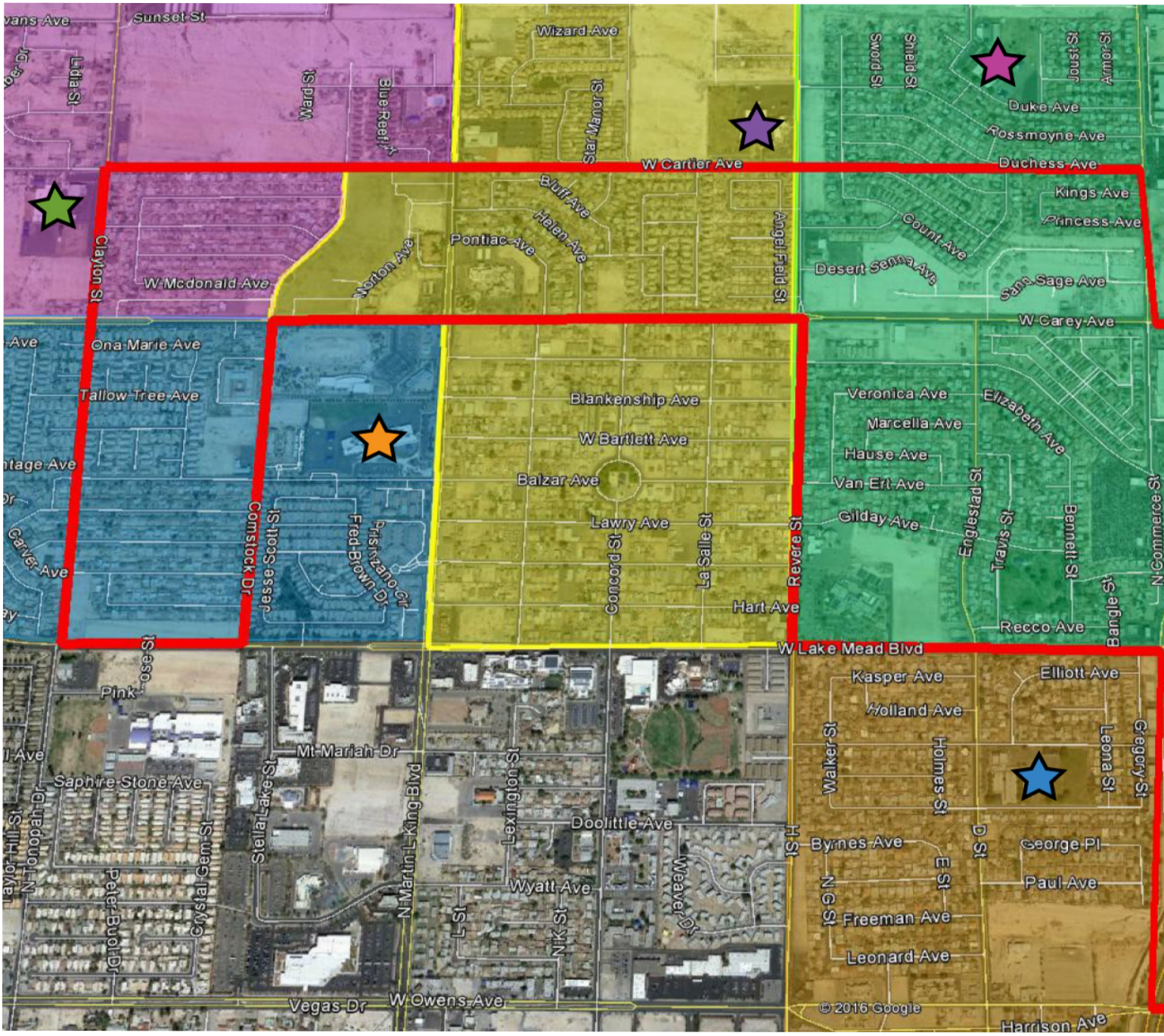
The Urban Core contains two prominent subpopulations: seniors and persons with disabilities. More than one in five residents, community members, and stakeholders have a household member with a disability of some type. Additionally, there are approximately four designated senior housing complexes, including Rose Gardens Senior Apartments, in the Urban Core. Due to the distance that must be traveled, reliable/accessible transportation is a challenge for these individuals, especially when accessing necessary medical and social services.

Seniors at Bingo Survey events in the Urban Core.

Senior resident at a Bingo Survey event in the Urban Core.

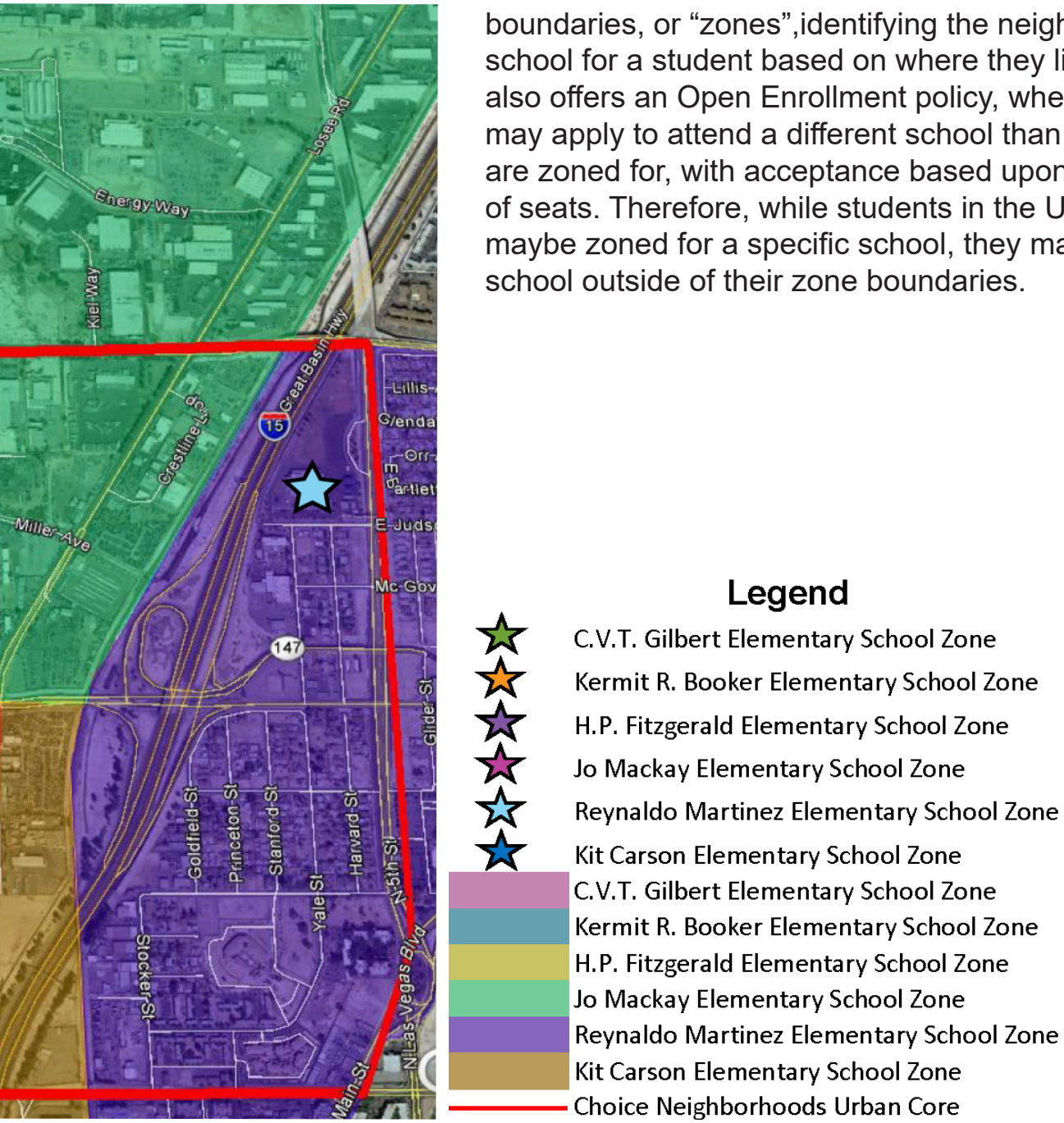
2.3.1.5 Education

Schools in the City of North Las Vegas are operated by the Clark County School District (CCSD). Due to the tremendous population growth in the Las Vegas Valley over the last two decades, CCSD has struggled to keep



Urban Core Elementary School Zones

pace with the growth in the student population. In addition to working on creating additional capacity in the school system, CCSD has been working on improving the educational achievement of low-income minority students – both African-American and increasingly Hispanic/Latino. Yet, 40% of families with school-age children in the Urban Core were dissatisfied with the quality of their child's school. CCSD schools have attendance boundaries, or "zones",identifying the neighborhood school for a student based on where they live. CCSD also offers an Open Enrollment policy, whereby families may apply to attend a different school than the one they are zoned for, with acceptance based upon availability of seats. Therefore, while students in the Urban Core maybe zoned for a specific school, they may attend a school outside of their zone boundaries.



The Choice Neighborhoods Initiative (CNI) group conducted an educational assessment of the target area to identify and document the current educational challenges and opportunities. Secondary data was considered, to understand the current educational opportunities and unmet needs for children and adults. Residents, community members, and stakeholders were involved in collecting information and planning the educational strategy.

Educational Attainment

Educational achievement was a large factor impacting ability to obtain employment in higher wage occupations. Although the rate of residents age 25 and older with only a high school diploma or General Education Development (GED) is the same in the Urban Core, CNLV and the County, the percent of residents without a high school diploma is significantly higher. Similarly, the percent of Urban Core residents with an associate's or bachelor's degree is markedly less than CNLV and the County, which impedes their ability to compete successfully for and work in higher-wage industries and occupations.

Educational Attainment

	Urban Core	North Las Vegas	Clark County
Educational Attainment of Population 25 and Older			
No High School Diploma	34%	20%	20%
HS Diploma/GED	44%	38%	36%
Associate's Degree	18%	38%	39%
Bachelor's Degree or Higher	5%	4%	5%
Source: U.S. Census Bureau, American Community Survey 2011-2015			

Commute Time

Despite being located in an urban area close to both downtown North Las Vegas and Las Vegas, Urban Core residents do not enjoy a significantly shorter commute time to get to work. The rate of use for public transportation to and from work is more than double the rate of the City and the County and employment opportunities available to residents are not located close to the neighborhood, potentially contributing to the commute time.

Primary and Secondary Education

CCSD has implemented several strategies to encourage student success from elementary through high school in the Urban Core. These initiatives provide resources to improve student outcomes, as outlined below:

- Prime 6 Program
  - Designed to enhance learning opportunities as a modification of West Las Vegas' desegregation plan.
  - Students assigned to neighborhood kindergarten then attend elementary out of neighborhood for 1st through 5th grade.
  - Schools receive additional funding to extend the instructional day, decrease class sizes, provide additional support to students, fund staff positions, and hold community activities.
- Zoom Schools
  - Schools with significant English Language Learner (ELL) Population underperforming on the state assessment.
  - Provides Zoom reading centers to provide intensive reading and language instruction to students, staff development for teachers, and outreach activities.
- Priority Schools
  - Schools in lowest 5% of Title I schools based on performance.
- Focus Schools
  - Schools in lowest 10% of Title I schools based on performance.
- Victory Schools
  - Offer free summer and after school programs, expanded reading centers, additional professional development for teachers, and wrap-around sports.
- Turnaround Schools
  - Receive new principles and additional funding to expend on programs and support to improve student performance.
  - Elementary and Middle Schools receive $250,000.
  - High schools receive $500,000.

Elementary Schools

Today, six traditional elementary and three magnet elementary schools are part of the Prime 6 Program, which impacts all Urban Core students living west of I-15. Urban Core students in grades 1-5 can apply to attend a magnet school and receive a preference for acceptance into the school.

The effectiveness of the Prime 6 program in improving student achievement and school choice has been mixed, and CCSD continues to modify the program.

Urban Core students east of I-15 are zoned to attend Reynaldo Martinez Elementary School (Martinez Elementary), which was designated a Zoom School in 2013. Only Martinez Elementary is physically located within the Urban Core, but the other elementary schools are all located within a ½ mile radius of the neighborhood.

Reynaldo Martinez Elementary School

Of the nine Prime 6 schools, four are zoned to serve students living in the Urban Core:

- Kermit Booker Sr. Elementary School (Booker Elementary)
- H.P. Fitzgerald Elementary School (Fitzgerald Elementary)
- CVT Gilbert Magnet Elementary School (Gilbert Elementary)
- Jo Mackey Magnet School (Mackey Elementary)

Fitzgerald Elementary was identified by the Nevada Department of Education (NDOE) as a Priority School. For the 2015/16 school year, both Fitzgerald Elementary and Booker Elementary were designated “Victory Schools” by CCSD. Fitzgerald Elementary became a “turnaround” school in the 2015/16 school year to expand on programs and improve student performance.

Kermit Booker Sr. Elementary School

H.P. Fitzgerald Elementary School

Gilbert Magnet Elementary School

Jo Mackey Magnet School

Middle Schools

Three middle schools are zoned for students living in the Urban Core:

- Jim Bridger Middle School (Bridger Middle)
- J.D. Smith Middle School (Smith Middle)
- West Preparatory Institute School for Academic Excellence at Charles I West (West Prep)

West Prep offers elementary, middle, and high school programs. The middle school at West Prep was identified by the NDOE as a Priority School and Smith Middle as a Focus School. Both West Prep and Smith Middle were designated as “Victory Schools” for the 2015/16 school year.

Jim Bridger Middle School

J.D. Smith Middle School

West Preparatory Institute School for Academic Excellence at Charles West

High Schools

Five high schools are zoned for students living in the Urban Core – Canyon Springs High School (Canyon Springs High), Cheyenne High School (Cheyenne High), Rancho High School (Rancho High), Western High School (Western High) and West Prep. Canyon Springs High and Western High entered the turnaround program in 2012. Western High made enough progress to exit the turnaround program in 2015. Cheyenne High was recently selected to participate in the turnaround program beginning with the 2016-17 school year.

Canyon Springs High School

Cheyenne High School

Rancho High School

Western High School

WEST PREP ACADEMY

West Preparatory Institute School for Academic Excellence at Charles West

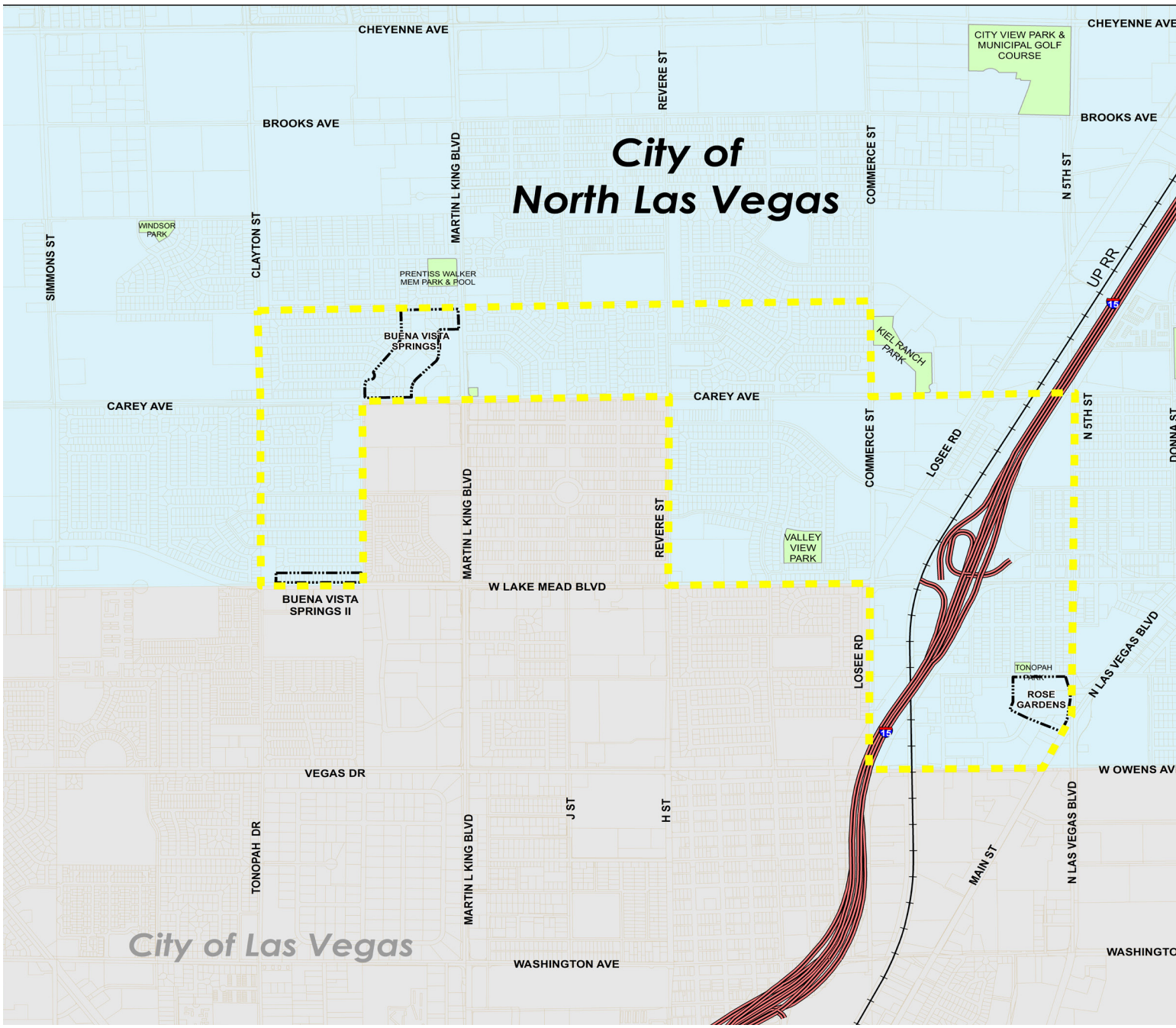
Higher Education

The College of Southern Nevada (CSN) is a four-year community college located at 3200 East Cheyenne Avenue in North Las Vegas, approximately four miles from the Urban Core. CSN is part of the Nevada System of Higher Education (NSHE) and had an enrollment of 37,696 in Fall 2012. CSN is officially accredited by the Northwest Commission of Colleges and Universities and offers a range of Associate Degrees and a Bachelor of Science in Dental Hygiene degree. CSN has also been granted informal candidacy at the baccalaureate level.

College of Southern Nevada, Cheyenne Campus

2.3.1.6 Open Space

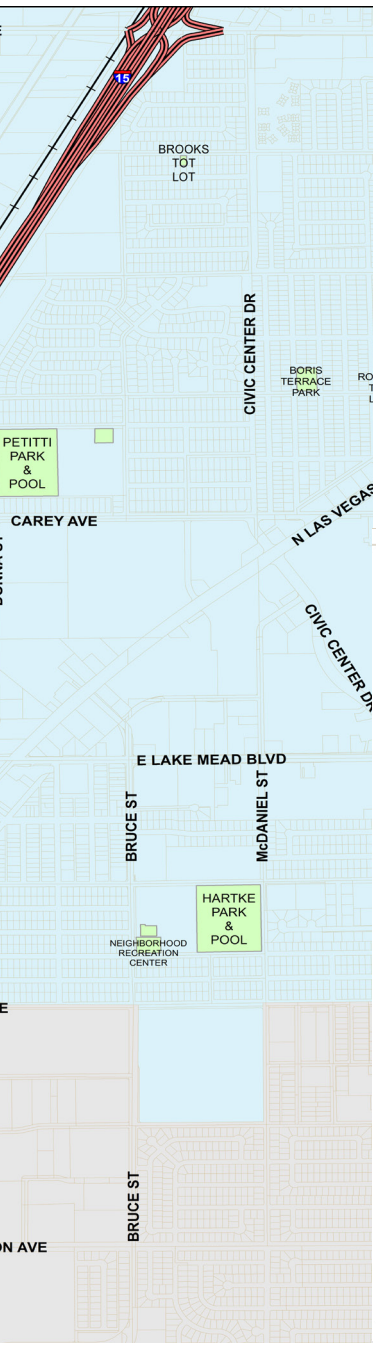
One-third of neighborhood residents cited the need for more indoor and/or outdoor recreational space in the community because very few public parks are located within the Urban Core.



Open spaces in the and adjacent to the Urban Core

The five-acre Valley View Park is the largest park in the Urban Core and is well utilized by the surrounding neighborhood. The park was upgraded in 1996 and offers playground equipment, picnic areas, basketball courts and a walking path. Tonopah Park, a 0.72-acre park where new play equipment was recently installed, has other upgrades and improvements scheduled for the future.

Other parks in the Urban Core include the Richard Walpole Senior Citizens Park adjacent to the Rose Gardens Senior Apartments, Highland Valley Park next to the North Las Vegas Justice Court at the corner of Martin Luther King Boulevard and Carey Avenue, and Kiel Ranch Park adjacent to the Urban Core. In addition, the Zion Choice Neighborhood Community Garden is located at the Zion United Methodist Church on Revere Street in the Urban Core.



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CHOICE NEIGHBORHOOD FOCUS AREA PARKS & OPEN SPACES

- Focus Area
- Other Areas of Interest
- Parks & Open Spaces
- Parcels

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No liability is assumed as to the accuracy of the data delineated hereon.

Valley View Park in the Urban Core

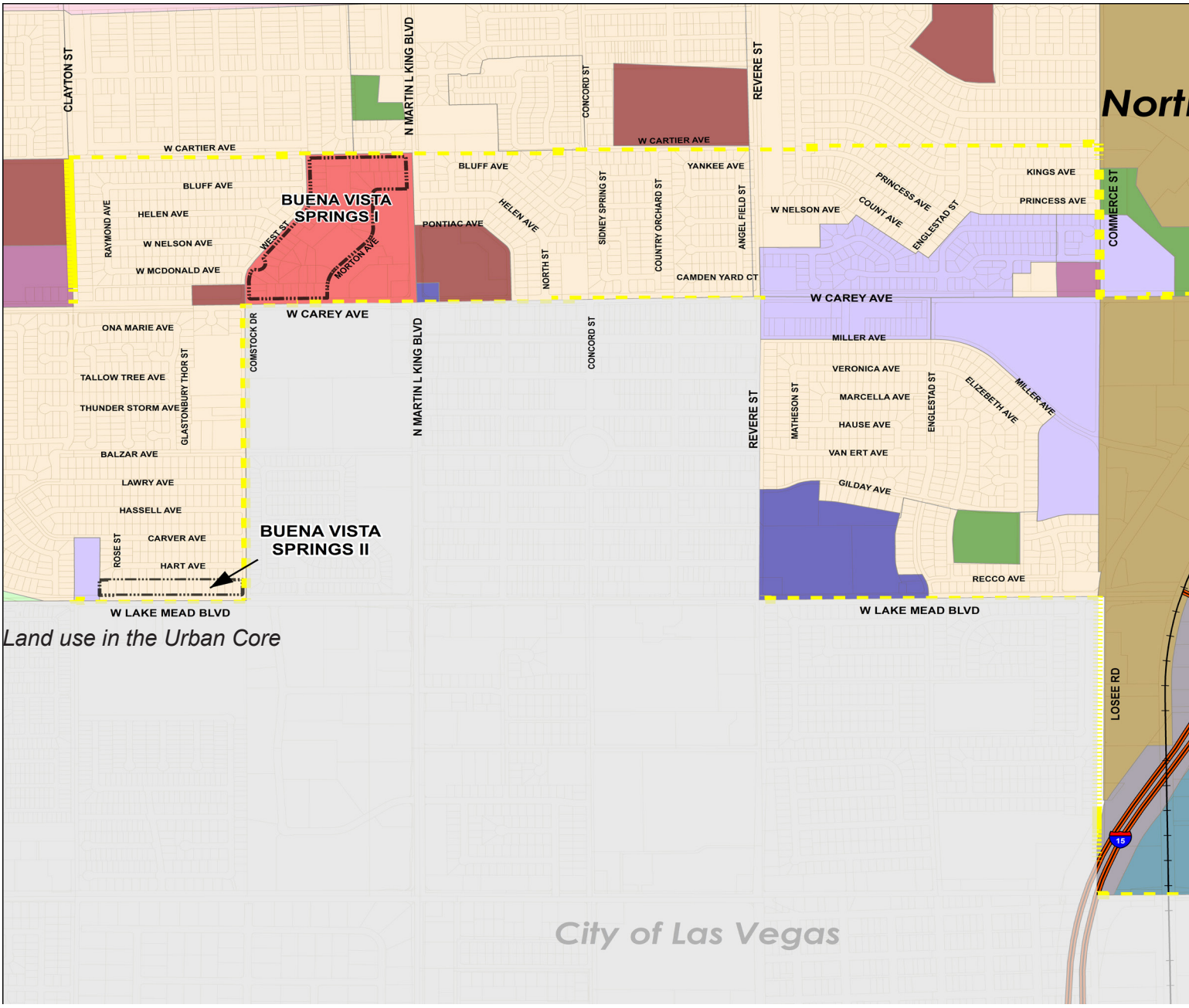
Zion Choice Neighborhood Community Garden

Tonopah Park in the Urban Core

Valley View Park in the Urban Core

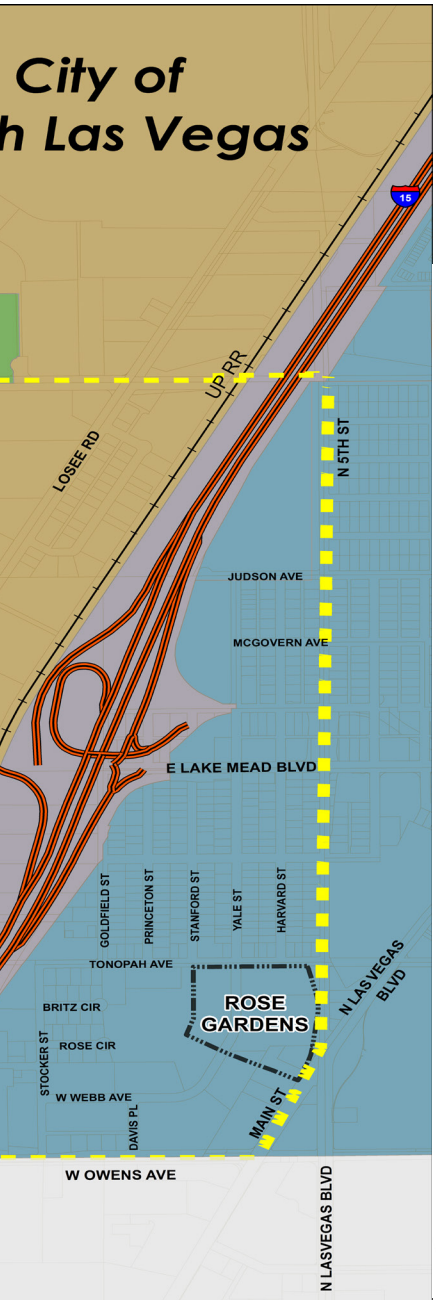
2.3.1.7 Land Use

The primary land use within the Urban Core is residential with a swath of heavy industrial use on the Losee Road corridor. Major arterials like Carey Avenue and Lake Mead Boulevard offer some supportive commercial neighborhood uses and miscellaneous retail establishments. The industrial district covers a wide range of uses including auto salvage, recycling, light manufacturing and distribution facilities.



Land use in the Urban Core

The Urban Core's location adjacent to the Union Pacific Railroad tracks and I-15 provides direct access to these two major transportation systems. Residents cited a need for more neighborhood-serving businesses with the top three being doctor's offices, grocery stores, and clothing stores. Many of the existing neighborhood businesses, which are dominated by automobile-related sales and service, do not address the day-to-day shopping and service needs of residents.



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CHOICE NEIGHBORHOOD FOCUS AREA LAND USE

CHOICE NEIGHBORHOOD
- Focus Area
- Other Areas of Interest

Residential
- Single Family Low (up to 6 du / ac)
- Single Family Medium (up to 13 du / ac)
- Multi - Family Residential (up to 25 du / ac)

Non-Residential
- Open Space
- Community Commercial
- Public / Semi - Public
- Downtown Business District
- Employment
- Heavy Industrial

Mixed - Use
- Mixed - Use Employment
- Mixed - Use Neighborhood

Other
- Right-of-Way
- City of Las Vegas

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2.3.1.8 Urban Core Businesses

Because the Urban Core is predominantly residential, there are few resources and services present in the neighborhood, such as banking and financial institutions, and retail opportunities. The area contains no grocery stores – the nearest large store, Smith's, is located on Las Vegas Boulevard North, approximately one and a half miles northeast of the Urban Core. A review of business licenses for the area revealed the most plentiful types of businesses in the Urban Core were automotive businesses, including automotive sales, services, parts, and garages.

Urban Core Businesses

2.3.2 Transportation and Circulation

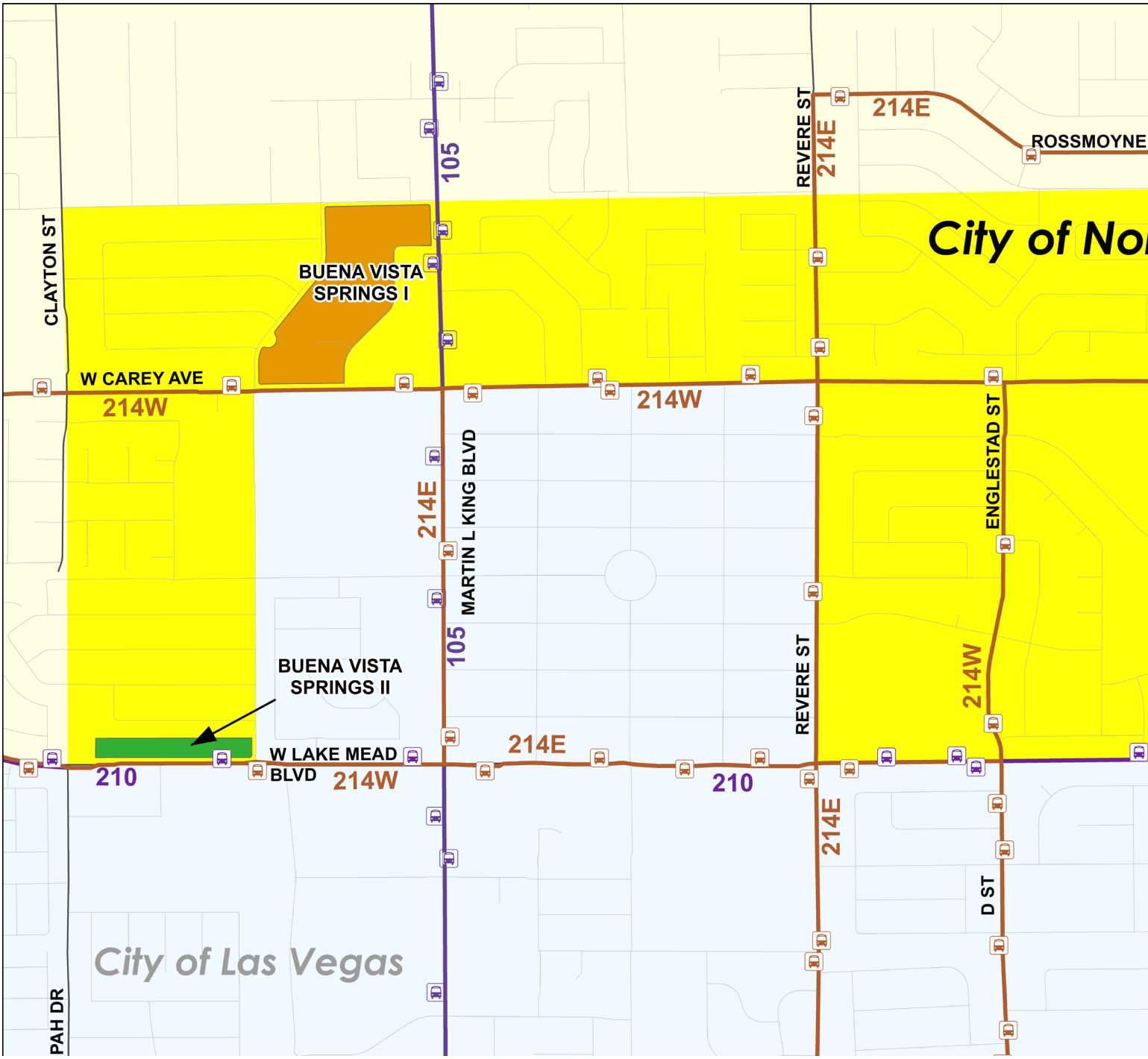
The Urban Core has good regional access via I-15 and major arterials (Carey Avenue, Lake Mead Boulevard, Owens Avenue and North 5th Street). The area is well served by public transportation operated by the Regional Transportation Commission of Southern Nevada (RTC), which was supported by neighborhood residents who cited access to public transportation as the top strength of the community. Despite this strength, nearly a third of neighborhood residents said transportation was a barrier to participation in youth programs and accessing health care.

Five bus routes have stops in the Urban Core. Riders can purchase single rides or longer passes for up to 30 days. Reduced fares (half-price) are available for seniors, youths, disabled, and Medicare passengers. RTC also offers a shared-ride door-to-door paratransit service.

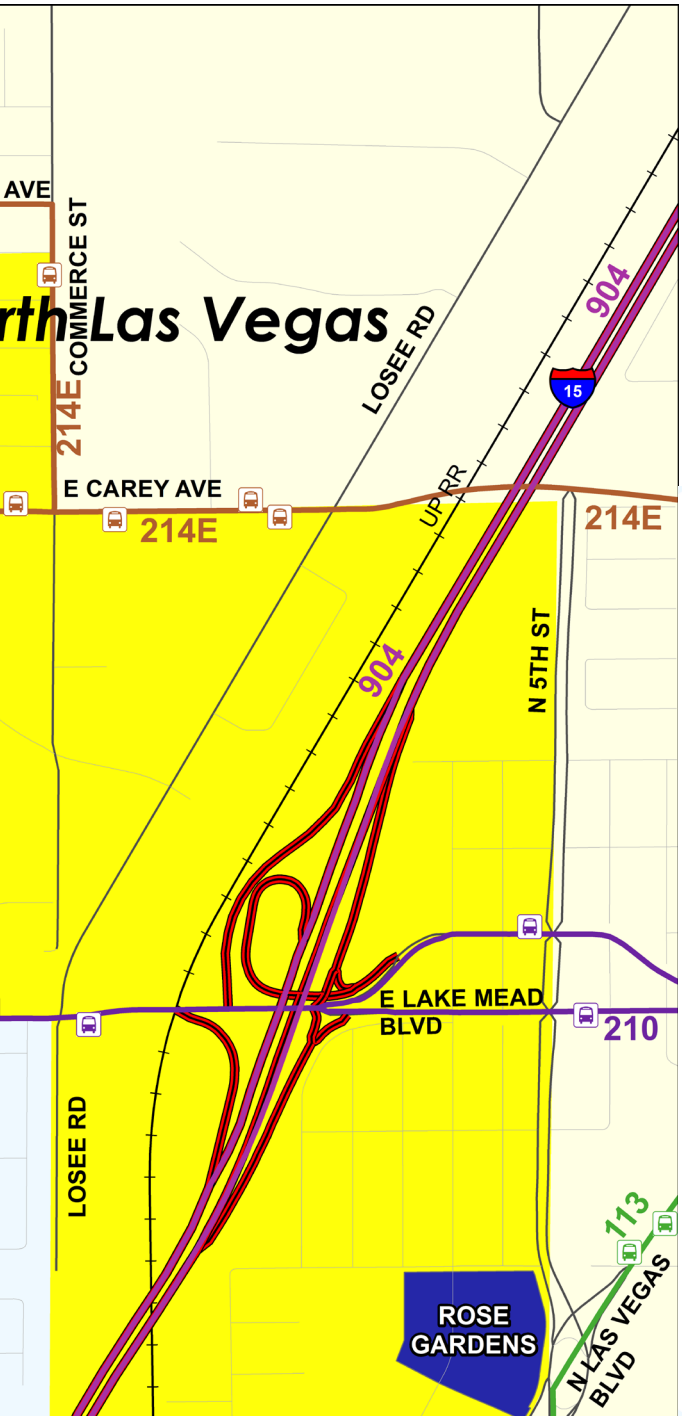
Urban Core Bus Routes

Route	Direction	Weekdays	Weekends/ Holidays
214 - D Street	West	6am - 8pm 1 hour	No service
214 - H Street	East	5am - 1am 1 hour	5am - 1am 1 hour
210 Lake Mead Boulevard	East/West	24 hours 30 min - 1 hour	24 hour 30 min - 1 hour
209 - Vegas/Owens	East/West	5 am - 10 pm 1 hour	6am - 10pm 1 hour
105 - Martin Luther King Boulevard	North/South	4am - 3 am 1 hour	4am - 3am 30 min
MAX/113 - Las Vegas Boulevard	North/South	24 hour 15-30 min	24 hour 15-30 min

Source: Regional Transportation Commission of Southern Nevada



Urban Core Bus Routes



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CHOICE NEIGHBORHOOD FOCUS AREA BUS ROUTES

Focus Area

Bus Routes

- 105
- 113
- 209
- 210
- 214
- 904

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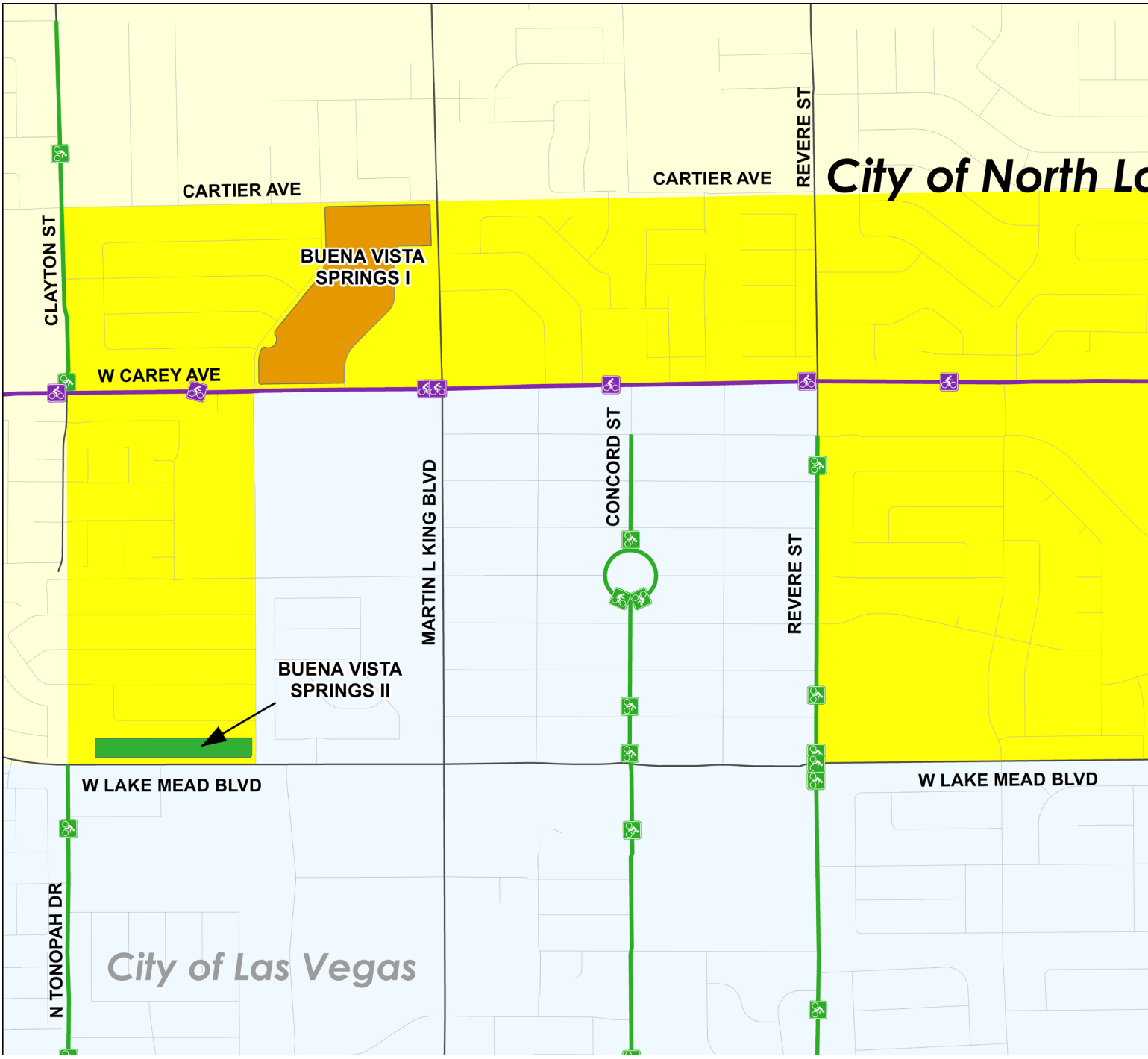
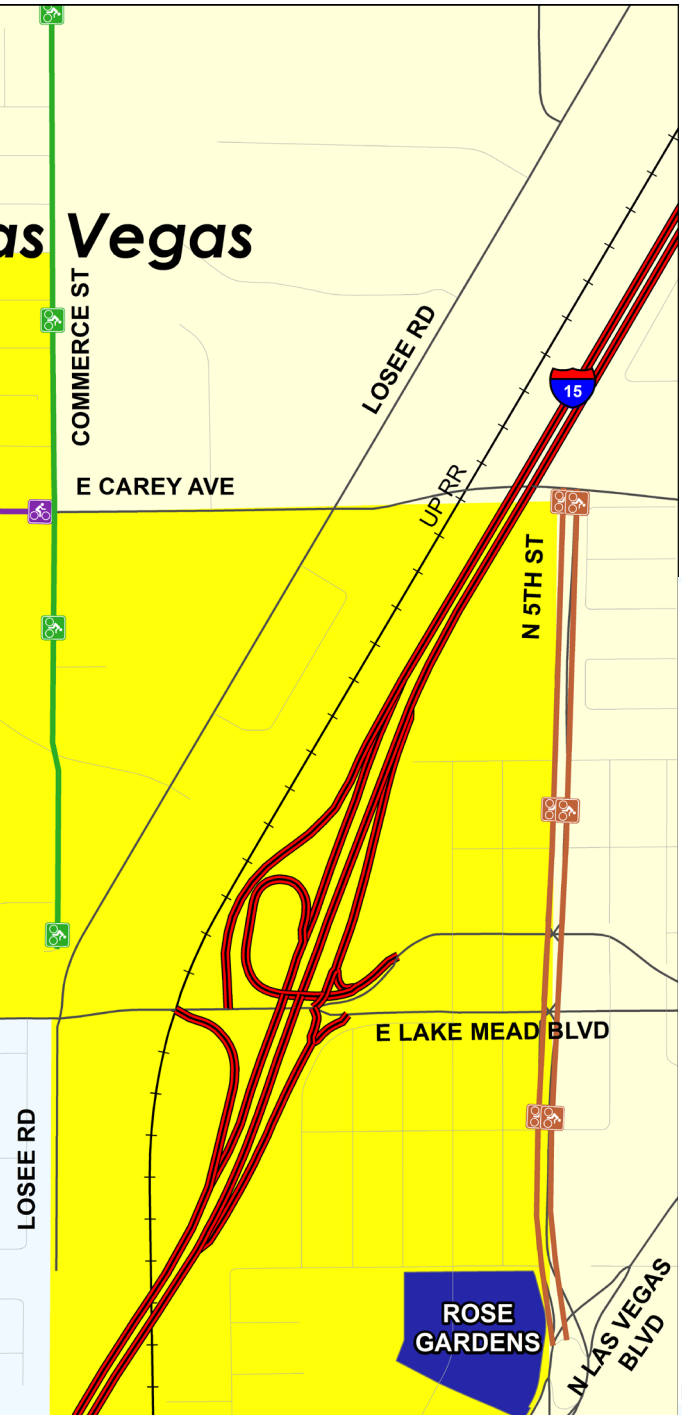
No Liability is assumed as to the accuracy of the data delineated hereon.

In addition to bus routes, the Urban Core also contains a number of bike routes along major thoroughfares, including Carey Avenue, Martin Luther King Boulevard, Owens Avenue, and North 5th Street.



Urban Core Bike Routes



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CHOICE NEIGHBORHOOD FOCUS AREA BIKE ROUTES

Focus Area

Bike Routes

Bike Lane

Bike Route

Sidepath

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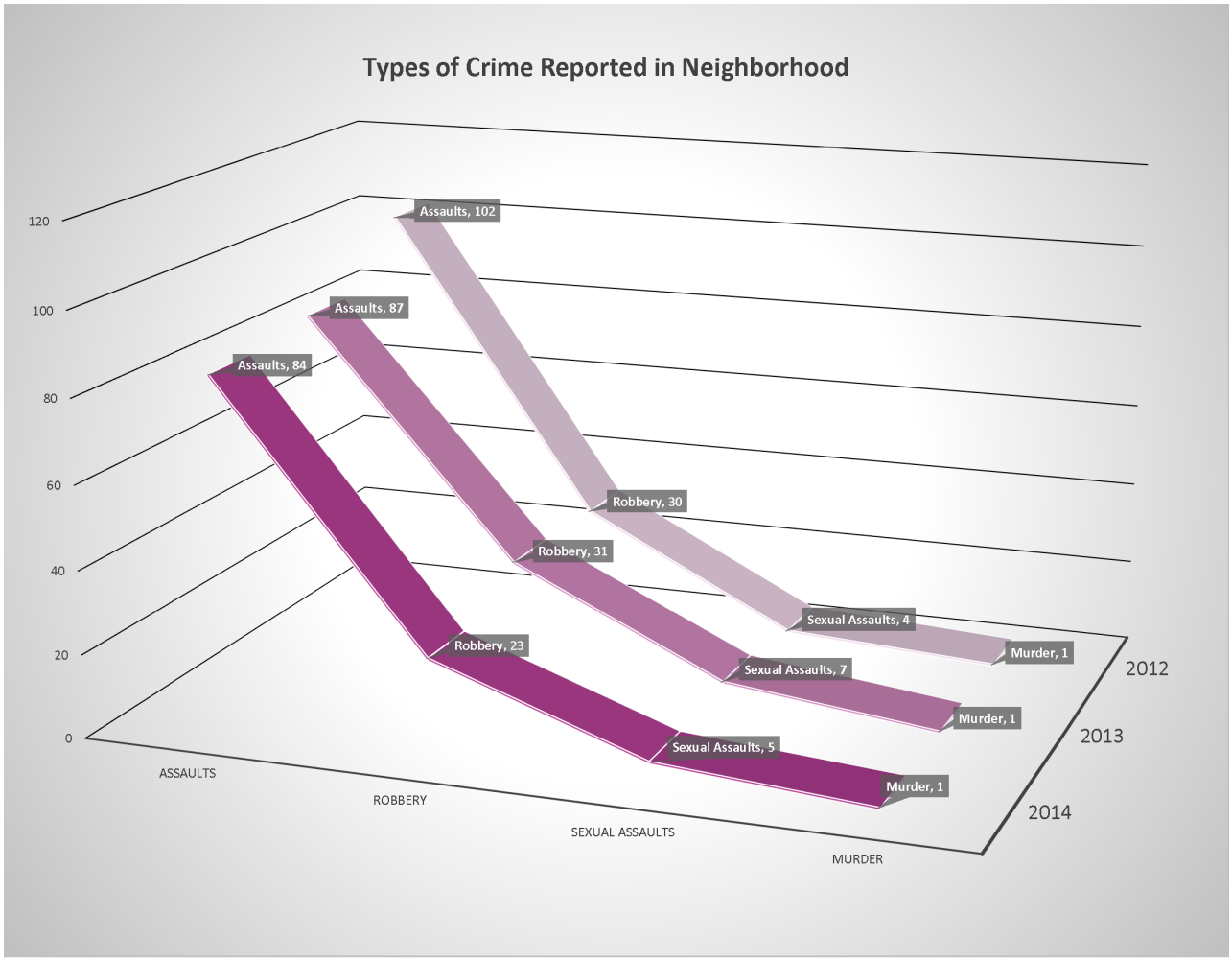
2.3.3 Crime and Public Safety

Crime and safety is a major concern for Urban Core residents. Parts of the Urban Core were known for high rates of violent crime, gang activity, drug dealing and drive-by shootings. Much of this criminal activity was attributed to the presence of the Buena Vista Springs apartment complex, and the violent crime rate has decreased significantly since the complex was demolished in 2014. However, fear of crime among residents remains a top concern in the community and was cited as the number one weakness of the community. Though residents do report feeling safe in their homes, they expressed safety concerns when walking to and from bus stops and at night.



Types of Crime Reported in the Urban Core

2.3.4 Housing Profile

Housing within the Urban Core is comprised mostly of single-family homes on small residential lots, a few multi-family developments including senior housing, and one larger trailer park community at the corner of Carey Avenue and Commerce Street. Approximately half of housing was constructed between 1950 and 1979, and the other half between 1990 and 2009. Newer housing is in average to good condition and has had average maintenance over the years. Older housing, especially the homes located to the east of I-15, exhibit signs of deferred maintenance and the need for rehabilitation and/or demolition.

According to the 2010 Census, the homeownership rate in the Urban Core is below that of the City and County, and the median home value is half the City median.

Approximately 13% of the housing units in the Urban Core are currently vacant, which is on par with the City and County. Of these vacant units, about half are currently available for rent and 25% are identified as “other vacant”. Most likely, these “other” vacant units are homes that are in the foreclosure process or have been foreclosed upon and are bank-owned.

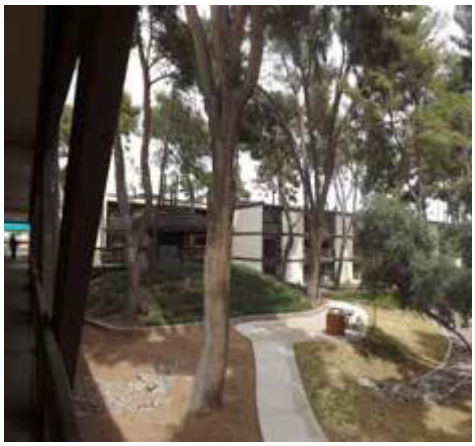
Urban Core Housing Stock Profile

	Urban Core	North Las Vegas	Clark County
Total Housing Units	**3,564**	**77,334**	**851,131**
1949 or earlier	**3%**	**1%**	**1%**
1950 to 1959	**10%**	**4%**	**2%**
1960 to 1969	**19%**	**6%**	**5%**
1970 to 1979	**16%**	**5%**	**12%**
1980 to 1989	**5%**	**4%**	**15%**
1990 to 1999	**17%**	**25%**	**28%**
2000 to 2009	**30%**	**53%**	**34%**
2010 or later	**0%**	**2%**	**1%**

Source: U.S. Census Bureau, American Community Survey, 2010-2014

2.3.4.1 Public and Assisted Housing

The Rose Gardens Senior Apartments, a 3.3-acre senior apartment complex located on the east side of I-15 at the CNLV's southern "gateway", is the only remaining public housing development in CNLV. The former Casa Rosa, was demolished in 2010 and the site, located directly to the west and north of Rose Gardens, is currently vacant. Rose Gardens, a 120-unit complex constructed in 1972, is comprised of 60-efficiency and 60 one-bedroom apartments for seniors 55 and older. Due to extensive structure and design deficiencies that are cost prohibitive to remediate, the SNHRA is proposing to demolish Rose Gardens and rebuild the development using a mixed-finance approach.

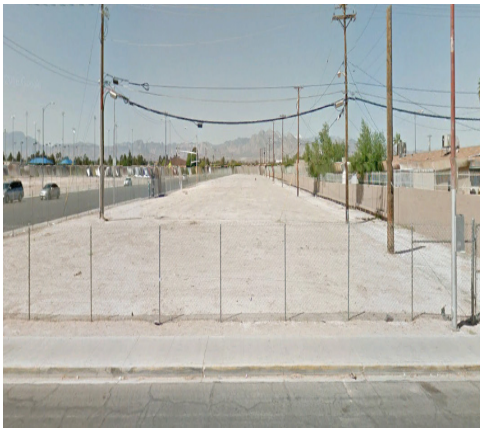


Rose Gardens Senior Apartments

Buena Vista Springs (BVS), a previous 288-unit Section 8 subsidized property, demolished by CNLV in 2014, is located on two sites:

- BVS I, an 18.35-acre parcel on the north side of Carey Avenue between West and Morton Avenues
- BVS II, a 3.50-acre parcel on Lake Mead Boulevard
- The vacant lots are being considered for new mixed-income, mixed-finance developments.

Buena Vista Springs I



Buena Vista Springs II

BVS III, recently acquired by a new owner to address long-standing maintenance and housing condition issues, is an affordable Low-Income Housing Tax Credit (LIHTC) senior-living development located adjacent to the BVS I site.

Other affordable general occupancy and senior-only developments are located on the east side of I-15, adjacent to the Rose Gardens Senior Apartments. These are:

- West Owens Family Apartments
- Owens Senior Apartments
- Rose Gardens Townhomes
- Yale Senior Apartments
- Buena Vista Springs III

West Owens Family Apartments

Rose Gardens Townhomes

Owens Senior Apartments

Yale Senior Apartments

Buena Vista Springs III

2.3.4.2 Homelessness

Although reasons varied, most homeless individuals said job loss and lack of income were the primary reasons for their status, identifying lack of transportation as a barrier to obtaining and/or maintaining employment.

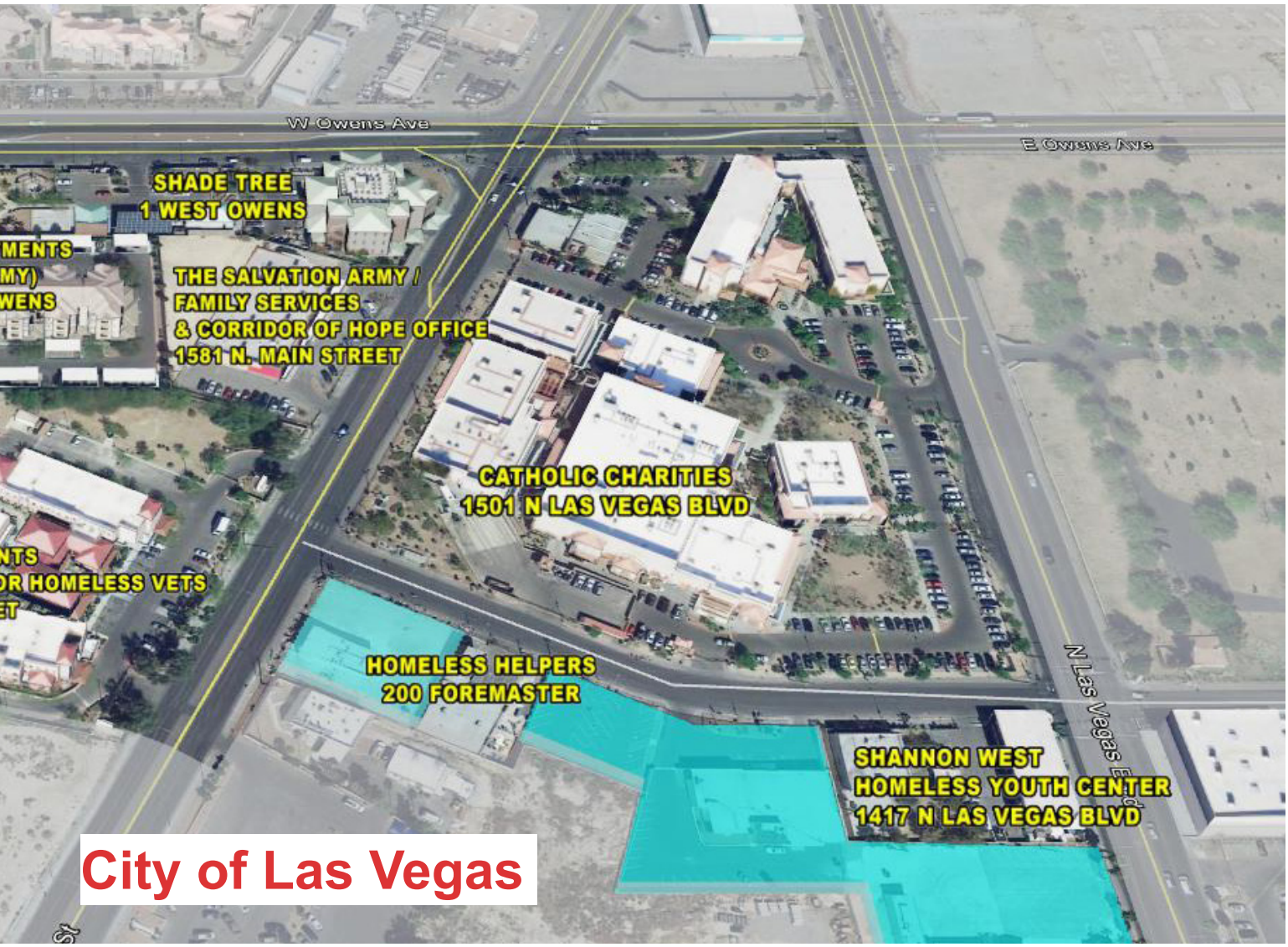
The Corridor of Hope contains a wealth of social services to provide assistance to homeless individuals. The Corridor is located in the City of Las Vegas, just across Owens Avenue from Rose Gardens Senior Apartments

The proximity of the Corridor of Hope to Rose Gardens Senior Apartments on Owens Avenue means there are many homeless individuals present in and adjacent to the southern part of the Urban Core, which concerns residents.

City of Las Vegas Corridor of Hope

Social Services Provided in the Corridor of Hope include:

- The Salvation Army
- The Shade Tree
- Catholic Charities
- Homeless Helpers
- Homeless Youth Center



2.4 Findings from Market Study

A study of market and residential conditions within a five-mile radius of the center Urban Core target area was conducted. It revealed the Urban Core was significantly lower in retail and business than other areas of the City except for liquor stores, vending machine operators and similar businesses. The market study Identified multiple recommendations for redevelopment opportunities in the Urban Core, including:

- Quick- or urgent-care facilities
- Retail establishments
- Grocery stores or small box businesses with grocery components
- Residential and assisted living establishments

Valbridge
PROPERTY ADVISORS

Market Study

Portions of North Las Vegas
North Las Vegas, Clark County, Nevada 89030 and 89032

Report Date: December 15, 2015

FOR:

City of North Las Vegas
Mr. Paul Sikora
Contracts Coordinator
2250 Las Vegas Boulevard North, Suite 200
North Las Vegas NV 89030

Client Number: WQ2015-12

Valbridge Property Advisors |
Lubawy and Associates, Inc.

3034 SOUTH DURANGO DRIVE, SUITE 100
LAS VEGAS, NEVADA 89117
702-242-9369 phone
702-242-6391 fax
valbridge.com

Valbridge File Number:
NV01-15-0272

Market Study: Portions of North Las Vegas, North Las Vegas, Clark County, Nevada 89030 and 89032

2.5 On-Going Planning and Development Activities

In recent years, several major investments and improvements have been made to stabilize the area and promote economic growth.

2.5.1 Construction of the North 5th Arterial

In progress since 2002, North 5th Street, when complete, will become a high-capacity transit corridor that connects Downtown with the “northern Beltway” (Interstate-215 – I-215). Featuring multi-modal transportation (bikes, pedestrians, buses, and cars), North 5th Street will offer transit-oriented development opportunities along the corridor and bring people through North Las Vegas. The downtown section of the North 5th Arterial from Owens Avenue to Carey Avenue, which bisects the Lake Mead Boulevard “Island”, was completed in 2010. The bridge over Interstate-15 (I-15) connecting the northern and southern portions of North 5th Street was completed in May 2016. Work on the rest of North 5th street is on-going.

2.5.2 Lake Mead Boulevard “Island” Redevelopment

Over the last 16 years, the Redevelopment Agency has been acquiring properties around this key entryway into the City and is endeavoring to transform the area. In conjunction with the North 5th Arterial, the Agency has an excellent opportunity to shape and design the types of transit-oriented development projects at this major intersection.

Lake Mead Boulevard “Island” Redevelopment Overview

North Las Vegas City Hall

2.5.3 Downtown North Las Vegas Redevelopment

The City has also made major investments in the Downtown area adjacent to the Urban Core, including a new City Hall built along Las Vegas Boulevard North in 2011 and supported by concurrent private investment.

These investments and improvements have made a positive change in the Urban Core over the last several years. The City is mindful of focusing efforts on addressing the needs of the Urban Core, balancing new suburban-type growth on the outskirts of the City with strategic in-fill and redevelopment projects in the mature areas. The award of a 2014 Choice Neighborhoods Planning Grant to the City and its partners for the Urban Core is one key step in helping to realize a future where the Urban Core is a vibrant, unified community where families can thrive and be supported by a rich array of professional and community services.

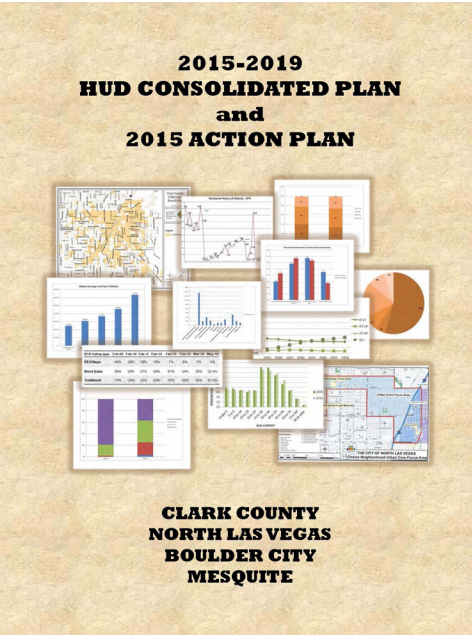
"Welcome to Friendly North Las Vegas" sign in Lake Mead Boulevard redevelopment area

2.5.4 Consistency and Alignment with other Planning Activities and Efforts

The 2008 housing market crisis increased the State's focus on economic development and diversification. New projects and developments spurred interest in revitalizing the Urban Core neighborhood. Multiple plans and projects have been undertaken or are in process that will dramatically impact the community.

2.5.4.1 The Clark County HUD Consolidated Plan

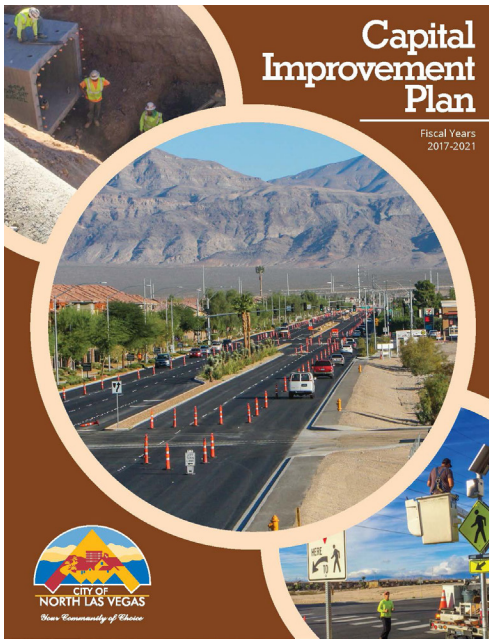
The Clark County HUD Consolidated Plan consolidates the application for several grant programs into one submission, including Community Development Block Grant (CDBG), HOME Investment Partnership Act (HOME), Housing Opportunities for Persons with AIDS (HOPWA), and Emergency Solutions Grant (ESG). The Consolidated Plan includes the City of North Las Vegas and brings together the planning, application, reporting and citizen participation components of each of the grant programs and incorporates capital and public services projects for the City. (Plan located in Appendix H.)



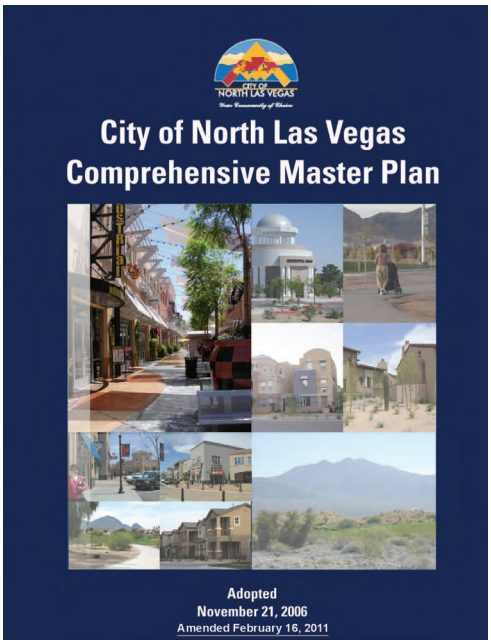
2015-2019 HUD Consolidated Plan and 2015 Action Plan: Clark County, North Las Vegas, Boulder City, Mesquite

2.5.4.2 City of North Las Vegas Capital Improvement Plan Fiscal Years 2017-2021

The City of North Las Vegas Capital Improvement Plan for Fiscal Years 2017-2021 presents the proposed plan for major public facility improvements that will be implemented over the next five fiscal years. Projects included are consistent with the City Council's priorities and address Planned and Quality Growth, Redevelopment and Revitalization, Parks and Recreation, Community Improvement Projects, Public Safety Facilities, and Economic Redevelopment. The Transformation Plan will incorporate capital investments planned to occur in the Urban Core over the next five years (Plan located in Appendix I.).



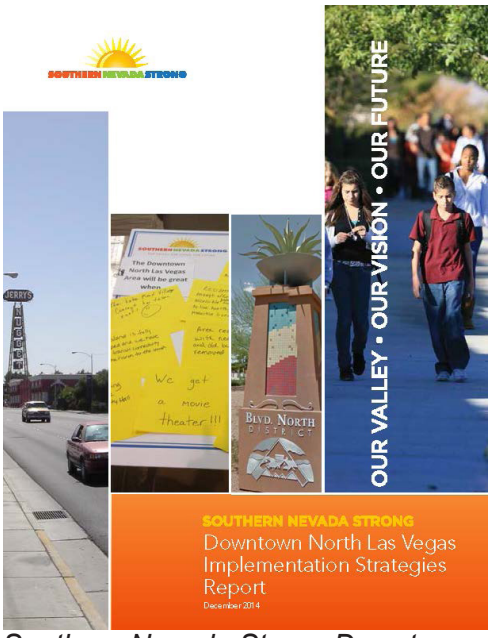
Capital Improvement Plan: Fiscal Years 2017-2021



City of North Las Vegas Comprehensive Master Plan

2.5.4.3 City of North Las Vegas Comprehensive Master Plan

The City updated its Comprehensive Master Plan in February 2011. The Plan lays out specifications for specific types of developments and planning areas, including neighborhood centers and improved pedestrian mobility. (Plan located in Appendix J.)



Southern Nevada Strong Downtown North Las Vegas Implementation Strategies Report

2.5.4.4 Downtown North Las Vegas Implementation Strategies Report

Part of the Southern Nevada Strong (SNS) planning effort included highlighting specific locations in Southern Nevada that were well suited to model the principles of urban planning and sites that demonstrate opportunities for jobs, housing, and transit. Downtown North Las Vegas, which overlaps a portion of the Urban Core, was identified as one of these areas. The Implementation Strategies Report constitutes the second of a two-part analysis providing the foundation for future investments in Downtown North Las Vegas. The Report identified opportunities, challenges, and barriers to development and revitalization in the area. It also lists the action plan and strategies for revitalizing the area. Strategies and actions in the Report will be incorporated in the Transformation Plan as appropriate. (Plan located in Appendix D.)

2.5.4.5 Southern Nevada Strong Regional Plan

SNS is a collaborative regional planning effort seeking to build a foundation for long-term economic success and community livelihood by better integrating reliable transportation, housing, and job opportunities throughout Southern Nevada. The January 2015 Southern Nevada Strong Regional Plan represents an unprecedented planning process, reaching tens of thousands of people who share their vision of the future of Southern Nevada. It brings together 13 regional partners, including the City, RTC, and CCSD, in a consortium that leverages resources and in-kind matching funds to complete the planning process. Goals and strategies developed for the Regional Plan will be incorporated in the Transformation Plan to ensure alignment with the Regional Plan and successful implementation of both plans. (Plan located in Appendix K.)

Southern Nevada Strong Regional Plan

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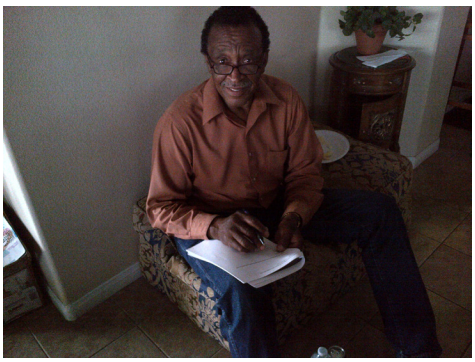
CHAPTER 3
COMMUNITY PLANNING AND ENGAGEMENT

3 COMMUNITY PLANNING AND ENGAGEMENT

The 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. Community engagement was strongly emphasized from the beginning of the planning process and included public housing residents from Rose Gardens Senior Apartments; residents from senior subsidized housing developments throughout and adjacent to the Urban Core; and residents and stakeholders from surrounding neighborhoods.

Outreach and engagement activities included:

- Meetings with Rose Gardens residents.
- Extensive outreach to and meetings with community leaders and residents located within the Urban Core footprint.
- Neighborhood, People & Housing Sector meetings.
- Stakeholder interviews; focus groups; resident surveys; dedicated websites; and a Facebook page and other social media, among others.



Ownes Senior Apartments resident participating in the Resident Needs Assessment

Urban Core residents participating in a Community Engagement Team meeting

Community feedback consistently supported the need for a comprehensive transformation of the Urban Core neighborhood that will improve the quality of life, safety, accessibility, and economic conditions for existing residents; and will create a neighborhood of choice and opportunities that will encourage new families and businesses to move to the neighborhood.

3.1 Planning Structure

After CNLV and SNRHA received a 2014 U.S. Housing and Urban Development (HUD) Choice Neighborhoods Planning Grant, CNLV engaged EJP Consulting Group, LLC (EJP). EJP is the Planning Advisor working alongside the Steering Committee and Sector Leads to:

- Conduct a resident needs assessment and community survey.
- Develop the vision for the neighborhood.
- Develop an overall set of strategies.
- Outline an implementation strategy to transform the Urban Core into a neighborhood of choice and opportunity.

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. These stakeholders have vital information necessary to develop creative solutions for priority needs within and adjacent to the Urban Core. They also provide a diverse array of sources for both financial and in-kind leveraging opportunities, which ensure long-term sustainability of transformation efforts.

Urban Core residents and stakeholders participating in the Urban Design Workshop process

August 2015
Rose Garden Resident Volunteer Appreciation

September 2015
Buena Vista Springs Open Air Market Participants

October 2015

Three Open Air Markets were held at accessible locations in the Urban Core neighborhood and over 650 households were represented across the three events. The Markets yielded almost 300 completed Community Surveys.

Choice Community Engagement Meeting

Nevada Partners Open Air Market

Summary of Community Engagement Process

Multiple tools and strategies were used during development of the Plan as the planning process evolved. The first year of the planning process emphasized extensive community outreach, secondary data collection, resident needs assessments, and community surveys in order to understand the needs of the community. The second year of the planning process focused on establishing “Doing While Planning” activities and soliciting feedback during Transformation Plan strategy development.

Neighborhood Engagement - On July 9, 2015, the Steering Committee initiated the Community Engagement Team (CET), currently housed at Zion United Methodist Church. The CET formed to facilitate active engagement of residents, community members, and stakeholders in the CNI effort; to obtain assistance in collecting Community Surveys. It also involved residents, community members, and stakeholders in the ongoing process of long-term community involvement for revitalization efforts. The CET was key to, and instrumental in, the Community Survey administration process, which yielded over 1,000 completed surveys.

The Steering Committee and CET also hosted eight needs assessment/ survey events (three “Bingo” events, three Open Air Markets, the North Valley Job Fair, and a survey event held at Searchlight Healthcare Charities) structured to maximize engagement from Urban Core residents in the survey process and to solicit ideas from participants.

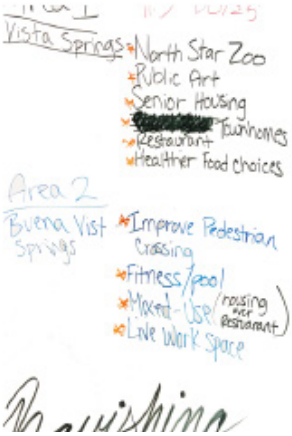
MAY 2016
Valley View Clean up Meeting

JUNE 2016
Zion Choice Community Garden Groundbreaking

July 2016
Knowing the Neighborhood

The “Knowing the Neighborhood” series of Workshops used group table mapping exercises utilizing stickers and maps which focused on understanding the communities needs, wants, obstacles, and other challenges.

August 2016
Creating Community



The next series of workshops - “ Creating Community” shared the past workshop results and introduced various building design elements and used larger scaled maps and building stickies to allow residents to “place” and locate various building elements within their community.

Throughout the summer and fall of 2016 – the CET and Neighborhood Transformation team conducted a series of community workshops, engagement sessions and meetings with stakeholders, city and county officials, the Southern Nevada Regional Housing Authority (SNRHA) and community residents. The Choice Neighborhood Initiative (CNI) planning process engaged residents and stakeholders at all levels in developing the master plan. As mentioned earlier, community engagement has been lead by CNLV underway in the Neighborhood for over a year and half. The CNI Planning Process enabled a more intense, intentional and holistic visioning and planning process. The planning process engaged a broad range of elements including:

- The redevelopment of the Rose Garden SRNHA Site.
- Buena Vista Springs 1 Site.
- Buena Vista Springs 2 Site.
- The Carey Avenue Corridor, the “Corridor of Hope” Area.
- Various single family neighborhoods - addressing everything including early childhood education, economic development, arts and culture, job creation, and a housing strategy focused on existing and future resident needs.

September 2016
Tonopah Park Open Air Market

Three “Bingo” events were held at three separate senior subsidized housing complexes in the Urban Core neighborhood: Rose Gardens Senior Apartments; Owens Senior Apartments; and BVS III Senior Apartments.

October 2016
Refining Reality

The planning process was rooted in resident-led engagement, and in open and honest discussions about the future of the Urban Core Neighborhood. The Planning Team led specific Neighbor Plan Focused community planning workshops to build a community consensus around a shared vision for the Urban Core Neighborhood master plan. All workshops consisted of at least a Thursday evening and Saturday morning session – some had additional meetings where community residents and stakeholders provided input on the master plan and defined implementation strategies. The July 2016 “Knowing the Neighborhood” workshops dealt with understanding the community; the August 2016 “Creating Community” workshops dealt with locating the program needs within their community and the October 2016 “Refining Reality” workshops dealt with presenting neighborhood plans for feedback and discussion.

The final series of workshops “ Refining Reality” focused on getting the community’s opinion and responses via key-pad polling and discussion groups. Design concept options were presented to the Community.

3.1.1 Planning Structure

The planning structure included the Choice Neighborhoods Steering Committee, three Sectors (Neighborhood, Housing, and People), and Community Engagement Teams (CETs).

3.1.2 Steering Committee

The Steering Committee is comprised of representatives from CNLV; SNRHA; Nevada Partners, Inc. (Nevada Partners); Lutheran Social Services of Nevada (LSSN); the local HUD office; and EJP. The Committee has guided the overall planning process and development of the Plan and will continue to guide the implementation process. The Committee meets weekly to review the planning process, information and recommendations from community stakeholders, and to ensure emerging strategies and programs address identified issues and resource gaps.

Left to Right - Melanie Braud, SNRHA; Lorena Candelario, CNLV; CNLV Councilwoman Goynes-Brown; Cass Palmer, CNLV

3.1.3 Neighborhood Sector

This sector is led by CNLV's Neighborhood Services Department. Sector members work to transform the Urban Core neighborhood into a viable, mixed-income community with access to a variety of amenities, including grocery stores and retail opportunities. They are responsible for identifying:

- The current base zoning and planning conditions for the Urban Core neighborhood
- How best to realign current programs and initiatives to incorporate the neighborhood and make the location a priority for services and businesses
- Key assets and deficiencies related to amenities and infrastructure in the neighborhood and neighborhood activities
- Investments to address the identified challenges
- How to coordinate and leverage investment by public and private institutions in the community to contribute to the revitalization of the area
- Redevelopment of Buena Vista Springs 1 and 2

Neighborhood Sector

Chair: City of North Las Vegas

Partners/Members

- **Southern Nevada Regional Transportation Commission**
- **Outside Las Vegas Foundation**
- **North Las Vegas Police Department**
- **CNLV Economic Development**
- **CNLV Code Enforcement**
- **CNLV Planning/Zoning**
- **CNLV Neighborhood Services**
- **CNLV Public Works**
- **Las Vegas Metropolitan Police Department**
- **Clark County School District**
- **SNEC Board**
- **Southern Nevada Regional Housing Authority**
- **Nevada Partners, Inc.**
- **Lutheran Social Services of Nevada**
- **Southern Nevada Strong**
- **Chicanos Por La Causa**
- **Urban Chamber of Commerce**

3.1.4 Housing Sector

The Housing sector is led by SNRHA. Their goal was transforming the severely distressed Rose Gardens Senior Apartments public housing site into energy-efficient housing that is financially and physically viable over the long term. Hosting several resident meetings and forming the Housing Sector Committee, SNRHA conducted surveys and moved through the design process to gain valuable input on the conceptual layout of this senior public housing community. SNRHA identified redevelopment as the most cost effective, financially viable decision for Rose Gardens, even though renovation projects may be more expensive than new construction. The neighborhood housing plan is addressed in the Neighborhood and People Sectors to ensure the resulting housing plan addresses neighborhood-wide needs and priorities.

Housing Sector

Chair: Southern Nevada Regional Housing Authority

Partners/Members

- **U.S. Department of Housing and Urban Development**
- **EJP Consulting Group, LLC**
- **SNRHA Board of Commissioners**
- **Rose Gardens Resident Council**
- **KME Architects**
- **Clark County**
- **State of Nevada**
- **CNLV City Council**
- **CNLV Staff**
- **Lutheran Social Services of Nevada**
- **Nevada Partners, Inc.**
- **SNRHA Executive Office**
- **SNRHA Development and Modernization**
- **SNRHA Operations Department**
- **Perlman Architects**

3.1.5 People Sector

Led by Nevada Partners and LSSN, the Sector included representatives from agencies and departments who deliver services to Urban Core neighborhood residents.

They focused on identifying:

- Resources
- Unmet health needs
- Education
- Employment
- Training needs of area residents
- Planning for the provision of programs and services

People Sector

Co-Chairs: Nevada Partners, Inc. and Lutheran Social Services of Nevada

Partners/Members

- **Las Vegas Promise Neighborhoods Collaborative**
- **My Brother's Keeper**
- **Big Brothers Big Sisters**
- **Nevada Department of Training, Employment, and Rehabilitation**
- **Workforce Connections**
- **Clark County Department of Social Services**
- **Catholic Charities of Southern Nevada**
- **North Las Vegas Justice Court**
- **Clark County School DIstrict**
- **University of Nevada, Las Vegas**
- **College of Southern Nevada**
- **Nevada State College**

3.2 Methods of Engagement

Multiple tools and strategies were used during development of the Plan as the process evolved. The first year of the planning process emphasized:

- Extensive community outreach
- Secondary data collection
- Resident needs assessments
- Neighborhood surveys to understand the needs of the community
- Development of the Community Engagement Team

The second year of the planning process focused on establishing:

- "Doing While Planning" activities
- Soliciting feedback during Transformation Plan strategy development

Urban Core residents participating in the Neighborhood Survey at the September 26, 2015, Open Air Market

3.2.1 Community and Resident Survey Activities

3.2.1.1 Neighborhood Engagement

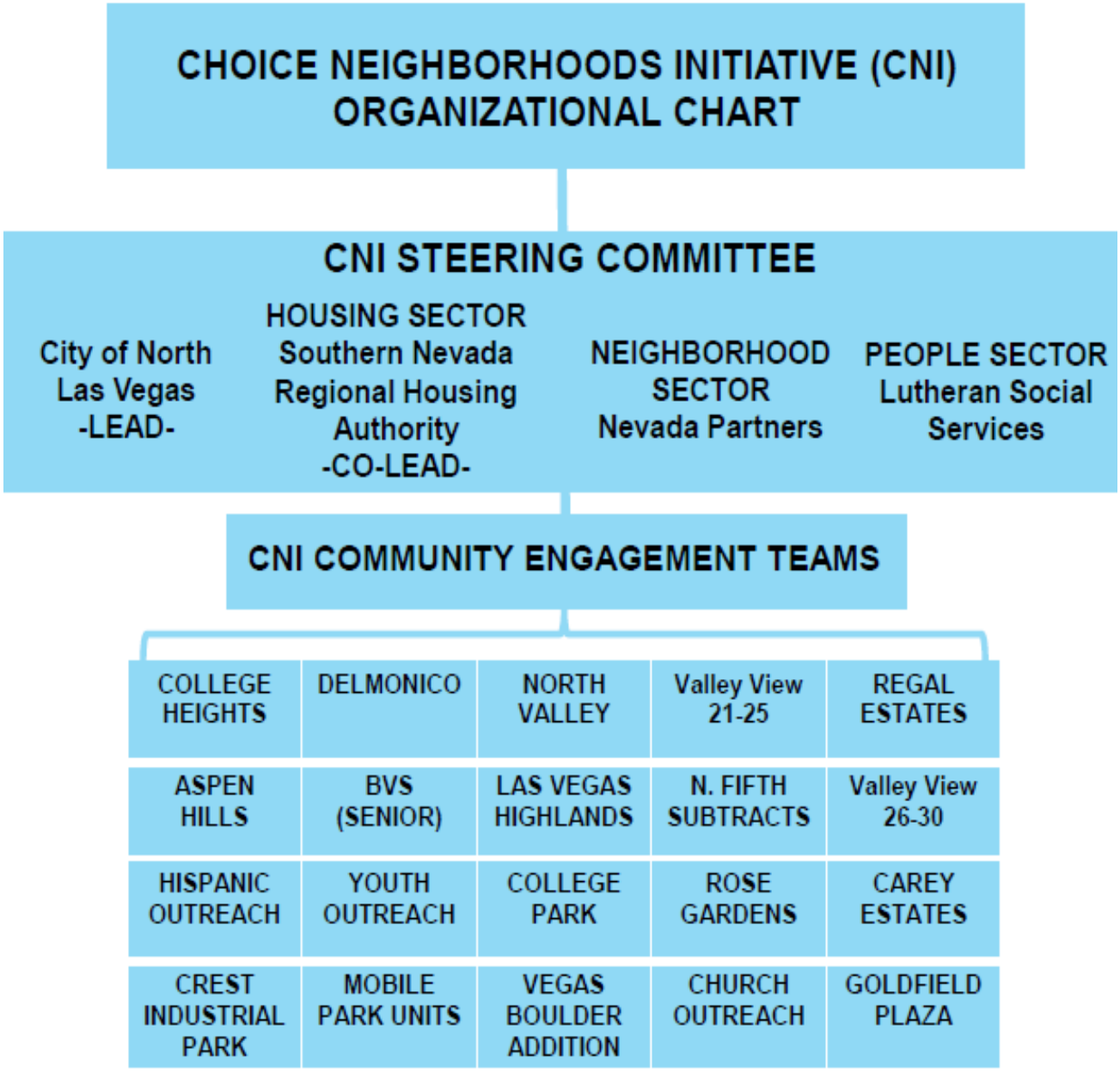
On July 9, 2015, the Steering Committee initiated the Community Engagement Team (CET), currently housed at the Zion United Methodist Church. The CET was formed to:

- Facilitate active engagement of residents, community members, and stakeholders in the CNI effort.
- Obtain assistance in collecting Community Surveys.
- Involve residents, community members, and stakeholders in the ongoing process of long-term community involvement for revitalization efforts.

A large number of CET members and participants have more than 30 years experience living and working within their respective communities. The primary neighborhoods represented in the CET are listed in the CNI Organizational Chart. The CETs were instrumental in the Neighborhood Survey administration process, which yielded over 1,000 completed surveys. CET members were also instrumental in developing strategies to further involve and empower community members to become key partners in helping transform the Urban Core. Members met every other week from July 9 to December 3, 2015. In March 2016, meetings transitioned from every other week to monthly. Between July 2015 and June 2016, over 26 CET meetings were held.

North Las Vegas Police Department Officer discussing the Choice Neighborhoods project at a Community Engagement Team meeting

Community Engagement Team meetings were catered by Urban Core residents



Choice Neighborhoods Organizational Chart

Also involved are residents from areas adjacent to the Choice Neighborhood such as College Park. Other committed stakeholders and organizations include those who may not reside in the target area, but have a strong interest and commitment in working within the Choice framework to help revitalize neighborhoods and improve quality of life for residents.

Zion United Methodist Church has been the central meeting place and 'Hub" for the CET and has also been a key partner with the Choice Initiative to develop the Zion Choice Community Garden. Organizations such as Valentine Communications and Left of Center Art Gallery are also active stakeholders involved in the Choice revitalization effort.

The CET has been the primary body responsible for the visioning and development of the Choice 'Doing While Planning' activities spelled out in the Neighborhood and People Strategy portions of the this Transformation Plan. These activities include:

- Zion Choice Community Garden
- Youth Leadership Development
- Intergenerational Program
- Community and Public Art Programs
- Neighborhood Clean-up activities
- Landscaping and façade improvement programs

The CET membership have all agreed to continue to develop the CET after the end of the CNI planning grant cycle to implement the strategies developed for the community during the CNI planning process.

CET Meeting Participants

Community Engagement Team Leaders & Participants:

Councilwoman Pamela Goynes-Brown, CNI Resident

Valley View Neighborhood Watch Committee Members:

Gwen Walker, Captain, Juanita Walker, Bobbie Walker, Brenda Boles, James Johnson, Ella Green, Diane Boles, & LaTonya Hampton, & Tammy Green

Valley View Residents:

Naomi Goynes, Theron Goynes, Arnita Hampton, Willie Johnson, James Johnson, & Sam Smith

North Valley Neighborhood Team Members:

Toni Thornton, Leader & J.D. Thornton, Leader

North Valley/Buena Vista Springs Neighborhood:

Alma Bennett-Evans, Leader

Zion United Methodist Church:

Pastor Lawrence Johnson
Zion Church Members Involved in CET & Community Garden
Charlie Blake, Trustee, Johnny Hampton, Billy Smith, Harry Dodd
Rachel Smith, La-vel Johnson, Willie Johnson, Johnny Cleveland, Essie Cleveland, Jim Toliver, Louise Toliver, Doroi Blake, Joan Colbert, Naomi Brown, Venoria Wynn, Coleen Wilson, Deljuana Thrower

Rose Garden Residents:

Kent Butler, Leader, Lona Richards, Kris Reiter, William McCracken
Theresa Lewis, Keith Armon, Cynthia Way, Bernice Gay, Barry Libbey

College Park Community Benefits & Engagement (CB&E):

Rae Ann Peterson, College Park CB&E, President
German Martin, College Park Community Leader

CNI Community Stakeholders:

Valentine Communications & Edutainment Business League (EBL)
Melvin Valentine, Director
Michelle Valentine, Assistant Director
Delron Mims, Youth Leader
Ishmael Jones, Youth Leader
Rhodzhane Combs, Youth Leader

Left of Center Art Gallery:

Denise Duarte

First African Methodist Episcopal Church (F.A.M.E.):

Pastor Ralph Williamson

3.2.1.2 Rose Garden Resident Engagement

The Steering Committee conducted a Resident Needs Assessment during the initial stage of the CNI planning process, and later the development of housing strategies for the Plan. The assessment was conducted during June and July 2015 and, despite senior literacy issues, achieved a response rate of 74%, with 83 of 112 occupied units responding. The survey was administered using a combination of group survey completion events and in-person surveying to reach as many residents as possible. Survey results are profiled in Appendix A.

Buena Vista III residents participated in a Bingo Survey event to assist with collection of completed Resident Needs Assessments

Rose Gardens residents volunteered at the September 26, 2015, and October 24, 2015, Open Air Markets

3.2.2 Community Outreach and Involvement Strategies

At least 10 different types of meetings or community events were conducted during the planning process. The meetings and events were designed to elicit completed surveys/needs assessments; solicit ideas and feedback from a broader audience; answer questions; and provide an update on current and upcoming planning activities and events.

3.2.2.1 Steering Committee

The Steering Committee met on a weekly or every-other-week basis beginning in February 2015 to implement the planning process. The Committee is the primary driver of the development of the Transformation Plan. Future Steering Committee meetings after completion of the Plan will focus on refining and implementing the strategies and framework identified in the Plan. The Steering Committee also provides overall coordination of the Community Engagement Team.

3.2.2.2 Sector Subcommittee Meeting

Sector meetings (Neighborhood, Housing, People) were held as needed during the planning process and will continue meeting as needed in the future to facilitate implementation of sector plans.

From Left to Right: Richard Nelson (BEC), Dr. Tiffany Tyler (CIS), Daigo Ishikawa (Nevada HAND), Armena Mnatsakanyan (LSSN), Cass Palmer (CNLV), Melanie Braud (SNRHA), Jim Haye (CNLV), Lorena Candelario (CNLV), Richard Carreon (Nevada Veterans Association), Lizette Guillen (Nevada Partners)

Not Shown: Amparo Gamazo (SNRHA), Frank Stafford (SNRHA), Monica Ford (Nevada Partners), Mike Mullin (Nevada HAND), Robert Feibleman (HAND Construction Co.), Kaila Price (Price Consulting), Scott Jepsen (EJP Consulting Group, LLC), Eileen Christensen (BEC), and Mariah Rivero (BEC)

3.2.2.3 Bingo and Survey Events

To maximize resident engagement and solicit ideas, the Steering Committee also hosted seven needs assessment/survey events:

- Three "Bingo" events at the: Rose Gardens Senior Apartments; Owens Senior Apartments; and BVS III Senior Apartments
- Two Open Air Markets
- The North Valley Job Fair
- A survey event held at Searchlight Healthcare Charities for residents in the North Valley Neighborhood

Bingo Survey event for Owens Senior Apartments residents

Two Open Air Markets were held to reach residents within a specified segment of the Urban Core neighborhood, during which over 650 households were represented. For the Urban Core neighborhood, markets yielded almost 300 completed Community Surveys. Specific outreach was conducted for the Urban Core neighborhood.

Bingo Survey event for other senior apartment complexes in the Urban Core

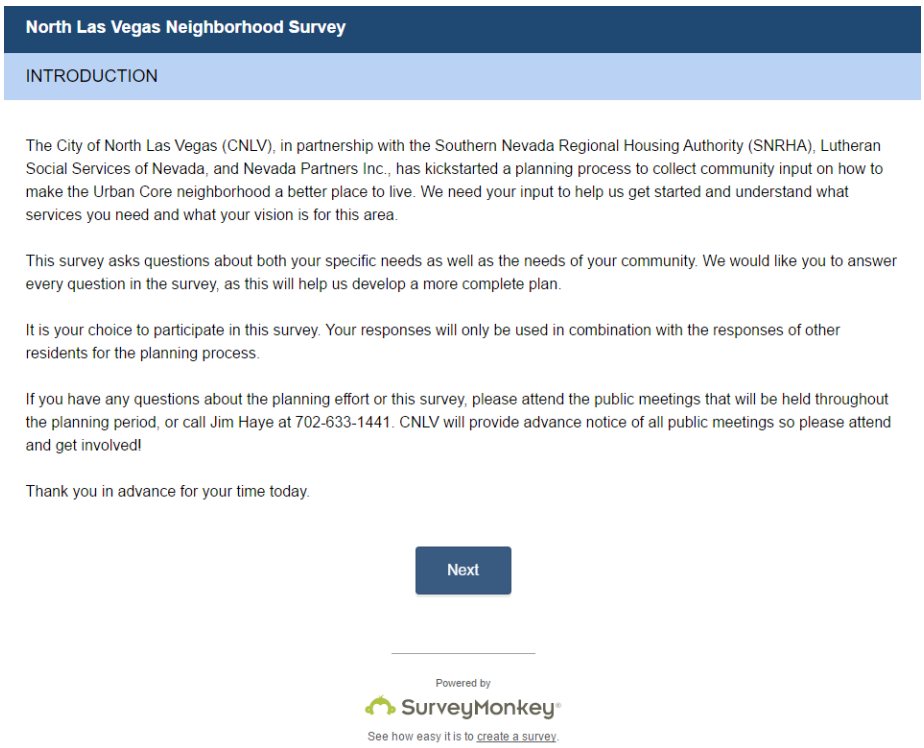
Volunteers and residents complete the Neighborhood Survey at three Open Air Markets

3.2.2.4 Door to Door Outreach/Canvassing

Numerous English and Spanish Surveys were collected through door-to-door canvassing of the Urban Core by Spanish-speaking volunteers from the National Coalition of Hispanic Organizations (NACHO) and youth volunteers from Valentine Communications. The Steering Committee and Sector Leads also utilized events planned by other organizations in the Urban Core neighborhood to engage the community and provide updates regarding Choice Neighborhoods. Outreach organizations and resident volunteers also distributed posters and flyers and conducted door-to-door canvassing to individual homes in the Urban Core.

3.2.2.5 Online Survey Collection

Online surveys were collected via CNLV's and partner websites. The online surveys were in English and Spanish, and over 200 surveys collected and input by Nevada Partners staff. Survey results and updates were posted to CNLV and SNRHA Choice Neighborhoods websites and the Choice Neighborhoods Facebook page.



North Las Vegas Neighborhood Survey

INTRODUCTION

The City of North Las Vegas (CNLV), in partnership with the Southern Nevada Regional Housing Authority (SNRHA), Lutheran Social Services of Nevada, and Nevada Partners Inc., has kickstarted a planning process to collect community input on how to make the Urban Core neighborhood a better place to live. We need your input to help us get started and understand what services you need and what your vision is for this area.

This survey asks questions about both your specific needs as well as the needs of your community. We would like you to answer every question in the survey, as this will help us develop a more complete plan.

It is your choice to participate in this survey. Your responses will only be used in combination with the responses of other residents for the planning process.

If you have any questions about the planning effort or this survey, please attend the public meetings that will be held throughout the planning period, or call Jim Haye at 702-633-1441. CNLV will provide advance notice of all public meetings so please attend and get involved!

Thank you in advance for your time today.

Next

Powered by SurveyMonkey

See how easy it is to create a survey.

Online Neighborhood Survey submission home page.

3.2.2.6 Urban Design Workshops

During the summer and fall of 2016 the Choice Neighborhoods Team conducted a series of community workshops, engagement sessions, and meetings with residents, community members, and stakeholders, city and county officials, and the SNRHA. These workshops engaged residents and stakeholders at all levels in an intense, intentional, and holistic visioning and planning process developing the master plan. The process covered the redevelopment of the Rose Gardens Senior Apartments, Buena Vista Spring I and II sites, the Carey Avenue corridor, the “Corridor of Hope”, and various single family neighborhoods – addressing everything including early childhood education, economic development, arts and culture, job creation, and a housing strategy focused on existing and future resident needs.

The Planning process was rooted in resident-led engagement, open and honest discussions about the future of the Urban Core Neighborhood and aimed at building a community consensus around a shared vision. All workshops consisted of at least a Thursday evening and Saturday morning session where community residents and stakeholders provided input on the master plan and defined implementation strategies. The July 2016 “Knowing the Neighborhood” workshops dealt with understanding the community; the August 2016 “Creating Community” workshops dealt with locating the program needs within their community; and the October 2016 “Refining Reality” workshops dealt with presenting neighborhood plans for feedback and discussion.

Image poster boards utilized for the Urban Design Workshop series

Design ideas and images utilized for the Urban Design Workshops. Attendees were able to identify which design ideas they did and did not want for the Urban Core.

Residents identifying which design elements they did and did not want in the Urban Core.

Urban Core residents participating in Urban Design Workshops

3.2.2.7 Outreach and Engagement

Hispanic Outreach

The Urban Core contains a high percentage of Hispanic residents and a unique set of challenges regarding outreach and participation. The Steering Committee worked with local Hispanic-serving organizations, such as CPLC, Community Services of Nevada, and NACHO to engage Hispanic residents. These organizations were an especially critical component of the engagement process as they assisted with conducting door-to-door surveys in predominantly Hispanic segments of the Urban Core. All CNI informational documents and surveys were translated into Spanish prior to distribution to the community, and Spanish-speaking community members were specifically recruited as members of the Community Engagement Team to further engage additional community members, residents, and stakeholders.

Groupos de Familia Al-Anon provided outreach to Hispanic residents of the Urban Core at the September 26, 2015, Open Air Market

The National Coalition of Hispanic Organizations conducted outreach activities to engage Hispanic residents of the Urban Core

Youth Engagement

The plan for youth engagement seeks to build enthusiasm and pride in the transformation of their neighborhood by seeking input on how the redeveloped community should look, feel, and be. An additional goal was simultaneously providing youth with enriching experiences that build college and career readiness by developing communication, presentation, time management, and leadership skills.

In August 2015, Valentine Communications was contracted to engage youth residents age 18-24 within or adjacent to the Urban Core. Between August and October 2015, youth volunteers assisted with the Community Survey administration process. They conducted door-to-door canvassing of the Urban Core to disseminate information regarding the Survey process to Urban Core residents, community members, and stakeholders. Between October 2015 and March 2016, Valentine Communications and youth volunteers assisted with production of a short promotional video for the Urban Core. The video provided background information on the Choice Neighborhoods project, the Community Survey process, and the goals for completion of the Transformation Plan.

Between March and May 2016, the Choice Neighborhood Youth Resident Council was established to continue engaging Urban Core youth and identifying other activities and objectives for the Council. As of May 25, 2016, the Youth Resident Council officially moved into the empty office space at the Searchlight Health Center located at 1818 West Carey Avenue, North Las Vegas, Nevada. The location is temporary while the Youth Resident Council continues to establish itself in the community and gain organizational structure and traction. The Youth Resident Council, administered by Valentine Communications, works closely with Nevada Partners to implement a work experience program for Urban Core youth. Youths will be hired as interns for a Valentine Communications project manager position. Participants will be recruited directly from the Urban Core and will learn the skills of social media marketing; content development; leadership; event planning; and task and time management.

Youth Resident Council

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CHAPTER 4
NEIGHBORHOOD STRATEGY

4. NEIGHBORHOOD STRATEGY

4.1 Vision for Neighborhood

The City of North Las Vegas (CNLV) Choice Neighborhood's Initiative (CNI) Urban Core was awarded a 2014 Planning Grant from the Department of Housing and Urban Development (HUD) in January 2015. This Planning Grant application was developed in collaboration with CNLV, SNRHA, Nevada Partners, LSSN, The University of Nevada, Las Vegas Lincy Institute, public housing residents, other neighborhood residents, as well as with other local non-profit service providers, educational institutions, and the local business community. This neighborhood CNI Urban Core is within the City of North Las Vegas Redevelopment Corridor and adjacent to the City of Las Vegas Downtown Redevelopment Area.

Conceptual neighborhood design

The Choice Neighborhood Initiative program advances the successes of HOPE VI by supporting affordable housing and economic development to transform neighborhoods of extreme poverty into thriving, sustainable, mixed income communities CNI goes beyond previous public housing redevelopment programs. CNI seeks to help communities develop a comprehensive plan to utilize new public housing strategies that include mixed income diverse housing options, high-performing supportive services, improved schools, enhanced public assets, transportation and access to jobs and economic opportunities for all residents to be successful. CNI is designed to collectively create a plan that transforms distressed public housing and addresses challenges in the surrounding neighborhood.

For nearly two years, the transformation team has been working with residents and stakeholders to create this vision for the Urban Core Neighborhood - Community stakeholders and residents have spent this time understanding the neighborhood's current conditions and establishing a vision for the future. All together CNLV, the Housing Authority and other community partners have invested time and effort in the Urban Core Neighborhood to develop a comprehensive plan and approach for the Urban Core Neighborhood's transformation. Partners have participated in one-on-one meetings, interviews, focus groups, design charrettes, community meetings, and other efforts to develop this Neighborhood Plan.

Conceptual neighborhood design

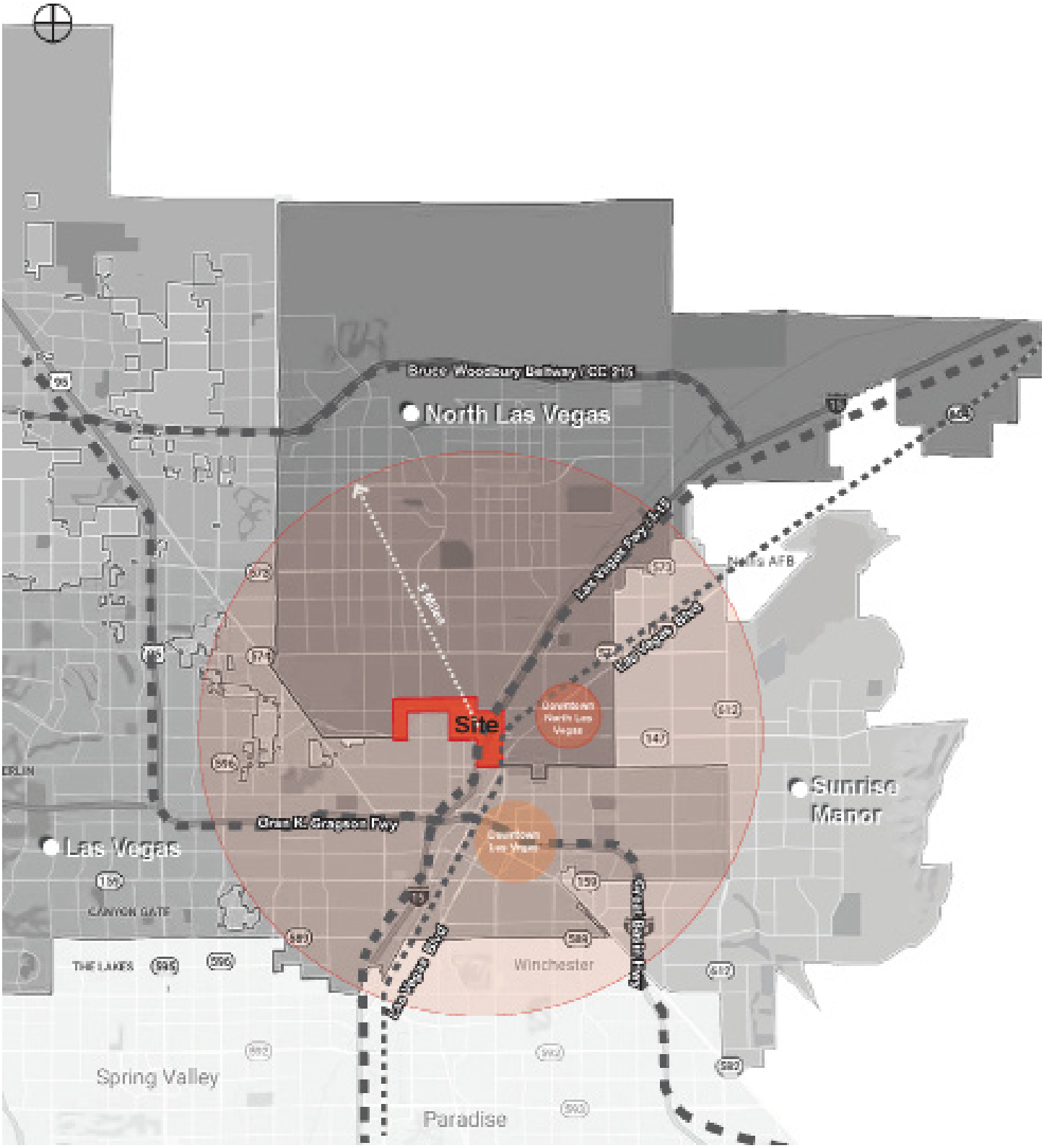
URBAN DESIGN PRINCIPLES FOR THE URBAN CORE NEIGHBORHOOD OF THE CITY OF NORTH LAS VEGAS TRANSFORMATION PLAN

1. Create an economically integrated neighborhood and community which maximizes housing choices along with affordability.
2. Leverage new development with/through the targeted land assemblies of the City of North Las Vegas and the Southern Nevada Regional Housing Authority (SNRHA).
3. Increase home ownership with targeted single family home infill development of the appropriate scale and character for small vacant residential lots throughout the community.
4. Establish and provide rehabilitation and repair programs for the community to strengthen the existing community.
5. Create and foster strong sense of community through community design and engagement.
6. Well-connected street networks help a community/neighborhood function. Sometimes because of site conditions, along with existing street conditions, a complete grid network will not be possible. However, increased connectivity and linkages of the streets will create a greater overall benefit to the community.

Conceptual neighborhood design

7. Throughout the CNLV Urban Core Neighborhood a program of streetscape improvements/sidewalk enhancements will be utilized to provide better connection and pedestrian linkages throughout the whole community. Intersections will utilize traffic calming techniques along with narrower streets to slow traffic where possible, making crossing streets easier and more pedestrian friendly.
8. Sidewalks will also serve to connect existing developments and new developments with open spaces and parks throughout the community.
9. Create a variety of green spaces to accommodate both social interaction and privacy in a range of public and private spaces such as playgrounds, outdoor classrooms, ballfields, other recreational facilities, pocket parks, and community gardens.
10. Look to implement pocket parks and public art throughout the neighborhood celebrating and embracing the rich cultural and artistic heritage of this neighborhood.
11. A range of housing types, scales, and target residents will be utilized throughout the Urban Core community specifically looking to create vibrant and cohesive mixed-income choices for housing in the Neighborhood. These will range from targeted new infill single family houses to rowhouses/townhomes to mix-use building combining retail/commercial uses with housing above.

Neighborhood vision designs



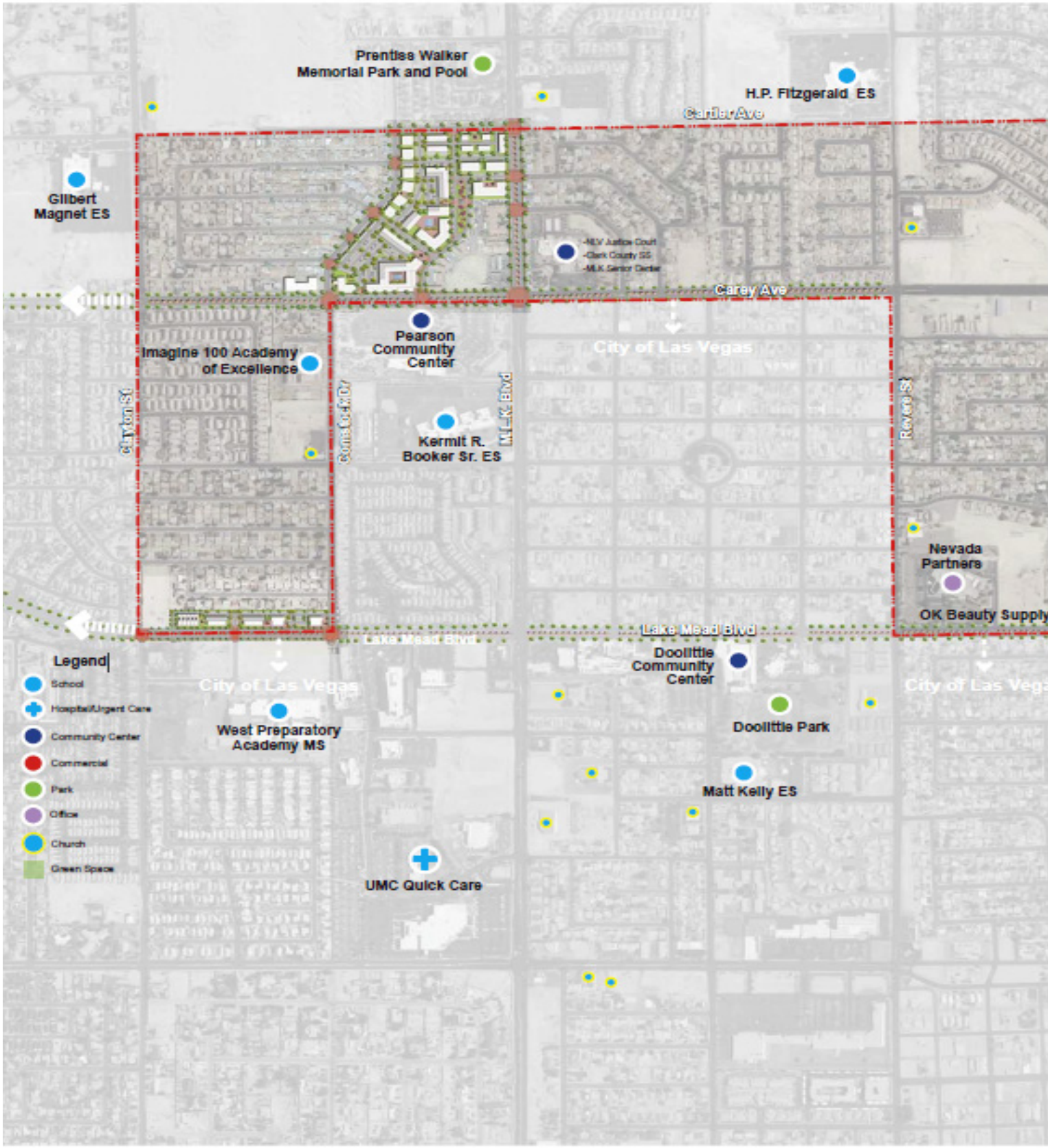
Urban Core Site Map

4.1.1 Urban Core Neighborhood Master Plan

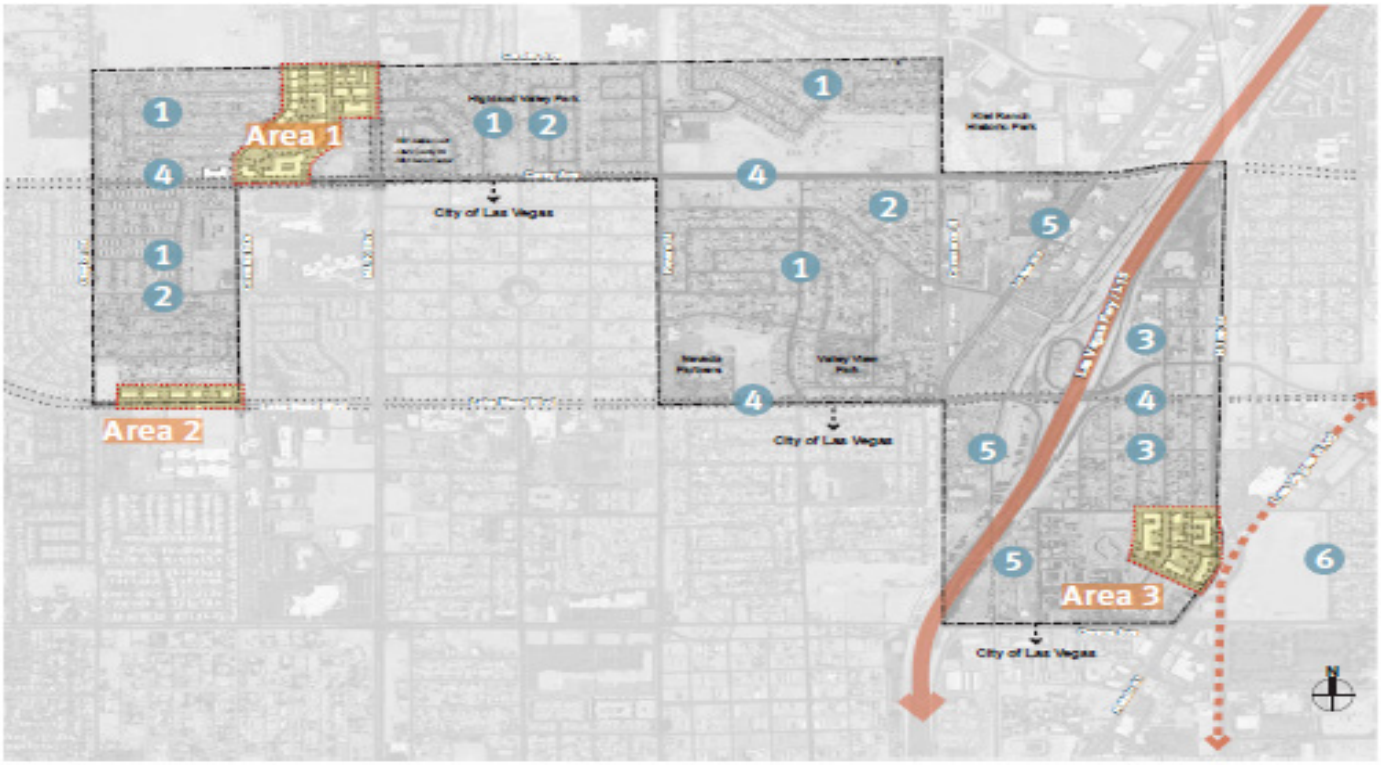
One of the key components of the CNI Transformation Plan is a Neighborhood Plan. This Neighborhood Plan addresses the Neighborhood's concerns and establishes a vision for redeveloping the SNRHA Rose Gardens Senior public housing community, Buena Vista Springs 1 & 2, the overall CNI Urban Core neighborhood and other target areas, creating an economically and socially diverse, healthy and vibrant mixed-income urban neighborhood that includes a wide range of land uses and densities.

For the past two years, the City of North Las Vegas, the CNI partners, the Neighborhood Planning team, along with the residents of the Urban Core Neighborhood, have worked together to create a holistic vision for their Community. This vision encompasses both the achievement of milestones and the Planning of a future Urban Core Neighborhood. Together, all partners have been working in unison to create: A Safe, Strong, and Thriving Urban Core Neighborhood for Generations to come.

City of North Las Vegas


Prentiss Walker Memorial Park and Pool
H.P. Fitzgerald ES
Cartier Ave
Gilbert Magnet ES
-NLV Justice Court
-Clark County SS
-MLK Senior Center
Carey Ave
Pearson Community Center
Imagine 100 Academy of Excellence
City of Las Vegas
Clayton St
Comstock Dr
MLK Blvd
Revere St
Kermit R. Booker Sr. ES
Nevada Partners
OK Beauty Supply
Lake Mead Blvd
Doolittle Community Center
Legend
School
Hospital/Urgent Care
Community Center
Commercial
Park
Office
Church
Green Space
City of Las Vegas
West Preparatory Academy MS
Doolittle Park
Matt Kelly ES
UMC Quick Care

Design Area
Overall Site Plan



Urban Core Neighborhood Area

4.1.2 Recommended Land uses, Growth Scenarios Density and Development, and Challenges/Goals

The neighborhoods and site areas of the Urban Core are identified with their unique characteristics, visions, recommended uses and growth scenarios. Each of these target sites may be subjected to change as future development occurs. Most areas are envisioned with a variety of housing types and uses fostering a population of diverse demographic and economic characteristics. Families, students, seniors, young professionals and empty nesters will live in close proximity and reflect the uniqueness of North Las Vegas. Higher density compact developments are envisioned to promote more walkability, Eyes on the Street Crime Prevention through Environmental Design (CPTED) strategies, and greater efficiency of public transportation. Each neighborhood or site area will include at least one park or pocket park with easy walking access for the residents.

4.1.3 Transformation Strategies

1. Neighborhood stability programs for home repairs, increased homeownership and targeted new infill homes and pocket parks.
2. Specific neighborhood strategies that promote neighborhood and quality of life. New playgrounds, sidewalks, entries and pedestrian connections. New connections and pathways to increase access for pedestrians.
3. Intensive single family neighborhood redevelopment strategy which emphasizes new homes and replacements coordinate with other City studies and programs, particularly the Lake Mead Village West.
4. Streetscape and traffic calming transformation strategies for Carey Ave and Lake Mead.
5. Commercial and industrial redevelopment and stabilization strategies to en courage a diversified tax base and increase employment opportunities.
6. Future commercial or retail development sites. Promote buffering and transitional uses along the eastern boundary of the Urban Core target area.

Neighborhood vision designs

Proposed Site Development for Buena Vista Springs I

4.2 Neighborhood Goals and Strategies

GOAL 4.1: Redevelop Vacant and Underutilized Sites in the Urban Core

Strategy 4.1.1 Redevelop Buena Vista Springs I (Option 1)

The transformation envisioned for the 18.35 acres on the north side of Carey Avenue between West and Morton Avenue, known as Buena Springs 1, is one of establishing a new sense of place and community on/within the site while also establishing connections to the surrounding neighborhoods. The goals for the community/site are: “Restitching” the neighborhood blocks; maximizing the corner and frontage along Carey for retail and mixed use opportunities; traffic calming through new crosswalk and streetscape and promoting a slower/more pedestrian friendly Carey Avenue.

The “center piece” of the community will be the creation of a special place/neighborhood “Green/ Commons” within the center of the new neighborhood. Also important are the linkages and connections within the neighborhood and the large context with the adjacent residential neighborhood. Creating walkable and pedestrian friendly streets/streetscapes within the site is also crucial. Housing (medium density) comprised of two/ three story buildings will provide both Intergenerational housing opportunities and mixed income opportunities arranged around the signature park in the middle as the community’s focal point. Additionally, Carey Ave may become a mix-used street with on-street parking, retail space and flex space at grade (serving as incubators for small business), and a head-start preschool and medical clinic.

A Mixed Use: 2~3 Story Housing over Live/Work
B Mixed Use: 2~3 Story Housing over Retail
C MF: 2~3 Story with Tuck-under Garages
D MF: 3 Story without Tuck-under Garages
E "Granny Flats" 1 Story Housing Over Garages
F 2-3 Story Senior Housing
G 2 Story Townhome Looking Duplexes
H 2 Story Townhomes
K 1-2 Story (4Plex) Cottages
L Early Childhood Program
M Freestanding Commercial
N Neighborhood Grocery

Conceptual Neighborhood Design

Prior to demolition in 2014, BVS 1 included a 288 unit, 56 building multi-family rental housing community located on 18.35 acres, the large majority of which were vacant and boarded. The same was true for BVS 2, which was a 160 unit, 20 building community located on 3.5 acres. After purchase by CNLV the remaining tenants were relocated and the buildings were demolished during 2013 and early 2014. Per federal requirements connected to the NSP funds used for the acquisition, relocation and demolition, the sites must be redeveloped by 2024. Both properties were demolished and land banked. As part of the Choice Neighborhood target area, CNLV and community view the redevelopment of the BVS sites as a vital part of the revitalization and redevelopment within our Neighborhood Strategy.

CNLV desires to accelerate redevelopment based on adequate market demand for appropriate and desirable development opportunities that exist for this location and will be disseminating a Request for Proposal (RFP) in the very near future to review bids for the redevelopment of Buena Vista Springs 1 and the health center site on 181 West Carey Ave.

Recommended Land Uses

Medium Density Housing: urban 3 story buildings, townhomes, and cottages along with mixed-use buildings incorporating retail/commercial or live/work units on ground level with two Levels of housing above are recommended along Carey Avenue and Martin Luther King Boulevard.

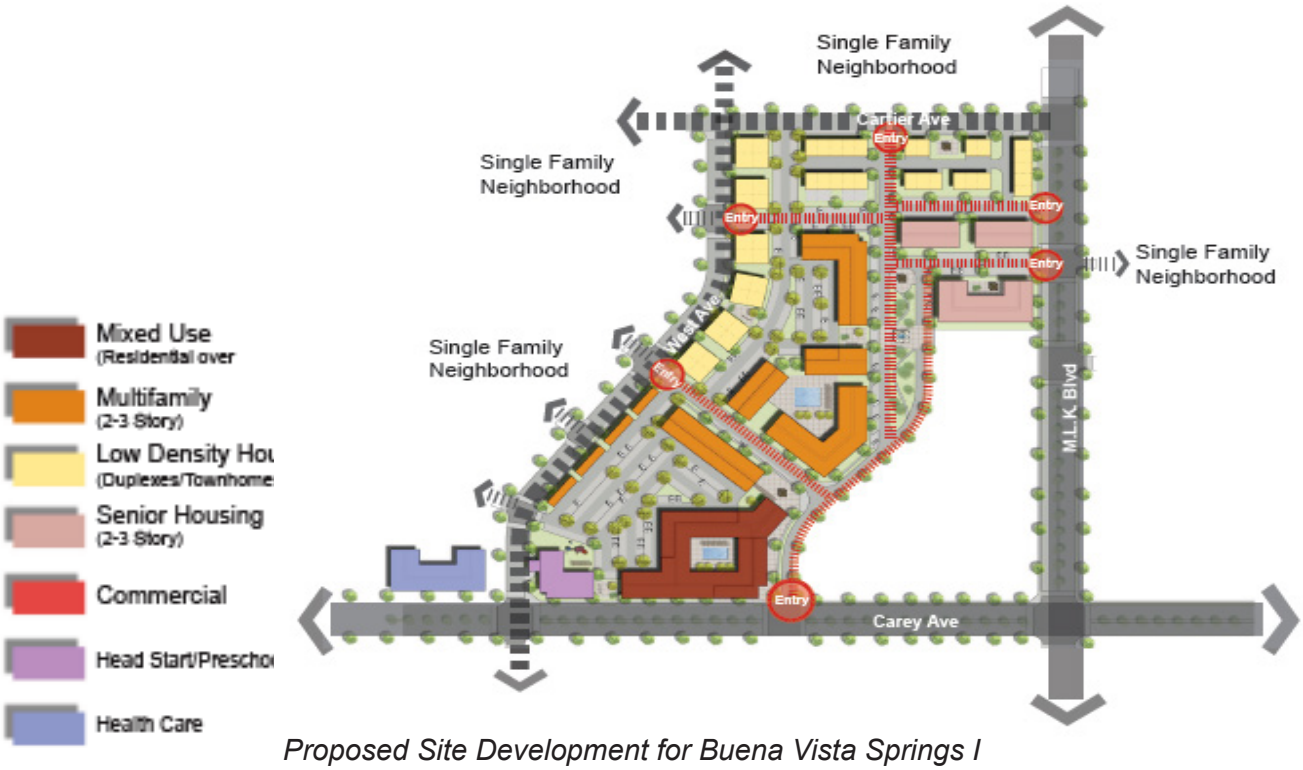
Growth Scenario - Density and Development

Approximately 25 dwelling units/ac for new mixed-income housing development, new senior/assisted living, rowhouse/duplexes (for sale and rental), cottage/4 duplexes and bringing in approximately 500+ new residents. Approximately 20,000-25,000 sq. ft. of ground level retail (stand alone and mixed-use configurations). Approximately 8,000-10,000 sq. ft. of live/work-flex type ground floor units. Head Start/Preschool center of approximately 4,000 sq. ft.

Challenges/Goals

The primary challenges will be phasing and parcel division; retail leasing/ stabilization and coordination of the streetscape transformation of Carey Avenue along with the connection to surrounding neighborhoods. Additional challenges include coordination with the county and state entities for the Carey Avenue transformation and the integration of the park around the county center.

The Goals are: a successful integration of uses, housing types, multi-generations and income with vibrant street oriented urban scaled retail/ commercial; and creating a walkable new neighborhood with a defined sense of place and identity.



Proposed Site Development for Buena Vista Springs I

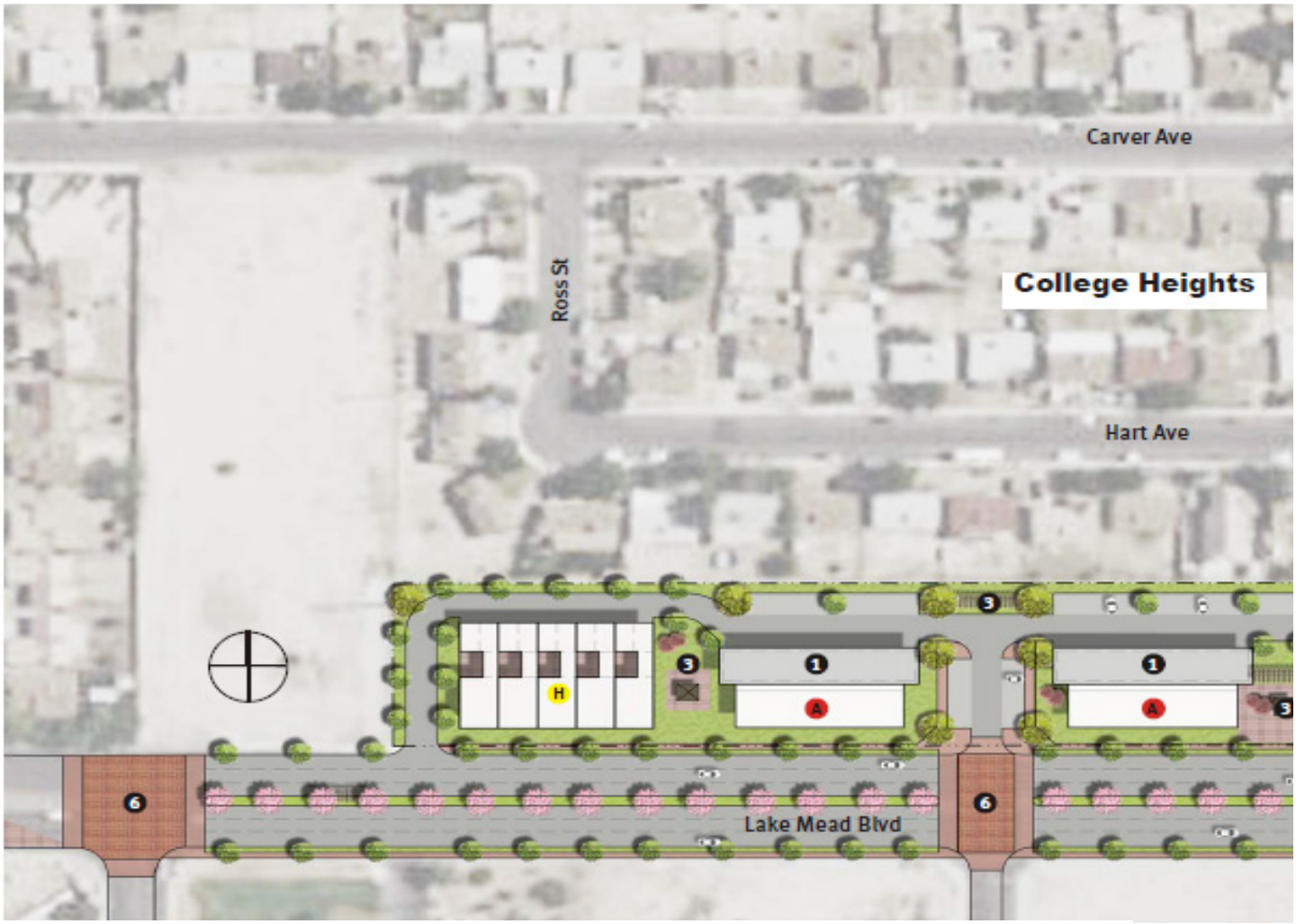
Proposed Site Development for Buena Vista Springs I (Option 2)

Strategy 4.1.1 – Redevelop Buena Vista Springs I (Option 2)

A Mixed Use: 2~3 Story Housing over Live/Work
B Mixed Use: 2~3 Story Housing over Retail
C MF: 2~3 Story with Tuck-under Garages
D MF: 3 Story without Tuck-under Garages
E "Granny Flats" 1 Story Housing Over Garages
F 2-3 Story Senior Housing
G 2 Story Townhome Looking Duplexes
H 2 Story Townhomes
K 1-2 Story (4Plex) Cottages
L Early Childhood Program
M Freestanding Commercial
N Neighborhood Grocery

Proposed Site Development for Buena Vista Springs I (Option 3)

Strategy 4.1.1 – Redevelop Buena Vista Springs I (Option 3)



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H 2 Story Townhomes
K 1-2 Story (4Plex) Cottages
L Early Childhood Program
M Freestanding Commercial
N Neighborhood Grocery

1 Tuck-under Garages
2 Central Commons
3 Pocket Park
4 Pool Courtyard
5 Courtyard
6 Enhanced Crosswalks/Streetscape
7 Play Ground
8 Parking Court

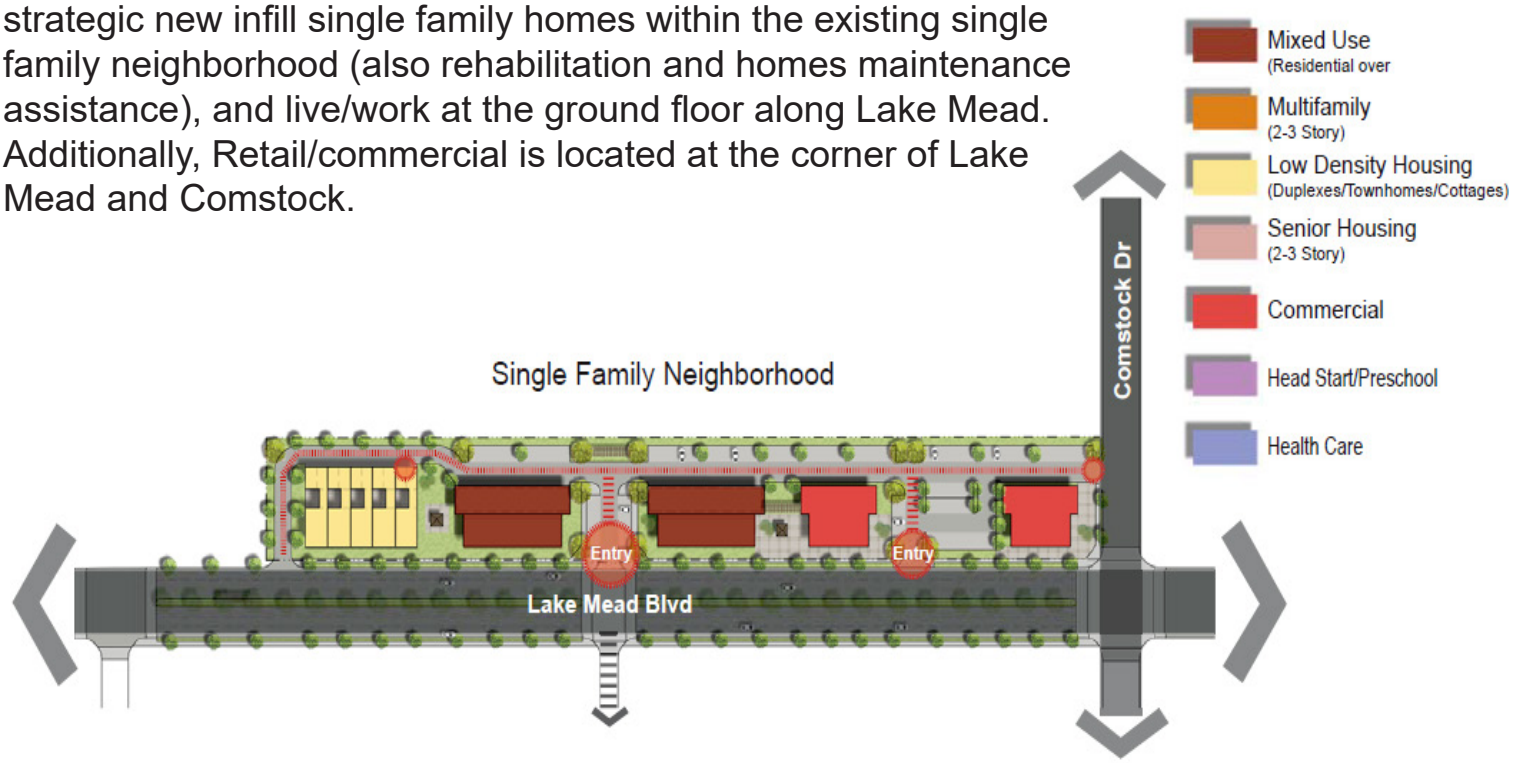
Proposed Site Development for Buena Vista Springs II

Strategy 4.1.2 – Redevelop Buena Vista Springs II

The 3.47 acres along W. Lake Mead Boulevard, known as Buena Vista Springs II represents a target site for the careful integration of Live/Work, Retail/ Commercial, Rowhouses/ Townhouses, and Courtyard Housing adjacent to existing single-family neighborhoods. Strategically located 2/3 story rowhouses and mixed income courtyard cottages serve to provide a transition between new and existing housing. Of crucial importance is establishing a street presence along Lake Mead while implanting new urban streetscape to promote traffic calming and connections across Lake Mead; and retail/commercial at the hard corner of Lake Mead and Comstock. Live/Work Buildings - along Lake Mead, take advantage of the opportunity for high visibility and an urban feel. Lastly, a new connection (pedestrian) into the northern neighborhood provides better pedestrian connections and improved walkability for the whole community.

Recommended Land Uses

A careful mix of a variety of residential uses; mixed Income/ intergenerational courtyard houses, townhouse/rowhouses, strategic new infill single family homes within the existing single family neighborhood (also rehabilitation and homes maintenance assistance), and live/work at the ground floor along Lake Mead. Additionally, Retail/commercial is located at the corner of Lake Mead and Comstock.



Proposed Site Development for Buena Vista Springs II

Conceptual neighborhood design

Growth Scenario - Density and Development

The Buena Vista Springs 2 redevelopment is proposed to include approximately 40-44 courtyard style (1-2 story) townhomes nestled back adjacent to the existing neighborhood to the north. Additionally, approximately 6 (2-3 story) rowhouse style townhomes create an urban edge along Lake Mead Blvd; two Live/Work buildings (3 story / 2 levels of housing over live/work flex space) provide approximately 12,000-15,000 sq. ft. of live/work space and approximately 30 housing units facing Lake Mead (again creating a strong urban edge). Approximately 8,000-10,000 sq. ft. of retail and commercial space is situated at the corner of Lake Mead Blvd. and Comstock Dr.

Challenges/Goals

The Primary Challenges will be: phasing; retail leasing/stabilization of the Live/Work buildings; the viability of the stand alone commercial, the coordination of the streetscape transformation along Lake Mead and the connection/interaction to surrounding neighborhood.

The Goals are a successful integration of the housing types, multigenerations and income with vibrant street oriented urban edge live/work and retail/commercial spaces. Creating a walkable new neighborhood with a defined sense of place and identity.

Proposed Site Development for Rose Gardens Senior Apartments

Strategy 4.1.3 - Redevelop Rose Gardens Senior Apartments

Transformation Strategies

- Intensive single family neighborhood redevelopment strategy emphasizing new home and replacement. Additionally, coordination with other CNLV studies and programs particularly the Lake Mead Village West Plan.
- Commercial and industrial redevelopment and stabilization strategies to encourage a diversified tax base.
- Future commercial or retail development site. Promote buffer and transitional uses adjacent to neighborhoods on the east edge.
- Homelessness, strategies for the “Corridor of Hope” in CNLV that provide assistance, housing and vocational training in a dignified and uplifting manner/approach.

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B Mixed Use: 2~3 Story Housing over Retail
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D MF: 3 Story without Tuck-under Garages
E “Granny Flats” 1 Story Housing Over Garages
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K 1-2 Story (4Plex) Cottages
L Early Childhood Program
M Freestanding Commercial
N Neighborhood Grocery

GOAL 4.2: Community Housing

Strategy 4.2.1 - Development of Community Housing in the Urban Core

CNLV has an overall community housing development plan that will identify Choice as one its primary areas of focus. The plan will promote overall housing development, through construction of new homes, rehabbing existing homes and increasing home ownership. These strategies are incorporated in the Clark County Consolidated Plan.

CNLV will work with Neighborhood Housing Services of Southern Nevada (NHSSN) its designated CHDO (Community Housing and Development Organization) and Rebuilding Together, Inc to utilize HOME and Low Income Housing Trust Fund (LIHTF) funds to promote the overall housing redevelopment of the Choice target area through the following activities:

1. To create new permanent affordable housing in the CNI target area through new construction

2. Increase new housing units available to resident, including availability of affordable and mixed income housing

3. Implement an Acquisition, Rehab, Resale program within the target area to increase availability of upgraded homes available for purchase

4. Increase the number of households that can qualify to purchase homes through expansion of the Down Payment Assistance (DPA) Program

CNLV has an overall housing development plan that will be focused on the following priority areas:

- Choice Neighborhood target area
- College Park
- Arrowhead Acres
- Overall CNLV

NHSSN Director Michelle Vilero at a HUD sponsored home ownership event at MLK Bvld. and Carey Ave.

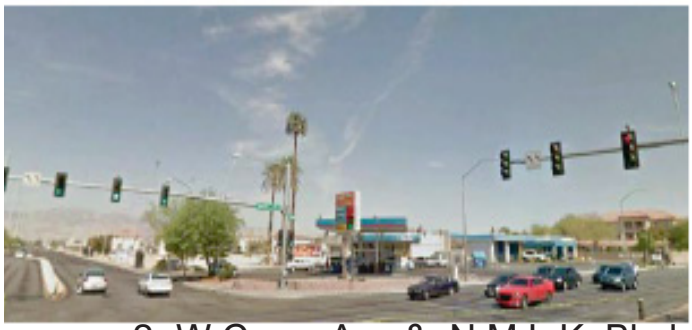
GOAL 4.3: Physical and Social Assets: Street View

Street view shows the existing streetscape of various intersections within the study area. Discoveries such as absences of sidewalks/landscape, existing infrastructure like bike lanes on Carey Ave. and the width existing right-of ways provide important basis for redevelopment directions.

Location of streetscapes within Urban Core

1- West Ave.

5- Kiel Ranch Historic Park



2- W Carey Ave & N M.L.K. Blvd.

6- Valley View Park

3- N M.L.K. Blvd & W Cartier Ave.

7- Las Vegas Freeway

4- W Lake Mead Blvd & Comstock Dr.

8- N Las Vegas Blvd.

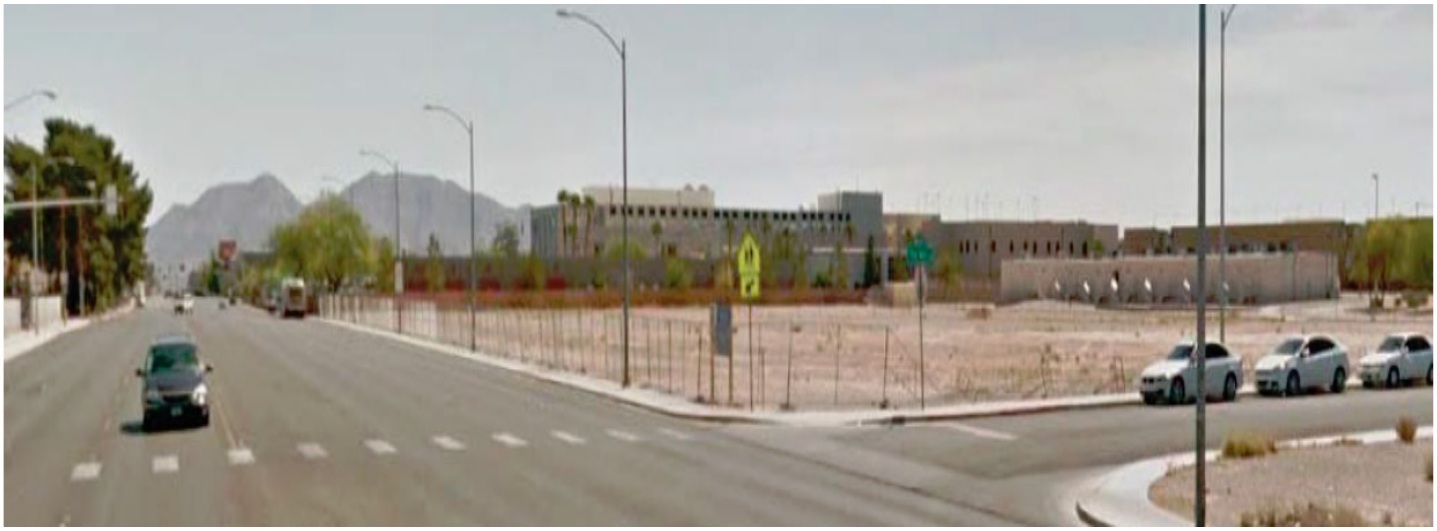
Streetscapes displaying existing infrastructure in Urban Core

Strategy 4.3.1 - Redevelop the Carey Avenue Corridor

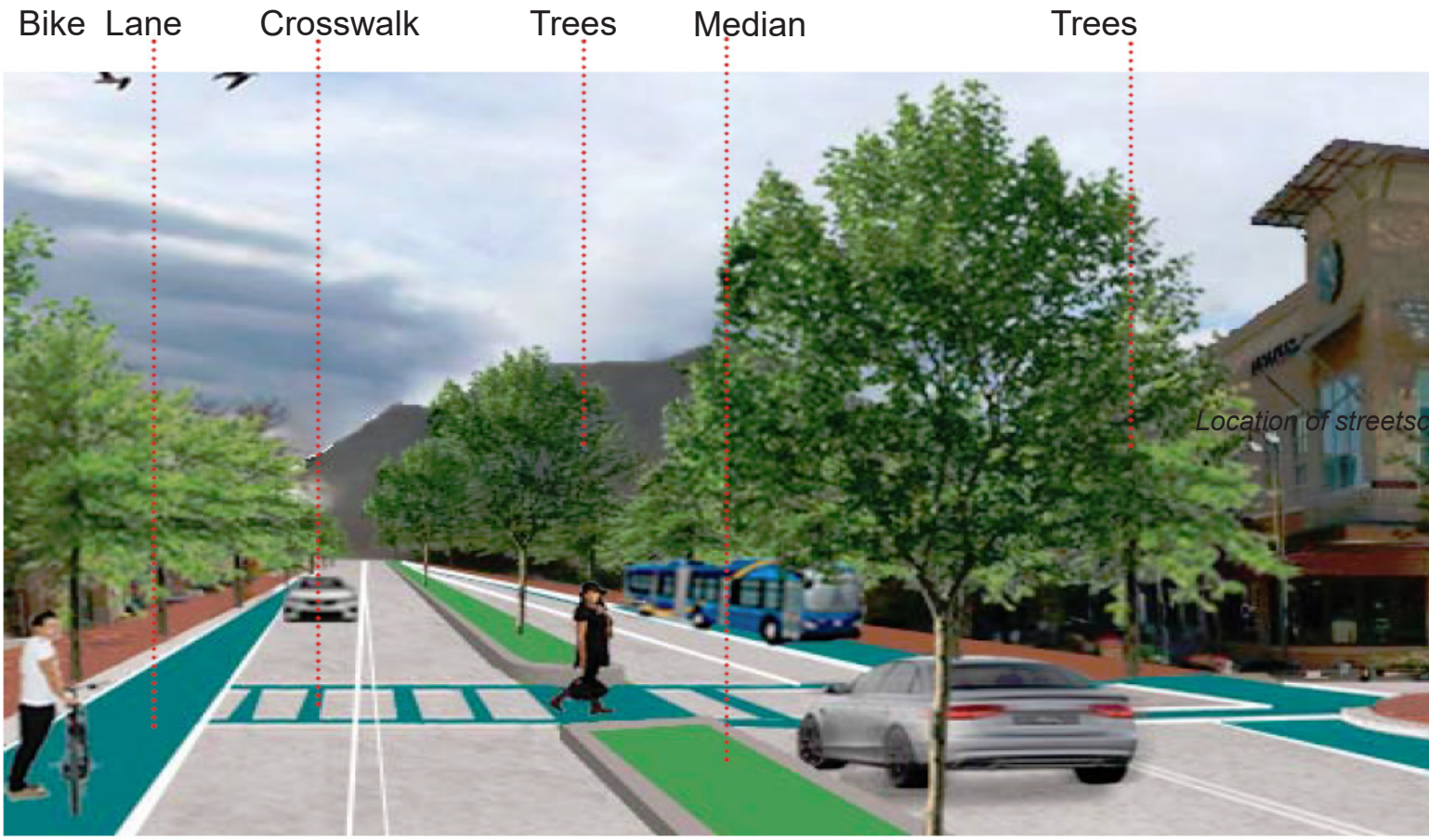
This large contiguous parcel of land with visibility and access along Carey Avenue and close access to I15 offers a unique opportunity site within the Urban Core Neighborhood for larger scale retail (grocery store), commercial and mixed-use development. Three story street-oriented mixed-use buildings are proposed to form a new urban “Mixed-Use street” along Carey Avenue. A pedestrian friendly streetscape and “traffic-calming promoting a strong street edge and mix of activities will encourage a connection between the neighborhood north and south of Carey Avenue, the existing Kiel Ranch Park, and the greater Carey Avenue corridor/Urban Core Neighborhood. Additionally, the proposed enhanced pedestrian crosswalks, center boulevard medians along Carey Avenue, a pedestrian friendly promenade/walkway and streetscape will all work to change the image, usability, and pedestrian sense of Carey Avenue. The Prime Retail frontage in terms of access, visibility and redevelopment potential optimized with larger scaled retail development including a proposed Grocery Store and bigger scaled retail is proposed. A new mid-block street to link neighborhood to the north with south Carey Avenue neighborhood will provide new connections and access to the Aloha Vegas community. Aloha Vegas, although somewhat temporary in nature due to the mobile nature of the dwellings, is an active vibrant community fulfilling a need for housing and affordability. New connection points are proposed to create a greater neighborhood feel and increase walkability. The extreme western edge of Aloha Vegas represents a mixed-use, commercial and retail opportunity along the southern edge of Carey Avenue.

Conceptual Design for Carey Avenue

W. Carey Avenue- Existing



W. Lake Mead Blvd. - Existing

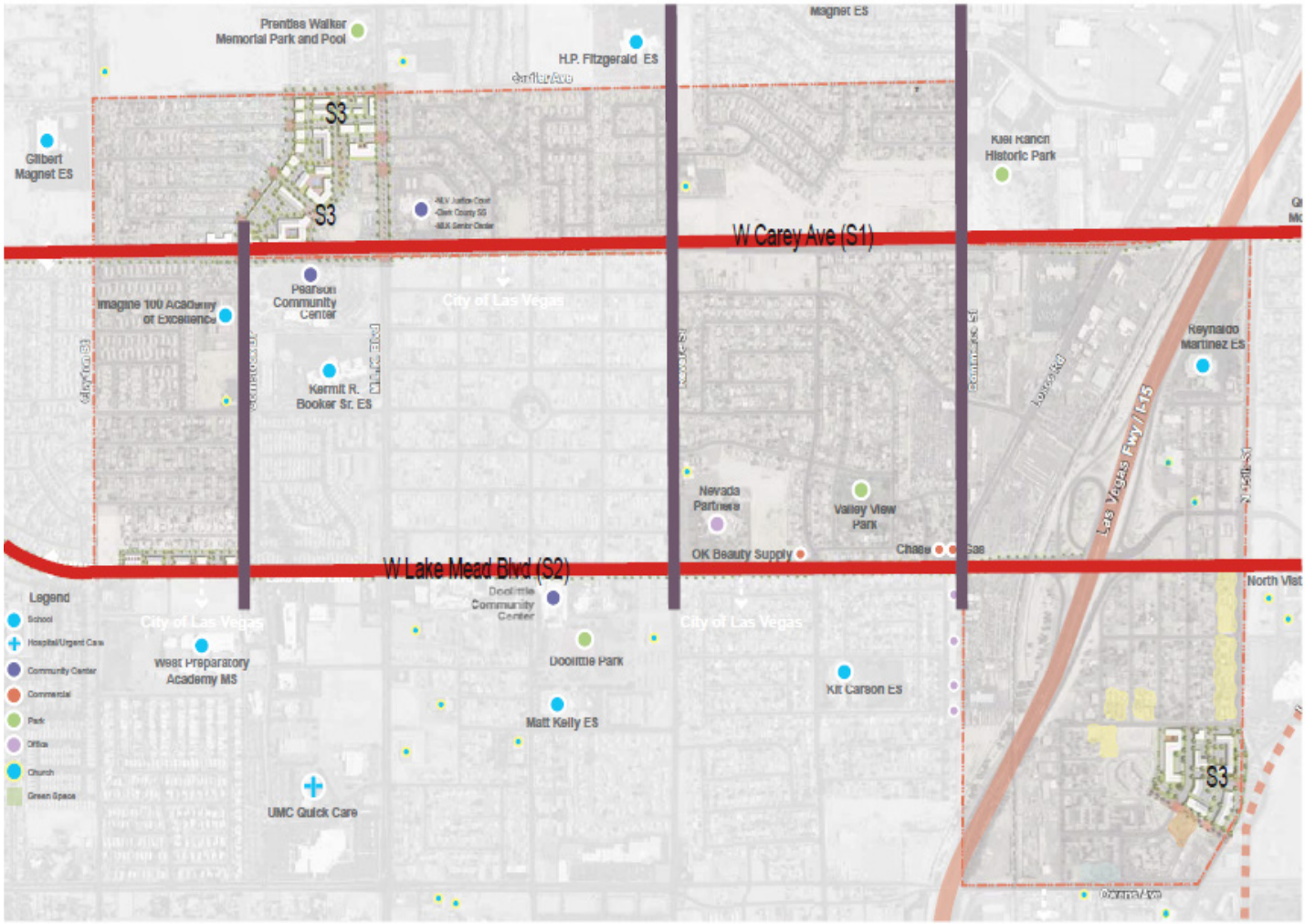


Adding Multi-Purpose Lane, Sidewalk, Crosswalk, & Median Strip

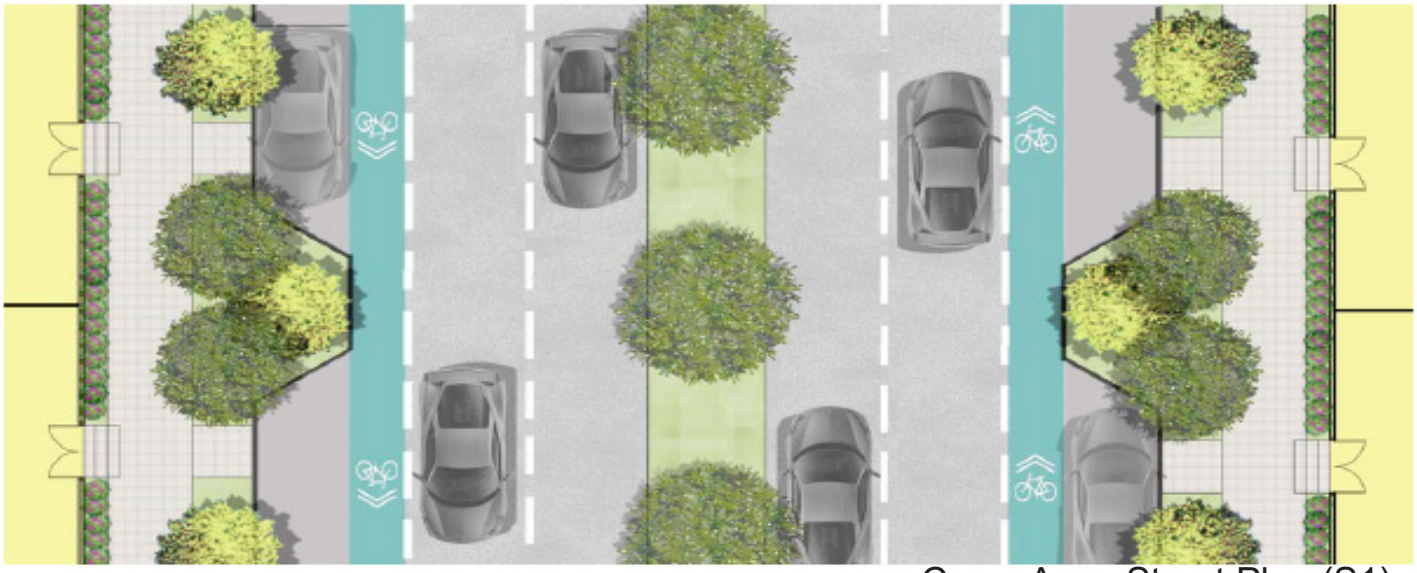
Conceptual Design for Lake Mead Blvd.

Street Character Design Guidelines

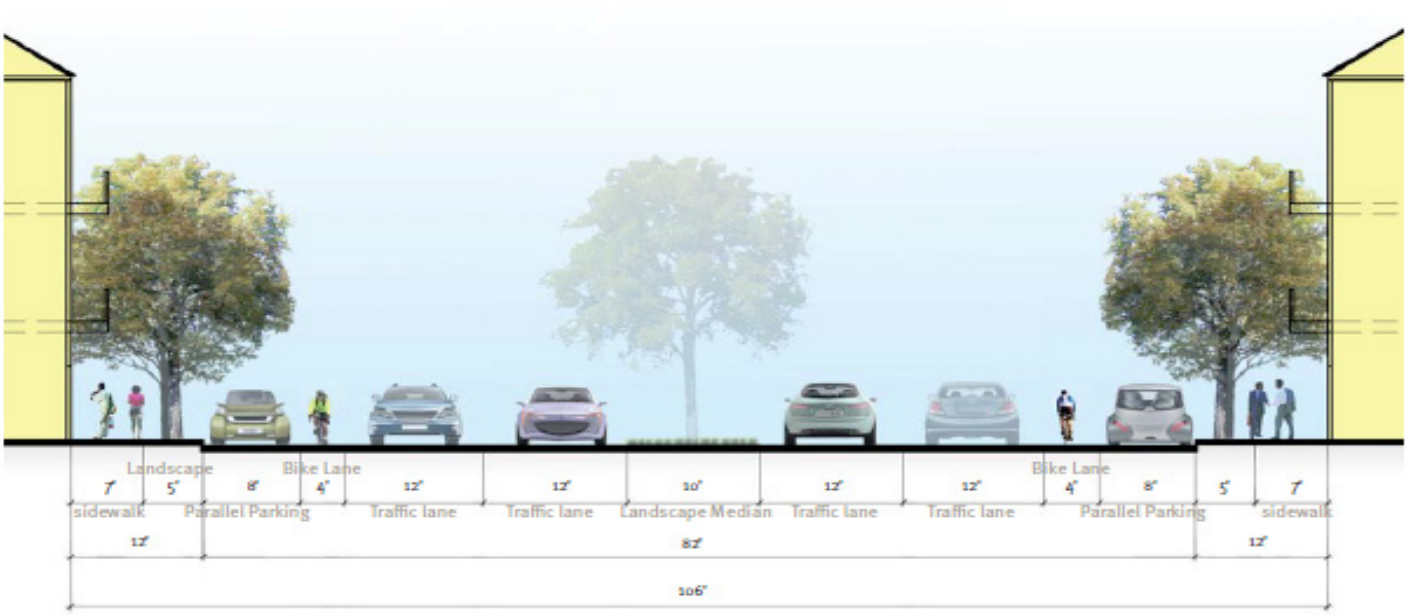
These proposed design guidelines and streetscape/urban design elements are intended to be conceptual and provide background for any possible rezoning being undertaken. The elements are proposed to facilitate the creation of a cohesive Neighborhood with both a unique identity/character and a pedestrian oriented streetscape. Priority for implementation of these guidelines should be placed on the W Carey Ave corridor. Along Lake Mead Blvd., emphasis should be placed on neighborhood nodes and intersections.



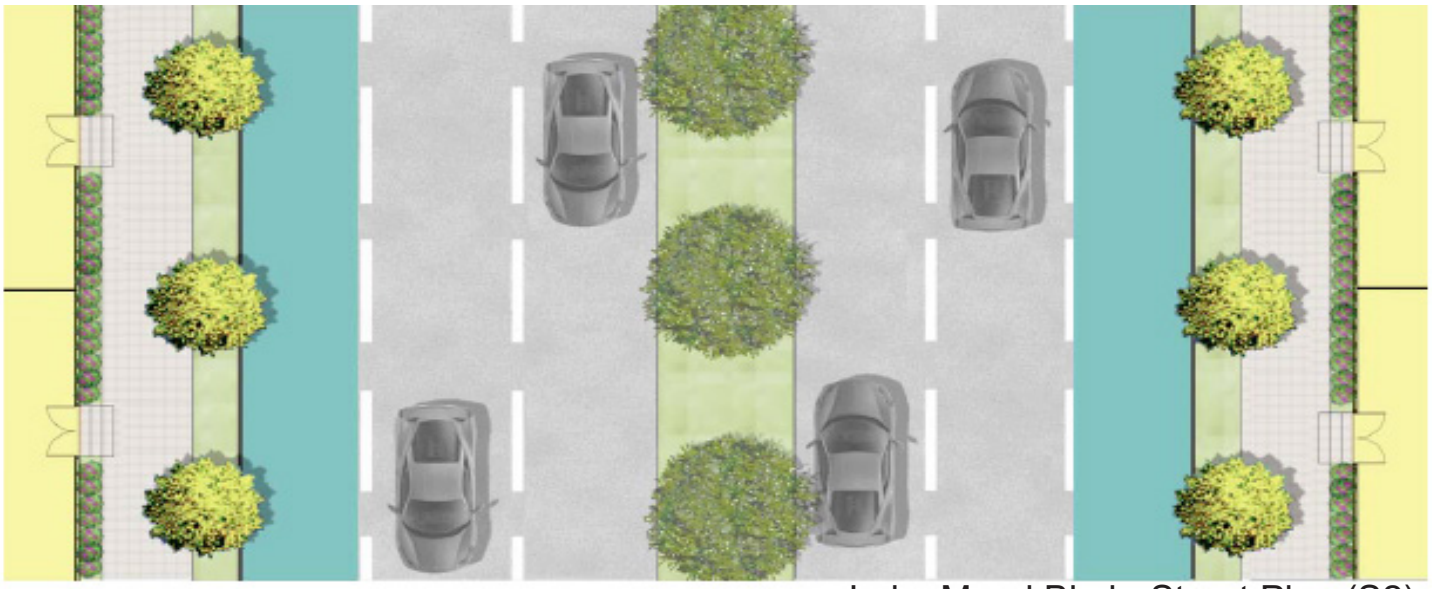
Site Redevelopment Map



Carey Ave - Street Plan (S1)

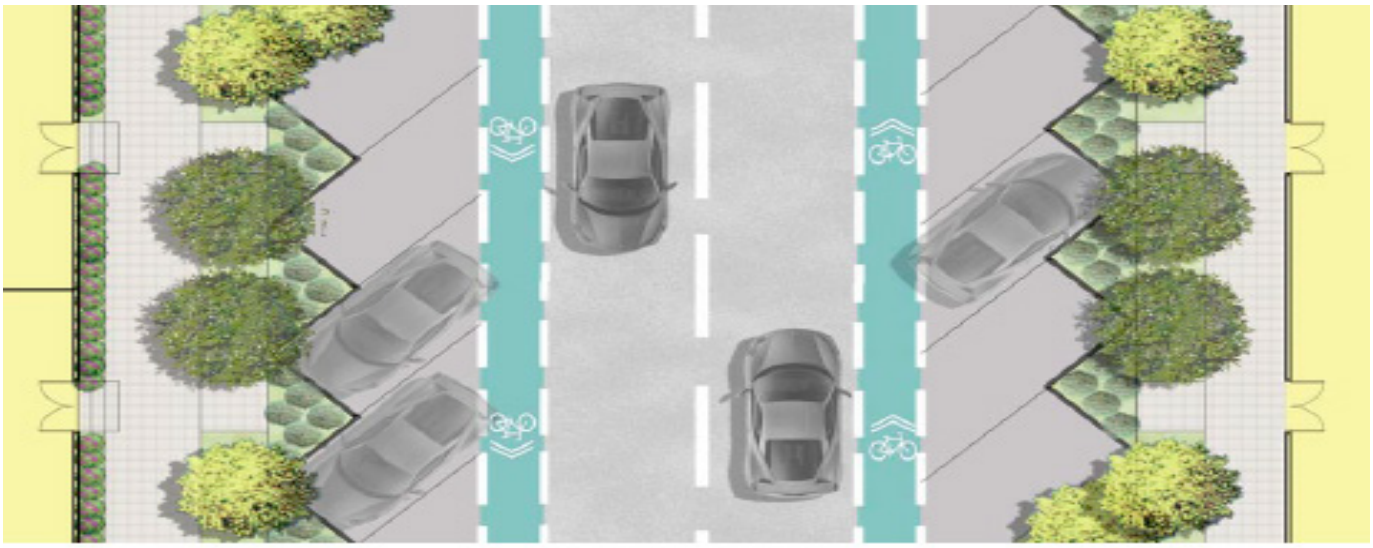


Carey Ave - Street Section (S1)

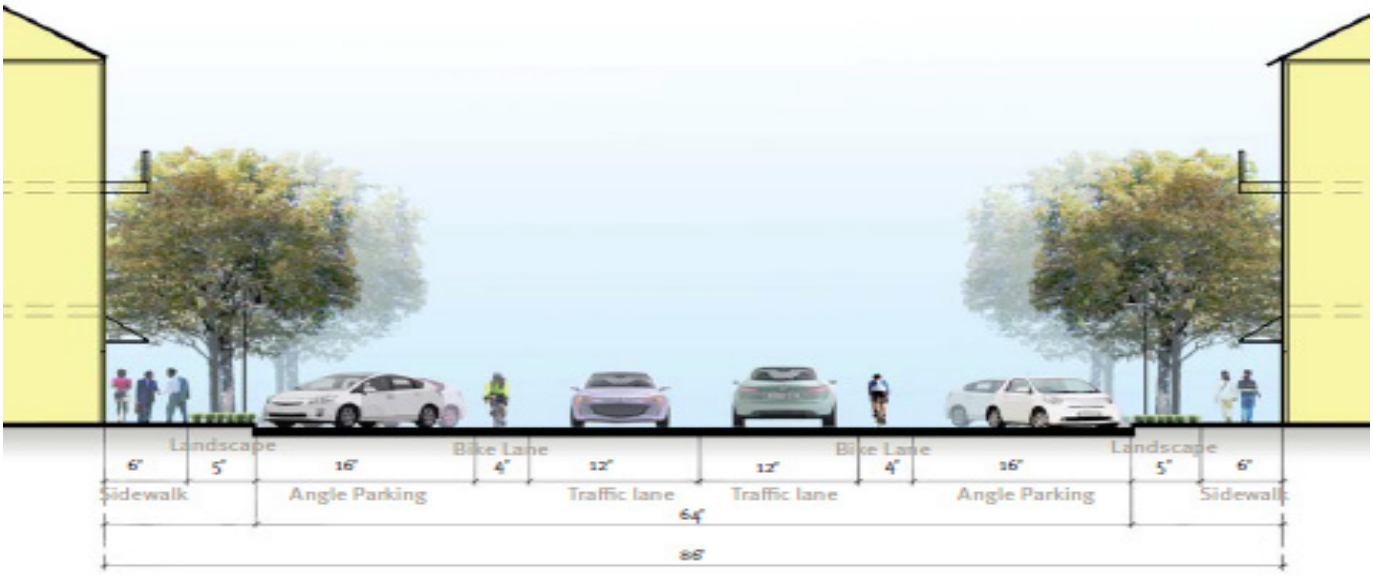


Lake Mead Blvd - Street Plan (S2)

Lake Mead Blvd - Street Section (S2)



Secondary Street Plan (S3)



Secondary Street Section (S3)

GOAL 4.4: Improve Transportation and Pedestrian Infrastructure

Strategy 4.4.1 – Improve Bus Shelters

The Choice Neighborhoods Team will collaborate with RTC to conduct a review of transit sties, routes, and times to prepare a research analysis and improve transit sites.

Strategy 4.4.2 – Increase Transportation Options in the Urban Core

The Choice Neighborhoods Team will coordinate with Uber, Lyft, and other taxi services to develop service agreements that increase the number of transportation offerings in the Urban Core. The Choice Neighborhoods Team will also undertake a carpool campaign by using social media and community partnerships to increase shared ride offerings in the Urban Core.

GOAL 4.5: Increase Quality of Commercial and Residential Structures

Strategy 4.5.1 – Expand Nevada Partners

Nevada Partners is expanding its facilities to include a Regional Workforce Development Center. The Center will provide a variety of services including but not limited to:

- Unmanned Aerial Systems (UAS) Curriculum Development and Training
- Veterans with Disability Contact Center Services
- Film Production
- Build Nevada Pre-Apprenticeship Program
- Healthcare Training Opportunities

The capital expansion will increase opportunities for residents to gain skills in other demand occupations and will enhance the neighborhood in the Urban Core by bringing innovative training programs to the community.

GOAL 4.6: Build New Services Facilities

Strategy 4.6.1 – Build a Healthcare Facility at 1818 W. Carey Avenue

CNLV has been committed for the last few years to developing and constructing a health clinic on a site within the CNI target area located at 1818 West Carey Avenue, a one acre site, just across the street west of Buena Vista Springs 1. The commitment to develop this clinic was born out of an assessment conducted in the North Valley Neighborhood in 2013, which listed a health clinic and training facility as the neighborhood's number one priority or choice. The need for such a clinic was reinforced through the Choice Neighborhood Survey process, an analysis of community needs, and the Choice urban design workshop process.

Location of the future health center at 1818 West Carey Ave in relation to BVS 1

GOAL 4.7: Increase Aesthetic Appeal of Community to Foster Community Pride

The cultural history of North Las Vegas' Urban Core Neighborhood is evidenced in its rituals, traditions, knowledge of its location and built assets, and the intrinsic manner with which the community communicates. It is in these areas that the arts can amplify the history and use of the neighborhood.

The integration of parks, infrastructure, streets, and the built environment is integral to the North Las Vegas' Urban Core Neighborhood's Master Plan offering opportunities for aesthetic and artistic reinterpretation as well as the creation of community. Playgrounds, residential and street lighting, bridges, bus stops, traffic calming, streetscapes, and sidewalks all need to be all designed to break down the psychologically perceived barriers and the physical separations between communities and neighborhoods of CNLV.

Community building ideas

Strategy 4.7.1 – Promote Community and Public Art

It is important to develop an ongoing, voluntary committee with art professionals to provide their expertise and experience regarding art materials, methods, concepts, and themes, realistic budgets, time lines, site selection and more.

Possible Community and Public Art Projects may include:

- Handcrafted ceramic murals and painted murals
- Painting utility boxes
- Community created Mosaics
- Neighborhood Gateway Columns
- Hand-made stepping stones
- Artist led memory bricks

Existing utility boxes in CNLV

Strategy 4.7.2 – Continue Beautification Crew Schedule

CNLV's Roadways Operations will also coordinate with CNLV Neighborhood Services and the Community Engagement Team to continue to scheduled clean up efforts as part of their ongoing scheduled activities throughout the Choice Urban Core target area.

Strategy 4.7.3 – Coordinate Special Events with Republic Services

CNLV's Roadways Operations will coordinate with CNLV Neighborhood Services and the Community Engagement Team to continue to schedule special event clean up efforts with Republic Services as part of their ongoing scheduled activities throughout the Choice Urban Core target area. Republic Services will provide trash bins to enable to residents and volunteers to conduct major cleanup efforts above and beyond normal clean up activities.

Valley View Estates Neighborhood Clean-Up

Valley View Estates Neighborhood Clean-Up

Strategy 4.7.4 – Facilitate Landscaping and Façade Improvement

Landscaping improvements for the Choice Neighborhood largely revolve around upgrading designs on the Corridor of Hope on West Owens Avenue. to help deter prevent homeless encampments from cropping up. This is part of a larger plan that should assist the City of North Las Vegas and City of Las Vegas to encourage homeless persons to congregate in the Foremaster Corridor, discouraging encampment activities along West Owens Avenue. Landscaping designs, including rock landscapes and artistic designs will be integrated into Owens Corridor and surrounding neighborhood properties which can be part of the Facade Improvement Program and Community and Public Arts Project.

The Choice Neighborhood has limited commercial outlets and those that do could use upgrades or improvements to enhance the look and feel of the surrounding neighborhood. The revitalization of a neglected commercial district or residential neighborhood often begins with improvements to a single building or storefront. Simple changes such as the removal of non-historic materials, repairs and a new paint job can call attention to the building's original architectural details, signal positive change, and often stimulate similar improvements in neighboring buildings.

A preliminary list of potential sites for improvement includes:

- Carey Mart Gas Station/car wash on Carey and Martin Luther King Blvd.
- Sami's market at corner of Englestad St. and Lake Mead Blvd.
- Quick Mart at on Carey Ave between Commerce & Englestad St.

GOAL 4.8: Parks and Open Space in the Urban Core Neighborhood

Parks, recreational areas, and open spaces significantly enhance the livability, aesthetics, quality, and property values of adjacent neighborhoods. Vibrant/Active neighborhoods of choice need a range of public spaces and parks - from large to small - passive to active. They also increase sustainability within a neighborhood creating habitats for urban wildlife and helping with water and air quality.

As a whole, CNLV has approximately 0.87 acres per resident of park space compared to 0.67 acres per resident in Henderson and 0.73 acres per resident in Las Vegas.

Park locations in and near the Urban Core

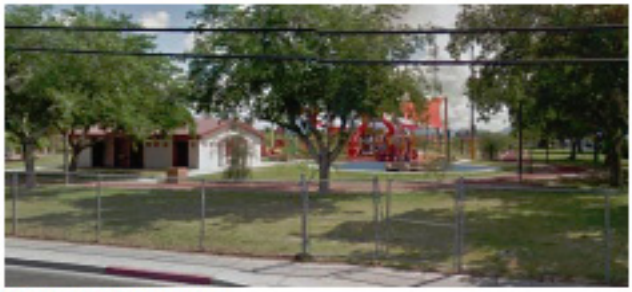
1- Valley View Park

2- Tonopah Park

3- Kiel Ranch Historic Park

4- Richard Walpole Sr Citizen Park

5- Highland Valley Park


6- Doolittle Park

7- Highland Valley Center Park

8- Acelero Learning Park

9- Lubertha Johnson Park

10- Prentiss Walker Memorial Park and Pool

Basketball Court

Dog Park

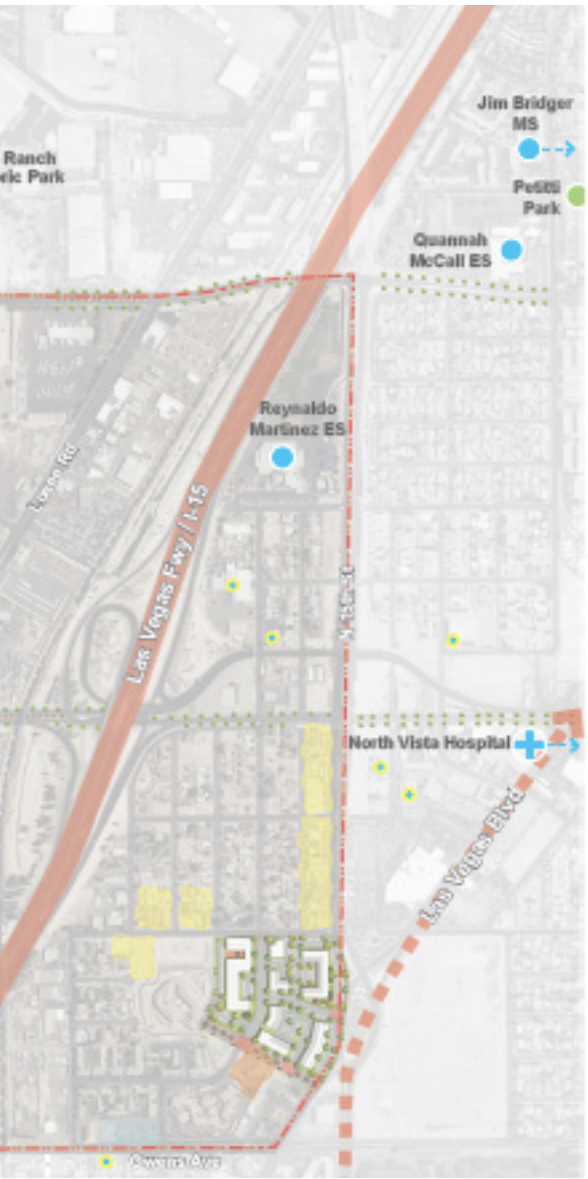
Splash Park

Urban Core amenities and open space

PlayGround

Pocket Park

Community Garden



Strategy 4.8.1 - Proposed Park and Open Space in the Urban Core Neighborhoods

Based on community surveys and meetings, the residents asked for park and open space facilities such as: Basketball courts, dog parks, splash park, playgrounds, pocket parks and community gardens.

Small Pocket Parks (Size : 0.25-0.5 acre) Small Pocket parks are often created out of vacant lots, forgotten and unused spaces. They are small outdoor spaces that are easily accessible in each neighborhood in Northside. They allow people to engage and are good places to incorporate “Artlets”.

A Community Garden (Size : 0.25-0.5 acre) A Community Garden is currently incorporated in the plan of the Food Hub. The idea of urban farming received great support from the community during the charrette. Community garden not only brings community involvement, provides “eyes on the street”, but also produces nutritional food and educates younger generation on the seasonality of local food and self-gardening.

Special Public Park (Size : 0.5-1 acre) Special Public parks serve as gateways into the community at important intersections, announcing the entrance of CNLV or special gathering social spots for events and celebrations.

Strategy 4.8.2 - Zion Choice Neighborhood Community Garden

The Zion Choice Neighborhood Community garden started as a desire and commitment by the Zion Methodist Church community. Community members started a community garden on a two plus acre lot owned by the Church. Zion's commitment to the Community Engagement Process led to communication between staff at CNLV and SNRHA to work with church members to develop the detailed plans for the garden, including size, number of plots, memberships, and management. The garden will help provide fresh nourishing food for consumption as well as possible distribution and sale in the future.

Zion Choice Community Garden Ribbon Cutting

CNLV stepped forward to allocate close to $50,000 in Community Development Block Grant dollars to help initiate the building of the garden. These funds have been and are currently being used to construct a wrought iron fence around the perimeter walkways and benches. Shade covers will be added in sections for the garden to become a place where residents can gather, socialize, share garden tips, and work together to help build a sense of community.

Zion Choice Community Garden Ribbon Cutting

We know that community gardens enrich and provide lasting benefits to neighborhoods when they are:

- Initiated collectively by community members who participate in organization, design, construction, and ongoing care.
- Planned for and protected as a highly valued neighborhood asset.
- Well-maintained, inviting and accessible to all people.
- Aligned with the broader purpose of the site, in this case, on the grounds of a church
- Encouraging individual self-sufficiency and integrity, while collectively developing strong social networks in which participants look after, learn from, and share with each other.
- 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.
- Models of environmental stewardship through organic and sustainable practices including composting and water conservation.
- Sites for fostering a sense of belonging and attachment, in both the lives of the gardeners and in the life of the neighborhood.
- Honoring diverse viewpoints, valuing the strengths of each gardener, bridging differences, promoting understanding and developing respect through the unifying act of gardening together.

Zion Choice Community Garden

The success of the Zion Choice Community Garden was made possible by the cooperation and collaboration of the following agencies and individuals who provided resources and donated time and effort:

- Pastor Camille Pentsil, former Pastor of Zion Methodist Church, whose vision of the church opened way for the Garden's creation
- Pastor Lawrence Johnson, current Pastor of Zion Methodist Church, worked to implement the vision
- Pastor Willie Fred Smith gave a donation to initiate the Garden
- Zion Methodist Board of Trustees, the engine that ensures the Garden's continued success
- Laval Johnson, a subcontractor, provided support and the necessary machinery, tools, and services to get the Garden started free of charge
- CNLV provided funding for the development of Garden infrastructure
- CNLV and SNHRA provided guidance and support for the development of plans and strategies for the Garden
- St. Rose Dominican Hospital provided 65 loads of dirt for leveling of land and planting purposes
- State Renewable Energy and Southern Nevada Recycling secured a $6,000 grant from the State Office of Renewable Energy to build 26 plots
- Terra Firma Organics provided necessary top soil for healthy plant growth
- Nevada Partners provided additional labor to build 26 additional plots
- Nevada State Department of Agriculture developed a web page for the Garden free of charge
- UNLV Cooperative Extension provided literature, guidebooks, and classes regarding healthy gardening and eating, and helped to build ADA accessible plots
- Southern Nevada Recycling provided a compost area to generate compost fertilizer
- United States Department of Agriculture provided funding for hoop houses for indoor in-ground gardening
- Community members who have bought plots and participate in current Garden activities

GOAL 4.9: Sustainable Community Development Strategies and Homelessness Planning in the Corridor of Hope

Homelessness Planning in Corridor of Hope

Strategy 4.9.1 - Homelessness Services and Chronic Homelessness Issues in Corridor of Hope (City of Las Vegas Jurisdiction) Affecting Rose Garden Choice Neighborhood

Safety

- Crosswalks at high pedestrian traffic areas, lower speed limits on arterials and feeder streets within COH and Rose Gardens
- Street Lighting
- Problems with street feeding and clothing distribution
- Lack of public restrooms

Interim and Permanent Supportive Housing

- Supportive Emergency Housing
- On site supportive services
- Congregate emergency housing for couples and groups from dislocated tent encampments
- Case Study: http://www.squareonevillages.org/opportunity, http://veteransvillagelasvegas.org/veterans-villageinstant-
- Supportive Single Resident Occupancy (SSRO); Eg.: PATH Los Angeles
- Permanent supportive housing for homeless individuals and couples
- Permanent supportive housing for families; scattered site units with master leases Eg. Family Promise: https://goo.gl/XI7FOc

Chronic Homeless (‘service-resistant’/mentally ill) Issues

- Critical Needs of Chronically Homeless to facilitate trusted outreach and encourage use of Emergency Housing
- Referral Office for information, outreach and monitoring by Metro PD Homeless Outreach Coordinators and volunteers
- Pet kennels, ‘wet’ shelter & day room, toilets, showers, laundry facilities, personal belonging storage

Amenities & Services currently under development within the CNLV Corridor of Hope area:

- Navigation/ Drop In Center
- Mental Health Clinic and Crisis Intervention Center
- Public restrooms, showers
- Donation drop off center
- Personal belonging storage
- Metro PD Outreach office
- Homeless Court Satellite office
- Transportation Services to medical clinics, treatment centers
- Daily Life Skills and Workforce training

TEN GUIDING PRINCIPLES FOR CREATING NEIGHBORHOODS AND HEALTHY PLACES

1. PUT PEOPLE FIRST/ ACCESS TO AFFORDABLE HOUSING
Individuals are more likely to be active in a community designed around their needs.

2. RECOGNIZE THE ECONOMIC VALUE
Healthy places can create enhanced economic value for both the private and public sectors.

3. EMPOWER CHAMPIONS FOR HEALTH
Every movement needs its champions.

4. ENERGIZE SHARED SPACES
Public gathering places have a direct, positive impact on human health.

5. MAKE HEALTHY CHOICES EASY
Communities should make the healthy choice the one that is SAFE—safe, accessible, fun, and easy.

6. ENSURE EQUITABLE ACCESS
Many segments of the population would benefit from better access to services, amenities, and opportunities.

7. MIX IT UP
A variety of land uses, building types, and public spaces can be used to improve physical and social activity.

8. EMBRACE UNIQUE CHARACTER
Places that are different, unusual, or unique can be helpful in promoting physical activity.

9. PROMOTE ACCESS TO HEALTHY FOOD
Because diet affects human health, access to healthy food should be a considered as part of any development proposal.

10. MAKE IT ACTIVE
Urban design can be employed to create an active community.

LEED Considerations

LEED (Leadership in Energy and Environmental Design) is a program that rates the energy and environmental performance of development. Preliminary investigation has shown that this redevelopment plan would qualify as a LEED ND (Neighborhood Development) certified project. There are some costs associated with the certification process. However, certification could be used as a marketing and potential underwriting tool when developing this vision for the Urban Core Neighborhood.

Green building designs

GOAL 4.10: Neighborhood Green Building/Green Affordability Housing Strategies

The Southern Nevada/Las Vegas area has unique/special water conservation guidelines that require careful and thoughtful design of landscaping, greenery and any trees because of water conservation and geographic/climatic factors - these need to be 'Water Smart'.

LEED Certification for Buildings; SITES certification for landscape, green infrastructure

- Passive House/ Net Zero Energy/ Net Zero 'Ready'
- Passive House Design for multi-family: http://www.buildsmartna.com/blog/2016/10/21/prescription-for-passive
- Cool Roofs/ drought tolerant roof gardens with pavers
- Durability and Flexible Design ('Long Life-Loose Fit')
- Community Solar/ solar gardens
- LED exterior lighting for safety with motion and daylight sensors
- Pavers and pervious concrete for urban heat island mitigation
- Recycled non-potable water for subsurface landscape irrigation
- District heating & cooling; geothermal heat pumps and energy recovery
- Solar domestic water heating; energy recovery

Strategy 4.10.1 - Green Community Development

- LEED for Neighborhood Development (LEED ND); Enterprise Green Communities; 2030 Districts; Eco Districts; Living Communities Challenge
- Core Common Concepts: Sustainable Sites/ Urban Infill; Housing Density/Housing Diversity(Mixed Use/Mixed income); Public Transit; Walkable Communities/Safety; Community Connectedness/Access to Services; Stormwater control; Health and Wellness/Nutrition/Local Food; Resiliency to climate extremes; Local Economic Development/Equity/ Accessibility; Resource Conservation/ Energy & Water Conservation; Renewable Energy
- Eco district Case Study: http://www.ecolloyd.org/; http://www.yaleclimateconnections.org/2014/12/depressed-denver-neighborhood-an-ecodistrict/
- National recognition and marketing benefits of green neighborhood certification; aspirational goals to work toward 2030 District/Net Zero Energy, Living Community Challenge

Strategy 4.10.2 - Walkable Communities and Safety

- Bike and jogging paths/trails
- Crosswalks and bike lanes
- Traffic calming measures, reduced speed limit within development
- Loading zones for seniors, disabled
- Pocket parks near bus stops; along bike paths

Strategy 4.10.3 - Stormwater Management and Best Management Practices (BMPs)

- Vegetated swales and Bio retention basins
- Drought tolerant green roofs
- Pavers and pervious concrete driveways
- Explain SNWA return flow credits

Strategy 4.10.4 - Local Economic Development and Community Wealth Creation (Enterprise Green Communities)

- Utilize 20% local employment OR provide physical space for small business, nonprofits, and/or skills and workforce education
- Dedicate spaces for local informal Economy to take root: Food Truck area, community pop up stores, community kitchens and flea markets, maker spaces, community tool sharing, co-working spaces, small business incubator

Solar Community

Strategy 4.10.5 - Creating a Sense of Place

- Activated Public spaces: Covered plazas, pedestrian outdoor shopping, splash parks, amphitheaters, shaded parks and walkways
- Public art: sculptures, murals, custom seating by local artists
- Connection to local community leaders and historical events through permanent interactive interpretive displays (famous quotes or photos etched in paving or boulders)
- Neighborhood branding through monument signs, banners, archways, landscape elements (canopies, clock towers, water features, benches, etc.), digital community billboards, and architectural materials and forms
- Emphasize sense of arrival/promenade via stamped paving, street trees, landscape elements and signage

Strategy 4.10.6 - Education

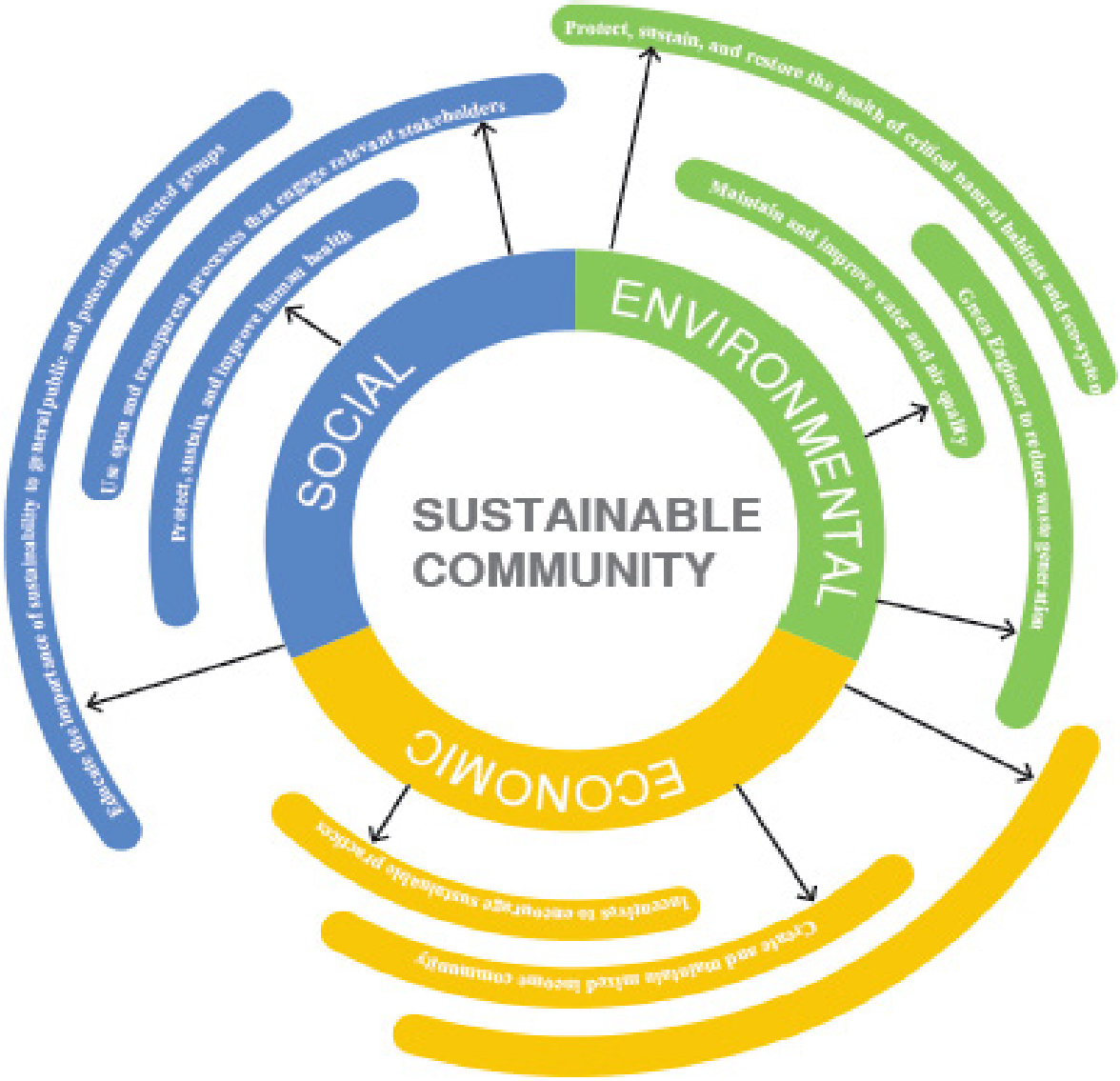
- Community learning centers: adult education, GED and ESL classes; parenting and credit counseling, After School All Stars/ homework tutoring
- Youth center with performing arts, computer production, recording studio: http://www.youthonrecord.org/about-us/youth-media-studio
- Head Start and all-day pre school

Strategy 4.10.7 - Beauty and Artistic Expression (Living Community Challenge)

- Public Art
- Biophilic Design and connections to nature
- Community Art Studio

4.3 Planning Philosophy and Sustainable Approach

A systems-based approach that seeks to understand the interactions which exist among environment, social, and economic forces in an effort to better understand the consequences of our actions. This is a planning approach that seeks sustainable solutions to create integrated, vibrant and diverse communities that provide a mix of land uses with a balancing of housing, employment, community services, parks and open spaces.



Sustainable community diagram

First A.M.E Church

M.L.K Park

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CHAPTER 5
PUBLIC HOUSING STRATEGY

5 PUBLIC HOUSING STRATEGY

The existing Rose Gardens Senior Public Housing site and buildings are functionally obsolete and have significant capital needs that make modernization/rehabilitation of the existing units impractical.

The new Rose Gardens Senior Apartments will be redeveloped on adjacent lots from the existing site. These vacant lots are owned by SNRHA and were the location of the former Casa Rosa Apartments, which provided family public housing. Upon completion of the new building, existing residents will be transferred to their new apartments. Upon completion of relocation efforts the existing buildings will be demolished and future use will be determined. This new apartment community will dramatically improve the lives of the low income seniors who live at the current property as well as the community. This chapter describes the conceptual plan for the new public housing that will be developed by SNRHA and its developer partner Nevada HAND.

This plan has been developed through several meetings with the current public housing residents of Rose Gardens Senior Apartments, the SNRHA, City of North Las Vegas officials, and the larger neighborhood.

Current Rose Gardens Exterior

5.1 Overall Vision for Public Housing

The proposed project will consist of one four-story residential elevator building. The new units will significantly increase the size of the apartments and much needed storage space.

Conceptual Rose Gardens Exterior - North Elevation

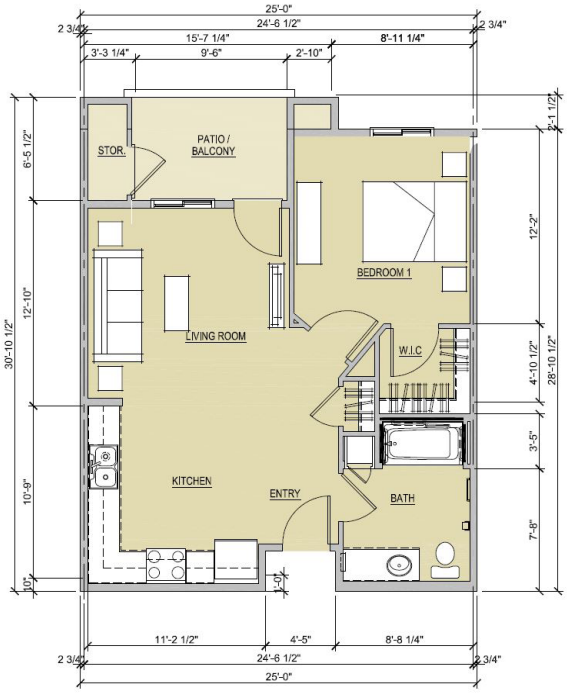
Conceptual Rose Gardens Exterior - South Elevation

5.2 Public Housing Goals and Strategies

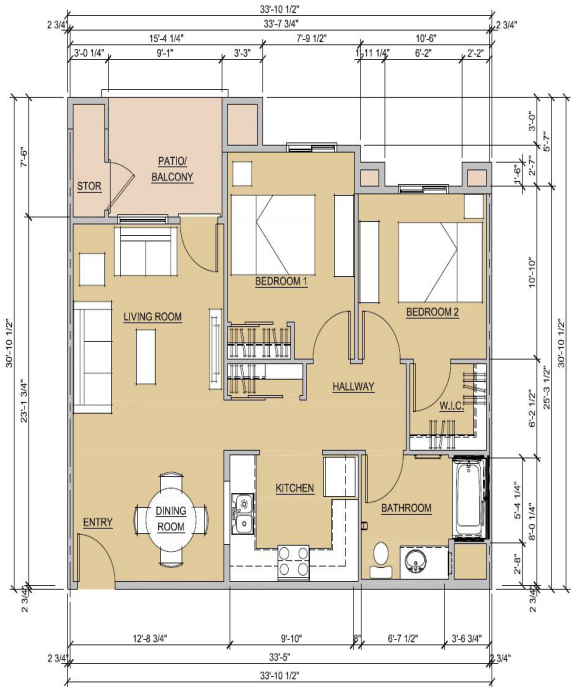
GOAL 5.1: Create Safe, Sustainable, and Affordable Senior Housing Through Redevelopment

Strategy 5.1.1 Larger Rooms and Upgraded Appliances

The Rose Gardens Senior Apartments redevelopment will offer 102 one-bedroom apartments with approximately 723 square feet of living space and 18 two-bedroom apartments with approximately 928 square feet of living space, significantly increasing apartment sizes and eliminating studio units. Each apartment will have a private exterior balcony. These new apartments will have energy efficient upgrades which will include Energy Star certified appliances.



Rose Gardens Senior Apartments
One-bedroom interior



Rose Gardens Senior Apartments
Two-bedroom interior

Strategy 5.1.2 Sustainable Energy Efficient Design

The following strategies will contribute to a sustainable, energy efficient design:

- Energy Star certified appliances
- All electric appliances
- Increased insulation
- Upgraded windows and doors

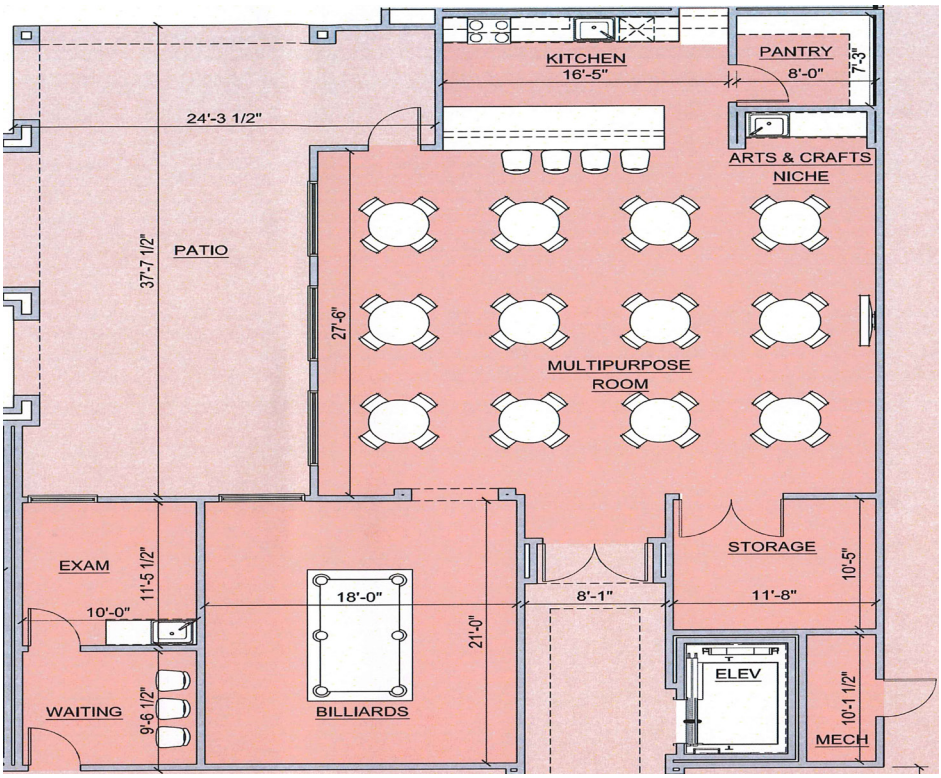
The project will also be designed with Leadership in Energy and Environmental Design (LEED) concepts, embracing the “green” building technology through design. These design features will result in lower energy costs for the complex. These full service apartments will include utilities with the rent. A recycling program will also be implemented at the new development.

Strategy 5.1.3 Resident Amenities

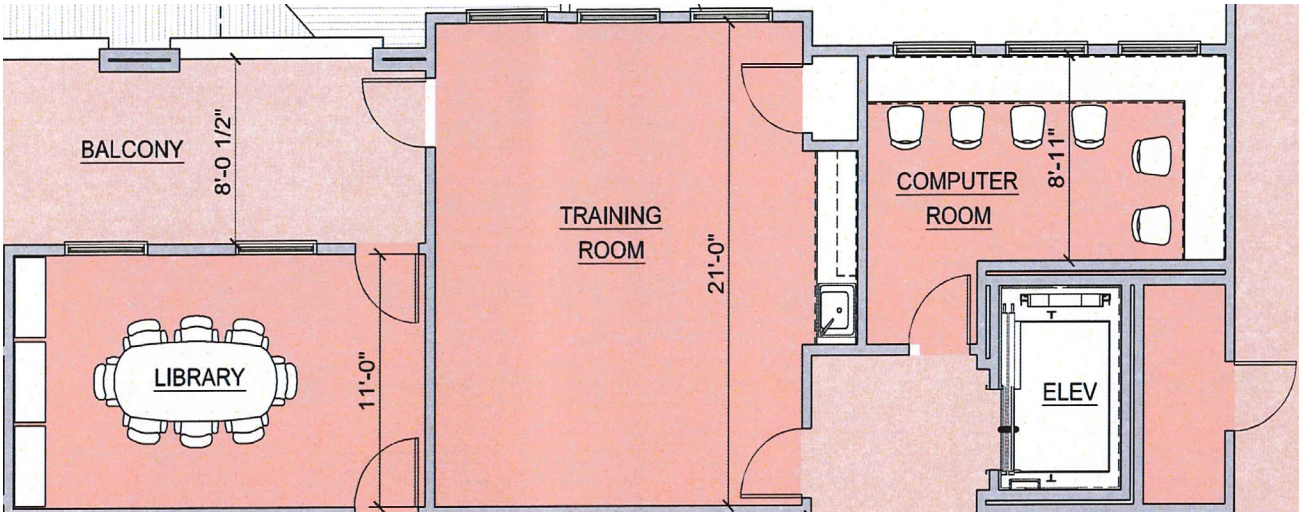
Currently, the resident amenities are in one community room. Someone could be playing the piano while others are watching TV or playing pool. The new property development will provide amenities for residents, including:

- Multi-purpose community room
- Library
- Computer lab & music room
- Exercise room
- Free laundry rooms on each floor
- Community garden
- Walking paths
- Barbecue and seating areas

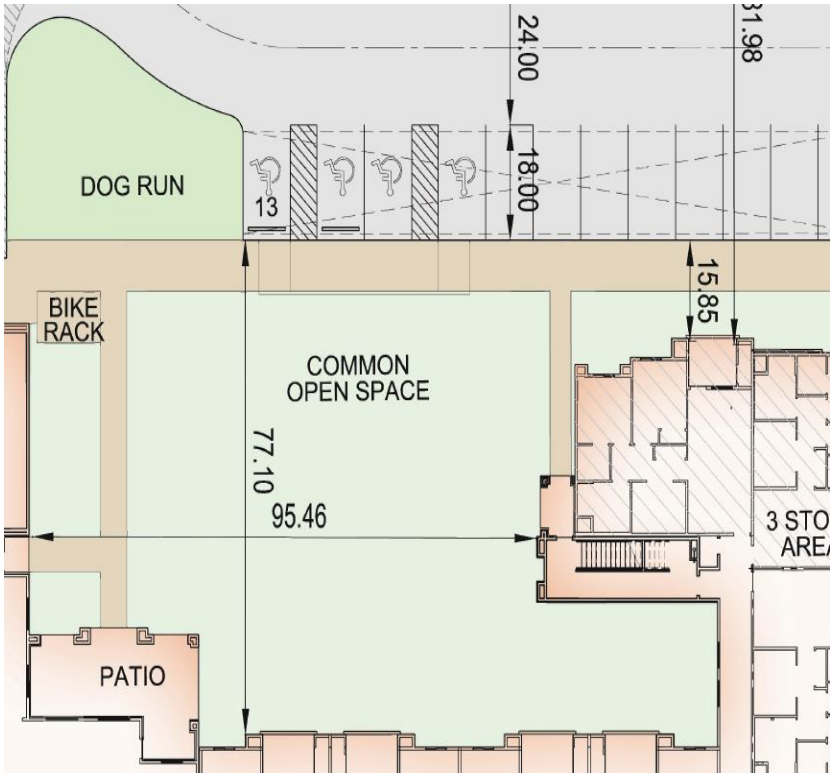
Conceptual Renderings of Rose Garden Senior Apartments Resident Amenities



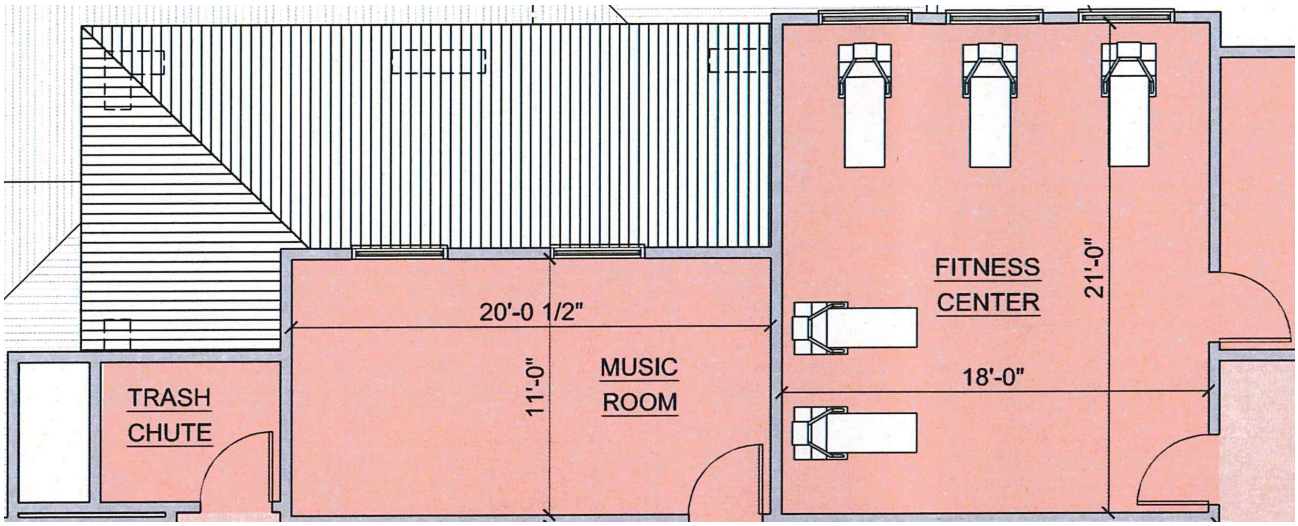
Rose Gardens Senior Apartments Multipurpose Room



Rose Gardens Senior Apartments Multipurpose Room



Rose Gardens Senior Apartments Exterior Amenities



Rose Gardens Senior Apartments Music Room and Fitness Center

Strategy 5.1.4 Financing and Housing Implementation

SNHRA will develop the new Rose Gardens Senior Apartments in partnership with Nevada HAND. Financing has been assembled to complete Rose Gardens Senior Apartments redevelopment as a tax credit, Section 8 Project Based affordable senior housing development. Established financing strategy mechanisms include:

- Tax-exempt bonds
- Low Income Housing Tax Credit (LIHTC) equity
- Conventional debt
- HUD Home Investment Partnership (HOME) funds both:
    - City of North Las Vegas
    - Clark County
- SNHRA capital funds
- Tax-exempt bonds

Additional funding sources could include Federal Home Loan Bank of San Francisco's (FHLBSF) Affordable Housing Program (AHP) at a later date.

Funding Breakdown for Rose Gardens Redevelopment

Financing Amount	Source
$10 million	LIHTC equity
$6.5 million	SNRHA capital funds
$3.7 million	Permanent debt
$1.5 million	Nevada Housing Division loan
$1 million	Clark County HOME funds
$500,000	North Las Vegas HOME & LIHTC
Project Redevelopment Costs: $24 million	

Note: Project will use HOME and LIHTF funds, NOT City general fund dollars. This project constitutes an appropriate use of HOME/LIHFT dollars.

GOAL 5.2: Security

Strategy 5.2.1 Addressing Residents' Security

Security is a key concern in this high crime area. Multiple physical and social security measures will implemented to address residents' security.

Rose Gardens Senior Apartments redevelopment will implement several top-of-the-line security features:

- Six foot wrought iron fence around perimeter of property
- Exterior lighting to eliminate blind spots and shadows
- Access granted with electronic key card
- Security gate and perimeter fencing for parking
- Visitor access through secured entrance at front of building

In addition to these security features, SNHRA is working closely with North Las Vegas Police Department (NLVPD). NLVPD has access to a designated office in the current Rose Gardens Senior Apartment community. This office is included in the conceptual designs for the new Rose Gardens Senior Apartment community, as well.

This established police presence will increase “community policing” activities support. This will:

- Address the special challenges with vagrants along the Corridor of Hope (homeless corridor) adjacent to Rose Gardens
- Increase resident awareness of how to prevent crime by educating residents on measures to avoid being targeted for criminal actions
- A Resident Watch Committee will also be established

Neighborhood Watch Sign

CNLV Police Department

GOAL 5.3: Resident Relocation

Strategy 5.3.1 Relocation

SNRHA began conducting Rose Gardens Senior Apartments resident informational meetings regarding both the CNI and RAD programs in July 2014.

During development of the new senior apartment community, current residents will be able to remain in their existing apartments. All families residing in the Rose Gardens will be relocated to the newly developed Rose Gardens Senior Apartments once construction is complete. SNRHA will work closely with Nevada HAND on the relocation processes.

SNRHA generated a Resident Relocation Plan for Rose Gardens Senior Apartments with current resident review and comment. The document includes specific HUD Rental Assistance Demonstration (RAD) Relocation Plan guidelines and language. The purpose of this Plan is to ensure residents understand the responsibilities of both the owner and the tenant for the new development. The Plan goes further to clarify tenant rights under the Uniform Relocation Act (URA) and RAD programs (Appendix E).

In accordance with this Plan, the SNRHA Relocation Team which is headed by the SNRHA Supportive Services Department will continue to hold informational group and one-on-one meetings with the residents.

Support services offered include:

- Relocation counseling
- Relocation assistance
- Transportation services
- Moving services
- Utility and service transfer assistance
- Social and support services
- Elderly/disabilities assistance

Additional support will be provided to handicapped and/or disabled residents as needed to ensure a smooth transition to their new home. All relocation activities, both prior to and after construction, for households moving to the new Rose Gardens Apartments will be conducted in

compliance with Public Housing Demolition/Disposition Residential Relocation Requirements under Section 18 of the United States Housing Act of 1937 as amended by the Quality Housing Work Responsibility Act of 1998 (QHWRA) and/or the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, (42 U.S.C. § 4601 et seq.) and its implementing regulations at 49 CFR 24, as applicable.

SNRHA will make units available in its conventional public housing sites to accommodate residents that wish to remain in public housing. Public housing transfer units will be identified in ten (10) senior housing sites, nine (9) conventional housing sites, and several scattered site locations. Each of these sites are centrally located near major transportation arterials, bus lines, neighborhood markets, medical facilities, schools, churches and parks.

Current and redevelopment location for Rose Gardens Senior Apartments

Strategy 5.3.2 Senior Supportive Services

SNRHA, in conjunction with the Nevada HAND Property Management Team, will ensure that a Resident Services Coordinator will be assigned to this property.

Nevada HAND Resident Services provides service coordination and transportation resources to assist residents to achieve an optimal quality of life by offering and connecting them with services that address their needs, particularly in the focus areas of:

- Economic Security (financial stability)
- Wellness (health and recreation)
- Education (achievement of formal educational goals and student success)
- Community Engagement (both within their residential communities and the surrounding neighborhoods)

The philosophy of Resident Services is to encourage personal choice and nurture self-determination among residents by providing them with useful information so they can take advantage of services, resources, referrals, and activities that are available.

Financial Literacy Session

Resident Services staff will:

- Inform residents of services and resources
- Assist with obtaining services
- Advocate where needed
- Coordinate well-being enrichment activities
- Organize community specific programming

Nevada HAND proudly partners with Three Square Food Bank and Boys & Girls Club of Southern Nevada to expand services and programs for our residents.

The on-site Coordinator will meet with tenants to offer an array of support services. These support services will continue during and after conversion of the Rose Gardens Senior Apartments.

- Coordination with the Regional Transportation Commission of Southern Nevada (RTC) to provide a “service route” twice a week that stops at grocery stores, pharmacies, and shopping centers
- Food donation “commodities” from partners to provide frozen foods, canned goods, dairy products, bakery items, fruits, and vegetables when possible

SNRHA Celebration of Aging Annual Celebration

Service Providers

The Coordinators also work one-on-one with residents to provide linkages, services, and referrals such as:

- Energy Assistance
- Food Stamps
- Medicaid/Medicare
- Homemaker Services
- Lifeline
- Free Government Cell Phones
- Wellness Checks
- Social Security
- Assistance scheduling and traveling to doctors appointments and other services
- Assistance with explaining documents, filling out forms, and submitting documents
- Coordination of provider presentations
- Identifying community resources
- Advocation/Support
- Understanding correspondence
- Social Activities

GOAL 5.4: Engage Rose Gardens Senior Apartments Residents

Strategy 5.4.1 Ensure Resident Participation

Gaining the residents' vision of the new Rose Gardens Senior Public Housing Apartments was key to understanding what elements were missing from the existing community's point of view. The improvements were identified by current occupants through a series of surveys, community meetings, and design charrettes and are identified in the Overall Vision.

Strategy 5.4.2 Employment Opportunities

Under the HUD Section 3 program, all SNRHA contractors for the redevelopment and demolition efforts of Rose Gardens will be required to hire within the community, creating employment and training opportunities. Section 3 Residents are identified as public housing residents or low-income residents of the project area/community.

Bingo at Rose Gardens

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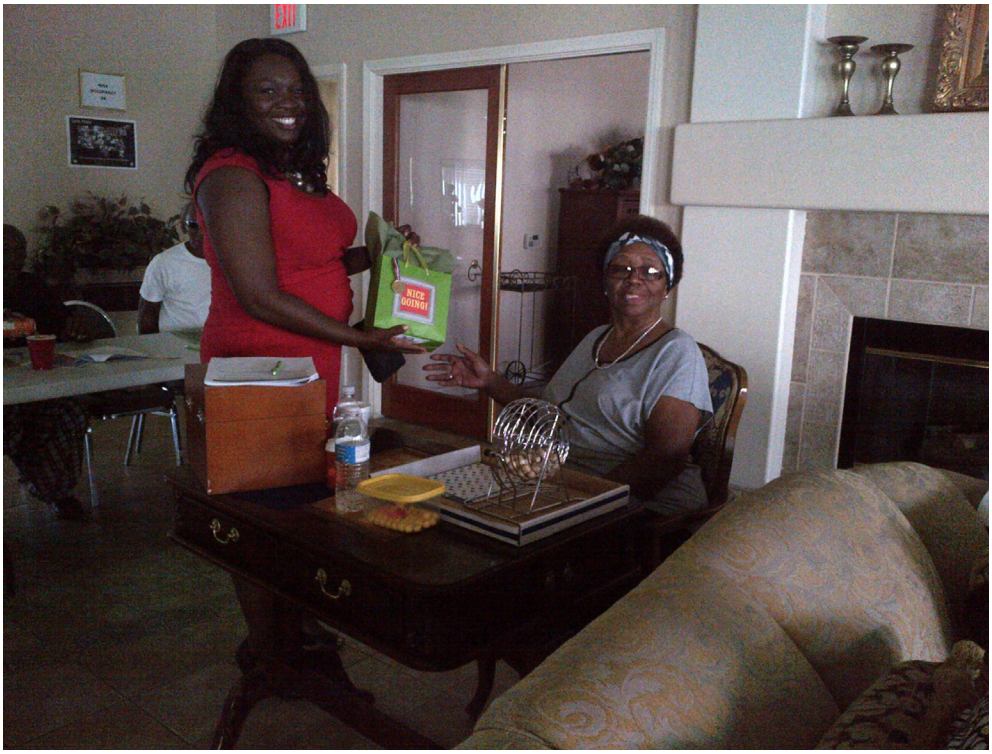
CHAPTER 6
PEOPLE STRATEGY

6 PEOPLE STRATEGY

6.1 Overall Vision for People

The People Strategy focuses on the implementation of the coordinated set of strategies designed to improve the quality of the economic, educational, and social services quality of residents. The Strategy framework aligns with the Mayor's plan to empower the community's youth, working adults, and seniors. The Strategy targets the Urban Core and is based on primary issues identified by the Resident Needs Assessment and Community Survey.

The co-lead organizations for the People Strategy are Nevada Partners and Lutheran Social Services of Nevada. Other partners for the People Strategy include Clark County Black Caucus, Clark County School District, North Las Vegas City Council, Catholic Charities of Nevada, and Nevada Health Link. All partners will play a key role in reducing the lack of access within the urban core and in educating residents about the availability of programs that address key issues in the urban core community.



Dr. Tiffany Tyler presenting a Rose Gardens resident with prizes at the Bingo Survey event

6.2 People Goals and Strategies

GOAL 6.1: Increase Access to Social Services

Strategy 6.1.1 Provide Modular Support such as Open Air Markets

Throughout the planning process, the Choice Neighborhood Team (Team) and CET held multiple Open Air Markets in the Urban Core. These Markets were designed to provide information regarding available services to Urban Core residents; enrollment opportunities for Medicare/Medicaid services and other health insurance services; and to provide free, fresh, healthy food to market attendees. The Team will continue to provide a minimum of two Open Air Markets per year for Urban Core residents.

Strategy 6.1.2 Facilitate Access to Social Services

The Team will collaborate with Lutheran Social Services of Nevada (LSSN) to leverage its Empowerment Center to assist adults who have existing qualifications to find employment through job searches, resume writing, and interview preparation. By leveraging efforts with other partners in its network, LSSN will also be able to employ adults with the education, experience, and capabilities to meet the needs of employers in Clark County. LSSN will work to increase the income level of residents by exposing them to employment opportunities that have better upward mobility. An example of these efforts was the Open Air Market, as seen below.

Service providers at the September 26, 2015, Open Air Market

Open Air Market attendees receiving fresh food donated by Three Square Food Bank

Strategy 6.1.3 Solidify Communication Networks across the Urban Core

To educate residents about available social services and easy access to them, the Team established active partnerships with existing service providers to align community outreach and engagement efforts with current initiatives. The goal was 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.

Culinary Academy of Las Vegas in the Urban Core

GOAL 6.2: Increase Business and Entrepreneurship Opportunities

Strategy 6.2.1 Expansion of Nevada Partners Regional Workforce Development Center

The physical expansion of Nevada Partners' facilities and development of the Regional Workforce Center will provide residents with opportunities to receive training in a variety of areas and programs. The Team will also work with Nevada Partners to implement targeted messaging in concert with marketing efforts to disseminate information regarding available services to a wider array of residents in the Urban Core.

Design concept for the Nevada Partners Regional Workforce Development Center

Some available programs and services include:

- Unmanned Aerial Systems (UAS) Curriculum Development and Training - Nevada was one of six states selected federally to develop credentialing in drone applications and other aspects of the drone work. Program participants will gain access to:
    - Training Centers
    - Workforce Development Opportunities
    - Youth Exposure
    - Commercialization Opportunities

- Veterans with Disability Contact Center Services – Call center providing job opportunities with a median salary of $16.63 hourly or $34,590 annually. The Center will provide:
    - Contact center services, logistics and customer service training
    - Help desk services (Tier 1 support)
    - Technical support services (Tier 1 support)

- Film Production – Nevada recently instituted a film tax credit that is driving demand for a trained local film production workforce.

- Build Nevada – Build Nevada is a construction pre-apprenticeship program designed to prepare residents to succeed in apprenticeships and construction employment.

- Healthcare Training Opportunities – Training opportunities in the allied health professions provide quality health services to the medically underserved.

Participants of the Build Nevada programs assisting with building planters for the Zion Choice Neighborhood Community Garden

Strategy 6.2.2 Increase the Array of Business and Workforce Development Education and Training Opportunities

The Team will collaborate with the College of Southern Nevada (CSN) and the University of Nevada, Las Vegas (UNLV) to provide classes and programs geared towards business and financial literacy.

Collaboration with CSN and UNLV will help leverage available education infrastructure to residents who wish to learn a vocational skill and who possess a GED or high school diploma by providing a one stop shop for those ready to start their own business. Classes could provide instruction on proper documentation and formulating business plans. Workshops could be offered on small business development, microenterprises and creating social businesses. Resources could be made available to help streamline the business licensing process and provide business models, and marketing studies for new and expanding businesses.

Strategy 6.2.3 Establish Youth-Targeted Business and Entrepreneurship Opportunities

Under the guidance of the Team and Valentine Communications, the Youth Resident Council established the Edutainment Business League (EBL). EBL is a platform designed to engage and incentivize the urban community towards academic achievement, entrepreneurship, and long-term employment. EBL incorporates audio, visual, and kinesthetic learning with an educational hip-hop theme. EBL serves as a supplement to existing programs in the Urban Core. Individuals in the community join the EBL program, build a team, and compete with other teams in academic, employment, and entrepreneurial goals. At the end of each program session, the winning team receives prizes and awards. Competition activities and results are broadcast and covered on the latest social media platforms to market activities occurring in the program and promote continued growth among team members. The first season of the EBL program is scheduled to begin in early 2017.

To further increase the array of youth business and entrepreneurship opportunities, Valentine Communications has collaborated with Larson Business Academy and the Youth One-Stop Affiliate (YOSA) program to offer entrepreneurship courses in the Urban Core. Program participants will be able to apply for a $1,000 scholarship to assist with their business startup costs.

To expand the potential impact of the EBL platform, the Youth Resident Council will coordinate with schools in and adjacent to the Urban Core to offer the EBL platform as an afterschool program. The platform will be customized to fit the needs to the individual school. The Youth Resident Council will also coordinate with other Choice Neighborhoods partners, including institutions of higher education, to offer the EBL platform to recruit, engage, and incentivize residents, community members, and stakeholders to get involved in community programs.

Edutainment Business League

GOAL 6.3: Reduce Unemployment in the Urban Core

Strategy 6.3.1 Increase Employment and Training Opportunities

The Team will increase the uptake of 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 JobConnect Office. Through the partnership, the Team 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.

Strategy 6.3.2 Increase Hiring Events to Distribute Information and Employ Residents

The Team will establish an employer compact 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.

DETR and Nevada JobConnect provide a variety of targeted outreach services to the Urban Core.

Strategy 6.3.3 Increase Mobile Employment Opportunities

The Team will leverage Workforce Connections Mobile One Stop to provide outreach and registration services to Urban Core members in remote locations in the neighborhood. Services provided include:

- Job Search Resources
- One-on-One Assistance
- Community Support
- Computers, Printer & Wifi
- Workforce Development Expertise
- Career Pathway Exploration
- Skill-Building Exercises
- Labor Market Information
- Employment Training
- ADA Accessibility

The mobile van is available as needed and will be deployed upon request.

The mobile One Stop Career Center van is available upon request.

GOAL 6.4: Increase Overall Health Outcomes for the Urban Core

Strategy 6.4.1 Increase Health Insurance Among Residents in the Urban Core

The Team will collaborate with local agencies to expand insurance coverage in the Urban Core by having specific sites in the Urban Core, such as the proposed new health facility, serve as registration sites. The Team will work with local businesses, service providers, and agencies with locations in the Urban Core to identify suitable locations for these registration sites.

The Urban Core has long been recognized as a healthcare desert, or an area with limited or no identified healthcare facilities. Searchlight Healthcare Charities, a local non-profit healthcare organization, established a temporary facility in the northern portion of the Urban Core, with the goal of establishing a permanent facility that offers medical, dental, and vision services to area residents.

The North Las Vegas Municipal Court operates the Community Court program

GOAL 6.5: Reduce Neighborhood Crime and Increase Public Safety in the Urban Core

Strategy 6.5.1 Increase Access to Alternative Programs for Offenders

The Team will collaborate with the North Las Vegas Municipal Court to leverage their program. The Community Court program is a neighborhood-focused court that channels the power of the justice system to provide services to youth ages 18-25 who have been charged with committing a quality-of-life crime in North Las Vegas. Quality-of-life crimes may include commercial theft and controlled substance offenses. The Community Court program emphasizes the importance of tailoring an appropriate sentence and treatment plan to meet the offender's needs. It is a problem-solving court that focuses on helping offenders in finding the tools necessary to become law-abiding citizens through treatment, vocational training, case management, and mentorship.

Strategy 6.5.2 Reduce the Number of Juvenile Offenders in the System

The Team will collaborate with Clark County to leverage The Harbor, a Juvenile Justice Services Assessment Center that serves as a pre-entry facility to mentor youth ages 16-24. The Harbor provides a safe place for youth and families to come to receive guidance. The Harbor is responsive and it addresses the immediate needs of youth, families, victims, and the community. Various providers offer services at the Harbor, including tutoring, mentoring, drug education, conflict resolution, anger control, social skills training, job skills development, counseling sessions, and cognitive behavioral therapy. The goal is to ensure youth do not fall back into the situations that caused them to commit crimes.

The Team will also collaborate with Nevada Partners to leverage its New Pathways Program. The Program offers specialized programming for youth ages 16-24 designed to increase basic literacy and numeracy skills, help students graduate from high school or attain a state-recognized certificate, and continue to post-secondary education and/or attain employment. Services include intensive case management, assistance with credit retrieval, tutoring, career exploration, work readiness training, mentoring, leadership development and civic engagement.

New Pathways for Youth

New Pathways for Youth program

Strategy 6.5.3 Increase the Array of Community Policing Programs

The Team will collaborate with the Community Outreach Taskforce to leverage efforts currently undertaken by the Taskforce for the Urban Core. Efforts include:

- Community based Youth and Law Enforcement Empowerment Academy: Hosted at various High Schools as part of the Batteries Included Teen Leadership Council, this 9-week program is designed to expose youth to law enforcement and the career opportunities available in criminal justice. The program teaches youths how to make informed decisions using critical thinking skills, builds character, and develops leadership skills. After the 9-week program, these youths will have an in-depth understanding of all facets of the criminal justice system with an emphasis on law enforcement, courts, and the coroner's office. The Law Enforcement Empowerment Academy gives participants a transparent look into 21st Century policing and provides a return on investment in the community by increasing the interest of our youth to become a part of our law enforcement.

- Cop or Coach Workshops and Adopt A Cop Events: Hosted at various community centers and organizations, these Workshops and Events help build positive law enforcement interaction and engagement in the community.

GOAL 6.6: Increase Urban Core Youth Programs and Educational Training Opportunities in and Out-of-School

Strategy 6.6.1 Bring Learning Opportunities to the Community

The Team will collaborate with the DISCOVERY Children's Museum and other agencies to bring educational components to community centers, parks, and other outdoor community gathering locations to increase the opportunity for Urban Core residents to receive life essential skills such as financial literacy, employability, healthy choice, etc.

Strategy 6.6.2 Increase the Array of Out of School Educational Opportunities

The Team will collaborate with the Boys and Girls Club to develop facilities in the Urban Core for residents. The Club offers programs that range from sports activities to tutoring. Programs will be offered at a low annual rate to Urban Core Residents. Those not able to afford the programs will be able to apply for low-income household scholarships to utilize the programs.

Dr. William U. Pearson Community Center

The Team will also collaborate with the Dr. William U. Pearson and Doolittle Community Centers to provide a variety of afterschool and summer initiatives to Urban Core Residents. These programs are designed to help students, who are at risk of failing in school, increase their academic, social, and leadership skills. Merging STEAM (Science, Technology, Engineering, Art, and Math) into students' learning, enriches their experiences, broadens their scope, and promotes an easier transition throughout school. The Team will work with both community centers to communicate their capabilities to Urban Core residents.

Doolittle Community Center

BOYS & GIRLS CLUBS

Boys and Girls Clubs

Strategy 6.6.3 Increase the Access to Alternative Youth Training Programs

Nevada Partners' youth Development Department provides a variety of youth-centered programming, such as the New Pathways Program. The Team will work with Nevada Partners to leverage these programs to increase the array of youth development programs available to Urban Core residents.

Communities In Schools
Nevada

CIS Nevada Services

- Food Pantry
- Holiday Toys
- Hygiene Products
- School Supplies
- SNAP Enrollment Assistance
- Eye Care 4 Kids Services
- Home Visits
- Translation Services
- Weekend Hunger Program
- CIS Clothing Closet
- Homework Club/Help
- No Place for Hate Program
- Tutoring Club/Groups
- Bus Passes
- Uniforms
- Three Square Groceries
- Back to School Supply Packs
- Bully Prevention Assembly
- Shoes for the Holidays
- Title 1 Backpacks
- Alarm Clocks
- Fresh Produce Give-a-way
- ELL Tutoring

Strategy 6.6.4 Increase the Array of Supportive Services Available to Students in Schools

Communities in Schools of Nevada (CIS Nevada) provides direct student support services for Urban Core students attending schools in and adjacent to the Urban Core. The services are integrated into the school community and are provided based upon assessments of the needs of the entire school population, as well as the needs of individual students. CIS has developed the “five basics” framework essential for a child’s education. In early education, every child needs a one-on-one relationship with a caring adult and a safe place to learn and grow. CIS and the Team understand a healthy start creates a healthy future and a chance to give back to the community.

The Team will collaborate with Communities in Schools of Nevada to continue providing services to schools in and adjacent to the Urban Core and will work to target Urban Core students more closely for services, assessment, and case management as necessary. Services and resources provided in schools include food and fresh produce distribution, school supplies and backpacks distribution, truancy court support, uniform distribution, and parent engagement, meetings, and referrals.

Strategy 6.6.5 Increase the Array of Youth Programs Offered in the Urban Core

The Team will collaborate with the Las Vegas Promise Neighborhoods (LVPN) Collaborative to increase the array of youth programs offered in the Urban Core. The mission of the LVPN is to provide cradle-to-college and career support services to children and families through strong schools, leveraged resources, and coordinated community-building efforts that will allow all children to have a safe, healthy, and strong academic start in life. Through close and ongoing communication among all stakeholders, LVPN works to integrate programs, break down agency silos, enhance partner capacity, and develop a local infrastructure of systems and resources, and scale up effective solutions to ensure sustainability.

In the Spring of 2014, the Las Vegas Promise Neighborhood Collaborative adopted the My Brother's Keeper initiative, a federal initiative responding to the needs of boys of color. The My Brother's Keeper initiative has six key areas of focus: 1) early childhood development and school readiness, 2) parenting and parent engagement, 3) 3rd grade literacy, 4) educational opportunity and school discipline reform, 5) interactions with the criminal justice system ladders to jobs and economic opportunity, and 6) healthy families and communities.

Strategy 6.6.6 Establish Youth Leadership Opportunities in the Urban Core

In Fall of 2015, the CNLV engaged Valentine Communications to conduct outreach and engagement activities targeted at youth residents, community members, and stakeholders age 18-24 years. In 2016, Valentine Communications established a Youth Resident Council for the Choice Neighborhoods Project to engage youth from the Urban Core and conduct more targeted outreach throughout the community. The Youth Resident Council is working with the Team and the Community Engagement Team (CET) to redesign the leadership structure of the CET by taking over the responsibility of keeping the CET active and engaged. In this role, the Youth Resident Council will be responsible for monitoring the status of Choice Neighborhoods Implementation strategies and outreach not only to youth but to other sectors of the community.

Youth Resident Council members assisting Urban Core residents during the Urban Design Workshops

Representatives of a diverse Urban Core population at the Urban Design workshops

Strategy 6.6.7 Establish Choice Inter-generational Program/Building Bridges

Inter-generational Programs are social vehicles that offer younger and older generations unique opportunities to interact and become engaged in issues concerning our society. These programs purposefully bring together people of different generations in ongoing, mutually beneficial, planned activities, designed to achieve specified program goals. Through inter-generational programs people of all ages share their talents and resources, supporting each other in relationships that benefit both the individuals and the community. Successful programs are based on reciprocity, are sustained and intentional, and involve education and preparation for all ages; children, youth, and older adults are viewed as assets not problems to be solved.

The purpose of the program is to bridge the gap between the generations to build a stronger future. The mission is to bring the age groups together to restore a sense of community, a knowledge of the past, and a sense of the future.

"Wherever there are beginners and experts, old and young, there is some kind of learning going on, some kind of teaching. We are all pupils and we are all teachers."

~Gilbert Highet~

Inter-generational Program - Building Bridges

The inter-generational program is proposing three main tasks:

- Hold quarterly conversations where the youth participants will be introduced to seniors in an open forum format. The seniors will talk about themselves and their careers and the youth will be able to ask questions or make comments. And vice-versa, the youth will be able to talk about themselves and their aspirations and the seniors will be able to ask questions or make comments or suggestions.

- Hold semi-monthly gatherings where there will be inter-action between the generations. The youth will have the opportunity to help the seniors learn how to use their cell phones or use the computer. On the other hand the seniors will be in the mentor position.

- Partnering with the CCSD, EBL, and others to forge relationships between the generations to stimulate learning, increase emotional support, improve health, enhance socialization, encourage cultural exchange, and strengthen community.

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CHAPTER 7
IMPLEMENTATION STRATEGY

7 IMPLEMENTATION STRATEGY

Given the scale of proposed development and reuse, the vision to improve the Urban Core neighborhood may be realized over a period of ten to twenty years. The strategies outlined in the individual Sector Plans will rely on a broad network of collaborative partners and multiple funding sources. Public-private partnerships with partners like CNLV, SNRHA, Clark County, City of Las Vegas, Nevada Partners, LSSN, and Nevada HAND are essential to successful implementation of this Transformation Plan.

7.1 Implementation Structure and Partners

Successful implementation of the Transformation Plan will require multiple diverse partnerships with organizations and agencies at the local, county, and state levels. CNLV will serve as the lead organization charged with implementation of the strategies identified in the Transformation Plan.

- CNLV will work with the lead entities for the Housing and People components during the implementation process.
- The Choice Neighborhoods Steering Committee and the Community Engagement Team (CET) will continue to strive to meet the vision of this plan.
- SNRHA will work closely with CNLV, Nevada HAND, and the community to determine the best use for the vacated public housing site. This site is at the threshold of CNLV and within a mile of the City of Las Vegas Downtown Redevelopment Area and can build the momentum of “Our Future, Our Choice.”

The Steering Committee and CET will be the venue for dissemination of information and coordination of activities across practice areas. Constant communication between the Sector Leads and CNLV will ensure that redevelopment activities proceed smoothly and leverage the various activities occurring simultaneously to create synergy and maximize their collective impact. For example, if infrastructure improvements are needed, coordination of these investments with the housing schedule will enable the consolidation of construction activity and minimize disruption to the community.

For the long-term, CNLV is in the process of establishing a separate entity to serve as the lead agency for overseeing the execution of the Transformation Plan. Currently, that entity is Valentine Communications and the Youth Resident Council.

CET Meeting January 2016

7.2 Roles, Responsibilities, and Commitments of Key Partners

The success of the Transformation Plan for the Urban Core neighborhood, a multi-faceted redevelopment program involves a wide range of organizations and stakeholders and requires strong, coordinated and sustained public/private partnerships.

City of North Las Vegas

As the Implementation Co-Lead for the Plan, CNLV will be responsible for managing, convening, and assessing redevelopment activities.

- Manager - CNLV will oversee all elements of the Transformation Plan and execution of that plan by the respective lead organizations.
- Convener - CNLV will be responsible for coordinating stakeholder, community, and resident involvement throughout the implementation process, including coordinating with the Community Engagement Team regarding communication and outreach activities.
- Negotiator - CNLV will enter into the appropriate signed contracts and Memorandums of Understanding (MOUs) to advance the Plan.

CNLV is tasked with addressing the public transportation needs and homelessness issues in the neighborhood. In this role, it will work with the Regional Transportation Commission of Southern Nevada (RTC) to:

- Extend Routes
- Increase Services

CNLV will also be tasked with carrying out the economic development components of the Neighborhood plan and engaging the necessary local, regional, and State agencies to carry out the neighborhood strategies. They will work with private businesses and non-profit sector organizations to align resources and programs.

Critical and active roles of different City Departments include:

- Department of Economic and Business Development
- Code Enforcement Division
- North Las Vegas Municipal Court
- Department of Neighborhood and Leisure Services
- Department of Public Works
- Planning Department
- Roadway Operations
- Traffic Services Division
- North Las Vegas Police Department

Southern Nevada Regional Housing Authority (SNRHA)

SNRHA is the legal owner of the Rose Gardens Senior Apartments public housing development and the Implementation co-Lead for the Transformation Plan and will serve as the project manager for the redevelopment of the site. SNRHA will provide financial and personnel resources as available in support of redevelopment efforts beyond Rose Gardens, which may include an adult campus developed on the existing public housing site. This senior campus could offer different levels of assisted living, hospice, dental services, and medical services, not just for public housing participants but for the entire community. They will also implement the relocation plan for the temporary or permanent relocation of Rose Gardens residents.

SNRHA will work closely with community partners, stakeholders, and residents within this Urban Core to assist with the Continuum of Care (CoC) addressing our adjacent homeless corridor. The Supportive Services department will continue to monitor services of the affordable housing recipients in the new development. As the Plan co-lead, SNRHA will continue to work closely with CNLV, Nevada Partners, and LSSN to ensure the collective sectors and the Community Engagement Team continue moving forward with concerted efforts to see this community transform. Putting in place a system of accountability and rejuvenating volunteerism that will supersede its predecessors.

Nevada Partners, Inc. (Nevada Partners)

Nevada Partners is a community-based nonprofit organization located in North Las Vegas, Nevada. Nevada Partners' mission is to build a healthy, sustainable community where all residents achieve their full potential through effective education, meaningful employment, safe and affordable housing, and vibrant civic and cultural engagement. Recognized as a model workforce development program by the White House in July 2014, Nevada Partners has administered over $27,794,348 in workforce development programming to date, while exceeding federal performance measures. The organization has a 24-year history of providing high quality youth programming, including Workforce Innovations and Opportunity Act (WIOA) Youth Services, diversion and reentry programming, substance abuse prevention training, dropout prevention programming, leadership training, and summer youth employment programming.

Nevada Partners' approach also focuses on the demand side of workforce development and considers the industries in which it is most likely new employees will be hired. These sector-based strategies are designed to fit the needs of both industry employers and workers who want to improve their skills and advance their career development. Nevada Partners routinely works with employers to develop career lattices for in-demand occupations and emerging labor markets. These career lattices provide entry-level job opportunities and advanced promotion for local job seekers. In 2001, Nevada Partners established an onsite training provider offering hospitality training in 11 job classifications and direct partnerships with 26 major hospitality employers.

Lutheran Social Services of Nevada (LSSN)

LSSN will be responsible for implementing people-oriented strategies in the Transformation Plan. LSSN will coordinate with existing providers in the North Las Vegas/Las Vegas region to bring new services to and expand existing services for Urban Core residents.

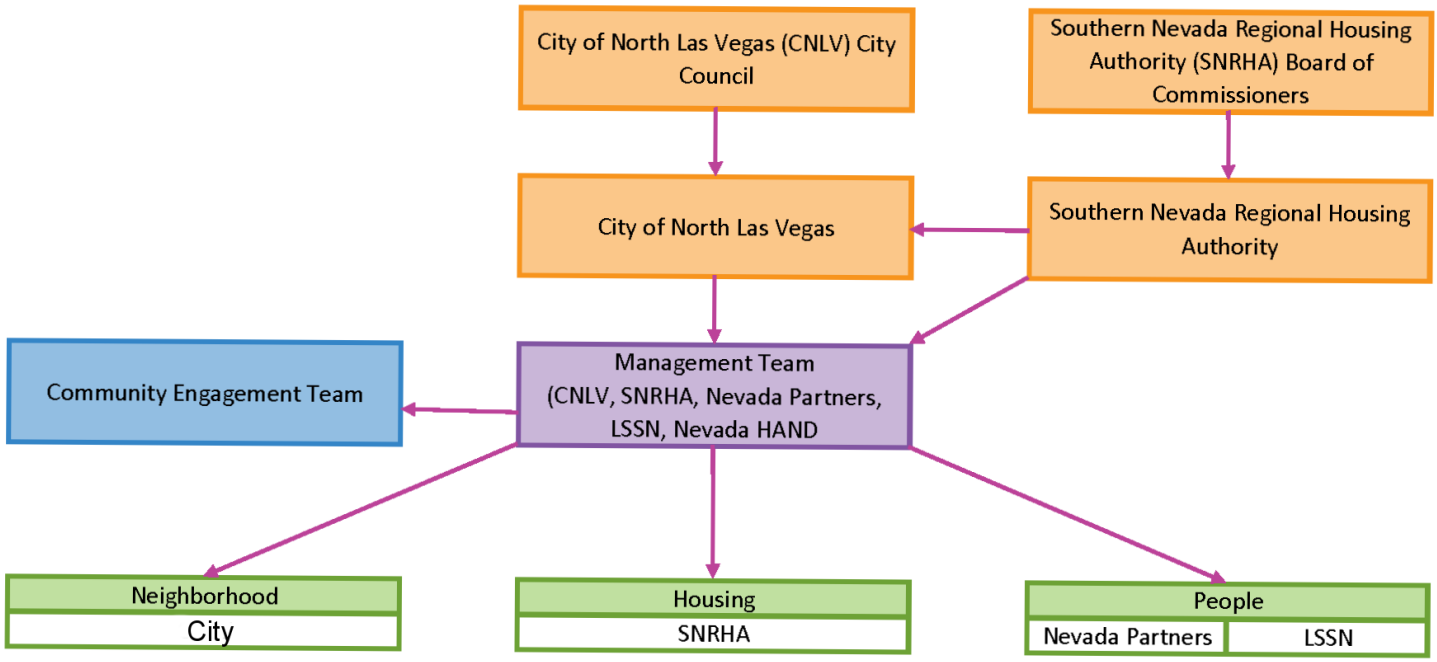
Nevada HAND

Procured through a national competitive process, Nevada HAND will be responsible for working with CNLV and SNRHA to execute the redesign and redevelopment of the Urban Core. This process will include the replacement of all 120 public housing units at Rose Gardens Senior Apartments; and assisting with redevelopment of the Buena Vista Springs (BVS) I and II sites into a mixed-income, mixed-use community. Nevada HAND will oversee redevelopment of Rose Gardens and also manage the new property once construction is complete. To the extent the replacement program includes the acquisition of off-site parcels, Nevada HAND will work with and provide assistance to CNLV and SNRHA. SNRHA entered into a Development Agreement with Nevada HAND that includes the terms of their engagement. CNLV also entered into a Planning and Consultant Agreement with Nevada HAND. It is anticipated Nevada HAND will be involved in securing financing for the new housing and development; undertaking all predevelopment activities, including design charrettes for BVS I and II and the surrounding Urban Core neighborhood.

Rose Gardens and Other Urban Core Neighborhood Residents and Stakeholders

As committed and involved stakeholders throughout the planning process, Rose Gardens residents and other Urban Core neighborhood residents and stakeholders will continue to play a substantive role during implementation of the Transformation Plan. The CET will provide a formal avenue for community residents and stakeholders to participate in and provide input in the next phase of the planning process and into the implementation process. As members of the community whose lives are immediately affected by community changes, Rose Gardens and Urban Core residents will have a critical job in holding the larger community as well as themselves accountable for the changes in the neighborhood and ensuring that investments are having their intended impact.

As the community grows in population from newly developed housing and businesses, it will also be important to engage these individuals and businesses in realizing the vision for the target neighborhood. CNLV will facilitate this involvement and build diverse and effective local involvement in redevelopment activities.



Implementation organizational chart

7.3 Housing Implementation Phasing

Phase I encompasses development of the new Rose Gardens Senior Apartments complex. Residents would only be required to move once during the construction process: from the old complex to the new development, thereby creating indoor and outdoor spaces that will promote a healthy lifestyle.

Phase 2 would encompass demolition of the existing Rose Gardens buildings. The current location faces Las Vegas Boulevard and is considered “prime” real estate at the gateway to CNLV. This property is in the North Las Vegas Redevelopment Area and is less than one mile from the City of Las Vegas Downtown Revitalization Area. Reuse plans for the existing site have yet to be determined. SNRHA, along with the community and Nevada HAND will finalize proposals to CNLV to identify the best and most reasonable use of this site.

Ideas considered for redevelopment of this parcel include mixed use development, such as creating a senior services “campus” with retail opportunities for grocers, vision, dental, and counseling services along with temporary or permanent assisted living and hospice care facilities. This type of redevelopment would require approval by the local building design and planning board to help ensure the complex would follow design principles set forth by CNLV.

The matrices on the following pages identify the outcomes, metrics, potential partners, estimated cost, and timeframe for each strategies identified in the Transformation Plan.

Strategy	Outcomes	Metrics
Community Planning and Engagement Strategy		
Goal 3.2.1 - Continue Community Planning and Engagement Activities Beyond the Planning Grant		
Continue & support Community Engagement Team (CET)	a. Maintain, expand CET membership b. Develop youth leadership c. Monitor and help implement TP objectives	a. Set goals for resident, business and advocates membership/participation b. Sponsor ongoing monthly community meetings c. Develop CET structure for monitoring TP objectives & progress.
Neighborhood Strategy		
Goal 4.1 and 4.4 - Redevelopment of vacant properties		
Redevelopment of Buena Vista Springs 1	Development of a vibrant, mixed-use in-fill community connected to the surrounding area with employment, health care, entertainment, retail, commercial, and housing opportunities.	Selection of developer with realistic & funded plan based on dissemination of RFP for potential developers/bidders
Redevelopment of Buena Vista Springs 2	Development of smaller mixed use, commercial or housing	Attract and select developers/businesses to develop viable mixed use or commercial properties
Redevelopment of 1818 West Carey Ave	Construction & development of Community Health Clinic on site	Selection of developer with realistic & funded plan based on dissemination of RFP for potential developers/bidders
Goal 4.2.1 - Promote Overall Housing Redevelopment of the Choice Target Area		
Create new permanent affordable housing in the target area through new construction	"Construct new housing in the target area"	Number of new houses built over time

Responsible Organization Lead (L) Support (S)	**Cost/Funding Source**	**Timeline** Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
1. Valentine Communications/Edutainment Business League (EBL) (L) 2. City of North Las Vegas (S) 3. SNRHA (S) 4. LV HUD Office (S)	1. NRSA/CDBG 2. Wells Fargo Bank 3. Grant opportunities as identified $200,000	Mid Term (3-6 years)
CNLV Neighborhood Sevices (L)	$30 million + development from private/government sources	Mid Term (3-6 Years)
CNLV Neighborhood Sevices (L)	TBD	Mid Term (3-6 Years)
CNLV Neighborhood Sevices (L)	$2-3 million development from private/government sources	Mid Term (3-6 Years)
1. CNLV (L) 2. Neighborhood Housing Services (NHSSN) (S) 3. Rebuilding Together (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $500,000	Long Term (7+ years)

Strategy	Outcomes	Metrics
Increase/implement single family owner occupied rehab (SFOR program)	Upgrade current housing stock	Number of housing rehabbed/upgraded throught SFOR program
Implement Acquisition, Rehab, Resale projects	Acquire homes to be rehabbed and resold to residents	Number of Acq/rehab/ resale homes acquired and rehabbed/resold
Expand Down Payment Assistance Program	Increase number of households who qualify for and afford to buy their homes	Sizeable numerical or percentage increase in the numer of households qualified to buy their homes
Goal 4.7.1-4 - Develop Civic Pride and Engagement in Target Area through Art and Neighborhood		
Promote and Implement Community & Public Art programs	a.Develop/ ImplementCommunity Art project(s) in specified Neighborhoods b.Develop/ implement Pubic Art project(s) in specified Neighborhoods	a. Implement at least one Community/ Public Arts project in: 1. Rose Gardens 2.Valley View Estates 3. North Valley b. Create & implement project to paint utiliy boxes in target area
Landscaping and facade improvements	a. Work with one or more of the identified samll businesses within target area to improve/upgrade façade and land scaping of site	a. Design façade improvement program b.Identify businesses that will work with CNLV within parameters of program c. Upgraded commercial buildings in the Urban Core
Community Beautification efforts	CNI target neighborhoods are kept clean, litter and debris free	a. Continue schedule of ongoing, regular clean ups in the Choice Neighborhood b. Implement special event clean ups as identified by community

Responsible Organization Lead (L) Support (S)	**Cost/Funding Source**	**Timeline** Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
1. CNLV (L) 2. Rebuilding Together (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $1,000,000	Long Term (7+ years)
1. CNLV (L) 2. Neighborhood Housing Services (NHSSN) (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $1,000,000	Long Term (7+ years)
1. CNLV (L) 2. Neighborhood Housing Services (NHSSN) (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $1,400,000	Long Term (7+ years)
Improvements		
1. Left of Center Art (L) 2. Edutainment Business League (EBL) (S) 3. Community Engagement Team (S) 4. CNLV (S)	a. National Endowment for the Arts b. Nevada Arts Council c. National Endowments for Humanities d. Nevada Based Foundations e. Local Corporate Foundations f. $ 400,000	Mid term (3-6 Years)
1. CNLV Neighborhood Sevices (L) 2. Identified Commercial Businesses (L) 3. CET (S) 4. CNLV Roadways (S) 5. CNLV Redevelopment (S)	a. CDBG b. Redevelopment Agency funds c. $100,000	Mid Term (3-6 Years)
1. CNLV Roadways (L) 2. Community Engagement Team (S) 3. CNLV Neighborhood Services (S)	a. CNLV Roadway Operations (L) b. Community Enagement Team (L) c. CNLV Neighborhood Services (S) d. Dollar Amount TBD	Long Term (7+Years)

Strategy	Outcomes	Metrics
Goal 4.8.2 - Ensure Continuation and Improvement of Community Garden Activities Beyond the Planning		
Maintain and Expand Zion Choice Community Garden Park	a. Maintain & expand Garden to provide a vehicle for neighborhood residents to grow and consume nutritious and quality food to save costs and maintain health b. Develop a community park atmosphere allowing residents to have a place to create community and connection between neighbors c. Provide educational courses to teach residents techniques to maximize productivity & results in growing periods d. Develop a viable farmers market for the community to utilize produce to the fullest & generate income e. Create a vehicle for generating jobs through securing funding	(First year goals) a. 65 above ground plots rented throughout the year of which 20 will be for handicapped. b. At least 2 or more major community garden events involving Garden community c. Hold 6. Garden awareness/ appreciation/efficiency classes throughout the year d. Develop viable farmers market that provides for distribution of food to community and develops business/entrepreneurial skills
Public Housing Strategy		
Goal 5.1 - Redevelopment of Rose Gardens Senior Apartments		
5.1.1 Larger Rooms and Upgraded Appliances	Complete one-for-one replacement of 120 affordable senior apartments	Successful Construction
5.1.2 Sustainable Energy Efficient Design		
5.1.3 Resident Amenities		
5.1.4 Creating Safe, Sustainable, Affordable Senior Housing Through Redevelopment		
5.1.5 Enhance the Community		
5.1.6 Address Redevelopment Funding		
Goal 5.2 - Security		
5.2.1 - Resident Security	Safe, Secure	a. Low Crime Rate b. Safety Metrics
5.2.2 - Provide Improved Safety Features		

Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
Grant		
1. Zion United Methodist Church (L) 2. Nevada Conservation Corp (S) 3. State of Nevada Renweable Energy Dept (S) 4. Terra Firmer (S) 5. Nevada Partners (S) 6. MGM Resort (S) 7. State of Nevada Forestry (S) 8. City of North Las Vegas (S) 9. SNRHA (S)	1. CNLV/CDBG 2. Nevada Conservation Corp 3. State of Nevada Renweable Energy Dept 4.Terra Firmer 5. MGM Resort 6. State of Nevada Forestry Cost: $300,000	Long Term (7+Years)
1. SNRHA (L) 2. Nevada HAND (S)	a. HOME b. LIHTC c. SNRHA Funds d. AHP e. NHD f. GAHP g. Developer Financing	Short Term (0-2 Years)
1. SNRHA (L) 2. Nevada HAND (S) 3. NLVPD (S)	a. HOME b. LIHTC c. SNRHA Funds d. AHP e. NHD f. GAHP h. Developer Financing i. Operating Funds	Long Term (7+ Years)

Strategy	Outcomes	Metrics
Goal 5.3 - Resident Relocation		
5.3.1 Relocation	Implement existing Rose Gardens Relocation Plan	Successful Relocation
5.3.2 Senior Supportive Services	Provide on-site service coordinator	
Goal 5.4 - Engage Rose Gardens Senior Apartments Residents		
5.4.1 Ensure resident participation of redevelopment from concept to fruition	Design based on resident's input from surveys and charrettes	Resident Satisfaction
5.4.2 Resident services coordinators are provided to assist residents		Health, Financial Security
People Strategy		
Goal 6.1 - Increase Access to Social services		
6.1.1 Provide modular support such as open air markets	Provide low cost quality goods to the choice area.	Two Open Air Markets per year will be conducted. Success will be based on prior attendance which on average was 400-500 individuals
6.1.2 Facilitate access to social services	Increase Access To Social Services	Success is a 2% reduction annually in the need for access with a increased participation rate.
6.1.3 Solidify communication networks across the Urban Core	Create consistent flow of information from providers to residents	Success is a 2% reduction annually in the need for access with a increased participation rate.
Goal 6.2 - Increase Business and Entrepreneurship Opportunities		
6.2.1 Expansion of Nevada Partners Regional Workforce Development Center	Increase neighborhood value in the urban core and job creation	Clark County Assessor or Dept. of Labor Data reports

Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
1. SNRHA (L) 2. Nevada HAND (S)	a. HOME b. LIHTC c. SNRHA Funds d. AHP e. NHD f. GAHP g. Developer Financing h. Operating Funds	Short Term (0-2 Years)
		Long Term (7+ Years)
1. SNRHA (L) 2. Nevada HAND (S)	Operating Funds	Short Term (0-2 Years)
	SNRHA/NV HAND	Long Term (7+ Years)
1. LSSN (L) 2. Nevada Partners (S) 3. CNLV (S) 4. SNRHA (S)	$150,000/In-kind Contribution	Long Term (7+ Years)
1. LSSN (L) 2. Clark County (S)	$25,000/In-Kind Contribution	Long Term (7+ Years)
1. LSSN (L) 2. Nevada Partners (L)	$10,000/In-Kind	Long Term (7+ Years)
Nevada Partners (L)	$3.2 million/ Clark County & City of North Las Vegas Capital Funds	Short Term (0-2 Years)

Strategy	Outcomes	Metrics
6.2.2 increase the Array of Business and Workforce Development Education and Training Opportunities	Reduce unemployment and increase financial stability	Case Management & job services with monthly follow up to support an additional 500 residents annually
6.2.3 Establish Youth-Targeted Business and Entrepreneurship Opportunities	a. Establish Choice Business Academy b. Successfully graduate youth from entrepreneurship training program c. Offer entrepreneurship and intrapreneurship opportunities for graduates	a. Secure location for Choice Business Academy b. Secure licenses and permits for Choice Business Academy c. Recruit youth in choice area for the Choice Business Academy d. Number of persons trained placed in jobs and establish small business.
Goal 6.3 - Reduce Unemployment in the Urban Core		
6.3.1 - Increase Employment and Training Opportunities	Increase financial stability in urban core	Intensive case management and employment services with Bi-weekly follow up
6.3.2 Increase Hiring Events to Distribute Information and Employ Residents	Return on Investment in the urban core by reducing unemployment	Dept. of Labor statistics
6.3.3 - Increase Mobile Employment Opportunities	Accessibility for job referrals/leads and enrollment for job training programs	Utilize WIOA data system to track services provided and follow up
Goal 6.4 - Increase Overall Health Outcomes for the Urban Core		
6.4.1 Increase Health Insurance Among Residents in the Urban Core	Decrease the uninsured rate annually by 2.5%	Decreased need for primary, dental, and vision care as access increases. Reduction of uninsured by 2.5% annually
Goal 6.5 - Reduce Neighborhood Crime and Increase Public Safety in the Urban Core		
6.5.1 Increase access to alternative programs for offenders	Reduce repeat offenders and unemployment for ex-offenders	Intensive case management, group and individual counseling and employability
6.5.2 Reduce the number of juvenile offenders in the system	Assess and refer first time youth offenders to youth services versus jail booking	Monitor youth through shared system through all community partners

Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
1. Workforce Connections (S) 2. CNLV (S) 3. Nevada Partners (L)	$1.4 million/ Federal Grants	Mid-Term (3-6 Years)
1. Valentine Communications/ Edutainment Business League (S) 2. CNLV (S) 3. Las Vegas HUD Office (S)	1. NRSA/CDBG funds 2. Workforce Investment Opportunity Act/Workforce Connections 3. Banking Institutions (CRA) and Foundations 4. $200,000	Long Term (7+ Years)
1. Nevada Partners (L) 2. DETR (S) 3. Nevada JobConnect (S)	$400,000 - $2 million/ Federal Grants	Short Term (0-2 Years)/ Long Term (7+ Years)
Nevada Partners (L)	$100,000/Private Corp. Donations	Short Term (0-2 Years)
1. Nevada Partners (L) 2. Workforce Connections (S)	$800,000/Federal Grants	Mid Term (3-6 Years)
1. Nevada Partners (L) 2. LSSN (L)	$25,000/In-Kind Contribution	Mid Term (3-6 Years)
1. Nevada Partners (L) 2. North Las Vegas Municipal Court (S)	$800,000/Federal Grants	Short Term (0-2 Years)/ Mid Term (3-6 Years)
1. Nevada Partners (L) 2. Clark County (S) 3. LVMPD (S)	$1 million/Federal Grants	Short Term (0-2 Years)/ Mid Term (3-6 Years)

Strategy	Outcomes	Metrics
6.5.3 Increase the array of community policing programs	Create positive engagement with residents and authorities	Coaching and mentoring
Goal 6.6 - Increase Youth and Educational Training Opportunities in the Urban Core		
6.6.1 Bring learning opportunities to the community	Increase Employabilty and Community outreach by 30 percent	Track workshop participation with monthly reporting and follow up
6.6.2 Increase the array of out of school educational opportunities	Increase HS and Higher Ed graduation rates by 25 percent and reduce unemployment	Mentoring, case management, support services and tutoring
6.6.3 Increase the access to alternative youth training programs	Create marketable youth for employment with stackable credentials	Utilize WIOA data system to track services provided and follow up
6.6.4 Increase the array of supportive services available to students in schools	Reduce homelessness and promote health and wellness	Utilize WIOA data system to track services provided and follow up
6.6.5 Increase the array of youth programs offered in the Urban Core	Increase HS and Higher Ed graduation rates, reduce crime and increase youth employment	Utilize WIOA data system to track services provided and follow up
6.6.6 Establish youth leadership opportunities in the Urban Core	Create marketable youth for employment	Utilize Urban Chamber to place youth and data system to track services provided and follow up
6.6.7 Establish Choice Inter-generational Program/Building Bridges	a. Develop & maintain long term relationships between youth and older adults b. Bridge the communication gap between seniors and youth c. Work with EBL to record oral history of conversations between youth and older adults d. Develop ongoing network in which youth and older adults learn from each other	a. Partner agencies and participants meet regularly to implement activities accomplish goals b. Establish program in target area schools and other local institutions & organizations c. Obtaining feedback (surveys, evaluations) from participants about the value they received from program sessions

Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
1. Nevada Partners (L) 2. NLVPD (S) 3. LVMPD (S) 4. North Las Vegas Community Court (S) 5. Community Court	Police Depts. in-kind of $200,000	Short Term (0-2 Years)
1. Nevada Partners (L) 2. CCSD (S) 3. DISCOVERY Children's Museum (S)	$400,000/Federal and Private Corp. Grants	Short Term (0-2 Years)
1. Nevada Partners (L) 2. Boys and Girls Club (S) 3. Urban League (S)	$750,000/Federal Grants	Short Term (0-2 Years)
Nevada Partners (L)	$500,000/Federal and Private Corp. Grants	Short Term (0-2 Years)/ Mid Term (3-6 Years)
1. Nevada Partners (L) 2. CCSD (S) 3. Communities in Schools, Nevada (S)	$500,000/Federal and Private Corp. Grants	Short Term (0-2 Years)
1. Nevada Partners (L) 2. CCSD (S) 3. LVPN (S) 4. My Brother's Keeper (S)	$500k - $2mil/Federal Grants	Short Term (0-2 Years)/ Long Term (7+ Years)
1. Nevada Partners (L) 2. Edutainment Business League (S) 3. Community Engagement Team (S)	$300,000/Federal Grants	Short Term (0-2 Years)
1. Annointed Hands Inc (L) 2. Community Engagement Team (S) 3. Edutainment Business League (S) 4. Communities in Schools (CIS) (S)	a. NRSA/CDBG Funds b. Foundations c. Grant Opportunities as identified 4. $150,000	Long Term (7+ years)

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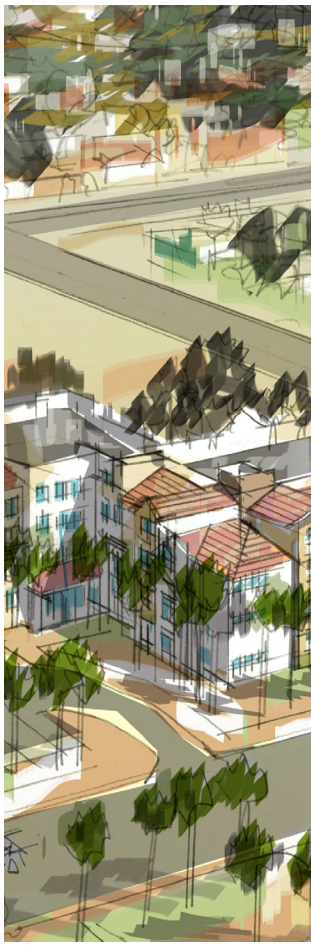
"OUR FUTURE, OUR CHOICE"

CITY OF NORTH LAS VEGAS
CHOICE
NEIGHBORHOOD



City of North Las Vegas
Choice Neighborhood Initiative

TRANSFORMATION PLAN
APPENDICES A - L

APPENDIX A – ROSE GARDENS/URBAN CORE NEIGHBORHOOD CNI RESIDENT SURVEY AND SUMMARY OF ROSE GARDENS RESIDENT SURVEY FINDINGS

Rose Gardens/Urban Core Neighborhood CNI Resident Survey

INTRODUCTION

My name is [SURVEYORNAME]. The City of North Las Vegas (CNLV), in partnership with the Southern Nevada Regional Housing Authority (SNRHA), Lutheran Social Services of Nevada, and Nevada Partners Inc., has kickstarted a planning process to collect community input on how to make Rose Gardens and the Urban Core neighborhood a better place to live. We need your input to help us get started and understand what services you need and what your vision is for this area.

This survey asks questions about both your specific needs as well as the needs of your community. We would like you to answer every question in the survey, as this will help us develop a more complete plan. However, you may choose not to answer any questions that make you uncomfortable or that do not apply to your family – in this case I will check the "No Response" box provided for that question.

It is your choice to participate in this survey. Your individual responses will not be shared with the CNLV team, and will only be used in combination with the responses of other residents for the planning process. Neither your answers nor your decision to take the survey will in any way impact your housing status or residency.

If you have any questions about the planning effort or this survey, please attend the public meetings that will be held throughout the planning period, or call the SNRHA Development & Modernization Department at 702.922.6060. CNLV will provide advance notice of all public meetings so please attend and get involved!

Thank you in advance for your time today. Do you have any questions before I begin the survey?

Rose Gardens/Urban Core Neighborhood CNI Resident Survey

INTERVIEW INFORMATION

This section should be completed by the SURVEYOR before the survey begins. These questions do not need to be asked out loud to the RESPONDENT.

***1. Unit Number**

***2. Interviewer Name:**

***3. Date Interview Completed (MM/DD/YY):**

***4. Confirmation that respondent is the head of household. (IF NO, RESPONDENT SHOULD STOP THE SURVEY)**

- Yes
- No

Rose Gardens/Urban Core Neighborhood CNI Resident Survey

RESIDENT BACKGROUND INFORMATION

***5. Have you heard about the Choice Neighborhoods Initiative to transform the Urban Core neighborhood?**

- Yes
- No

***6. Have you been to any CNI planning meetings held in the area?**

- Yes
- No

***7. Please note the highest level of education for each adult (18 or older) household member who lives with you at this address and is on the lease.**
(SELECT ONE FOR EACH RELEVANT HOUSEHOLD MEMBER)

	Head of Household	Adult 2
Less than High School		
High School degree		
Some College, no degree		
Associate's Degree		
Bachelor's degree		
Graduate work or degree		
Don't Know		
No Response		
Not Applicable - none in household		

***8. What is the primary language spoken in your household?**

- English
- Spanish
- Other (please specify)

***9. Do you or any other adult in your household have difficulty with any of the following? (CHECK ALL THAT APPLY)**

- ☐ Reading
- ☐ Basic math
- ☐ Speaking English
- ☐ Reading English
- ☐ Writing English
- ☐ None
- ☐ No Response

MOBILITY AND TRANSPORTATION

*10. What is the PRIMARY mode of transportation for you and your household?

- Your own car/truck/vehicle
- Taxi
- Public Transportation (e.g., Metro Link, RTC, LV Monorail)
- Bicycle
- Walk
- Ride from someone else
- None
- No response

*11. How big a barrier is transportation when trying to get to work, school, appointments, recreation for your family or yourself, or to meet daily needs like shopping for groceries?

- Very big – I have no access to transportation
- Somewhat big - I have unreliable access to transportation
- Not very big - I usually have access to transportation
- No problem - I always have access to transportation
- No response

NEIGHBORHOOD RESOURCES AND SERVICES

This section will ask you about the things available to you in your neighborhood and the services you might receive or need. The information will help the CNLV team to build on neighborhood strengths and identify areas most in need.

Note that for the purposes of this survey, the neighborhood refers to the area bounded by Clayton St & N 5th St, to the West and East and W Cartier & E Owens, to the North and South. [SHOW NEIGHBORHOOD MAP]

12. What do you consider to be the top THREE strengths of your neighborhood?

- ☐ Access to neighborhood amenities/conveniences (e.g., library, bank, post office)
- ☐ Access to public transportation
- ☐ Employment opportunities
- ☐ Entertainment options
- ☐ Housing affordability
- ☐ Location (near downtown)
- ☐ Nearby to family/friends
- ☐ Parks/Recreational places
- ☐ Pedestrian friendly
- ☐ Places of worship
- ☐ Safety
- ☐ Schools
- ☐ Shopping/retail stores
- ☐ Social services
- ☐ Youth programs
- ☐ None
- ☐ No Response
- ☐ Other (specify strengths)

13. What are the top THREE things that you don't like about this neighborhood?

- ☐ Crime/violence
- ☐ Lack of neighborhood amenities
- ☐ Lack of social services
- ☐ Location (distance from school, job, groceries, transportation, services)
- ☐ Not enough green areas/parks
- ☐ Not enough recreational facilities or areas
- ☐ Poor quality schools
- ☐ Poor street lighting/street layout
- ☐ Streets, sidewalks, and walkways are not pedestrian friendly
- ☐ Vacant/Abandoned properties
- ☐ None
- ☐ No Response
- ☐ Other (specify dislikes)

14. Which types of businesses would you like to see more of in the Urban Core neighborhood? (CHECK ALL THAT APPLY)

- ☐ Banks
- ☐ Barber Shops/Salons
- ☐ Clothing Stores
- ☐ Coffee Shops
- ☐ Dry Cleaning/Laundromat
- ☐ Gas Stations
- ☐ Grocery Stores
- ☐ Gyms/Recreation Centers
- ☐ Hardware Stores
- ☐ Medical Offices
- ☐ One-stop shopping (e.g., Wal-Mart, Walgreens)
- ☐ Pharmacies
- ☐ Restaurants
- ☐ Smaller food markets
- ☐ None
- ☐ No Response

***15. What features would you most like to have in a nearby park if one were included in the plan for the Urban Core neighborhood?**

- ☐ Ball court/field (basketball, baseball, tennis)
- ☐ Bike path
- ☐ Picnic/Barbeque area
- ☐ Playground/Tot lot
- ☐ Skateboard park
- ☐ Spray pool
- ☐ Swimming pool or swimming lake
- ☐ Walking/running path
- ☐ Don't Know
- ☐ No Response
- ☐ Other (specify features)

***16. What form of banking do you primarily use?**

- ○ Checking account at a bank or credit union
- ○ Savings account at a bank
- ○ Check cashing service
- ○ A friend/family member cashes checks for me
- ○ None
- ○ No Response

***17. How do you and the other members of your household MOST FREQUENTLY access the internet?**

- Home Computer (i.e., desktop, laptop, tablet)
- Smart Phone
- Work or School
- Library
- Use service/device of a family or friend
- Do not have access to the internet
- No Response
- Other (Please specify)

***18. How likely would you or another member of your household be to use a neighborhood computer center if one were built within walking distance of your home?**

- Very likely
- Somewhat Likely
- Somewhat Unlikely
- Not likely
- Not Sure
- No response

NEIGHBORHOOD RESOURCES AND SERVICES

***19. For each of the service types listed, please indicate :**

A. If you are AWARE of programs that offer the service.

B. If you or a member of your household has USED that type of program/service in the past 12 months.

C. If you are SATISFIED with the program/service that you used.

(CHECK TO INDICATE YES, FOR ALL THAT APPLY)

	A. ALL RESPONDENTS: household members are AWARE of the program/service	B. IF AWARE: household member has recently USED the program/service	C. IF USED: household member is SATISFIED with program/service
Food or grocery assistance (e.g., SNRHA Commodities program)	☐	☐	☐
Health care services	☐	☐	☐
Mental health services	☐	☐	☐
Transportation Assistance (e.g., RTC pick up service, rides from Supportive Services)	☐	☐	☐
Energy Assistance Program	☐	☐	☐
Senior Resources and Referral services via on site Senior Program Coordinator	☐	☐	☐
Resident Council events	☐	☐	☐
Other (specify program below)	☐	☐	☐
None	☐	☐	☐

Other programs

***20. If you or others in your household DO NOT USE the community/social services that are available in your community, what are the most important reasons for not using them? (CHECK ALL THAT APPLY)**

- ☐ No reason; I do not have any trouble accessing the services
- ☐ I don't know about the services that are available
- ☐ The services are offered at inconvenient times
- ☐ The services that I need are not available
- ☐ It takes too long to get services; there is a waitlist
- ☐ The services are too expensive
- ☐ I'm not eligible
- ☐ There are problems with staff at service agencies (e.g., poor customer services)
- ☐ I don't have transportation to the services I need
- ☐ I find the process of obtaining services confusing or overwhelming
- ☐ I don't have time to find and pursue the services I need
- ☐ Don't know
- ☐ No response

***21. Please check all of the services you or a member of your household needs at this time (i.e., immediate needs). (CHECK ALL THAT APPLY)**

- ☐ None
- ☐ Alcohol or drug treatment
- ☐ Assistance applying for public benefits
- ☐ Assistance with grocery shopping
- ☐ Budgeting/financial literacy/credit repair
- ☐ Chronic disease management
- ☐ Citizenship classes
- ☐ Computer literacy classes
- ☐ Emergency food bank
- ☐ English as a Second Language (ESL)
- ☐ Health, wellness, and physical fitness information
- ☐ Help with financial and legal business, such as assistance with paying bills or having a power of attorney
- ☐ Homemaker services (cleaning, laundry, meal prep)
- ☐ Home visits from a social worker
- ☐ Individual or family counseling
- ☐ In home personal care assistance (nursing, bathing, dressing)
- ☐ Life skills training
- ☐ Mental health counseling/assistance
- ☐ Remove/expunge criminal conviction or other legal services
- ☐ Services for individual with disabilities
- ☐ Stop smoking classes
- ☐ Transportation assistance/Ride program
- ☐ No Response
- ☐ Other (Specify need)

HEALTH AND SPECIAL NEEDS

The following section asks questions about the health of you and other members of your household. The information will be used to help improve access to program and services that could improve your health. The information will remain confidential but you do not have to answer any question you do not want to.

*22. In general, how would you rate the health of the following members of your household? (MARK ONE RESPONSE FOR EACH ROW)

	Excellent	Good	Fair	Poor	Very Poor	No Response	Not Applicable - none in household
Self	○	○	○	○	○	○	○
Other adults in household	○	○	○	○	○	○	○

*23. Do the following members of your household have health insurance of any type? (MARK ONE RESPONSE FOR EACH ROW)

	Yes	No	Don't Know	No Response	Not Applicable - none in household
Self	○	○	○	○	○
Other adults in household	○	○	○	○	○

*24. Do the following members of your household have any of the following medical conditions?

If yes, are they being treated for that condition?

(FOR EACH APPLICABLE COLUMN, CHECK IF YES)

	SELF: Have condition	SELF: Being treated	OTHER ADULTS: Have condition	OTHER ADULTS: Being treated
Asthma	☐	☐	☐	☐
Dementia, Alzeimer's	☐	☐	☐	☐
Diabetes	☐	☐	☐	☐
Depression	☐	☐	☐	☐
Extreme stress or anxiety	☐	☐	☐	☐
High blood pressure or hypertension	☐	☐	☐	☐
Other heart disease and/or high cholesterol	☐	☐	☐	☐
Weight problem	☐	☐	☐	☐
None	☐	☐	☐	☐
Don't Know	☐	☐	☐	☐
Prefer not to answer	☐	☐	☐	☐
Not Applicable - none in household	☐	☐	☐	☐

*25. Where do you most often go when you are sick or in need of health advice?

- UMC Hospital Emergency Room
- UMC Hospital Urgent Care
- Mountain Vista Hospital Emergency Room
- Other hospital emergency room (specify name below)
- Other urgent care center (specify name below)
- Other primary care doctor (specify name below)
- Not receiving health services
- No Response
- Other (please specify)

*26. How do you rate the health care services you receive?

- Not Applicable - do not receive health services
- Excellent
- Good
- Fair
- Poor
- No Response

***27. What, if any, challenges do you face in accessing quality affordable health care? (CHECK ALL THAT APPLY)**

- ☐ Transportation
- ☐ Cost
- ☐ Eligibility
- ☐ Waitlist
- ☐ Long waiting room times
- ☐ Offices are not open when I need them
- ☐ Don't have time
- ☐ Language or cultural barriers
- ☐ Don't know where to access services
- ☐ None
- ☐ No Response
- ☐ Other (specify challenge)

HEALTH AND SPECIAL NEEDS

*28. Where do you go food shopping, most often, for your household?

- Corner store
- Food Bank
- Gas station
- Large retail store (ex. Wal-Mart)
- Smith's
- Other grocery store (indicate name below)
- No Response
- Other (Specify name)

*29. How interested would you be in the following?

	Very interested	Somewhat interested	Not interested	No Response
Community garden in the area				
Course on healthy living				
Classes about nutrition, cooking, and/or food preparation				
Walking club and/or exercise classes (Zumba, chair aerobics, dance classes)				

***30. What are the primary unmet health care needs of your household? (CHECK ALL THAT APPLY)**

- ☐ Assistance with weight loss
- ☐ Chronic disease management
- ☐ Dental services
- ☐ Domestic violence services
- ☐ Eye care
- ☐ Health education/prevention/screenings
- ☐ Mental health counseling and services
- ☐ Nutrition/health cooking programs
- ☐ Physical fitness/exercise programs
- ☐ Primary health care
- ☐ Services to help alleviate stress, anxiety, depression
- ☐ Stop smoking services
- ☐ Substance abuse treatment
- ☐ Treatment for upper respiratory diseases (like asthma)
- ☐ None
- ☐ Don't know
- ☐ No response
- ☐ Other (specify need)

CRIME AND SAFETY

The following section asks questions about crime and safety in your neighborhood. The information will help the CNLV team to better understand neighborhood crime and develop strategies to improve public safety in the neighborhood.

*31. How safe do you consider the following? (CHECK ONE FOR EACH ROW)

	Very safe	Somewhat safe	Somewhat unsafe	Very unsafe	Don't know	No response
Neighborhood during the day	○	○	○	○	○	○
Neighborhood at night	○	○	○	○	○	○
Inside your apartment unit	○	○	○	○	○	○
Walking to and from the bus stop	○	○	○	○	○	○
The parking lot	○	○	○	○	○	○
Hallways between units	○	○	○	○	○	○

*32. How often would you say that crime occurs in the neighborhood?

- ○ Frequently (1-2 times per week)
- ○ Sometimes (1-2 times per month)
- ○ Rarely (once every three months)
- ○ Never
- ○ Don't know
- ○ No response

***33. Have you or anyone you know experienced any of the following crimes in your current home or in the neighborhood? (CHECK ALL THAT APPLY)**

- ☐ Assault/Physical Attack
- ☐ Bullying
- ☐ Burglary
- ☐ Domestic Violence
- ☐ Gang-related activity
- ☐ Gun shots
- ☐ Paying for or Selling Sex
- ☐ Sale and/or use of drugs
- ☐ Sexual assault/rape
- ☐ Teenage violence
- ☐ Theft
- ☐ Murder
- ☐ None
- ☐ Don't Know
- ☐ No Response
- ☐ Other (specify crime)

34. What are the TOP THREE safety improvements that you feel would make the neighborhood safer?

- ☐ Anti-gang initiatives
- ☐ Better security systems
- ☐ Better street lighting
- ☐ Community Crime Watch Program
- ☐ Community policing
- ☐ Development features that increase "Eyes on the Street" (e.g., porches, sidewalks)
- ☐ Fencing and gates
- ☐ More frequent and/or visible police patrol
- ☐ Youth violence/crime prevention programs
- ☐ Don't Know
- ☐ No Response
- ☐ Other (please specify)

HOUSING AND REDEVELOPMENT

This section asks questions about your housing preferences. The information will inform the CNLV team as it prepares a housing plan for the redevelopment of Rose Gardens.

35. If Rose Gardens is redeveloped, what are the top FIVE physical improvements that you would like to see in the new units?

- ☐ Larger Units
- ☐ Larger rooms in units
- ☐ More accessible units
- ☐ More attractive buildings/building design
- ☐ Private yards/outdoor space
- ☐ More parking
- ☐ More recreational space
- ☐ Don't know
- ☐ No response
- ☐ Other (please specify)

*36. What was the MOST important reason for your moving to Rose Gardens?

- ○ Availability of rent subsidy or lower rent
- ○ Availability of on-site support services
- ○ Better or larger apartment
- ○ More convenient location
- ○ Preference for senior only building
- ○ Safer than your previous house or apartment
- ○ To be near family or friends
- ○ No choice; nowhere else to go
- ○ This is what SNRHA gave you
- ○ Don't Know
- ○ No Response
- ○ Other (specify reason)

***37. If Rose Gardens is redeveloped, what type of subsidized unit would you prefer to be relocated to during redevelopment?**

- Move to a privately owned unit with a Section 8 voucher elsewhere in the city
- Move directly to a new public housing unit in this neighborhood
- Move into another SNRHA public housing site
- I need additional information before I can state my preference
- No Response

***38. If Rose Gardens is redeveloped, are you interested in returning to the redeveloped site? (IF NO, SKIP TO Q40)**

- Yes, I would like to return to the revitalized site to live in a new replacement unit
- No, I would not like to return to the revitalized site
- I need more information before I can state a preference
- No Response

***39. If you are interested in returning to the redeveloped site, would you need a unit with any of the following special accommodations? (CHECK ALL THAT APPLY)**

- ☐ Physical accessibility (e.g., ramps, wider doorways, grab bars in bath, etc.)
- ☐ Hearing accessibility (e.g., door bell and fire alarm with strobe light)
- ☐ Visual accessibility (e.g., tactile flooring - "bumps" at top and bottom of stairs, etc.)
- ☐ Do not need any special accommodations
- ☐ Don't know
- ☐ No response
- ☐ Other (please specify)

CONCLUSION

Thank you for taking the time to complete the survey and for participating in the planning process for change, revitalization and transformation of Rose Gardens and the Urban Core neighborhood.

***40. Are you currently participating in any of the following associations/organizations in your community? (CHECK ALL THAT APPLY)**

- ☐ None
- ☐ Resident Council
- ☐ Church group/faith based organization (specify below)
- ☐ Community Resource Center
- ☐ No Response
- ☐ Other neighborhood association (specify below)

Specify church name and/or other organization

41. If you are not involved in any community associations or organizations, how likely is it that you would participate in these activities in the future?

- ○ Very likely
- ○ Somewhat Likely
- ○ Somewhat Unlikely
- ○ Not Likely
- ○ Don't know
- ○ No response

***42. How do you usually get information about what is going on in the neighborhood? (CHECK ALL THAT APPLY)**

- ☐ TV
- ☐ Radio
- ☐ Facebook
- ☐ Twitter
- ☐ Linked In
- ☐ Internet
- ☐ Word of mouth (family/friends)
- ☐ SNRHA meetings/newsletters/fliers
- ☐ Other organization's newsletters/fliers (specify name below)
- ☐ Resident Council
- ☐ Las Vegas Review Journal
- ☐ Las Vegas Sun
- ☐ Las Vegas Tribune
- ☐ El Mundo
- ☐ No response
- ☐ Other (specify below)

Specify organization or other source

43. Is there anything else you would like to tell us about Rose Gardens or the Urban Core neighborhood before we end the survey?

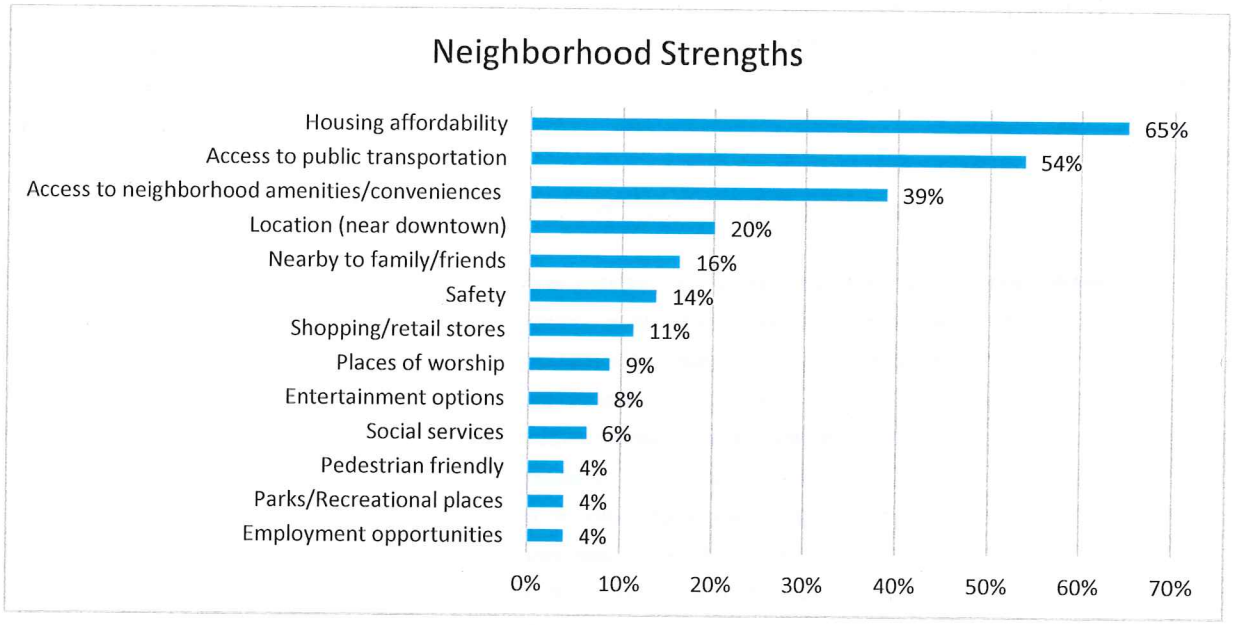
Summary of Rose Gardens Resident Survey Findings
November 23, 2015

INTRODUCTION

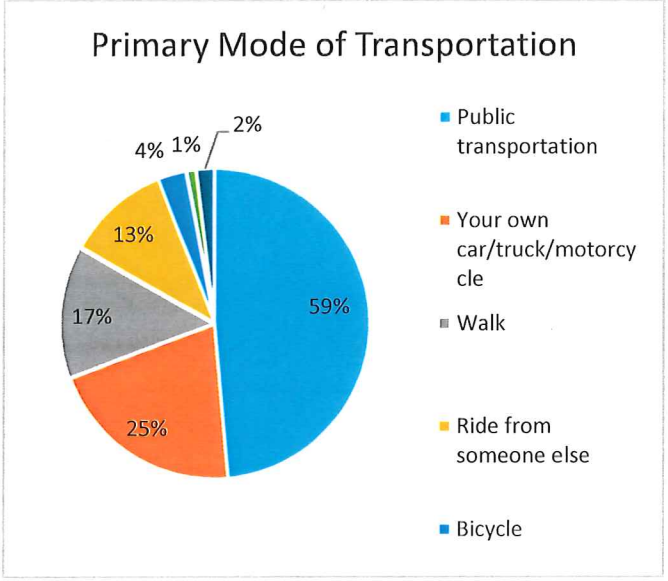
As part of the Choice Neighborhoods Initiative (CNI) Planning Process for the Rose Gardens public housing development and surrounding Urban Core Neighborhood, the Southern Nevada Regional Housing Authority (SNRHA) developed and conducted a survey to gather input from residents of Rose Gardens Senior Apartments. The survey was administered by SNRHA staff during July and August 2015. Survey topics included adult education and training, mobility and transportation, neighborhood resources and services, health, crime and safety, and housing. Eighty-three residents completed the survey, for a response rate of 73% among occupied households.

NEIGHBORHOOD RESOURCES AND NEEDS

When asked to rank the strengths of their neighborhood, respondents most commonly reported housing affordability (65%), access to public transportation (54%), and access to neighborhood amenities or convenience (e.g., library, bank, post office) (39%). By far, the most common thing respondents reported disliking about the neighborhood is the crime and violence.



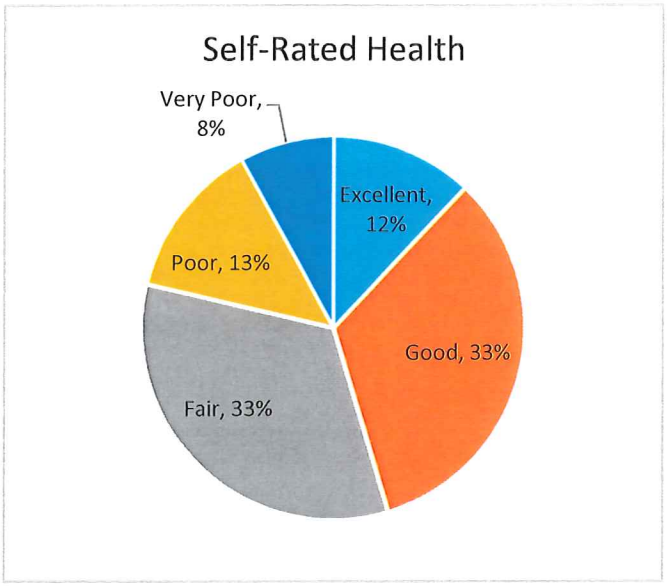
MOBILITY AND TRANSPORTATION



Access to transportation appears to be good among Rose Gardens residents. Access to public transportation was the second most commonly cited neighborhood strength. And, a majority (59%) of respondents use public transportation as their primary mode of transportation. A quarter use their own vehicle and 17% walk to get around.

Although a majority of respondents reported that access to transportation was not a very big problem (29%) or no problem at all (31%), many others face transportation barriers. Twenty-nine percent (29%) reported unreliable access to transportation and 12% reported no access to transportation. In addition, transportation assistance/ride share programs were the second most common (37%) service need and transportation was the most common challenge (51%) to accessing health care services.

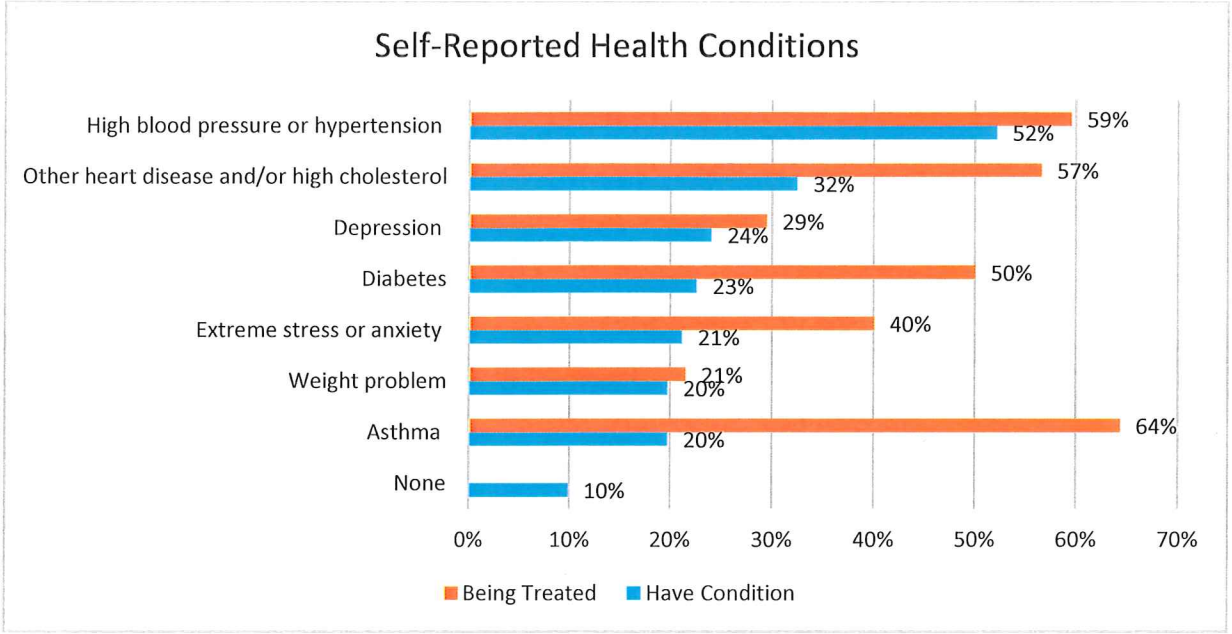
HEALTH



Resident Survey data highlights the high level of health care needs among Rose Gardens residents. Less than half of respondents rated their health as excellent (12%) or good (33%). These numbers likely under-report the degree of health issues among Rose Gardens residents as SNRHA staff report that a majority of the of the residents that did not complete the survey declined due to health issues.

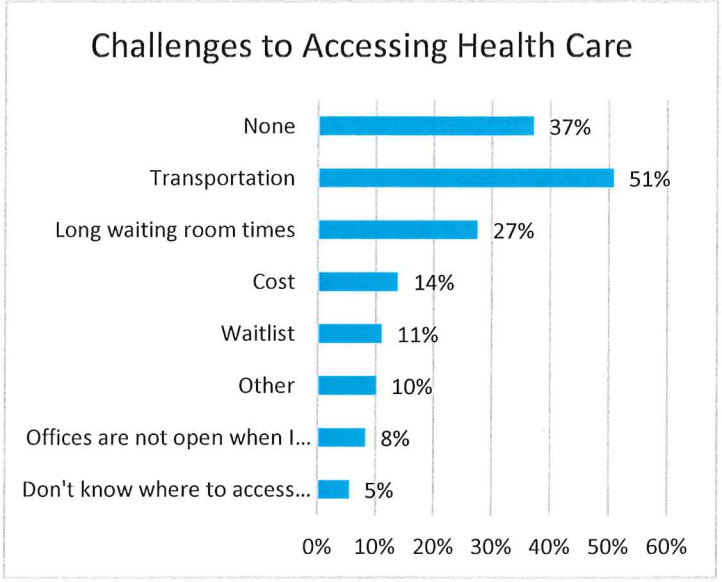
In addition, respondents reported high rates of chronic health conditions. More than half (52%) have high blood pressure or hypertension, and almost a third (32%) have another heart disease and/or high cholesterol. About one in four suffer from depression, diabetes, extreme stress or anxiety, a weight problem, and asthma. In fact, only 1 in 10 reported NOT having any chronic health conditions.

Treatment rates vary among those with these conditions. The highest treatment rates are among those with asthma, high blood pressure, or other heart disease and the lowest treatment rates are among those with depression and a weight problem.

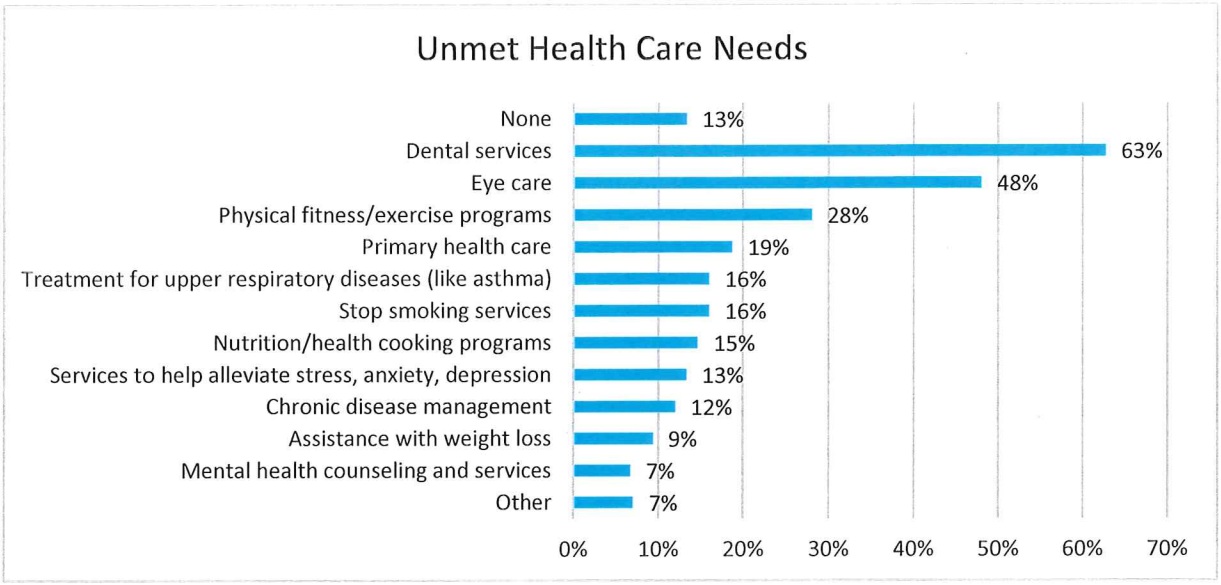


A small proportion of residents appear to have a "medical home", or a place where they regularly go to receive health care services. More than three quarters of respondents reported using hospitals or urgent care centers for health services; only 30% report using a primary care doctor. In addition, almost one in five (19%) respondents say that primary health care is an unmet health care need of their household. Regardless of where they receive care, a large majority rate the health care services they receive as excellent (22%) or good (59%).

Despite almost all (95%) residents having health insurance coverage, respondents cited other barriers to accessing quality, affordable health care. More than half (51%) of respondents reported that transportation was a challenge to accessing health care services and 27% cited long waiting room times. However, 37% reported no challenges to accessing care.

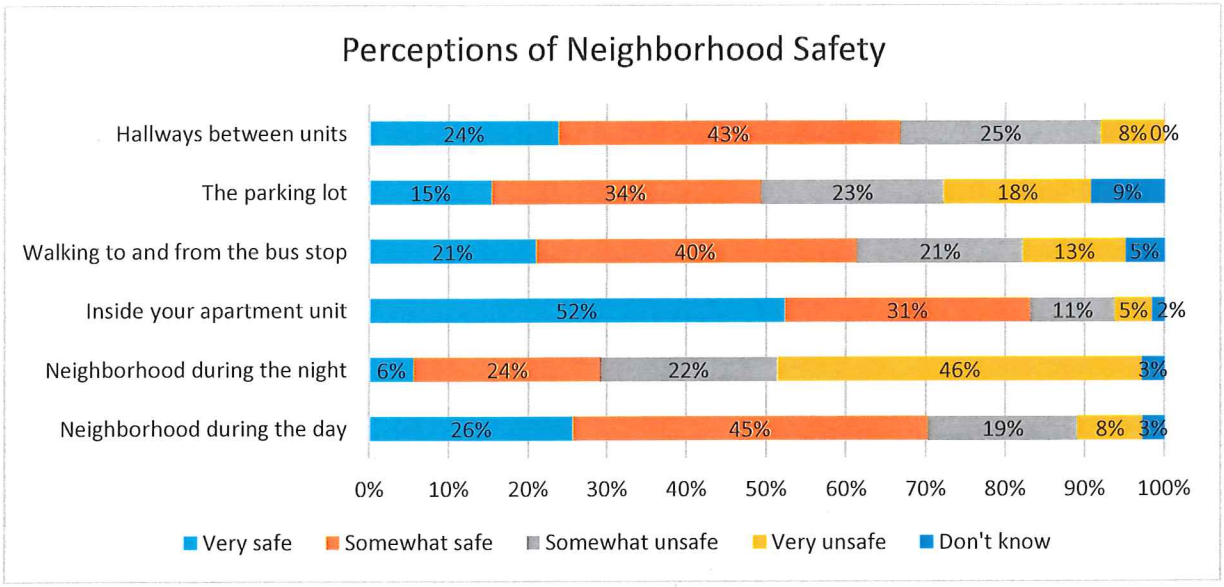


By far the most common unmet health care needs include dental services (63%) and eye care (48%), among others. In addition, respondents expressed interest in various healthy living activities and amenities, especially a walking club and/or exercise classes (51% very interested, 19% somewhat interested) and a community garden in the area (39% very interested, 24% somewhat interested).

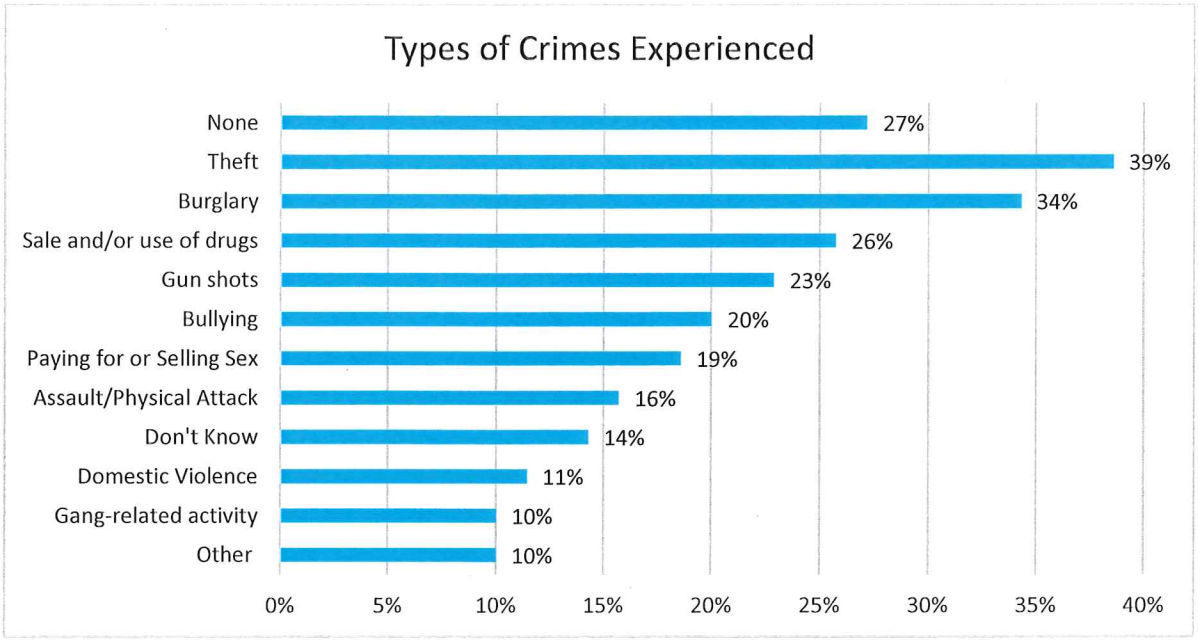


CRIME AND SAFETY

Overall a majority of respondents feel somewhat or very safe in different locations in their neighborhood, with the exception of their neighborhood at night and the parking lot. More than half of responents report that crime occurs at least sometimes (16% at least 1-2 times per month and 40% at least 1-2 times per week).



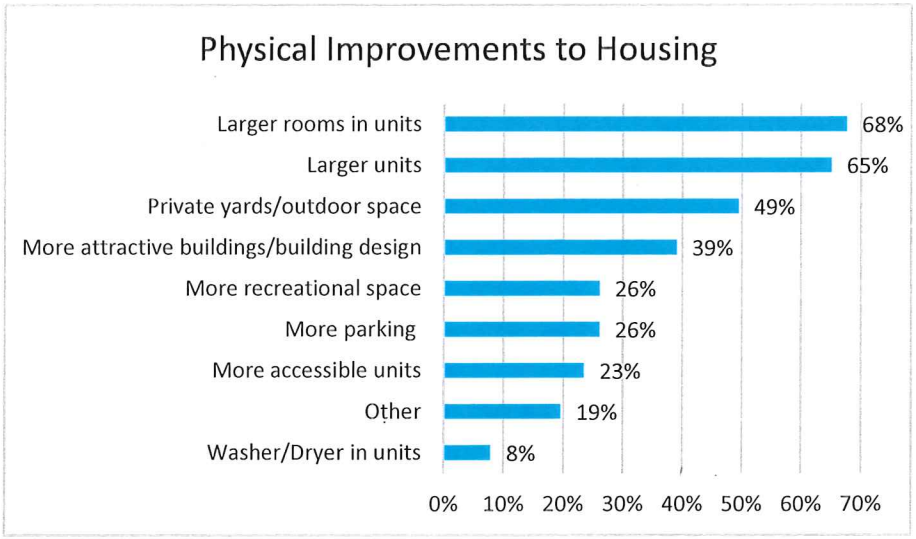
The most common types of crimes respondents reported they have experienced are theft (39%), burglary (34%), and sale and/or use of drugs (26%); although 27% say neither they nor anyone they know have experienced any crimes. When asked what safety improvements residents think would make the neighborhood safer, a strong majority (71%) selected better security systems; 45% think a Community Crime Watch program would help.



HOUSING

A majority (63%) of respondents are interested in returning to the revitalized site after construction is complete, another 32% need more information before stating a preference; only 6% know they do not want to return to the revitalized site. Of those interested in returning, many indicated a need for special accommodations: 51% would need physical accessibility features, 27% would need hearing accessibility features, and 19% would need visual accessibility features.

The most common physical improvements respondents would like to see in at the redeveloped Rose Gardens site are larger rooms (68%) and larger units (65%). Almost half (49%) would like to have private yards or outdoor space.



APPENDIX B – NORTH LAS VEGAS NEIGHBORHOOD SURVEY AND INITIAL SUMMARY OF URBAN CORE NEIGHBORHOOD SURVEY FINDINGS

North Las Vegas Neighborhood Survey

INTRODUCTION

The City of North Las Vegas (CNLV), in partnership with the Southern Nevada Regional Housing Authority (SNRHA), Lutheran Social Services of Nevada, and Nevada Partners Inc., has kickstarted a planning process to collect community input on how to make the Urban Core neighborhood a better place to live. We need your input to help us get started and understand what services you need and what your vision is for this area.

This survey asks questions about both your specific needs as well as the needs of your community. We would like you to answer every question in the survey, as this will help us develop a more complete plan.

It is your choice to participate in this survey. Your responses will only be used in combination with the responses of other residents for the planning process.

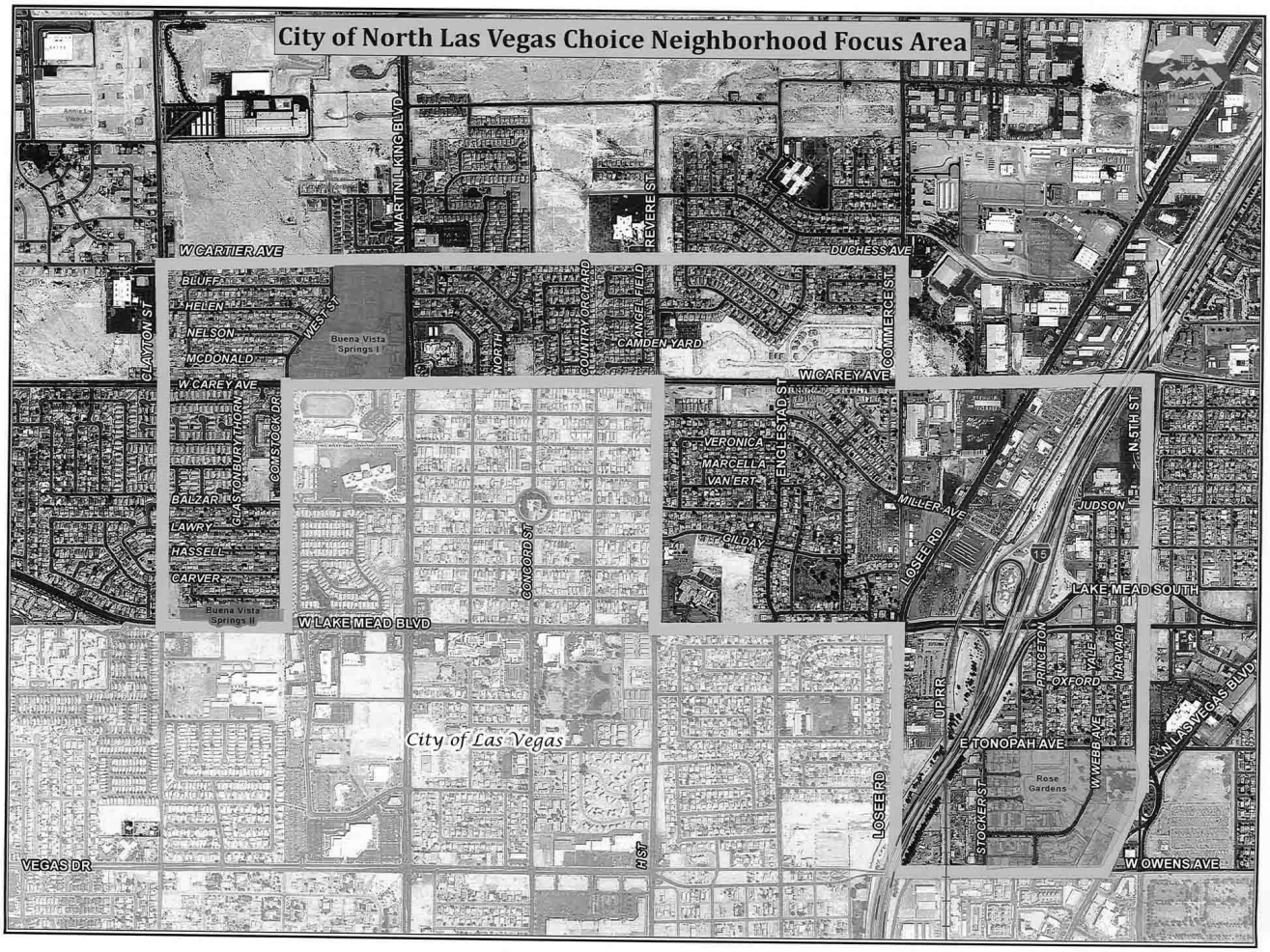
If you have any questions about the planning effort or this survey, please attend the public meetings that will be held throughout the planning period, or call Jim Haye at 702-633-1441. CNLV will provide advance notice of all public meetings so please attend and get involved!

Thank you in advance for your time today.

North Las Vegas Neighborhood Survey

Urban Core Neighborhood Boundary

The Urban Core Neighborhood referenced in this survey covers the area outlined below.



North Las Vegas Neighborhood Survey

* 1. Do you currently live in the Urban Core Neighborhood?

- Yes
- No

2. What is your address?

NOTE: This information is for tracking purposes only. Responses will not be tied to your address.

North Las Vegas Neighborhood Survey

FEELINGS ABOUT THE NEIGHBORHOOD

* 3. What do you like most about the Urban Core neighborhood? (SELECT UP TO FIVE)

- [ ] Access to health care services
- [ ] Access to neighborhood amenities/conveniences (e.g., library, bank, post office)
- [ ] Access to public transportation
- [ ] Access to social services
- [ ] Availability of child care options
- [ ] Availability of youth programs
- [ ] Churches/places of worship
- [ ] Close to family/friends
- [ ] Employment opportunities
- [ ] Entertainment options
- [ ] Good quality schools
- [ ] Housing affordability
- [ ] Location
- [ ] Low crime
- [ ] Parks/recreational places
- [ ] Pedestrian friendly
- [ ] Shopping/retail options
- [ ] Nothing
- [ ] No Response
- [ ] Other (please specify)

* 4. What are the top FIVE things you don't like about the Urban Core neighborhood? (SELECT UP TO FIVE)

- [ ] High cost of housing
- [ ] High crime
- [ ] Lack of child care options
- [ ] Lack of churches/places of worship
- [ ] Lack of employment opportunities
- [ ] Lack of entertainment options
- [ ] Lack of health care services
- [ ] Lack of neighborhood amenities/conveniences (e.g., library, bank, post office)
- [ ] Lack of parks/recreational places
- [ ] Lack of public transportation
- [ ] Lack of shopping/retail stores
- [ ] Lack of social services
- [ ] Lack of youth programs
- [ ] Location
- [ ] Poor quality schools
- [ ] Unsafe for pedestrians
- [ ] Nothing
- [ ] No Response
- [ ] Other (please specify)

5. Do you agree or disagree with the following statements about the Urban Core Neighborhood? (CHECK ONE FOR EACH ROW)

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Not Sure
People in this neighborhood get along with each other						
People around here are willing to help their neighbors						
My neighbors are good role models for children						
My neighbors are working to make the neighborhood a better place						
I am working to improve my neighborhood						
I know my neighbors and my neighbors know me						

North Las Vegas Neighborhood Survey

INCOME AND EMPLOYMENT

* 6. Are you currently working? (CHECK ONLY ONE)

- ○ Yes, full time
- ○ Yes, part time
- ○ No, not currently able to work
- ○ No, not currently looking for work
- ○ No, currently looking for work
- ○ No, retired
- ○ No Response

North Las Vegas Neighborhood Survey

INCOME AND EMPLOYMENT

* 7. What makes it hard for you to find and/or keep work? (CHECK ALL THAT APPLY)

- [ ] Not Appiicable - not in the workforce/not looking for work
- [ ] Lack of affordable child care
- [ ] Caring for a family member who is sick or disabled
- [ ] Citizenship/immigration status
- [ ] Criminal record
- [ ] Disability/health restrictions
- [ ] Do not have a high school diploma or GED
- [ ] Lack of professional training/skills
- [ ] Lack of transportation
- [ ] No job experience
- [ ] No job opportunities available
- [ ] None - no problem finding or keeping a job
- [ ] No Response
- [ ] Other (please specify)

* 8. A. In what fields do you or members of your household work in?
B. In what fields would you or members of your household be interested in working in the future?
(CHECK ALL THAT APPLY FOR EACH COLUMN)

	Currently Working	Interested in Future Employment
Auto Repair/Parts	☐	☐
Child care	☐	☐
Clerical or administrative	☐	☐
Computers/IT	☐	☐
Construction	☐	☐
Education	☐	☐
Entertainment	☐	☐
Finance, Insurance, Real Estate	☐	☐
Government	☐	☐
Health care	☐	☐
Hospitality	☐	☐
Maintenance/Janitorial	☐	☐
Manufacturing/Industrial	☐	☐
Personal Services (e.g. hairdresser)	☐	☐
Restaurant/Food Service	☐	☐
Retail/Sales	☐	☐
Social Services	☐	☐
Transportation	☐	☐
None	☐	☐
No Response	☐	☐
Other (please specify)	☐	☐

Specify field

* 9. Are you or someone in your household interested in starting a business?

- ○ Yes
- ○ No
- ○ Not Sure
- ○ No Response

* 10. What form of banking do you primarily use? (CHECK ONLY ONE)

- ○ Checking account at a bank or credit union
- ○ Savings account at a bank
- ○ Check cashing service
- ○ A friend/family member cash checks for me
- ○ None
- ○ No Response

* 11. Which of the following public benefits do you or members of your household currently receive? (CHECK ALL THAT APPLY)

- ☐ Childcare Voucher
- ☐ Children's Health Insurance Program (CHIP)
- ☐ Emergency Aid to Elderly, Disabled, and Children (EAEDC)
- ☐ Energy/Fuel Assistance
- ☐ Food Stamps or Supplemental Nutrition Assistance Program (SNAP)
- ☐ Medicaid
- ☐ Medicare
- ☐ Social Security
- ☐ State Health Insurance
- ☐ Temporary Assistance for Needy Families (TANF)
- ☐ Veterans Administration (VA)
- ☐ Women, Infants, and Children (WIC)
- ☐ None
- ☐ Prefer not to answer
- ☐ Other (please specify)

North Las Vegas Neighborhood Survey

ADULT EDUCATION AND TRAINING

* 12. Please note the highest level of education for each adult (18 or older) household member who lives with you at this address and is on the lease.
(SELECT ONE FOR EACH ROW)

	Head of Household	Adult 2	Adult 3
Less than High School	☐	☐	☐
High School degree or GED	☐	☐	☐
Some College, no degree	☐	☐	☐
Associate's Degree	☐	☐	☐
Bachelor’s degree	☐	☐	☐
Graduate work or degree	☐	☐	☐
Not Sure	☐	☐	☐
Not Applicable - none in household	☐	☐	☐
No Response	☐	☐	☐

* 13. A. Indicate whether you have completed or are currently enrolled in the following types of training programs.
B. Indicate whether you are interested in future enrollment in these education/training programs.
(CHECK ALL THAT APPLY FOR EACH COLUMN)

	Completed or Currently Enrolled	Interested in Future Enrollment
Apprenticeship programs for construction related jobs	☐	☐
Community or 4-year college	☐	☐
Computer training	☐	☐
GED/Adult education	☐	☐
Job readiness training (e.g., job search, resume writing, interview skills)	☐	☐
Training to help start a small buisness	☐	☐
Vocational training (e.g., nursing, teaching, construction, auto repair)	☐	☐
None	☐	☐
No Response	☐	☐
Other (please specify below)	☐	☐

Specify other program type:

* 14. Do the adult members of your household have difficulty with any of the following? (CHECK ALL THAT APPLY)

- ☐ Reading English
- ☐ Writing English
- ☐ Speaking English
- ☐ Basic Math
- ☐ None
- ☐ No Response
- ☐ Other (please specify)

MOBILITY AND TRANSPORTATION

* 15. What is the PRIMARY mode of transportation for you and your household? (CHECK ONLY ONE)

- ○ Your own car/truck/vehicle
- ○ Public Transportation (e.g., Metro Link, RTC, LV Monorail)
- ○ Ride from someone else
- ○ Bicycle
- ○ Walking
- ○ Taxi
- ○ None
- ○ No Response

* 16. How big a barrier is transportation for you and your household?

- ○ Very big – I have no access to transportation
- ○ Somewhat big - I have unreliable access to transportation
- ○ Not very big - I usually have access to transportation
- ○ No problem - I always have access to transportation
- ○ No Response

* 17. What businesses are needed in the Urban Core neighborhood? (CHECK ALL THAT APPLY)

- [ ] Banks
- [ ] Barber Shops/Salons
- [ ] Book Stores
- [ ] Clothing Stores
- [ ] Coffee Shops
- [ ] Day care/Child care
- [ ] Doctor's offices
- [ ] Dry Cleaning/Laundromat
- [ ] Entertainment options (ex., movie theater)
- [ ] Gas Stations
- [ ] Grocery Stores
- [ ] Gyms/Fitness Center
- [ ] Hardware Stores
- [ ] One-stop shopping (e.g., Wal-Mart, Walgreens)
- [ ] Pharmacy/Drug Store
- [ ] Restaurant/Eatery
- [ ] Smaller food markets
- [ ] None
- [ ] No Response
- [ ] Other (please specify)

* 18. What amenities would most benefit your neighborhood? (CHECK ALL THAT APPLY)

- [ ] Community garden
- [ ] Community meeting space
- [ ] Computer/Learning center
- [ ] Farmers market
- [ ] Health clinic
- [ ] Indoor recreation space (gym, indoor courts)
- [ ] Library
- [ ] Museums
- [ ] Outside recreational space (parks, courts, playground)
- [ ] Post office
- [ ] None
- [ ] No Response
- [ ] Other (please specify)

19. How do you rate the following public services in the Urban Core neighborhood? (CHECK ONE FOR EACH ROW)

	Very Good	Good	Fair	Poor	Not Sure
Ambulance/EMS response	○	○	○	○	○
Fire Department response	○	○	○	○	○
Police/Law Enforcement response	○	○	○	○	○
Responsiveness to 311 calls	○	○	○	○	○
Street cleaning	○	○	○	○	○
Trash, recycling, and yard waste collection	○	○	○	○	○
Utilities (electric, gas, water, sewer)	○	○	○	○	○

* 20. How do you and the other members of your household usually access the internet? (CHECK ONLY ONE)

- ○ Home Computer (i.e., desktop, laptop, tablet)
- ○ Smart Phone
- ○ Work or School
- ○ Library
- ○ Use service/device of a family or friend
- ○ Do not have access to the internet
- ○ No Response
- ○ Other (Please specify)

CHILDREN, EDUCATION AND YOUTH SERVICES

* 21. Do you currently have any children ages 18 or under living in your household? (IF NO, SKIP TO HEALTH SECTION)

- ○ Yes
- ○ No

* 22. Which types of child care do you use for children ages 0-5 who are not enrolled in kindergarten? (CHECK ALL THAT APPLY)

- [ ] Not applicable - no children ages 0-5
- [ ] None, child stays at home with parent
- [ ] Cared for by a friend or family member
- [ ] Head Start/Early Head Start program
- [ ] Other child care/early learning provider
- [ ] Preschool
- [ ] No Response
- [ ] Other (please specify)

* 23. Do you have any school-aged (K-12) children? (IF NO, SKIP TO THE HEALTH SECTION)

- ○ Yes
- ○ No

24. Please list the schools that your school-aged children attend? (IF NOT ENROLLED, MARK N/A FOR THAT CHILD; IF NO CHILDREN LEAVE BLANK)

Child 1:

Child 2:

Child 3:

Child 4:

Child 5

* 25. Please rate the quality of the education your child receives at his/her school(s)? (CHECK ALL THAT APPLY)

- [ ] Excellent
- [ ] Good
- [ ] Average
- [ ] Below Average
- [ ] Poor
- [ ] Not Sure
- [ ] No Response

26. What do you believe is needed to improve the quality of your child's school?

* 27. What would encourage you to be more involved at your child's school? (CHECK ALL THAT APPLY)

- [ ] Bilingual support
- [ ] Flexible meeting/event times
- [ ] School location closer to my home
- [ ] More information on how to support school curriculum
- [ ] Nothing, I feel the school welcomes my involvement
- [ ] Don't Know
- [ ] No Response
- [ ] Other (please specify)

28. How safe do you think your children are: (CHECK ONE FOR EACH ROW)

	Very Safe	Somewhat Safe	Somewhat Unsafe	Very Unsafe	Not Sure
At school	○	○	○	○	○
Traveling to and from school	○	○	○	○	○

* 29. What are the main reasons you feel your child is unsafe at school? (CHECK ALL THAT APPLY)

- ☐ Bullying
- ☐ Drugs
- ☐ Traffic
- ☐ Violence
- ☐ Not Sure
- ☐ No Response
- ☐ Other (please specify)

* 30. If your child(ren) receives bilingual support in school, how satisfied are you with those services?

- ○ N/A - child not receiving services
- ○ Very Satisfied
- ○ Satisfied
- ○ Not Very Satisfied
- ○ Not at all Satisfied
- ○ Not Sure
- ○ No Response

* 31. What type of youth programs do your school age children participate?
What would they be interested in participating in if it was available in the future?
(CHECK ALL THAT APPLY FOR EACH COLUMN)

	Currently Participate	Would Participate if Available
After school program	☐	☐
Arts/performing arts/music program	☐	☐
College preparation program	☐	☐
Drug prevention program	☐	☐
Faith-based/church activities	☐	☐
Job training/employment program	☐	☐
Mentoring program	☐	☐
Recreational or sports program	☐	☐
Summer program	☐	☐
Tutoring program	☐	☐
Other (please specify)	☐	☐
None	☐	☐
No Response	☐	☐

* 32. Why do your children not participate in the youth programs that are available to you. (CHECK ALL THAT APPLY)

- [ ] Program location
- [ ] Program times
- [ ] Programs cost too much
- [ ] Language barriers
- [ ] Lack of transportation
- [ ] Concerns about gang and neighborhood violence
- [ ] Programs don't address my child's interests
- [ ] I don't know what programs are available
- [ ] No programs are available
- [ ] Nothing - I have not trouble accessing the programs that are avaialble
- [ ] No Response
- [ ] Other (please specify)

North Las Vegas Neighborhood Survey

HEALTH

* 33. In general, how would you rate the health of the following members of your household? (MARK ONE RESPONSE FOR EACH ROW)

	Excellent	Good	Fair	Poor	Very Poor	Not Sure	Prefer Not to Answer	Not Applicable - none in household
Self	○	○	○	○	○	○	○	○
Other adults in household	○	○	○	○	○	○	○	○
Children in household	○	○	○	○	○	○	○	○

* 34. Do the following members of your household have health insurance of any type? (MARK ONE RESPONSE FOR EACH ROW)

	Yes	No	Not Sure	No Response	Not Applicable - none in household
Self	○	○	○	○	○
Other adults in household	○	○	○	○	○
Children in household	○	○	○	○	○

* 35. Do the following members of your household have any of the following medical conditions? If yes, are they being treated for that condition?

(FOR EACH APPLICABLE COLUMN, CHECK IF YES)

	SELF: Have condition	SELF: Being treated	OTHER ADULTS: Have condition	OTHER ADULTS: Being treated	CHILDREN: Have condition	CHILDREN: Being treated
Asthma	☐	☐	☐	☐	☐	☐
Diabetes	☐	☐	☐	☐	☐	☐
Depression	☐	☐	☐	☐	☐	☐
Extreme stress or anxiety	☐	☐	☐	☐	☐	☐
High blood pressure or hypertension	☐	☐	☐	☐	☐	☐
Weight problem	☐	☐	☐	☐	☐	☐
None	☐	☐	☐	☐	☐	☐
Not Sure	☐	☐	☐	☐	☐	☐
Other (specify below)	☐	☐	☐	☐	☐	☐
Prefer not to answer	☐	☐	☐	☐	☐	☐
Not Applicable - none in household	☐	☐	☐	☐	☐	☐
No Response	☐	☐	☐	☐	☐	☐

Specify other condition

* 36. Where does your household most often go when you are sick or in need of health advice? (CHECK ONLY ONE)

- ○ UMC Hospital Emergency Room
- ○ UMC Hospital Urgent Care
- ○ Searchlight Health Center
- ○ North Vista Hospital Emergency Room
- ○ Other hospital emergency room (specify name below)
- ○ Other urgent care center (specify name below)
- ○ Other primary care doctor (specify name below)
- ○ Not receiving health services
- ○ No Response

Specify name of other health care provider

* 37. How do you rate the health care services you receive? (CHECK ONLY ONE)

- ○ Not Applicable - do not receive health services
- ○ Excellent
- ○ Good
- ○ Fair
- ○ Poor
- ○ No Response

* 38. What, if any, challenges do you face in accessing quality affordable health care? (CHECK ALL THAT APPLY)

- ☐ Transportation
- ☐ Cost
- ☐ Eligibility
- ☐ Waitlist
- ☐ Long waiting room times
- ☐ Offices are not open when I need them
- ☐ Don't have time
- ☐ Language or cultural barriers
- ☐ Don't know where to access services
- ☐ None
- ☐ No Response
- ☐ Other (specify challenge)

HEALTH

* 39. Where do you usually go food shopping for your household? (CHECK ONLY ONE)

- ○ Corner store
- ○ Food Bank
- ○ Gas station
- ○ Large retail store (ex. Wal-Mart)
- ○ Smith's (Las Vegas Blvd & Civic Center location)
- ○ Other grocery store (indicate name below)
- ○ No Response
- ○ Other (Specify name)

* 40. What health care needs does your household have? (CHECK ALL THAT APPLY)

- [ ] Alternative medicine
- [ ] Alcohol/drug treatment
- [ ] Assistance with weight loss
- [ ] Chronic disease management
- [ ] Dental services
- [ ] Eye care
- [ ] Health education/prevention/screenings
- [ ] New parent/child programs
- [ ] Immunizations (shots)
- [ ] Mental health counseling and services
- [ ] Nutrition/health cooking programs
- [ ] Pediatric care
- [ ] Physical fitness/exercise programs
- [ ] Prenatal care
- [ ] Primary health care
- [ ] Services to help reduce stress, anxiety, depression
- [ ] Stop smoking services
- [ ] None
- [ ] Not Sure
- [ ] Prefer not to answer
- [ ] Other (specify need)

North Las Vegas Neighborhood Survey

SUPPORTIVE SERVICES

* 41. Please check all of the non-health services you or a member of your household needs at this time (i.e., immediate needs). (CHECK ALL THAT APPLY)

- [ ] Adult education/GED preparation
- [ ] Budgeting/financial literacy/credit repair
- [ ] Citizenship classes
- [ ] Computer training
- [ ] Domestic violence services
- [ ] Emergency food bank
- [ ] English as a Second Language (ESL)
- [ ] Financial assistance
- [ ] Giveaways (ex., assistance obtaining public benefits such as welfare, food stamps, social security, disability)
- [ ] Homeownership counseling
- [ ] Housing and shelter resources
- [ ] Individual or family counseling
- [ ] Job training/Job readiness training
- [ ] Parenting skills classes
- [ ] Remove/expunge criminal conviction or other legal services
- [ ] Senior services/Caregiver support services
- [ ] Services for individual with disabilities
- [ ] Small business training
- [ ] Stop smoking classes
- [ ] Transportation assistance/Ride program
- [ ] Veteran resources
- [ ] Vocational training (to obtain a certificate or license)
- [ ] Youth programs
- [ ] None
- [ ] Prefer not to answer
- [ ] Other (Specify need)

* 42. For each of the service types listed, please indicate :

A. If you are AWARE of programs that offer the service.

B. If you or a member of your household has USED that type of program/service in the past 12 months.

C. If you are SATISFIED with the program/service.

(CHECK TO INDICATE YES, FOR ALL THAT APPLY)

	A. AWARE	B. Recently USED	C. SATISFIED
Adult education	☐	☐	☐
Adult financial literacy	☐	☐	☐
Energy assistance	☐	☐	☐
Food or grocery assistance	☐	☐	☐
Health care services	☐	☐	☐
Job training or workforce development programs	☐	☐	☐
Mental health services	☐	☐	☐
Parent/family support	☐	☐	☐
Senior services	☐	☐	☐
Youth programs	☐	☐	☐
None	☐	☐	☐
No Response	☐	☐	☐
Other (specify program below)	☐	☐	☐

Other programs

* 43. Why do you not access the services that you need? (CHECK ALL THAT APPLY)

- ☐ I don't know about the services that are available
- ☐ The services are offered at inconvenient times
- ☐ I don't have child care during the times the services are offered
- ☐ The services that I need are not available
- ☐ It takes too long to get services; there is a waitlist
- ☐ The services are too expensive
- ☐ I'm not eligible
- ☐ There are problems with staff at service agencies (e.g., poor customer services)
- ☐ I don't have transportation to the services I need
- ☐ I find the process of obtaining services confusing or overwhelming
- ☐ I don't have time to find and pursue the services I need
- ☐ No reason; I do not have any trouble accessing the services
- ☐ Not Sure
- ☐ No Response

SUPPORTIVE SERVICES

* 44. Does anyone in your household have any of the following special needs? (CHECK ALL THAT APPLY)

IF NO, SKIP TO CRIME AND SAFETY SECTION

- ☐ Physical disability (in a wheelchair, blink, hearing impaired)
- ☐ Mental disability (major depression, schizophrenia, bipolar)
- ☐ Developmental disability (mental retardation, cerebral palsy, epilepsy, autism)
- ☐ None
- ☐ Prefer not to answer
- ☐ Other (please specify)

SUPPORTIVE SERVICES

* 45. What services would best assist this family member with managing their day-to-day activities? (CHECK ALL THAT APPLY)

- ☐ In-home health assistance (nursing, bathing, dressing)
- ☐ Better transportation options
- ☐ Access to treatment/medication
- ☐ Assistance with finances
- ☐ Accessible housing
- ☐ Help with financial/legal business (e.g., assistance paying bills or having a power of attorney)
- ☐ Homemaker services (cleaning, laundry, meal preparation)
- ☐ Mental health counseling
- ☐ Home visits from a social worker
- ☐ Not Sure
- ☐ None
- ☐ No Response
- ☐ Other (specify service)

* 46. What do you see as the most important issues affecting disabled individuals you know? (CHECK ALL THAT APPLY)

- [ ] Physical barriers
- [ ] Health care costs
- [ ] Health care quality
- [ ] Lack of family support
- [ ] Crime
- [ ] Personal safety
- [ ] Access to quality special education programs
- [ ] Living independently
- [ ] Prescription drug costs
- [ ] Transportation
- [ ] Lack of social supports
- [ ] Housing options
- [ ] Not Sure
- [ ] No Response
- [ ] Other (please specify)

North Las Vegas Neighborhood Survey

CRIME AND SAFETY

* 47. How safe do you consider the following? (CHECK ONE FOR EACH ROW)

	Very safe	Somewhat safe	Somewhat unsafe	Very unsafe	Not Sure	No Response
The neighborhood during the day	○	○	○	○	○	○
The neighborhood at night	○	○	○	○	○	○
Inside your home	○	○	○	○	○	○
Walking to and from the bus stop	○	○	○	○	○	○

* 48. How likely are you to allow your child(ren) to play outside in your neighborhood?

- ○ N/A - no children in household
- ○ Very Likely
- ○ Somewhat Likely
- ○ Somewhat Unlikely
- ○ Very Unlikely
- ○ No Response

* 49. How often do you think that crime occurs in the Urban Core neighborhood?

- ○ Frequently (1-2 times per week)
- ○ Sometimes (1-2 times per month)
- ○ Rarely (once every three months)
- ○ Never
- ○ Not Sure
- ○ No Response

* 50. Have you or anyone you know witnessed or experienced any of the following crimes in your current home or in the neighborhood? (CHECK ALL THAT APPLY)

- [ ] Assault/Physical Attack
- [ ] Bullying
- [ ] Burglary
- [ ] Domestic Violence
- [ ] Gang-related activity
- [ ] Gun shots
- [ ] Paying for or Selling Sex
- [ ] Sale and/or use of drugs
- [ ] Sexual assault/rape
- [ ] Teenage violence
- [ ] Theft
- [ ] Murder
- [ ] None
- [ ] Not Sure
- [ ] Prefer not to answer
- [ ] Other (specify crime)

* 51. What are the TOP THREE safety improvements that you feel would make the neighborhood safer?

- [ ] Anti-gang initiatives
- [ ] Better security systems
- [ ] Better street lighting
- [ ] Community Crime Watch Program
- [ ] Community policing
- [ ] Development features that increase "Eyes on the Street" (e.g., porches, sidewalks)
- [ ] Fencing and gates
- [ ] More frequent and/or visible police patrol
- [ ] Youth violence/crime prevention programs
- [ ] Not Sure
- [ ] No Response
- [ ] Other (please specify)

HOUSING

* 52. How long have you lived in the Urban Core neighborhood?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- More than 20 years
- No Response

* 53. How long have you lived at your current residence?

- Less than 1 year
- 1-2 years
- 2-3 years
- 3-4 years
- 4-5 years
- More than 5 years
- No Response

* 54. How many times have you moved in the last two years?

- 0
- 1
- 2
- 3
- 4
- 5+
- No Response

* 55. Where did you sleep last night?

- Own home
- A family member's home
- A friend's home
- Homeless shelter
- Other
- Prefer not to answer

* 56. In the last year, have you stayed with friends, family, or relatives because you were unable to pay rent?

- Yes
- No
- Prefer not to answer

* 57. Have you been homeless in the last year?

- Yes
- No
- Prefer not to answer

* 58. Do you currently have an eviction or foreclosure notice?

- Yes
- No
- Prefer not to answer

* 59. Do you currently rent or own your home?

- Own my home
- Rent my home
- No Response

* 60. If you are interested in purchasing a home in the next five years, what assistance do you feel you would need in order to buy a home? (CHECK ALL THAT APPLY)

- [ ] Not interested in purchasing a home
- [ ] Credit repair
- [ ] Help with financing
- [ ] Down payment assistance
- [ ] Increased income
- [ ] Training in home ownership
- [ ] Training in home maintenance
- [ ] Not Sure
- [ ] No Response
- [ ] Other (please specify)

North Las Vegas Neighborhood Survey

DEMOGRAPHIC INFORMATION

* 61. What is your race/ethnicity? (CHECK ALL THAT APPLY)

- [ ] Black
- [ ] Hispanic
- [ ] White
- [ ] Other
- [ ] Prefer not to answer

62. How old are you?

_____

* 63. What is your gender?

- ○ Male
- ○ Female
- ○ Other
- ○ No Response

* 64. Are you, or anyone in your household, a Veteran?

- ○ Yes
- ○ No
- ○ No Response

North Las Vegas Neighborhood Survey

CIVIC ENGAGEMENT

* 65. Are you currently participating in any of the following associations/organizations in your community? (CHECK ALL THAT APPLY)

- [ ] Block Watch
- [ ] Neighborhood or community association
- [ ] Civic organization
- [ ] Church group/faith based organization (specify below)
- [ ] Other neighborhood association (specify below)
- [ ] None
- [ ] No Response

Specify church name and/or other organization

* 66. How do you usually get information about what is going on in the Urban Core neighborhood? (CHECK ALL THAT APPLY)

- [ ] TV
- [ ] Radio
- [ ] Facebook
- [ ] Twitter
- [ ] Linked In
- [ ] Internet
- [ ] Word of mouth (family/friends)
- [ ] Other organization's newsletters/fliers (specify name below)
- [ ] Resident Council
- [ ] Las Vegas Review Journal
- [ ] Las Vegas Sun
- [ ] Las Vegas Tribune
- [ ] El Mundo
- [ ] None
- [ ] No Response
- [ ] Other (specify below)

Specify organization or other source

67. If you are interested in participating in a resident group to advise on the planning process to redevelop your neighborhood, please provide your contact information below.

Name:

Phone:

Email

68. Is there anything else you would like to tell us about the Urban Core neighborhood before we end the survey?

CONCLUSION

Thank you for taking the time to complete the survey and for participating in the planning process for change, revitalization and transformation of Rose Gardens and the Urban Core neighborhood.

Initial Summary of Urban Core Neighborhood Survey Findings
DRAFT November 23, 2015

INTRODUCTION

As part of the Choice Neighborhoods Initiative (CNI) Planning Process for the Rose Gardens public housing site and surrounding Urban Core Neighborhood, the City of North Las Vegas (CNLV) developed and conducted a survey to gather information on the Urban Core Neighborhood from residents and other stakeholders in the neighborhood. The survey was administered by CNLV staff and community residents and organizations between July and November 2015. Through bi-weekly meetings held at Zion Methodist Church, we developed a Community Engagement Team (CET) that was representative of the entire Choice Neighborhood Target Area as well as organizations and individuals with interest and expertise to conduct the kind of outreach needed for our surveying efforts. Some key organizations include the National Coalition of Hispanic Organizations (NACHO) and Valentine Communications who conducted a large portion of our door to door survey administration and recruitment of community members to the Choice CET. Valentine Communications plays a key role is bringing area youth to the table and NACHO has done an outstanding job of translating Choice materials into Spanish, conducting surveys in Spanish, educating the Hispanic community residents and recruiting the Hispanics to participate in our CET. In addition community leaders from Valley View, North Valley, and the College Park C B & E were also instrumental in reaching out to their respective target areas to complete and collect surveys. Nevada Partners also played a key role in having their daily participants complete surveys, which contributed greatly to the effort. A large number of surveys were collected through our two (2) Open Air Markets held in the target area sponsored by Lutheran Social Services. A number of surveys were also collected through other individuals reaching out to other churches, local nonprofits and the MLK Community Resource Center as well as local schools in the area. The Survey topics included residents' feeling and perceptions about the neighborhood, their income and employment situation, adult education and training, mobility and transportation, neighborhood resources and services, children and youth, health, supportive services, crime and safety, and housing.

Nearly 1,000 (921) respondents completed the resident survey[1], 81% of which were residents of the Urban Core Neighborhood. The response rate among neighborhood residents was 37%.[2] An analysis of demographic data collected through the survey shows that a majority (56%) of respondents are Black, 27% are Hispanic, and 12% are White; almost two-thirds (62%) are female. The average age of respondents is 43. Almost two-thirds (64%) of resident respondents are renters and have lived in the neighborhood for varying lengths of time: 50% less than five years, 30% between 6 and 20 years, and 20% more than 20 years.

The following is a detailed description of survey results:

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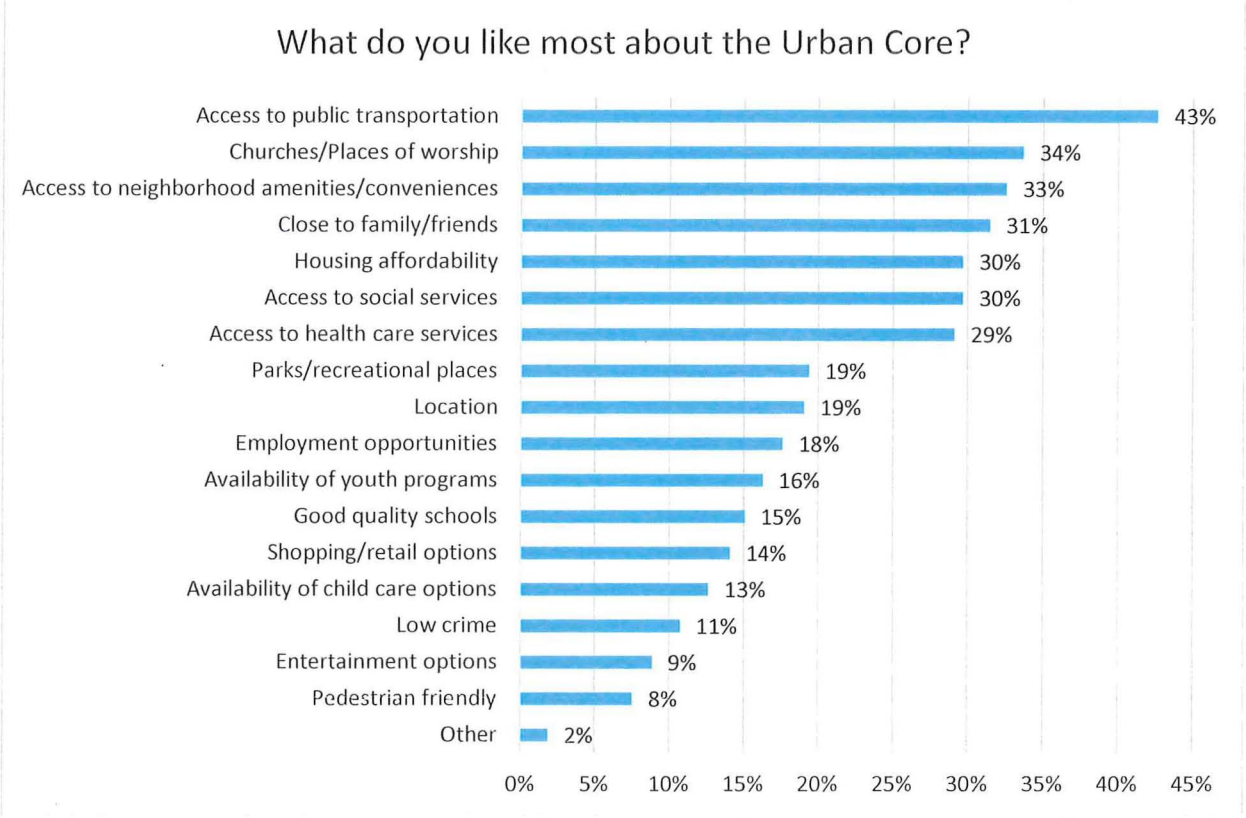
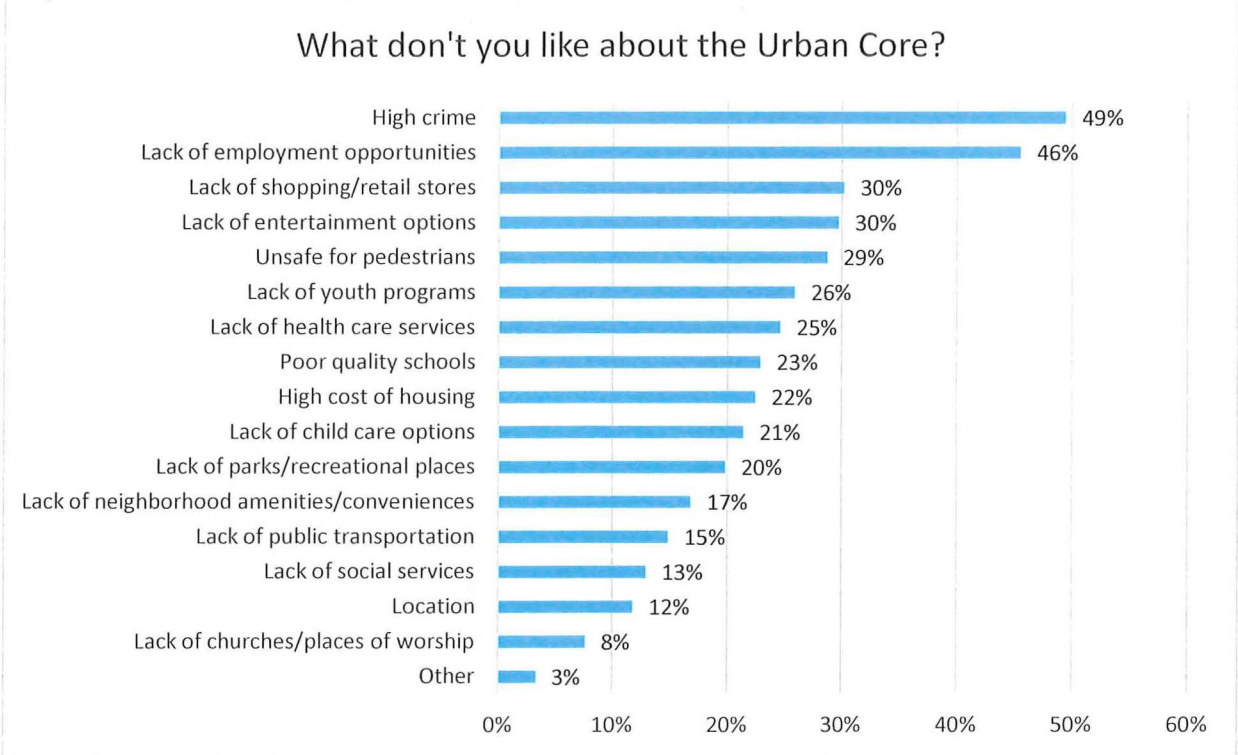
[1] Note, a completed survey is defined as one in which at least half of the questions were answered. Note that while 1,003 surveys were started, only 921 are considered "completed".

[2] Based on 2014 Census data, there are 2,201 households living in the Urban Core Neighborhood. However, we exclude the 113 households living in Rose Gardens from the response rate calculation since these households were surveyed under a separate survey effort. Therefore, the response rate is based on 2,088 non-Rose Gardens households living in the Urban Core Neighborhood.

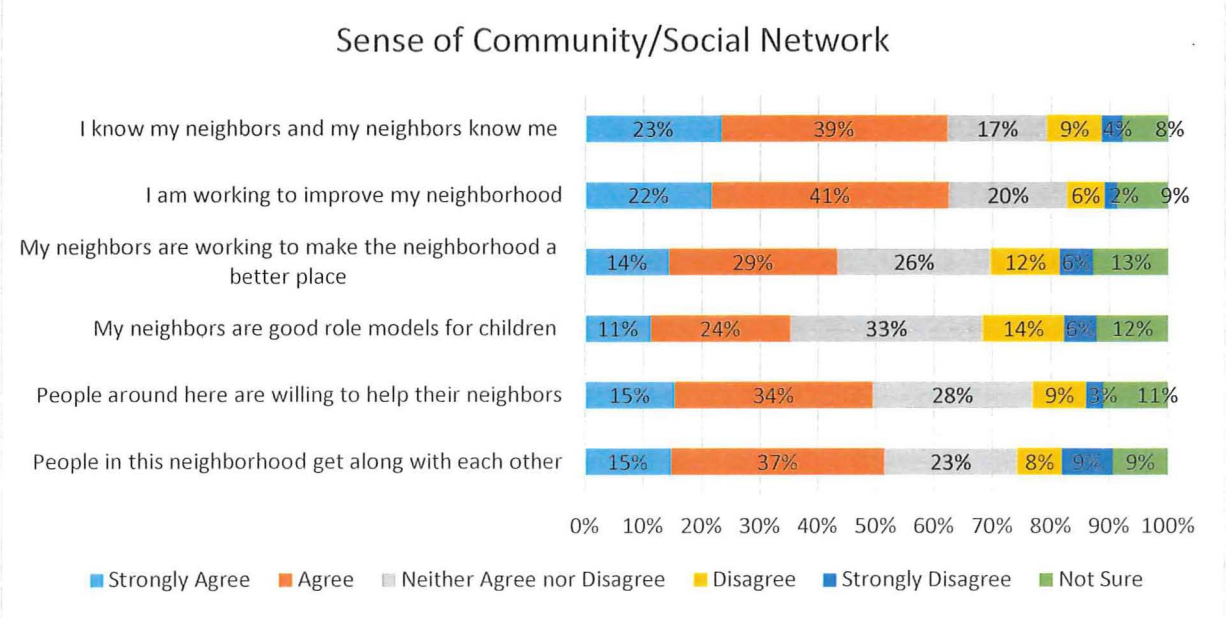
FEELINGS ABOUT THE NEIGHBORHOOD

When asked what they liked most about the Urban Core Neighborhood, respondents cited the neighborhood's access to public transportation (43%), followed by places of worship (34%), access to neighborhood amenities (33%), proximity to family and friends (31%), access to social services (30%), and housing affordability (30%). Respondents most often expressed dislike for the Urban Core's high crime rate (49%) and lack of employment opportunities (46%). Non-residents were more likely to dislike the high crime rate and poor quality schools than residents (64% compared to 44% and 36% compared to 20%, respectively).





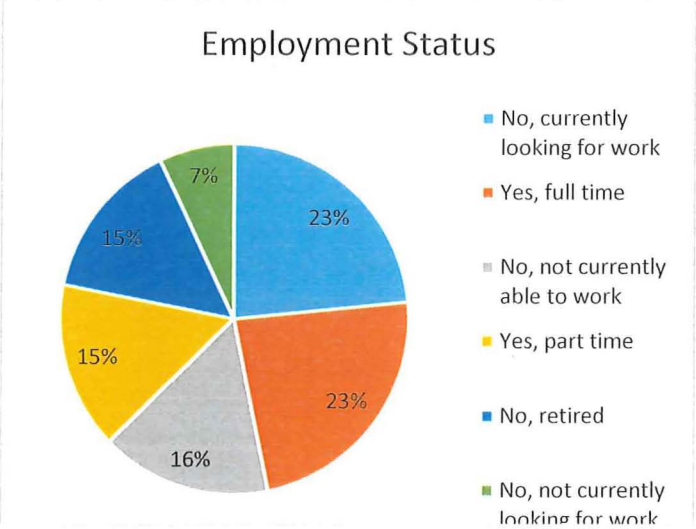
Respondents expressed mixed feelings about the sense of community and social network in the Urban Core Neighborhood, with the most agreement around the statement that respondents themselves are working to improve the neighborhood and that respondents feel they know their neighbors. Only 35% agreed that their neighbors were good role models for their children.



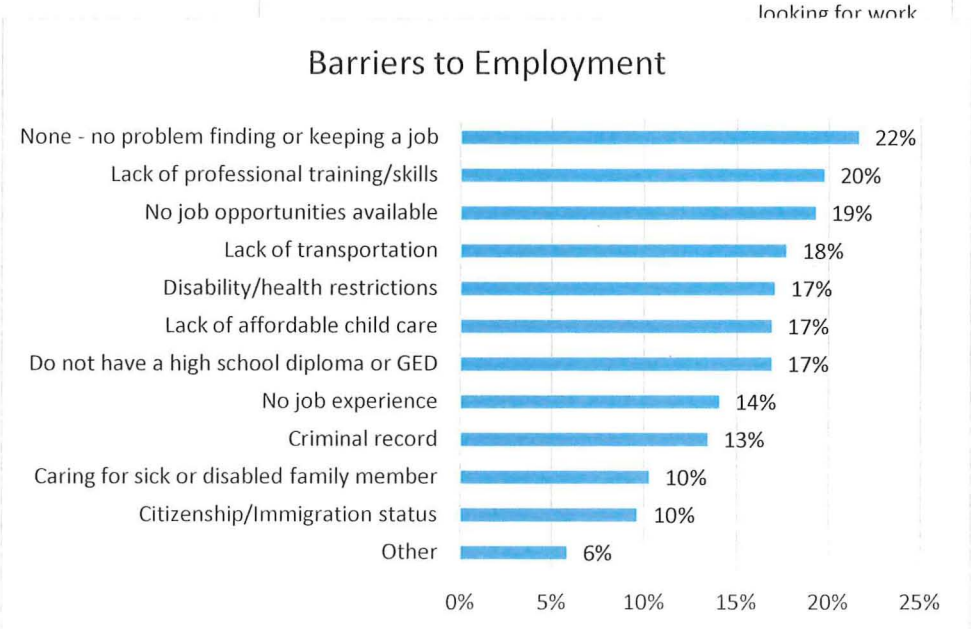
Overall, respondents appear relatively disengaged from the Urban Core Neighborhood, with 72% reporting not participating in any associations or organizations in their community. The most common affiliation is with a church or other faith-based organizations (18%).

INCOME AND EMPLOYMENT

Nearly 2 in 5 (39%) respondents are working full or part time. Almost 1 in 4 (23%) are not working but currently looking for work, and the remaining 38% are not in the labor force (i.e., not looking for work, unable to work, or retired). Among those in the labor force, the unemployment rate is 38%. The most common fields of employment are hospitality (13%), restaurant/food services (12%), and construction (12%); respondents were most interested in future work in the Computer/IT (16%), health care (15%), and restaurant/food service (15%) industries. A relatively large proportion (42%) of respondents reported that they or someone in their household is interested in starting a business; 20% were not sure.

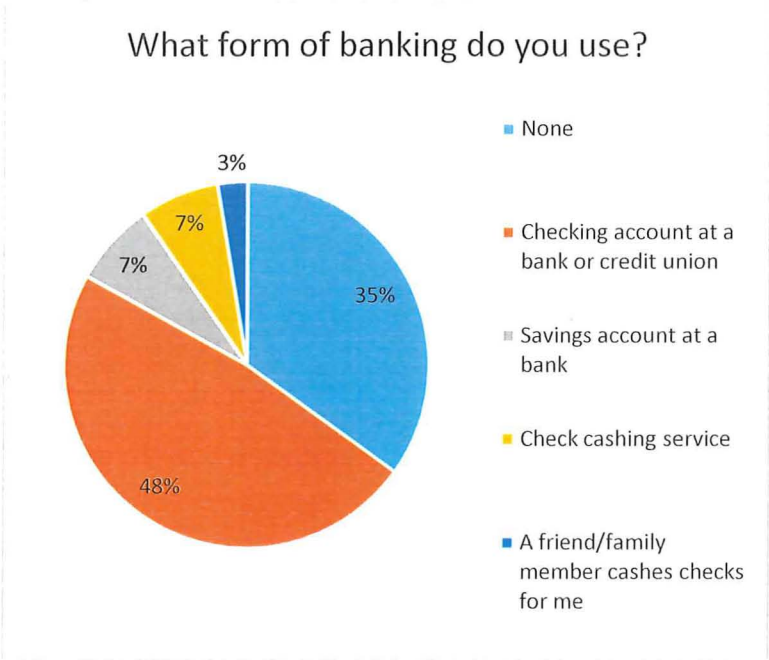


Although 22% of respondents cite no problems finding or keeping a job, 20% said their lack of professional training or skills made it difficult to find and/or keep work and 19% cited no job opportunities available.



Looking at respondents' sources of income other than employment, 38% receive SNAP benefits, 37% receive Medicaid, 26% received Social Security, and 18% receive Medicare; although almost a third (32%) of respondents reported receiving no public benefits.

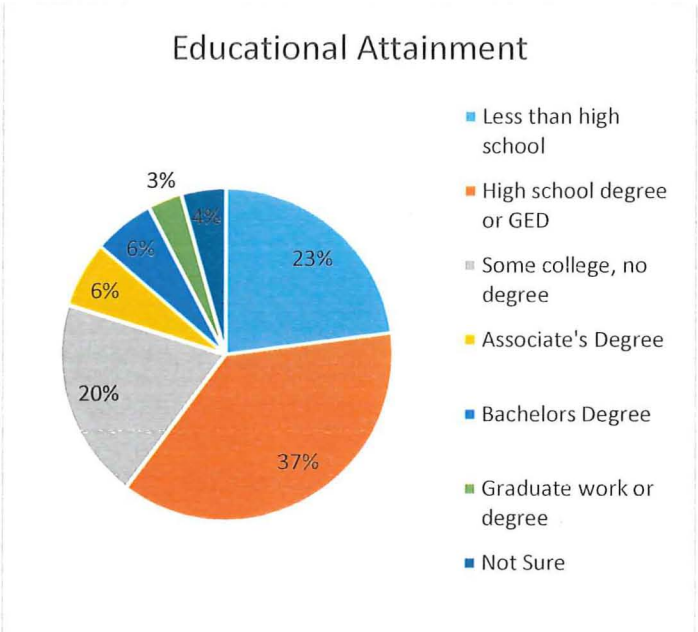
A relatively large proportion of respondents do not access a bank. Only 55% of respondents have a bank account; 35% indicated no access to bank or check cashing services.



ADULT EDUCATION AND 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. Educational attainment is similar among other adult household members. Thirteen percent (13%) of respondents are currently enrolled in college.

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%), and computer training (15%).



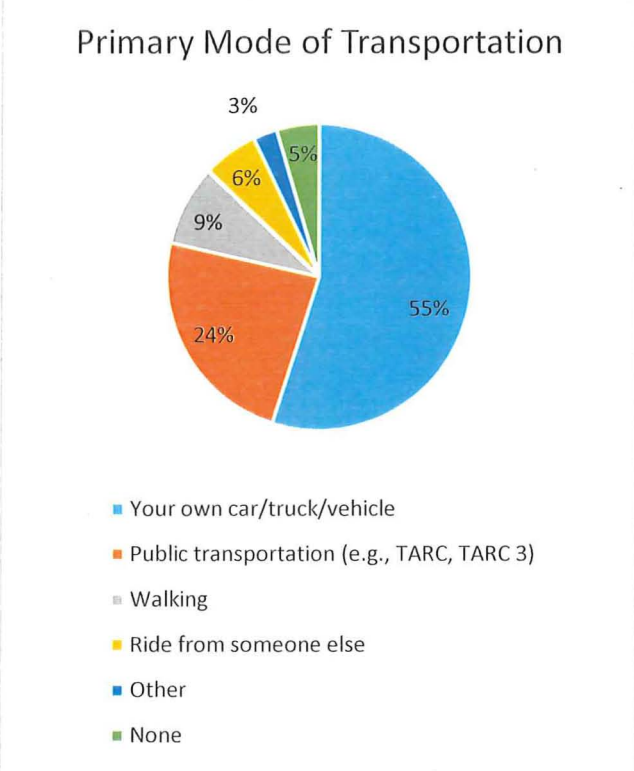
A substantial proportion of respondents have difficulty with English: 23% cite difficulty reading English, 21% have difficulty writing English, and 20% have difficulty speaking English; 13% report difficulty with basic math.

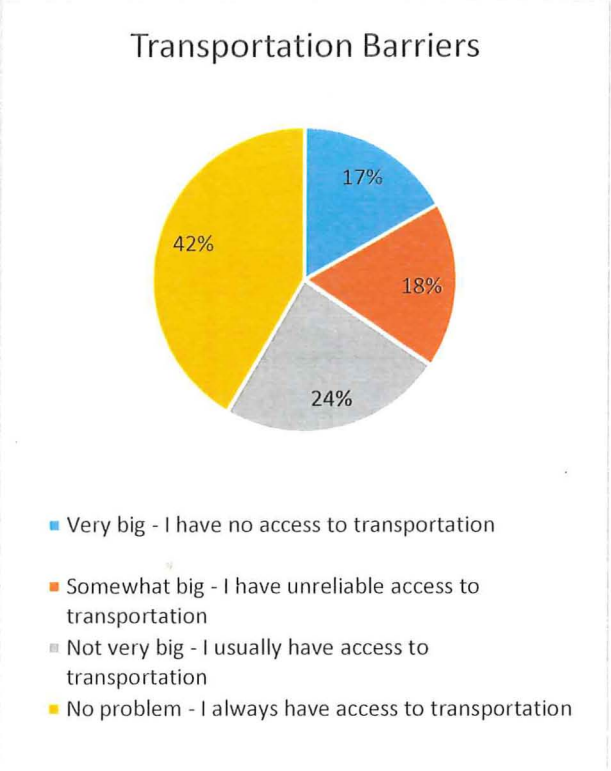
MOBILITY AND TRANSPORTATION

Access to transportation appears to be relatively good among survey respondents. Access to public transportation was listed as what residents like most about the neighborhood and 24% use public

transportation as their primary mode of transportation. Just over half (55%) of respondents use their own vehicle as their primary mode of transportation, 9% walk, and 6% rely on rides from others.

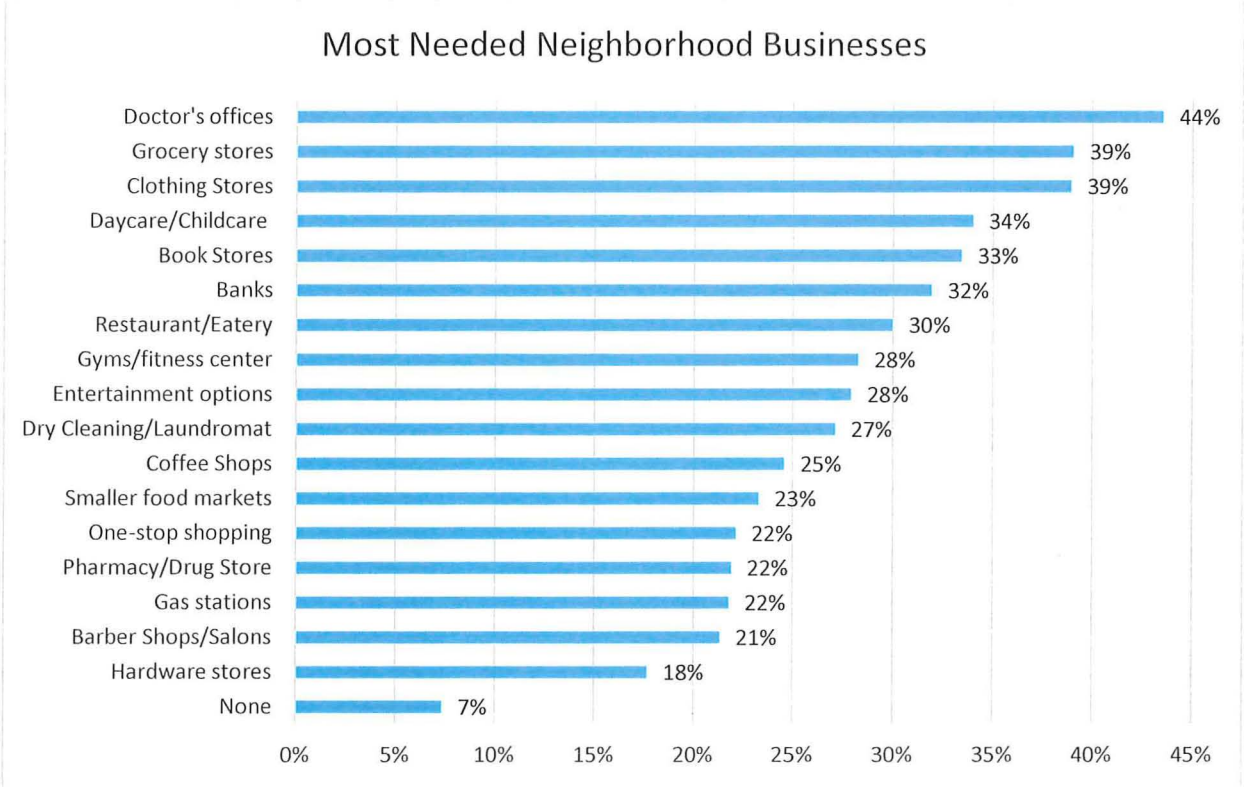
Overall, about a third (34%) of respondents cite barriers to accessing transportation. Transportation was also listed as a challenge or need in several specifc situations: 22% cite transportation as a reason for not participating in youth programs, 20% cite transportation as a challenge to accessing health care, 14% indicate transportation assistance or a ride share program as a social service need, and 34% indicated better transportation options was a common service need among those with a disability.

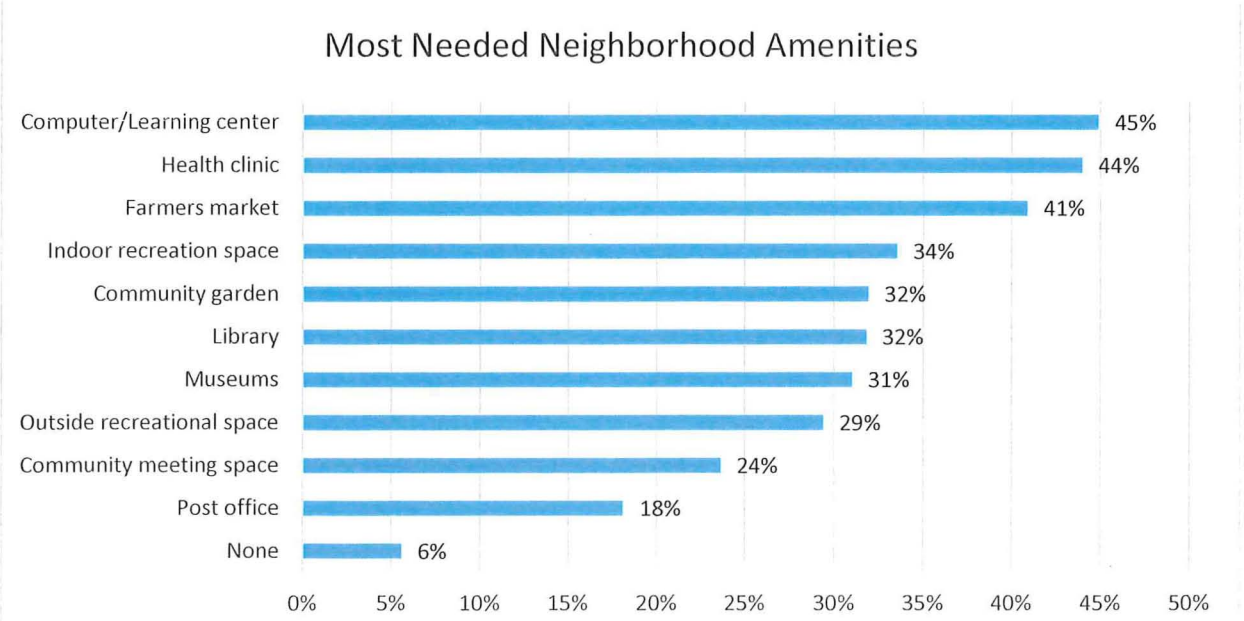




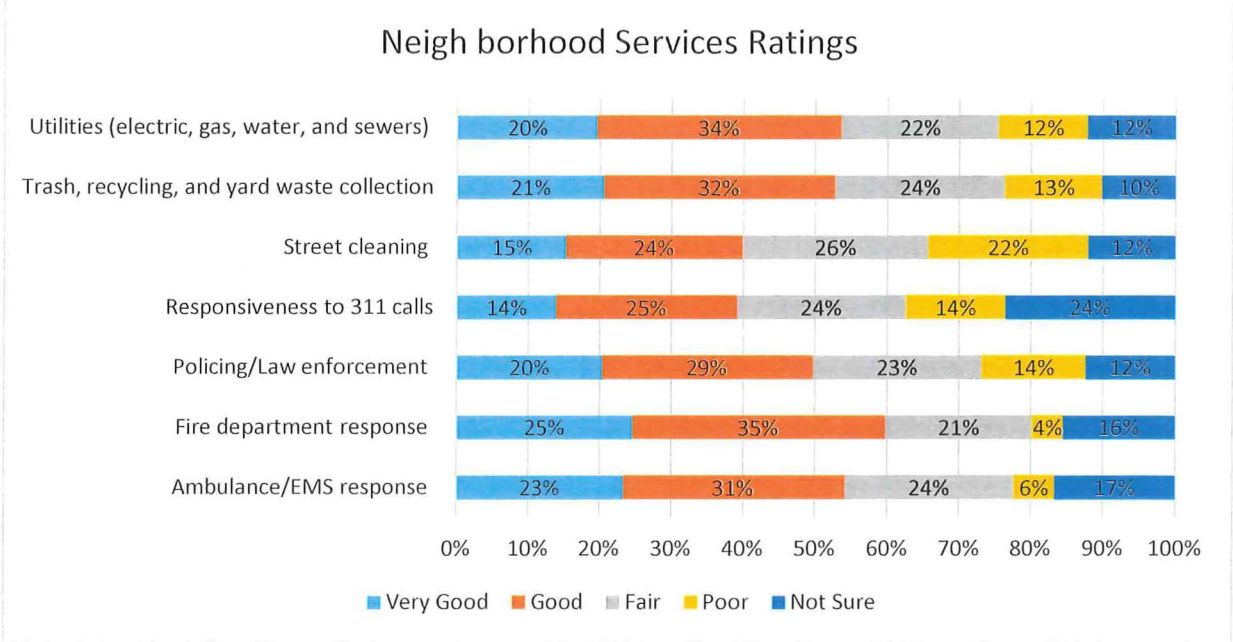
NEIGHBORHOOD RESOURCES AND SERVICES

Respondents feel the neighborhood most needs the following businesses: doctor's offices (44%), grocery stores (39%), and clothing stores (39%); and the following amenities: a computer/learning center (45%), a health clinic (44%), and a farmers market (41%). Non-residents were more likely than residents to express a need for grocery stores (50% compared to 37%), and were more likely to express a need for community meeting space (33% compared to 22%).


Most Needed Neighborhood Businesses
Doctor's offices 44%
Grocery stores 39%
Clothing Stores 39%
Daycare/Childcare 34%
Book Stores 33%
Banks 32%
Restaurant/Eatery 30%
Gyms/fitness center 28%
Entertainment options 28%
Dry Cleaning/Laundromat 27%
Coffee Shops 25%
Smaller food markets 23%
One-stop shopping 22%
Pharmacy/Drug Store 22%
Gas stations 22%
Barber Shops/Salons 21%
Hardware stores 18%
None 7%
0% 5% 10% 15% 20% 25% 30% 35% 40% 45%


Most Needed Neighborhood Amenities
Computer/Learning center 45%
Health clinic 44%
Farmers market 41%
Indoor recreation space 34%
Community garden 32%
Library 32%
Museums 31%
Outside recreational space 29%
Community meeting space 24%
Post office 18%
None 6%
0% 5% 10% 15% 20% 25% 30% 35% 40% 45% 50%

In general, a majority of respondents rated various neighborhood services as very good or good, with the exception of responsiveness to 311 calls (for non-emergency response) (39%), and street cleaning (40%).



CHILDREN, EDUCATION, AND YOUTH

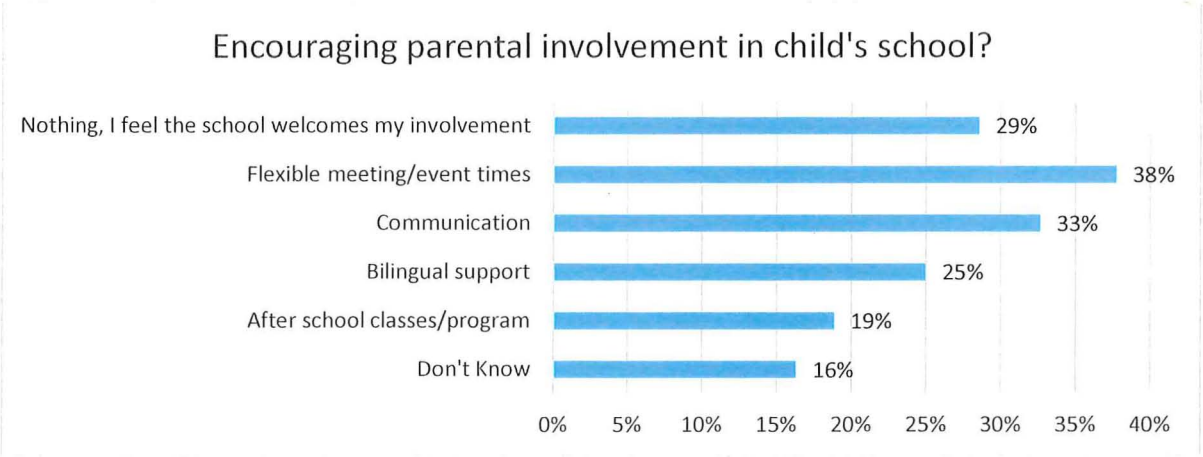
About a fifth (21%) of respondents have children ages 0-5, only 31% of which are enrolled in an early childhood program (i.e., Head Start, Early Head Start, preschool, or another child care or early learning program).[3] Just over a third (37%) of young children stay at home with their parent and another 30% are cared for by a family or friend.

About a third (29%) of respondents have school-age children that attend a wide variety of schools. The most commonly attended schools are HP Fitzgerald Elementary and West Prep.[4] A majority of parents of school-aged children rated their child's school as excellent (28%) or good (32%). When asked what was needed to improve the quality of schools, the most common response was better or more teachers (35% of responses).

Less than a third (29%) of parents were satisfied with their level of involvement in their child's school. Other parents indicated they might be more involved in their child's school if the meetings and events had more flexible times (38%) or there was more communication (33%).

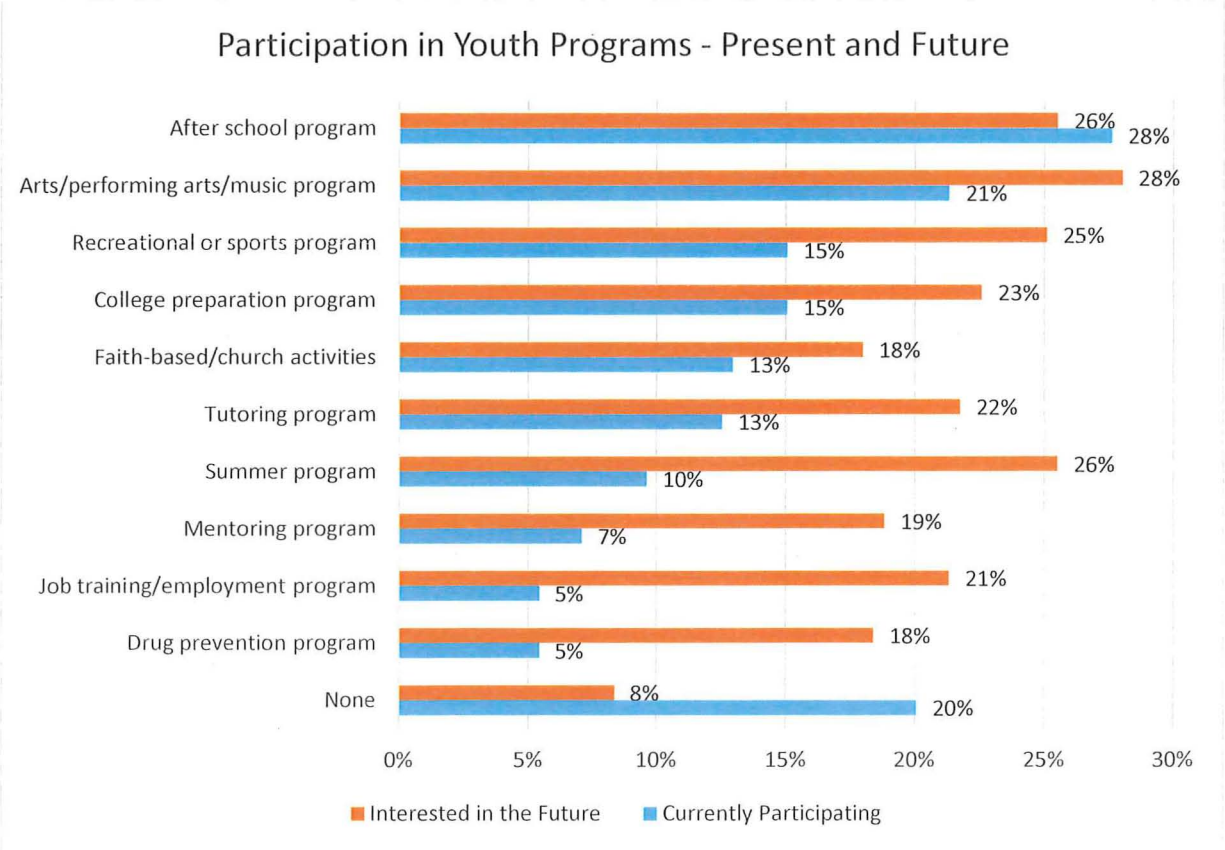
[3] These calculations exclude 5 year olds who are enrolled in kindergarten.

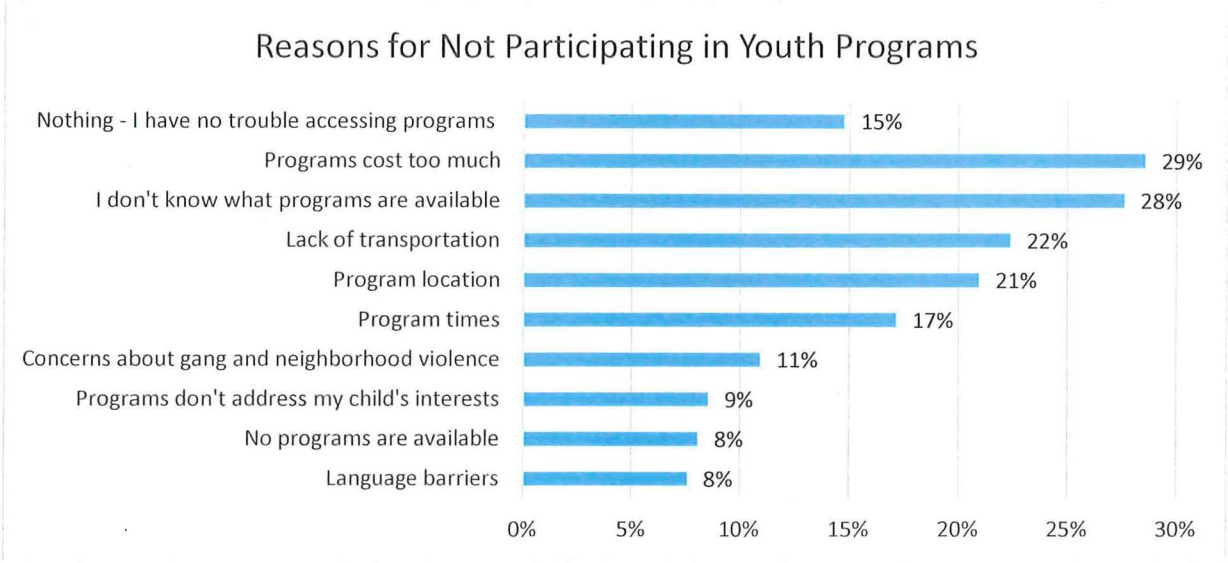
[4] This question was structured as a write-in question that resulted in poor data quality. Therefore, percentages are not reported on these data.



Respondents reported that a substantial proportion of students receive bilingual support in school (42%). Among those who do, two thirds (67%) are satisfied with the services (23% are not sure).

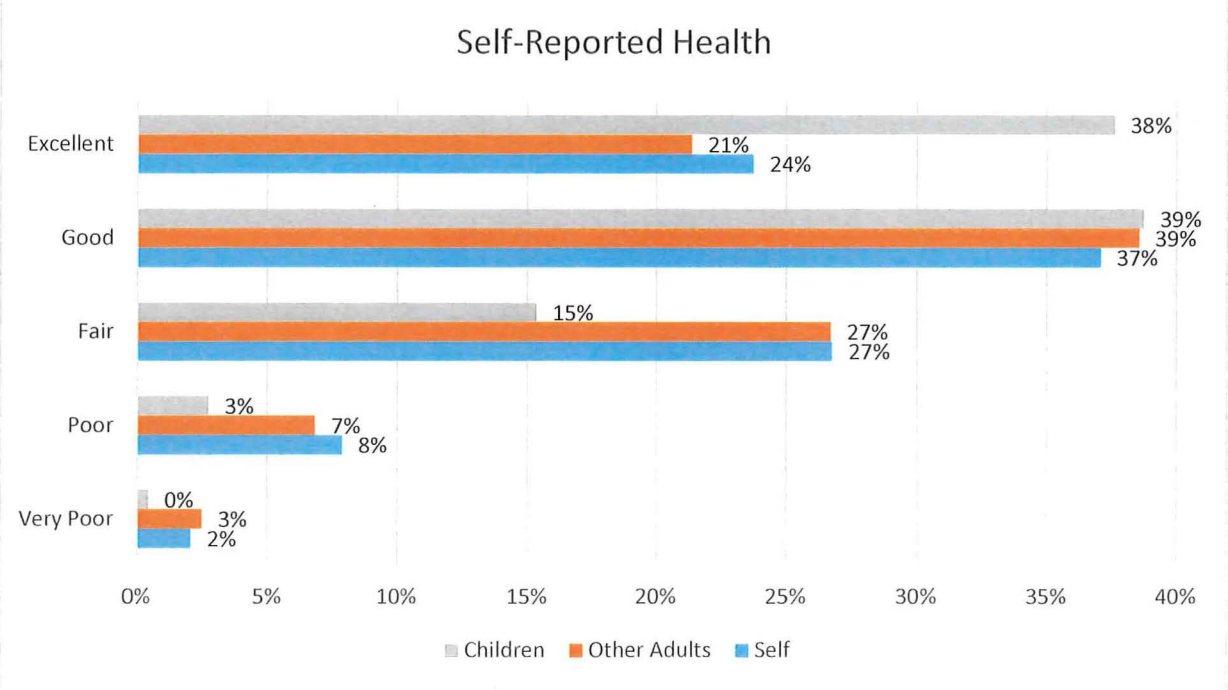
Finally, one in five respondents reported that their children are not participating in any youth programs. Parents cite cost (29%) and lack of awareness (28%) as the most common reasons for non-participation. The most common programs children attend are after school programs (28%) and arts/performing arts or music programs (21%). Almost all parents expressed interest in their children enrolling in youth programs in the future, if available. Respondents expressed the most interest in enrolling their children in arts programs (28%), after school programs (26%), summer programs (26%), and recreational programs (25%).



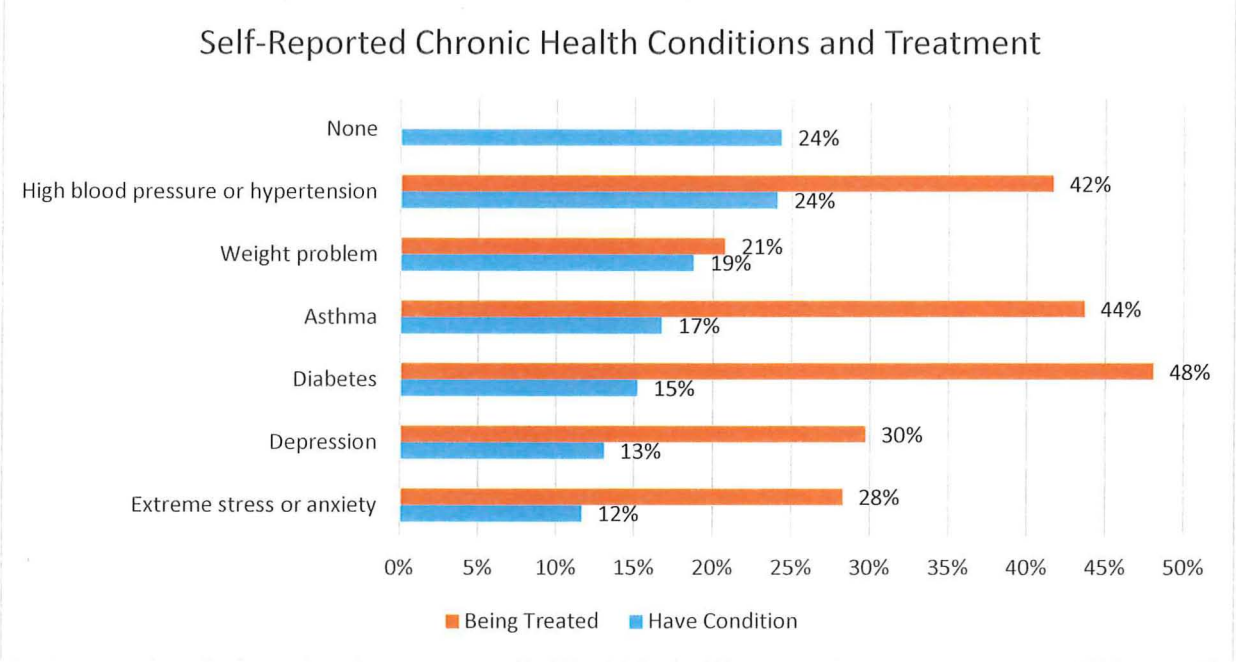


HEALTH

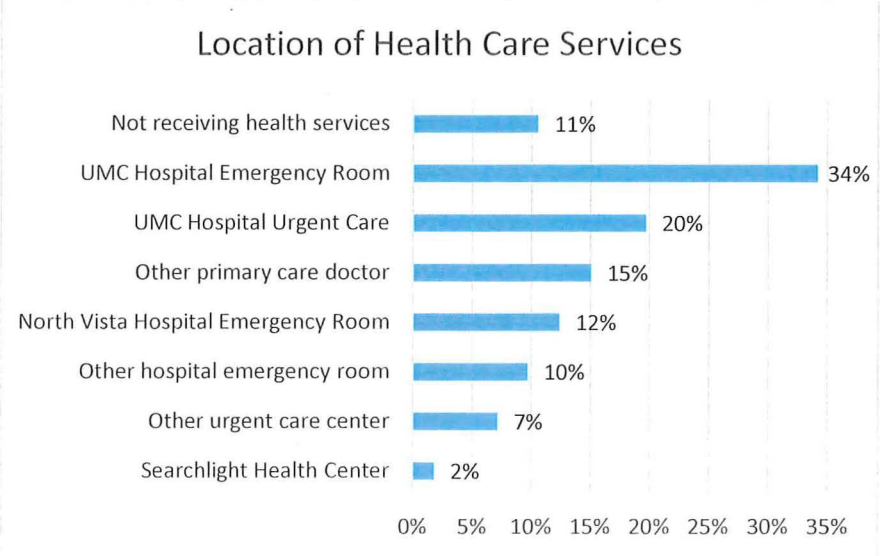
A majority (61%) of respondents rated their own health as excellent or good, 60% rated the health of other adults in their household as excellent or good, and 76% rated the health of their children as excellent or good. However, a substantial proportion of respondents rated their own or other adults' health as only fair (27%).



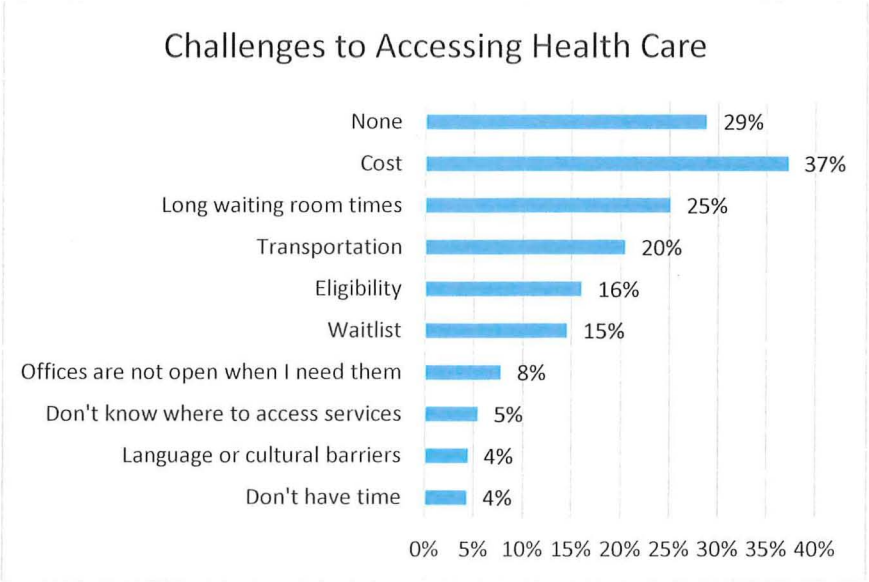
Nearly a quarter of adults report not having any chronic health conditions. The most commonly reported conditions include high blood pressure (24%), a weight problem (19%), and asthma (17%). Treatment of health conditions appears low, with less than half of those with any condition receiving treatment.



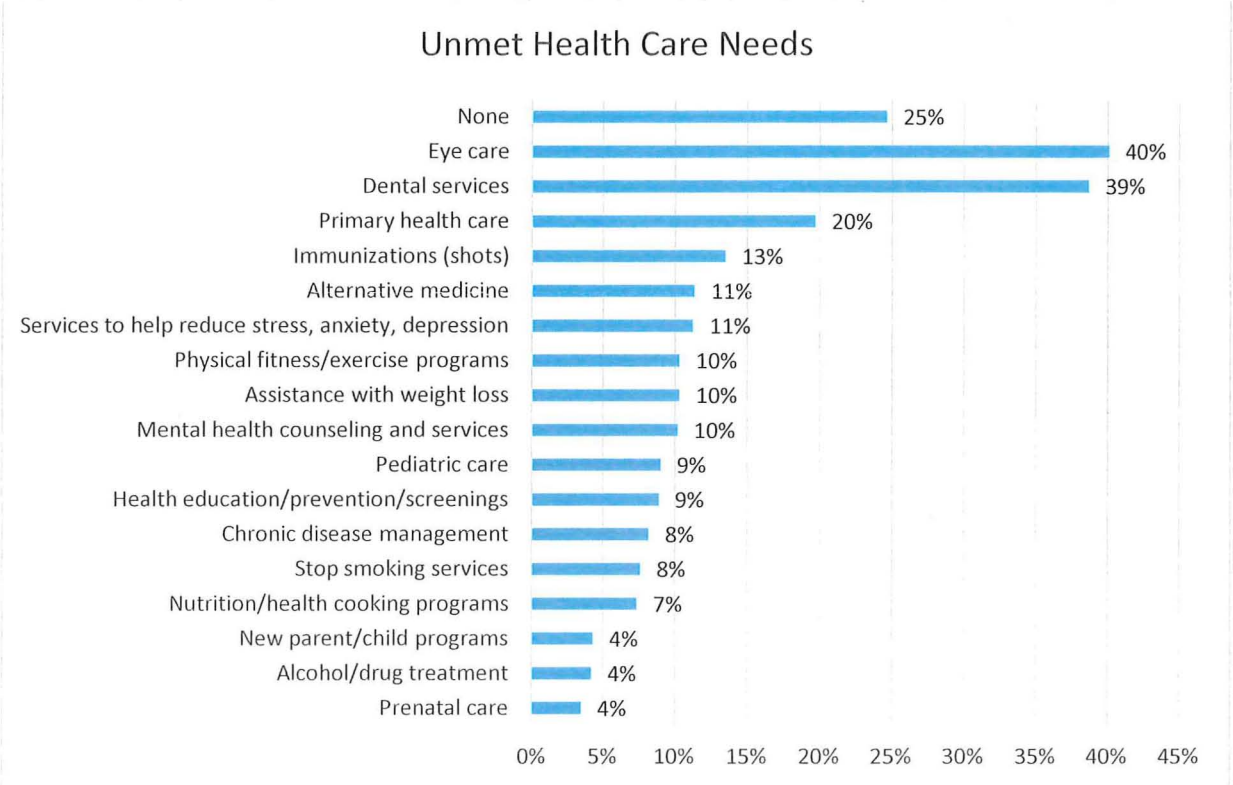
Mirroring the relatively low levels of treatment for chronic health conditions reported above, few respondents appear to have a "medical home", or a place where they regularly go to receive health care services. Only 17% of respondents reported going to a primary care doctor for health services (Searchlight or Other). A third go to the UMC Hospital Emergency Room for care, 20% go to UMC Hospital Urgent Care, and 11% are not currently receiving health services. One in five respondents reported a need for primary health care services.



The most commonly reported challenges to accessing quality, affordable care are cost (37%), long waiting room times (25%), and transportation (20%), though 29% of respondents indicated no challenges to receiving care. Despite the apparent need for care, a majority of respondents appear satisfied with the health services they receive, rating them as excellent (24%) or good (37%).



While 1 in 4 respondents reported not having any unmet health needs, others reported a wide variety of unmet needs. By far, the most common health care needs are eye care (40%) and dental services (39%). Respondents also report that about a quarter of adults do not have health insurance; and 15% of children do not have health insurance. These findings seem relatively low given the availability of insurance coverage through Medicaid, Medicare, and the Affordable Care Act.

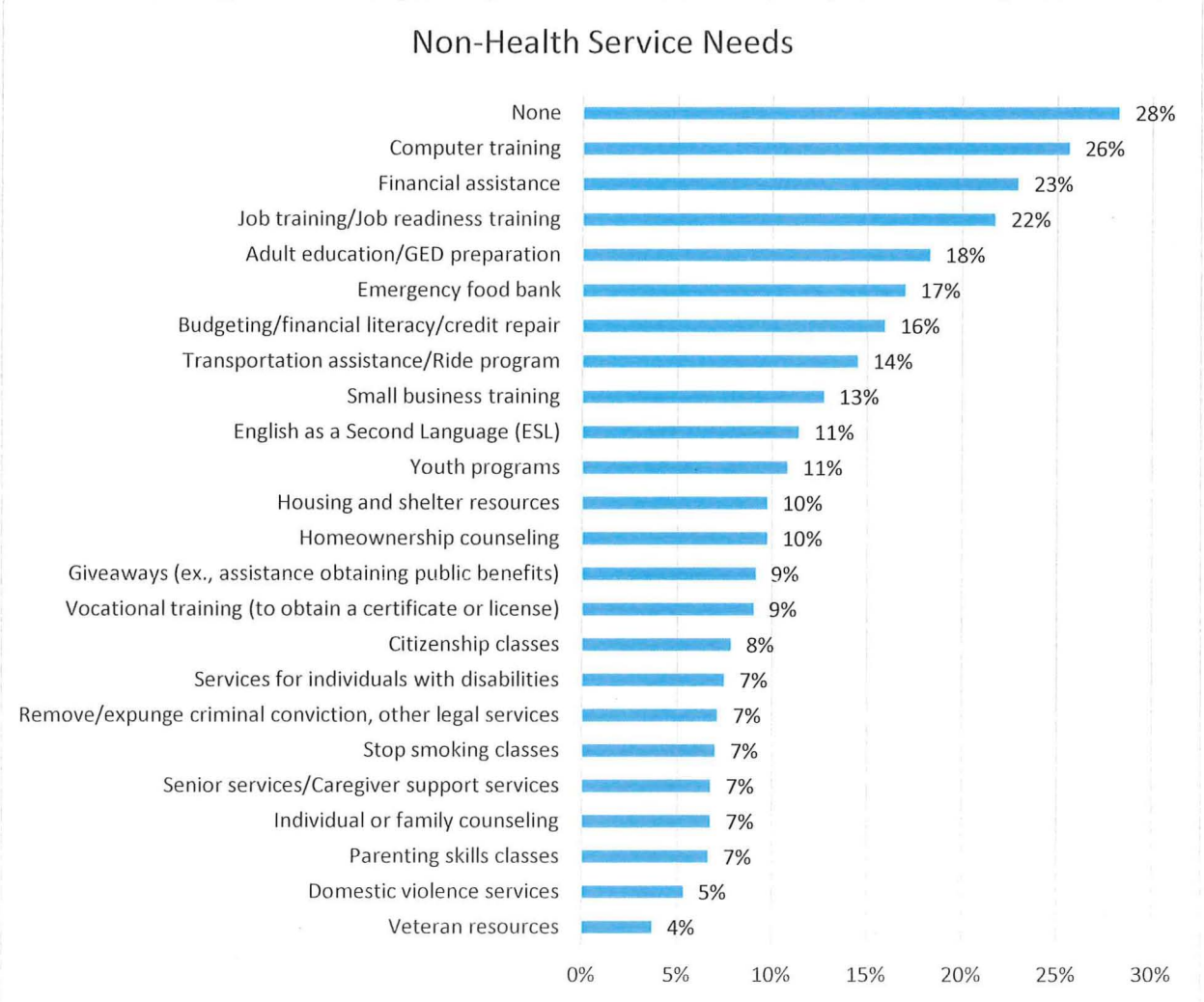


SUPPORTIVE SERVICES

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%), and job training (22%).

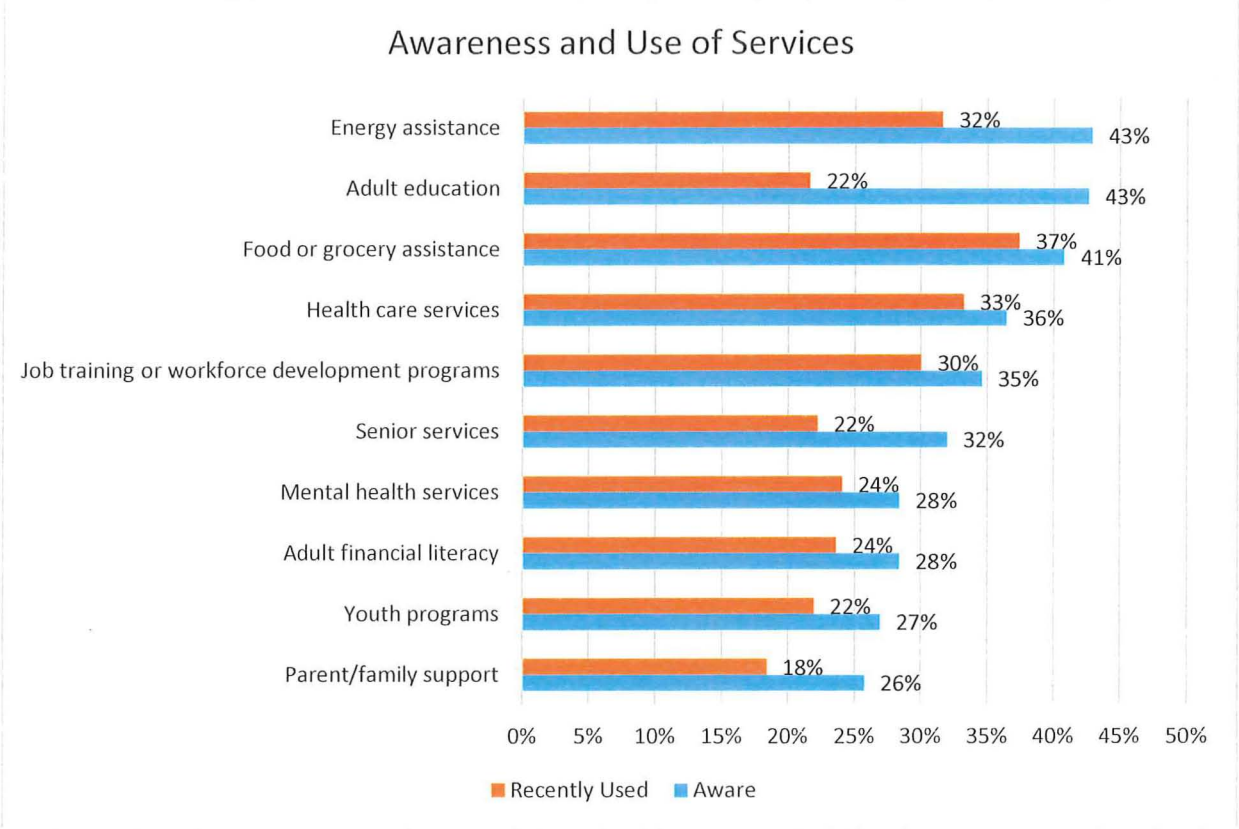
Ten percent of all respondents expressed an interest in homeownership counseling. However, among the 81% of renters that indicated an interest in purchasing a home in the next five years, the need for services to assist in preparing for homeownership was much greater. More than half expressed a need for help with financing (56%), credit repair (55%), and down payment assistance (55%).

While only 10% of respondents expressed a need for housing and shelter resources, housing stability appears to be a poignant issue among respondents. Fourteen percent of respondents reported being homeless in the past year, 23% have stayed with friends or family because they were unable to pay rent, and 6% currently have an eviction or foreclosure notice.[5]

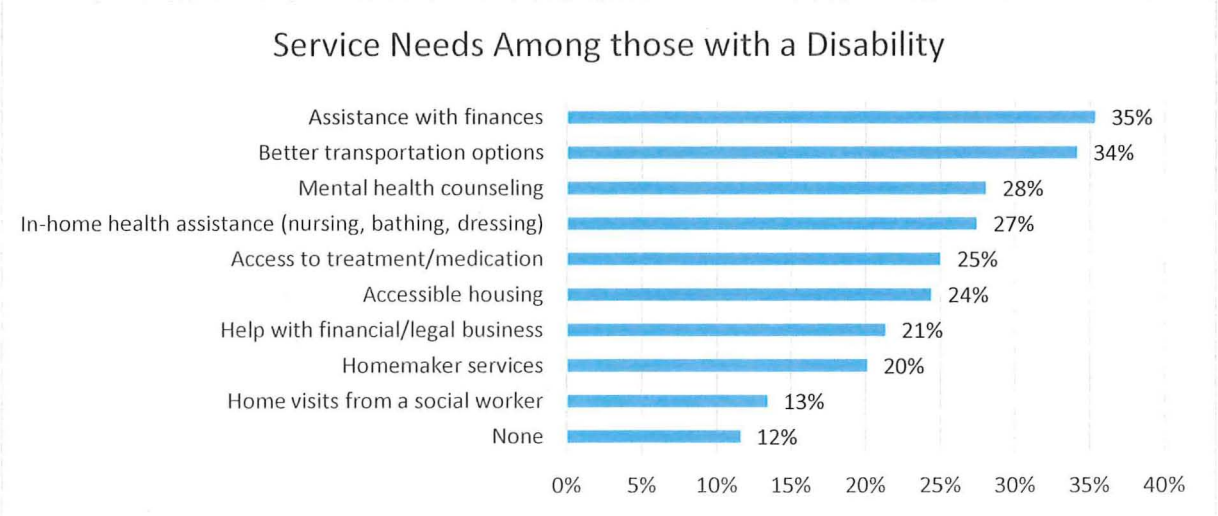


[5] These findings are based on three separate questions and therefore the data points are not mutually exclusive.

The relatively high level of service needs could be at least partially driven by a lack of awareness of services among respondents. Lack of awareness was the most common (37%) reason respondents reported for not accessing the services they need. And, less than half of respondents reported awareness of any type of service or program. Among those who are aware of services, less than a third reported using any type of service or program in the last year.

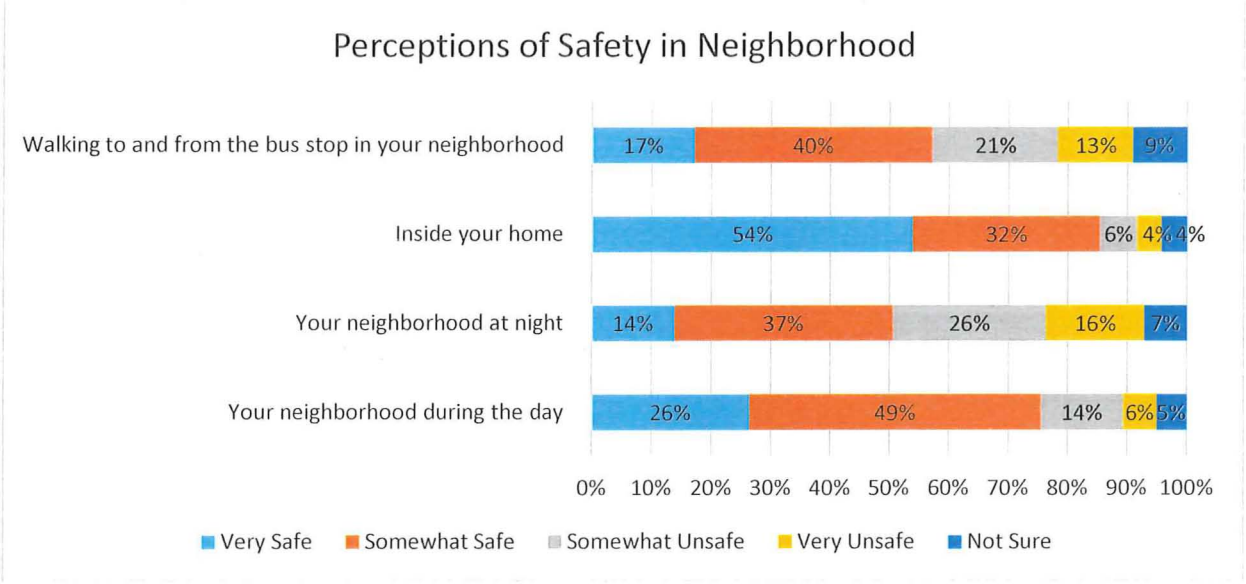


More than 1 in 5 (21%) respondents have a household member with a disability of some type; respondents indicated the services that would best assist those with disabilities are assistance with finances (35%) and better transportation options (34%).

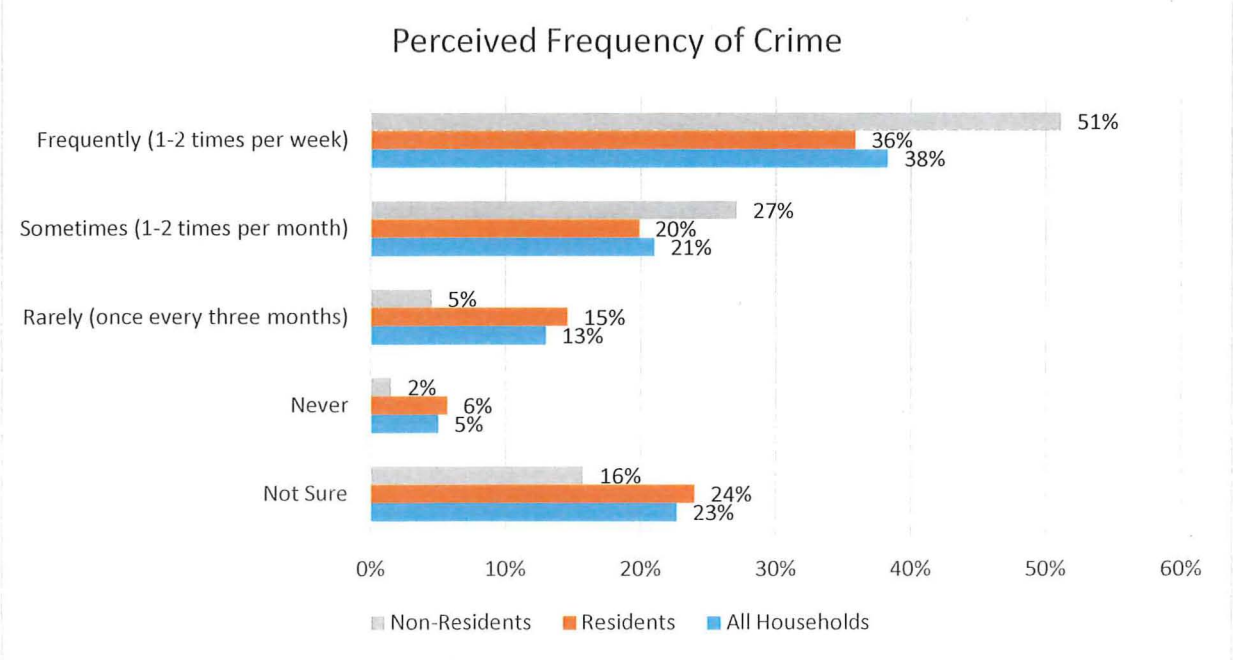


CRIME AND SAFETY

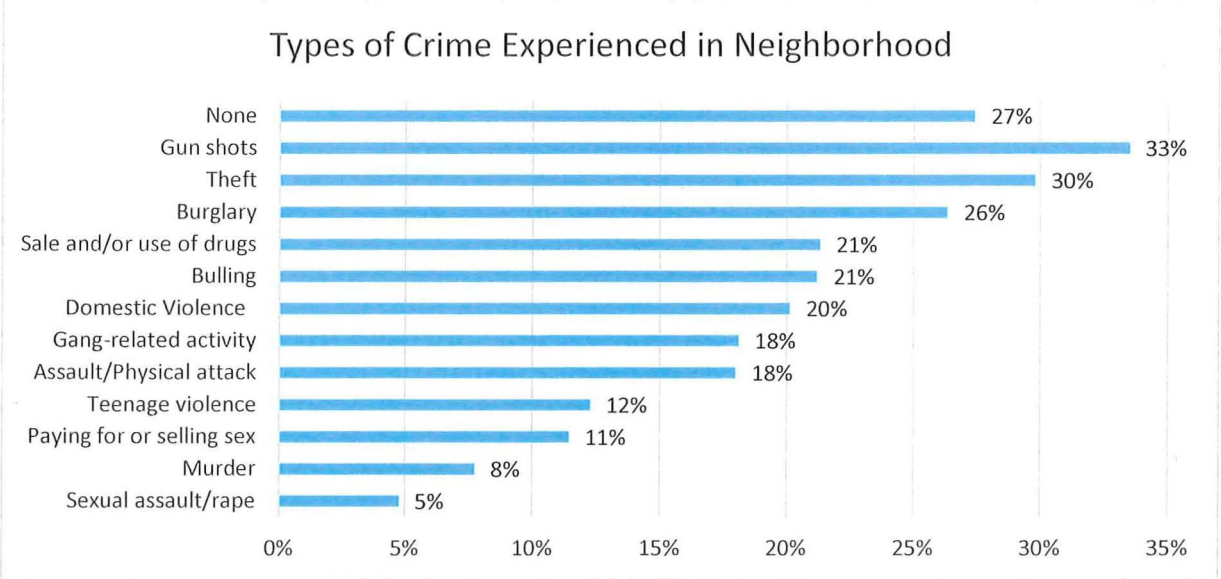
Respondents reported mixed feelings about the safety of the Urban Core Neighborhood. While a large majority feel very or somewhat safe in the neighborhood during the day (76%) and inside their home (85%), just over half (51%) feel safe in the neighborhood at night, and only 57% feel safe walking to and from the bus stop. Forty percent of households with children reported they are somewhat or very unlikely to let their children play outside in the neighborhood.



A majority of respondents reported that crime occurs in the Urban Core neighborhood at least 1-2 times per month. Overall, non-residents reported that crime occurs more frequently than residents.



While respondents reported that they had experienced or witnessed a range crimes, the most commonly reported type of crime experienced are gun shots (33%), theft (30%), and burglary (26%).



When asked which improvements would most help to make the neighborhood safer, respondents most commonly answered better street lighting (40%), a Community Crime Watch program (31%), and anti-gang initiatives (30%).

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APPENDIX C – AREA SUPPORT SERVICES AGENCIES

1 CULINARY ACADEMY OF LAS VEGAS

Point of Contact: Chris Faba
710 W. Lake Mead Boulevard
North Las Vegas, NV 89030
(702) 924-2100
http://www.theculinaryacademy.org/

The Culinary Academy of Las Vegas provides varied training for entry-level and incumbent workers in the Las Vegas hospitality industry and is an internationally recognized model for workplace education and vocational training. The Academy prepares and delivers daily hot meals to disadvantaged children, youth, veterans, and the elderly at various community locations. The Summer Food Service Program provides free nutritious meals to children in low-income areas during the summer, and the Child and Adult Care Food Program provides after-school meals during the academic year.

2 NEVADA PARTNERS

Point of Contact: Monica Ford
710 W. Lake Mead Boulevard
North Las Vegas, NV 89030
(702) 924-2100
http://www.nevadapartners.org/

Nevada Partners' Workforce Development Department helps individuals get jobs that allow them to be economically self- sufficient, use their talents and skills, and advance in their careers. The agency also supports local youth in making healthy choices; succeeding in school; reconnecting to education and work if they are at risk or out of school; and building education and career paths that lead to lifelong success. The Housing Program aims not only to promote homeownership, but to create informed home buyers who can stay in their homes. The Earn It Keep It Save It community initiative increases the number of eligible Clark County residents who claim and receive the federal Earned Income Tax Credit (EITC). The agency provides free tax return preparation and e-filing, delivered by IRS-certified volunteers, at the Volunteer Income Tax Assistance (VITA) site. The Citizenship Project provides free guidance and help to those applying for citizenship and preparing for the exam. The agency provides clients with information on, and access to, job training, education, and employment services. JobConnect, part of DETR, also offers funding for training through the Career Enhancement Program. Adult learners attend weekly classes in English as a Second Language (ESL), math, science, health, social studies, and English literature. They also take General Education Development (GED) prep classes and study for the state math proficiency test. Additionally, for the first time, children in North Las Vegas with physical disabilities can enjoy a fully accessible playground, complete with safety signs in Braille, rubberized surfaces, and wheelchair ramps.

3 REYNALDO MARTINEZ ELEMENTARY SCHOOL

Point of Contact: Tim Adams, Principal
350 JudsonAvenue
North Las Vegas, NV 89101
http://schools.ccsd.net/martinez/

Reynaldo Martinez Elementary School is a 3-star Title 1 school located in the Urban Core. Martinez Elementary is the only school located in the Urban Core footprint.

4 SEARCHLIGHT HEALTHCARE CHARITIES

Point of Contact: Dr. Aury Nagy
1818 W. Carey Avenue
North Las Vegas, NV 89032
(702) 478-7973
http://www.searchlighthealthcare.org/

Searchlight Healthcare Charities is a primary care, non-profit organization that provides high quality, comprehensive and affordable primary and preventive health care to Medically Underserved Areas and Low Income Populations, regardless of ability to pay. Searchlight maintains a community-directed focus and supplies additional resources and services to clients.

5 CATHOLIC CHARITIES OF SOUTHERN NEVADA

1501 Las Vegas Boulevard, N.
Las Vegas, NV 89101
(702) 385-2662
http://www.catholiccharities.com/

Catholic Charities of Southern Nevada provides food pantry services, holiday food baskets, clothing, diapers and backpacks for back-to-school services. The agency also provides senior services, such as Meals on Wheels and senior nutrition, senior companion, foster grandparent, telephone reassurance, and retired and senior volunteer programs. The agency provides immigration and refugee services for individuals in need of legal assistance and representation. The English Language Program supports immigrants in improving their language skills and learning more about American culture. Catholic Charities of Southern Nevada operates a Women, Infants, and Children (WIC) program, thrift stores and adoption services. The agency has housing programs, emergency shelter, and homeless-to-home and resident empowerment services. The St. Vincent Lied Dining Facility, located at 1502 North Main Street, Las Vegas, Nevada, 89101, provides an average of 1,000 nutritious, hot meals every day in a clean, safe environment.

6 THE SHADE TREE

1 W. Owens Avenue
North Las Vegas, NV 89030
(702) 385-0072
http://www.theshadetree.org/

The Shade Tree is a safe shelter for homeless and abused women and children in crisis. The Day Shelter program operates seven days a week from 8 a.m. to 4 p.m., 365 days. The Emergency Shelter program is designed specifically to meet the needs of the homeless, with an emphasis toward women, both with and without children for 30 – 90 days. The Transitional Shelter program allows single women and families additional time (up to 1 year) to access programs and to achieve goals. The Survivor's Services Center provides critical assistance to victims of domestic violence, sexual assault/sexual abuse, street crime, and victims of elder abuse. The Workforce Readiness program is designed to prepare women to enter or re-enter the job market at a self-sustaining wage. The Life Skills program offers over 58 on-site classes designed to enhance job development by addressing other deficiencies in life skills and increasing a woman's opportunity for sustainable success. The agency also provides basic healthcare, mental health, housing assistance, advocacy and pet shelter services. A special program is designed to address the special needs of children who are experiencing homelessness and abuse, lack of self-esteem, poor social skills, and developmental and educational delays.

7 DR . WILLIAM U. PEARSON COMMUNITY CENTER

1625 W. Carey Avenue
North Las Vegas, NV 89032
(702) 455-1220
http://lvul.org/dr-william-u-pearson-community-center/

The Dr. William U. Pearson Community Center is a community destination operated by the Las Vegas Urban League. Facility amenities include: Fitness Center; Computer Center; Multi-Purpose Room; Senior Room; Classrooms; Gymnasium; Arts Center; Aerobics Room; Children's Room; Game Room; Meeting Rooms; and a Warming Kitchen.

8 SALVATION ARMY SOUTHERN NEVADA

Point of Contact: Major Kelly Pontsler
211 Judson Avenue
North Las Vegas, NV 89030
(702) 870-4430
http://www.salvationarmysouthernnevada.org/

Salvation Army Southern Nevada provides long-term social model and residential recovery programs; Adult Rehabilitation Program (ARP) Male Residence housing and chaplain counseling services for individuals seeking to deal with substance abuse and other addictions; disaster response services; Food Pantry; Personal Hygiene; Baby Items; and Veteran Services. It also provides utility assistance, rent assistance; and seasonal Programs (Coats for Kids, Back to School Backpacks, Christmas Angels). The Emergency Lodge Shelter is open 365 days a year with a Day Resource Center to access, triage, and refer clients to the agency's programs that can provide the long-term help they might need. The agency also provides human trafficking, vocational, and employment services. The agency is a cooling station during extreme heat periods and a summer camp for children of low-income families.

9 LAS VEGAS URBAN LEAGUE MARTIN LUTHER KING JR. SENIOR CENTER

2420 N. Martin Luther King Jr. Boulevard., Building B
North Las Vegas, NV 89032
(702) 636-0064
http://beta.lvul.org/dr-martin-luther-king-jr-senior-center/

The Martin Luther King Jr. Senior Center (Center) serves as a destination for adults age 55 and older seeking access to services and information to improve and enhance their quality of life. The Center offers a variety of programming that promotes healthy lifestyle choices (i.e. Nutritional seminars, health screenings, etc.). Additionally, social recreational and educational opportunities are available. Lunch is provided daily in a congregate meal setting and is in accordance with the Older Americans Act, complying with the dietary guidelines for Americans provided by the U.S Department of Agriculture (USDA).

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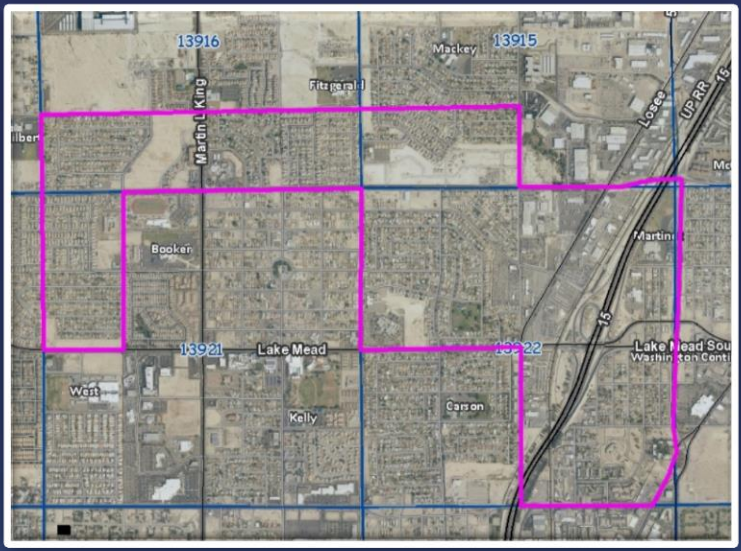
APPENDIX D – MARKET STUDY: PORTIONS OF NORTH LAS VEGAS, NORTH LAS VEGAS, CLARK COUNTY, NEVADA 89030 AND 89032

Market Study

Portions of North Las Vegas
North Las Vegas, Clark County, Nevada 89030 and 89032

Report Date: December 15, 2015



FOR:

City of North Las Vegas
Mr. Paul Sikora
Contracts Coordinator
2250 Las Vegas Boulevard North, Suite 200
North Las Vegas NV 89030

Client Number: WQ2015-12

Valbridge Property Advisors |
Lubawy and Associates, Inc.

3034 SOUTH DURANGO DRIVE, SUITE 100
LAS VEGAS, NEVADA 89117
702-242-9369 phone
702-242-6391 fax
valbridge.com

Valbridge File Number:
NV01-15-0272

3034 SOUTH DURANGO DRIVE, SUITE 100
LAS VEGAS, NEVADA 89117
702-242-9369 phone
702-242-6391 fax
valbridge.com

December 15, 2015

Matthew Lubawy, MAI
702-242-9369
mlubawy@valbridge.com

Mr. Paul Sikora
Contracts Coordinator
City of North Las Vegas
2250 Las Vegas Boulevard North, Suite 200
North Las Vegas, NV 89030

RE: A Market Study
For the designated City of North Las Vegas Choice Neighborhood Focus Area
North Las Vegas, Clark County, Nevada 89030 and 89032

Dear Mr. Sikora:

In accordance with your request, we have performed a market study of the above referenced property. This study sets forth the pertinent data gathered, the techniques employed, and the reasoning leading to our opinions. This letter of transmittal is not valid if separated from the market study report.

The subject, as referenced above, is located in the City of North Las Vegas Choice Neighborhood area. The boundaries for this area include: Clayton Street between Cartier Avenue and Lake Mead Boulevard; Comstock Drive between Carey Avenue and Lake Mead Boulevard; Carey Avenue between Comstock Drive and Revere Street; Revere Street between Carey Avenue and Lake Mead Boulevard; Lake Mead Boulevard between Revere Street and Losee Road; Losee Road between Lake Mead Boulevard and the I-15; Owens Avenue between the I-15 and Main Street; North 5th Street between Las Vegas Boulevard and Carey Avenue; Carey Avenue between North 5th Street and Commerce Street; Commerce Street between Carey Avenue and Duchess Avenue; Duchess Avenue/Cartier Avenue between Commerce Street and Clayton Street.

We are specifically focusing on three areas within the subject area. The three areas are known as: Buena Vista Springs I located at the northwest corner of Martin Luther King Boulevard and Carey Avenue, Buena Vista Springs II located at the northwest corner of Lake Mead Boulevard and Comstock Drive, and Rose Gardens located at the southwest corner of North 5th Street and Tonopah Avenue.

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We developed our analyses, opinions, and conclusions and prepared this report in conformity with the Uniform Standards of Professional Appraisal Practice (USPAP) of the Appraisal Foundation; the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute; and the requirements of our client as we understand them.

The purpose of this assignment is to prepare a Market Study for the subject focus area in order to estimate potential highest and best use conclusions of the three targeted area of Buena Vista Springs I, Buena Vista Springs II, and Rose Gardens. The client in this assignment is the City of North Las Vegas and the intended user of this report is the City of North Las Vegas and no others. The conclusions and opinions reported herein are subject to the definitions, assumptions and limiting conditions, and certification contained in this report.

The acceptance of this market study and the completion of the report submitted herewith are subject to the General Assumptions and Limiting Conditions contained in the report.

Conclusions & Summary of Findings

The North Las Vegas submarket was one of the fastest growing cities in the United States prior to the downturn experienced in 2006-2009. During that time period, it was one of the hardest hit submarkets in the valley and is still struggling to stabilize some product types. According to a recent release of the 2015 Las Vegas Perspective, population growth for Las Vegas is forecasted at 1.7% annually while employment growth is projected at 3.9% for Nevada as a whole. The North Las Vegas submarket reportedly has an advantage for future growth as this is where the bulk of vacant, developable land is located. As of the fourth quarter 2007, the North Central submarket accounted for 19.5% of the new home market compared to 33.2% for the Southwest and 20.1% for the Southeast/Henderson area. As the market recovered, we saw new development return to the southwest but vacant land is quickly dwindling and builders will look to other areas including North Las Vegas.

Buena Vista Springs I: This parcel has desirable frontage along Martin Luther King Boulevard on the east and Carey Avenue to the south but it lacks major corner influence. It has secondary frontage access along its north and west boundaries. It is large enough to support a range of uses. Both streets, Martin Luther King Boulevard and Carey Avenue, are considered to be major thoroughfares in the area.

This site is slated for Mixed Use Neighborhood by the North Las Vegas master plan. Based on our research, the subject could support a mix of uses including single family and multi-family residential, specialty medical office or limited retail and/or assisted living facilities.

The general area surrounding this parcel consists of a compatible mix of single family residences, government facilities, senior apartments, several public and private schools, recreation centers and some retail uses. The residential uses include several subdivisions that were constructed in the 1960's and subdivisions that were constructed between 1995 and 2002. This parcel is positioned approximately 2 miles east of Rancho Drive which is the location of the Texas Hotel and Casino and the Fiesta Hotel and Casino. Both of these facilities were constructed in 1995 and helped to spur development and interest in that general area including the development of a Super Walmart Center in 2006 (which has still not reached stabilized occupancy nor completely built out). The Buena Vista Springs I area is also situated 1.5 miles west of Interstate 15. The bulk of uses along this area of

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Carey Avenue range from industrial and some retail closer to I-15, public and government facilities at the major intersections and residential in between.

As discussed herein, it is our opinion the highest and best use of Buena Vista Springs I is to be developed with a mix of uses which could range from a medical office such as a quick care or urgent care facility or a specialty retail such as a dollar store with a grocery component on the Martin Luther King Boulevard and/or Carey Avenue frontage with single family residential on the remaining portion of the site. The residential uses could potentially provide a wide enough range and mix so as to provide for some entry level housing as well as some move up potential.

We also noted the lack of assisted living facilities in the area as well as senior apartments. The newer assisted living facilities constructed in the valley involve lot sizes of 4 to 5 acres.

Dollar stores typically require 1 acre for a smaller facility to 3 acres for a larger facility with a grocery component.

As stated, the balance of the site should be developed with single family residences. This part of the project will help support the commercial use on the south side of the property that fronts Carey Avenue.

Considering the requests from the market survey, a doctor's office and grocery store being the two most requested items, are consistent with our finding for highest and best use with medical office space and a dollar store with grocery.

Conclusions	% of Area
Specialty (Commercial/Quick Care/Assisted Living)	25-40%
SFR	60-75%%

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

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Buena Vista Springs II: This parcel has frontage along Lake Mead Boulevard which provides access to the Rancho Road area noted earlier *and* has a full interchange with I-15 to the east. Uses surrounding this site include a mix of single family residential subdivisions and the Las Vegas Enterprise Office park to the south. This site is targeted by the master plan for low density residential use.

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Rose Gardens: This parcel has desirable frontage along Owens Avenue on the south and Main Street/North 5th Street to the east but it lacks major corner influence. It has secondary frontage access along its north and west boundaries. It is large enough to support a range of uses. Both streets, Owens Avenue and Main Street/North 5th Street, are considered to be major thoroughfares in the area.

This site is slated for Downtown Business District by the North Las Vegas master plan. Based on our research, the Rose Gardens Area could support a mix of uses including single family and multi-family residential, specialty medical office, limited retail, industrial, or assisted living facilities.

The general area surrounding this parcel consists of a compatible mix of single family residences, government facilities, senior apartments, several public and private schools, recreation centers and some retail uses. The residential uses include several neighborhoods constructed between 1925 and 1980. This parcel is positioned adjacent to the Jerry's Nugget Hotel and Casino which was constructed in 1955 although it has undergone some renovations. The Rose Gardens area is also located just over 1-mile north of the U.S. 95 freeway which is considered to be the north boundary for Downtown Las Vegas. The bulk of uses along Owens Avenue includes industrial, single family, multi-family, commercial and other uses such as parks and cemeteries. The bulk of uses along Main Street/North 5th Street include industrial just north of the U.S. 95 freeway with mixed commercial and retail along the remaining portions.

As discussed herein, it is our opinion the highest and best use of Rose Gardens is to be developed with a mix of uses which could range from industrial if the zoning and use is allowed, a medical office such as a quick care or urgent care facility or a specialty retail such as a dollar store with a grocery component on the Main Street/North 5th Street frontage with single family residential on the remaining portion of the site. The residential uses could potentially provide a wide enough range and mix so as to provide for some entry level housing as well as some move up potential.

We also noted the lack of assisted living facilities in the area as well as senior apartments. The newer assisted living facilities constructed in the valley involve lot sizes of 4 to 7 acres.

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Dollar stores typically require 1 acre for a smaller facility to 3 acres for a larger facility with a grocery component.

As stated, the balance of the site should be developed with single family residences. This part of the project will help support the commercial use on the east side of the property that fronts Main Street/North 5th Street.

Considering the requests from the market survey, a doctor's office, grocery store, clothing store, book store, fitness center, computer learning center, and/or a farmer's market all appear to be reasonable and financially feasible uses. As is shown below, commercial includes the grocery store, clothing store, book store, farmer's market and fitness center to which we consider to be financially feasible. The request for a health clinic would fall under quick care.

Conclusions	% of Area
Specialty (Industrial/Commercial/Quick Care/Assisted Living)	50%
SFR	50%

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Remaining Areas within the City of North Las Vegas Choice Neighborhood Focus Area:
There is some land on the west end of the Choice Neighborhood Focus Area near Comstock Drive that we consider a variety of residential or specialty uses such as a church or funeral home feasible for the site.

There is some land along Carey Avenue between North Street and Rocky Brooks Street. We estimate this site could develop 10-14 single family residential units with a small street running through the center. At the corner of Revere Street and Carey, we consider this site for a retail or commercial use with the surrounding land to the east for use with single family residential.

There is some land along Lake Mead Boulevard between Revere Street and Englestad Street. This site could be used in the future for office, government office, retail, or a variety of other uses as allowed under C-1 zoning.

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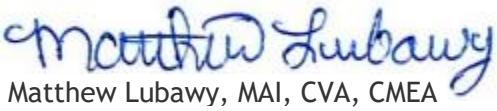
Some of these other areas and sites could be considered for other uses requested in the market survey such as a daycare, bank branch, restaurant, computer learning facility, community garden, among others.

Conclusions	Location
Product	Variety of Commercial and Residential Uses

Respectfully submitted,
Valbridge Property Advisors | Lubawy and Associates, Inc.



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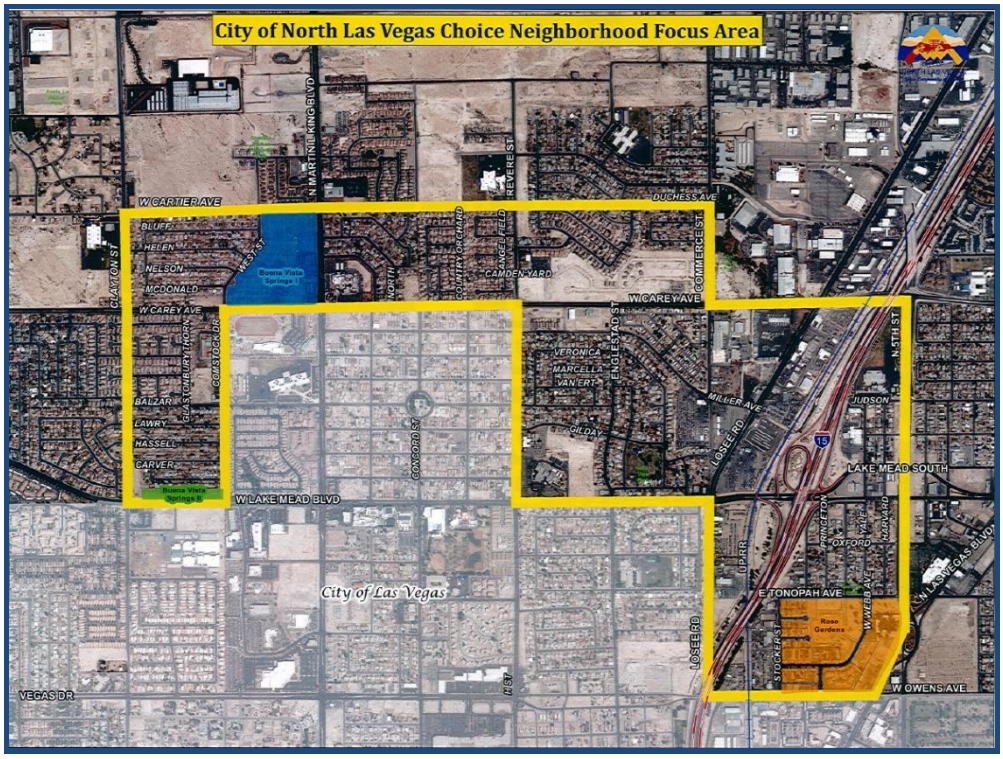
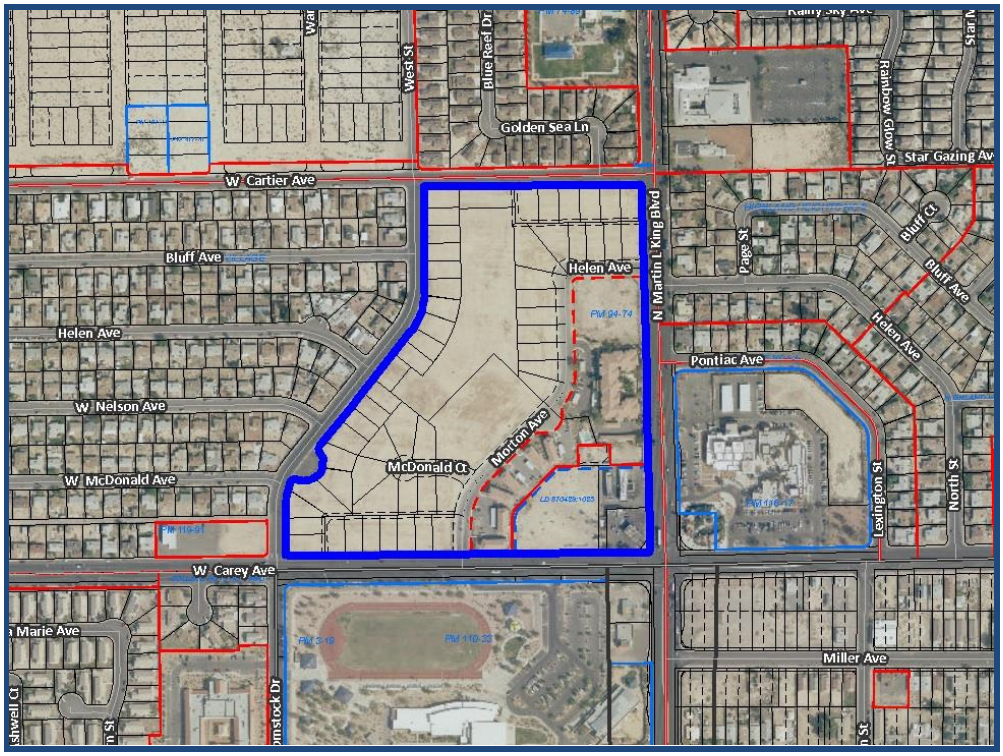
Aerial Views

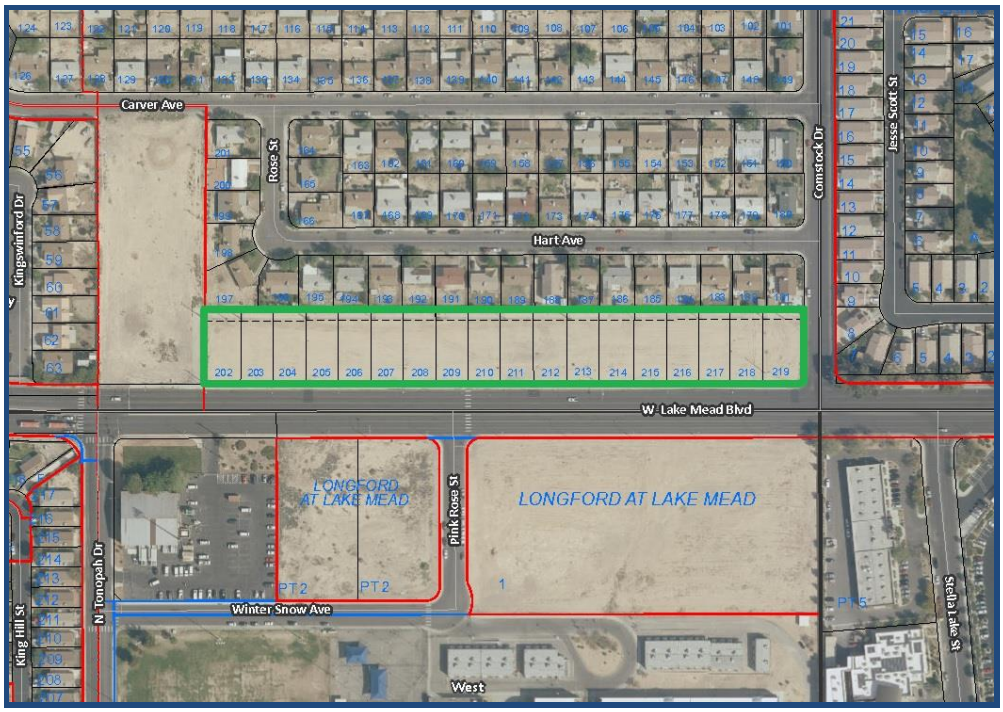
FOCUS AREA AERIAL VIEW



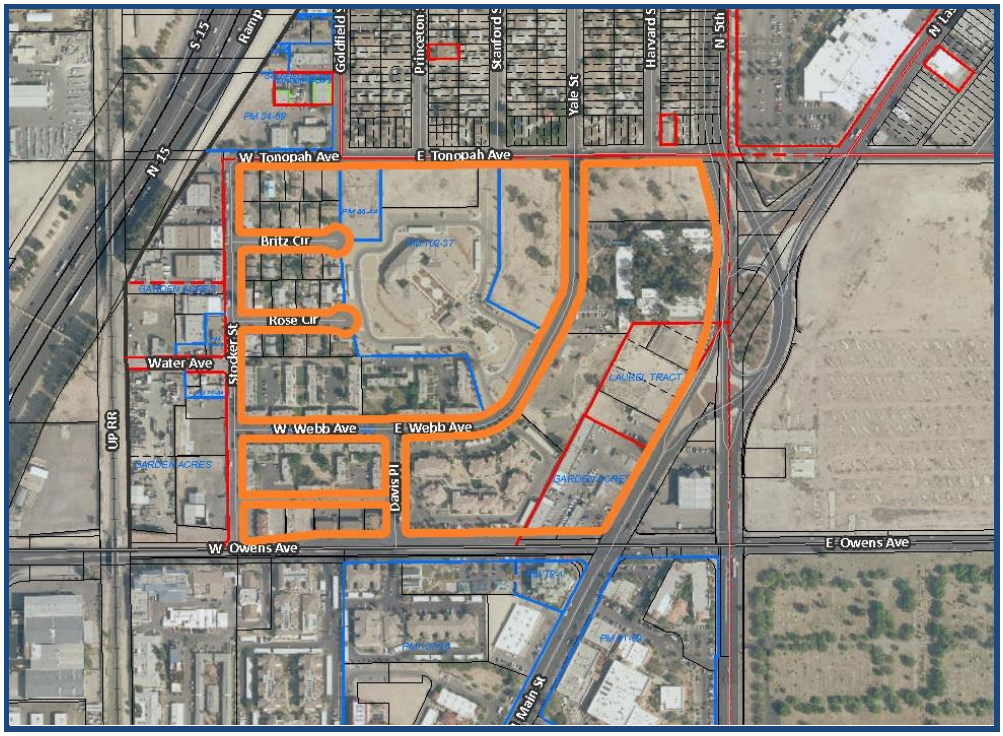
BUENA VISTA SPRINGS I AERIAL VIEW



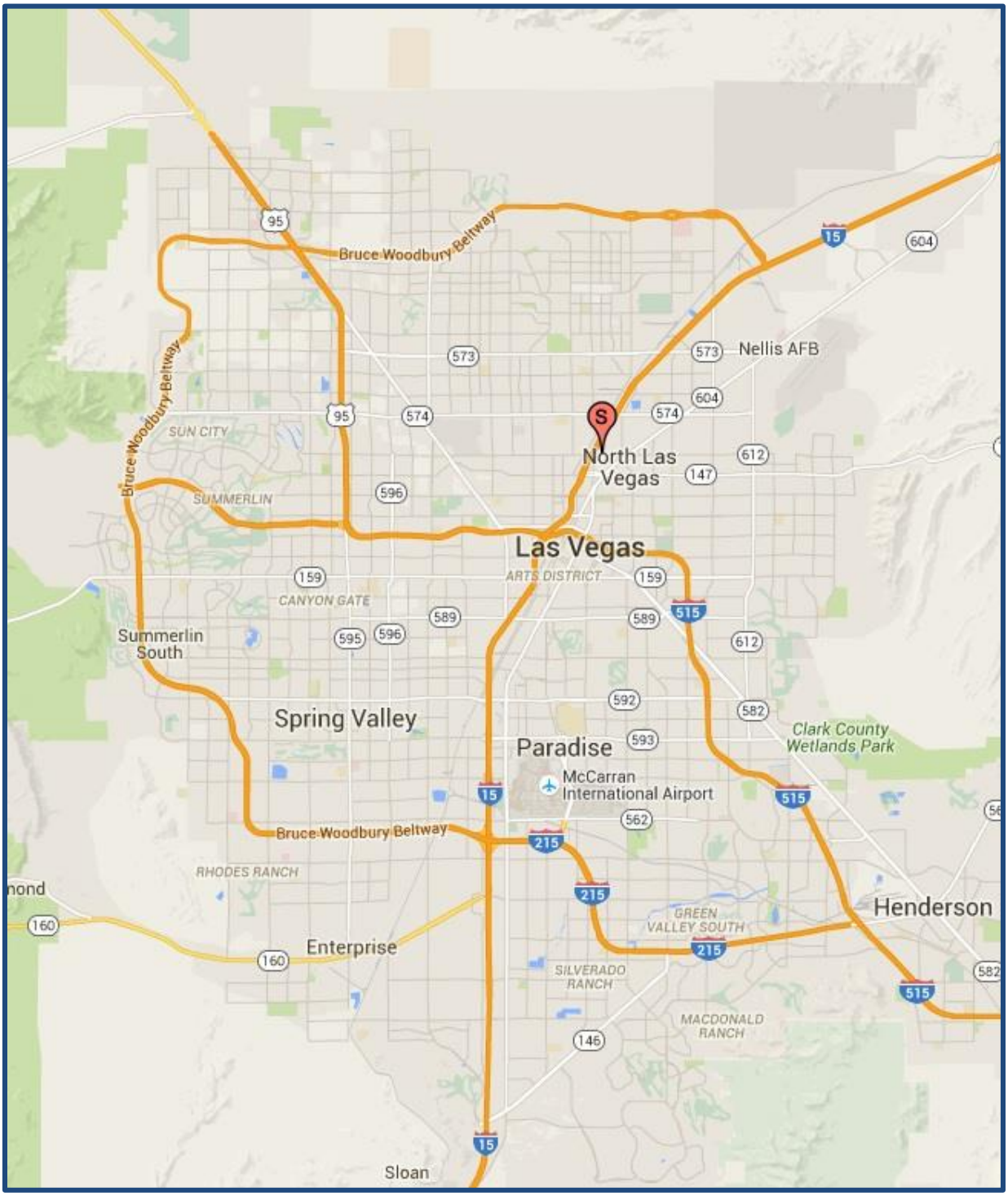
BUENA VISTA SPRINGS II AERIAL VIEW



ROSE GARDENS AERIAL VIEW



Location Map



Introduction

Client and Intended Users of the Market Study

The client in this assignment is City of North Las Vegas and the intended user of this report is the City of North Las Vegas and no others.

Intended Use of the Market Study

The intended use of this report is to assist in development decisions regarding the highest and best use.

Real Estate Identification

The target areas are: Buena Vista Springs I located at the northwest corner of Martin Luther King Boulevard and Carey Avenue, Buena Vista Springs II located at the northwest corner of Lake Mead Boulevard and Comstock Drive, and Rose Gardens located at the southwest corner of North 5th Street and Tonopah Avenue, North Las Vegas, Clark County, Nevada 89030 and 89032.

Date of Inspection

Gary Hardy inspected the targeted areas and drove through the areas of the Choice Neighborhood on December 8, 2015.

Date of Market Study

The date of this report is December 15, 2015, which is the same as the date of the letter of transmittal.

Scope of Work

The scope of work includes all steps taken in the development of the market study. These include 1) the extent to which the subject property is identified, 2) the extent to which the subject property is inspected, 3) the type and extent of data researched, 4) the type and extent of analysis applied, and the type of market study prepared. These items are discussed as follows:

Extent to Which the Property Was Identified

The subject area was physically identified via a physical inspection/public records/aerial mapping.

Extent to Which the Property Was Inspected

Gary Hardy inspected the targeted areas and drove through the areas of the Choice Neighborhood on December 8, 2015.

Type and Extent of Data Researched

We researched and analyzed: 1) market area data, 2) property-specific market data, 3) zoning and land-use data, and 4) current data on new and proposed development in the competitive market area. We also interviewed people familiar with the subject market.

Data pertaining to the Las Vegas Metropolitan area and the subject neighborhood were provided by publications such as the Las Vegas Perspective, The Las Vegas Review Journal, and information from the local Chamber of Commerce and the Nevada Development Authority. Population information was supplied by the Clark County Comprehensive Planning Department; information pertaining to

visitor volume, convention attendance, gaming revenue and total visitor revenue was supplied by the Las Vegas Convention and Visitors Authority; data pertaining to the labor force, employment and unemployment was supplied by the State of Nevada Employment Security Department; information pertaining to taxable sales was provided by the Nevada Department of Taxation; and data pertaining to residential construction building permits was collected from the governing jurisdictions. Additional neighborhood data was based upon a physical inspection of the area.

Scope of Market Study

As part of this consultation, the analysts have made a number of independent investigations and analyses. The investigations undertaken and the major data sources used are listed below.

Competitive Market Area Analysis

Data pertaining to the market area was provided by publications such as Site To Do Business, the Las Vegas Perspective, Las Vegas Metropolitan Housing Market Conditions prepared by the Center for Business and Economic Research, UNLV, and the Las Vegas Review Journal. Other data sources include information provided by US Department of Housing and Urban Development, and the Nevada Housing Division. Additional data was based on a physical inspection of the market area.

Market Data Collection and Verification

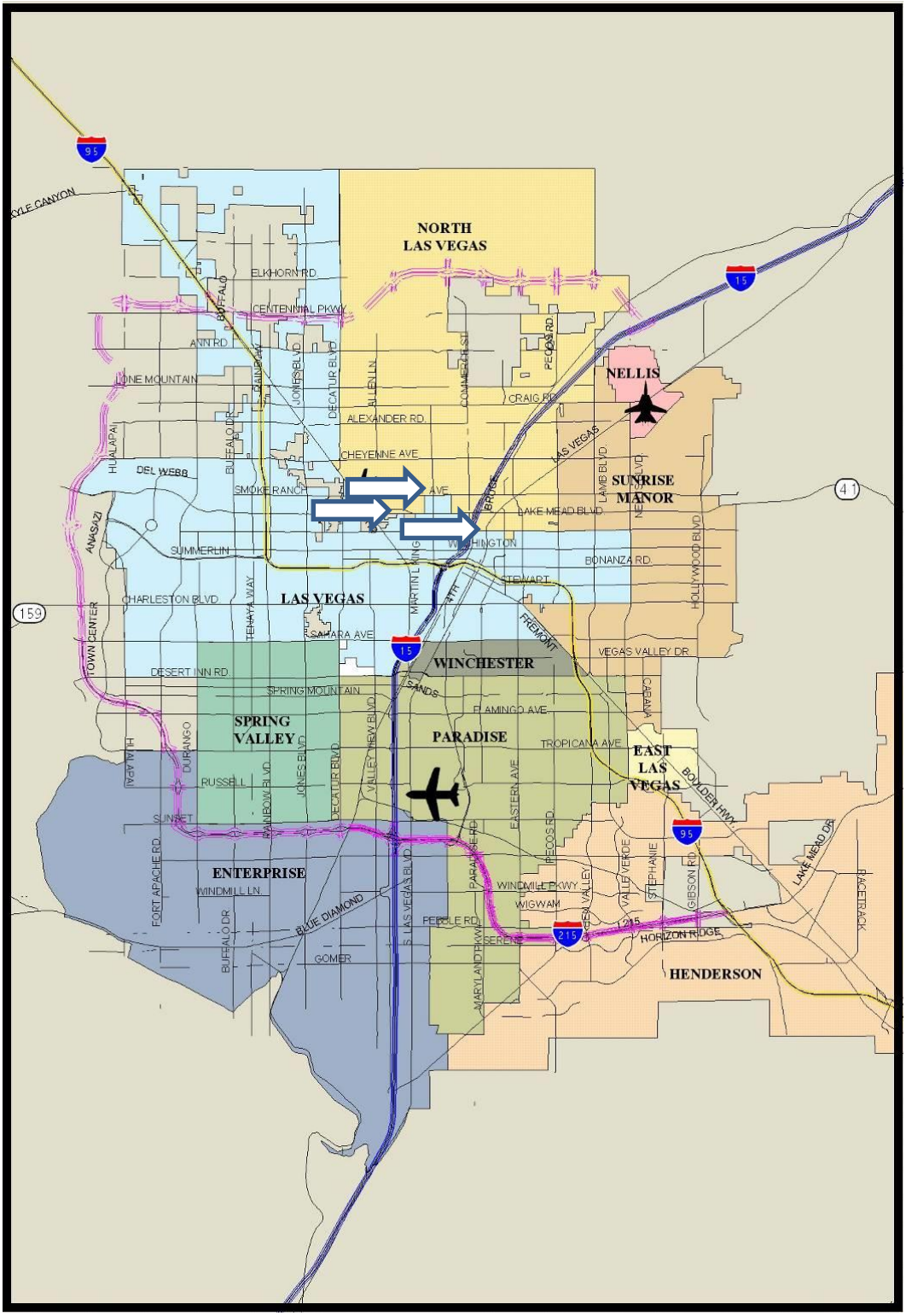
Data pertaining to the rental rates and vacancy rates were collected from a physical inspection of properties in the competitive market area, the Clark County Assessor's Office, and discussions with brokers, owners, and developers. The rental data was verified with the owner or property manager.

List of Items Requested but Not Provided

All items requested for this assignment have been provided.

Regional and Market Area Analysis

REGIONAL MAP



History

Members of a Mexican trading party traveling the Spanish Trail in 1829 left the established route and, during a trip scouting for water, discovered the Las Vegas Springs. Between 1830 and 1848, the name "Vegas", shown on maps of the day, was changed to Las Vegas, which means "the meadows" in Spanish. In 1865, Octavius D. Gass established a ranch and became one of the first permanent residents. By 1890, railroad developers had decided that water-rich Las Vegas would be a prime location for a railroad stop and town. Work on the first railroad grade into Las Vegas began the summer of 1904. Rails were connected with the eastern segment of track in October 1904, and the first train made its inaugural run from California to points east on January 20, 1905. The City of Las Vegas was founded on May 15, 1905 when the Union Pacific auctioned off 1,200 lots (in one day) in the area now known as "Glitter Gulch" – downtown Las Vegas.

Government

Las Vegas is the county seat for Clark County, which contains an area of approximately 7,910 square miles. Clark County is generally bound by the Colorado River, Lake Mead, and Arizona to the southeast; California to the southwest; and Lincoln and Nye Counties to the north. There are five incorporated cities in Clark County consisting of Las Vegas, North Las Vegas, Henderson, Boulder City, and Mesquite. The Las Vegas metropolitan area, or Las Vegas Valley, is generally identified as the cities of Las Vegas, North Las Vegas, Henderson, and the portions of unincorporated Clark County surrounding these three cities.

Climate

Las Vegas averages 184 days of sunshine per year with relatively low humidity, 139 days of partly cloudy skies and 42 days of cloudy skies. The average temperature throughout the year for 2014 was 72.0 degrees, which is above the normal at 68.1 degrees. That was taken from the McCarran International Airport, which is the official climate station for Las Vegas. 2014 ranked as the warmest year ever on records dating back to 1937. The 2nd warmest year was back in 2012 with an average temperature of 71.2 degrees. The highest temperature of the year was 104.5 degrees, which occurred in July 2014, while the lowest temperature was recorded at 42.1 degrees in January 2014. Precipitation totals for 2014 was 1.8 inches. In 2012, precipitation was 5.3 inches which ranked as the 19th wettest on record since 1937. This made 2012 the second year to finish with above normal precipitation, which is 4.5 inches, at the official Las Vegas climate control station since 2005.

Recreation

Two major attractions for visitors to Southern Nevada are Hoover Dam and Lake Mead. Construction of Hoover Dam (begun in 1932 and completed in 1935) created Lake Mead, the largest man-made reservoir in America. Encompassing 1.5 million acres, Lake Mead offers boating, fishing, scuba diving, water skiing, wind surfing, sailing, jet skiing, and camping along its 700-mile shoreline and is a water source for nearly 25 million people. Lake Mead and Hoover Dam attract more than 18 million people each year with 69% of local visitors visiting the dam.

The Las Vegas Valley is home to 60 golf courses and Las Vegas is the only city to have hosted official events of all three professional tours, the Seniors, PGA, and LPGA, in one year. The area has more than 220 parks which provide baseball fields, basketball courts, tennis courts, swimming pools, playgrounds, and numerous organized sports leagues.

There are many outdoor recreational areas within a short distance of Las Vegas. Red Rock Canyon, 15 miles west of the Strip, offers sightseeing, hiking and biking trails in its 200,000 acres of multicolored sandstone. Just 35 miles northwest of Las Vegas is Mt. Charleston, the highest point in Southern Nevada (11,918 feet). The Mt. Charleston Recreational Area offers winter sports, campgrounds, and hiking. The Valley of Fire, Nevada's oldest state park, and the Floyd R. Lamb State Park, as well as numerous ghost towns, are within a few hours' drive. Utah ski and outdoor recreation areas and the Grand Canyon are only a few hours' drive from Las Vegas.

Sports Venues

The 19,522-seat Thomas and Mack Center is the home of the UNLV Running Rebels Basketball Team. The 420-acre Sam Boyd Stadium hosts games for UNLV's football team. The 10,000-seat Cashman Field is home to the Las Vegas 51's, the triple-A farm team of the New York Mets. Additionally, Las Vegas has many professional sporting events including the National Finals Rodeo, off-road races, boxing matches, hockey tournaments, golf tournaments, tennis tournaments, and motorcycle races throughout the year.

The $200 million, 107,000-seat, 1,600-acre Las Vegas Motor Speedway has a 1.5-mile superspeedway, 1/2-mile clay oval, 3/8-mile paved oval drag strip, motocross, go-kart, 1/3-mile flat track and 2.5-mile road course. Nicknamed "the diamond in the desert", the facility hosts NASCAR, NHRA, AMA, World of Outlaws, and various other auto and motorcycle racing events yearly.

MGM has teamed up with AEG, the Los Angeles-based operator of the Sprint Center, and MGM Resorts International as well as Populous, one of the country's premier sports architecture firms to develop a 20,000 seat arena. The cost is estimated at $350 million and is to be completed in Spring 2016. It will be used for sporting, entertainment, special events, and could suggest bringing a permanent major sport such as a Hockey or NBA team.

Cultural Events

Las Vegas is home to the Nevada Ballet Theater, one of the country's ten best regional ballet companies; the Nevada Opera Theater; The Rainbow Company Youth Theater; the New West Stage Company; the Las Vegas Little Theater; the CineVegas International Film Festival, and the Southern Nevada Youth Company. In 2009, building began on the $470 million Smith Center for the Performing Arts located on 5 acres in downtown Las Vegas's 61-acre Symphony Park. It opened in March 2012 containing three theaters in two buildings, Art Deco design style, and a 17 story carillon tower with bells and is the First performing arts center in the nation to be Gold LEED certified.

There are several museums in the area including two Guggenheim Museums at the Venetian Hotel. The Guggenheim Hermitage is a collaboration between Russia's State Hermitage Museum and New York's Solomon Guggenheim Foundation. Additionally, the Guggenheim Las Vegas opened at the Venetian and boasts 63,700 square feet of exhibit space. Other museums include the Nevada State Museum and Historical Society, the Las Vegas Museum of Natural History, the Las Vegas Art Museum, the Lied Discovery Children's Museum, the Guinness World of Records Museum, the Imperial Palace Antique Auto Collection, the Liberace Museum, Ripley's Believe-it-or-Not Museum, Mob Museum, Neon Museum & Boneyard, Pinball Hall of Fame, Shelby Automobiles-Sports Car Museum, Madame Tussaud's Wax Museum, the Bellagio Gallery of Fine Art, the Wynn Collection of Fine Art, and the Casino Legends Hall of Fame.

Population

The following chart indicates the population and growth rates for the Las Vegas Valley as estimated by the Clark County Department of Comprehensive Planning as of July of each year. The population estimates include the cities of Las Vegas, North Las Vegas, Henderson, Boulder City, Mesquite, Laughlin, adjoining areas surrounding the incorporated cities, and the outlying portions of unincorporated Clark County.

POPULATION ESTIMATES FOR CLARK COUNTY

YEAR	POPULATION ESTIMATE	GROWTH RATE
2004	1,747,025	6.4%
2005	1,815,700	3.9%
2006	1,912,654	5.3%
2007	1,996,542	4.2%
2008	1,986,145	-0.5%
2009	2,006,347	1.0%
2010	2,036,358	1.5%
2011	1,966,630	-3.4%
2012	2,008,654	2.1%
2013	2,062,253	2.7%
2014	2,102,238	2.0%

Source: Clark County Comprehensive Planning

The Census Bureau's latest statistics show that in 2005, Nevada was the fastest growing state in the nation, in terms of population percentage, for the nineteenth consecutive year. The majority of the past growth has occurred in southern Nevada, largely due to the booming economy of Las Vegas. In 2008, the population decreased for the first time in several decades mainly due to the stoppage of work as a result of the current recession.

Between 5,000 and 7,000 people each month were making Las Vegas their home. Many people left the area due to poor economic conditions in 2011, but this was temporary. With the return of new jobs, the population is increasing once again.

Economic Data

The Las Vegas economy is closely linked to tourism and gaming. The most significant economic indicators are related to visitor volume, conventions, gaming revenue, and total visitor revenue. The following is a summary and analysis of this data.

TOURISM AND GAMING STATISTICS

YEAR	VISITOR VOLUME	CONVENTION ATTENDANCE	GROSS GAMING REVENUE	VISITOR SPENDING
2004	37,388,781	5,724,864	$8,711,998,881	$33,724,467,000
2005	38,566,717	6,166,194	$9,717,372,388	$36,733,453,000
2006	38,914,889	6,307,961	$10,630,452,393	$39,406,265,000
2007	39,196,761	6,209,253	$10,868,455,573	$41,578,079,000
2008	37,481,552	5,899,725	$9,796,750,908	$38,047,000,000
2009	36,351,469	4,492,275	$8,833,901,613	$32,272,000,000
2010	37,335,426	4,473,134	$8,908,630,029	$35,601,000,000
2011	38,928,708	4,865,272	$9,222,906,125	$39,072,000,000
2012	39,727,022	4,944,014	$9,399,883,167	$40,005,000,000
2013	39,668,219	5,107,416	$9,673,050,000	$45,200,000,000
2014	41,126,512	5,169,054	$9,554,002,000	$50,082,000,000

Source: UNLV Center for Business & Economic Research

From 2008 to 2009 visitor volume (-4.8%), and gaming revenues (-9.8%) decreased, while convention attendance (-23.9%) was also down. Year-to-year figures have gone down in 2008 and 2009 for visitor volume, convention attendance, gaming revenue, and total visitor revenue in the Las Vegas metropolitan area. However, Las Vegas visitor volume (+2.1%), visitor spending (+4.8%) and gross gaming revenue (+0.8%) have increased from 2009 to 2010. Convention attendance for 2010 was down 0.4% compared to 2009. In 2011, visitor volume (+3.6%), visitor spending (+9.7%) gaming revenue (+3.5%) and convention attendance (+8.8%) all increased over the 2010 figures. In 2012, visitor volume (+1.5%), visitor spending (+2.3%), gaming revenue (+1.9%) and convention attendance (+1.6%) all increased over the 2011 figures. Although visitor volume decreased in 2013, convention attendance, gaming revenue and visitor spending all increased. In 2014, visitor volume hit a new record high, as did visitor spending.

Southern Nevada has reached new record visitor volumes and has shown improvement in gaming and revenue, despite increased competition nationally and globally. Baccarat's share of table games revenue has seen a steady increase from 21.48% in 2004 to 37.1% as of the Year-End 2012. The trend has continued at about 40% in 2013 and 38.4% in 2014. The shift in revenue patterns demonstrates that retail customers, who make up the vast bulk of the visitors to Las Vegas, are looking beyond gaming. This new pattern is true both on the Strip and in Downtown.

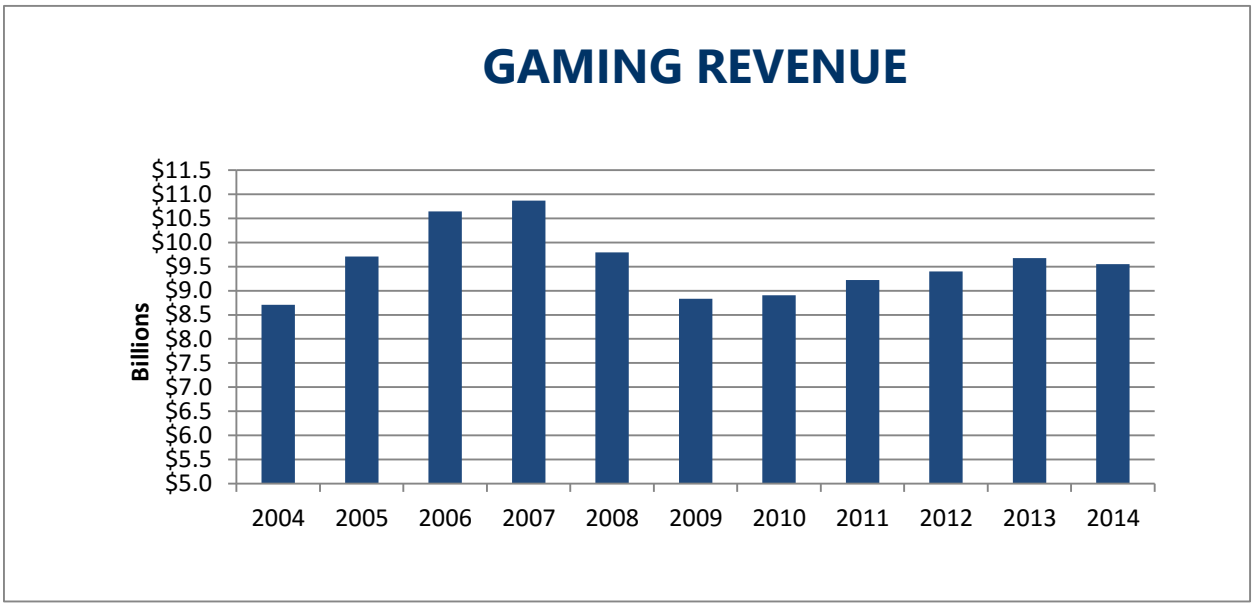
Las Vegas surpassed Chicago as the U.S. city with the most four-diamond hotel rooms as rated by the American Automobile Association. Seventeen Las Vegas Valley hotels, totaling more than 30,000 rooms, are now rated as 4-diamond by AAA. Five hotels, including the Four Seasons, ARIA Sky Suites, Mandarin Oriental, Wynn Tower Suites, and the SkyLofts at the MGM Grand, and two hotel casinos, including the Bellagio and Aria Resort & Casino, have been given the five-diamond award. The Bellagio was the first hotel-casino in the U.S. given this prestigious award. Additionally, Las Vegas is home to twenty-five 4-star restaurants and five 5-star restaurants.

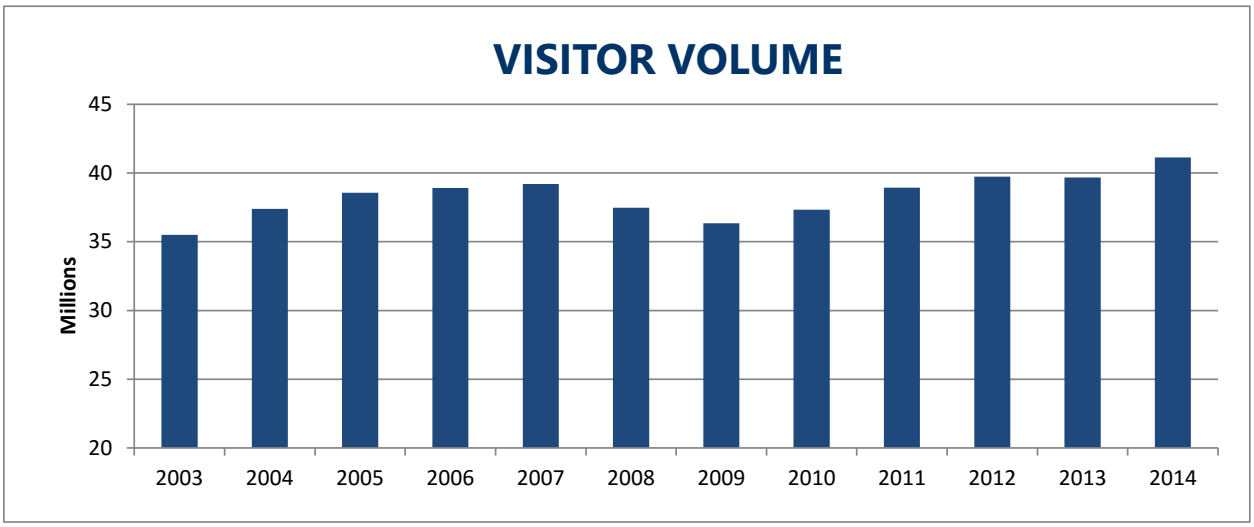
Las Vegas is home to 15 of the 20 largest hotels in the United States, with 12 having more than 3,000 rooms. As of December 2014, room inventory was 150,544, with overall occupancy at a healthy 86.8%. The number of new hotel rooms is expected to increase, but at a much slower rate than in the past and is being offset by the demolition of older hotel and casino properties. Neither gaming nor rooms have recovered to their pre-recession peaks. Recently completed large-scale projects include the $1 billion addition to the Wynn Resort and CityCenter, which was touted as the largest

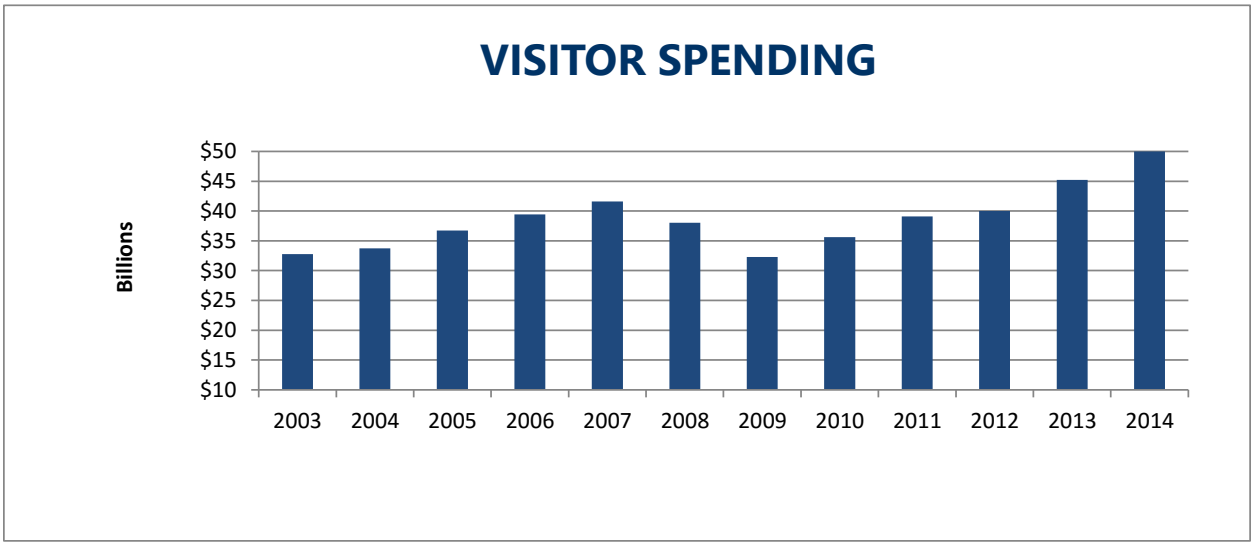
single construction project in North America. Genting purchased the Echelon site and is building Resorts World Las Vegas, and it is clear that it is a question of when, not if, new product opens on the Strip.

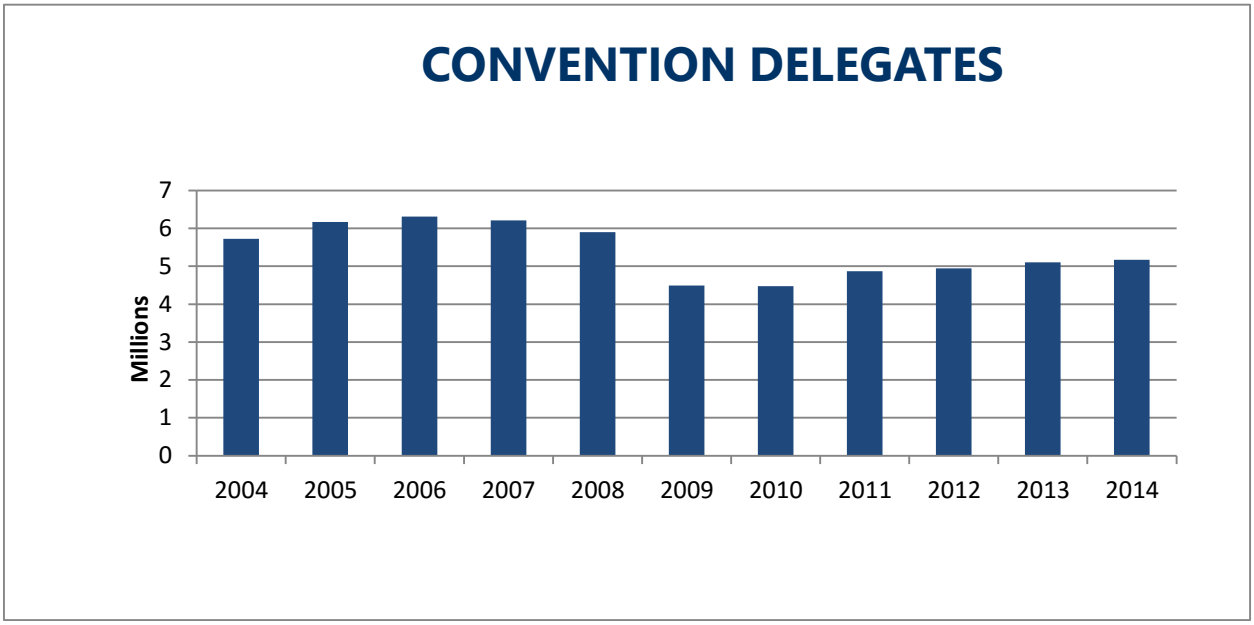
Downtown Las Vegas is, in some respects, leading the Strip. The past five years have seen renovations or expansions at the Plaza, Golden Gate, Golden Nugget, The D, and El Cortez. The latest major upgrade was the Downtown Grand, which replaced the former Lady Luck in 2014.

The enormous size of the Las Vegas tourist industry is evident by the preceding statistics. To illustrate the growth, the preceding statistics have been presented in graph format as shown on the following charts:









Conventions

The Las Vegas Convention Center is one of the largest convention centers in the world with 3.2 million square feet. During 2011 convention attendance was at 4,865,272, an 8.8% increase from 2010 at 4,473,134. There were 18,004 conventions and meetings held in 2010 with 19,029 held in 2011. During 2013 convention attendance was at 5,107,416, a 3.3% increase from 2012. There were 22,027 conventions held in 2013, which is an increase of 1.9% over 2012. In 2014, there were 22,103 conventions held, only a slight increase over 2013. Conventions in Las Vegas helped generate $9.6 billion in gaming revenue in Clark County during 2014, a decrease from $9.7 billion in 2013.

Employment

Las Vegas, in the past, has its own way of surviving economic downturns – build more Strip resorts. Some 40,000 new hotel rooms have been in various phase of planning and construction along Las Vegas Boulevard, which had been projected a stable construction workforce employed through 2012. However, current economic conditions are eroding the prospects for many new projects on the Strip

and elsewhere. In the month of December 2008, builders cut 11,300 positions locally and the leisure sector cut 3,000 jobs in Clark County.

By late-2008, the employment market reported clear signs of weakening as overall job growth in southern Nevada turned negative by 15,500 jobs from the same period of the prior year. Pullback within the construction industry contributed a net job loss of 11,300 positions (down 11.5%).

Previously, annual employment growth flourished during the opening of major resorts. Las Vegas Sands opened the $1.9 billion Palazzo in January 2006, the $600 million Trump International Hotel and Tower opened in spring 2008, and Wynn's $2.1 billion Encore opened in fall 2008. Another major Strip project is CityCenter, which opened in December 2009. This increase in Strip resort employment translates into additional jobs both inside and outside the hotel-casino industry, including those in professional, retail and commercial services.

Regarding the quality of the Las Vegas workforce, newly-relocated and expanding companies can draw from the large labor pool of service industry personnel, providing high-end marketing and administrative support centers with upgradeable workers. And the critical mass of technical, engineering and scientific personnel generated by Nellis Air Force Base and the Nevada Test Site represents an important contribution to the Las Vegas area's work force. In addition to the 11,000 employees at Nellis Air Force Base, there are over 12,200 military retirees living in the region, who can be tapped for some needed skill set.

Nellis Air Force Base is the largest tactical fighter weapons center in the United States, with an annual payroll of approximately $250,000,000. Nellis Air Force Base is home to the United States Air Force Demonstration Squadron "Thunderbirds".

The Nevada Test Site is a massive outdoor laboratory and national experimental center that cannot be duplicated. Larger than the state of Rhode Island, the facilities encompass approximately 1,350 square miles, making this one of the largest restricted access areas in the United States.

The Las Vegas labor market has experienced a significant downturn due to poor economic conditions and population growth in the state is slowing. In December 2014, the total labor force for the Las Vegas MSA was 1,023,287 with the unemployment rate at 7.0%, down from 9.5% in December 2013. As of April 2015, the total labor force for the Las Vegas MSA was 1,039,051, with the unemployment rate at 7.1%. The following chart summarizes the total labor force for Clark County.

CLARK COUNTY LABOR FORCE

	DEC 2009	DEC 2010	DEC 2011	DEC 2012	DEC 2013	DEC 2014
Total Labor Force	982,500	987,759	942,200	980,162	989,882	1,023,287
Unemployment	117,400	136,263	119,500	117,408	94,212	71,170
Unemployment Rate	12.0%	13.8%	12.7%	10.0%	9.5%	7.0%
Total Employment	865,100	851,496	822,700	862,754	895,670	952,117

Source: State of Nevada Department of Employment, Training & Rehabilitation

Education and Training

With over 300,000 students, 35,000 employees, 336 schools and an annual budget of $5.2 billion, the Clark County School District is the fifth-largest school district in the nation. It is also one of the fastest-growing school districts in the country, absorbing thousands of new students each year.

The College of Southern Nevada is available to residents and offers a wide variety of educational and occupational courses to more than 42,000 students in at least 75 high-demand career programs.

The University of Nevada, Las Vegas (UNLV) is nationally respected for its college of hotel management, college of business and economics, and college of engineering and computer science. UNLV has a number of research and support facilities on its 332-acre campus, with over 28,500 students and 2,925 faculty and staff as of Fall 2014. UNLV recently opened a state-supported law school, the first of its kind in the nation to open in twenty years.

The Nevada State College opened in September 2003 and has grown to more than 3,400 students, 154 full-time faculty and staff, and offers over 35 high-demand majors and minors. It is the first four-year state college in Nevada, with its main campus located in Henderson, Nevada.

In addition, there are 44 private schools with enrollments of more than 100 students.

Utilities

The Las Vegas Valley Water District supplies water to the majority of the Las Vegas Valley. The cities of Henderson, Boulder City, and North Las Vegas operate separate water companies. Electrical power is furnished by NV Energy; gas is furnished by Southwest Gas Corporation; and telephone service is provided by CenturyLink Telephone Company. Sewer service is municipally owned by the City of Las Vegas and the Clark County Government.

Utility expenses for Las Vegas are favorable over most metropolitan areas throughout the Southwest. Electricity rates are low as shown by the following survey provided by NV Energy.

ANNUAL ELECTRIC POWER COST COMPARISONS

PROVIDER	RESIDENTIAL TYPICAL NV ENERGY CUSTOMER 1,250 KWH/MO	COMMERCIAL 21,600 KWH & 50 KW DEMAND/MO	INDUSTRIAL, 1,100,000 KWH & 2,500 KW DEMAND/MO
Sierra Pacific Power Co.	$11.65	$8.86	$7.27
Arizona Public Service Co.	$12.15	$9.65	$8.62
NV Energy	**$13.43**	**$9.49**	**$8.35**
Los Angeles Dept. W & P	$15.23	$13.06	$10.86
So. Cal. Edison	$23.76	$13.21	$10.83
PG&E (San Jose)	$25.56	$17.31	$13.70
San Diego Gas & Electric	$33.14	$18.20	$16.12

Source: 2015 Las Vegas Perspective

Las Vegas has the third lowest electricity rate for residential, and the second lowest rate for commercial and industrial use as indicated by the survey. Low electricity rates are an especially important consideration to manufacturing firms that are typically high electricity users.

The Las Vegas Valley Water District has indicated that the supply of water has become a critical issue due to the ongoing drought in the Western United States. The Southern Nevada Water Authority relied on one pipeline and one treatment facility for 85% of its water until 1998 when construction was completed on a second pipeline, new pumping stations and reservoirs. Construction was also completed on a second treatment facility in 2001. The Southern Nevada Water Authority hopes to have its new $817 million deep-water intake on line by the end of September 2015. Water quality was enhanced with the installation of the world's largest state-of-the-art ozonation system.

The Las Vegas Valley gets about 90 percent of its water from the Colorado River which is facing the worst drought on record. Since April 2000, Lake Mead's water level has dropped approximately 130 feet and as of April 2015 is at 38% of capacity. The Las Vegas Valley Water District has adopted mandatory conservation measures to help the community weather the drought. These drought measures include outdoor watering restrictions, landscape watering assignments, and increases in water rates and water waste fees.

Lake Mead is more than three trillion gallons below capacity and reached a record low of 1,080 feet above sea level in April 2015. Should the water level get below the 1,075 market, it will trigger the first federal shortage declaration on the Colorado and prompt Nevada and Arizona to cut back on the amount of water they take from the river. If the water falls below 1,050 feet, one of the intake pipes that delivers water to the Las Vegas Valley will stop working. Despite above-average rainfall in the valley and community-wide conservation efforts, it will take many years of above-normal runoff in the Rocky Mountains before Lake Mead's water level returns to the level before the drought began.

Transportation

With borders on five states, Nevada provides efficient transportation links to major western markets. Las Vegas is at the hub of an extensive transportation network on three major highway corridors: Interstate 15, US Highway 95, and US Highway 93, linking the city to major metropolitan areas such as Los Angeles, California (272 miles to the west); Phoenix, Arizona (287 miles to the southeast); Salt Lake City, Utah (419 miles to the northeast); and Reno, Nevada (445 miles to the northwest). Interstate 15, the main transportation corridor, provides transportation to Los Angeles and Salt Lake City, and handles approximately 50% of the total incoming traffic flow.

There are times of heavy traffic along major highways, especially at early morning and late afternoon during peak commuting hours. Congestion near the intersection of Interstate 15 with U.S. Highway 95, nicknamed the "Spaghetti Bowl", was a daily occurrence until construction was completed on five major ramps and several one-lane ramps. Project Neon is the largest highway construction project in the history of Nevada, and is being undertaken at a cost of $1.5 billion by the Nevada Department of Transportation to overhaul the I-15/US-95 Spaghetti Bowl interchange, expand the I-15 lanes for 3.7 miles from Sahara Avenue to the Spaghetti Bowl, and reconstruct the Charleston Boulevard/I-15 interchange. The Spaghetti Bowl traffic slows to a halt during primary morning and afternoon traffic hours, and an average of three car accidents per day occur as 250,000 cars drive through the Spaghetti Bowl every 24 hours. The traffic is projected to double to 500,000 cars per day by 2030.

In late 2007, the Regional Transportation Commission began to rebrand the Citizen Area Transit system to RTC Transit. In 2014 this system carried 61.7 million passengers in the greater Las Vegas Valley. The RTC transit fleet consists of 39 routes served by 379 vehicles. Recently the RTC

introduced the ACE Gold Line rapid transit system that connects Downtown Las Vegas to the Las Vegas Convention Center and the Las Vegas Strip. The ACExpress transports passengers from a park and ride area in the northwest to downtown, the Strip, and ends at UNLV in the southeast.

In November 2007, the RTC opened the first high-occupancy vehicle (HOV) lanes in the Las Vegas Valley to ease rush-hour congestion. These dedicated lanes are exclusively for express transit service, cars and small trucks with two or more people, and motorcycles.

The Union Pacific Railroad serves the Las Vegas Valley with excellent delivery times to and from Las Vegas. A trailer on flatcar can reach Los Angeles and Salt Lake City in one day, Kansas City, Portland, St. Louis, and Seattle in two days and Chicago in three days.

McCarran International Airport is located five miles south of the central business district of Las Vegas. It covers an area of 2,800 acres and has four runways. In 2012 McCarran was ranked 8th in North America for passenger traffic and 23rd in the world. Total 2014 arriving and departing passengers were 42,869,517, which is a 2.4% increase from 2013. A survey by J.D. Power & Associates ranked McCarran International Airport as the second best airport in America in customer service in 2008. The Clark County Department of Aviation continues to expand to keep pace with growth.

A proposed Amtrak passenger train would provide service from Las Vegas to Los Angeles, but funding has not been approved. Xpresswest is developing a high speed train starting from Los Angeles to Las Vegas, Las Vegas to Phoenix, Las Vegas to Salt Lake City, and Salt Lake City to Denver allowing all major nearby cities access to Las Vegas without using the freeways. Other projects such as expanding the monorail system from the Airport to the Convention Center and downtown are being considered. Overall, the transportation system is rated as good to and from Las Vegas, and is steadily improving.

Taxes

Nevada has one of the lowest tax structures within the United States. *CNN.Money.com* ranked Nevada second lowest out of fifty states on the total tax burden for a typical household as of August 2008 (most recent data available). The taxes included state, local, sales, property, and gasoline. *Bloomberg Personal Finance Magazine* rated Nevada as the third state for low tax burden and fifth for its minimal tax bite on unearned retirement income. The U.S. Census which compares annual state and local taxes per $1,000 of personal income for individuals ranks Nevada fifteenth in the country. The favorable tax climate is the number one reason businesses are attracted to the area. Nevada does not have a corporate income tax, personal income tax, unitary tax, franchise tax, inheritance, estate, and/or gift tax, special intangible tax, admission tax, or chain store tax.

Property Taxes

Nevada's constitution limits real property taxes to $5.00 per $100 of assessed valuation. However, the 1979 legislature statutory limited the taxable assessed valuation to $3.64 per $100. Property taxes for the 2014-15 tax year generally range from $2.5017 to $3.4030 per $100 of assessed value throughout the Las Vegas Valley. Assessed value is limited to 35% of the depreciated cost of the improvements plus land value.

Sales and Use Tax

The current sales tax in Clark County is 8.1%. Sales tax does not apply to food products for home consumption. In comparison to the entire state of Nevada, the Las Vegas Valley represents about 70% of the total taxable sales. The following is a summary of the taxable sales for Clark County for the past several years.

CLARK COUNTY RETAIL SALES

YEAR	TAXABLE SALES	CHANGE
2000	$21,402,237,000	
2001	$22,782,626,000	+6.4%
2002	$22,983,727,000	+0.9%
2003	$24,650,382,575	+7.3%
2004	$28,286,187,000	+14.7%
2005	$32,606,312,000	+15.3%
2006	$35,745,051,299	+9.6%
2007	$36,262,388,000	+1.4%
2008	$35,930,373,796	-0.9%
2009	$31,378,242,000	-12.7%
2010	$27,969,288,365	-10.9%
2011	$29,046,721,805	+3.9%
2012	$31,080,880,557	+7.0%
2013	$32,566,664,630	+4.8%
2014	$35,205,530,864	+8.1%

Source: Nevada Department of Taxation

Personal Property Tax

Nevada has a free port law that exempts all personal property in transit through Nevada from state taxation while it is being stored, assembled, or processed for ultimate use in another state. Other items exempt include inventories held for sale within Nevada; personal property stored in a warehouse for interstate transit; and all raw materials and supplies utilized in manufacturing processes.

State Business Tax

The business tax is based on the average number of employees within the state. The tax is graduated and generally varies from $15 to $30 per employee per quarter.

Construction

The Las Vegas metropolitan area has experienced significant growth in the construction industry, driven by the development of major hotels/casinos. The following is an overview of the residential, retail, professional office, and industrial markets within the Las Vegas Valley.

Single-Family and Multi-Family Residential

The following table illustrates the number of construction permits issued for single-family and multi-family residential units from 1997 to 2014. The area surveyed includes the cities of Las Vegas, North Las Vegas, Henderson, Boulder City, Mesquite, and unincorporated areas of Clark County.

YEAR	SINGLE FAMILY PERMITS	CHANGE	MULTI-FAMILY UNITS	CHANGE	TOTAL UNITS	CHANGE
2000	20,826		6,195		27,021	
2001	22,940	10.2%	8,513	37.4%	31,453	16.4%
2002	21,322	-7.1%	8,507	-0.1%	29,829	-5.2%
2003	26,609	24.8%	10,549	24.0%	37,158	24.6%
2004	31,031	16.6%	5,843	-44.6%	36,874	-0.8%
2005	29,408	-5.2%	9,671	65.5%	39,079	6.0%
2006	20,727	-29.5%	13,138	35.8%	33,865	-13.3%
2007	13,022	-37.2%	11,418	-13.1%	24,440	-27.8%
2008	5,740	-55.9%	7,413	-35.1%	13,153	-46.2%
2009	3,813	-33.6%	1,981	-73.3%	5,794	-55.9%
2010	4,509	18.3%	1,262	-36.3%	5,771	-0.4%
2011	3,872	-14.1%	1,847	46.4%	5,719	-0.9%
2012	6,111	57.8%	1,658	-16.3%	7,769	35.8%
2013	7,072	15.7%	2,697	113.7%	9,769	25.7%
2014	6,774	-4.2%	2,938	59.1%	9,712	-0.6%

Source: 2015 Las Vegas Perspective

As seen in the previous table, permitting for single-family units had been decreasing, dropping by about 69.3% from 2007 to 2011. A rebalancing of the housing market is underway and will likely continue throughout 2015. Continuation in the rate of permitting at recent rates and a continued population growth will be needed to bring supply and demand back in balance.

New home sales set a record in 2005 at 30,750 homes (not including 7,767 apartment-to-condominium conversions), which was 5% higher than the previous record of 29,248 new homes sold in 2004. Sales of existing homes in 2005 reached 54,663, which was 2.3% less than 2004's total. The lower resale number had provided optimism for a more stabilized market. However, the residential market softened in 2006, and by 2011, new home sales totaled just 3,894. Homes available on the resale market increased in 2006 and 2007 to reach nearly 30,000 which is another indication of the soft market. Additionally, the median price of a new home in the Las Vegas Valley was $312,204 in March 2015, which was 7.6% less than the median price in 2006 of $337,781, but up 58% from $197,490 in August 2011. The median price of existing homes is down 37% from $285,000 in 2006 to $180,000 in March 2015, but up 68% from $107,000 in August 2011. The market clearly flattened out in the second half of 2006 and declined thereafter, but a panel of residential real estate experts at the November 2012 and November 2013 Appraisal Institute Las Vegas Market Symposium indicated that resale home prices had reached bottom in 2011, and that the prices have steadily been increasing. Home Builders Research continues to project that the long-term health of the Las Vegas housing market should be good as the recovery progresses.

The Nevada Department of Employment Training and Rehabilitation (DETR) reported that 23,600 jobs were created in Clark County from March 2014 to March 2015. For Comparison, Nevada Workforce reported that 23,800 new jobs were created in Clark County in 2013, with every major industry reporting job growth. Nevada overall in 2013 outpaced the nation in terms of job growth. Also, Nevada ranked first nationally in home price increase in 2013 (up 20%), and home prices are expected to continue to increase, although at a slower rate, until the Southern Nevada median resale price of $180,000 catches up to the national median price of $210,000. Southern Nevada homebuilders hope to sell 8,000+ homes in 2014, and new-home building permits are up more than

18% year-over-year. Nat Hodgson, executive director of the Southern Nevada Home Builders Association, indicates it is reasonable to expect the local market to sell 12,000 homes a year in the near future. Clearly, signs of recovery for the Southern Nevada home market are evident, but the market needs to keep strengthening before it is again considered in strong health.

Mortgage rates increase dampening effect on selling and buying real estate. New home construction has increased substantially but the rise in interest rates could slow down over the next year reducing new home construction in a more sustainable pace.

Year	Median New Home Price	Change
2000	$161,893	9.60%
2001	$178,920	10.5%
2002	$186,827	4.4%
2003	$209,611	12.2%
2004	$290,287	38.5%
2005	$309,990	6.8%
2006	$330,094	6.5%
2007	$280,085	-15.1%
2008	$256,235	-17.5%
2009	$213,023	-16.7%
2010	$218,080	2.4%
2011	$212,250	-2.7%
2012	$218,114	2.7%
2013	$298,601	37.9%
2014	$291,785	-3.1%

Year	Recorded Home Sales	Change
2000	50,039	4.90%
2001	57,367	14.6%
2002	61,123	6.5%
2003	75,022	22.7%
2004	93,640	24.8%
2005	97,479	4.1%
2006	71,475	-26.7%
2007	40,422	-43.4%
2008	10,504	-74.0%
2009	5,275	-49.8%
2010	5,341	1.3%
2011	3,894	-27.1%
2012	5,544	30.9%
2013	7,303	45.2%
2014	6,007	-23.4%

Source: Southern Nevada Home Builders Association

The tremendous growth in the Las Vegas Valley in the recent past has led to several large master-planned developments such as Aliante, Mountain's Edge, Providence, etc. The following table shows the ten best-selling homebuilders in Las Vegas for 2014. At the end of 2014 there were 33 traditional home building companies (pulled 5 or more permits for single-family, detached homes in 2014) in Southern Nevada, which is more than the 27 home building companies in 2012 and 2013. There were 26 at the end of 2011, 32 at the end of 2010, 26 at the end of 2009, 38 at the end of 2008, 47 at the end of 2007, and 77 at the end of 2006. The historic high was 179 in 1996.

TOP 10 HOMEBUILDERS IN 2014

BUILDER	RECORDED SALES
Lennar	879
DR Horton	828
Richmond American	570
Ryland Homes	537
KB Home	462
American West	401
Pulte Homes	289
Beazer Homes	264
Pardee Homes	263
Century Communities	230

Source: Southern Nevada Home Builders Association

Las Vegas had seen a rise in high-end luxury custom home and luxury condominium projects. However, due to the collapse of the housing sector, numerous projects have been delayed or cancelled.

According to the *Lied Institute of Apartment Market Trends*, 1st Quarter 2015, the Las Vegas apartment market saw an increase in both asking rents and vacancy rate. Asking rents increased by 2% during the quarter and the average asking rent is now $815. Asking rents are up 7% in a year-over-year basis. After seeing a large decrease in asking rents in Las Vegas remain 7% lower than their peak in 2007. Preferable market conditions would involve coupling rent appreciation with waning vacancies, which are wavering occupancy currently. Apartment complexes, to a certain extent, compete with individually owned units, which mostly consist of single-family homes, townhomes, and condominiums. MLS rental leases, a proxy for this competition, typically start picking up towards the end of the first quarter and there was a three-month moving average of 2,774 leases in March 2015 – 10% more than the end of last quarter. However, MLS leases are down 319 leases (30%) on a year-over-year basis. Apartments compared to single-family homes often tend to offer shorter lease contracts, smaller deposits, and more common community amenities (i.e., pool, gym, or recreation center). Nevertheless, economic conditions, more than anything will influence the apartment market, especially as residents find better jobs, earn higher income, and recover financially.

Retail

According to *First Quarter 2015 Retail Market Survey* prepared by Applied Analysis, there is 54,530,677 square feet of retail space contained in 361 centers with a vacancy factor of 9.4%. The Las Vegas retail market reported positive net absorption of 87,200 square feet during the quarter, and in the past year, there has been 1.7 million square feet of net move-ins. Pricing during the first quarter of 2015 was reported at an average asking rate of $1.65 per square foot per month. This is slightly below that reported for the fourth quarter of 2014 at $1.66, which was a new record high from year-end 2010. Two anchored retail projects totaling 107,800 square feet completed construction during the first quarter, bringing total inventory to 54.5 million square feet. Development activity increased to 688,200 square feet in the first quarter as five anchored retail projects were under construction at the end of the period. The most notable project that broke ground during the quarter was IKEA's first Las Vegas store, which will encompass 351,000 square feet. Southern Nevada population increased 1.9 percent in 2014 to a record 2.1 million, with many

new residents drawn to the region's improving job market. In addition, new master planned communities provide opportunities for future retail development, including Cadence in Henderson, Skye Canyon in the northwest and potentially Park Highlands in North Las Vegas. An expanding base of consumers and positive employment gains are expected to drive demand in the retail sector.

Professional Office

According to *First Quarter 2015 Office Market Survey* prepared by Applied Analysis, there is 52,933,598 square feet of office space contained in 1,914 buildings with a vacancy factor of 23.6%. The office market reported approximately 113,700 square feet of positive net absorption in the first quarter, which compared favorably to the negative 83,800 square feet of net absorption witnessed in the same quarter one year ago. Two office projects completed construction in the Las Vegas valley during the first quarter, adding 69,000 square feet to the market and bringing total inventory to 52.9 million square feet. Construction activity fell to 232,700 square feet by the end of the first quarter of 2015 as three projects remained actively under development throughout the Las Vegas valley. The current average asking rental rate is $1.87, which is down 16.2% from year-end 2009. Office-using employment reported a year-over-year increase of 4,400 positions in the latest period, with the professional and business services sector reporting the most substantial gain of 4,000 positions. The office market is expected to continue to report increased demand as the need for professional office space follows employment growth within the sector, but it will be some time before the market reaches absorption levels necessary to return vacancies to historical norms. At current inventory levels, the office market would be required to experience 1.9 million square feet of positive net absorption in order to reach a vacancy rate of 20.0 percent.

Industrial

According to *First Quarter 2015 Industrial Market Survey* prepared by Applied Analysis, there is 108,313,332 square feet of industrial space contained in 3,498 buildings with a vacancy factor of 7.4%, which is a decline from the fourth quarter of 2014. The industrial market continues to report stronger demand than its retail and office counterparts. The sector has reported annual declines in vacancy rate for 12 consecutive quarters. At current inventory levels, if this trend were to continue throughout the remainder of 2015, the industrial market vacancy rate would fall below 5.0 percent by the end of the year. Approximately 1.2 million square feet of positive net absorption was reported in the first quarter of 2015, with the industrial market experiencing 4.3 million square feet of net move-ins in the past year. During the first quarter of 2015, three industrial projects totaling 505,200 square feet completed construction, bringing total inventory to 108.3 million square feet. The amount of space actively under construction fell to 2.1 million square feet in the first quarter of 2015. Average asking rates increased slightly year-over-year to $0.57 per square foot per month, and this represents an increase or holding steady of seven consecutive quarters. Average asking rates have declined 25% since the peak in the second quarter of 2007 at $0.76 per square foot.

Summary

Southern Nevada's warm climate and job opportunities have attracted new residents to the area. Las Vegas is a growing community that has many activities suiting many different lifestyles. Entertainment and gaming have attracted a number of visitors and conventioneers increasing the total visitor revenue. The new hotel/casinos recently opened or under construction should lure more visitors, further increasing revenue, and allowing for more job opportunities. The transportation system is good, as Las Vegas is centrally located to major metropolitan areas in the West. Since more freight arrives than leaves the city, there are tremendous savings on outbound shipments.

In conclusion, although the local real estate market softened as the economy weakened and financing tightened the economic and financing conditions have been improving. Additionally, the construction of over 30,000+ hotel rooms a few years ago, along with new hotel construction, expansion, and renovation since then, has helped to soften the local recession, and the Las Vegas metropolitan economy, as a whole, should regain a position as one of the stronger metropolitan economies in the United States when the current economic and construction financing problems are fully resolved.

North Las Vegas City Description & Analysis

The subject property is located in the City of North Las Vegas, which is adjacent to Las Vegas, Nevada. North Las Vegas traces its origins to the founding of the Kiel Ranch in 1884. In 1931, a Town Board was established and the name North Las Vegas was chosen. On May 16, 1946, the City was incorporated. The City is Nevada's fourth largest and includes an area of about 100 square miles.

The City experienced rapid growth since its founding in 1946, with the most rapid gains between the decades of 1990 through 2010. The reported 1990 population of about 47,700 grew to 115,000 in 2000, then to 217,000 in 2010. The current population is about 227,500. Per the City of Las Vegas estimates, the area will be considered built out when it reaches a population of 586,500, projected to occur after the year 2030.

North Las Vegas (as well as all of Southern Nevada) depends on tourism and gaming as the main sources of economic stability and growth. Another element of the local economy that directly benefits North Las Vegas is Nellis Air Force Base, a key U.S. Air Force installation.

Prior to the economic downturn, many areas throughout the City as well as the market area were undergoing redevelopment and revitalization. The recent recession put a stop to growth. For several years, North Las Vegas had the highest home foreclosure rate in the country. The City government was also hit hard by the economy, and currently the City faces substantial budget shortfalls. While some stability has returned in recent months, the City's continued financial viability is uncertain, and it has threatened bankruptcy.

The neighborhood is comprised of mostly industrial uses with some residential and commercial uses. Most of the improvements in the neighborhood were constructed after the mid 1960's with conditions ranging from average to good, and most properties having had average maintenance over the years. Newer properties tend to be located in the northwest portion of the neighborhood. This area has grown in all directions as vacant land is more abundant in the northern portion of the neighborhood.

North Las Vegas has not attracted significant office construction when compared to the rest of the valley. In fact, there has been very limited office development in the city over the past several years, and office space has not been emphasized in promotional materials prepared by the City of North Las Vegas.

Retail development had significantly increased, prior to the economic slowdown, in areas near the new residential growth. This contrasts with slower retail development near downtown North Las Vegas, where office, retail, and specialty users frequently occupy the same strip centers. Until 2000, North Las Vegas emphasized its strong industrial base when addressing business growth. That, however, has changed as North Las Vegas now attracts a wide range of development interests.

The North Las Vegas industrial district has been under development for many years, and existing industrial businesses cover a wide range of uses including auto salvage and recycling, industrial plants, big box warehousing and distribution buildings, and smaller light industrial office warehouse properties. The newer industrial buildings are generally of good quality construction, and they are

commonly being built in industrial parks where infrastructure improvements (i.e. utility lines, drainage channels, paved streets, etc.) are provided as part of the sales price of the land.

Some of the major employment and economic impacts in the area include the Nellis Air Force Base and the Las Vegas Speedway, both located just northeast of the market area; and the Las Vegas Central Business District. The market includes a mix of residential, commercial and industrial uses. The interior portions of the market are primarily residential in nature, with a mixture of single and multi-family dwellings; and neighborhood services are available throughout the area. The area is fully serviced with schools, and other civic services such as police and fire protection, health services facilities and parks and recreation. The major arterials are developed with supportive commercial neighborhood uses including shopping centers and other miscellaneous retail establishments. The northeast portions of the market are primarily industrial in nature with less residential uses in the area, allowing for heavier shipping and manufacturing processes.

One of the most influential factors affecting the market area is Nellis Air Force Base, which encompasses over 11,000 acres. Nellis Air Force Base is one of the largest employers in the State of Nevada. The Nevada Test and Training Range for Nellis Air Force Base consists of 5,000 square miles of restricted land and air space. An additional 7,000 square miles of joint use air space also exists. This Air Force Base specializes in advanced combat training for U.S. and allied air crews as well as operational testing and tactics development. The Thunderbirds, the Air Force Demonstration Squadron, are based at Nellis as well. Due to the availability of the vast training and suitable bombing ranges in the Central Nevada high desert, as well as the proximity to the Nevada Test Site, Nellis Air Force Base is considered an excellent training facility and is not anticipated to downsize in the near future. A significant amount of daily air training missions taking off from the base has influenced development patterns in the area—creating a primarily industrial use area surrounding the facility due to the elevated noise from the jet engines and crash zone potential. Further, supportive vendors servicing the facility have also located close by. Nellis Air Force Base, therefore, has a significant economic impact on the market area.

Also, located just north of Nellis Air Force Base, is the Las Vegas Speedway complex. This facility is host to the annual Nextel NASCAR event, and upwards of 120,000 race spectators attend the event every year in March. A wide range of other events are held at this facility including the NHRA Drag Racing National Championship. Sprint cars, dirt tracks, motocross, and numerous other motorsport activities are held at the track throughout the year. The facility can be accessed by both Las Vegas Boulevard and Interstate 15.

Located south and west of the market area lays the Las Vegas Central Business District, which is located southeast of the Interstate 15 and U.S. 95 Freeway interchange. This area includes the original Las Vegas hotel/casinos, and is identified as the Downtown Gaming District. Hotel/casinos located in the Downtown area include, but are not limited to, the El Cortez, The D, the Four Queens, Binion's Horseshoe, the Golden Nugget, the Vegas Club, the Plaza, the California, Main Street Station, and a number of others. Most of these properties have direct frontage along Fremont Street, which has been closed to traffic, and is now a pedestrian walkway used as an entertainment venue. The Fremont Street Experience, includes a canopy covering the promenade playing audio visual shows, and the technology is entitled "Viva-Vision". The canopy extends between approximately Main Street and Fourth Street, and it is accompanied with a 550,000-watt concert-quality sound system.

The Central Business District provides numerous employment opportunities for the Greater Las Vegas Valley.

The Union Pacific Railroad tracks run parallel to the I-15 freeway, which gives the North Las Vegas industrial district direct access to these two major transportation systems. One of the largest industrial parks in the entire valley is located just north of the defined neighborhood, at the northwest corner of I-15 and Craig Road. The park is called the Golden Triangle Industrial Park, and it broke ground in 1995 on 320 acres. Most of the industrial uses above Craig Road are larger in nature and consist of newer properties, which were developed as centralized land became scarce.

Redevelopment and revitalization is underway in portions of the market area. The City of North Las Vegas has an identified redevelopment area, in which numerous redevelopment opportunities are planned or underway. One target area is the City of North Las Vegas Downtown gateway along Lake Mead Boulevard, east of Interstate 15. Also, Las Vegas Boulevard North is currently undergoing revitalization with improvements such as the Metropolitan Area Express, a.k.a., the MAX. This newly designed public transit system utilizes optically guided lenses and newly installed docking centers, which provide passengers with precision docking and level boarding. In addition, newly constructed medians and landscaping has been installed along portions of Las Vegas Boulevard North.

Finally, there are retail centers and commercial businesses located along Craig Road, Cheyenne Avenue, and Lake Mead Boulevard. With the exception of Craig Road, retail and commercial facilities along the other neighborhood arterials are scattered and intermixed with residential housing, apartment complexes, and industrial businesses.

The neighborhood is considered to have excellent accessibility to all sections of the Las Vegas area. Automobile traffic in the area is generally comprised of residents commuting to work as well as industrial traffic along the major arterials for access to Interstate I-15. The roads are of adequate capacity; however, congestion typically occurs at rush hour especially along major arterials between Interstate I-15 and US 95.

In the mid-1990's, there were notable new locals-type hotel/casino projects constructed in North Las Vegas along the western edge of the community. Both the Fiesta Hotel and the Texas Station Hotel and Casino were constructed near the intersection of Rancho Drive and Lake Mead Boulevard. The Fiesta Hotel has 100 rooms and a 50,000-square-foot casino, and the Texas Station has 200 rooms and a 125,000-square-foot casino. Both of these hotel/casinos have had a positive impact on the overall area, and they have undergone expansions.

In January 2003, the $105 million Cannery Hotel and Casino opened on Craig Road west of the I-15 freeway. The Cannery has 200 rooms and a 75,000-square-foot casino. The Aliante Station Hotel and Casino opened in November 2008 in the Aliante community, and the resort has 202 rooms, a large casino, a 16-screen movie theatre, and six restaurants. Finally, Olympia Group and Boyd Gaming announced plans to build a regional entertainment center in Park Highlands on 66 acres that would initially include a 400-room hotel and casino.

Besides the growth associated with the new residential, retail, industrial, and hotel/casino projects, the Northern Beltway freeway system has ushered in additional growth across the northern end of

the valley. The freeway has, or will have, interchanges at Decatur Boulevard, Simmons Street, Revere Street, North 5th Street, Losee Road, Pecos Road, Lamb Boulevard, and at Interstate 15.

The construction of the Northern Beltway helped to intensify North Las Vegas' efforts to promote the auctioning of huge Federal land holdings at the north end of the community, which eventually will add 7,500 acres of mostly developable acreage to the City. The first 1,905 acres of Federal land was auctioned by the BLM in May 2001 to American Nevada Corporation and Del Webb (as joint venture partners). The second auction involved 2,675 acres sold to the Olympia Group, and additional auctions will take place in the future. The City and the developers are working together to develop the 7,500 acres in master-planned fashion. The 7,500 acres are roughly bounded by Decatur Boulevard to the west, Lamb Boulevard to the east, Centennial Parkway to the south, and Grand Teton Drive to the north. American Nevada Corporation and Del Webb have effectively built-out of the Aliante master-planned community on the 1,905 acres that they acquired at the BLM auction.

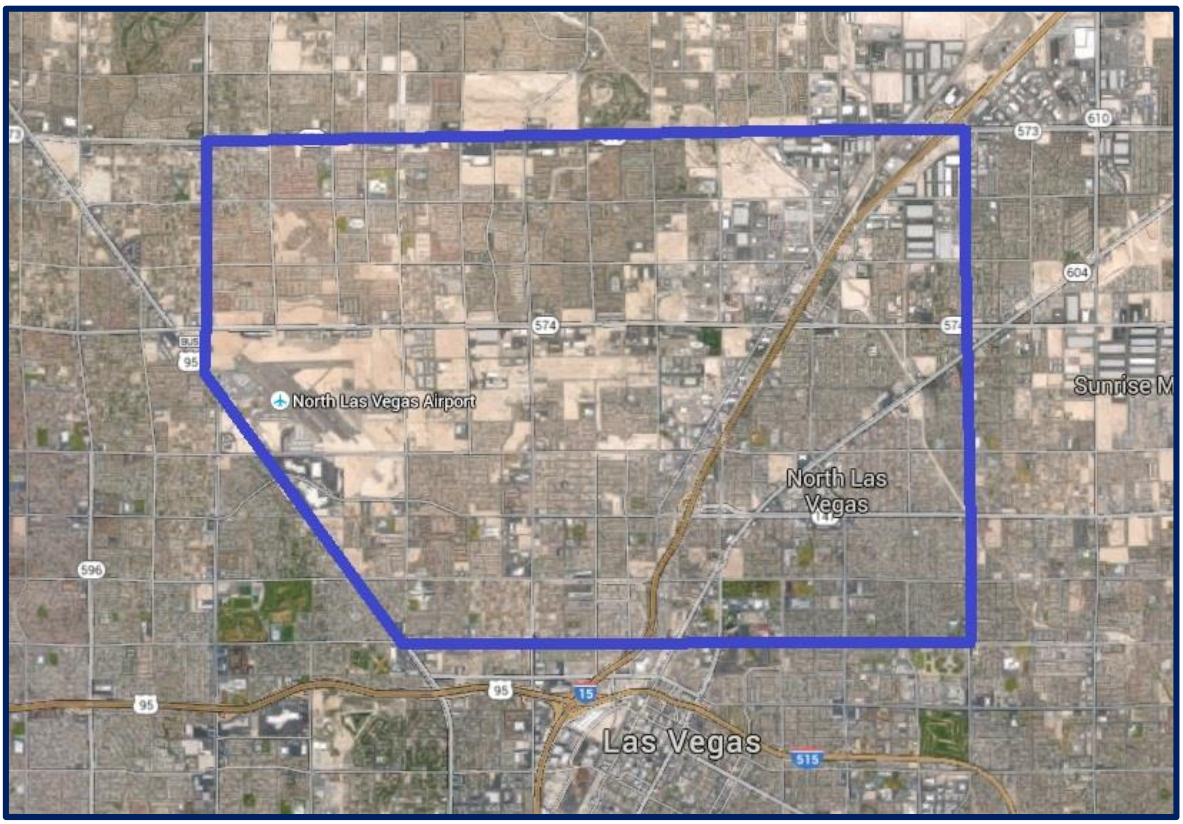
In the late 1990s, North Las Vegas officials recognized the importance of planning ahead by drafting a "City of North Las Vegas Comprehensive Plan Update" along with a completely revised land use master plan. The Comprehensive Plan Update and the land use master plan were approved by the City Council on June 16, 1999. The North Las Vegas Comprehensive Plan incorporates revised plans for streets and highways to better reflect the expected growth patterns within the community, and to effectively utilize the alignment of the Northern Beltway freeway system with its interchange locations.

The Land Use Master Plan was particularly drafted to provide clearer guidelines for all development throughout North Las Vegas. The master plan has helped to reduce zoning battles, protect existing low-density residential environments, and establish development standards to control the quality of ongoing growth.

Specifically, the comprehensive master plan designates future resort areas, regional and community commercial districts, business/research and development areas, high-density multi-family housing districts, industrial areas, and low-density single-family housing districts. The most intensive uses are being concentrated near the major freeways, or around the intersections of major (100-foot-wide) community traffic arterials. In estimating future commercial acreage needs, the plan relied on studies of commercial development in cities across the United States.

Neighborhood Analysis

NEIGHBORHOOD MAP



Overview

The City of North Las Vegas Choice Neighborhood Focus Area is located in the City of North Las Vegas in Clark County.

Neighborhood Location and Boundaries

The subject neighborhood is located in the central and southeast section of North Las Vegas and includes sections of the City of Las Vegas. The area is suburban in nature. The neighborhood is bounded by Craig Road to the north, Pecos Road to the east, Washington Avenue to the south, and Rancho Drive/Decatur Boulevard to the west.

This area encompasses a somewhat mature portion of the Las Vegas Metropolitan area. Many portions throughout the market have and are experiencing redevelopment and revitalization. Some of the major employment and economic impacts in the area include the Nellis Air Force Base and the Las Vegas Speedway, both located just northeast of the market area; and the Las Vegas Central Business District. The market includes a mix of residential, commercial and industrial uses. The interior portions of the market are primarily residential in nature, with a mixture of single and multi-family dwellings; and neighborhood services are available throughout the area. The area is fully serviced with schools, and other civic services such as police and fire protection, health services facilities and parks and recreation. The major arterials are developed with supportive commercial neighborhood uses including shopping centers and other miscellaneous retail establishments. The

northeast portions of the market are primarily industrial in nature with less residential uses in the area, allowing for heavier shipping and manufacturing processes.

One of the most influential factors affecting the market area is the Nellis Air Force Base, which encompasses over 11,000 acres. The Nellis Air Force Base is one of the largest employers in the State of Nevada. The Nevada Test and Training Range for the Nellis Air Force Base consists of 5,000 square miles of restricted land and air space. An additional 7,000 square miles of joint use air space also exists. This Air Force Base specializes in advanced combat training for U.S. and allied air crews as well as operational testing and tactics development. The Thunderbirds, the Air Force Demonstration Squadron, are based at Nellis as well. Due to the availability of the vast training and suitable bombing ranges in the Central Nevada high desert, as well as the proximity to the Nevada Test Site, the Nellis Air Force Base is considered an excellent training facility and is not anticipated to downsize in the near future. A significant amount of daily air training missions taking off from the base has influenced development patterns in the area—creating a primarily industrial use area surrounding the facility due to the elevated noise from the jet engines and crash zone potential. Further, supportive vendors servicing the facility have also located close by. Nellis Air Force Base, therefore, has a significant economic impact on the market area.

Also, located just north of the Nellis Air Force Base, is the Las Vegas Speedway complex. This facility is host to an annual Nextel NASCAR event, and upwards of 120,000 race spectators attend the event every year in March. A wide range of other events are held at this facility including the NHRA Drag Racing National Championship. Sprint cars, dirt tracks, motocross, and numerous other motorsport activities are held at the track throughout the year. The facility can be accessed by both Las Vegas Boulevard and Interstate 15.

The primary Union Pacific Railroad Line bisects the market area, parallel to Interstate 15. Rail access is available through the market and the close proximity to this primary rail line makes the market a good distribution area.

Also located within the market area is the Cheyenne Technology Corridor (CTC). The CTC is a growing strip of high-tech businesses along Cheyenne Avenue from Decatur Boulevard to Pecos Road and between Gowan Road and Evan Street. The corridor was designated as an integrated accessible and diversified technology district. It began years ago when the vision of five developers and a buy-in from the City of North Las Vegas. The initiative was also joined by the College of Southern Nevada, the North Las Vegas airport, and other tech-service related companies. The CTC's five-mile stretch boasts office, industrial and retail space. The corridor has garnered international attention, winning the International Economic Development Council's International Economic Development Award in 2003 for its successful mix of benefits. The City of North Las Vegas' investment of fiber optic cable that runs the length of the CTC is a key element in attracting high-end and high-tech tenants. The fiber optic network makes communications and other high-tech systems run quick and smooth, which makes the location attractive to new companies.

Redevelopment and revitalization is underway in portions of the market area. The City of North Las Vegas has an identified redevelopment area, in which numerous redevelopment opportunities are planned or underway. One target area is the City of North Las Vegas Downtown gateway along Lake Mead Boulevard, east of Interstate 15. This project is identified as the North 5th Street Improvement Project and it is a collaborative project between the City of North Las Vegas and the Regional

Transportation Commission of Southern Nevada (RTC). Portions of this project are complete and the intent is to improve North 5th Street between Owens Avenue and the Northern Beltway (CC-215) a distance of approximately seven miles.

The North 5th Street Corridor is centrally located within the City of North Las Vegas and has been widened to 150 feet, converting North 5th Street into a major arterial. The improvements are also intended to promote pedestrian friendly neighborhoods and provide improved transit service and facilities. Also, Las Vegas Boulevard North features other improvements such as the Metropolitan Area Express, a.k.a., the MAX. This public transit system utilizes optically guided lenses and newly installed docking centers, which provide passengers with precision docking and level boarding. In addition, medians and landscaping has been installed along portions of Las Vegas Boulevard North. The North Las Vegas municipality recently moved into their new building along Las Vegas Boulevard North as well.

Demographics

The *2015 Las Vegas Perspective* is an informational publication with survey data and demographics on the Las Vegas metropolitan area sponsored by the Las Vegas Review Journal, Nevada Development Authority, NV Energy Company and Wells Fargo Company. The subject property is located in Survey Area 89030 and 89030, which encompasses outlying areas around the Las Vegas Valley. The tables below detail the demographic information for the noted survey areas.

Based on the 89030 statistics, approximately 38% of the adult population in the Las Vegas Valley is older than 45 years of age versus the 89030 area of 27%. The number of children in the area under age 18 is at 34%, which is higher than the Las Vegas Valley at 24%. Education levels in the area are significantly lower than the overall valley, with just 7% of the area residents having achieved a college degree or higher and with 30% for the valley. Approximately 47% of the area is employed versus 78% for the Las Vegas Valley. The unemployment rate for 89030 is at 20% versus 8% for the entire Las Vegas Valley. The area has 54% single-family housing, 36% apartment/duplexes, 5% condos/townhouse, and 5% mobile homes. The Las Vegas Valley has 59% single-family housing, 24% apartment/duplexes, 15% condos/townhouse, and 3% mobile homes. Median household income is reported for the area is $30,993 versus $50,274 for the entire Las Vegas Valley.

Survey Area	Las Vegas Total	89030	Survey Area	Las Vegas Total	89030
No. of Households:	774,540	14,980	**Type of Dwelling**		
			Single-Family:	59%	54%
Population:	2,102,238	52,336	Apt./Duplex:	24%	36%
			Condo/Townhome:	15%	5%
Age of Adults:			Mobile Home:	3%	5%
Under 18	24%	34%			
18-24:	9%	12%			
25-34:	15%	15%	**Household Income:**		
35-44:	12%	14%	Under $15,000:	12%	22%
45-54:	13%	11%	$15,000-$24,999:	11%	17%
55-64:	12%	8%	$25,000-$34,999:	12%	18%
65+:	13%	8%	$35,000-$49,999:	15%	17%
			$50,000-$74,999:	20%	17%
Education of Adults:			$75,000-$99,999:	12%	5%
Less than 9th Grade	7%	29%	$100,000+	18%	4%
Some High School:	9%	24%			
High School Degree:	29%	28%			
Some College:	25%	12%	**Med. Household Inc.:**	$50,274	$30,993
College Degrees:	30%	7%			
Employment					
Employed:	78%	47%			
Not in Labor Force	17%	41%			
Unemployed	5%	12%			
Unemployment Rate	8%	20%			

Percentages may not add up to 100% due to rounding.

Source: Las Vegas Perspective 2015

Based on the 89032 statistics, approximately 38% of the adult population in the Las Vegas Valley is older than 45 years of age versus the 89032 area of 33%. The number of children in the area under age 18 is at 28%, which is higher than the Las Vegas Valley at 24%. Education levels in the area are lower than overall valley, with 20% of the area residents having achieved a college degree or higher and with 30% for the valley. Approximately 57% of the area is employed versus 78% for the Las Vegas Valley. The unemployment rate for 89032 is at 12% versus 8% for the entire Las Vegas Valley. The area has 72% single-family housing, 20% apartment/duplexes, 9% condos/townhouse, and with no mobile homes. The Las Vegas Valley has 59% single-family housing, 24% apartment/duplexes, 15% condos/townhouse, and 3% mobile homes. Median household income is reported for the area is $48,823 versus $50,274 for the entire Las Vegas Valley.

Survey Area	Las Vegas Total	89032	Survey Area	Las Vegas Total	89032
No. of Households:	774,540	16,024	**Type of Dwelling**		
			Single-Family:	59%	72%
Population:	2,102,238	44,893	Apt./Duplex:	24%	20%
			Condo/Townhome:	15%	9%
Age of Adults:			Mobile Home:	3%	0%
Under 18	24%	28%			
18-24:	9%	11%			
25-34:	15%	14%	**Household Income:**		
35-44:	12%	14%	Under $15,000:	12%	11%
45-54:	13%	13%	$15,000-$24,999:	11%	11%
55-64:	12%	10%	$25,000-$34,999:	12%	12%
65+:	13%	10%	$35,000-$49,999:	15%	17%
			$50,000-$74,999:	20%	24%
Education of Adults:			$75,000-$99,999:	12%	13%
Less than 9th Grade	7%	8%	$100,000+	18%	12%
Some High School:	9%	13%			
High School Degree:	29%	33%			
Some College:	25%	26%	**Med. Household Inc.:**	$50,274	$48,823
College Degrees:	30%	20%			
Employment					
Employed:	78%	57%			
Not in Labor Force	17%	35%			
Unemployed	5%	8%			
Unemployment Rate	8%	12%			

Percentages may not add up to 100% due to rounding.

Source: Las Vegas Perspective 2015

Transportation Access

Within the immediate area of the subject, transportation access helps define the character of its development. Access into the market area is convenient by way of U.S. 95 and Interstate 15. Also, the market area is accessible by way of Las Vegas Boulevard, which extends throughout the Las Vegas Valley. From the subject market area, Las Vegas Boulevard provides direct access to the Central Business District and further south to the "Strip". Extending north, Las Vegas Boulevard provides access to the Nellis Air Force Base and the Las Vegas Speedway.

The major north/south arterials running through the market area include Decatur Boulevard, Rancho Drive, Martin Luther King Boulevard, North 5th Street (which is undergoing a major widening and improvement project), Las Vegas Boulevard, Eastern Avenue, and Pecos Road.

Interstate 15 is the primary north/south running freeway providing access from Southern California to Las Vegas, and north to Salt Lake City, Utah. Multiple interchanges are located along Interstate 15 within the subject's market area, including Craig Road, Cheyenne Avenue, Lake Mead Boulevard, and the U.S. 95 Freeway. Nevada's first transportation design-build project includes major improvements to Interstate 15 from the I-15/U.S. 95 Interchange (a.k.a. the *Spaghetti Bowl*) to Craig Road. The project is slated to improve commute times as well as interstate commerce. The first design phase started in September 2007. Some of the improvements included widening I-15 from six to ten lanes from the Spaghetti Bowl to Lake Mead Boulevard; reconstruction of on/off ramps at all four interchanges in the project area, including: D Street, Lake Mead Boulevard, Cheyenne Avenue, Craig Road, and widening I-15 from four and five lanes to eight lanes from Lake Mead Boulevard to Craig Road.

The major east/west running arterials throughout the market include Craig Road Cheyenne Avenue, Lake Mead Boulevard, and Washington Avenue. Also, U.S. 95 runs an east/west course through the southern portion of the market area. Overall, this freeway extends north to south through the Las Vegas Valley from Henderson to the northwest portion of the valley. Access to the market area is considered good.

Neighborhood Land Use

The subject neighborhood is located in an area with primarily residential land uses. An approximate breakdown of the development in the area is as follows:

LAND USES

Developed	Percent
Built up:	75%
Residential:	45%
Retail:	15%
Office:	5%
Industrial:	10%
Vacant:	25%

Conclusions

The subject neighborhood is located in the north central and northeastern quadrant of the metro area The subject's neighborhood has seen plenty of construction activity which increased over the past year. The majority of the construction activity includes industrial buildings with scattered retail. The area has average to good accessibility via Craig Road, Cheyenne Avenue, and Lake Mead Boulevard from the I-15 freeway. These items will continue to keep the area attractive for future developers, buyers, and tenants alike. Overall, the subject neighborhood is in the revitalization stage of its life cycle.

Site Description

This market study includes the entire City of North Las Vegas Choice Neighborhood Focus Area. As we are specifically focusing on three areas within the City of North Las Vegas Choice Neighborhood Focus Area, the site description describes characteristics which attribute to the highest and best use analysis later in the report. The three areas are known as: Buena Vista Springs I, Buena Vista Springs II, and Rose Gardens. The characteristics of the site are summarized as follows:

Site Characteristics

Location:

Buena Vista Springs I	Northwest corner of Martin L. King Boulevard and Carey Avenue
Buena Vista Springs II	Northwest corner of Lake Mead Boulevard and Comstock Drive
Rose Gardens	Southwest corner of North 5th Street and Tonopah Avenue

Estimated Land Area:

Buena Vista Springs I	27.28 Acres or 1,188,317 SF
Buena Vista Springs II	3.51 Acres or 152,895 SF
Rose Gardens	38.43 Acres or 1,674,010 SF. Although this area appears to include a larger area, there are areas that are currently developed with retail, senior housing, apartments, and single family homes. The largest contiguous parcel is located on the east end and is estimated at 9.98 acres.

Shape:

Buena Vista Springs I	Irregular
Buena Vista Springs II	Rectangular
Rose Gardens	Irregular

Average Depth:

Buena Vista Springs I	1,250 feet from Carey Avenue to Cartier Avenue
Buena Vista Springs II	138 feet from Lake Mead Boulevard
Rose Gardens	1,610 feet from North 5th Street to Stocker Street

Topography:	All of the sites include level topography
Drainage:	All of the sites include adequate drainage
Grade:	All of the sites are near street grade
Utilities:	All of the sites have utilities available to the sites
Off-Site Improvements:	All of the sites include all off-site improvements
Interior or Corner:	All of the sites include a corner

Signalized Intersection:

Buena Vista Springs I	Yes: Traffic signal at the site that enhances access
Buena Vista Springs II	No, however there is a traffic signal nearby at Tonopah Drive
Rose Gardens	Yes: Traffic signal at the site that enhances access

Street Frontage / Access

Frontage Road	Bna Vsta Sprngs I	Bna Vsta Sprngs II	Rose Gardens
Street Name:	Martin L King Blvd	Lake Mead Blvd	Owens Avenue
Street Type:	Major Arterial	Major Arterial	Minor Arterial
Frontage (Linear Ft.):	1,250	1,100	1,235
Number of Curb Cuts:	3	0	3
Traffic Count (Cars/Day):	39,500	17,500	14,500

Additional Access

Alley Access: Buena Vista Springs I and Rose Garden do not include alley access. Buena Vista Springs could potentially include alley access at the north end of the site.

Flood Zone Data

Flood Map Panel/Number: 32003C2160F

Flood Map Date: November 16, 2011

Flood Zone: X

Areas determined to be outside the 0.2% annual chance floodplain.

Site Area in Flood: 0%

Other Site Conditions

Soil Type: Assumed adequate for development.

Environmental Issues: No adverse environmental conditions noted.

Easements/Encroachments: No adverse easements or encroachments noted.

Earthquake Zone: Not within an identified earthquake zone.

Site Ratings

Access:

Buena Vista Springs I	Good
Buena Vista Springs II	Average
Rose Gardens	Good

Visibility: Good

Zoning Designation

Zoning Jurisdiction:	City of North Las Vegas
Zoning Classification:	
Buena Vista Springs I	R-4, C-1
Buena Vista Springs II	R-3
Rose Gardens	R-A/R-2, R-A/FA, and PUD
Land Use Plan:	
Buena Vista Springs I	Mixed Use Neighborhood
Buena Vista Springs II	Low Density Residential
Rose Gardens	Mixed Use Neighborhood
Permitted Uses:	
Buena Vista Springs I	A variety of commercial and residential uses.
Buena Vista Springs II	A variety of residential uses
Rose Gardens	A variety of commercial and residential uses.
Zoning Comments:	The R-4 zoning is for high density residential. The C-1 zoning is for commercial and retail use. The R-3 zoning is for medium to high density residential. The R-A/R-2 is for low to medium density residential within the Redevelopment Area. The R-A/FA is for a variety of commercial and residential uses within the Redevelopment Area. The PUD is for a variety of commercial and residential uses.

Analysis/Comments on Site

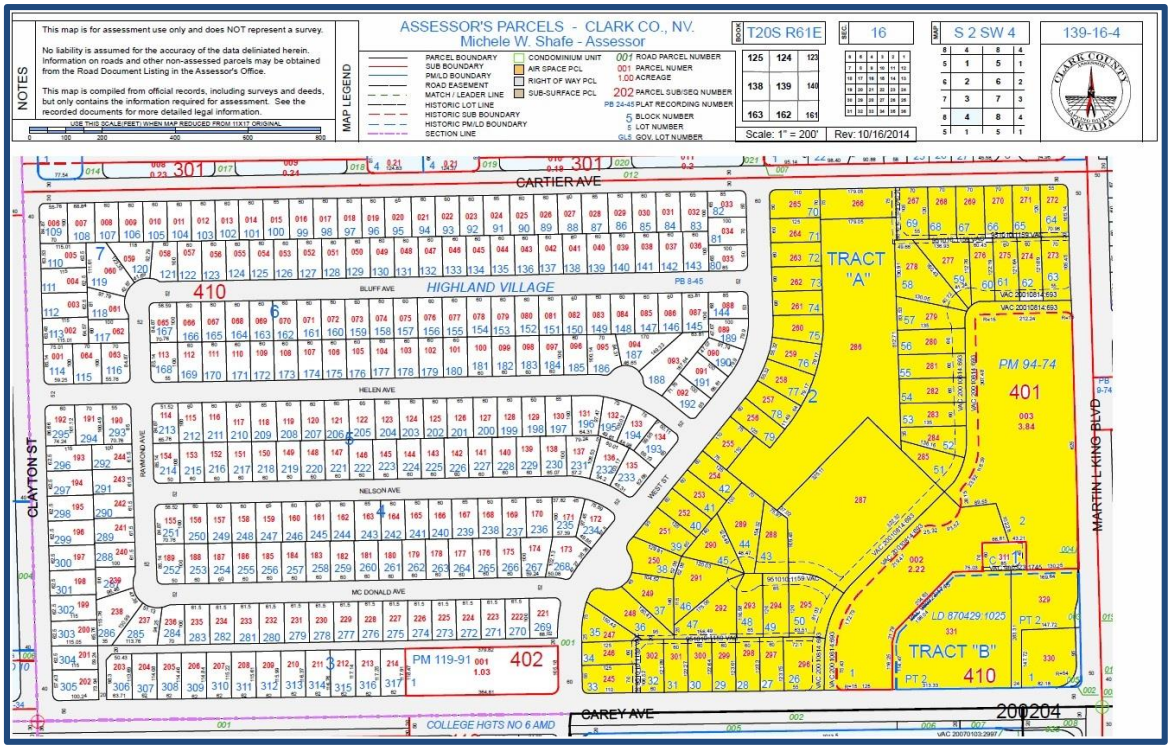
The Buena Vista Springs I site includes an irregular but functional shape with good frontage along Martin Luther King Boulevard and Carey Avenue with other additional frontage along West Street, Cartier Avenue, and currently includes access road of Morton Avenue and Helen Avenue. This site includes a desirable size which can physically support a range of uses. The site is western and northern ends are currently vacant land with the southeast portion including multi-family development, a car wash/smog building, and a convenience store with a gas station.

The Buena Vista Springs II site includes a rectangular shape with good frontage along Lake Mead Boulevard, however there are no direct curb cuts. Access to the site is via Comstock Drive or the adjacent parcel to the west which includes a curb cut. This site is wide and shallow and could include development restraints after considering the necessary setbacks and code regulations. The site is currently vacant land.

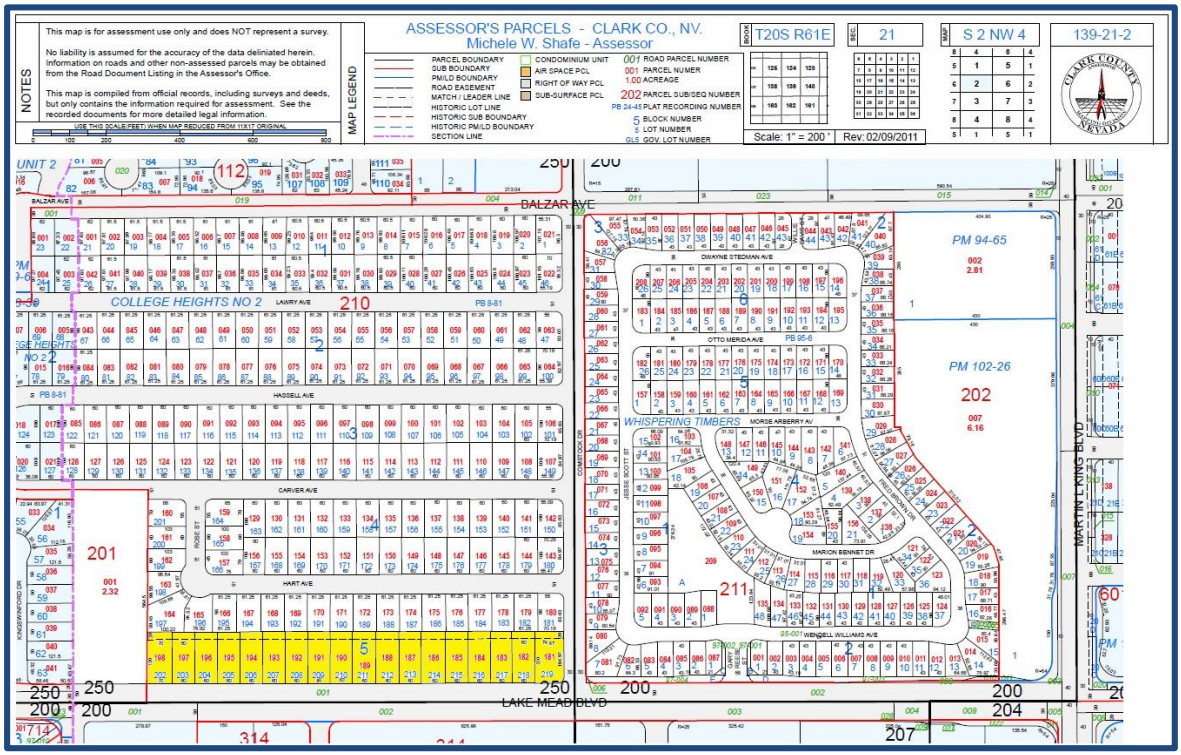
The Rose Gardens site includes an irregular but functional shape with good frontage along North 5th Street/Main Street and along Owens Avenue with additional frontage along Tonopah Avenue, and

Stocker Street, and currently includes access road of Yale Street, Britz Circle, Rose Circle, Webb Avenue, and Davis Place. The site includes individual parcels of average size that allow for a variety of uses. If the interior roads were vacated, combined with the assemblage of other parcels in the Rose Gardens area, the overall site could include a size which could physically support a larger range of uses. There are scattered parcels that include vacant land, single family homes near the northwest and southwest, multi-family buildings in the south, center, and northeast end, and a motel, auto parts store, and auto repair facilities at the southeast end of the site.

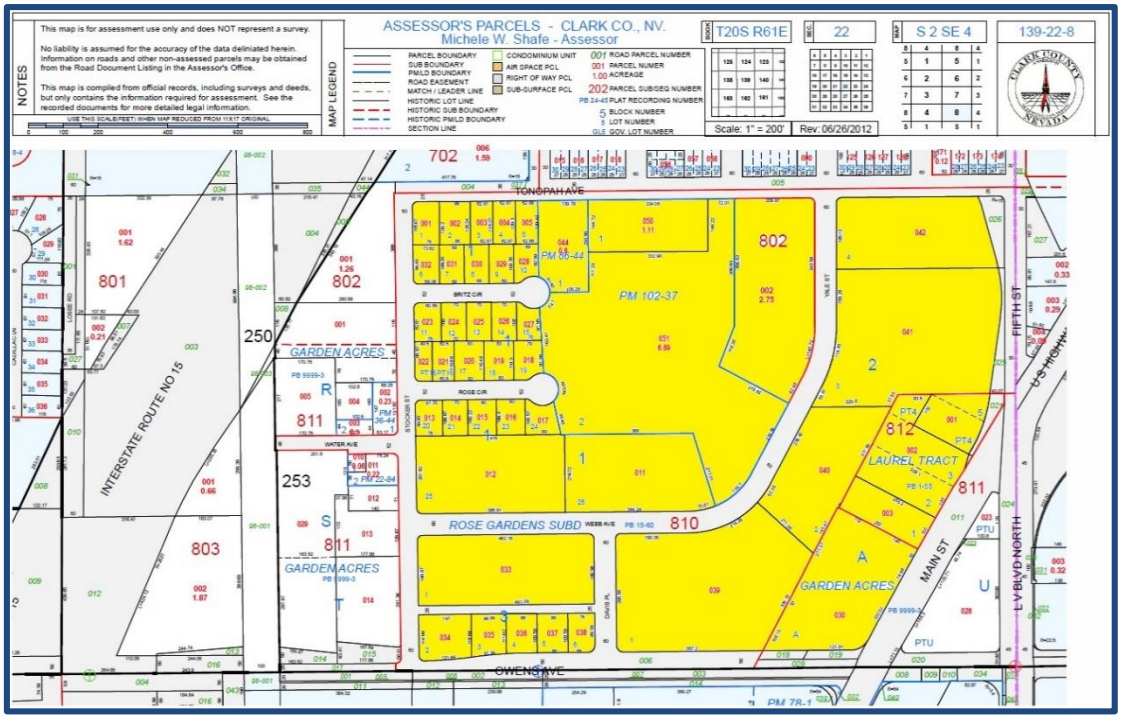
BUENA VISTA SPRINGS I PLAT MAP



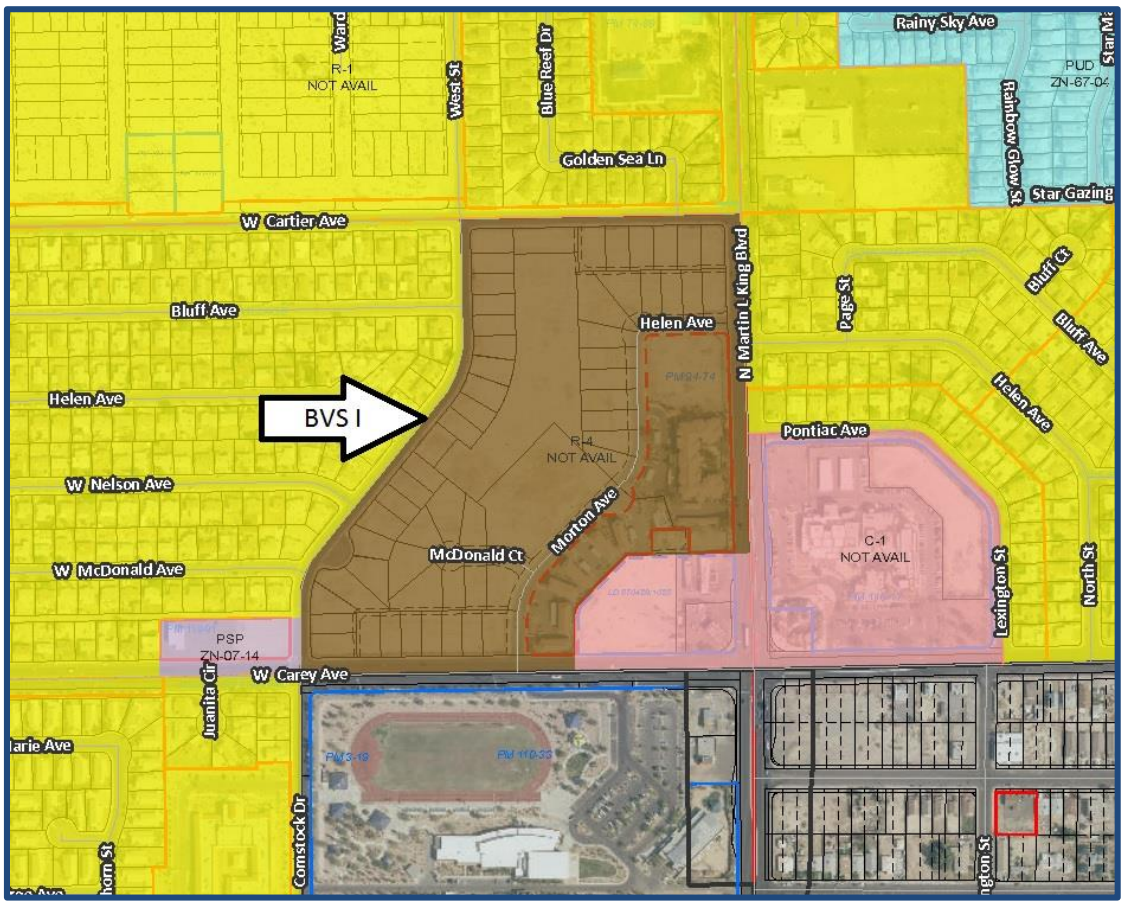
BUENA VISTA SPRINGS II PLAT MAP



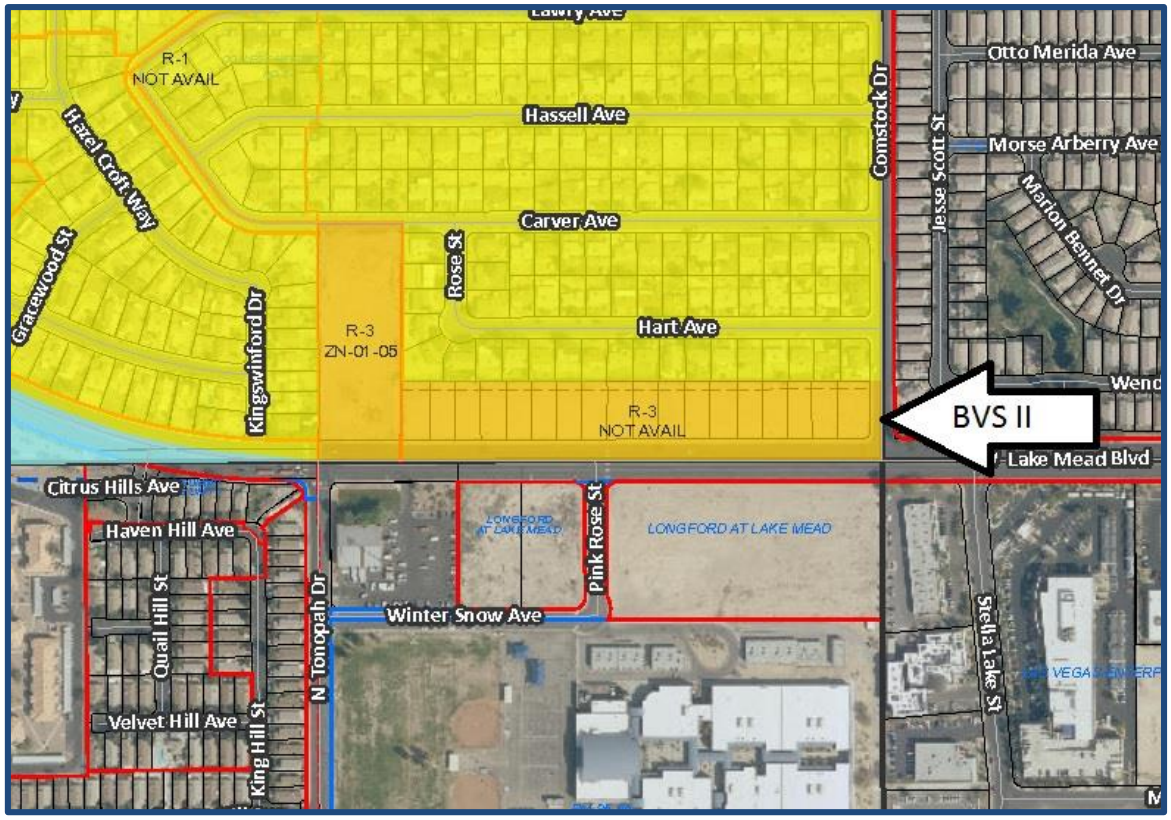
ROSE GARDENS PLAT MAP



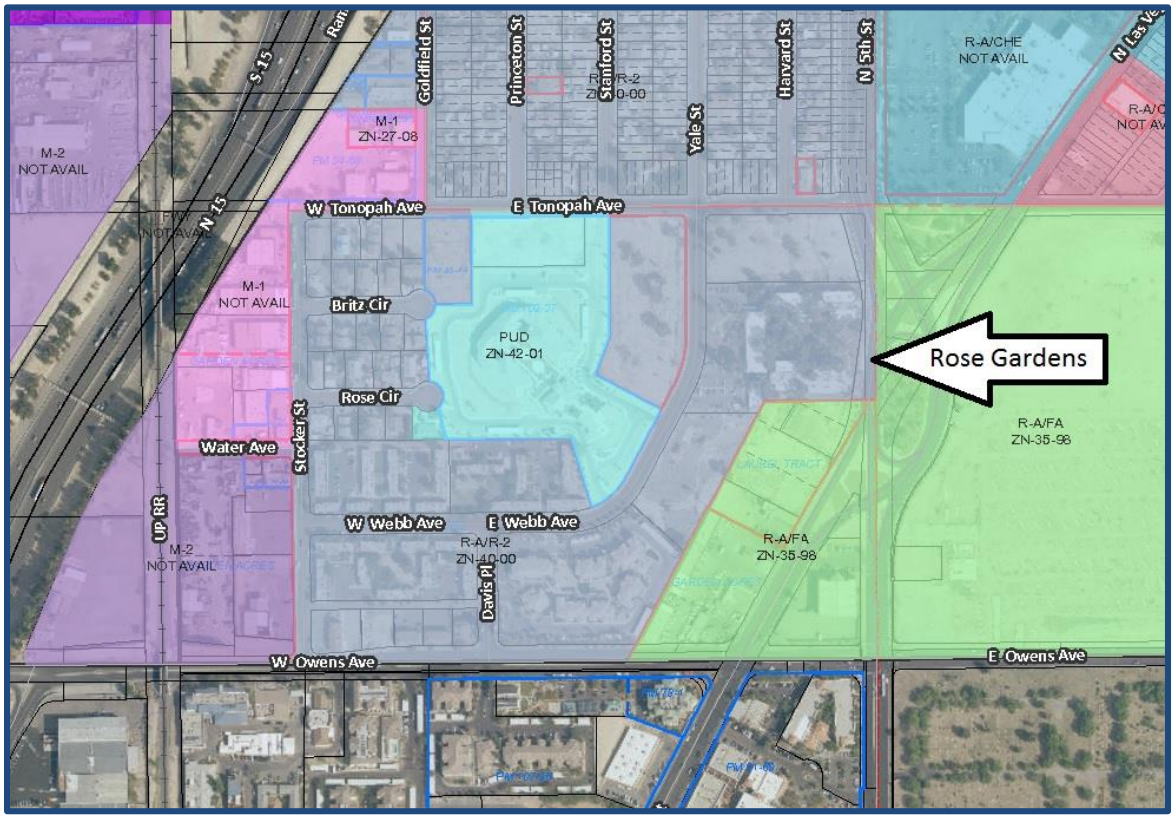
ZONING MAP BUENA VISTA SPRINGS I



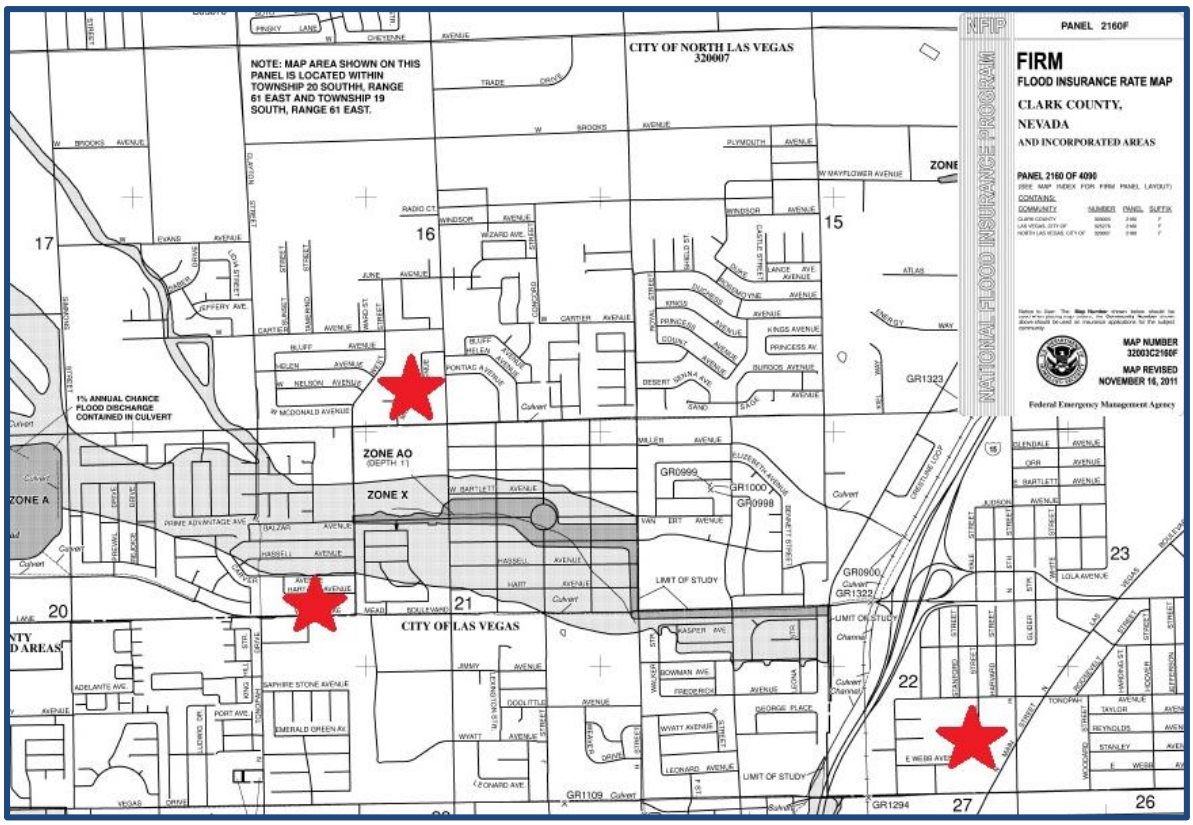
ZONING MAP BUENA VISTA SPRINGS II



ZONING MAP ROSE GARDENS



FLOOD MAP


NOTE: MAP AREA SHOWN ON THIS PANEL IS LOCATED WITHIN TOWNSHIP 20 SOUTHH, RANGE 61 EAST AND TOWNSHIP 19 SOUTH, RANGE 61 EAST.
CITY OF NORTH LAS VEGAS
320007
PANEL 2160F
FIRM
FLOOD INSURANCE RATE MAP
CLARK COUNTY,
NEVADA
AND INCORPORATED AREAS
PANEL 2160 OF 4096
MAP NUMBER
32003C2160F
MAP REVISED
NOVEMBER 16, 2011
Federal Emergency Management Agency
NATIONAL FLOOD INSURANCE PROGRAM
1% ANNUAL CHANCE FLOOD DISCHARGE CONTAINED IN CULVERT
ZONE AO
(DEPTH 1)
ZONE X
ZONE A
CITY OF LAS VEGAS
LIMIT OF STUDY
17
16
15
20
21
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23
26
27

Subject Photos

Looking Northeast at Buena Vista Springs I from Carey Avenue

Looking Northwest at Buena Vista Springs II from Lake Mead Boulevard

Looking South at Rose Gardens from Tonopah Avenue

Looking East at Rose Gardens Apartments from Webb Avenue

Highest and Best Use

The Highest and Best Use of a property is the use that is legally permissible, physically possible, and financially feasible which results in the highest value. An opinion of the highest and best use results from consideration of the criteria noted under the market conditions or likely conditions as of the effective date of this market study. Determination of highest and best use results from the judgment and analytical skills of the analyst/appraiser. It represents an opinion, not a fact.

Analysis of Highest and Best Use As If Vacant

In determining the highest and best use of the property as if vacant, we examine the potential for: 1) near term development, 2) a subdivision of the site, 3) an assemblage of the site with other land, or 4) holding the land as an investment.

Physically Possible

The physical attributes of the three targeted areas allow for a number of potential uses. Elements such as size, shape, availability of utilities, known hazards (flood, environmental, etc.), and other potential influences are described in the Site Description and have been considered.

There are no items of a physical nature that would materially limit appropriate and likely development of Buena Vista Springs I. It encompasses over 27 acres and is adequate in size, shape, topography, and utilities to support a range of uses. It additionally has street frontage and access from Martin Luther King Boulevard and Carey Avenue both of which are main thoroughfares in the area. While neither of the arterials includes a full interchange with the freeway systems, they both provide access to streets that do. Overall, this site could physically support a wide range of uses including residential, multi-family, commercial, industrial, or mixed-use.

There is at least one item of physical nature that would materially limit appropriate and likely development of Buena Vista Springs II. It has a less desirable shape with 1,100 lineal feet along the north side of Lake Mead Boulevard and a depth of only 138 feet (approximately). A commercial or office use would be challenged at best on the site due to the inadequate depth and less than ideal ingress/egress and circulation offered by this parcel. A multi family or single family residential use would be possible given the shape and configuration. Previously, the site had been improved with multi-family buildings with an access street along the north boundary off of Comstock Drive. The site could potentially be developed this way with single family residential units. This would eliminate access from Lake Mead Boulevard and would provide a more secure and private setting for the subdivision.

There are no items of a physically nature that would materially limit appropriate and likely development of Rose Gardens. It encompasses over 38 acres and is adequate in size, shape, topography and utilities to support a variety of uses. Unlike the Buena Vista Springs I area, which includes interior access roads that were previously vacated, the Rose Garden area includes multiple interior access road, that if vacated would provide for a larger site and would include more physically possible development. However, the separate sites do allow a variety of physically possible uses. It has street frontage and access from North 5th Street/Main Street and Owens Avenue both of which are main thoroughfares in the area. While neither of the arterials includes a full interchange with the freeway systems, they both provide access to streets that do. Overall, this site could physically

support a wide range of uses including residential, multi-family, commercial, retail, hotel, or mixed-use.

The other parcels and sections of the City of North Las Vegas Choice Neighborhood Focus Area include a variety of physically possible uses and will be further discussed in the Legally Permissible and Financially Feasible sections below.

Legally Permissible

The Buena Vista Springs I area includes zonings of: R-4, High Density Residential by the City of North Las Vegas which allows for the development of up to 50 units per acre in multiple family structures and directly related complementary uses; and the southeast end of the Buena Vista Springs I area includes C-1 zoning, Neighborhood Commercial which allow for development with a variety of commercial and retail uses.

The Buena Vista Springs II area includes zoning of R-3, Multi-Family Residential by the City of North Las Vegas which allows for the development of up to 25 units per acre in multiple family structures and directly related complementary uses.

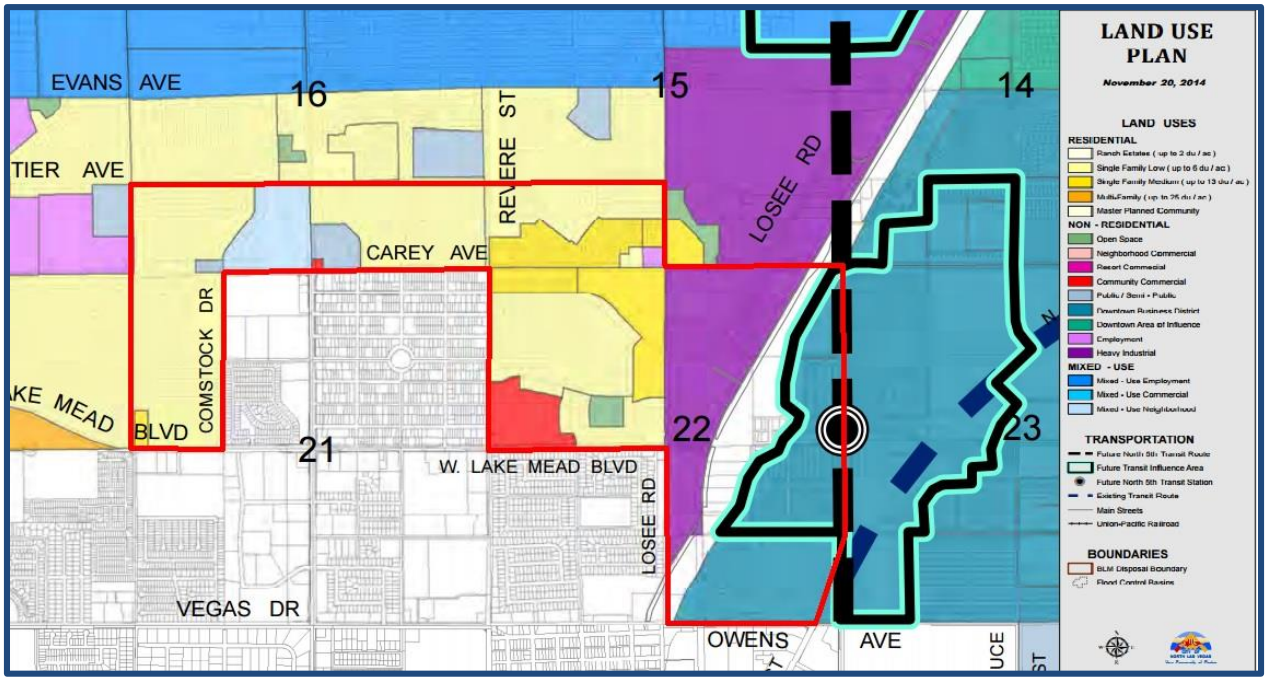
The Rose Garden area includes zonings of: R-A/R-2, Medium Density Residential within the Redevelopment Area. The purpose of the Medium Density Residential (R-A/R-2) sub-district is to provide single-family and medium-density multi-family development that supports the non-residential development of the redevelopment district and is compatible with the stated purpose of the redevelopment district; R-A/FA. The R-A/FA zoning was formerly known as the Focus Area within the Redevelopment Area. According to conversations with the North Las Vegas Planning and Zoning Department, the R-A/FA zoning has been removed, and the zoning areas are now included in the R-A/DC, known as the Downtown Core within the Redevelopment Area. The purpose of the Downtown Core (R-A/DC) sub-district is to promote pedestrian-friendly, high-intensity development within Downtown North Las Vegas that includes a mixture of commercial, office, entertainment, public, and residential uses; the third and last zoning with the Rose Garden are is PUD, Planned Unit Development. The purpose of the Planned Unit Development (PUD) district is to serve as an alternative to conventional zoning and development approaches and processes in a manner consistent with the purposes of NRS 278A.020 in order to: (i) Enhance the City's public health, safety, and general welfare as North Las Vegas increasingly urbanizes; (ii) Encourage innovations in residential, commercial, and industrial development so that greater opportunities for better housing of all types and design, recreation, shopping, and employment may extend to all citizens and residents of North Las Vegas; (iii) Provide for necessary commercial and industrial facilities to be conveniently located near housing; (iv) Reflect changes in the technology of land development so that resulting economies may be made available to those who need homes and to encourage more efficient use of land and public and private services; (v) Reflect changes in the technology of land development; (vi) Encourage a more creative approach in the utilization of land in order to accomplish a more efficient, aesthetic, and desirable development that may be characterized by special features of the geography, topography, size, or shape of a particular property; (vii) Provide a compatible, stable, developed environment in harmony with that of the surrounding area; and (viii) Insure that increased flexibility of substantive regulations be administered in such a way as to encourage the disposition of proposals for land development without undue delay. The preceding purposes shall be balanced so that each PUD shall consist of a harmonious selection of uses and groupings of buildings, parking areas, circulation and open spaces, and shall be designed as an

integrated unit, in such manner as to constitute a safe, efficient, and convenient urban area development.

The zonings within the targeted areas controls the general nature of permissible uses but is appropriate for their location and physical elements of the sites, providing for a consistency of use with the general neighborhood. The location of each site is appropriate for the uses allowed.

All of the targeted areas and other developable areas within the City of North Las Vegas Choice Neighborhood Focus Area are shown below in the City of North Las Vegas Land Use Plan. Buena Vista Springs I is designated for "Mixed – Use Neighborhood", Buena Vista Springs II is designated for "Single Family Low" use, and Rose Gardens is designated for "Downtown Business District" use. A portion of the land use map is provided below with the City of North Las Vegas Choice Neighborhood Focus Area is outlined in red.

PORTION OF THE LAND USE PLAN



https://www.cityofnorthlasvegas.com/Departments/CommunityDevelopment/PDFs/PlanningAndZoning/LandUseMasterPlan.pdf

As is shown above, the west end of the Choice Neighborhood Focus Area includes a land use plan for low density single family. The southwest corner and north central ends do include medium density single family uses. At the south central end there are open space uses and community commercial near Lake Mead Boulevard and Revere Street. Most of the area west of the I-15 and Commerce Street includes land use plans for industrial. This area is currently growing with a variety of industrial product in the development and constructions stage. This area includes good access to the I-15 freeway which is a major benefactor for industrial facilities which rely on trucking and transportation to and from the facility. The areas of the Choice Neighborhood Focus Area east of the I-15 all include the Downtown Business District land use plan. This is designated as a non-residential district for a variety of commercial retail and other uses that conform to the Downtown Business corridor.

The 5th Street corridor is planned to be developed as a major transportation route which will provide access from the central or downtown business district (North Las Vegas) north through the submarket and onward to the proposed UNLV Campus in the north/central area.

The City of North Las Vegas is developing North 5th Street over Interstate 15 in order to connect the east side of I-15 to the west side of I-15 in this area which will substantially enhance overall access. The subject parcels lie approximately 3 miles west of the 5th Street corridor. Carey Avenue, which serves as Subject Parcel A's south boundary, will have a fully signalized intersection with North 5th Street.

The City of North Las Vegas Choice Neighborhood Focus Area has been organized for revitalization efforts involving several entities with the following goals: beautify the neighborhood, increase home ownership, increase property values, reduce crime rate, improve access to jobs, encourage residential infill, promote commercial development, increase neighborhood pride, promote neighborhood and community activities especially for youths, create safe community spaces and parks.

Financially Feasible

Once physically possible and legally permissible uses are determined, an analyst or appraiser considers the potential of economic or financially feasibility for the most probable uses via a cost/benefit analysis and through direct market observation.

As previously discussed, the Buena Vista Springs I area could potentially support a mixed use development which could include office, retail, single family residential, and multi-family. The Buena Vista Springs II area is estimated to have a physically possible, and legally permissible use of single family residential which would conclude to a financially feasible use for single family residential. The Rose Gardens area could potentially support a variety of uses that conform to the Downtown Business District. Some of these uses include office, retail, multi-family, hotel/gaming, and other commercial uses. As the industrial corridor includes a large area with a large area of vacant land that is already physically possible and legally permissible, it is not financially feasible for any of the three targeted areas to be rezoned for industrial use.

In the Market Analysis section that follows, we will consider the feasibility of each of the targeted areas as well as the other portions and sections within the City of North Las Vegas Choice Neighborhood Focus Area.

Market Analysis

Overall Las Vegas Valley Office Market Conditions

For its office market report, during June 2015 Applied Analysis surveyed speculative and non-speculative professional, medical and government buildings with 5,000 square feet or more of gross leasable or rentable area as defined by the Building Owners and Managers Association ("BOMA"). A building is considered medical if greater than 50% of its rentable area is occupied by medical tenants. Not included in the survey is "flex" space (space in multi-tenant industrial buildings that is built-out as 100% office and that provide parking ratios required by office tenants). The survey also indicates if a building is Class A, B or C. Lease type for buildings are reported on a full-service gross basis. As of the end of the second quarter of 2015, there is 52,984,880 square feet of office space contained in 1,918 buildings with a vacancy factor of 23.1%. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Certain differences with prior reports are due to additions and subtractions of competitive inventory as well as current market intelligence regarding economic and real estate conditions. The trend in office space and vacancy within the Las Vegas metropolitan area is as follows:

HISTORICAL OFFICE INVENTORY

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	1,874	1,876	1,881	1,905	1,913	1,907	1,914	1,918	1,918
Rentable Sq. Ft.	50,663,069	50,768,883	51,768,202	52,617,955	52,753,068	52,837,096	52,933,598	52,984,880	52,984,880
Vacant Sq. Ft.	11,388,107	12,064,442	13,003,526	13,539,767	13,559,458	12,529,326	12,484,654	12,238,027	12,238,027
Vacancy Rate	22.5%	23.8%	25.1%	25.7%	25.7%	23.7%	23.6%	23.1%	23.1%
New Inventory	1,153,589	105,814	781,316	74,246	80,660	506,000	69,021	43,338	112,359
Net Absorption	(1,775,778)	(570,521)	(156,039)	(78,292)	200,270	764,604	94,663	138,718	233,381
Under Construction*	830,214	1,091,316	634,692	254,000	443,000	242,650	232,663	204,894	204,894
Planned Construction*	4,046,863	2,788,191	2,684,191	2,424,233	2,184,233	2,072,035	1,746,598	2,373,039	2,373,039
Avg. Lease Rate/Sq. Ft.	$2.23	$2.07	$1.97	$1.89	$1.86	$1.88	$1.87	$1.86	$1.86

* At the end of 4th Quarter

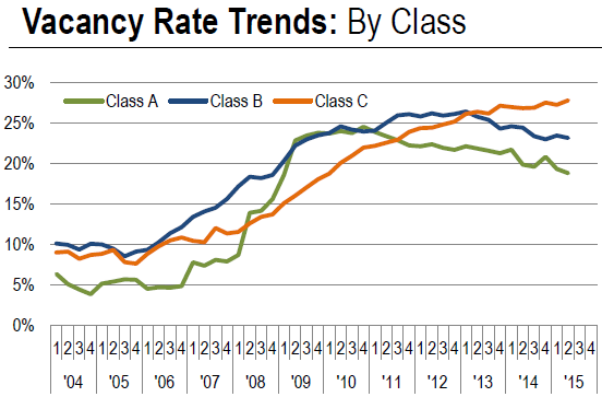
The current inventory has been broken down to the following building classes and further by the office types:

INVENTORY BY BUILDING CLASS AND TYPE

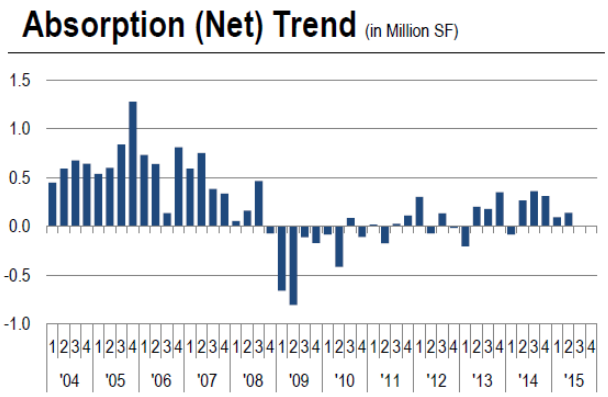
Building Class	A	B	C	Total
No. of Buildings	104	1,404	410	1,918
Rentable Sq. Ft.	11,333,159	32,100,641	9,551,080	52,984,880
Vacant Sq. Ft.	2,135,856	7,443,624	2,658,547	12,238,027
Percent Vacant	18.8%	23.2%	27.8%	23.1%
New Inventory YTD	11,329	101,030	0	112,359
Net Absorption YTD	236,745	21,945	(25,309)	233,381
Under Const.	197,000	7,894	0	204,894
Planned Const.	1,148,397	1,224,642	0	2,373,039
Avg. Lease Rate	$2.42	$1.84	$1.47	$1.86

Office Type	Government	Medical	Professional	Total
No. of Buildings	37	327	1,554	1,918
Rentable Sq. Ft.	3,526,882	8,359,669	41,098,329	52,984,880
Vacant Sq. Ft.	133,039	1,976,800	10,128,188	12,238,027
Percent Vacant	3.8%	23.6%	24.6%	23.1%
New Inventory YTD	0	65,367	46,992	112,359
Net Absorption YTD	(44,000)	299,553	(22,172)	233,381
Under Const.	129,000	7,894	68,000	204,894
Planned Const.	100,000	563,826	1,709,213	2,373,039

According to *Second Quarter 2015 Office Market Survey* prepared by Applied Analysis, the Las Vegas office vacancy rate fell to 23.1 percent during the first quarter of 2015, representing a decline of 50 basis points (-0.5 percentage point) from the first quarter of 2015. Compared to a year ago (Q2 2014), the office market vacancy rate has declined 80 basis points (-0.8 percentage points), and it is the lowest it has been since the first quarter of 2011. The vacancy rate trend since the first quarter of 2013 is shown below.

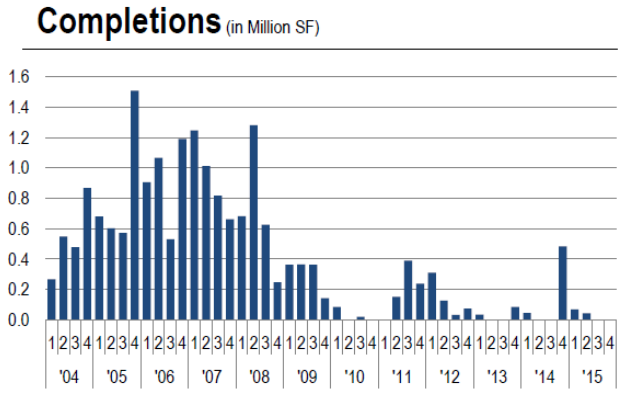


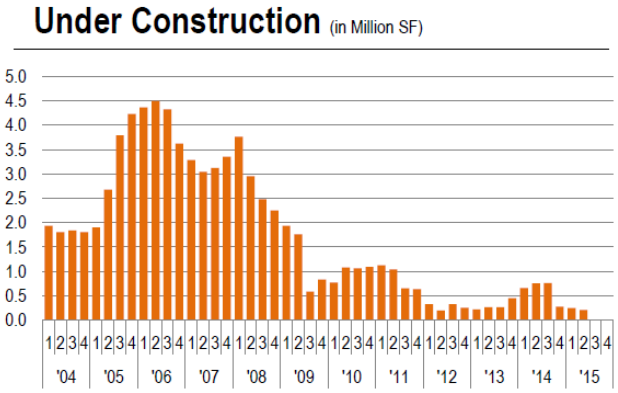
The office market reported approximately 138,700 square feet of positive net absorption in the second quarter of 2015. The most notable transaction was the purchase of the former Nevada Cancer Institute building by Roseman University of Health Sciences. The 143,000-square-foot building is located near the northeast corner of Interstate 215 and Town Center Drive. Roseman plans to open the building as a medical school in 2017 along with the Ralph & Betty Engelstad Cancer Research Building, which Roseman acquired in November 2013 through a merger with the Nevada Cancer Institute Foundation. Other notable transactions included SolarCity Corporation's lease for 15,300 square feet at 7450 Arroyo Crossing Parkway as well as a deal signed by The State of Nevada Welfare Division for 12,600 square feet at 3965 North Durango Drive.



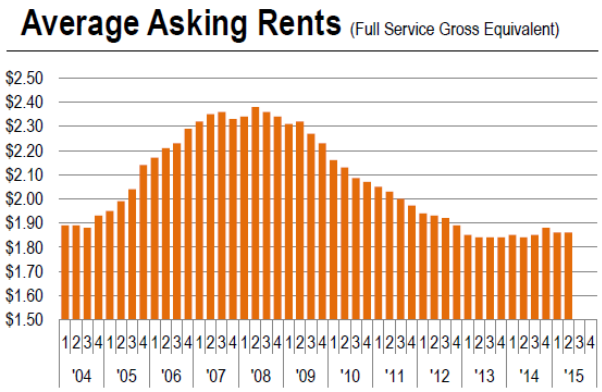
Two office projects completed construction in the Las Vegas valley during the first quarter, adding 69,000 square feet to the market, and roughly 43,300 square feet of space was completed during the second quarter, bringing total inventory to nearly 53 million square feet. The largest completion was the 35,700-square-foot third phase of The Park at Spanish Ridge located on the northeast corner of Spanish Ridge Avenue and Brent Thurman Way. In addition, a 7,700-square-foot medical building completed construction in the Las Vegas Technology Center. The building is located at 2480 Professional Court on the northwest corner of Smoke Ranch Road and Tenaya Way and was partially leased to the Neurology Center of Las Vegas.

Construction activity fell to 204,900 square feet by the end of the second quarter as three projects remained actively under development throughout the Las Vegas valley. These projects include the 129,000-square-foot Federal Justice Tower in Downtown Las Vegas, the 68,000-square-foot second phase of Tivoli Village at Queensridge, and the 7,900-square-foot third phase of Pecos Springs Business Park located on the southwest corner of Warm Springs Road and Pecos Road.





The current average asking rental rate is $1.86, which is down 16.2% from year-end 2009. The average asking rent has only fluctuated slightly since the end of 2013, as can be seen in the chart below.



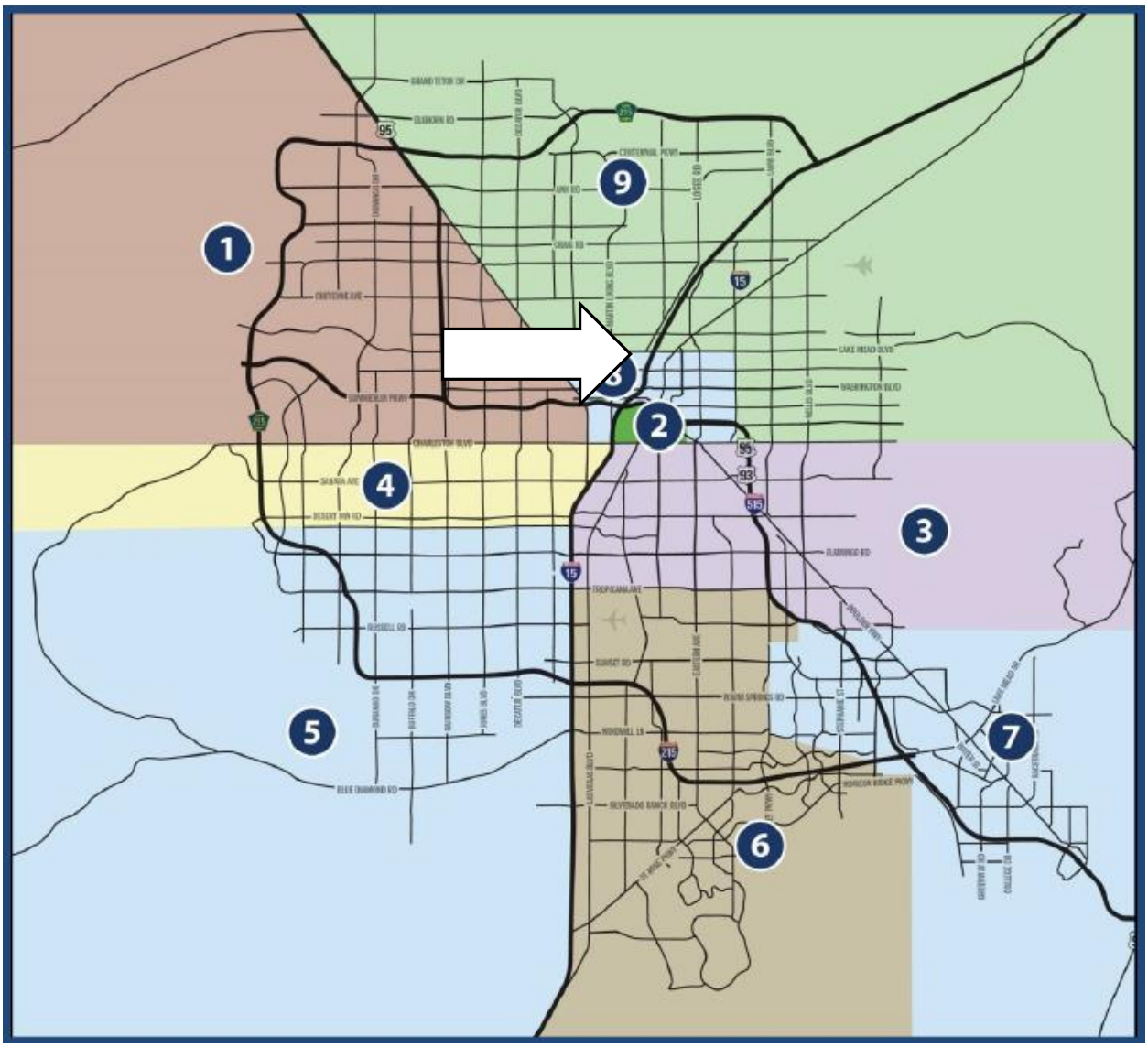
Office Market Outlook

The Las Vegas office market has reported positive net absorption for five consecutive quarters, and the vacancy rate is down 240 basis points (-2.4 percentage points) from the high of 25.5% witnessed in the first quarter of 2013. Office-using employment reached 356,900 in May 2015, which represents an increase of 3,900 positions from a year ago, largely attributable to gains in the professional and business services and education and health services sectors. Recent employment expansions have not necessarily translated into incremental demand for office as underutilized space continues to be filled. That said, should employment growth continue in these key sectors, more pronounced improvements in the overall office market vacancy rate are likely.

In the first half of 2015, there has been more demand for medical office space than professional space. While the medical office market vacancy rate remains elevated, it fell 270 basis points (-2.7 percentage points) from the prior quarter and 400 basis points (-4.0 percentage points) from a year ago to 23.6%. The medical office market has reported positive net absorption for five consecutive quarters, with 299,600 square feet of net move-ins reported in the past two quarters. In addition, medical office completions totaled 65,400 square feet in the first half of the year, which accounts for more than half of the 112,400 square feet of total office space added to the market in the same period. Health-related fields are expected to be an increasingly important component of the economy and the southern Nevada office market.

The Applied Analysis survey divides the office market into nine submarkets, each representing areas with varying geographies and economic characteristics. A map illustrating the districts for Las Vegas is on the following page.

OFFICE DISTRICT MAP



1	Northwest	6	South
2	Downtown	7	Southeast
3	Central East	8	Central/North
4	West	9	North
5	Southwest		

Subject Submarket Office Supply and Demand

The choice neighborhood is partly within District 8 (Central North). According to the *Second Quarter 2015 Office Market Survey*, this district is the second smallest with 1,993,332 square feet of office space contained in 37 buildings, representing 3.8% of the valley's supply. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Certain differences with prior reports are due to additions and subtractions of competitive inventory as well as current market intelligence regarding economic and real estate conditions. The historical figures for this district are as follows:

OFFICE DISTRICT DATA--DISTRICT 8

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	33	34	35	36	36	36	36	37	37
Rentable Sq. Ft.	1,464,824	1,549,638	1,939,638	1,972,638	1,972,638	1,972,638	1,972,638	1,993,332	1,993,332
Vacant Sq. Ft.	73,799	127,456	134,106	118,928	172,363	164,718	159,398	219,003	219,003
Vacancy Rate	5.0%	8.2%	6.9%	6.0%	8.7%	8.4%	8.1%	11.0%	11.0%
New Inventory	0	84,814	390,000	0	0	0	0	0	0
Net Absorption	6,918	31,157	383,350	(6,528)	(28,244)	21,338	5,320	(38,911)	(33,591)
Under Construction*	474,814	390,000	33,000	0	0	0	0	0	0
Planned Construction*	33,000	33,000	0	0	0	0	0	0	0
Avg. Lease Rate/Sq. Ft.	$2.06	$1.80	$1.76	$1.79	$1.77	$1.77	$1.78	$1.78	$1.78

* At the end of 4th Quarter

As shown above, the vacancy rate for office space in District 8 was 11.0%, which is the lowest vacancy rate for the entire Las Vegas Valley, which has an average of 23.1%. Vacancy actually decreased in 2008 and 2009 while other submarkets were increasing, but increased in 2010 with the addition of new space. The 390,000 square feet of new construction in the fourth quarter of 2011 consisted of the Las Vegas Metropolitan Police Department building. Negative net absorption began in 2012 and has continued throughout 2013. The first half of 2014 reported positive net absorption, which was more than enough to offset the third quarter's negative absorption, and end with positive net absorption for the year. This trend ended during the first half of 2015.

The inventory has been broken down into the following property classes and types:

INVENTORY BY BUILDING CLASS AND TYPE

Building Class	A	B	C	Total
No. of Buildings	1	16	20	37
Rentable Sq. Ft.	220,000	1,049,611	723,721	1,993,332
Vacant Sq. Ft.	0	49,339	169,664	219,003
Percent Vacant	0.0%	4.7%	23.4%	11.0%
New Inventory YTD	0	0	0	0
Net Absorption YTD	0	(25,026)	(8,565)	(33,591)
Under Const.	0	0	0	0
Planned Const.	0	0	0	0
Avg. Lease Rate	$0.00	$2.01	$1.71	$1.78

Office Type	Government	Medical	Professional	Total
No. of Buildings	6	18	13	37
Rentable Sq. Ft.	953,414	704,089	335,829	1,993,332
Vacant Sq. Ft.	18,370	165,439	35,194	219,003
Percent Vacant	1.9%	23.5%	10.5%	11.0%
New Inventory YTD	0	0	0	0
Net Absorption YTD	0	(33,591)	0	(33,591)
Under Const.	0	0	0	0
Planned Const.	0	0	0	0

There is no space planned or currently under construction at the end of the second quarter of 2015.

The average lease rate in the submarket is $1.78 per square foot based on full-service gross basis and ranged from $1.71 to $2.01 per square foot; however, the only Class A property in this district is owner-occupied. The area has the fourth lowest rents in the entire Las Vegas Valley, which has rents ranging from $1.47 to $2.42 per square foot per month with an average of $1.86 per square foot.

Subject Submarket Office Supply and Demand

The choice neighborhood is also within District 9 (North). According to the *Second Quarter 2015 Office Market Survey*, this district is the smallest with 1,769,276 square feet of office space contained in 86 buildings, representing 3.3% of the valley's supply. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Certain differences with prior reports are due to additions and subtractions of competitive inventory as well as current market intelligence regarding economic and real estate conditions. The historical figures for this district are as follows:

OFFICE DISTRICT DATA--DISTRICT 9

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	87	87	88	88	88	87	88	86	86
Rentable Sq. Ft.	1,612,539	1,612,539	1,822,939	1,838,026	1,838,026	1,822,026	1,822,026	1,769,276	1,769,276
Vacant Sq. Ft.	359,009	358,759	371,985	434,769	455,617	416,270	388,666	431,323	431,323
Vacancy Rate	22.3%	22.2%	20.4%	23.7%	24.8%	22.8%	21.3%	24.4%	24.4%
New Inventory	0	0	210,400	0	0	0	0	0	0
Net Absorption	(14,569)	250	197,174	(17,719)	7,632	13,309	27,604	(42,657)	(15,053)
Under Construction*	210,400	210,400	0	0	0	0	0	0	0
Planned Construction*	169,500	115,213	115,213	115,213	115,213	115,213	115,213	115,213	115,213
Avg. Lease Rate/Sq. Ft.	$2.02	$1.96	$1.80	$1.64	$1.44	$1.40	$1.42	$1.45	$1.45

* At the end of 4th Quarter

As shown above, the vacancy rate for office space in District 9 was 24.4%, which is tied for the fourth lowest vacancy rate of the submarkets yet higher than the vacancy rate for the entire Las Vegas Valley at 23.1%. Vacancy has fluctuated slightly since year-end 2009 and has stayed between 20.4% and 24.8% for the past six and one-half years.

The inventory has been broken down into the following property classes and types:

INVENTORY BY BUILDING CLASS AND TYPE

Building Class	A	B	C	Total
No. of Buildings	2	68	16	86
Rentable Sq. Ft.	255,776	1,155,755	357,745	1,769,276
Vacant Sq. Ft.	23,053	340,465	67,805	431,323
Percent Vacant	9.0%	29.5%	19.0%	24.4%
New Inventory YTD	0	0	0	0
Net Absorption YTD	4,654	(20,307)	600	(15,053)
Under Const.	0	0	0	0
Planned Const.	0	115,213	0	115,213
Avg. Lease Rate	$1.73	$1.45	$1.37	$1.45

Office Type	Government	Medical	Professional	Total
No. of Buildings	7	12	67	86
Rentable Sq. Ft.	348,600	146,576	1,274,100	1,769,276
Vacant Sq. Ft.	52,800	11,640	366,883	431,323
Percent Vacant	15.1%	7.9%	28.8%	24.4%
New Inventory YTD	0	0	0	0
Net Absorption YTD	(44,000)	(2,550)	31,497	(15,053)
Under Const.	0	0	0	0
Planned Const.	0	0	115,213	115,213

Planned construction consists of: Cheyenne Business Park – Buildings E, G, I, J, K (56,400 square feet total) located at Cheyenne, The Craig Connection (16,359 square feet) located at 2625 Craig, and Marcello Marketplace – Phase II (42,454 square feet) located at the northeast corner of Rancho and Carey.

The average lease rate in the submarket is $1.45 per square foot based on full-service gross and ranged from $1.37 to $1.73 per square foot. The area has the lowest rents in the entire Las Vegas Valley, which has rents ranging from $1.47 to $2.42 per square foot per month with an average of $1.86 per square foot.

North Las Vegas's main office core is generally considered to be the area north of Lake Mead Boulevard, along Civic Center Drive, south of Las Vegas Boulevard. This is the location of North Las Vegas's government offices as well as a few privately owned office facilities. According to information provided above, government office space in this submarket accounts for 16.2% of the submarket and has a very low vacancy rate of only 1.9%.

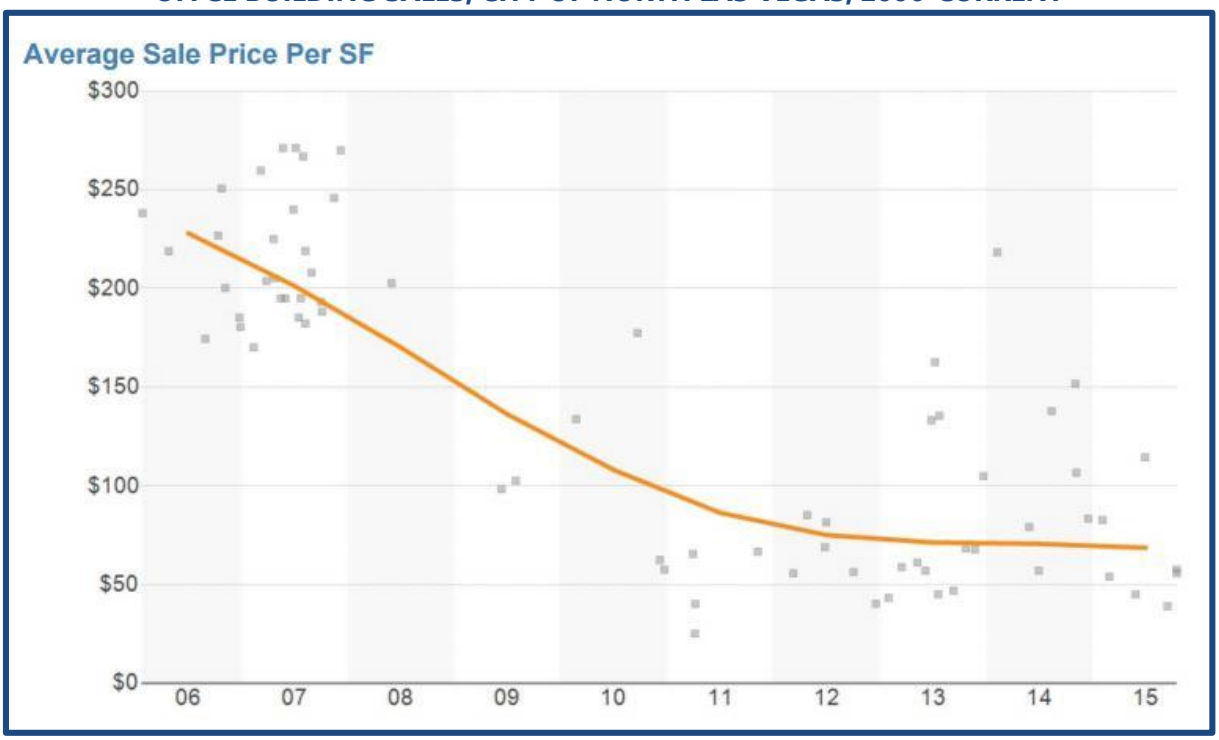
There are 18 medical office space buildings in the central north submarket, and 12 medical office space buildings in the north submarket; with 704,089 square feet of area in the central north submarket with 146,576 square feet of area in the north submarket. This use accounts for 35.3% of the north central market and 8.3% of the north market. A vacancy rate of 23.5% is reported for medical office space within the north central market with a 7.9% vacancy rate within the north market. The north central is slightly better than the overall medical office space vacancy rate of 23.6%, whereas the north submarket is substantially better.

North Vista Hospital is located along Lake Mead Boulevard just east of North Bruce Street. This facility was constructed in 1973 on a 3.92-acre site. Recently, North Vista Hospital purchased an adjacent property from the City of North Las Vegas for $1,870,000.

DaVita Dialysis recently remodeled an older building at 2065 Las Vegas Boulevard North, just north of Lake Mead Boulevard, south of the City Hall facility, converting it into a state-of-the-art clinic. This clinic provides five different treatment methods. This structure was originally constructed in 1956 on a 0.70-acre site. DaVita is a leading provider of kidney care in the United States, delivering dialysis services to patients with chronic kidney failure and end-stage renal disease.

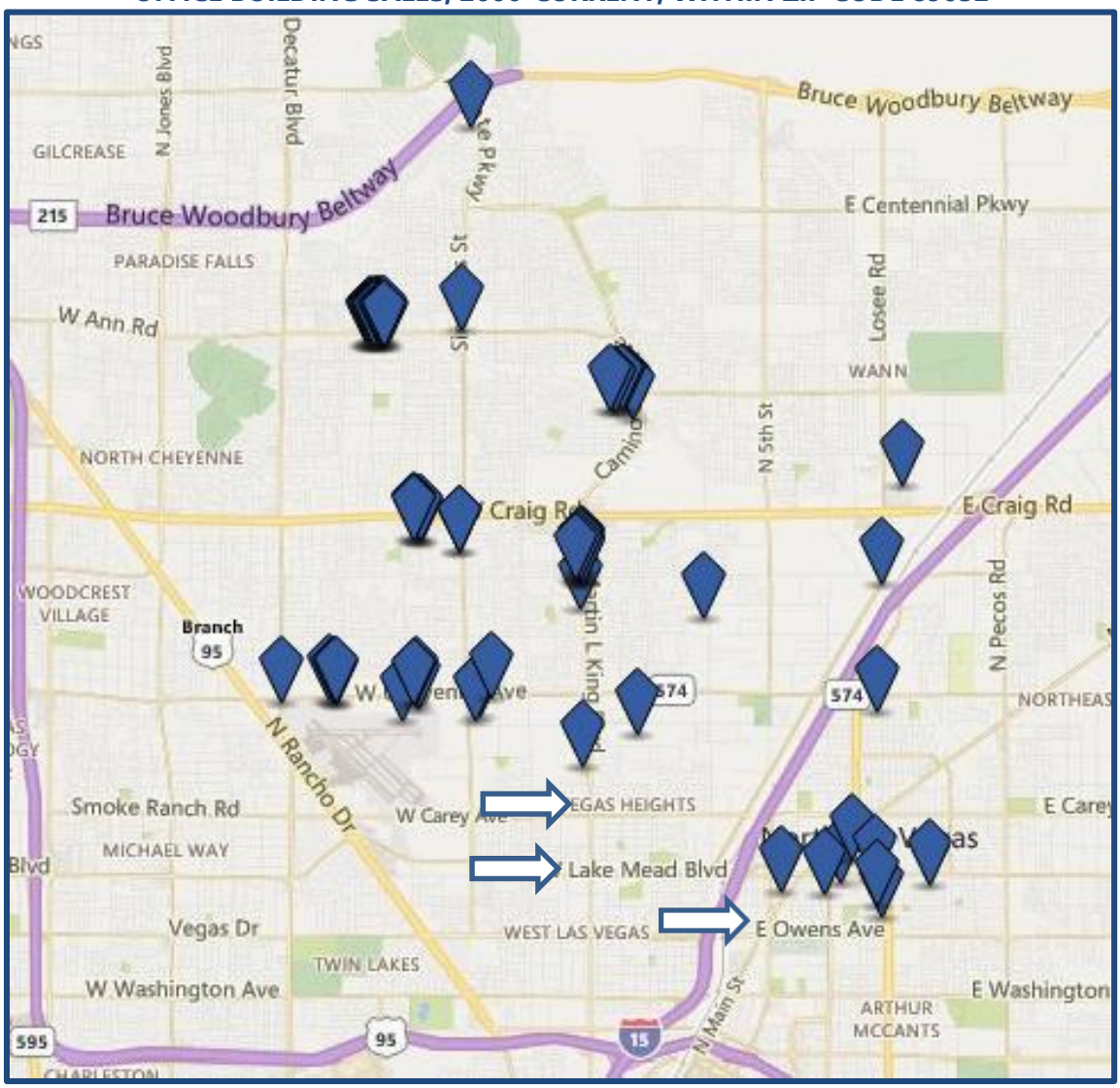
We researched recent sales in Co-Star of office buildings in the City of North Las Vegas market as a whole and found 83 sales have occurred since 2006. The average sales price per square foot in 2006 was $227.94; this figure has decreased to $69.17 in 2015. The sales trend is shown in the following graph; it appears the decline has stopped and the market is now levelling off and showing signs of stabilization.

OFFCE BUILDING SALES, CITY OF NORTH LAS VEGAS, 2006-CURRENT



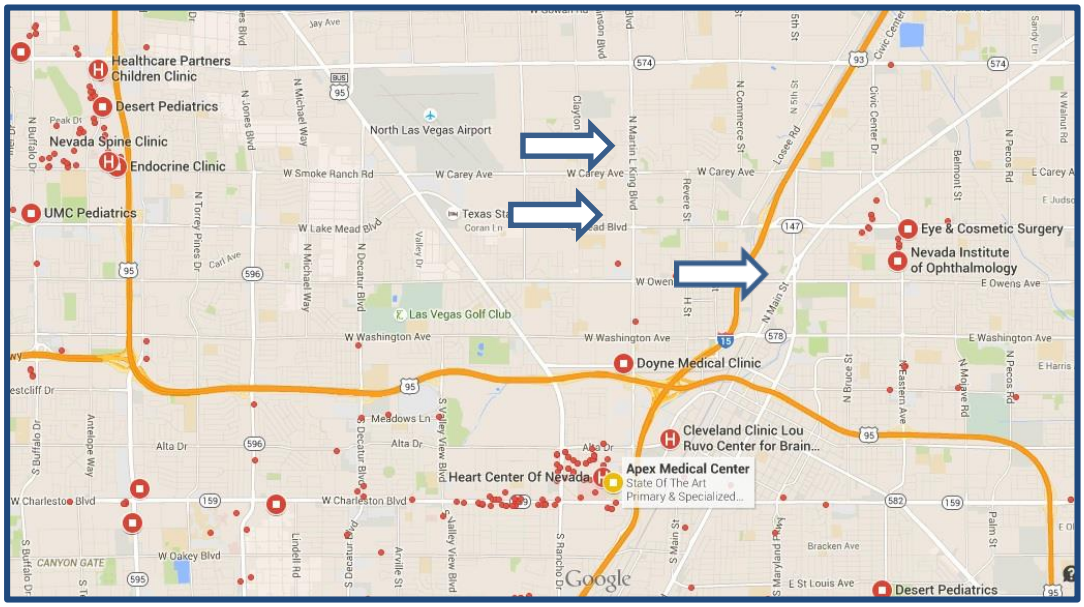
Approximately 45 of those sales summarized above were located in the zip codes of 89030 and 89032, as shown in the following map. Only two properties were in close proximity to the subject Buena Vista Springs I and II areas, meanwhile there were many sales near the Rose Gardens area.

OFFICE BUILDING SALES, 2006-CURRENT, WITHIN ZIP CODE 89032



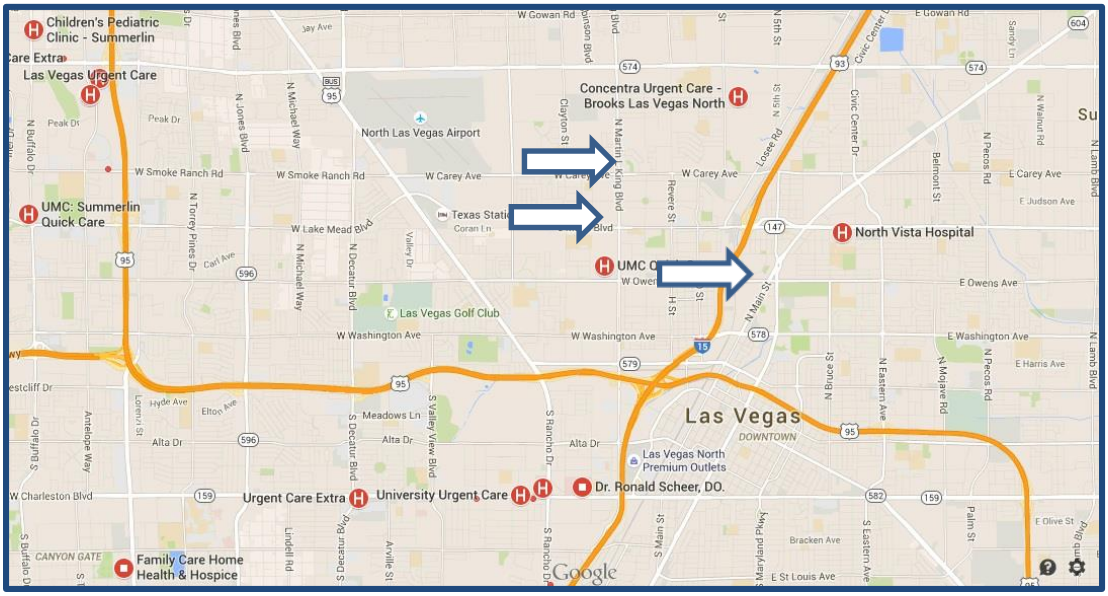
Next, we researched the general area surrounding the subject property to see what medical facilities are in existence. The following map illustrates only three medical facilities within proximity to the subject while clusters of medical offices are located in other submarkets.

MEDICAL OFFICE BUILDINGS IN PROXIMITY TO SUBJECT



A search for urgent care or quick care facilities was then made and, as shown below, we found only two near the Buena Vista Springs I and II area with a few in near the Rose Gardens area, all being near the North Vista Hospital. Again, several are clustered in the submarket to the west and south.

URGENT OR QUICK CARE FACILITIES IN PROXIMITY TO SUBJECT



The City of Las Vegas has developed a 75-acre office park at the southwest corner of Lake Mead Boulevard and Martin Luther King Boulevard. Buildings in this complex include multi-tenant uses, government uses, a Cox Communications campus, United States Post Office and a UMC Quick Care facility. The buildings were constructed in 1998, 2001-2003 and as recent as 2012. There are several vacant parcels still remaining for future development.

Conclusion to Office Market

The office market was one of the products hardest hit in the valley by the downturn in the economy. As shown herein, this product is still struggling with a valley wide vacancy rate of 23.6%. The central north market includes 37 buildings reported which is 1.9% of the office market, whereas the north market includes 86 buildings reported which is 4.5% of the office market. The office vacancy rates are high with an overall rate of 23.1%. Although the north central submarket includes a low vacancy rate of 11% this is partly attributed to the small amount of office product in the area. The north submarket includes a high vacancy rate being higher than the overall Las Vegas vacancy rate at 24.4%. This suggests there is an oversupply of professional offices and a lack of demand. However, a medical office use appears to be feasible considering the limited competition in the immediate area.

Overall Las Vegas Valley Industrial Market Conditions

For its *Second Quarter 2015 Industrial Market Survey*, in June 2015 Applied Analysis surveyed speculative and non-speculative warehouse/distribution, manufacturing, research and development ("R&D"), and flex buildings with 5,000 square feet or more of gross leasable or rentable area throughout the Las Vegas Valley. Warehouse/Distribution buildings have a minimum clear height of at least 20 feet and have at least one (1) dock-high door. Manufacturing buildings have a minimum clear height of less than 20 feet. Flex buildings have a parking ratio of at least 3:1, are generally multi-tenant in design with units that are divisible to less than 5,000 square feet. R&D has a high percentage of air-conditioned (built-out industrial) space. Lease types for buildings are reported as triple net or modified gross.

As of the end of the second quarter of 2015, there is 109,746,134 square feet of industrial space with a vacancy factor of 6.8%, which is a decline from the prior quarter (Q1 2015). This data also indicates the lowest reported vacancy since mid-2009. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Differences with prior reports are due to additions and subtractions of competitive inventory and the most current information on existing conditions. The trend in industrial space and vacancy within the Las Vegas metropolitan area is as follows:

HISTORICAL INDUSTRIAL INVENTORY

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	3,444	3,448	3,467	3,469	3,490	3,499	3,498	3,497	3,497
Rentable Sq. Ft.	103,912,646	104,263,551	105,011,468	105,256,777	107,473,956	107,886,404	108,313,332	109,746,134	109,746,134
Vacant Sq. Ft.	14,947,925	17,457,351	19,120,164	18,630,450	14,830,712	8,775,388	8,023,456	7,420,218	7,420,218
Vacancy Rate	14.4%	16.7%	18.2%	17.7%	13.8%	8.1%	7.4%	6.8%	6.8%
New Inventory	1,049,646	350,905	142,000	65,000	934,149	689,539	505,228	1,137,562	1,642,790
Net Absorption	(4,525,549)	(2,158,521)	(1,542,469)	(243,727)	3,600,724	4,659,742	1,235,404	1,847,701	3,083,105
Under Construction*	200,928	22,000	0	990,000	1,207,913	2,179,926	2,119,154	2,789,070	2,789,070
Planned Construction*	1,233,391	245,064	155,064	711,566	876,502	3,151,836	3,812,160	2,795,035	2,795,035
Avg. Lease Rate/Sq. Ft.	$0.63	$0.56	$0.52	$0.51	$0.54	$0.56	$0.57	$0.59	$0.59

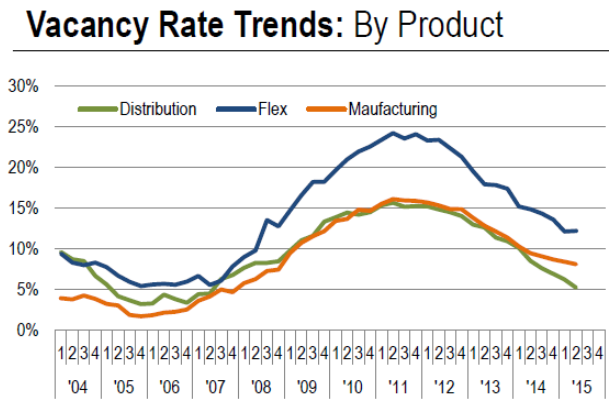
* At the end of 4th Quarter

The current inventory has been broken down to the following property types:

INVENTORY BY BUILDING TYPE

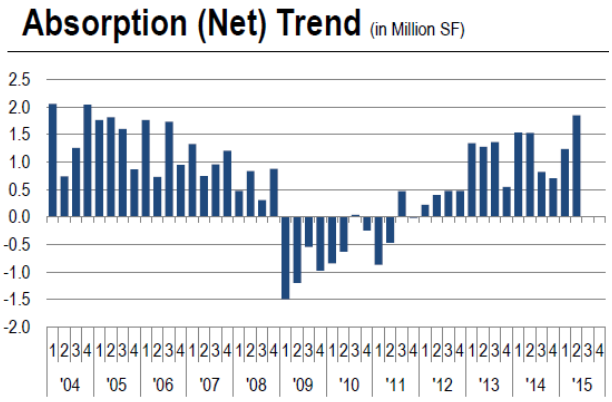
Building Type	Distribution	Manufacturing	R & D	Flex	Total
No. of Buildings	1,394	1,533	26	544	**3,497**
Rentable Sq. Ft.	71,352,261	23,861,314	581,236	13,951,323	**109,746,134**
Vacant Sq. Ft.	3,743,863	1,937,782	32,500	1,706,073	**7,420,218**
Percent Vacant	5.2%	8.1%	5.6%	12.2%	**6.8%**
New Inventory YTD	1,461,064	181,726	0	0	**1,642,790**
Net Absorption YTD	2,561,110	307,455	22,537	192,003	**3,083,105**
Under Const.	2,194,686	594,384	0	0	**2,789,070**
Planned Const.	2,445,842	349,193	0	0	**2,795,035**
Avg. Lease Rate	$0.54	$0.54	$1.15	$0.76	**$0.59**

According to *Second Quarter 2015 Industrial Market Survey* prepared by Applied Analysis, the Las Vegas industrial market vacancy rate fell to 6.8% during the second quarter of 2015. Compared to the prior quarter (Q1 2015), the industrial vacancy rate fell 60 basis points (-0.6 percentage point), while it is down 280 basis points (-2.8 percentage points) from a year ago (Q2, 2015). The vacancy trend by product type is presented in the chart below.



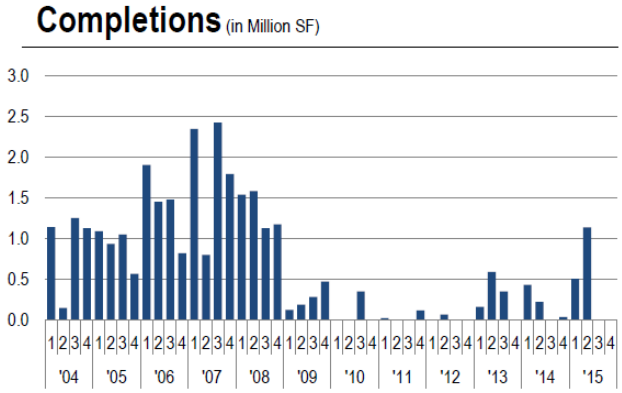
Approximately 1.8 million square feet of positive net absorption was reported in the second quarter of 2015 sourced to recent completions and continued leasing activity. During the period, Puliz Moving & Storage Company reportedly leased 72,200 square feet at 1841 East Craig Road, while Tectonics Industries, LLC signed a deal for 49,300 square feet at 2628 East Lone Mountain Road. In addition, Tri Starr Management, LLC leased 46,900 square feet at 4900 Engineers Way in Golden Triangle Industrial Park, and On the Go Leasing, LLC took roughly 39,500 square feet at 6065 Polaris Avenue.

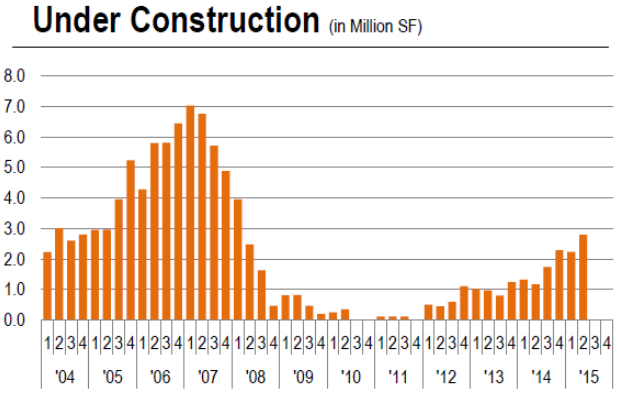
The net absorption trend since the first quarter of 2004 is shown below.



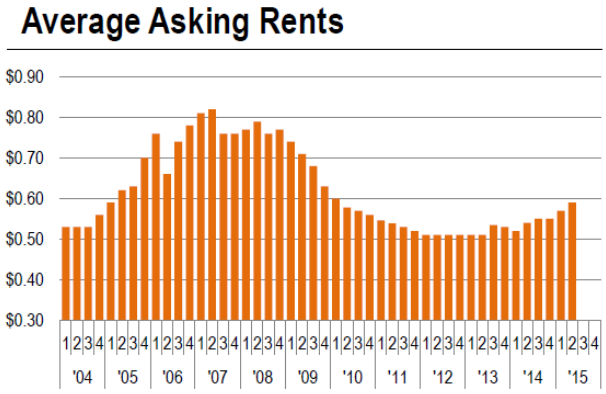
Completions totaled 1.1 million square feet in the second quarter. Switch finished its 471,200-square-foot SuperNAP 9 during the period. Meanwhile, Prologis completed its 464,200-square-foot Las Vegas Corporate Center #19 on the northwest corner of Gowan Road and Pecos Road. The project was the first large speculative development since the recession and was leased to Global Industrial Distribution before completion. Additional completions during the second quarter included BriovaRx (100,000 square feet), which is Catamaran's specialty pharmacy and is located in the Harry Reid Research and Technology Park, The Chef's Warehouse (74,100 square feet) and VSR Lock's expansion (28,000 square feet).

Construction activity increased to 2.8 million square feet and is sourced to nine projects. User-specified projects include Switch SuperNAP 10 (343,400 square feet), Ainsworth Game Technology (291,000 square feet), Konami Gaming (193,400 square feet) and the Republic Services Recycling Center (110,000 square feet), which will double residential recycling capacity in southern Nevada when completed. The remaining five projects are sourced to speculative developments including Henderson Freeways Crossing (453,100 square feet), Lone Mountain Corporate Center (446,900 square feet), Jones Corporate Park (416,000 square feet), Logisticenter Cheyenne (381,800 square feet) and Prologis Las Vegas Corporate Center #20 (153,500 square feet).





Average asking rates increased slightly year-over-year to $0.59 per square foot per month, and this represents an increase or holding steady of eight consecutive quarters. Average asking rates have declined 23% since the peak in the second quarter of 2007 at $0.76 per square foot.



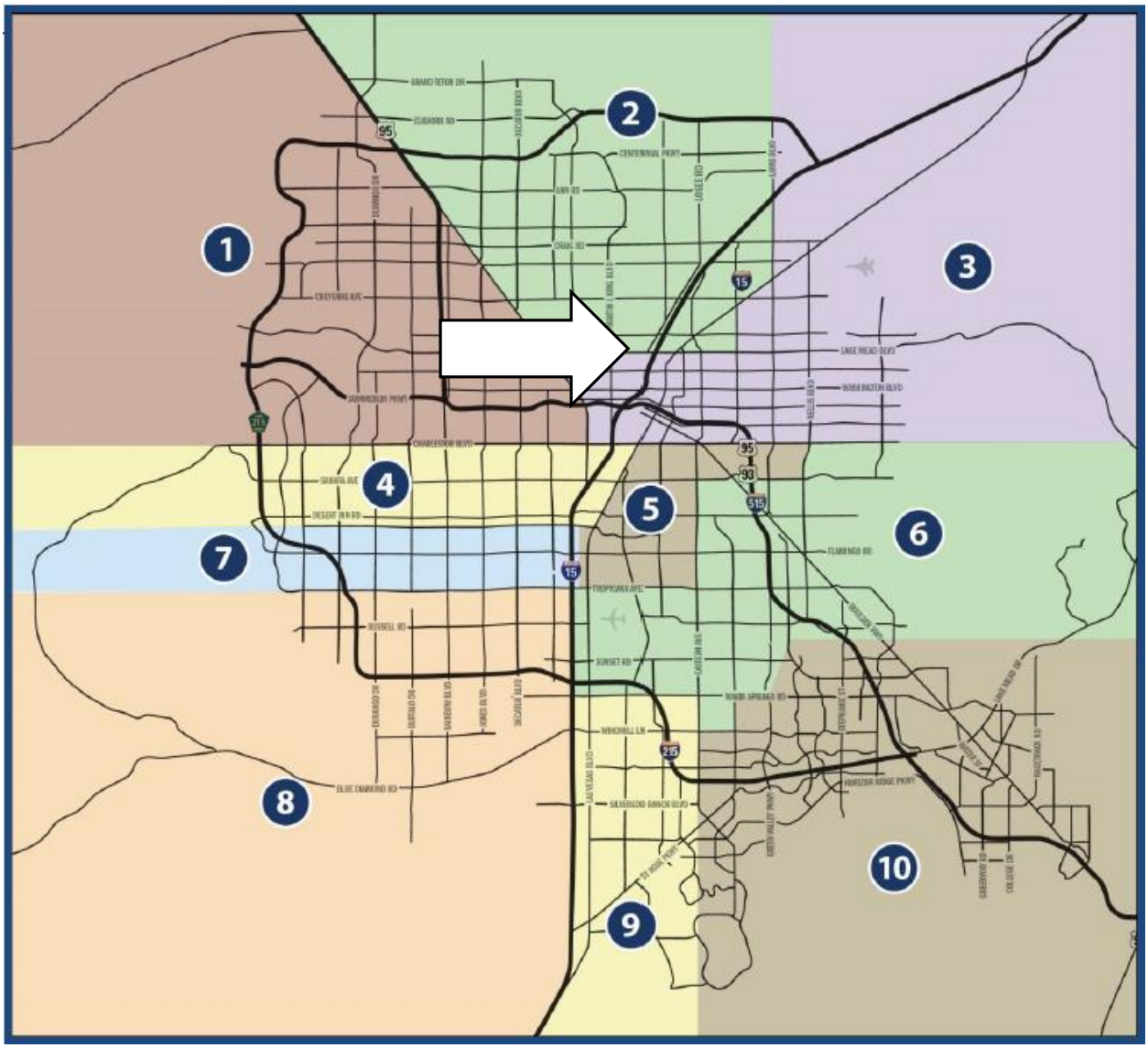
Industrial Market Outlook

The industrial market vacancy rate is now down 10.2 percentage points from the peak of 17.0% reported in the second quarter of 2011 and is at a level last seen at the start of the recession. The pace of decline has been nothing short of impressive. In the past year, quarter-to-quarter vacancy rate declines have average 70 basis points (-0.7 percentage points) per quarter. If this trend continues in the third and fourth quarters of 2015, the vacancy rate could reach 5.5% by the end of this year. That said, the pace of absorption is likely to slow, simply from a lack of available space. Increased demand has placed upward pressure on the average asking rate, which is now the highest it has been since the first quarter of 2010.

Construction activity in the industrial sector is now the highest it has been since 2008, with the majority of product sourced to speculative developments. At the end of the second quarter, speculative construction totaled 1.9 million square feet, which accounts for more than two-thirds of the total 2.8 million square feet actively underway. Developers are investing time and money in these large projects, many without pre-leasing, which demonstrates their renewed confidence in the market. However, it is likely these spaces will not sit vacant for very long as there are no longer any distribution or manufacturing spaces of 100,000 square feet or more left on the market.

The Applied Analysis survey divides the industrial market into 10 submarkets, each representing areas with varying geographies and economic characteristics. A map illustrating the districts for Las Vegas is on the following page.

INDUSTRIAL DISTRICT MAP



1	Northwest
2	North Las Vegas
3	Northeast
4	West Central
5	East Central
6	Airport/East
7	West
8	Southwest
9	South
10	Henderson

Subject Submarket Industrial Supply and Demand

The choice neighborhood is within District 2 (North Las Vegas). According to the *Second Quarter 2015 Industrial Market Survey*, this district contains 21,858,376 square feet of industrial space contained in 623 buildings, which is the second largest submarket and represents 19.9% of the valley's supply. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Differences with prior reports are due to additions and subtractions of competitive inventory and the most current information on existing conditions. The historical figures for this district are as follows:

INDUSTRIAL DISTRICT DATA--DISTRICT 2

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	607	607	607	618	621	621	622	623	623
Rentable Sq. Ft.	19,861,663	19,861,663	19,861,663	19,929,411	20,552,445	21,026,971	21,426,971	21,858,376	21,858,376
Vacant Sq. Ft.	2,466,664	3,063,133	3,767,684	3,606,448	2,478,476	1,955,647	1,343,005	1,202,520	1,202,520
Vacancy Rate	12.4%	15.4%	19.0%	18.1%	12.1%	9.3%	6.3%	5.5%	5.5%
New Inventory	56,800	0	0	65,000	112,085	105,118	400,000	464,203	864,203
Net Absorption	(947,530)	(596,469)	(704,551)	56,773	852,629	480,211	1,012,642	604,688	1,617,330
Under Construction*	0	0	0	20,000	465,628	864,203	617,659	710,336	710,336
Planned Construction*	473,750	65,000	65,000	0	0	583,456	690,640	243,760	243,760
Avg. Lease Rate/Sq. Ft.	$0.52	$0.45	$0.40	$0.38	$0.42	$0.42	$0.44	$0.45	$0.45

* At the end of 4th Quarter

As shown above, the vacancy rate for industrial space in District 2 was 5.5%, which is tied for the lowest vacancy rate in the entire Las Vegas Valley, which is at 6.8%. Vacancy has decreased significantly since the high at year-end 2011 of 19.0%. This is one of only a few submarkets that experienced positive net absorption during 2012, and continuing through to the first half of 2015. TJ Maxx completed a 400,000-square-foot expansion to their distribution facility at 4100 Lone Mountain during the first quarter, and Prologis Las Vegas Corporate Center #19 (464,203 square feet) was completed during the second quarter.

The inventory has been broken down into the following property types:

INVENTORY BY BUILDING TYPE

Building Type	Distribution	Manufacturing	R & D	Flex	Total
No. of Buildings	228	331	10	54	623
Rentable Sq. Ft.	15,279,245	5,391,329	105,092	1,082,710	21,858,376
Vacant Sq. Ft.	458,059	563,160	0	181,301	1,202,520
Percent Vacant	3.0%	10.4%	0.0%	16.7%	5.5%
New Inventory YTD	864,203	0	0	0	864,203
Net Absorption YTD	1,421,104	139,002	11,542	45,682	1,617,330
Under Const.	600,336	110,000	0	0	710,336
Planned Const.	243,760	0	0	0	243,760
Avg. Lease Rate	$0.38	$0.47	$0.00	$0.59	$0.45

There are two distribution buildings under construction, one in the Prologis Las Vegas Corporate Center containing 153,456 square feet, and the other being the Lone Mountain Corporate Center Phase 1 containing 446,880 square feet. In addition, Republic Services is constructed a recycling

center containing 110,000 square feet. Planned construction consists of Lone Mountain Corporate Center Phase 2 (243,760 square feet) located at the southeast corner of Lone Mountain and Berg.

The average lease rate in the submarket is $0.45 per square foot based on triple net rents and ranged from $0.38 to $0.59 per square foot. The area is tied for the second lowest rents when compared to the entire Las Vegas Valley, which has rents ranging from $0.54 to $1.15 per square foot per month, with an overall average of $0.59 per square foot.

Subject Submarket Industrial Supply and Demand

The choice neighborhood is also within District 3 (Northeast). According to the *Second Quarter 2015 Industrial Market Survey*, this district contains 12,939,326 square feet of industrial space contained in 439 buildings, representing 11.8% of the valley's supply. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Differences with prior reports are due to additions and subtractions of competitive inventory and the most current information on existing conditions. The historical figures for this district are as follows:

INDUSTRIAL DISTRICT DATA--DISTRICT 3

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	427	427	427	428	430	439	439	439	439
Rentable Sq. Ft.	12,465,310	12,465,310	12,465,310	12,478,920	12,698,977	12,939,326	12,939,326	12,939,326	12,939,326
Vacant Sq. Ft.	2,348,060	2,305,962	2,703,320	2,796,483	2,010,341	1,058,029	966,638	866,789	866,789
Vacancy Rate	18.8%	18.5%	21.7%	22.4%	15.8%	8.2%	7.5%	6.7%	6.7%
New Inventory	189,000	0	0	0	100,000	182,901	0	0	0
Net Absorption	(325,881)	44,598	(475,910)	(125,323)	630,238	887,490	91,391	89,699	181,090
Under Construction*	0	0	0	100,000	182,901	0	0	381,804	381,804
Planned Construction*	470,000	0	0	0	0	1,054,100	1,843,664	1,461,860	1,461,860
Avg. Lease Rate/Sq. Ft.	$0.47	$0.40	$0.38	$0.37	$0.38	$0.40	$0.42	$0.44	$0.44

* At the end of 4th Quarter

As shown above, the vacancy rate for industrial space in District 3 was 6.7%, which is near the vacancy rate for the entire Las Vegas Valley at 6.8%. The overall net absorption during 2013 and 2014, which has continued into the first half of 2015, has significantly dropped the vacancy rate 15.7 percentage points since the peak at the end of 2012.

The inventory has been broken down into the following property types:

INVENTORY BY BUILDING TYPE

Building Type	Distribution	Manufacturing	R & D	Flex	Total
No. of Buildings	138	287	0	14	439
Rentable Sq. Ft.	9,963,899	2,756,624	0	218,803	12,939,326
Vacant Sq. Ft.	622,058	211,872	0	32,859	866,789
Percent Vacant	6.2%	7.7%	0.0%	15.0%	6.7%
New Inventory YTD	0	0	0	0	0
Net Absorption YTD	183,173	2,398	0	(4,481)	181,090
Under Const.	381,804	0	0	0	381,804
Planned Const.	1,281,860	180,000	0	0	1,461,860
Avg. Lease Rate	$0.43	$0.47	$0.00	$0.53	$0.44

The Logisticenter Cheyenne (381,804 square feet) is currently under construction at 4025 East Cheyenne Boulevard. Planned construction consists of Prologis Cheyenne Distribution Center #3 (192,500 square feet) at 3355 Lamb Boulevard, Prologis Sunrise Industrial Park 9-10 (787,760 square feet) at 4800 East Cheyenne Boulevard, Sunpoint Business Center (301,600 square feet) at the northwest corner of Lamb Boulevard and Cartier, and a manufacturing building known only as Von Drehle containing 180,000 square feet at 6405 East Cheyenne Boulevard.

The average lease rate in the submarket is $0.44 per square foot based on triple net rents and ranged from $0.43 to $0.53 per square foot; however, this area has no R&D space that generally commands a higher rent. The area is tied for the lowest rental rate when compared to the entire Las Vegas Valley, which has rents ranging from $0.54 to $1.15 per square foot per month, with an overall average of $0.59 per square foot.

Conclusion to Industrial Market

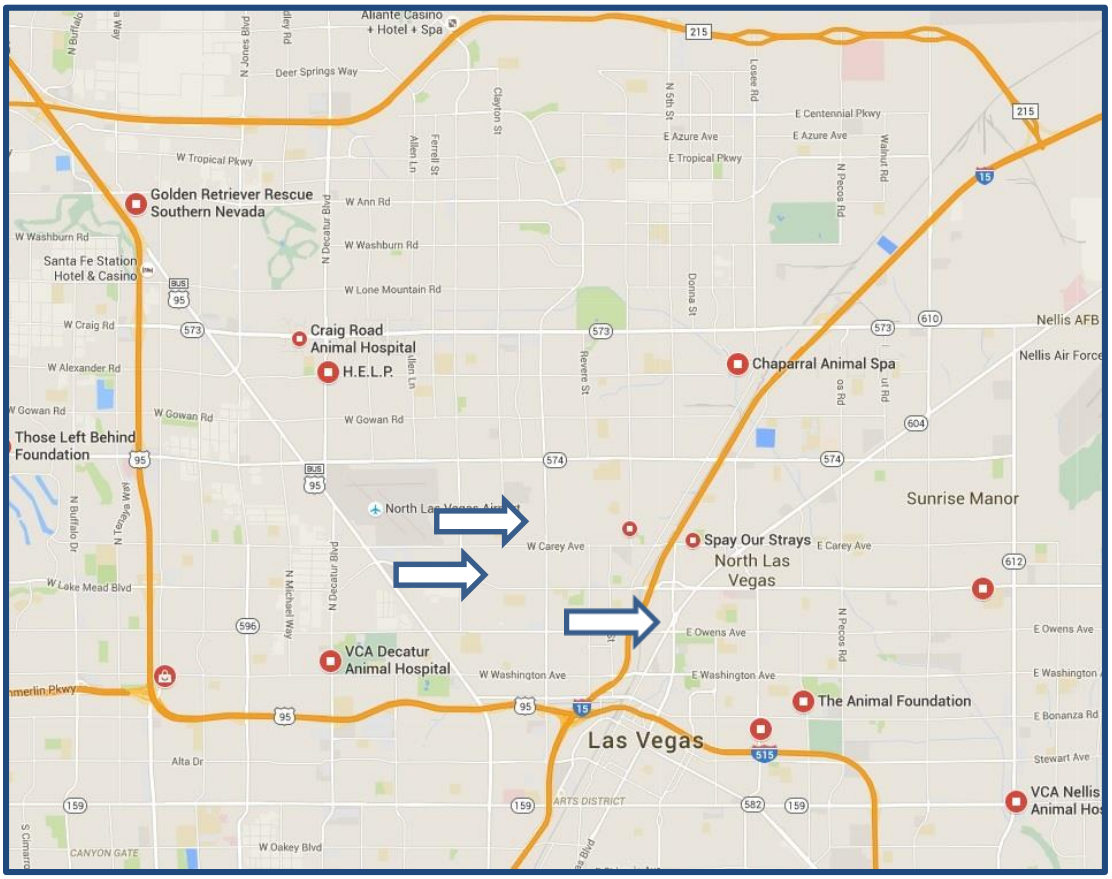
As stated earlier, due to the amount of vacant land zoned for industrial use in the area near the I-15 freeway as well as the potential expansion and future development involved with the Apex Industrial district, along with the current zoning of the targeted areas not conducive to industrial uses, there is minor likelihood that the Buena Vista Springs I and II areas would include a future industrial use.

The Rose Gardens area is just north of the downtown Las Vegas market which includes some industrial parcels as they benefit from the proximity to the site. Due to the site's access to the Interstate 15 via Lake Mead Boulevard as well as the access to U.S. 95 freeway via Las Vegas Boulevard, with the close proximity to downtown Las Vegas, this site appears to be a good location for an industrial use if the zoning could be changed. Likewise, there is a fairly low vacancy rate in the area of 6.7%. Therefore, if the zoning could be changed, and the residents would approve an industrial use at the site, this could be a feasible use.

It was noted that the Rose Gardens area is also close to the Union Pacific Railroad which include data lines that run parallel. There is a small likelihood for the site to be used for a data center, due to the small acreage of the site as most data centers are located on sites closer to 25 acres to encourage a developer to construct a data at the site considering the slight distance from the Union Pacific Railroad.

Another use that was considered for the Buena Vista Springs I area and Rose Gardens area was the use for an animal shelter or animal kennel. There are no animal shelters or kennels near the targeted area as shown below.

ANIMAL SHELTERS/KENNELS WITHIN PROXIMITY TO THE SUBJECT



The City of North Las Vegas Choice Neighborhood includes an area between Commerce Street and the I-15 freeway and between Carey Avenue and Lake Mead Boulevard that includes both zonings and a land use plan for industrial. The area includes good access from the freeway and nearby amenities consistent for industrial use.

Overall Las Vegas Valley Retail Market Conditions

For its retail market report, during June 2015 Applied Analysis surveyed power, community and neighborhood centers with 30,000 square feet or more of gross leasable area ("GLA"), as defined by the Building Owners and Managers Association ("BOMA"). Shopping malls, including those in suburban locations and on the Las Vegas Strip, are not covered in their report because of the lack of readily available data (it is the general policy of mall operators to keep market information confidential). Nevertheless, the survey covers the majority of retail space in the Las Vegas Valley. Lease type for buildings are reported as triple net or modified gross. As of the Second Quarter of 2015, there was 52,523,405 square feet of retail space contained in 341 centers with a vacancy factor of 9.1%. This data indicates vacancy has decreased from the previous quarter. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Certain differences with prior reports are due to additions and subtractions of competitive inventory as well as current market intelligence regarding economic and real estate conditions. The trend in retail space and vacancy within the Las Vegas metropolitan area is as follows:

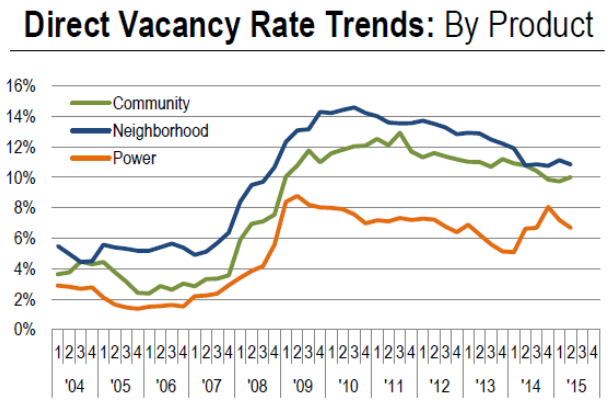
Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	334	336	338	343	352	361	361	341	341
Rentable Sq. Ft.	51,039,843	51,204,427	51,464,427	51,863,546	51,991,343	54,360,822	54,530,677	52,523,405	52,523,405
Vacant Sq. Ft.	5,325,815	5,299,592	5,437,240	5,047,218	4,763,446	5,121,282	5,135,065	4,758,408	4,758,408
Vacancy Rate	10.4%	10.3%	10.6%	9.7%	9.2%	9.4%	9.4%	9.1%	9.1%
New Inventory	1,329,176	164,584	260,000	201,000	48,517	2,015,000	107,769	4,244	112,013
Net Absorption	(229,917)	190,807	122,352	551,614	483,117	1,733,030	210,111	121,090	331,201
Under Construction*	464,540	298,956	490,000	304,000	2,041,000	399,039	688,244	819,000	819,000
Planned Construction*	7,042,534	4,619,072	3,226,466	4,581,466	2,814,222	2,932,845	2,761,135	3,140,576	3,140,576
Avg. Lease Rate/Sq. Ft.	$1.84	$1.56	$1.51	$1.50	$1.49	2	$1.65	$1.55	$1.55

* At the end of 4th Quarter

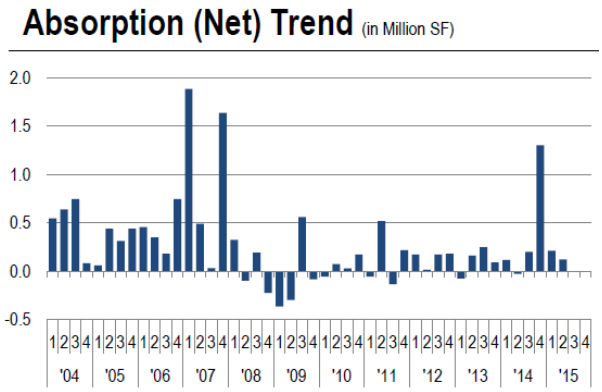
The current inventory has been broken down to the following property types:

Center Type	Power	Community	Neighborhood	Total
No. of Buildings	66	86	189	341
Rentable Sq. Ft.	19,892,894	13,434,628	19,195,883	52,523,405
Vacant Sq. Ft.	1,329,056	1,346,665	2,082,687	4,758,408
Percent Vacant	6.7%	10.0%	10.8%	9.1%
New Inventory YTD	0	91,994	20,019	112,013
Net Absorption YTD	271,997	59,766	(562)	331,201
Under Const.	406,000	395,000	18,000	819,000
Planned Const.	1,234,061	1,212,303	694,212	3,140,576
Avg. Lease Rate	$1.99	$1.47	$1.33	$1.55

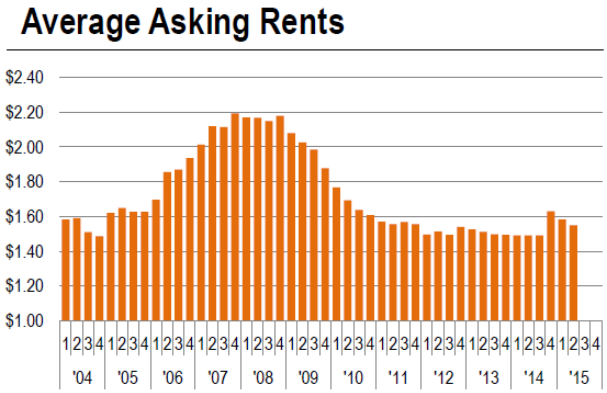
According to the *Second Quarter 2015 Retail Market Survey* prepared by Applied Analysis, the Las Vegas retail market vacancy rate fell 9.1% by the end of the second quarter of 2015. This is down 30 basis points (0.3 percentage points) from the previous quarter (Q1 2015) and the prior year (Q2 2014). An additional 1.1 million square feet of anchored retail space was available for sublease at the end of the period, or 2.0% of the total market. As a result, the retail market reported a total vacancy rate of 11.1% (direct vacancy plus sublease space).



The Las Vegas retail market reported positive net absorption of 121,090 square feet during the second quarter for a total of 331,201 square feet during the first half of the year. Retailers continued to lease space at Downtown Summerlin during the second quarter of 2015. Save A Lot and WSS Shoes each leased 18,400 square feet in former Von's space in Charleston Square at the northeast corner of Charleston and Lamb Boulevards. In addition, Bouncy World reportedly signed a deal for 17,000 square feet in the Stephanie Promenade at the northwest corner of American Pacific Drive and Stephanie Street, while Ulta signed a deal for 10,400 square feet in Montecito Crossing on the northeast corner of Interstate 215 and North Durango Drive.

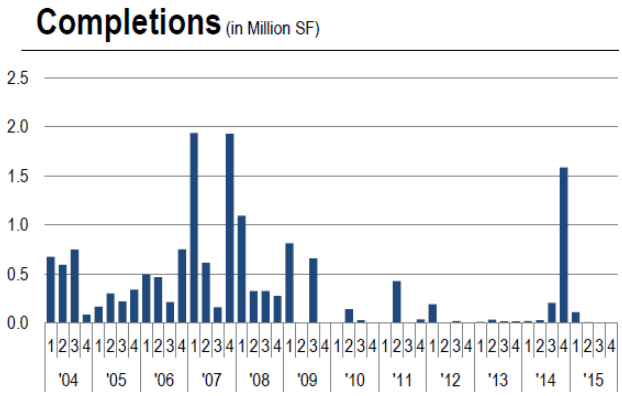


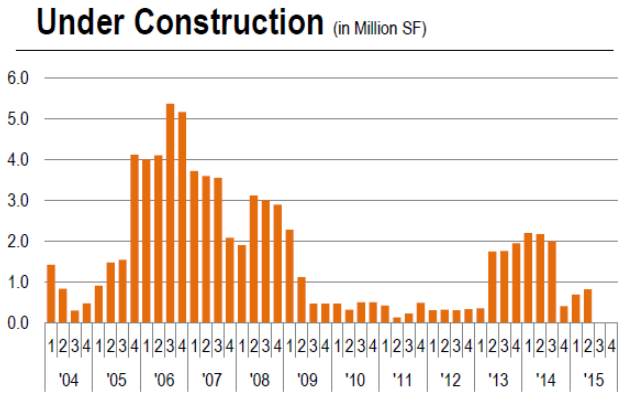
Pricing during the second quarter of 2015 was reported at an average asking rate of $1.55 per square foot per month. This is $0.10 per square foot below that reported for the previous quarter at $1.65. The average asking rate at the end of 2014 of $1.66 was a new record high from year-end 2010. Rates last year (Q2 2014) were $1.49. Average asking rates since the first quarter of 2003 are presented in the graph below.



Two anchored retail projects totaling 107,800 square feet completed construction during the first quarter, bringing total inventory to 54.5 million square feet. Las Vegas Athletic Club completed its 87,800-square-foot facility in North Las Vegas on the northeast corner of Decatur Boulevard and Tropical Parkway. In addition, two pad spaces totaling 20,000 square feet finished construction at Green Valley Crossing on the southwest corner of Horizon Ridge Parkway and Green Valley Parkway. During the second quarter a small pad space totaling 4,200 square feet was completed at Rainbow place on the southeast corner of Mardon Avenue and Rainbow Boulevard.

Construction activity increased to 819,000 square feet by the end of the second quarter. IKEA (351,000 square feet), the second phase of Tivoli Village at Queensridge (300,000 square feet), pad spaces at Sahara Center (18,000 square feet) and the first phase of Decatur Shopping Center (15,000 square feet) continued to make progress. In addition, developers started work on the 80,000-square-foot Durango Arby Plaza, which will be located on the southeast corner of Badura Avenue and Durango Drive and will include EOS Fitness, Five Guys, Starbucks, Mattress Firm and Café Rio. Hobby Lobby also broke ground on its 55,000-square-foot space in Decatur 215 power center, which is currently home to Target and WinCo Foods.





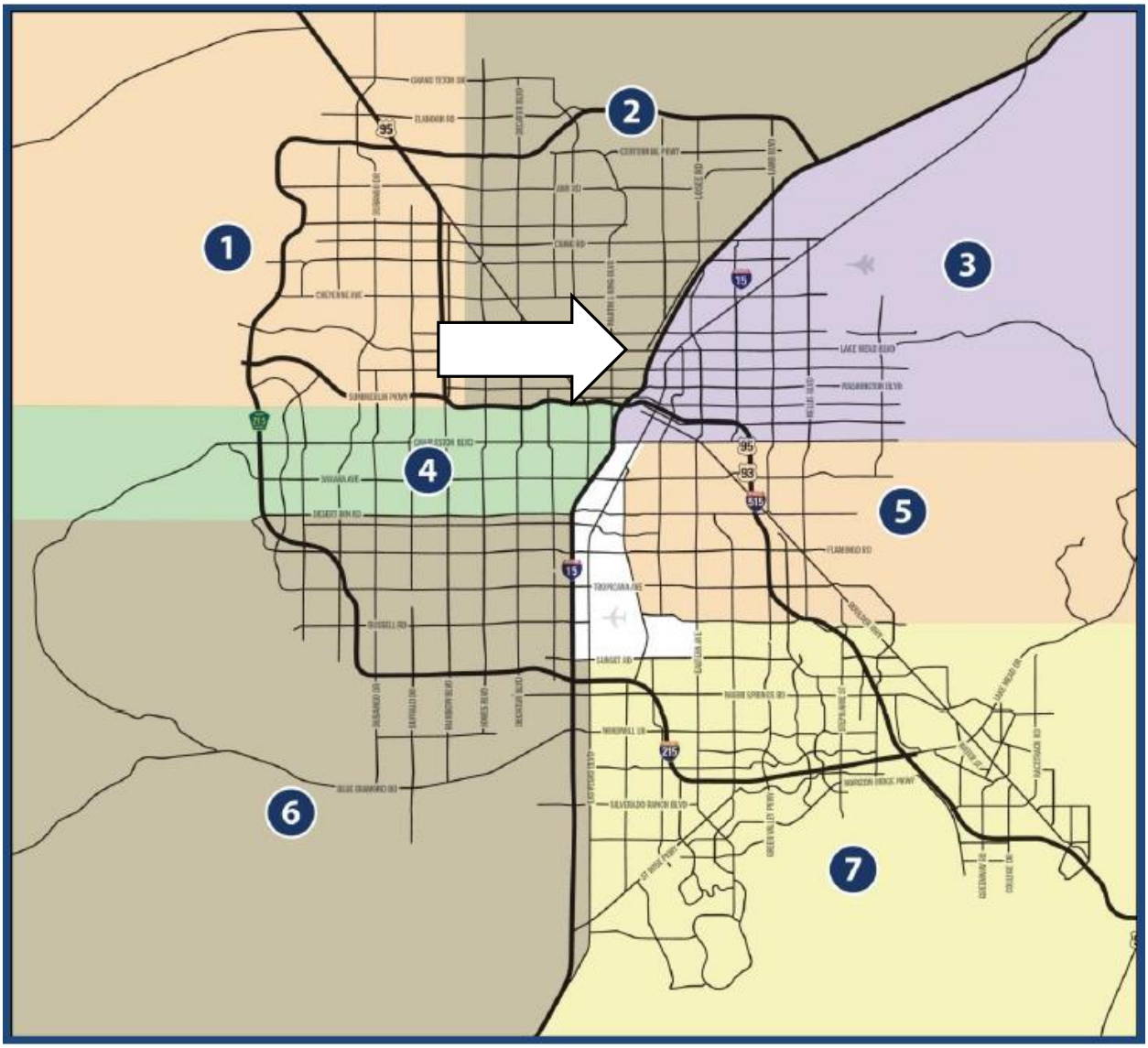
Retail Outlook

The Las Vegas retail market continues to respond to stabilizing market fundamentals. Consumer spending, measured by Clark County taxable retail sales, are at an all-time high, rising 8.1% year-over-year to $37.2 billion in the 12 months ending April 2015. Average weekly wages for the private sector have reported year-over-year gains of more than 2% for four consecutive quarters, rising 2.6% in May 2015, which is expected to contribute to continued growth in consumer spending throughout the remainder of 2015 should income trends continue. In addition, retail-using employment has added 5,500 positions in the past year, as the retail trade and food services and drinking places sectors reported annual gains of 2,700 positions and 2,800 positions, respectively.

In the past year, there have been 10,122 residential units permitted, which is up 15.1% from the prior year. Additionally, electric meter connections, which is an indication of population growth, are at an all-time high, rising 1.8% year-over-year in the latest period to 780,869. Three new master-planned communities have either started construction or are in the planning stage, including Skye Canyon, Cadence and The Villages at Tule Springs. Also, Summerlin recently broke ground on The Cliffs, which is its first new village since 2004, while the first home in Ascaya, a luxury community in Henderson, is actively underway. With homebuilding continuing at all ends of the valley and population on the rise, more retailers are expected to be attracted to the region.

The Applied Analysis survey divides the retail market into seven submarkets, each representing areas with varying geographies and economic characteristics. A map illustrating the districts for Las Vegas is on the following page.

RETAIL DISTRICT MAP



1 Northwest
2 North Las Vegas
3 Northeast
4 West
5 East
6 Southwest
7 Southeast

Subject Submarket Retail Supply and Demand

The subject neighborhood is within District 2 (North Las Vegas). According to the *Second Quarter 2015 Retail Market Survey*, this district contains 7,217,209 square feet of retail space contained in 55 centers, representing 13.7% of the valley's supply. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Certain differences with prior reports are due to additions and subtractions of competitive inventory as well as current market intelligence regarding economic and real estate conditions. The historical figures for this district are as follows:

RETAIL DISTRICT DATA--DISTRICT 2

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	52	52	52	54	55	56	57	55	55
Rentable Sq. Ft.	6,986,820	6,986,820	6,986,820	7,142,638	7,148,524	7,280,975	7,547,536	7,217,209	7,217,209
Vacant Sq. Ft.	867,966	825,659	953,429	840,687	736,070	908,323	878,650	835,580	835,580
Vacancy Rate	12.4%	11.8%	13.6%	11.8%	10.3%	12.5%	11.6%	11.6%	11.6%
New Inventory	667,280	0	0	95,000	5,886	0	87,750	0	87,750
Net Absorption	3,585,915	42,307	(127,770)	164,490	86,439	(126,836)	102,329	8,442	110,771
Under Construction*	0	0	95,000	0	0	87,750	15,000	70,000	70,000
Planned Construction*	1,928,983	974,384	535,475	535,475	522,443	589,843	574,843	488,175	488,175
Avg. Lease Rate/Sq. Ft.	$2.10	$1.63	$1.53	$1.32	$1.26	$1.26	$1.28	$1.27	$1.27

* At the end of 4th Quarter

As shown above, the vacancy rate for retail space in District 2 was 11.6%, which is higher than the vacancy rate for the entire Las Vegas Valley at 9.1%. Vacancy has steadily decreased since its peak of 13.6% at the end of 2011. The positive net absorption in during 2012 and 2013 took a hit with negative net absorption during 2014. However, the first half of 2015 has helped to lower the vacancy rate, even with new inventory being added, which consisted of the Las Vegas Athletic Club located at 6050 Decatur Boulevard.

The inventory has been broken down into the following property types:

INVENTORY BY CENTER TYPE

Center Type	Power	Community	Neighborhood	Total
No. of Buildings	15	10	30	55
Rentable Sq. Ft.	2,732,124	1,478,729	3,006,356	7,217,209
Vacant Sq. Ft.	282,756	150,865	401,959	835,580
Percent Vacant	10.3%	10.2%	13.4%	11.6%
New Inventory YTD	0	87,750	0	87,750
Net Absorption YTD	(7,874)	84,489	34,156	110,771
Under Const.	55,000	15,000	0	70,000
Planned Const.	435,775	52,400	0	488,175
Avg. Lease Rate	$1.22	$1.48	$1.23	$1.27

Community space under construction is the first phase of Decatur Shopping Center (15,000 square feet) and a Hobby Lobby at 6321 N. Decatur Boulevard at I-215 (55,000 square feet). Planned community space consists of Decatur Shopping Center Phase 2 located at the northeast corner of Decatur and Rice. Planned power space consists of: Deer Springs Crossing Phase 2 (213,204 square

feet) located at the southeast corner of Seer Springs and 5th Street, Deer Springs Town Center Phase 3 (187,571 square feet) located at the southeast corner of the 215 Beltway and 5th street, and Ross Dress for Less and Ulta stores at Decatur and 215 Phase IV (35,000 square feet).

The average lease rate in the submarket is $1.27 per square foot based on triple net rents and ranged from $1.22 to $1.48 per square foot. The area has the second lowest rents in the entire Las Vegas Valley, which has rents ranging from $1.33 to $1.99 per square foot per month with an average of $1.55 per square foot.

Subject Submarket Retail Supply and Demand

The subject neighborhood is within District 3 (Northeast). According to the *Second Quarter 2015 Retail Market Survey*, this is the smallest district with 3,270,251 square feet of retail space contained in 27 centers, representing 6.2% of the valley's supply. The Applied Analysis survey is to be taken as a snapshot of the market at the time that the report is published. Certain differences with prior reports are due to additions and subtractions of competitive inventory as well as current market intelligence regarding economic and real estate conditions. The historical figures for this district are as follows:

RETAIL DISTRICT DATA--DISTRICT 3

Year	2009	2010	2011	2012	2013	2014	2015 Q1	2015 Q2	2015 YTD
No. of Buildings	28	28	28	28	28	28	28	27	27
Rentable Sq. Ft.	3,296,451	3,296,451	3,296,451	3,296,451	3,296,451	3,296,451	3,296,451	3,270,251	3,270,251
Vacant Sq. Ft.	257,854	227,556	274,564	210,043	193,268	166,824	208,992	244,824	244,824
Vacancy Rate	7.8%	6.9%	8.3%	6.4%	5.9%	5.1%	6.3%	7.5%	7.5%
New Inventory	0	0	0	0	0	0	0		0
Net Absorption	(78,796)	30,298	(47,008)	56,321	16,775	(10,356)	6,678	(25,832)	(19,154)
Under Construction*	0	0	0	0	0	0	0	0	0
Planned Construction*	385,328	351,328	351,328	351,328	483,328	431,328	431,328	431,328	431,328
Avg. Lease Rate/Sq. Ft.	$1.59	$1.47	$1.39	$1.22	$1.21	$1.18	$1.14	$1.17	$1.17

*** At the end of 4th Quarter**

As shown above, the vacancy rate for retail space in District 3 was the third highest in the valley at 7.5%, which is still below the vacancy rate for the entire Las Vegas Valley at 9.1%. With no new space constructed over the past six and one-half years and positive absorption during 2010 and 2012, vacancy declined over year-end 2009. However, negative net absorption occurring in the latter part of 2014 and the second quarter of 2015 has increased the vacancy.

The inventory has been broken down into the following property types:

INVENTORY BY CENTER TYPE

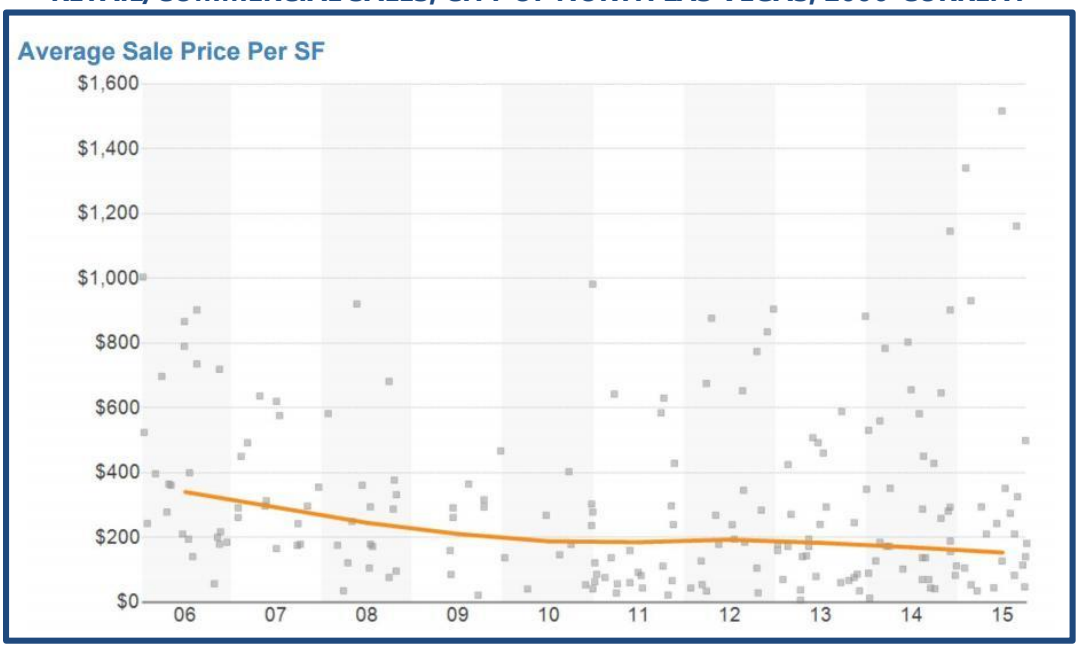
Center Type	Power	Community	Neighborhood	Total
No. of Buildings	4	7	16	27
Rentable Sq. Ft.	943,001	1,054,911	1,272,339	3,270,251
Vacant Sq. Ft.	10,961	112,431	121,432	244,824
Percent Vacant	1.2%	10.7%	9.5%	7.5%
New Inventory YTD	0	0	0	0
Net Absorption YTD	(1,400)	(15,554)	(2,200)	(19,154)
Under Const.	0	0	0	0
Planned Const.	0	431,328	0	431,328
Avg. Lease Rate	$1.49	$1.22	$1.10	$1.17

Planned community space consists of: Las Flores (351,328 square feet) located at the northwest corner of Las Vegas and Hamilton, and Downtown 3rd (80,000 square feet) located at 350 Stewart.

The average lease rate in the submarket is $1.17 per square foot based on triple net rents and ranged from $1.10 to $1.49 per square foot. The area has the lowest rental rates in the entire Las Vegas Valley, which has rents ranging from $1.33 to $1.99 per square foot per month with an average of $1.55 per square foot.

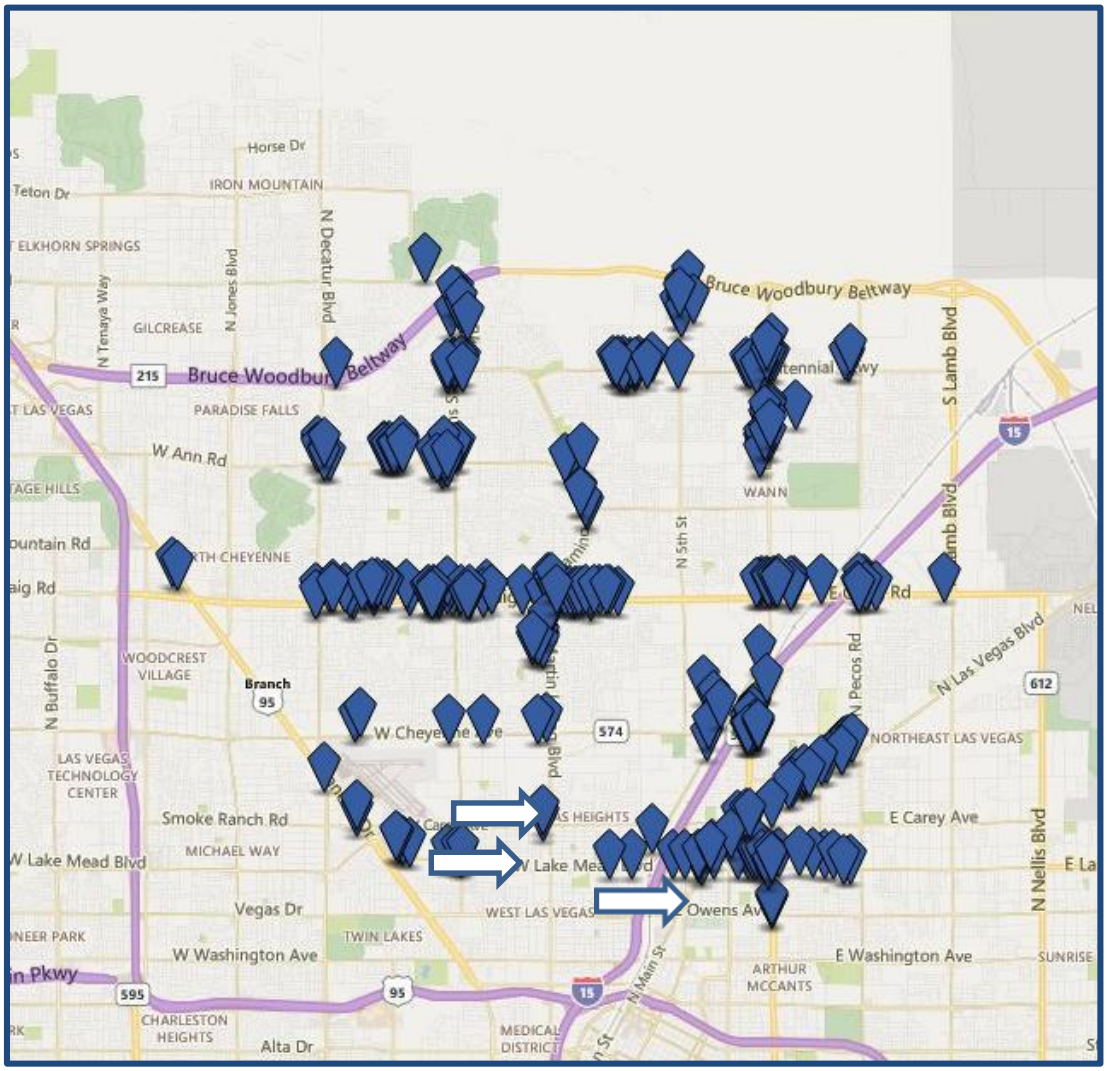
The current vacancy rate for power and community centers is 10.3% in the North Las Vegas submarket and 1.2% in the northeast submarket while neighborhood centers are experiencing medium vacancy at 6.7% for the entire Las Vegas valley. In addition, power and community centers in this submarket experienced positive absorption during 2015. We researched sales of retail properties through CoStar for the North Las Vegas market and found there have been 282 sales since 2006. The average sales price in 2006 was $336.68 per square foot; this figure decreased to $186.19 per square foot in 2015. The retail market, according to these sales, appears to have stabilized in the submarket.

RETAIL/COMMERCIAL SALES, CITY OF NORTH LAS VEGAS, 2006-CURRENT



Approximately 188 of those sales involved properties within the area of the subject as shown on the following map. Many are in close proximity to the Buena Vista Springs I area and Rose Garden area. Several more are located along Lake Mead Boulevard west of the subject where numerous residential subdivisions and apartment complexes are located. These retail properties (just to the west of the subject) are generally 4,000 to 5,500 square feet in size with one being 24,000 square feet.

COMMERCIAL BUILDING SALES, 2006-CURRENT, WITHIN SUBMAREKT

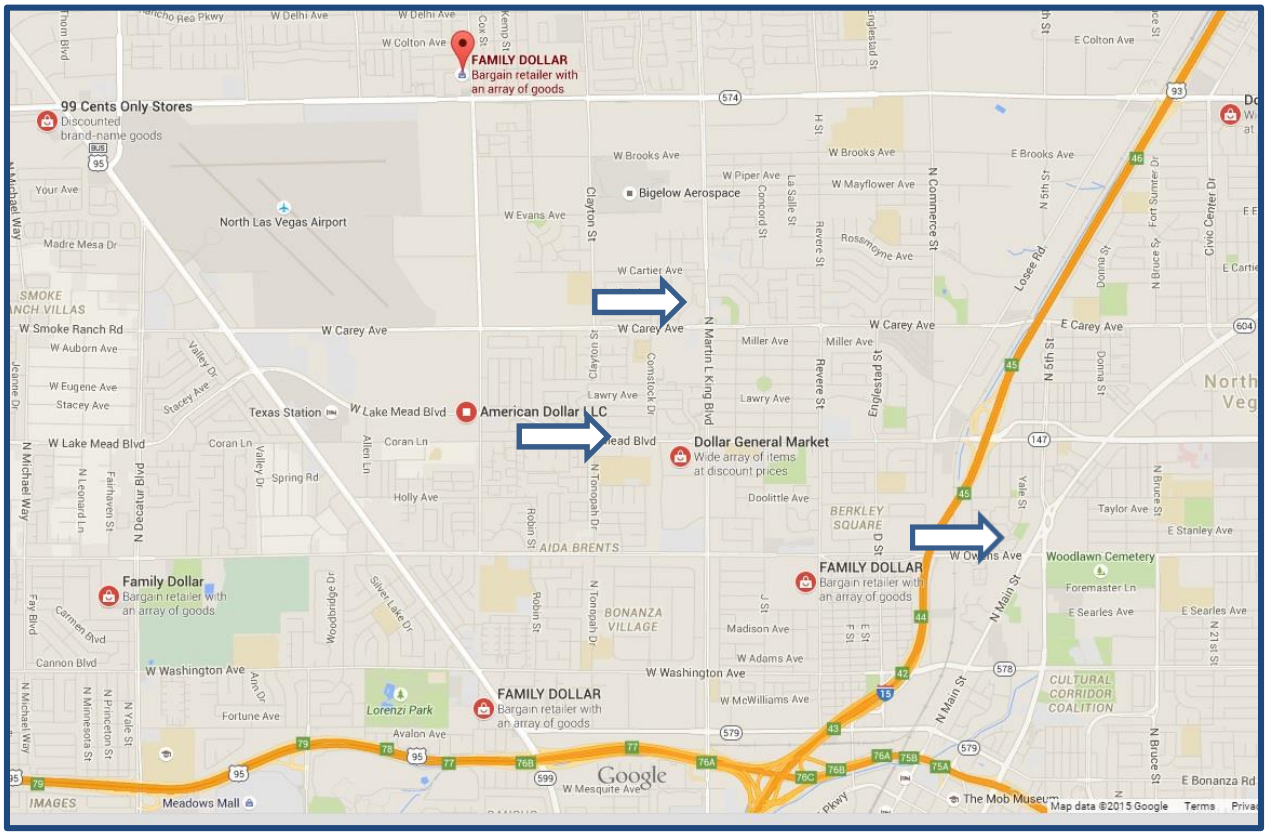


As is shown on the chart above, there are a higher concentration of retail sales along Craig Road. This is to be expected as growth and development extended north during the boom as there was vacant, developable land in that direction.

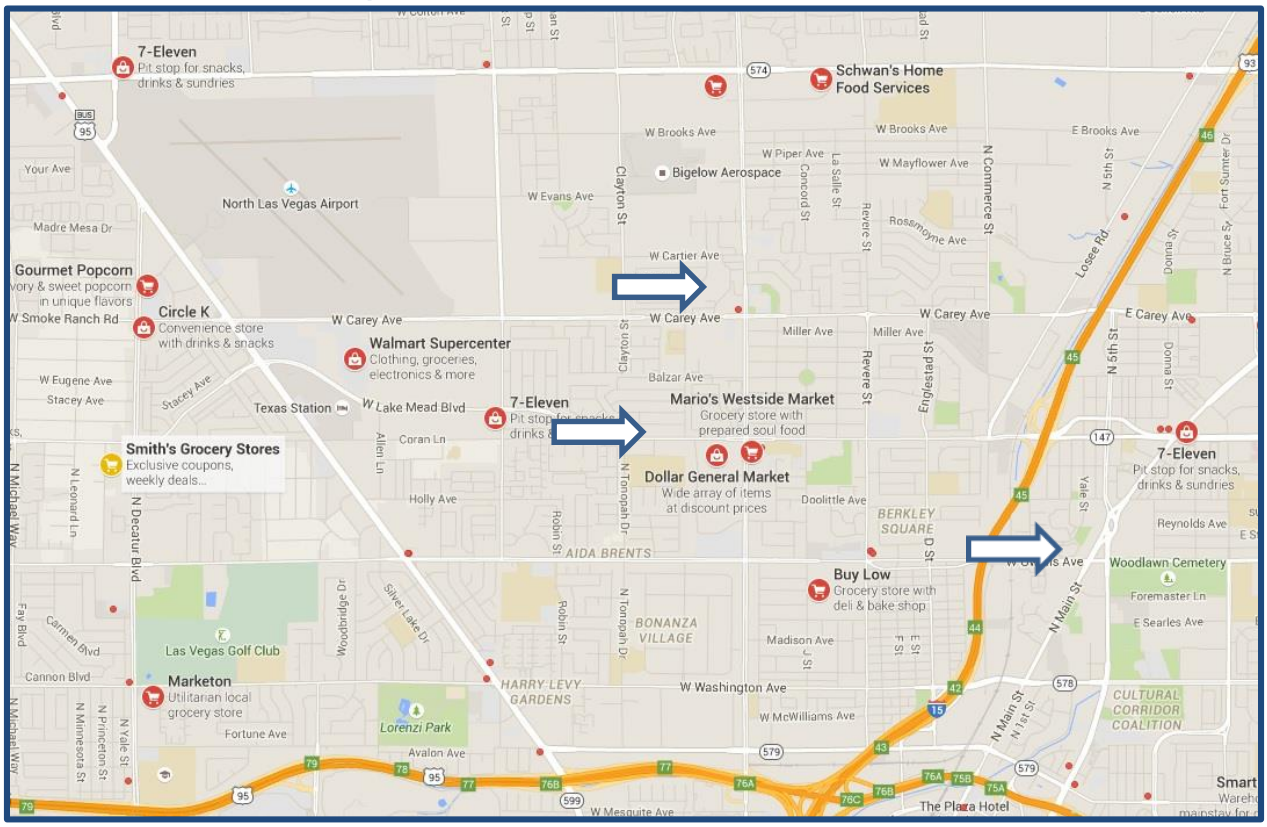
Given the physical limitations of all of the targeted sites previously discussed, a large scale shopping or retail center is not supported. In addition, the higher vacancy rate and of such space makes this use questionable at this time. However, smaller specialty type retail uses might be feasible at the subject site. For instance, we see dollar stores or 99 cent stores located in all submarkets of the valley. These stores typically provide a larger version of a convenience store and include grocery facilities. As can be seen on the following map, several are located near Buena Vista Springs II, however, none are noted in immediate proximity to the Buena Vista Springs I and Rose Garden Areas. Considering the limited number of grocery stores in the immediate area (as shown on the map following the 99 cent/dollar store locations, this use is emerging as feasible.

In researching this use, we found those facilities with a grocery component to typically range between 18,000 and 24,000 square feet on 2-3.5 acre lots. Some of the Family Dollar stores recently constructed are closer to 8,000 and 8,500 square feet on roughly one acre sites.

DOLLAR STORES WITHIN PROXIMTY TO THE SUBJECT

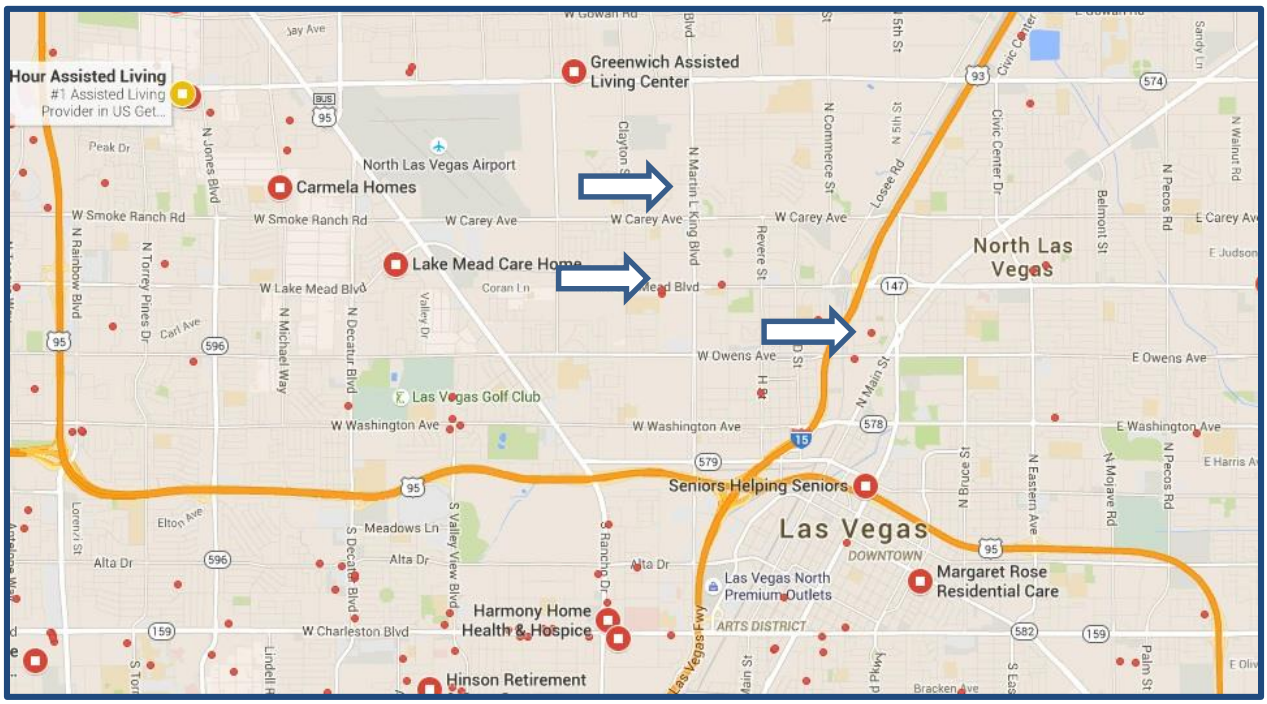


GROCERY/FOOD STORES WITHIN PROXIMITY TO SUBJECT



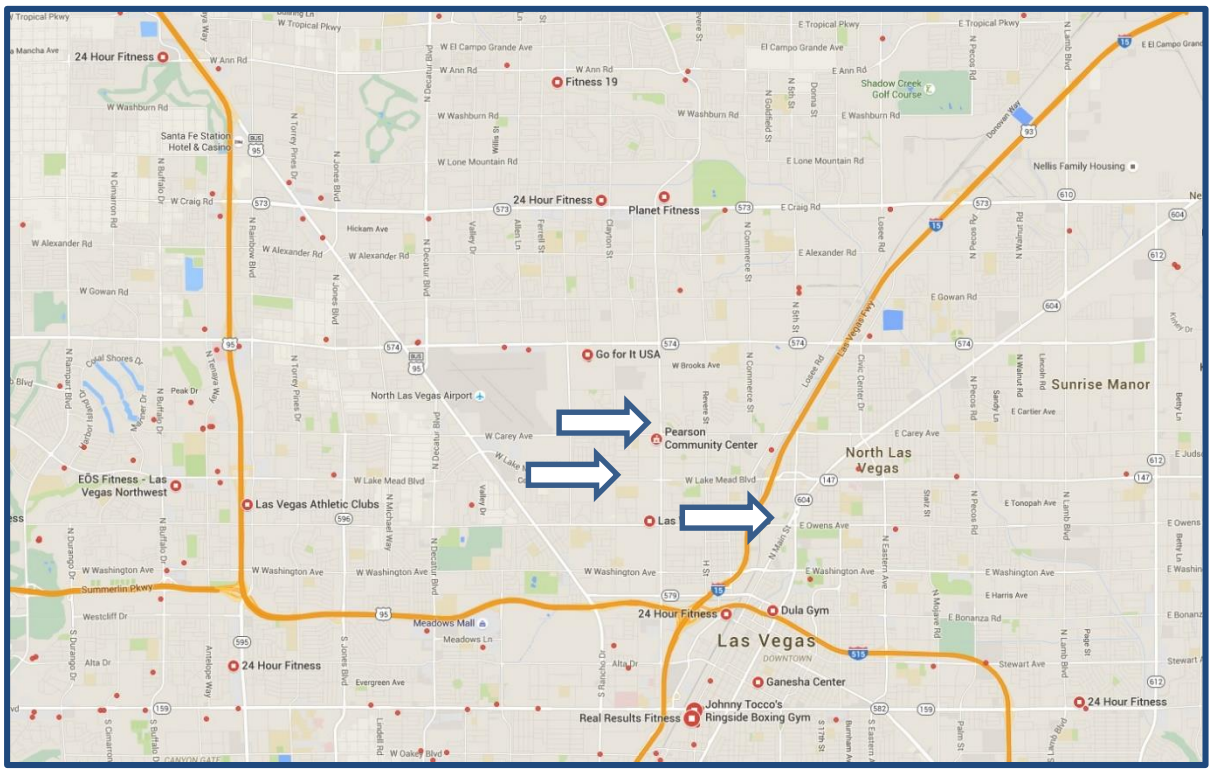
Assisted Living Facility use for both the Buena Vista Springs I and Rose Gardens area was considered. This use would make sense as there is already a use east of Buena Vista Springs I and one located within the Rose Gardens Area. as shown in the map below, there is a limited number of such properties in the proximity to the subject. Many of the smaller red dots on the map indicate private residences or smaller facilities. Many of the newer, more modern facilities are typically situated on 3-5 acre sites.

ASSISTED LIVING FACILITIES WITHIN PROXIMITY TO SUBJECT



A fitness club, gym, or even specialized gym was considered. For the Buena Vista Springs I and Rose Gardens Area. When the market started to improve in 2011, many small business and large business associated with being a gym or exercise facility started to buy and develop buildings for this use. We have reviewed the locations of nearby facilities as is shown below and considered both sites appropriate for use as a fitness facility.

FITNESS FACILITIES WITHIN PROXIMITY TO SUBJECT



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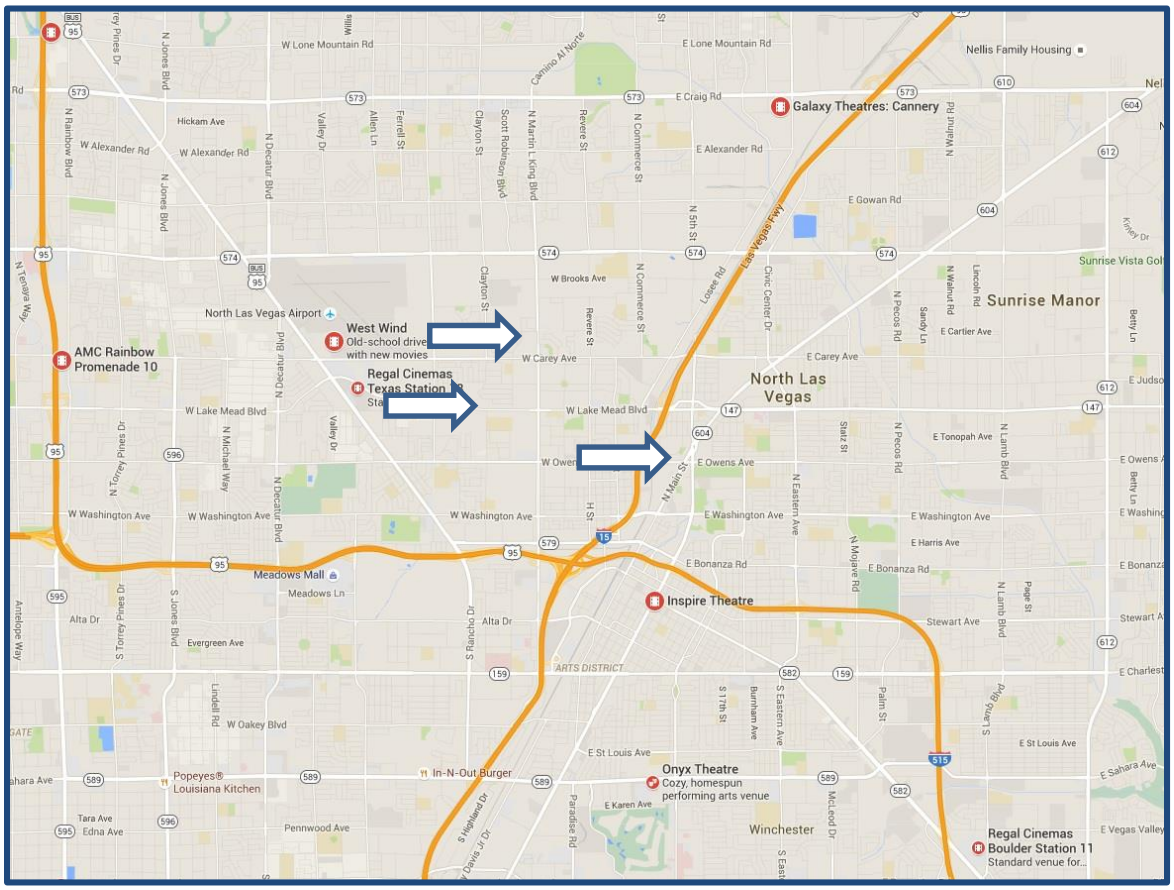
MOVIE THEATRE WITHIN PROXIMITY TO SUBJECT



Another use that we considered for both the Buena Vista Springs I Area and Rose Gardens Area was a movie theatre. The Buena Vista Springs I area includes a movie theatre to the North at the Aliante Station Hotel and Casino, to the Northwest in Santa Fe Station Hotel and Casino, to the west in Texas Station Hotel and Casino, and to the North in the Cannery Hotel and Casino. We considered there was not a demand for theatres in the area. The nearby theatres for the Rose Gardens area are farther scarce with one to the north being the Cannery Hotel and Casino and two to the south being Boulder Station Hotel and Casino and Sam's Town. Although there would appear to be a need for a movie theatre near the Rose Gardens area, the location does not appear to be suitable for this use. Conversations with professionals suggested that free-standing theatres have already struggled in this market, and that the Rose Gardens area would not be a viable location for use with a movie theatre.

Conclusion to Retail Market

The retail market continues to show signs of improvement overall. The WalMart Super Center located at Lake Mead Boulevard just east of Rancho Drive was constructed in 2006 and has never reached lease up with its in-line space. Currently, more than 20,000 square feet sits vacant and available for lease at triple net asking rates of $1.50 per square foot per month. Two additional buildings and seven pads are also planned in the future.

Several other smaller retail centers located between Rancho Drive and Pecos Road have vacant space available. The market does not appear to have sufficient demand to support a speculative, for lease commercial use at this time.

Housing Market Analysis

Prospects for the local housing market depend on ongoing population growth, which, until the economic and financing problems started in 2008, had continued at a strong pace over several years. According to statistics from the Nevada State Demographer's Office, the following are population changes annually in Clark County from July 1 to June 30 each year:

Year	Population Change	Total Population
2003/2004	94,389	1,705,975
2004/2005	81,043	1,787,018
2005/2006	78,457	1,865,475
2006/2007	79,842	1,945,317
2007/2008	22,399	1,967,716
2008/2009	(15,676)	1,952,040
2009/2010	16,791	1,968,831
2010/2011	(1,109)	1,967,722
2011/2012	20,473	1,988,195
2012/2013	43,528	2,031,723
2013/2014	37,727	2,069,450

Source: State of Nevada Demographer

As shown above, the population growth slowed significantly in the 2007/2008 year, and actually declined in 2008/2009 and 2010/2011 as economic and financing problems persisted. However, in 2011/2012 through 2013/2014, growth in the population showed a recovering trend. Home Builders Research has reported new home sales activity as follows:

Year	# New Home Sales
2003	25,230
2004	29,248
2005	38,517
2006	36,051
2007	19,670
2008	8,994
2009	5,271
2010	5,341
2011	3,894
2012	5,544
2013	7,303
2014	6,007

Source: Home Builders Research

As can be seen, new home sales declined significantly from 2007 through 2011 with sales down in 2011 89.9% from 2005. The year 2005 was a record year for Southern Nevada new home sales, and sales started strong in early 2006. However, by the middle of 2006, sales slowed with consecutive months of decline that continued through 2009. The 2010 home sales were up slightly from 2009, but they declined significantly in 2011. Sales in 2012 were up, and new home sales in 2013 were 32% greater than in 2012. Dennis Smith, president of Home Builders Research, said the 32% increase made 2013 "an exceptional year." New homes sales in 2014 declined 18% from 2013, and the median home sales price was also down 2% from 2013. The decline is partly attributable to project processing delays with Clark County, and partly because the price of new homes has become unaffordable for many buyers.

At the market's lowest point, sales of new homes fell to an average of 325 per month in 2011, and the number of new homebuilders in Las Vegas dwindled to less than 40. The 3,894 new home sales in 2011 was the lowest total in 23 years, and while economists have said Las Vegas is on the road to recovery, the housing industry has not yet fully returned to a sense of normalcy. Housing analyst Dennis Smith of Home Builders Research believes 2011 will remain the worst year in terms of the number of new homes sold. New home sales are only around 15% of the overall Las Vegas housing market, whereas, they were 50% of the market in the early 1990s.

In comparison to new home sales, the resale market also declined in 2014 with 36,550 sales versus 44,125 in 2013. Prior to 2014, the resale market had stayed at high levels with 87% more sales in 2013 than in 2007 (23,956 resales in 2007). Recorded resales totaled 44,830 in 2009; 42,673 in 2010; 48,822 in 2011; and 49,657 in 2012, and the inventory of available resale homes on the market began to stabilize at around 22,000 by December 2008. The inventory has fluctuated since 2006, reaching nearly 30,000 units, but the inventory declined significantly in 2012, 2013, and 2014 for reasons discussed later.

The median price of a new home in the Las Vegas Valley was $305,928 in July 2015, which was 9.4% less than the median price in 2006 of $337,781, but up 55% from $197,490 in August 2011. The median price of existing homes is down 33% from $285,000 in 2006 to $193,000 in July 2015, but up 75% from $107,000 in August 2011. The market clearly flattened out in the second half of 2006 and declined thereafter, but a panel of residential real estate experts at the November 2013 Appraisal Institute Las Vegas Market Symposium indicated that resale home prices had reached bottom in 2011, and that the prices had steadily been increasing until plateauing in 2013. Home Builders Research continues to project that the long-term health of the Las Vegas housing market should be good as the recovery progresses.

Resale home closings in 2009 averaged 3,736 per month, with 3,556 per month in 2010, 4,069 in 2011, 4,138 in 2012, 3,677 in 2013, and 3,046 in 2014. Resale homes in 2012 produced one of the highest home resale numbers on record. Las Vegas economic consultant John Restrepo said in a Review Journal newspaper article that home price appreciation is tied to jobs, and in 2010 only 2,000 jobs per month were lost in the Las Vegas Valley versus 12,000 to 15,000 jobs lost per month in 2009. The average home price fell 3% in 2010 compared to 33% in 2008 and 22% in 2009, and with improving economic conditions nationally and locally, there is optimism that prospects are better for a sustained recovery. However, the home price recovery has slowed as rising home prices become less affordable.

In July 2015, RealtyTrac reported that Nevada posted the second biggest drop in homes with mortgages worth more than value in the second quarter of 2015. However, Nevada still ranked No. 1 for negative home equity. Additionally, Dennis Smith with Home Builders Research remains "cautious and conservative" in his projections for new home sales in 2015. He also noted that while 2014 was a disappointment, it could have been worse. The Greater Las Vegas Association of Realtors reported in January 2015 that Southern Nevada has less than a four-month supply of available homes when a six-month supply is considered to be a balanced market.

The new home market slowed after the Federal government's first time home buyer tax credit incentive of $8,000 ended in late April 2010, and hit bottom in 2011. However, new home building permits and sales in 2012 and 2013 outpaced the same months in 2011. Additionally, a 2010/2011 foreclosure review process by the Federal government found that significant banks were filing unreviewed documents with the courts to hasten foreclosures, and the government sought to force

Bank of America to buy back $47 billion of troubled loans because of flawed foreclosure documents. That caused all mortgage lending institutions to slow down foreclosures to do better document reviews. In 2013, Federal banking regulators reached a settlement with 10 banks at $8.5 billion for the flawed review of foreclosed loans.

The need for better loan foreclosure reviews, plus a Nevada robo-signing law (AB284), resulted in lending institutions authorizing more short sales by homeowners. Short sales in Southern Nevada were brisk, and resale home prices increased. The Nevada robo-signing law was keeping short sales at the forefront of home sales, and by September 2012, short sales increased to 45% of all sales, while foreclosure sales accounted for less than 14% of sales. Since 2013, traditional home sales, as opposed to lender sales, are once again at the forefront of the market, making up 64% of all sales by mid-2013, and 70% of sales in 2014.

The robo-signing law cut the foreclosure and available home inventory considerably, and homes for sale received multiple offers. The list prices for homes became minimum prices, and many existing homes sold for thousands more than the list prices. Real estate professionals were projecting 500+ new home sales per month from mid-2012 on, and home builders became busier than ever since the market crash in 2008. In 2013, the projection for new home sales was raised to 700 per month. However, new home prices in 2014 were too high to sustain the sales growth. Even so, homeowners who went through foreclosure and bankruptcy when the economy collapsed are becoming eligible again for bank home mortgage loans starting in 2015. That could be a catalyst for the home sales market.

Although the numbers have headed in the right direction, job growth still needs to continue improving. The Brookings Institution indicated in November 2012 that the Las Vegas Valley had moved from the world's fifth worst economy in 2010 to the middle of cities in 2012. Brookings, a Washington, D.C. think tank foresaw a rising standard of living and job growth for the valley as Southern Nevada's travel and tourism industry continues to improve, and as the local GDP (economic output) recovers. Even so, Steve Brown, director of the Center for Business and Economic Research at the University of Nevada Las Vegas, cautioned that "The economy here is improving, albeit pretty slowly".

Negative home equity in the valley is high but improving, and Southern Nevada existing housing is still affordable. Nevada has had one of the highest mortgage delinquency rates in the country since 2009, and in 2011, three-fourths of the homes sold were distress sales. Additionally, two-thirds of homes with a mortgage were "under water" in 2011, and there was concern that another 100,000 homes could be foreclosed upon by 2015. However, a panel of housing experts indicated on March 7, 2014, that although the local housing market has taken a long time to recover, the market did show strength in 2013 with surging sales and prices.

Nonetheless, the panel cautioned that home sales and pricing will likely remain near 2013 levels through much, if not all of 2015 because although 70,300 jobs have been added to the Nevada economy since 2011, that is only 35% of the jobs lost from 2007 to 2010. The unemployment rate remains high at 7.1%, and average annual income has stayed flat since 2007. Finally, mortgage financing is tougher to get for many buyers, and high land prices for scarce larger parcels is pushing builders to consider land in less desirable, but more affordable locations in the valley (Las Vegas Review Journal, March 8, 2014)

Recent BLM Land Auction

In May 2015, the BLM auctioned and sold 597.59 acres of its 837.59 acres of land available. The auction was the largest offering since November 2005 when the agency sold off nearly 3,000 acres. Although in December 2014, the BLM auctioned and sold 415 of its 516 acres of land available. This auction sold for higher amounts considering the smaller total acreage sold. A previous auction in January 2014 resulted in only 160 acres being sold at a price of $24 million. The December 2014 auction raised $49.7 million while the May 2015 auction raised $19.2 million.

The bulk of the May 2015 land was purchased by homebuilders including American West Development, KB Homes, and DR Horton. Other buyers included Khusrow Roohani, Olympia Land LLC, Riaz Rohani, and Sao Tome LLC.

Sao Tome LLC, bought the biggest parcel of land, a 247.59-acre site at Cheyenne Avenue and Hollywood Boulevard. Although the site has easement challenges, the developers plan to construct single-family homes north of the elementary, middle, and high schools.

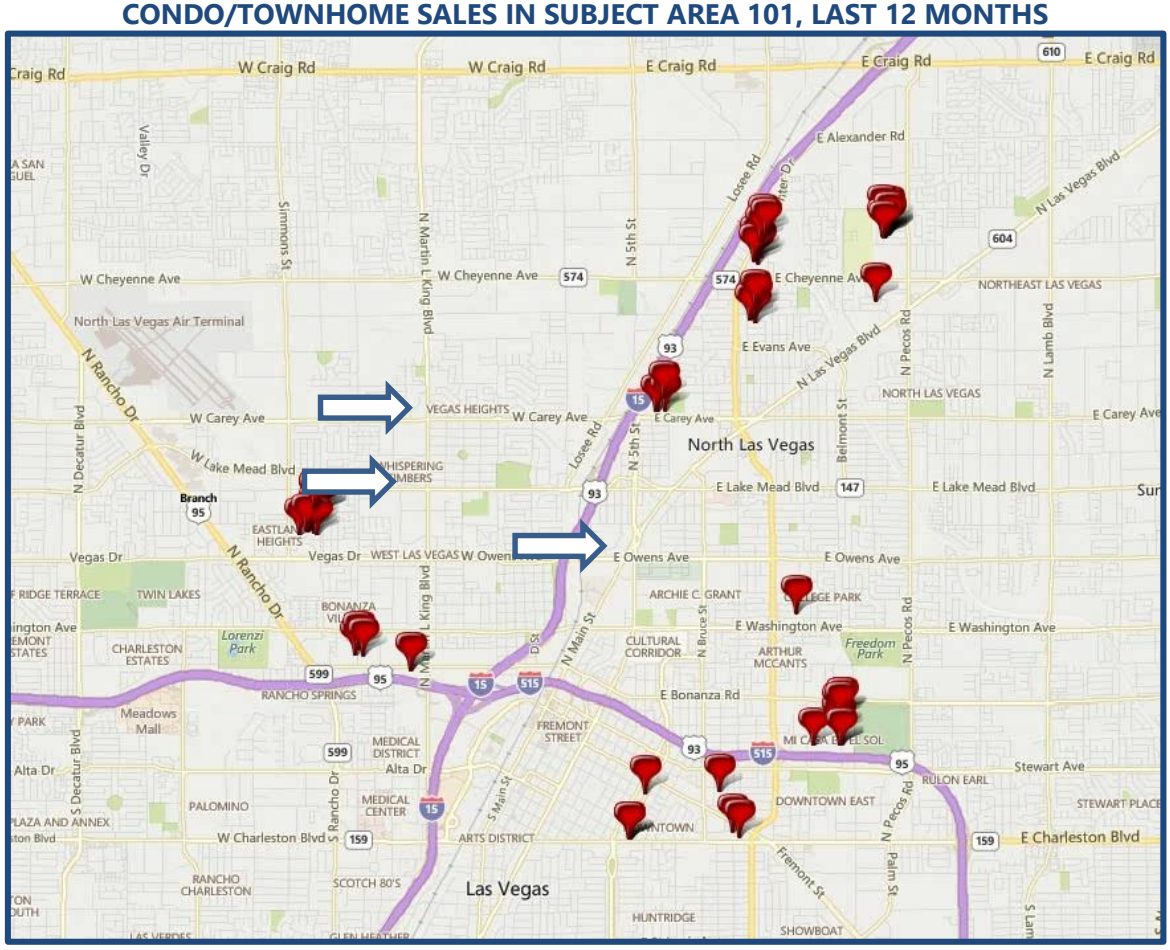
This favorable response to the BLM land auction is seen as an indicator that the Las Vegas real estate market is still on the upswing despite slowed growth in home and land prices.

Subject submarket

The Buena Vista Springs II and II are located in Area 101 according to boundaries established by the Greater Las Vegas Association of Realtors, Multiple Listing Service (MLS). This area is generally bound on the north by Cheyenne Avenue, the east by I-15, the south by Charleston Boulevard and the west by Rancho Drive. The Rose Gardens Area is located in Area 201. This area is generally bound on the north by I-15, the east by Pecos Road, the south by Charleston Boulevard, and the west by I-15.

This source indicates there have been 21 resales of townhomes/condominium units in the Area 101 and 54 in the Area of 201 in the past 12-month period. They are shown on the following map.

CONDO/TOWNHOME SALES IN SUBJECT AREA 101, LAST 12 MONTHS



Number of Properties = 75

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	4	1,956	$250,000	$133.2	$239,500	$122.5	124%	124%	384
Low	1	640	$20,000	$21.3	$13,000	$10.6	26%	26%	3
Average	2	1,082	$61,235	$53.8	$56,977	$49.7	92%	86%	101
Median	2	1,080	$50,000	$46.3	$46,500	$42.0	94%	90%	66

We then completed a search for single family residential units in Area 101 and 201 and found 791 had occurred in the past 12-month period. They are too numerous to map but are summarized in the following chart. As can be seen, the median price is 53% higher than that of the condo/townhome sales although the median size is only 208 square feet different.

SFR SALES IN AREAS 101 & 102, LAST 12 MONTHS

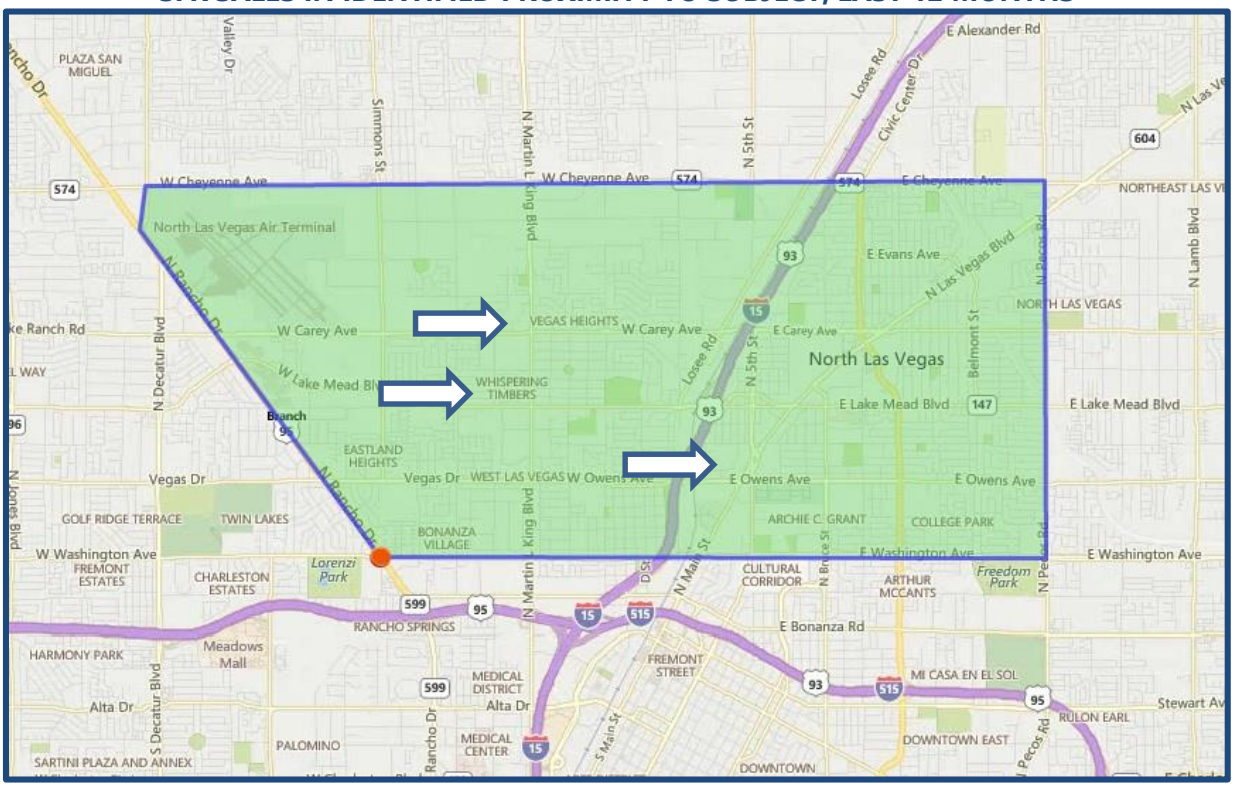
Number of Properties = 791

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	11	4,330	$425,000	$367.6	$399,000	$302.8	175%	1077%	760
Low	1	460	$19,900	$16.9	$22,000	$23.9	60%	1%	0
Average	3	1,355	$103,808	$78.3	$101,255	$76.4	98%	99%	67
Median	3	1,288	$99,999	$78.3	$99,900	$76.0	100%	97%	32

We narrowed our submarket more to reflect the subject's immediate area and competition. This area is bound on the north by Cheyenne Avenue, the east by Pecos Road, the south by Washington Avenue and the west by Rancho Drive. These boundaries are illustrated below. Within this area, there have been 621 sales (through MLS) or 52 sales per month. The sales prices range from a low of $22,000 to a high of $228,000 with a median price of $98,000. Residences are typically selling at 100% of list price within 1 to 2 months. A chart summarizing the 279 sales within these boundaries follows.

SFR SALES IN IDENTIFIED PROXIMITY TO SUBJECT, LAST 12 MONTHS



Number of Properties = 621

Summary Analysis

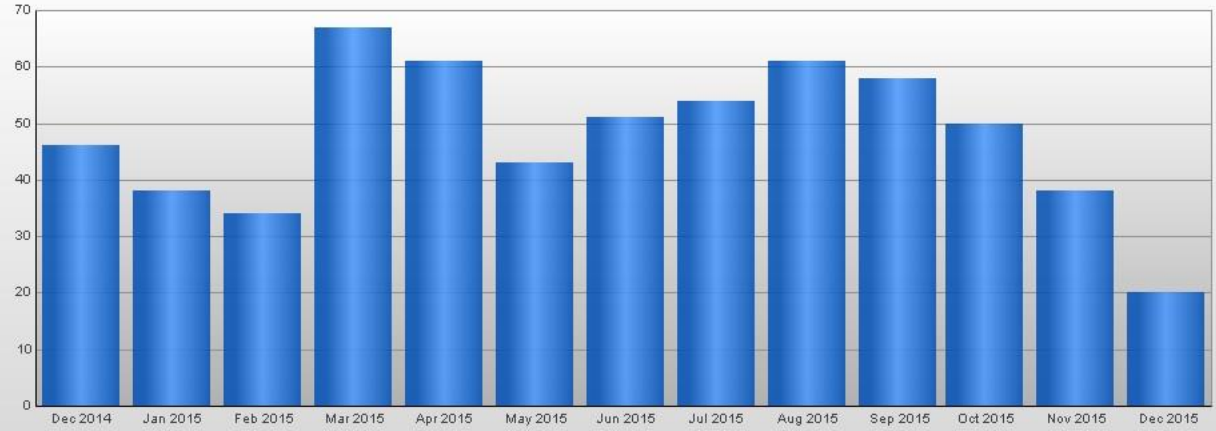
	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	11	4,330	$249,900	$208.4	$228,000	$166.8	146%	1077%	760
Low	1	658	$19,900	$18.5	$22,000	$23.9	64%	51%	0
Average	3	1,344	$101,060	$77.0	$98,961	$75.4	99%	100%	68
Median	3	1,288	$99,900	$77.2	$98,000	$75.3	100%	97%	32

The residential market can be cyclical as shown below.

Number of Properties = 621

Price Trends by: Month Quarter Year

Units Avg Sale Price



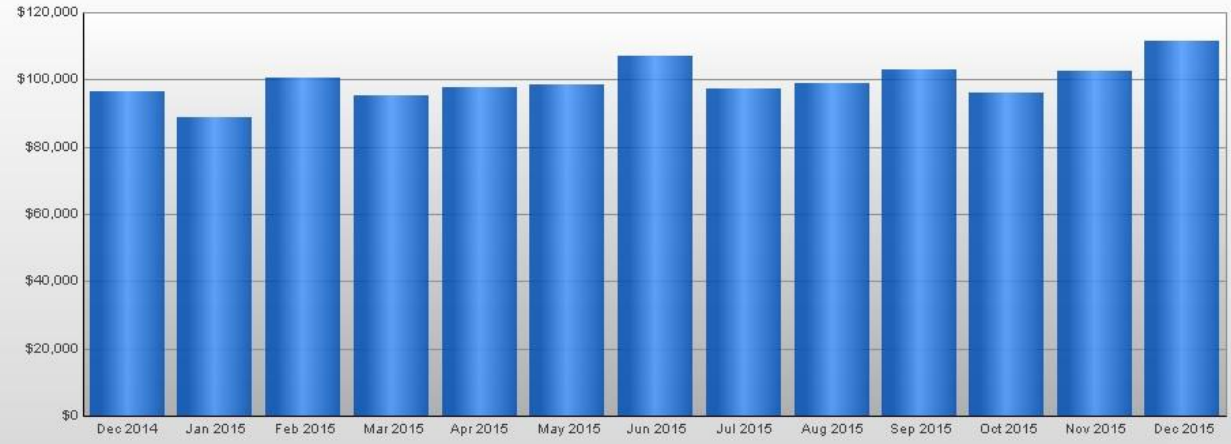
Month	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
# Units	46	38	34	67	61	43	51	54	61	58	50	38	20
% Change	0%	-17%	-11%	97%	-9%	-30%	19%	6%	13%	-5%	-14%	-24%	-47%

Further as shown in the following graph, the 621 sales have established a year over year increase of 9% for the average sales price.

Number of Properties = 621

Price Trends by: Month Quarter Year

Units Avg Sale Price



Month	Dec 2014	Jan 2015	Feb 2015	Mar 2015	Apr 2015	May 2015	Jun 2015	Jul 2015	Aug 2015	Sep 2015	Oct 2015	Nov 2015	Dec 2015
Avg Sale Price	$96,350	$88,809	$100,440	$95,288	$97,660	$98,358	$106,914	$97,392	$98,845	$103,156	$96,243	$102,571	$111,398
% Change	0%	-8%	13%	-5%	2%	1%	9%	-9%	1%	4%	-7%	7%	9%

To further illustrate the condition of the subject submarket, we considered sales activity for single family residences over the past 5 years and have found an upward trend in prices while the volume of sales has leveled off which is similar to the valley overall. However, this upward trend in prices has been much more gradual than that noted for the valley overall. The following charts summarize the sales for each time period.

2010, SUBMARKET SFR SALES ACTIVITY

Number of Properties = 902

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	8	3,790	$205,000	$151.9	$206,500	$153.0	201%	201%	591
Low	1	654	$14,500	$8.5	$10,000	$6.8	53%	9%	0
Average	3	1,312	$52,266	$40.2	$53,400	$41.2	104%	100%	47
Median	3	1,242	$47,000	$39.4	$49,100	$40.5	100%	100%	25

2011, SUBMARKET SFR SALES ACTIVITY

Number of Properties = 895

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	6	2,913	$169,000	$84.5	$169,000	$84.5	303%	101667%	528
Low	1	472	$9,900	$8.3	$4,300	$4.5	43%	7%	0
Average	3	1,318	$47,223	$36.2	$46,655	$35.8	100%	208%	60
Median	3	1,270	$43,000	$35.4	$43,000	$35.0	100%	95%	38

2012, SUBMARKET SFR SALES ACTIVITY

Number of Properties = 819

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	11	4,053	$212,500	$86.8	$165,000	$77.6	285%	285%	825
Low	1	566	$6,000	$3.6	$6,000	$3.6	53%	1%	0
Average	3	1,316	$50,193	$38.7	$50,718	$39.2	103%	99%	64
Median	3	1,242	$45,000	$37.4	$47,000	$38.1	100%	100%	28

2013, SUBMARKET SFR SALES ACTIVITY

Number of Properties = 624

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	6	2,813	$219,900	$129.2	$219,900	$110.1	245%	82609%	785
Low	2	700	$15,000	$10.9	$20,000	$17.1	60%	1%	0
Average	3	1,321	$74,546	$57.3	$75,434	$58.1	103%	234%	50
Median	3	1,270	$69,900	$55.6	$70,000	$56.1	100%	100%	21

2014, SUBMARKET SFR SALES ACTIVITY

Number of Properties = 601

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	6	3,356	$199,900	$133.5	$200,000	$122.4	200%	1010%	951
Low	1	650	$26,999	$14.8	$20,000	$17.5	44%	1%	0
Average	3	1,351	$89,892	$68.1	$89,187	$67.6	100%	100%	62
Median	3	1,279	$87,000	$68.0	$85,000	$67.0	100%	98%	35

2015, SUBMARKET SFR SALES ACTIVITY, YEAR TO DATE

Number of Properties = 575

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	11	4,330	$249,900	$208.4	$228,000	$166.8	146%	1077%	760
Low	1	658	$19,900	$24.5	$22,000	$27.1	64%	51%	0
Average	3	1,339	$101,367	$77.3	$99,170	$75.6	98%	100%	70
Median	3	1,288	$99,900	$77.3	$99,000	$75.3	100%	97%	32

As a comparison for the year to date activity, there have been 29,096 sales of single family residences valley wide since January 1, 2015. The 575 sales from the subject submarket (summarized in the previous chart) account for only 1.9% of the total sales activity. Further as shown, the average size and average price of the sales in the submarket is substantially smaller and lower than the valley overall.

2015, SFR SALES ACTIVITY, YEAR TO DATE, VALLEY WIDE

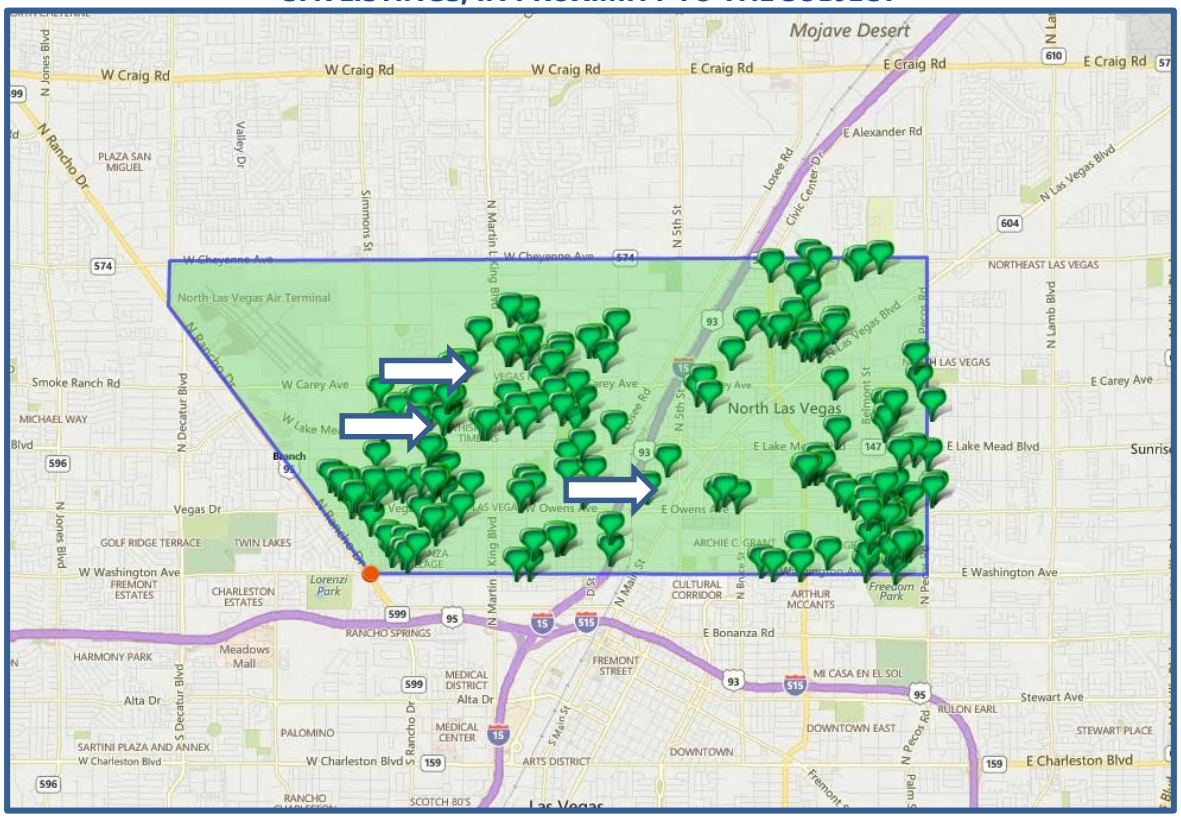
Number of Properties = 29,096

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	11	16,462	$17,500,000	$1,322.4	$11,000,000	$944.9	350%	17000000%	2,559
Low	0	288	$8,900	$2.6	$4,000	$1.1	31%	1%	0
Average	3	2,042	$261,682	$123.8	$254,969	$121.2	98%	712%	63
Median	3	1,838	$219,900	$118.4	$215,000	$116.7	99%	97%	33

There are currently 182 single family residences listed for sale (through MLS) in the 101 and 201 areas. Based on the sales activity reported for this area over the past 12-month period, these 55 listings equate to a three-month supply of residences. They are generally located as follows:

SFR LISTINGS, IN PROXIMITY TO THE SUBJECT



These listings further establish a low to high range of $46,500 to $350,000 with a median asking price of $124,995 and an average asking price of $127,424. This is 32% and 31% higher than the median and average sales prices established by the 575 sales shown earlier. These figures are summarized as follows:

ACTIVE LISTINGS SUMMARY (FROM MAP ABOVE)

Number of Properties = 182

Summary Analysis

	Bedrooms	SqFt	List Price	LP/SqFt	Sale Price	SP/SqFt [w/cents]	SP/LP	SPOLP	DOM
High	9	4,614	$350,000	$226.1	$0	$0.0	0%	0%	0
Low	2	797	$46,500	$32.8	$0	$0.0	0%	0%	0
Average	3	1,397	$127,424	$94.6	$0	$0.0	0%	0%	0
Median	3	1,291	$124,995	$94.4	$0	$0.0	0%	0%	0

Conclusion to Residential Market

The residential market has seen favorable improvement over the last several years although some levelling off has occurred. Even so, the values and prices seen prior to the downturn in 2007-2008 have not yet been seen. The targeted submarkets accounts for a very small portion of the market as a whole, however, as shown herein there is demand for single family residential units in this submarket. While this demand it not expected to increase or set new records in the near future, it is expected to continue at a gradual pace.

Multiple-Family Market Summary

The subject property is located in one of the most active submarkets in the Las Vegas valley, and the future for all property in the area is enhanced by a healthy real estate market. Consequently, we have included discussions of the housing, retail, office, and industrial markets in the Las Vegas Valley and for the subject area.

Housing Market Analysis

Prospects for the local housing market depend on ongoing population growth, which, until the economic and financing problems started in 2008, had continued at a strong pace over several years. According to statistics from the Nevada State Demographer's Office, the following are population changes annually in Clark County from July 1 to June 30 each year:

Year	Population Change	Total Population
2003/2004	94,389	1,705,975
2004/2005	81,043	1,787,018
2005/2006	78,457	1,865,475
2006/2007	79,842	1,945,317
2007/2008	22,399	1,967,716
2008/2009	(15,676)	1,952,040
2009/2010	16,791	1,968,831
2010/2011	(1,109)	1,967,722
2011/2012	20,473	1,988,195
2012/2013	43,528	2,031,723
2013/2014	37,727	2,069,450

Source: State of Nevada Demographer

As shown above, the population growth slowed significantly in the 2007/2008 year, and actually declined in 2008/2009 and 2010/2011 as economic and financing problems persisted. However, in 2011/2012 through 2013/2014, growth in the population showed a recovering trend. Home Builders Research has reported new home sales activity as follows:

Year	# New Home Sales
2003	25,230
2004	29,248
2005	38,517
2006	36,051
2007	19,670
2008	8,994
2009	5,271
2010	5,341
2011	3,894
2012	5,544
2013	7,303
2014	6,007

Source: Home Builders Research

As can be seen, new home sales declined significantly from 2007 through 2011 with sales down in 2011 89.9% from 2005. The year 2005 was a record year for Southern Nevada new home sales, and sales started strong in early 2006. However, by the middle of 2006, sales slowed with consecutive months of decline that continued through 2009. The 2010 home sales were up slightly from 2009, but they declined significantly in 2011. Sales in 2012 were up, and new home sales in 2013 were 32% greater than in 2012. Dennis Smith, president of Home Builders Research, said the 32% increase

made 2013 "an exceptional year." New homes sales in 2014 declined 18% from 2013, and the median home sales price was also down 2% from 2013. The decline is partly attributable to project processing delays with Clark County, and partly because the price of new homes has become unaffordable for many buyers.

At the market's lowest point, sales of new homes fell to an average of 325 per month in 2011, and the number of new homebuilders in Las Vegas dwindled to less than 40. The 3,894 new home sales in 2011 was the lowest total in 23 years, and while economists have said Las Vegas is on the road to recovery, the housing industry has not yet fully returned to a sense of normalcy. Housing analyst Dennis Smith of Home Builders Research believes 2011 will remain the worst year in terms of the number of new homes sold. New home sales are only around 15% of the overall Las Vegas housing market, whereas, they were 50% of the market in the early 1990s.

In comparison to new home sales, the resale market also declined in 2014 with 36,550 sales versus 44,125 in 2013. Prior to 2014, the resale market had stayed at high levels with 87% more sales in 2013 than in 2007 (23,956 resales in 2007). Recorded resales totaled 44,830 in 2009; 42,673 in 2010; 48,822 in 2011; and 49,657 in 2012, and the inventory of available resale homes on the market began to stabilize at around 22,000 by December 2008. The inventory has fluctuated since 2006, reaching nearly 30,000 units, but the inventory declined significantly in 2012, 2013, and 2014 for reasons discussed later.

The median price of a new home in the Las Vegas Valley was $291,860 in February 2015, which was 14% less than the median price in 2006 of $337,781, but up 48% from $197,490 in August 2011. The median price of existing homes is down 38% from $285,000 in 2006 to $177,000 in February 2015, but up 65% from $107,000 in August 2011. The market clearly flattened out in the second half of 2006 and declined thereafter, but a panel of residential real estate experts at the November 2013 Appraisal Institute Las Vegas Market Symposium indicated that resale home prices had reached bottom in 2011, and that the prices had steadily been increasing until plateauing in 2013. Home Builders Research continues to project that the long-term health of the Las Vegas housing market should be good as the recovery progresses.

Resale home closings in 2009 averaged 3,736 per month, with 3,556 per month in 2010, 4,069 in 2011, 4,138 in 2012, 3,677 in 2013, and 3,046 in 2014. Resale homes in 2012 produced one of the highest home resale numbers on record. Las Vegas economic consultant John Restrepo said in a Review Journal newspaper article that home price appreciation is tied to jobs, and in 2010 only 2,000 jobs per month were lost in the Las Vegas Valley versus 12,000 to 15,000 jobs lost per month in 2009. The average home price fell 3% in 2010 compared to 33% in 2008 and 22% in 2009, and with improving economic conditions nationally and locally, there is optimism that prospects are better for a sustained recovery. However, the home price recovery has slowed as rising home prices become less affordable.

In January 2014, Dennis Smith with Home Builders Research indicated that despite the strong new home sales growth from 2012 to 2013, the Las Vegas Valley remains America's capital for underwater homes. His projections for new home sales locally in 2015 remain "cautious and conservative," but while 2014 was a disappointment, it could have been worse according to Dennis Smith. The Greater Las Vegas Association of Realtors reported in January 2015 that Southern Nevada has less than a four-month supply of available homes when a six-month supply is considered to be a balanced market.

The new home market slowed after the Federal government's first time home buyer tax credit incentive of $8,000 ended in late April 2010, and hit bottom in 2011. However, new home building permits and sales in 2012 and 2013 outpaced the same months in 2011. Additionally, a 2010/2011 foreclosure review process by the Federal government found that significant banks were filing unreviewed documents with the courts to hasten foreclosures, and the government sought to force Bank of America to buy back $47 billion of troubled loans because of flawed foreclosure documents. That caused all mortgage lending institutions to slow down foreclosures to do better document reviews. In 2013, Federal banking regulators reached a settlement with 10 banks at $8.5 billion for the flawed review of foreclosed loans.

The need for better loan foreclosure reviews, plus a Nevada robo-signing law (AB284), resulted in lending institutions authorizing more short sales by homeowners. Short sales in Southern Nevada were brisk, and resale home prices increased. The Nevada robo-signing law was keeping short sales at the forefront of home sales, and by September 2012, short sales increased to 45% of all sales, while foreclosure sales accounted for less than 14% of sales. Since 2013, traditional home sales, as opposed to lender sales, are once again at the forefront of the market, making up 64% of all sales by mid-2013, and 70% of sales in 2014.

The robo-signing law cut the foreclosure and available home inventory considerably, and homes for sale received multiple offers. The list prices for homes became minimum prices, and many existing homes sold for thousands more than the list prices. Real estate professionals were projecting 500+ new home sales per month from mid-2012 on, and home builders became busier than ever since the market crash in 2008. In 2013, the projection for new home sales was raised to 700 per month. However, new home prices in 2014 were too high to sustain the sales growth. Even so, homeowners who went through foreclosure and bankruptcy when the economy collapsed are becoming eligible again for bank home mortgage loans starting in 2015. That could be a catalyst for the home sales market.

Although the numbers have headed in the right direction, job growth still needs to continue improving. The Brookings Institution indicated in November 2012 that the Las Vegas Valley has moved from the world's fifth worst economy in 2010 to the middle of cities in 2012. Brookings, a Washington, D.C. think tank foresees a rising standard of living and job growth for the valley as Southern Nevada's travel and tourism industry continues to improve, and as the local GDP (economic output) recovers. Even so, Steve Brown, director of the Center for Business and Economic Research at the University of Nevada Las Vegas, cautioned that "The economy here is improving, albeit pretty slowly".

Negative home equity in the valley is high but improving, and Southern Nevada existing housing is still affordable. Nevada has had one of the highest mortgage delinquency rates in the country since 2009, and in 2011, three-fourths of the homes sold were distress sales. Additionally, two-thirds of homes with a mortgage were "under water" in 2011, and there was concern that another 100,000 homes could be foreclosed upon by 2015. However, a panel of housing experts indicated on March 7, 2014, that although the local housing market has taken a long time to recover, the market did show strength in 2013 with surging sales and prices.

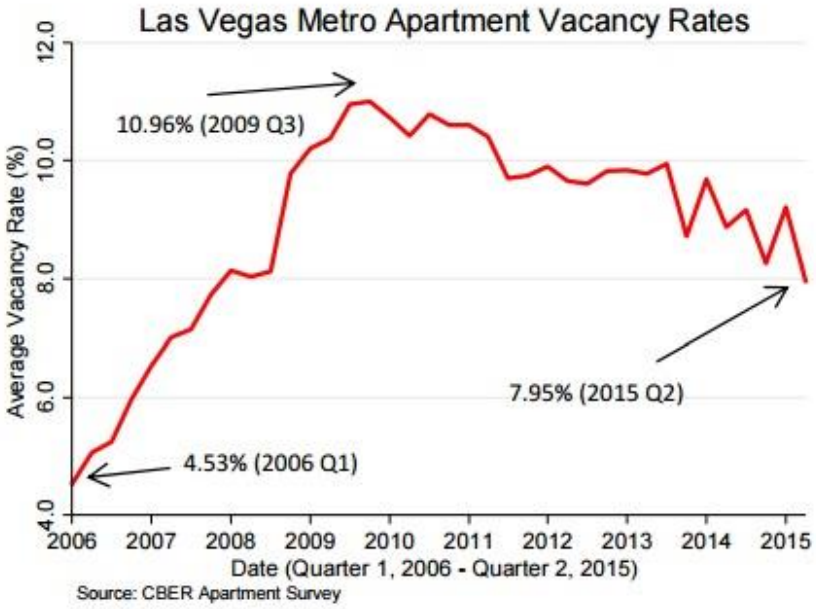
Nonetheless, the panel cautioned that home sales and pricing will likely remain near 2013 levels through much, if not all of 2015 because although 70,300 jobs have been added to the Nevada

economy since 2011, that is only 35% of the jobs lost from 2007 to 2010. The unemployment rate remains high at 7.1%, and average annual income has stayed flat since 2007. Finally, mortgage financing is tougher to get for many buyers, and high land prices for scarce larger parcels is pushing builders to consider land in less desirable, but more affordable locations in the valley (Las Vegas Review Journal, March 8, 2014).

Nevada Workforce reported that 23,800 new jobs were created in Clark County in 2013, with an additional 23,000 jobs in 2014. Nevada overall in 2013 outpaced the nation in terms of job growth. Also, Nevada ranked first nationally in home price increase in 2013 (up 20%), and home prices are expected to continue to increase, although at a slower rate, until the Southern Nevada median resale price of $177,000 catches up to the national median price of $210,000. Southern Nevada homebuilders had hoped to sell 8,000+ homes in 2014, but 2014 ended with 6,007 sales, which was 18% less than in 2013. Nat Hodgson, executive director of the Southern Nevada Home Builders Association, indicated it is reasonable to expect the local market to sell 12,000 homes a year in the near future, but the market needs to keep strengthening before it is again considered in strong health.

Multiple-Family Market Summary

According to the Lied Institute of Apartment Market Trends, 2nd Quarter 2015, the average vacancy rate for apartments in the MSA has declined from 10.96% at its peak in the 3rd Quarter 2009 to 8%; as shown in the graph below.

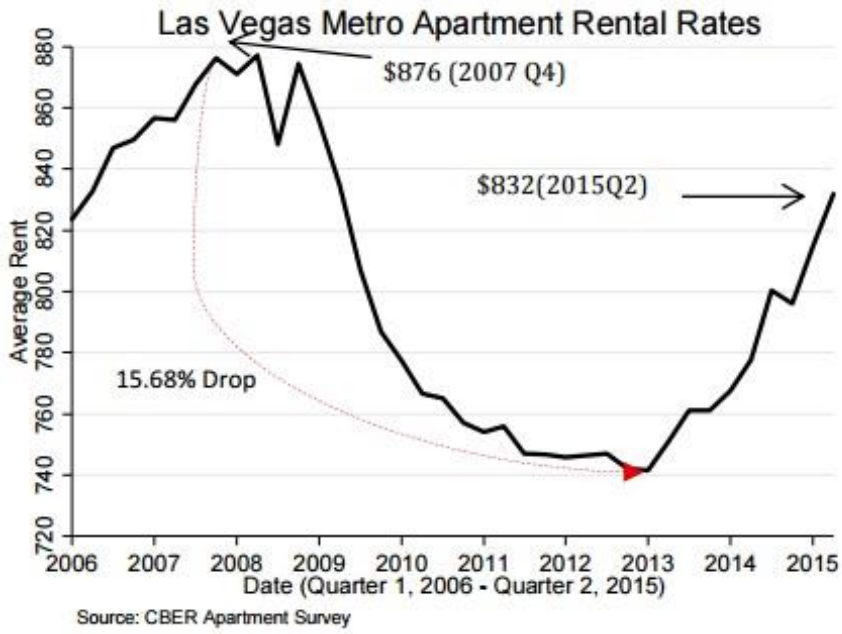


Asking rents increased by two percent this quarter and the average asking rent is now $832. Asking rents are up 7 percent on a year over year basis. Still, average asking rents in Las Vegas still remain 5 percent lower than their peak in 2007 ($876). The vacancy rate decreased 0.9 percentage points on a year over year basis and is at the lowest point since 2007.

There was very little change in the asking rent among all regions of the Las Vegas metropolitan area. The most considerable increase came in the 89135 zip code (west central area) where the average asking rent increased $146 (13 percent). The 89144 and 89149 zip codes saw rents increase by more

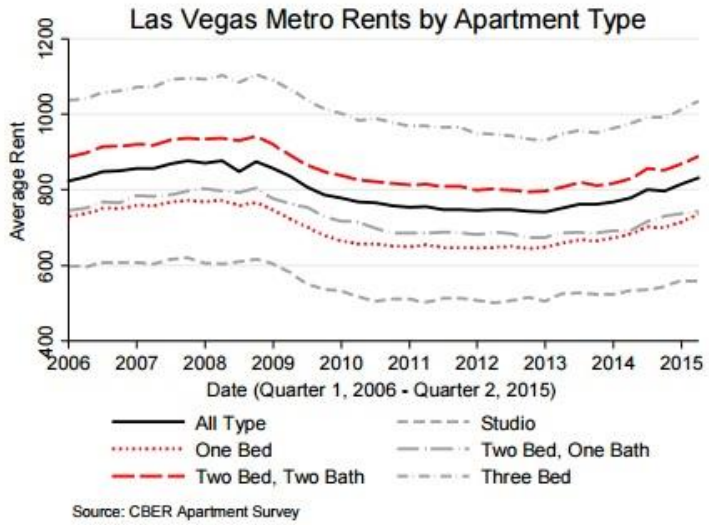
than 10 percent this quarter. The western region continues to have the highest asking rents with the 89138 (West Summerlin area) having the highest asking rent of $1,350. The center region continues to see the lowest asking rents and the lowest growth rate in asking rents. The 89002 and 89106 zip codes had the most notable decrease in asking rent this quarter of 3 percent each. Nonetheless, nearly all zip codes have seen an increase in the asking rent on a year-over-year basis.

During the second quarter 2015, overall vacancy rate in the Las Vegas metropolitan area decreased by 0.9 percentage points this quarter. The vacancy rate declines in most zip codes with the western region seeing the most notable decrease in the vacancy rate. There is also much less variance in the vacancy rate between zip codes this quarter. Most zip codes now have a vacancy rate between 6.7 to 10 percent. No reported zip code had a vacancy greater than 10.4 percent or less than 6.7 percent this quarter.

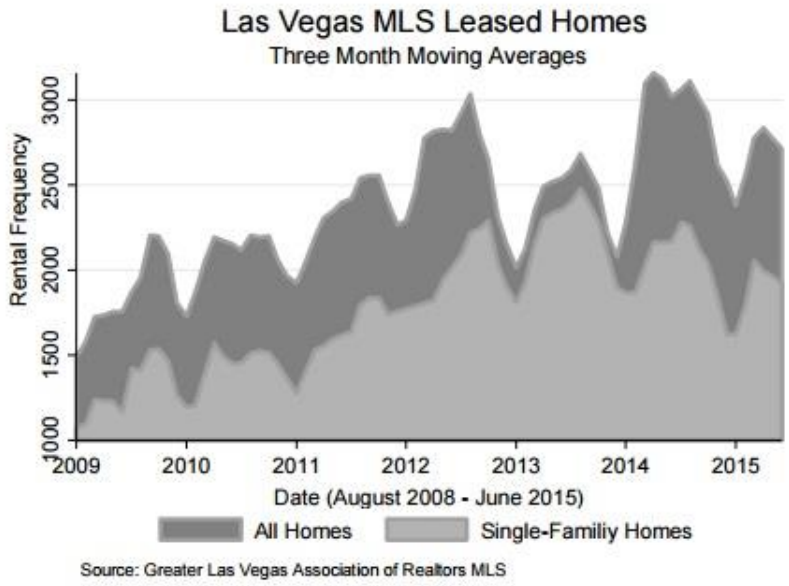


During the second quarter 2015, asking rent for all apartment types increased. One bedroom units saw a 3 percent increase in asking rents this quarter ($10) which represents the highest increase of any type unit. Studios (unfurnished) saw an increase of less than $1 this quarter while the furnished studio units posted a 2 percent ($13) gain.

Unfurnished two bedroom apartments increased $22 or 2.5 percent while the three bedroom units saw an increase of $23 or 2.2 percent this quarter. All apartment types have seen at least a 5 percent increase in asking rent on a year over year basis.



Apartment complexes, to a certain extent, compete with individually owned units, which mostly consist of single family homes, townhomes, and condominiums. MLS rental leases, a proxy for this competition, began to slow down towards the end of this quarter reaching a three month moving average of 2,711 leases in June 2015. This, in part, explains the decrease in vacancies when assuming that some portion of renters went from single-family home to apartments. Apartments compared to single-family often tend to offer shorter lease contracts, smaller deposits, and more common community amenities (i.e., pool, gym, or recreation center).



Nevertheless, economic conditions, more than anything will influence the apartment market, especially as residents find better jobs, earn higher income, and recover financially.

Figure 2: Apartment Vacancy Rates in Las Vegas*

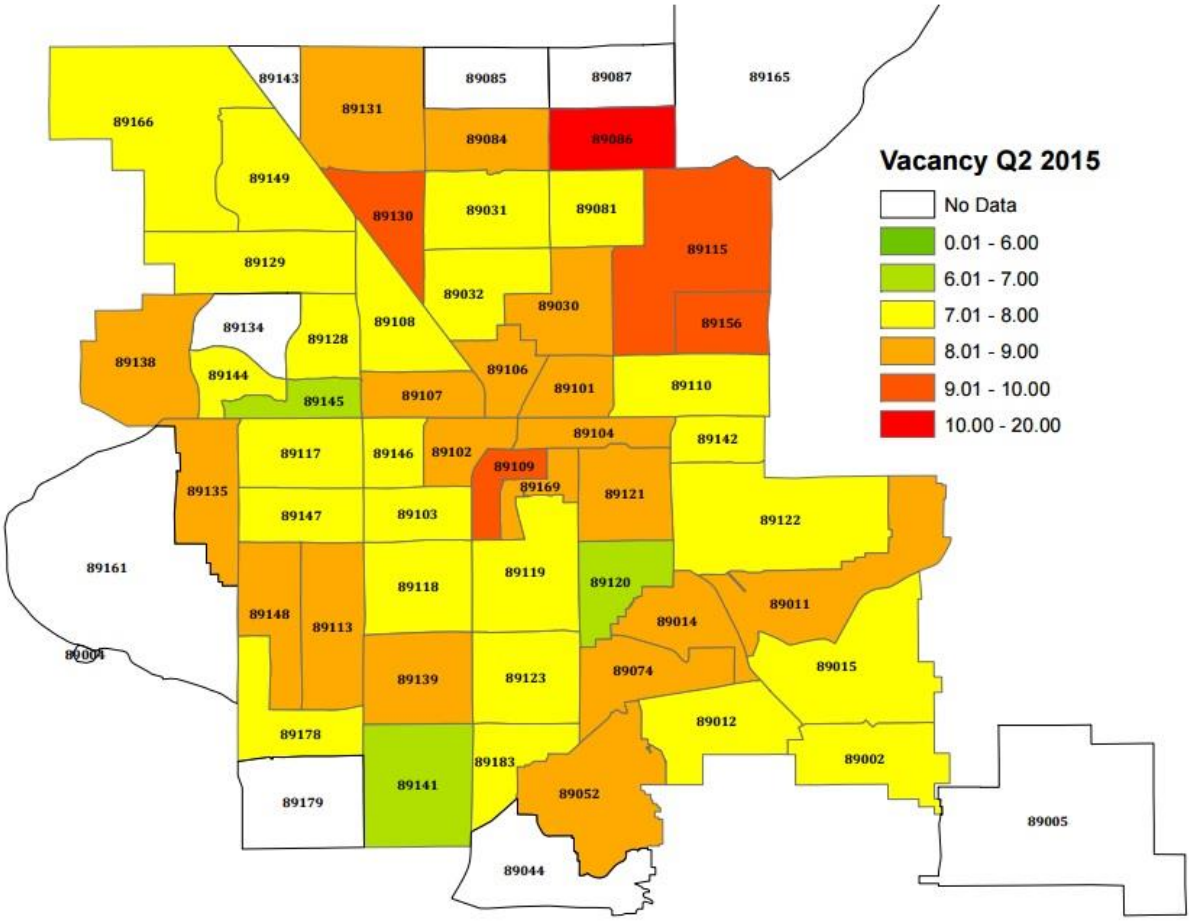


*Figure based on CBER Apartment Survey

Marcus & Millichap Company prepares its own study of the Las Vegas Valley apartment market, and according to its research, apartment vacancy declined 80 basis points year-to-date, including a 70 basis point drop in preceding 12 months. Tenant demand at newer complexes remains at increased levels. Since third quarter of last year, vacancy in properties built since 2000 fell 40 basis points to 4.0%, the lowest level among all property types.

According to Marcus & Millichap, owners have leveraged tighter conditions to lift average asking rents 7.3% to $820 per month in 2015. Effective rents, meanwhile, increased 3.4 percent year over year to $820 per month. Due to the rise in rents, asking and effective rents are less than 6 percent below peak levels. According to Marcus & Millichap, concessions continue to decline and the percent of units offering concessions fell slightly to 25 percent, while the average concession fell to 5.0 percent, down from 7.1 percent in the previous year making it the lowest level registered since before the recession.

According to the Marcus & Millichap Apartment Research Market Report for the 4th Quarter of 2015, apartment developers completed 1,260 apartment units over the past four quarters (valley wide). This is a slowdown from the same span a year earlier when developers brought more than 1,660 rentals to the market. However, developers currently have 3,350 apartments currently underway,

about 1/3 of which will be delivered by end of 2015. If everything goes according to plan, the 2015 numbers could eclipse the 2014 numbers of 1,660.

Marcus & Millichap reports apartment transaction increased slightly over the previous period, since property owners are driven to sell as investors from outside the metro area and look for assets with higher yields. The median price for assets traded over the most recent 12-month stretch was increased to $70,900, an increase of 7.7% from last year's median. Marcus & Millichap indicated that while Class A properties have cap rates in the low 5 percent range, Class B and C properties sell, on average, roughly 50 to 75 basis points higher.

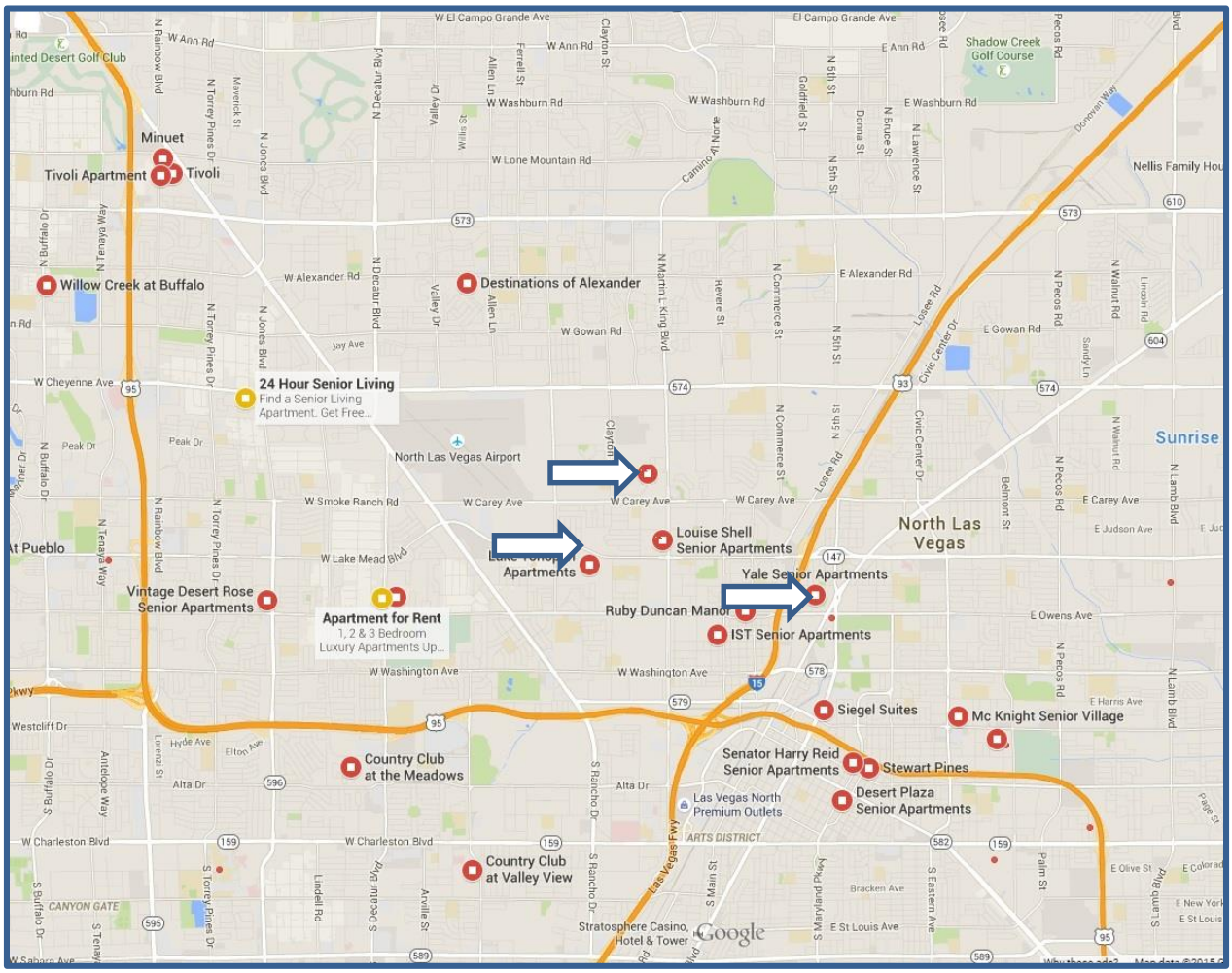
Senior Apartments

Another consideration under multi family is senior apartments. We are aware of the Buena Vista Springs senior complex/units located near the Buena Vista Springs Area. These units were constructed in 2002 and consist of a multi-story building with 58 interior units and six single story buildings with a total of 24 units. These units were originally noted to be low income housing and was receiving tax credits. However, the owner lost the tax credit for the project in 2014 after numerous complaints and health violations were reportedly ignored by the property owner.

We are also aware of the Yale Keys Senior apartments that are located within the Rose Garden area at 1705 Yale Street. The units were constructed in 2003 and consists of a single-story building with 70 interior units.

The following map illustrates the location of other senior apartments in proximity to the subject. There is a small clustering of such complexes in the southern portion of the submarket but very few in the north.

SENIOR APARTMENT COMPLEXES IN PROXIMITY TO THE SUBJECT



Conclusion to Multi-Family Market

The residential market has seen favorable improvement over the last several years although some levelling off has occurred. Even so, the values and prices seen prior to the downturn in 2007-2009 have not yet been seen.

The targeted submarket accounts for a very small portion of the market as a whole, however, as shown herein there is demand for multi-family residential units in this submarket as this is considered to be a viable use for all of the sites.

As will be discussed in the Conclusion of Financial Feasibility section, the residents within the Choice Neighborhood as well as participants within the Choice neighborhood, have suggested that one of the agenda items is for a future use that will sustain a clean, healthy and positive impact on the neighborhood and economy. They believe that the development of multi-family housing at any of the three targeted area will cause for the uses to revert back to their previous forms not being in-line with the beautification and revitalization efforts. For this reason, although it appears that multi-family would be a feasible use at the sites, we are not considering multi-family housing for the sites.

Local Hotel and Gaming Market Summary

Since 1989, the local gaming industry has experienced tremendous growth, with emphasis on constructing new megaresort hotels, more high-grade attractions, and family-centered entertainment and recreation. As a result, the annual visitor volume to Las Vegas more than doubled since 1990, and the larger gaming companies now derive only about 50% of their revenues from gambling.

Gaming companies are now focusing on the "resort" aspect of their business, and Glenn Schaeffer, past president of Mandalay Resort Group, indicated that, "This isn't the gaming industry, it's the entertainment industry". He also noted that business growth will focus not so much on new hotels, but on giving customers an entertainment experience that they can't get anywhere else. The valley's convention business (which directly impacts the gaming industry) remained strong, and despite high fuel prices and a sometimes less than robust national economy, Mr. Schaeffer stated that, "They'll cut out (conventions) in places like Atlanta and Dallas, but not Las Vegas".

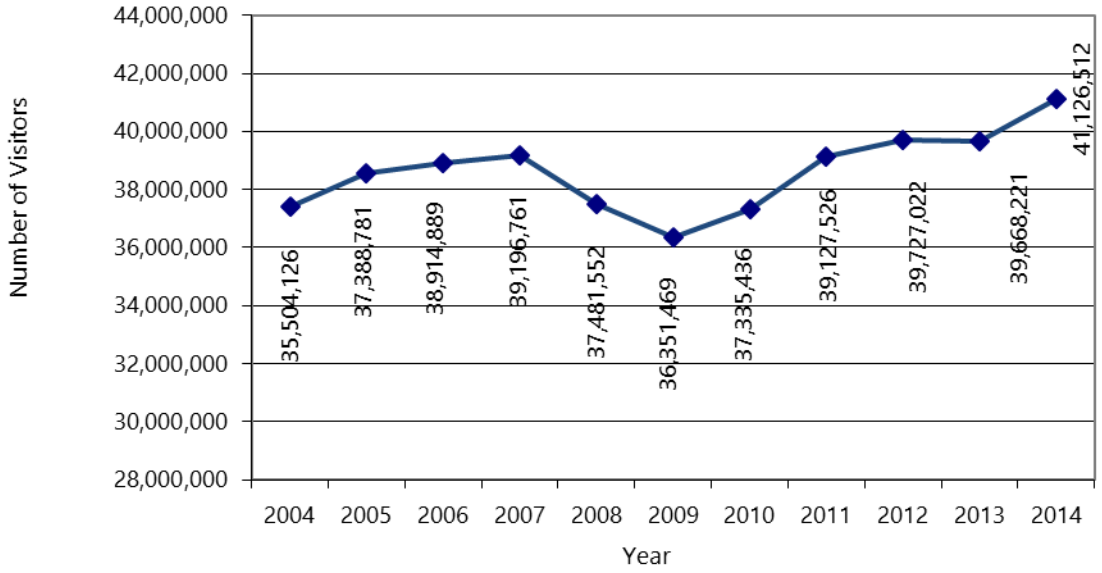
The Las Vegas gaming industry had been able to show sustained strength despite concerns that the industry faced an uncertain future due to the effect of widespread gaming growth throughout the United States. With the opening of Indian Reservation gaming, riverboat gaming, and land-based casinos, some felt that it would cut into Nevada's tourism market. Others argued that these developments would create new gaming customers interested in "Nevada-style" activities. What is clear is that the gaming growth outside Nevada has not hurt the local economy.

There was also some concern in the late 1990s that all the new resort hotel development would create excess casino expansion that would eventually exhaust the market. Until 1997, the local gaming industry defied the critics by generating substantial growth in gaming revenues that made the planning of new resorts an easy business decision. However, despite increased tourism, Clark County casinos reported only a 3.2% increase in gaming revenues in fiscal year 1997/98. Although this was an improvement over the 1996/97 increase of just 1.5%, it was still not at the levels of prior years in the 1990s. Previous increases were 12.5% in 1993/94, 9% in 1994/95, and 5.1% in 1995/96. However, by the late 1990s, gaming revenue grew by 12.6% in 1998/99 and 12.4% in 1999/00. These were phenomenal and unexpected performances by the gaming industry.

From 2003 through 2007, gaming revenue growth improved continuously, creating bright prospects for the future of gaming. However, gaming revenue in 2008 slowed with the weakness in the economy, and there were opinions that the gaming recovery would be a long term proposition. That may not be the case given improvement in 2011 through 2014 in both visitor volume and gaming revenues. It clearly will take some time for all the new hotel resort and casino facilities at CityCenter and the Cosmopolitan to achieve desired profitability, but hotel renovations and expansions are being undertaken all along the Las Vegas Strip.

Gaming revenue is closely linked with visitor volume, and 2008 and 2009 visitor volume for Clark County was down from 2007 according to the Las Vegas Convention and Visitors Authority. However, as indicated, the visitor volume increased in 2010 and 2011 and set records in 2012, 2013, and 2014. The following graph shows the annual visitor volume since 2003:

Las Vegas Visitor Volume



According to the Nevada Gaming Control Board, annual gaming revenues since 2004 for Clark County were as follows:

GAMING REVENUES

Year	Gaming Revenue
2004	$8,710,976,000
2005	$9,709,408,000
2006	$10,643,206,000
2007	$10,868,029,000
2008	$9,796,970,000
2009	$8,833,902,000
2010	$8,908,698,000
2011	$9,222,906,000
2012	$9,399,882,000
2013	$9,676,458,000
2014	$9,554,002,000

Despite Clark County gaming revenues being lower in 2009 through 2014 than they were in 2005 through 2008, we agree with opinions of local gaming executives who indicated before the tightening of financing and the slowdown in the national and local economies that the long term outlook for the Las Vegas gaming market remains strong. What needs to happen now is continuing renewal of strength in the tourism and vacation industry which was not a problem until the weakness in the economy began. It is notable that a new growth period of megaresorts began in the mid-2000s with projects such as the $8.5 billion MGM Mirage CityCenter, but other projects have been delayed or are in bankruptcy. However, the delayed and bankrupt construction projects should be

completed eventually, and Station Casinos Company successfully emerged from Chapter 11 bankruptcy in June 2011.

It is noted that in March 2013, Boyd Gaming sold the 87-acre Echelon Place site on the Strip to the Genting Group, a Malaysian-based gaming company, for $350 million. Genting is developing Resorts World Las Vegas on the property with a first phase $4 billion, 3,000-room hotel and a 175,000-square-foot casino expected to open in 2016/2017. Also, SBE Entertainment purchased the Sahara Hotel and completed a $415 million renovation of the property. It reopened in August 2014, and is called SLS Las Vegas Hotel & Casino. Lastly, MGM has spent $350 million to build a park, a public promenade and an arena outside its New York-New York and Monte Carlo hotel-casinos, and Caesars spent $185 million to renovate Bill's Gamblin' Hall & Saloon across Las Vegas Boulevard from Caesar's Palace. Renamed as The Cromwell, this boutique hotel opened May 21, 2014. Caesars Entertainment also renovated the Imperial Palace, which opened as The Quad adding 15,000 square feet of gaming space and new entrances. Caesars' $550 million LINQ project consisting of restaurants, bars, and a large observation wheel known as the High Roller links its casinos and opened in December 2013. The Strip is recovering, and new construction along with renovations are significant in cost and scope.

That said, Caesar's Entertainment Corporation filed for Chapter 11 bankruptcy protection in January 2015. Caesar's total liabilities of $28.2 billion were crippling the company financially, and Chapter 11 reorganization was necessary. Caesar's bankruptcy resulted primarily because of a huge 2008 leveraged buyout that added $18.4 billion in debt to the company's balance sheet. Caesar's hotel casinos continue to operate as usual as the financial reorganization presses forward.

Conclusion of Local Hotel and Gaming Market

The Buena Vista Springs I and II are not conducive for Local Hotel and Gaming. Buena Vista Springs II is limited by the depth of the site, whereas Buena Vista Springs I does not include the major arterial access needed for a Hotel. Likewise, the Hotel market has struggled over the years with an increase in visit volume starting to help vacancy rates decrease. Likewise, gaming revenues saw a decrease from 2013 to 2014 an although the revenue are expected to show an increase for 2015, other factors of the area suggest that hotel and gaming would not be a feasible use for the Buena Vista Springs I area. The Rose Gardens would also not be a suitable area for hotel gaming as the adjacent Jerry's Nugget Hotel and Casino has struggled over the years. Likewise, conversations with brokers suggested that the site would be feasible for a hotel and gaming development as the Moulin Rouge site with better access and visibility did not receive the necessary funding. The Rose Gardens areas is even farther removed from the downtown market to suggest that hotel and gaming would nto be a feasible use.

Conclusion of Financial Feasibility and Highest & Best Use

In the previous sections, we have discussed the demand for or lack of demand for various uses that would potentially be physically possible and legally permitted on the subject parcels.

There is demand for single family residential housing in the area, however, potential prices are typically less than the median and average price noted for the valley as a whole. Multi-family development is scarce in the area and, according to vacancy rates, there is a demand for this type of unit in the submarket.

Office demand is limited and it appears the only feasible office use at this time might be a medical office or a specialty type use such as an urgent or quick care.

Industrial demand is currently strong with low vacancy rates throughout the valley. This requires zoning which can be difficult and due industrial rates being lower than most other property types, lower land prices are typically associated with industrial properties. An industrial property could be feasible at this time.

Commercial use is also limited to specialty type properties including a dollar store with grocery component. A small, multi-tenant commercial building might be feasible if a build to suit for specific tenants and businesses that cater to the immediate area. A speculative, for rent commercial property may not be feasible at this time.

Along with our conclusion of financial feasibility and Highest and Best Use for the targeted areas, we were provided with a market survey provided by the client as well as attendance of a neighborhood meeting regarding the City of North Las Vegas Choice Neighborhood Focus Area. A request was made for no multi-family development in any of the target areas.
The results included a request for medical office space, grocery stores, clothing stores, and a daycare facility among others. The amenities requested in the area was for computer learning facility, medical office space, a farmer's market, and an indoor recreational center among others.

A portion of this survey detailing the businesses needed in the neighborhood is as follows:

City of North Las Vegas
2015 Urban Core Neighborhood Survey Summary Tables
DRAFT - November 2015

NEIGHBORHOOD RESOURCES AND SERVICES	All households		Residents		Non-Residents	
What businesses are needed in the Urban Core Neighborhood?	N= 871		N= 734		N= 138	
None	64	7%	58	8%	6	4%
Doctor's offices	**379**	**44%**	319	43%	60	43%
Grocery stores	**340**	**39%**	271	37%	69	50%
Clothing Stores	**339**	**39%**	289	39%	50	36%
Daycare/Childcare	296	34%	246	34%	50	36%
Book Stores	291	33%	244	33%	47	34%
Banks	278	32%	225	31%	53	38%
Restaurant/Eatery	261	30%	211	29%	50	36%
Gyms/fitness center	246	28%	198	27%	48	35%
Entertainment options	243	28%	198	27%	45	33%
Dry Cleaning/Laundromat	236	27%	207	28%	29	21%
Coffee Shops	214	25%	178	24%	36	26%
Smaller food markets	203	23%	168	23%	35	25%
One-stop shopping	193	22%	162	22%	31	22%
Pharmacy/Drug Store	191	22%	156	21%	35	25%
Gas stations	190	22%	155	21%	35	25%
Barber Shops/Salons	186	21%	161	22%	25	18%
Hardware stores	154	18%	129	18%	25	18%
Other	18	2%	15	2%	3	2%
No Response	50		37		13	
What amenities would most benefit your neighborhood?	N= 875		N= 733		N= 142	
None	49	6%	41	6%	8	6%
Computer/Learning center	**391**	**45%**	322	44%	69	50%
Health clinic	**383**	**44%**	327	45%	56	41%
Farmers market	**356**	**41%**	301	41%	55	40%
Indoor recreation space	292	34%	238	32%	54	39%
Community garden	278	32%	238	32%	40	29%
Library	277	32%	229	31%	48	35%
Museums	270	31%	231	31%	39	28%
Outside recreational space	256	29%	208	28%	48	35%
Community meeting space	206	24%	161	22%	45	33%
Post office	158	18%	130	18%	28	20%
Other	11	1%	10	1%	1	1%
No Response	46		37		9	

Buena Vista Springs I: This parcel has desirable frontage along Martin Luther King Boulevard on the east and Carey Avenue to the south but it lacks major corner influence. It has secondary frontage access along its north and west boundaries. It is large enough to support a range of uses. Both streets, Martin Luther King Boulevard and Carey Avenue, are considered to be major thoroughfares in the area.

This site is slated for Mixed Use Neighborhood by the North Las Vegas master plan. Based on our research, the subject could support a mix of uses including single family and multi-family residential, specialty medical office or limited retail and/or assisted living quarters.

The general area surrounding this parcel consists of a compatible mix of single family residences, government facilities, senior apartments, several public and private schools, recreation centers and some retail uses. The residential uses include several subdivisions that were constructed in the 1960's and subdivisions that were constructed between 1995 and 2002. This parcel is positioned approximately 2 miles east of Rancho Drive which is the location of the Texas Hotel and Casino and the Fiesta Hotel and Casino. Both of these facilities were constructed in 1995 and helped to spur development and interest in that general area including the development of a Super Walmart Center in 2006 (which has still not reached stabilized occupancy nor completely built out). The Buena Vista

Springs I area is also situated 1.5 miles west of Interstate 15. The bulk of uses along this area of Carey Avenue range from industrial and some retail closer to I-15, public and government facilities at the major intersections and residential in between.

As discussed herein, it is our opinion the highest and best use of Buena Vista Springs I is to be developed with a mix of uses which could range from a medical office such as a quick care or urgent care facility or a specialty retail such as a dollar store with a grocery component on the MLK and/or Carey Avenue frontage with single family residential on the remaining portion of the site. The residential uses could potentially provide a wide enough range and mix so as to provide for some entry level housing as well as some move up potential.

We also noted the lack of assisted living facilities in the area as well as senior apartments. The newer assisted living facilities constructed in the valley involve lot sizes of 4 to 5 acres.

Dollar stores typically require 1 acre for smaller facility to 3 acres for a larger facility with a grocery component.

As stated, the balance of the site should be developed with single family residences. This part of the project will help support the commercial use on the south side of the property that fronts Carey Avenue.

Considering the requests from the market survey, a doctor's office and grocery store being the two most requested items, are consistent with our finding for highest and best use with medical office space and a dollar store with grocery.

Conclusions	% of Area
Specialty (Commercial/Quick Care/Assisted Living)	25-40%
SFR	60-75%%

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Buena Vista Springs II: This parcel has frontage along Lake Mead Boulevard which provides access to the Rancho Road area noted earlier *and* has a full interchange with I-15 to the east. Uses surrounding this site include a mix of single family residential subdivisions and the Las Vegas Enterprise Office park to the south. This site is targeted by the master plan for low density residential use.

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Rose Gardens: This parcel has desirable frontage along Owens Avenue on the south and Main Street/North 5th Street to the east but it lacks major corner influence. It has secondary frontage access along its north and west boundaries. It is large enough to support a range of uses. Both streets, Owens Avenue and Main Street/North 5th Street, are considered to be major thoroughfares in the area.

This site is slated for Downtown Business District by the North Las Vegas master plan. Based on our research, the Rose Gardens Area could support a mix of uses including single family and multi-family residential, specialty medical office, limited retail, industrial, or assisted living quarters.

The general area surrounding this parcel consists of a compatible mix of single family residences, government facilities, senior apartments, several public and private schools, recreation centers and some retail uses. The residential uses include several neighborhoods constructed between 1925 and 1980. This parcel is positioned adjacent to the Jerry's Nugget Hotel and Casino which was constructed in 1955 although it has undergone some renovations. The Rose Gardens area is also located just over 1-mile north of the U.S. 95 freeway which is considered to be the north boundary for Downtown Las Vegas. The bulk of uses along Owens Avenue includes industrial, single family, multi-family, commercial and other uses such as parks and cemeteries. The bulk of uses along Main Street/North 5th Street include industrial just north of the U.S. 95 freeway with mixed commercial and retail along the remaining portions.

As discussed herein, it is our opinion the highest and best use of Rose Gardens is to be developed with a mix of uses which could range from industrial if the zoning and use is allowed, a medical office such as a quick care or urgent care facility or a specialty retail such as a dollar store with a grocery component on the Main Street/North 5th Street frontage with single family residential on the remaining portion of the site. The residential uses could potentially provide a wide enough range and mix so as to provide for some entry level housing as well as some move up potential.

We also noted the lack of assisted living facilities in the area as well as senior apartments. The newer assisted living facilities constructed in the valley involve lot sizes of 4 to 7 acres.

Dollar stores typically require 1 acre for smaller facility to 3 acres for a larger facility with a grocery component.

As stated, the balance of the site should be developed with single family residences. This part of the project will help support the commercial use on the east side of the property that fronts Main Street/North 5th Street.

Considering the requests from the market survey, a doctor's office, grocery store, clothing store, book store, fitness center, computer learning center, and/or a farmer's market all fall all appear to be reasonable and financially feasible uses. As is shown below, commercial includes the grocery store, clothing store, book store, farmer's market and fitness center to which we consider to be financially feasible. The request for a health clinic would fall under quick care.

Conclusions	% of Area
Specialty (Industrial/Commercial/Quick Care/Assisted Living)	50%
SFR	50%

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Remaining Areas within the City of North Las Vegas Choice Neighborhood Focus Area:
There is some land on the west end of the Choice Neighborhood Focus Area near Comstock Drive that we consider a variety of residential or specialty uses such as a church or funeral home feasible for the site.

There is some land along Carey Avenue between North Street and Rocky Brooks Street. We consider this site could develop 10-14 single family residential units with a small street running through the center. At the corner of Revere Street and Carey, we consider this site for a retail or commercial use with the surrounding land to the east for use with single family residential. There is some land along Lake Mead Boulevard between Revere Street and Englestad Street. This site could be used in the future for office, government office, retail, or a variety of other uses as allowed under C-1 zoning.

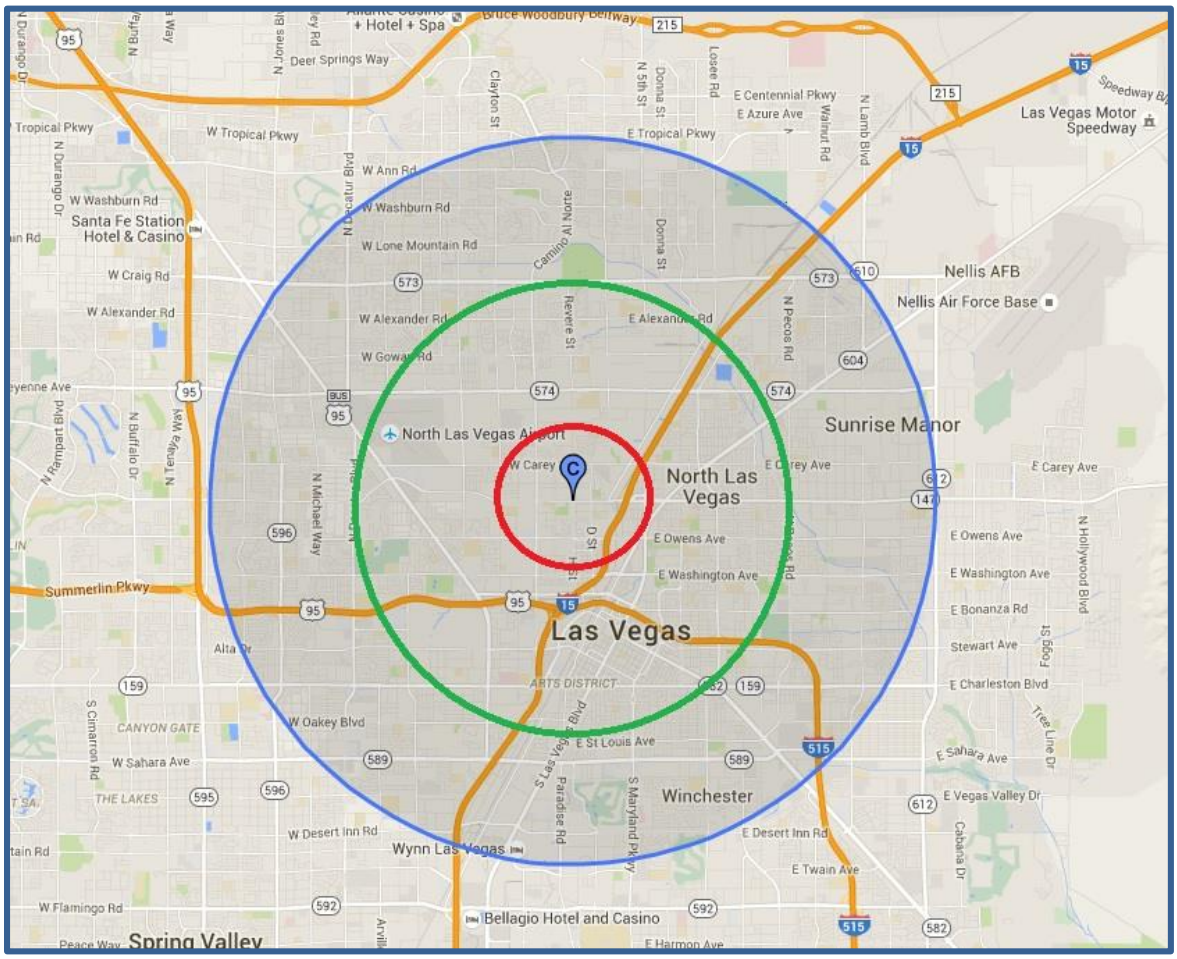
Some of these other areas and sites could be considered for other uses requested in the market survey such as a daycare, bank branch, restaurant, computer learning facility, community garden, among others.

Conclusions	Location
Product	Variety of Commercial and Residential Uses

Demographics

In the previous sections, we have discussed the health of the various product types or uses within the valley as a whole and the submarket of the targeted areas. We will now consider the population growth expectations for the subject area in order to ascertain a potential demand for the uses discussed in the previous section.

The following data has been obtained from CoStar. We have applied a 1, 3, and 5-mile radius ring around the City of North Las Vegas Choice Neighborhood Focus Area. This results in the following boundaries. For the purpose of this analysis, we will consider the data presented in the 1- and 3-mile radiuses because those areas would be considered most similar. While some information could be gleaned helpful from the 5-mile radius, it is not given weighted consideration.



As shown on the following pages, population within a one-mile radius of the subject property is estimated to grow to 20,716 by 2020 which is an annual growth rate of 1.2%. This in turn equates to 404 additional households by 2020 within a 1-mile radius of the subject and 3,292 within a 3-mile radius.

2015 Annual Spending ($000s)	1 Mile	3 Mile	5 Mile
Total Specified Consumer Spending	**$122,336**	**$1,129,022**	**$3,830,998**
Total Apparel	**$9,099**	**$78,729**	**$249,674**
Women's Apparel	3,217	27,393	89,655
Men's Apparel	1,764	15,867	51,173
Girl's Apparel	872	7,491	22,505
Boy's Apparel	595	5,245	15,721
Infant Apparel	470	4,086	12,651
Footwear	2,180	18,648	57,969
Total Entertainment & Hobbies	**$9,102**	**$81,656**	**$286,588**
Entertainment	2,335	20,153	69,529
Audio & Visual Equipment/Service	4,347	37,898	129,735
Reading Materials	321	3,078	11,865
Pets, Toys, & Hobbies	2,100	20,528	75,460
Total Food and Alcohol	**$35,417**	**$332,220**	**$1,102,326**
Food At Home	23,104	205,947	663,928
Food Away From Home	10,763	109,036	377,704
Alcoholic Beverages	1,550	17,237	60,693
Total Household	**$13,491**	**$125,141**	**$444,357**
House Maintenance & Repair	2,428	20,778	76,694
Household Equip & Furnishings	6,168	56,299	196,453
Household Operations	4,159	39,655	138,122
Housing Costs	736	8,409	33,088
Total Transportation/Maint.	**$36,608**	**$337,274**	**$1,141,040**
Vehicle Purchases	10,413	97,492	332,174
Gasoline	19,485	177,555	594,221
Vehicle Expenses	827	7,717	24,593
Transportation	2,149	20,550	71,819
Automotive Repair & Maintenance	3,734	33,960	118,233
Total Health Care	**$5,467**	**$52,347**	**$183,107**
Medical Services	2,915	29,928	104,940
Prescription Drugs	1,981	17,351	60,487
Medical Supplies	572	5,068	17,679
Total Education/Day Care	**$5,514**	**$57,045**	**$199,528**
Education	3,882	39,171	133,527
Fees & Admissions	1,632	17,874	66,001

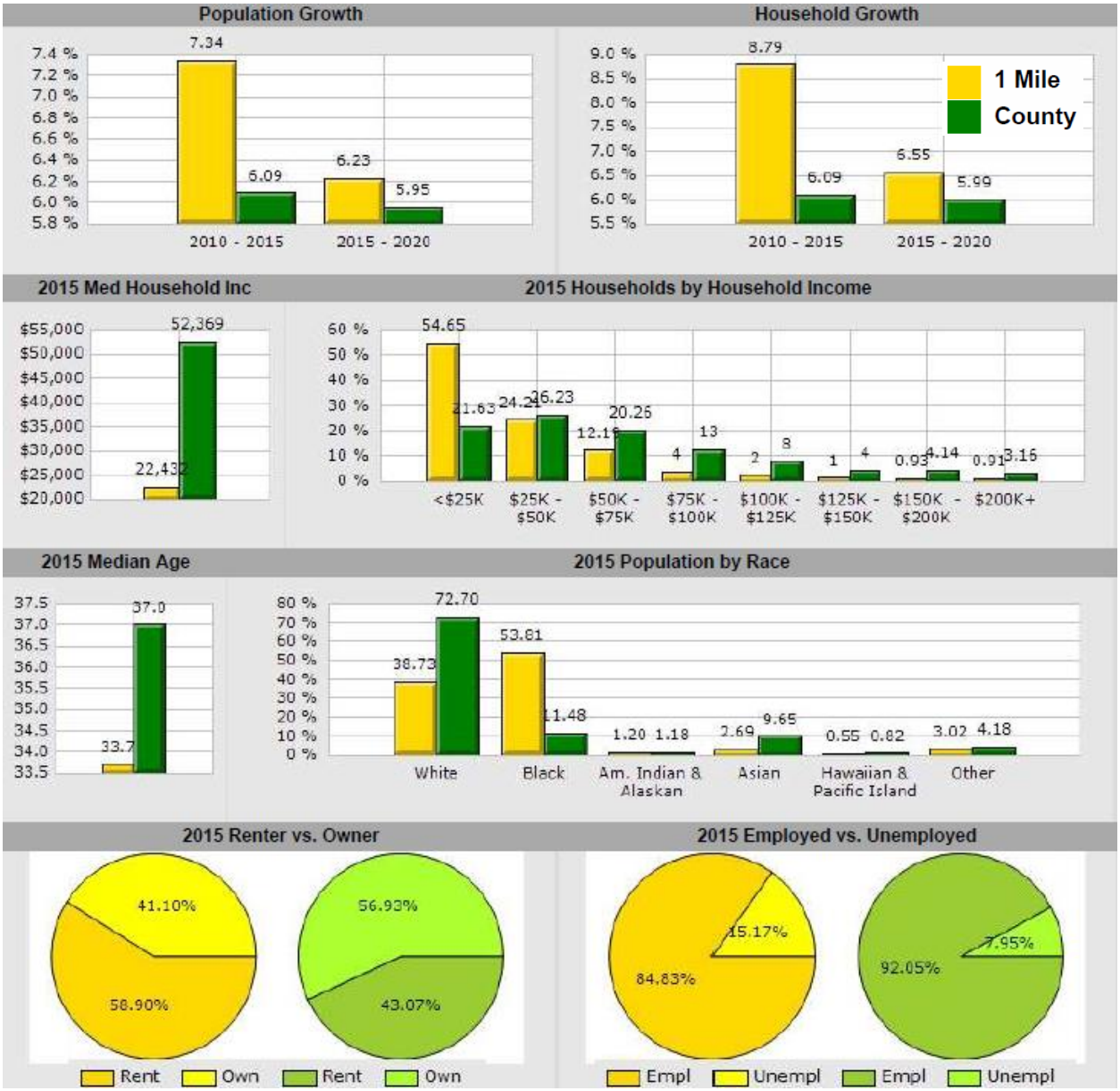
Business Employment by Type	# of Businesses	# Employees	#Emp/Bus
Total Businesses	**486**	**5,164**	**11**
Retail & Wholesale Trade	74	693	9
Hospitality & Food Service	30	363	12
Real Estate, Renting, Leasing	21	72	3
Finance & Insurance	23	86	4
Information	6	444	74
Scientific & Technology Services	22	216	10
Management of Companies	0	0	0
Health Care & Social Assistance	83	438	5
Educational Services	17	867	51
Public Administration & Sales	14	351	25
Arts, Entertainment, Recreation	5	21	4
Utilities & Waste Management	20	87	4
Construction	17	62	4
Manufacturing	10	119	12
Agriculture, Mining, Fishing	0	0	0
Other Services	144	1,345	9

Radius	1 Mile		3 Mile		5 Mile	
Population						
2020 Projection	20,716		176,567		538,812	
2015 Estimate	19,502		166,689		508,400	
2010 Census	18,168		157,364		478,187	
Growth 2015 - 2020	6.23%		5.93%		5.98%	
Growth 2010 - 2015	7.34%		5.93%		6.32%	
2015 Population by Age	**19,502**		**166,689**		**508,400**	
Age 0 - 4	1,397	7.16%	12,107	7.26%	36,049	7.09%
Age 5 - 9	1,544	7.92%	13,424	8.05%	38,917	7.65%
Age 10 - 14	1,566	8.03%	13,685	8.21%	39,072	7.69%
Age 15 - 19	1,501	7.70%	12,955	7.77%	37,015	7.28%
Age 20 - 24	1,470	7.54%	12,697	7.62%	37,382	7.35%
Age 25 - 29	1,371	7.03%	12,347	7.41%	37,765	7.43%
Age 30 - 34	1,235	6.33%	11,970	7.18%	37,297	7.34%
Age 35 - 39	1,145	5.87%	11,255	6.75%	34,912	6.87%
Age 40 - 44	1,203	6.17%	11,301	6.78%	34,591	6.80%
Age 45 - 49	1,233	6.32%	10,945	6.57%	33,450	6.58%
Age 50 - 54	1,250	6.41%	10,301	6.18%	31,662	6.23%
Age 55 - 59	1,172	6.01%	9,225	5.53%	28,555	5.62%
Age 60 - 64	979	5.02%	7,641	4.58%	24,265	4.77%
Age 65 - 69	809	4.15%	6,105	3.66%	19,896	3.91%
Age 70 - 74	640	3.28%	4,458	2.67%	14,864	2.92%
Age 75 - 79	458	2.35%	2,945	1.77%	10,155	2.00%
Age 80 - 84	285	1.46%	1,794	1.08%	6,532	1.28%
Age 85+	244	1.25%	1,532	0.92%	6,021	1.18%
Age 65+	2,436	12.49%	16,834	10.10%	57,468	11.30%
Median Age	**33.70**		**32.60**		**33.80**	
Average Age	**35.50**		**34.10**		**35.10**	

Radius	1 Mile		3 Mile		5 Mile	
2015 Population By Race	**19,502**		**166,689**		**508,400**	
White	7,553	38.73%	113,128	67.87%	365,911	71.97%
Black	10,495	53.81%	37,276	22.36%	85,843	16.88%
Am. Indian & Alaskan	234	1.20%	2,787	1.67%	7,961	1.57%
Asian	524	2.69%	6,886	4.13%	26,346	5.18%
Hawaiian & Pacific Island	107	0.55%	1,172	0.70%	3,844	0.76%
Other	589	3.02%	5,441	3.26%	18,495	3.64%
Population by Hispanic Origin	**19,502**		**166,689**		**508,400**	
Non-Hispanic Origin	12,736	65.31%	73,048	43.82%	247,164	48.62%
Hispanic Origin	6,765	34.69%	93,642	56.18%	261,236	51.38%
2015 Median Age, Male	**33.50**		**32.70**		**33.60**	
2015 Average Age, Male	**35.20**		**34.10**		**34.80**	
2015 Median Age, Female	**33.80**		**32.40**		**34.00**	
2015 Average Age, Female	**35.70**		**34.20**		**35.50**	
2015 Population by Occupation Classification	**14,696**		**124,880**		**386,954**	
Civilian Employed	7,097	48.29%	68,069	54.51%	220,784	57.06%
Civilian Unemployed	1,269	8.64%	8,417	6.74%	26,378	6.82%
Civilian Non-Labor Force	6,320	43.00%	48,028	38.46%	138,393	35.76%
Armed Forces	10	0.07%	366	0.29%	1,399	0.36%
Households by Marital Status						
Married	1,744		19,618		66,122	
Married No Children	868		8,227		31,180	
Married w/Children	876		11,391		34,942	
2015 Population by Education	**14,093**		**121,358**		**388,083**	
Some High School, No Diploma	4,026	28.57%	39,485	32.54%	102,997	26.54%
High School Grad (Incl Equivalency)	4,584	32.53%	31,173	25.69%	99,881	25.74%
Some College, No Degree	2,759	19.58%	23,072	19.01%	83,255	21.45%
Associate Degree	2,071	14.70%	19,537	16.10%	68,118	17.55%
Bachelor Degree	559	3.97%	5,690	4.69%	23,373	6.02%
Advanced Degree	94	0.67%	2,401	1.98%	10,459	2.70%

Radius	1 Mile		3 Mile		5 Mile	
2015 Population by Occupation	**12,423**		**114,106**		**366,442**	
Real Estate & Finance	124	1.00%	2,464	2.16%	9,097	2.48%
Professional & Management	1,861	14.98%	17,584	15.41%	59,297	16.18%
Public Administration	138	1.11%	1,870	1.64%	6,323	1.73%
Education & Health	878	7.07%	7,294	6.39%	25,486	6.95%
Services	2,702	21.75%	24,822	21.75%	79,016	21.56%
Information	243	1.96%	999	0.88%	2,688	0.73%
Sales	1,733	13.95%	15,047	13.19%	50,856	13.88%
Transportation	874	7.04%	5,640	4.94%	16,042	4.38%
Retail	946	7.61%	8,455	7.41%	26,756	7.30%
Wholesale	184	1.48%	899	0.79%	3,878	1.06%
Manufacturing	259	2.08%	2,515	2.20%	7,917	2.16%
Production	952	7.66%	8,947	7.84%	27,412	7.48%
Construction	657	5.29%	9,677	8.48%	28,628	7.81%
Utilities	338	2.72%	2,864	2.51%	9,890	2.70%
Agriculture & Mining	37	0.30%	191	0.17%	554	0.15%
Farming, Fishing, Forestry	37	0.30%	168	0.15%	599	0.16%
Other Services	460	3.70%	4,670	4.09%	12,003	3.28%
2015 Worker Travel Time to Job	**6,885**		**67,120**		**217,621**	
<30 Minutes	4,418	64.17%	41,041	61.15%	132,705	60.98%
30-60 Minutes	1,731	25.14%	20,440	30.45%	68,818	31.62%
60+ Minutes	736	10.69%	5,639	8.40%	16,098	7.40%
2010 Households by HH Size	**5,654**		**48,232**		**154,597**	
1-Person Households	1,464	25.89%	12,320	25.54%	39,490	25.54%
2-Person Households	1,241	21.95%	10,577	21.93%	38,538	24.93%
3-Person Households	983	17.39%	7,021	14.56%	23,097	14.94%
4-Person Households	765	13.53%	6,599	13.68%	21,024	13.60%
5-Person Households	570	10.08%	5,218	10.82%	15,266	9.87%
6-Person Households	299	5.29%	3,082	6.39%	8,421	5.45%
7 or more Person Households	332	5.87%	3,415	7.08%	8,761	5.67%
2015 Average Household Size	**3.00**		**3.20**		**3.00**	
Households						
2020 Projection	6,555		54,219		175,671	
2015 Estimate	6,152		51,156		165,439	
2010 Census	5,655		48,232		154,597	
Growth 2015 - 2020	6.55%		5.99%		6.18%	
Growth 2010 - 2015	8.79%		6.06%		7.01%	

Radius	1 Mile		3 Mile		5 Mile	
2015 Households by HH Income	**6,154**		**51,157**		**165,440**	
<$25,000	3,363	54.65%	20,911	40.88%	55,028	33.26%
$25,000 - $50,000	1,490	24.21%	14,282	27.92%	49,341	29.82%
$50,000 - $75,000	750	12.19%	8,755	17.11%	30,421	18.39%
$75,000 - $100,000	219	3.56%	3,719	7.27%	14,269	8.62%
$100,000 - $125,000	146	2.37%	1,555	3.04%	7,717	4.66%
$125,000 - $150,000	73	1.19%	753	1.47%	3,467	2.10%
$150,000 - $200,000	57	0.93%	688	1.34%	3,323	2.01%
$200,000+	56	0.91%	494	0.97%	1,874	1.13%
2015 Avg Household Income	**$34,829**		**$42,916**		**$49,336**	
2015 Med Household Income	**$22,432**		**$31,366**		**$37,214**	
2015 Occupied Housing	**6,151**		**51,156**		**165,439**	
Owner Occupied	2,528	41.10%	20,889	40.83%	75,959	45.91%
Renter Occupied	3,623	58.90%	30,267	59.17%	89,480	54.09%
2010 Housing Units	**6,589**		**57,866**		**179,823**	
1 Unit	4,061	61.63%	30,997	53.57%	98,175	54.60%
2 - 4 Units	1,001	15.19%	8,785	15.18%	20,722	11.52%
5 - 19 Units	781	11.85%	10,096	17.45%	36,884	20.51%
20+ Units	746	11.32%	7,988	13.80%	24,042	13.37%
2015 Housing Value	**2,528**		**20,889**		**75,959**	
<$100,000	1,393	55.10%	10,010	47.92%	34,409	45.30%
$100,000 - $200,000	857	33.90%	7,498	35.89%	27,728	36.50%
$200,000 - $300,000	190	7.52%	2,336	11.18%	9,614	12.66%
$300,000 - $400,000	68	2.69%	528	2.53%	2,423	3.19%
$400,000 - $500,000	19	0.75%	250	1.20%	842	1.11%
$500,000 - $1,000,000	0	0.00%	202	0.97%	504	0.66%
$1,000,000+	1	0.04%	65	0.31%	439	0.58%
2015 Median Home Value	**$90,739**		**$105,795**		**$112,877**	
2015 Housing Units by Yr Built	**6,789**		**58,650**		**188,415**	
Built 2010+	309	4.55%	2,183	3.72%	8,242	4.37%
Built 2000 - 2010	991	14.60%	9,028	15.39%	27,874	14.79%
Built 1990 - 1999	866	12.76%	10,165	17.33%	44,106	23.41%
Built 1980 - 1989	427	6.29%	5,606	9.56%	26,764	14.20%
Built 1970 - 1979	1,240	18.26%	9,289	15.84%	33,583	17.82%
Built 1960 - 1969	1,688	24.86%	12,192	20.79%	29,140	15.47%
Built 1950 - 1959	998	14.70%	7,115	12.13%	14,023	7.44%
Built <1949	270	3.98%	3,072	5.24%	4,683	2.49%
2015 Median Year Built	**1973**		**1976**		**1984**	


Population Growth
7.4 %
7.2 %
7.0 %
6.8 %
6.6 %
6.4 %
6.2 %
6.0 %
5.8 %
7.34
6.09
6.23
5.95
2010 - 2015
2015 - 2020
Household Growth
9.0 %
8.5 %
8.0 %
7.5 %
7.0 %
6.5 %
6.0 %
5.5 %
8.79
6.09
6.55
5.99
1 Mile
County
2010 - 2015
2015 - 2020
2015 Med Household Inc
$55,000
$50,000
$45,000
$40,000
$35,000
$30,000
$25,000
$20,000
52,369
22,432
2015 Households by Household Income
60 %
50 %
40 %
30 %
20 %
10 %
0 %
54.65
21.63
24.21
26.23
12.16
20.26
4
13
2
8
1
4
0.93
4.14
0.91
3.16
<$25K
$25K - $50K
$50K - $75K
$75K - $100K
$100K - $125K
$125K - $150K
$150K - $200K
$200K+
2015 Median Age
37.5
37.0
36.5
36.0
35.5
35.0
34.5
34.0
33.5
37.0
33.7
2015 Population by Race
80 %
70 %
60 %
50 %
40 %
30 %
20 %
10 %
0 %
72.70
38.73
53.81
11.48
1.20
1.18
2.69
9.65
0.55
0.82
3.02
4.18
White
Black
Am. Indian & Alaskan
Asian
Hawaiian & Pacific Island
Other
2015 Renter vs. Owner
41.10%
58.90%
56.93%
43.07%
Rent
Own
Rent
Own
2015 Employed vs. Unemployed
15.17%
84.83%
7.95%
92.05%
Empl
Unempl
Empl
Unempl

	1 Mile		County	
Population Growth				
Growth 2010 - 2015	7.34%		6.09%	
Growth 2015 - 2020	6.23%		5.95%	
Empl	7,097	84.83%	1,009,020	92.05%
Unempl	1,269	15.17%	87,173	7.95%
2015 Population by Race	**19,502**		**2,070,134**	
White	7,553	38.73%	1,505,006	72.70%
Black	10,495	53.81%	237,641	11.48%
Am. Indian & Alaskan	234	1.20%	24,361	1.18%
Asian	524	2.69%	199,761	9.65%
Hawaiian & Pacific Island	107	0.55%	16,924	0.82%
Other	589	3.02%	86,441	4.18%
Household Growth				
Growth 2010 - 2015	8.79%		6.09%	
Growth 2015 - 2020	6.55%		5.99%	
Renter Occupied	3,623	58.90%	326,869	43.07%
Owner Occupied	2,528	41.10%	432,089	56.93%
2015 Households by Household Income	**6,154**		**758,958**	
Income <$25K	3,363	54.65%	164,145	21.63%
Income $25K - $50K	1,490	24.21%	199,080	26.23%
Income $50K - $75K	750	12.19%	153,750	20.26%
Income $75K - $100K	219	3.56%	95,170	12.54%
Income $100K - $125K	146	2.37%	59,702	7.87%
Income $125K - $150K	73	1.19%	31,738	4.18%
Income $150K - $200K	57	0.93%	31,386	4.14%
Income $200K+	56	0.91%	23,987	3.16%
2015 Med Household Inc	$22,432		$52,369	
2015 Median Age	33.70		37.00	

Radius	1 Mile		3 Mile		5 Mile	
Population						
2020 Projection	20,716		176,567		538,812	
2015 Estimate	19,502		166,689		508,400	
2010 Census	18,168		157,364		478,187	
Growth 2015 - 2020	6.23%		5.93%		5.98%	
Growth 2010 - 2015	7.34%		5.93%		6.32%	
2015 Population by Hispanic Origin	6,765		93,641		261,236	
2015 Population By Race	19,502		166,689		508,400	
White	7,553	38.73%	113,128	67.87%	365,911	71.97%
Black	10,495	53.81%	37,276	22.36%	85,843	16.88%
Am. Indian & Alaskan	234	1.20%	2,787	1.67%	7,961	1.57%
Asian	524	2.69%	6,886	4.13%	26,346	5.18%
Hawaiian & Pacific Island	107	0.55%	1,172	0.70%	3,844	0.76%
Other	589	3.02%	5,441	3.26%	18,495	3.64%
Households						
2020 Projection	6,555		54,219		175,671	
2015 Estimate	6,152		51,156		165,439	
2010 Census	5,655		48,232		154,597	
Growth 2015 - 2020	6.55%		5.99%		6.18%	
Growth 2010 - 2015	8.79%		6.06%		7.01%	
Owner Occupied	2,528	41.09%	20,889	40.83%	75,959	45.91%
Renter Occupied	3,623	58.89%	30,267	59.17%	89,480	54.09%
2015 Households by HH Income	6,154		51,157		165,440	
Income: <$25,000	3,363	54.65%	20,911	40.88%	55,028	33.26%
Income: $25,000 - $50,000	1,490	24.21%	14,282	27.92%	49,341	29.82%
Income: $50,000 - $75,000	750	12.19%	8,755	17.11%	30,421	18.39%
Income: $75,000 - $100,000	219	3.56%	3,719	7.27%	14,269	8.62%
Income: $100,000 - $125,000	146	2.37%	1,555	3.04%	7,717	4.66%
Income: $125,000 - $150,000	73	1.19%	753	1.47%	3,467	2.10%
Income: $150,000 - $200,000	57	0.93%	688	1.34%	3,323	2.01%
Income: $200,000+	56	0.91%	494	0.97%	1,874	1.13%
2015 Avg Household Income	$34,829		$42,916		$49,336	
2015 Med Household Income	$22,432		$31,366		$37,214	

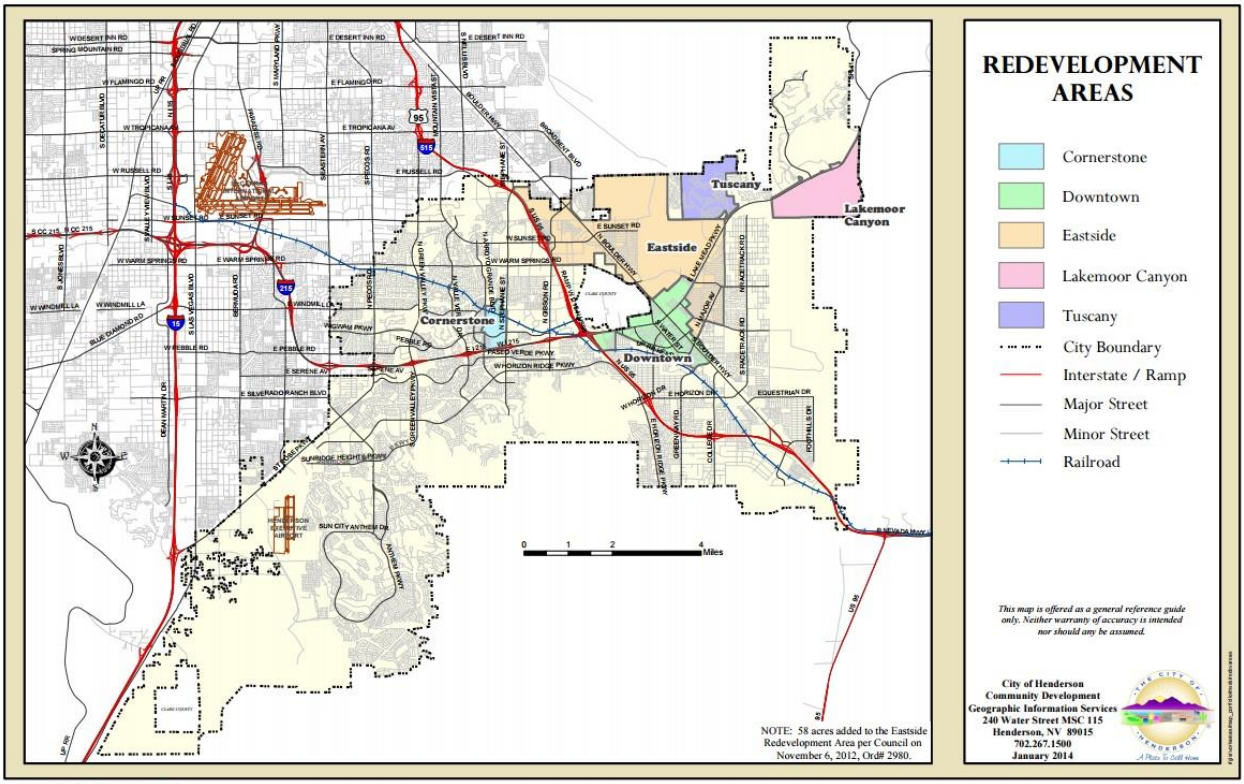
Description	2010		2015		2020	
Population	**18,168**		**19,502**		**20,716**	
Age 0 - 4	1,603	8.82%	1,397	7.16%	1,445	6.98%
Age 5 - 9	1,578	8.69%	1,544	7.92%	1,489	7.19%
Age 10 - 14	1,439	7.92%	1,566	8.03%	1,556	7.51%
Age 15 - 19	1,527	8.40%	1,501	7.70%	1,575	7.60%
Age 20 - 24	1,188	6.54%	1,470	7.54%	1,545	7.46%
Age 25 - 29	1,164	6.41%	1,371	7.03%	1,492	7.20%
Age 30 - 34	1,044	5.75%	1,235	6.33%	1,393	6.72%
Age 35 - 39	1,199	6.60%	1,145	5.87%	1,278	6.17%
Age 40 - 44	1,228	6.76%	1,203	6.17%	1,228	5.93%
Age 45 - 49	1,241	6.83%	1,233	6.32%	1,230	5.94%
Age 50 - 54	1,226	6.75%	1,250	6.41%	1,243	6.00%
Age 55 - 59	977	5.38%	1,172	6.01%	1,218	5.88%
Age 60 - 64	776	4.27%	979	5.02%	1,107	5.34%
Age 65 - 69	691	3.80%	809	4.15%	931	4.49%
Age 70 - 74	542	2.98%	640	3.28%	739	3.57%
Age 75 - 79	373	2.05%	458	2.35%	548	2.65%
Age 80 - 84	213	1.17%	285	1.46%	359	1.73%
Age 85+	159	0.88%	244	1.25%	343	1.66%
Age 15+	**13,548**	74.57%	**14,995**	76.89%	**16,229**	78.34%
Age 20+	**12,021**	66.17%	**13,494**	69.19%	**14,654**	70.74%
Age 65+	**1,978**	10.89%	**2,436**	12.49%	**2,920**	14.10%
Median Age	**33**		**34**		**35**	
Average Age	**34.00**		**35.50**		**36.50**	
Population By Race	**18,168**		**19,502**		**20,716**	
White	7,026	38.67%	7,553	38.73%	8,024	38.73%
Black	9,823	54.07%	10,495	53.81%	11,140	53.77%
Am. Indian & Alaskan	221	1.22%	234	1.20%	247	1.19%
Asian	381	2.10%	524	2.69%	561	2.71%
Hawaiian & Pacific Islander	98	0.54%	107	0.55%	117	0.56%
Other	528	2.91%	589	3.02%	629	3.04%

Description	2010		2015		2020	
Population by Race (Hispanic)	**6,107**		**6,765**		**7,186**	
White	5,339	87.42%	5,887	87.02%	6,252	87.00%
Black	326	5.34%	376	5.56%	397	5.52%
Am. Indian & Alaskan	146	2.39%	154	2.28%	163	2.27%
Asian	91	1.49%	108	1.60%	117	1.63%
Hawaiian & Pacific Islander	31	0.51%	34	0.50%	38	0.53%
Other	175	2.87%	206	3.05%	218	3.03%
Household by Household Income	**5,656**		**6,154**		**6,556**	
<$25,000	3,053	53.98%	3,363	54.65%	3,582	54.64%
$25,000 - $50,000	1,451	25.65%	1,490	24.21%	1,582	24.13%
$50,000 - $75,000	658	11.63%	750	12.19%	800	12.20%
$75,000 - $100,000	232	4.10%	219	3.56%	227	3.46%
$100,000 - $125,000	121	2.14%	146	2.37%	159	2.43%
$125,000 - $150,000	49	0.87%	73	1.19%	80	1.22%
$150,000 - $200,000	50	0.88%	57	0.93%	62	0.95%
$200,000+	42	0.74%	56	0.91%	64	0.98%
Average Household Income	**$33,848**		**$34,829**		**$35,115**	
Median Household Income	**$22,832**		**$22,432**		**$22,419**	

Redevelopment Examples

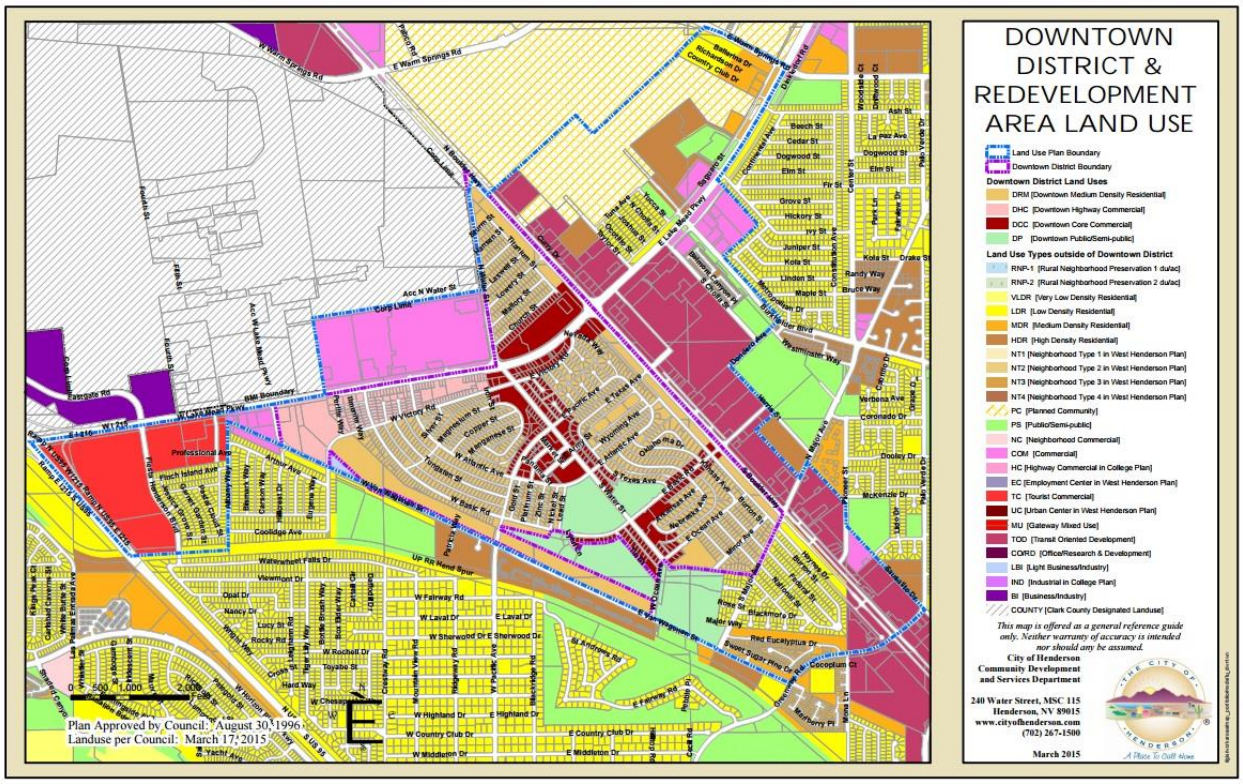
City of Henderson

The City of Henderson recognized the need to revitalize and reinvest in some of its "maturing" neighborhoods and created the City of Henderson Redevelopment Agency. Five redevelopment areas were identified and are shown on the following map.



The goal of the redevelopment agency includes creating jobs, attracting new investment in declining areas through public/private partnerships, generating opportunities for new businesses along Water Street, help to ensure housing is affordable for all income levels, improving home ownership possibilities, reducing blight through façade improvements and improving infrastructures with the main and first focus along Water Street.

The downtown redevelopment area is identified as having Water Street as the main focus. The "Downtown District and Redevelopment Area Land Use" plan in August 1996. The land uses were approved by Council on March 17, 2015. Those uses are shown in the following map.

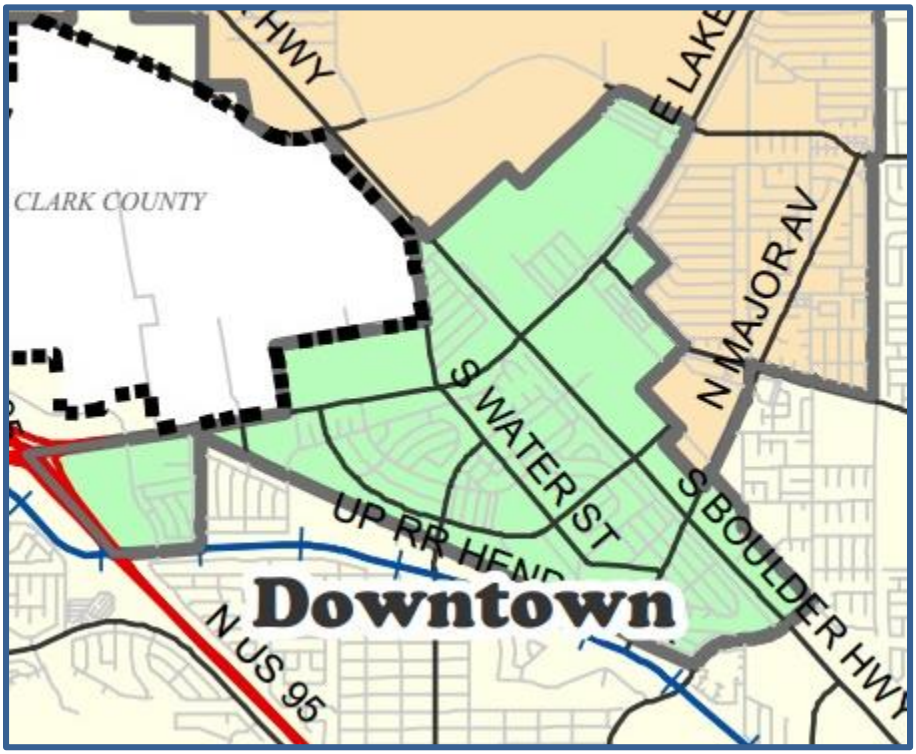


The City of Henderson has created many redevelopment programs to accommodate individuals and businesses. Some

1. Residential Assistance Program: financial assistance program for homeowners and tenants interested in improvement the exterior of their home
2. Developer Assistance Program: assistance to developers interested in building in a redevelopment area
3. Business Incentive Programs: façade improvement assistance, Grow Henderson Fund which is a program that helps to create jobs by funding small business expenses, sign grants

Water Street Market Conditions

Water Street District is the historic heart of Henderson, Nevada and is part of the Downtown Master Plan, which recently took effect in May, 2014. The following map illustrates the boundaries of the Water Street redevelopment areas.



The Downtown Investment Strategy created five distinct districts (Water Street, Basic, St. Rose, Atlantic and Gateway) to help identify land use recommendations, to help fill retail and residential gaps, to encourage a walkable urban character, add professional employment opportunities, and to strategically place unique niche market retailers and housing products making the Water Street District a 24-hour, seven-day-a-week community. The Water Street, Basic Townsite and St. Rose Districts have sub transition areas to better identify and coordinate development as they transition between residential and commercial uses.

The new district is the product of forward-thinking redevelopment policies carried out by the City of Henderson. The City of Henderson has also heavily invested in high quality landscaping along streets in the old central business district, and there has been a strong focus and emphasis on redeveloping the downtown area. The subject is located along Water Street, the "main street" for the entire Water Street District area. The district is bounded by Lake Mead Parkway to the north, Ocean Avenue to the south, Lead Street and Magnesium Street and residential properties along W. Pacific Avenue to the west, S. Texas Avenue and E. Atlantic/Pacific Avenue and Arkansas Avenue to the east. A variety of small scale retail, restaurant, and service uses are concentrated along Water Street and located within traditional storefronts.

A. WATER STREET DISTRICT
1. GUIDING PRINCIPLES

a) The City envisions pedestrian oriented retail, office, and supportive service uses which serve daily living, shopping, or personal needs to develop within the Water Street District area.

b) City supports mixed-use development that may occur at a variety of sizes and scales appropriate to market demand.

c) The City encourages the development of multi-story projects within the Water Street District area as it promotes full site build-out and increases densities.

d) Properties located within the Water Street District shall be permitted a Floor Area Ratio (FAR) of 3.5 if integrating a residential component into a project. A development which exceeds this provision may request a Design Review with Modification. Residential is only permitted if it is vertically integrated as part of a mixed-use building.

e) The City does not permit the location of residential uses on the ground floor of a vertical mixed-use development within the Water Street District.

f) Parking structures shall be designed with commercial/residential floor area for all façades which face towards a public right-of-way. This floor space must be a minimum 20-foot-deep to allow for residential or commercial uses on all floors facing the public right-of-way.

g) Developments must incorporate and promote sustainable development practices as it applies to site design and construction methods. (See Henderson Development Code Chapter 19.7.12, Sustainability).

h) Multi-Modal Transportation options shall be provided as part of a mixed-use development.

i) The City requires all development to conform to an enhanced architectural design theme outlined in Chapter 5, Downtown Design Standards.

j) Development shall provide transitions through building scale, architecture, and layout of land uses to mitigate impacts on the surrounding neighborhoods.

k) Developments shall incorporate pedestrian-friendly design, shade trees, shade structures, landscaping, outdoor seating areas, benches, and other site furnishings to ensure a safe and comfortable environment for pedestrians.

l) Open space shall be integrally designed in a manner that is accessible to visitors, residents and employees.

m) Developments within the Water Street District area shall have pedestrian access from Water Street and additional access points may be permitted from alleys and/or adjoining streets.

B. WATER STREET TRANSITION
1. GUIDING PRINCIPLES

a) Supports a mix of housing types (single-family attached, town homes, multifamily (apartments and condominiums)) designed to meet all income and socio-economic levels, but the focus is primarily on high-density residential.

b) New residential development should be varied in design through standards and regulations. Criteria such as variety of lot sizes, building styles and colors, orientation of buildings, garages, roof pitches, and other unique architectural features of homes shall be included.

c) Developments should be designed with an urban character, compact site layout, and a pedestrian-scale streetscape (i.e. sidewalks, street trees, and lighting).

d) To promote a sustainable community, the mixing of residential, commercial, office and retail uses within the Water Street. Transition Area are encouraged particularly along Basic Road, Pacific Avenue and Atlantic Avenue.

e) To achieve population goals found within the Downtown Investment Strategy, properties located within the Water St. Transition Area shall be required to meet a minimum Floor Area Ratio (FAR) of 0.5 and a maximum FAR of 1.5 for lots 10,000 square feet and smaller. A development located on a lot larger than 10,000 square feet may be permitted a maximum FAR of 3.0. A development that does not meet or which exceeds these density provisions may request a Design Review with Modification.

f) Parking structures facing a public right-of-way must be designed with commercial or residential floor area facing the right-of-way. This floor space must be a minimum 20-foot-deep.

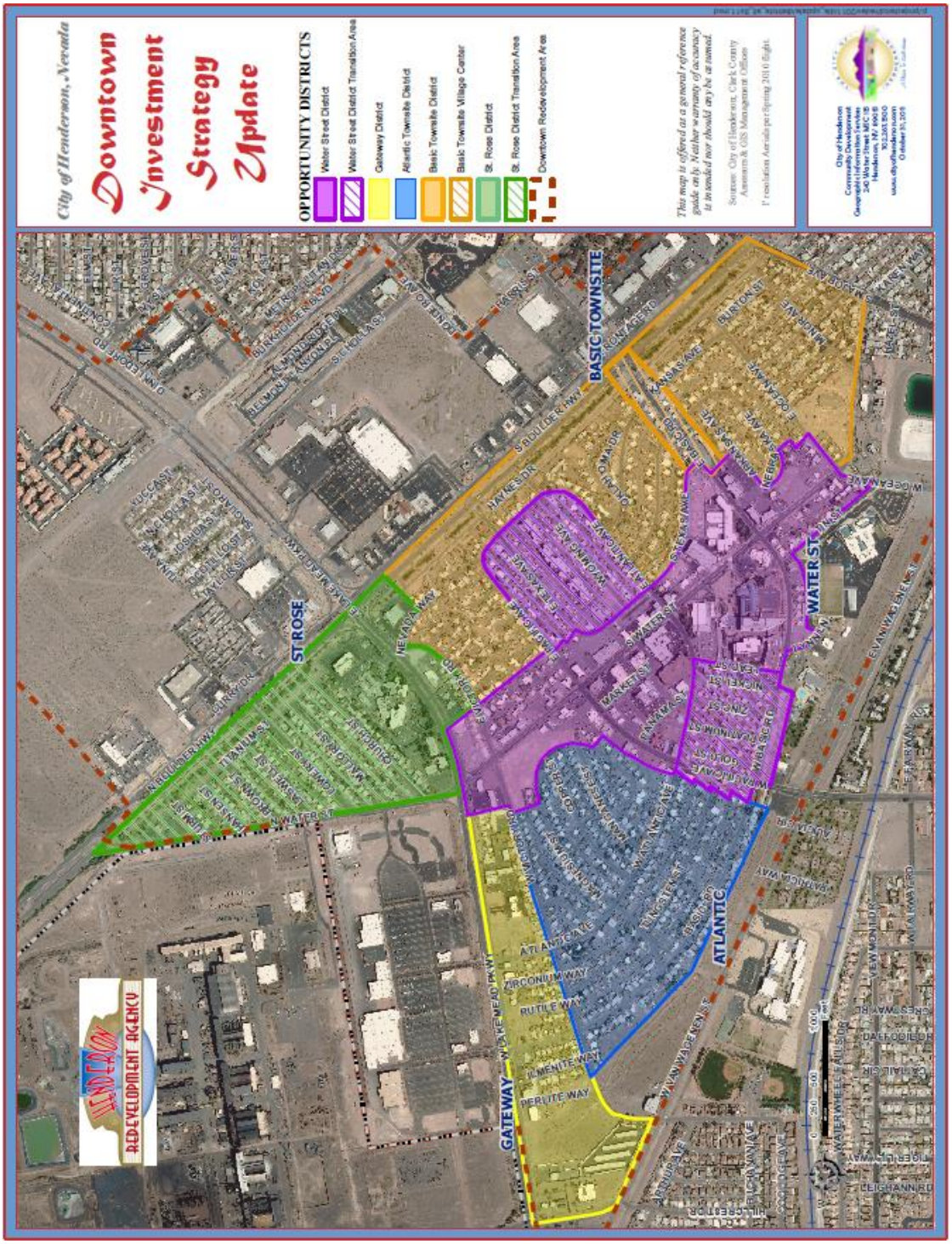
g) Developments shall provide internal and external pedestrian connections. These connections must allow for unrestricted movement throughout the downtown area to promote a walk-able community.

h) Developments must incorporate and promote sustainable development practices as it applies to site design and construction methods. (See Henderson Development Code Chapter 19.7.12, Sustainability).

i) Primary entrance doors for all buildings shall face towards a public street, sidewalk, or trail. If multiple buildings are developed on the same lot the interior buildings may front an internal open space area. A six-foot-high (6 ft.) privacy fence (decorative masonry or opaque vegetative) is required when abutting a single-family residential lot.

j) Shared driveways and cross access easements shall be required between lots to minimize curb cuts where possible and feasible.

k) Encroachments: Canopies, signs, awnings, balconies and similar overhangs may encroach over any required setbacks or the sidewalk as long as the vertical clearance is a minimum of eight (8) feet. In no case shall an encroachment be located over any side or rear property line or over an on-street parking or travel lane. Any encroachment into a public right-of-way will require a revocable permit.



Recent development in this downtown redevelopment area include

•38 Water Street– This 3-story office building constructed in 2011 on a 0.13-acre lot; the owner (Dr. Shurtleff) currently occupies the entire second floor of the facility; the first floor is designed/planned for a health-related use with retail component. Attractive tenant improvement incentives and sign

grant funds are available through the Henderson Redevelopment Agency. This property is generally located at the north end of the Water Street corridor.

•The Meridian– The Meridian is a 20,000 square foot, three-story mixed-use building located at 155 Water Street at the northeast corner of Water Street and Atlantic Avenue. This building was constructed in 2007 on a 0.29-acre site. It includes 4,700 square feet of net rentable retail space on the ground level, 5,207 square feet of net rentable office space on the second level and five residential apartments on the upper floor.

•The Pinnacle–This building is located across the street from The Meridian at 203 S. Water Street. This 16,000 square foot, three story, mixed use building was constructed on the 0.13-acre lot in 2006. A bar/lounge has since moved in on the ground level retail space.

•10 Pacific Avenue–This multi-tenant retail building is located off of Water Street. Chris Mazzone reports asking rates of $1.00 per square foot triple net, (including CAM) for the ground level and $1.09 per square foot, modified gross, for office space on the second floor.

•Corley Plaza–Located at the corner of Basic and Water Street, this 30,673 square foot mixed use facility was constructed in 2006 on a 1.91-acre site. Approximately 22,378 square feet of the facility is occupied by Nevada State College. Clark County Credit Union occupies 4,246 square feet and a restaurant occupies 1,854 square feet of the space on the ground level. Another 2,195 square feet that was previously built out as a coffee shop is available for lease at a modified gross rate of $1.25 per square foot.

An adjacent, 30,000+/- square foot two story office building is also occupied by Nevada State College, however buildings will soon be vacated by the college as their new campus is slated to be complete in 2015. In a recent discussion with the listing agent for The Corley Plaza, she indicated the 303 building will be vacated first by the college. The entire building is currently marketed for lease by Ms. Soozi Jones Walker and Ms. Bobbi Miracle with Commercial Executives as a modified gross rate of $1.25 per square foot. The listing has not received much activity thus far according to Ms. Walker. The building is also available for sale for $6,920,000 or $225.61 per square foot.

•19 Water Street– This property is located next to the Gold Mine Tavern and is .13 miles from the Lake Mead Parkway and Water Street intersection. Mr. Chris Mazzone with McMenemy Investment Services reports this property has recently been renovated and includes retail space on the ground level and 3 residential apartments on the upper floor. The residential units will be leased at a monthly rate of $650 while the retail space (700-1,100 SF each) is being offered for lease at $1.00 per square foot (including CAM).

•Khoury Plaza–A multi-tenant retail facility planned to be constructed at 35 and 39 East Basic Road has yet to break ground. This plaza originally advertised retail spaces from 881 to 3,524 square feet and a restaurant space of 1,762 square feet available for lease. This property was noted in a newspaper article as far back as May 2003 but the 0.69-acre site sits vacant to this day. This lot, while not directly fronting Water Street, is ideally located across the street from the Henderson City Complex.

Several other major projects have fallen by the wayside over the recent past, City Tower, Parkline Lofts and the proposed Cherry Development. City Tower was a $90 million dollar mixed use project to be constructed on the 2.2-acre site at Water Street and Lake Mead Parkway. The complex was initially planned to include 12 and 15 story towers with 40,000 square feet of retail space, 168,000 square feet of office space, 137 condominium units, nine penthouse units and a 10,000 square foot restaurant at the top of the office tower. The first phase, which was to consist of ground level retail space and a six story parking garage was slated to be complete in 2008. However, construction never commenced due to the bad economy and the City of Henderson terminated their agreement with the developer in 2012. The site sits vacant to this day.

Parkline Lofts had planned a residential development on Basic Road in 2006 but pulled out in 2007. Cherry Development proposed a mixed use development at the southwest corner of Victory Road and Water Street and had signed an agreement with the City in 2007; the project was canceled by the developer in December of 2007.

In addition, the preceding listings of space for lease, we have located space with the Pacific Center, which advertises retail space for lease at $1.09 per square foot, which includes all expenses. Also, the building previously occupied by Bank of America is not listed for lease and is asking between $0.90 to $2.00 per square foot on a triple net basis.

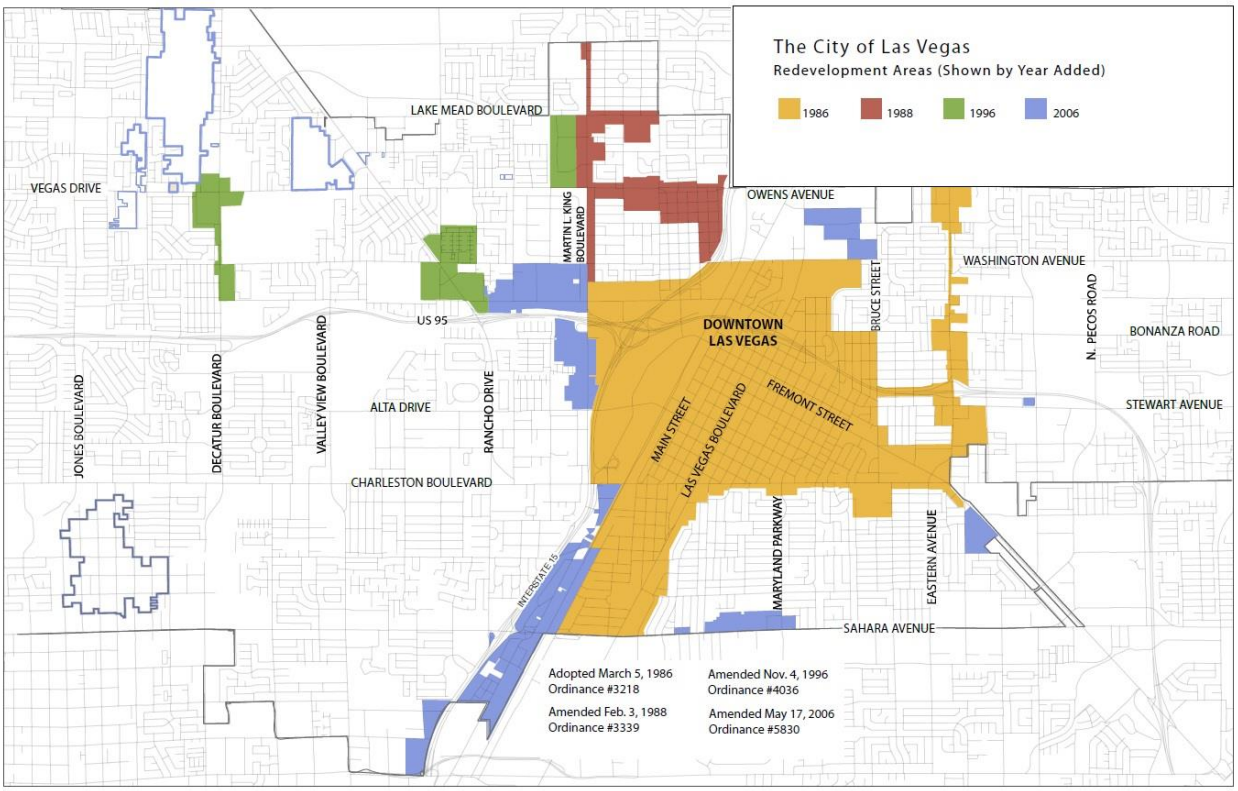
•SWC Water Street and Victory Boulevard–This 3.88-acre site is owned by the City of Henderson and is being advertised for development. According to the November 2014 City Commission meeting, the city approved to consider a sale of 10,860 square feet of this site to Lovelady Brewing Company, LLC for construction of a brewery.

•314, 318, 322 Water Street–This 0.53-acre site comprises three lots with 0.17, 0.19 and 0.17 acre respectively. A proposal to develop the site in two phases has been submitted to the City by Blue Skye Development, LLC. Phase 1 is to include 4,500 square feet of office and retail space and five residential units. Phase 2 will consist of 4,500 square feet of retail/office space and six residential units.

The mix of uses in this redevelopment area are generally different than those expected for the subject area as this is a downtown corridor. However, a similar fact to note is the bulk of the development took place prior to the downturn in the market and is slow to come back into play. However, activity and interest is noted.

City of Las Vegas

The City of Las Vegas adopted the following redevelopment areas. As can be seen, the downtown area accounts for the concentration of properties. This map was adopted in March 1986 and most recently revised in 2006.



Like the City of Henderson, the Downtown District is the main area of focus as this is the area in which the bulk of government facilities is located as well as the Fremont Street gaming area. The downtown district has seen a substantial amount of new development since the early 2000's including high rise condominium towers, renovated casino/hotels and the entrance of Zappos Headquarters. The owner of Zappos has set aside a $350-million-dollar fund to help spur new businesses in the area as well as refurbish existing uses. This, along with the City's redevelopment efforts, has had a positive effect.

In the 1980s, the City of Las Vegas started a downtown revitalization program to reverse the out-migration of businesses and to enhance the competitiveness of the downtown gaming district. The result has been the development of new projects including the government facilities and the extension of roadways under the railroad tracks to open the Union Pacific railroad yards for development (the Clark County Government Center was the first project constructed on the old railroad yard land). Other developed projects on or adjacent to the old railroad yard land include the $1 billion World Market Center, the 540,000-square-foot Las Vegas Premium Outlet Mall, the 16-story, 285,000-square-foot Molasky Corporate Center office building, and the Lou Ruvo Brain Institute, a 67,000-square-foot research and treatment facility for neurodegenerative diseases designed by Frank Gehry. The center of the railroad yard land is called Symphony Park, and the overall Symphony Park project is projected to cost $6 billion and have 11 million square feet of space on 61 acres. Recent development within "Symphony Park" includes the 4.75-acre Smith Center for

Performing Arts, which opened March 10, 2012 and the most recent addition, the Discovery Children's Museum which opened March 2013 and includes 58,000 square feet contained in a three-story building.

Additional development anticipated for Symphony Park includes The Charlie Palmer which will be a 400-suite boutique hotel that will have a spa, Hollywood-style pool, and a signature Charlie Palmer restaurant. Newland Communities plans to develop multiple city blocks in Symphony Park, featuring low, mid, and high rise condominiums, live-work units, townhomes, and other urban-style residences, as well as retail at street level. Finally, Symphony Park will include one casino, developed by Forest City. That development is expected to contain 1.6 million square feet, and include a 47-story, 1,000-room hotel and gaming tower with 120,000 square feet of casino space, 90,000 square feet of retail space, restaurants, meeting space, swimming pools, and a spa/ health club facility. Upon completion, the Symphony Park site will encompass a diversity of mixed uses, including office/ medical, residential, non-gaming and gaming hotels, retail, The Smith Center for the Performing Arts, and Discovery Children's Museum.

It is worth mentioning that a significant 2001 revitalization project on Fremont Street was the construction of Neonopolis, a 250,000-square-foot facility that featured restaurants, a 14-screen theater, retail shops, and a family-oriented night club. Neonopolis cost $100 million to build, but it was not overly successful for a number of years. However, several tenants have moved in since 2010.

Other projects completed include residential projects such as the L'Octaine Urban Apartment Project (51 units), along with mid to high-rise condominium towers including the Soho Lofts (112 units), the Juhl Las Vegas Lofts (341 units plus retail space), the Newport Lofts (168 units), and Streamline Tower (275 units plus retail space) that were built since 2004 in the Downtown Redevelopment District. A new 310,000 square foot Las Vegas City Hall was constructed on Main Street, south of Fremont Street, and the old City Hall at Las Vegas Boulevard and Stewart Avenue was sold to become the corporate headquarters for Zappos.com, an online apparel and footwear sales company.

The revitalization of downtown Las Vegas area is far from being completed, but the trend is positive. Because the economic decline of the downtown area was becoming a major concern, the revitalization efforts have been important, and they have had a positive impact on surrounding neighborhoods as well. It is expected that the defined subject neighborhood will continue to benefit from the downtown redevelopment efforts. The most recent revitalization efforts are summarized as follows:

Primary Recent Downtown Revitalization

- Zappos, an online shoe retailer, moved into its new headquarters Downtown Las Vegas at the end of 2013. Zappos, along with developer Resort Gaming Group, funded the conversion of the former City Hall to a corporate headquarters. Resort Gaming Group purchased the structure for about $18 million and is leasing it to Zappos, which has invested $10's of millions to renovate the building. This new headquarters is adding excitement to the Downtown area.

- The 650-room Lady Luck casino and hotel was gutted and renovated, and reopened in November 2013 as the Downtown Grand. The Nevada Gaming Commission has approved Seth Schorr and partner Jeff Fine to lease the hotel that has 650 slot machines, 32 table games, and a race and sports book. The renovations cost upwards of $100,000,000.

- The Golden Gate and former Fitzgerald's are undergoing significant renovations. Fitzgerald's name was changed to the D Las Vegas in March of 2012. The D has undergone a $22 million renovation, which began with the opening of the Longbar in March 2012. The 2nd floor received a more modern look and the hotel's 638 rooms have new furniture and electronics. The Golden Gate finished expanding its casino floor with a new high limit gaming pit and a new 35,000 square foot hotel tower is under construction.

- The Plaza Hotel completed $35,000,000 in renovations in 2011.

- There is approval for a 90,595-square-foot shopping center at the northwest corner of Fremont Street and Charleston Boulevard.

- Construction has been completed on the Commonwealth Bar at 6th and Fremont Street and the bar opened summer 2012. A 14-story mixed use building with 247 units and 7,480 square feet of commercial space was approved at the northeast corner of Casino Center Boulevard and Coolidge. There are also approvals for a 1,200-unit residential project at Charleston and 4th Street.

- Construction of the Federal Justice Tower is underway. The building is an 11-story Class A office building at the southeast corner of Las Vegas Boulevard and Clark Avenue that will house the Department of Homeland Security and will have ground floor retail space. The building totals 140,000 square feet and is scheduled to be complete in 2014.

- Solterra, a British Columbia-based company has been approved for two buildings at 1st Street and Hoover Avenue. The first is a 50-story mixed use tower with 700 units and 15,000 square feet of commercial space. The second is a 14-story mixed use tower with 130 units and 5,000 square feet of commercial space.

- Fremont LV Blvd, LLC (Zappos CEO) purchased a retail building at 107 S. Las Vegas Boulevard. The building houses the Downtown Cocktail Room, The Griffin, and two restaurants, and has a large empty retail space. The building is envisioned as a future meeting place for community groups, entrepreneurs, etc.

- Developer Jeffrey Lapour wants to transform Mission Linen Warehouse at 1st Street and Coolidge Avenue into a $5 million mixed use project. He plans to add 10,000 square feet and develop 50 residential units with a bar, restaurant, and small offices.

- Developer Sam Cherry plans to build 60 residential units, a grocery store, and retail space at Stewart and 11th Street.

- The Downtown Container Park opened in 2013 at the corner of Fremont Street and 7th Street, and it has an assortment of small boutique shops, galleries, bars, eateries, and outdoor spaces for entertainment and education. The park is a shipping container designed shopping center that faces inward, and is walled off from the world around it. The gated entry is guarded by a large, metal Preying Mantis, and the project has sleek industrial walls and cube designs.

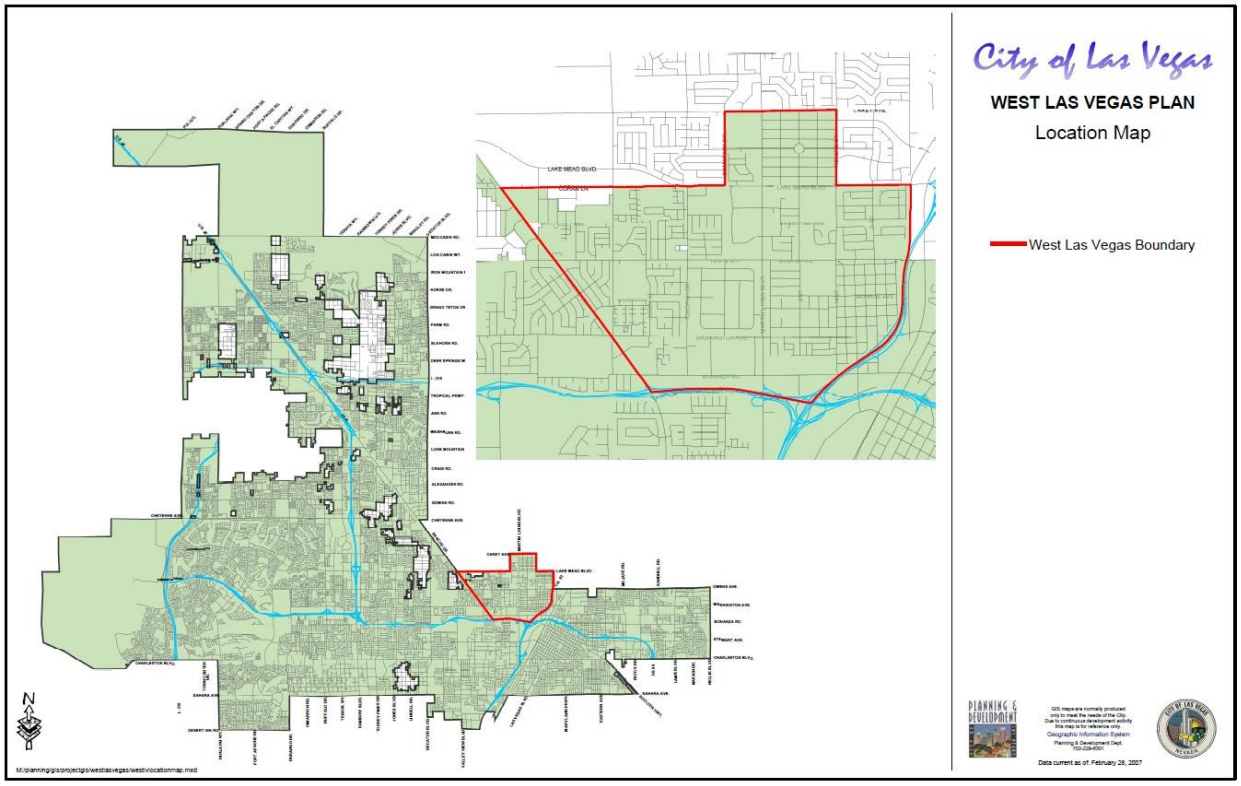
- Zappos CEO, Tony Hsieh, has been organizing a major redevelopment and revitalization project for downtown Las Vegas. The project includes purchases of downtown properties to assemble a several block areas to create a live-work environment for not just Zappos employees, but also for local tech and entrepreneurial people. Hsieh has spent over $250 million so far on the project.

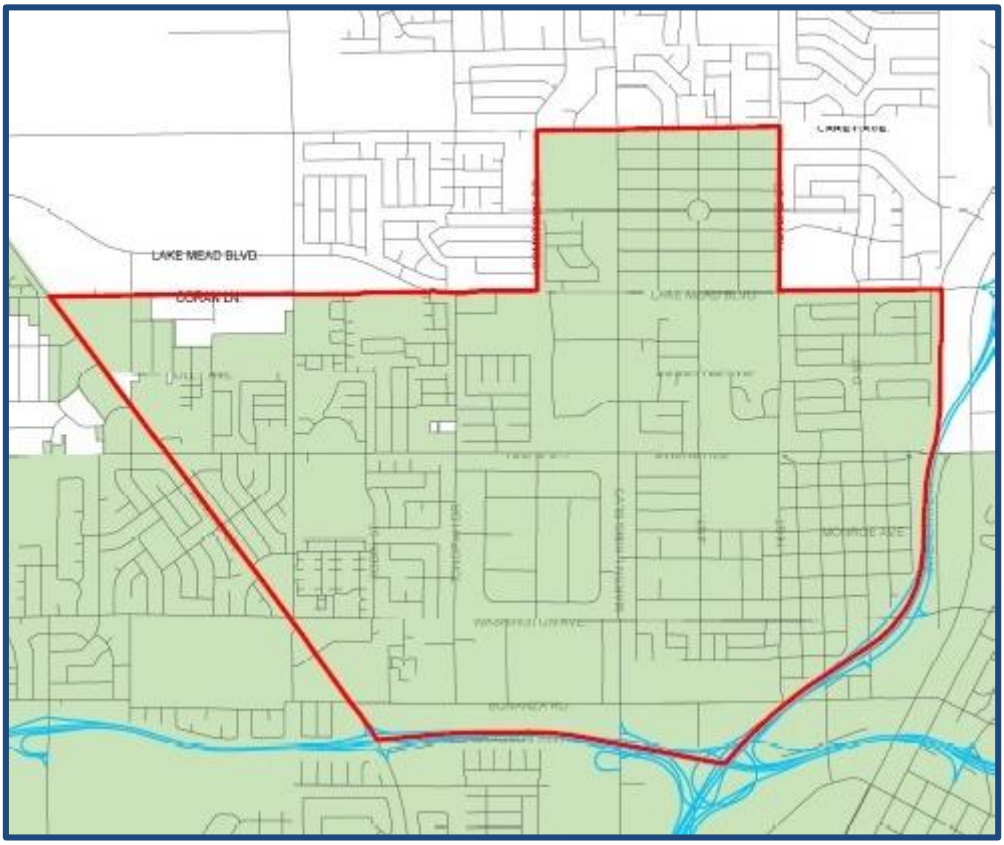
The move of Zappos' headquarters to Downtown Las Vegas brought 1,500 employees to the Downtown area. There are currently 2,900 approved housing units in the Downtown area, but few or none have recently broken ground. A significant amount of new commercial space is planned and some significant projects are being added or will break ground soon.

West Las Vegas

Of interest to the Choice Neighborhood is the City's West Las Vegas Plan, the boundaries of which are shown in the following map. The link to the plan is:
http://www.lasvegasnevada.gov/files/WestLasVegasPlan.pdf

The targeted areas and Choice Neighborhood are within close proximity to this district and directly benefit from improvement and revitalization efforts that occur in this area.





The City has made significant improvements to the West Las Vegas area in the early 2000's, prior to the economic downturn. Approximately $58,343,924 was funding between 2000-2004 for the following improvements.

Capital Improvement Projects/Location	Project Type	Cost	Completion Date
Variety Day Home	Expansion	$800,000	Completed by 2004
Mayfair Neighborhood	Street Rehabilitation	$2,000,000	Completed by 2004
West Las Vegas Arts Center	Security Parking	$35,000	Completed by 2004
Alta/Rancho UPRR	Road Improvements	$7,700,000	Completed by 2004
Martin Luther King, Palomino to Carey	Road Improvements	$1,000,000	Completed by 2004
Rancho Drive from Vegas Drive/ to I-15 Owens Avenue	Full Street Improvements	$12,000,000 (Approx.)	Completed by June 2004
2004 Total = $23,535,000			
Doolittle Community Center	Improvement	$10,037,000	December 2003
Rancho Drive Sewer Project – Coran Lane to Redondo Avenue	Sewer Improvement	$9,761,000	October 2003
Variety Day Home	Facility Improvement	$740,975	June 2003
F Street Construction	Street Rehabilitation	$342,005	January 2003
2003 Total = $20,880,980			
Washington Avenue from Martin Luther King Blvd to I-15	Full Street Improvements	$10,205,000	July 2002
2002 Total = $10,205,000			
Bonanza Village - Security wall and associated street paving	Wall and Paving	$907,428	November 2001
West Las Vegas - Phase 7	Street Rehabilitation	$650,000	August 2001
West Middle School Sports Lighting	Lighting	$597,185	January 2001
2001 Total = $2,154,613			
Carey Avenue from Martin Luther King to Revere/H Street	Full Street Improvements	$590,486	October 2000
2000 Total = $590,486			
Lubertha Johnson Park	Park Improvements	$334,000	December 1999
1999 Total = $334,000			
West Las Vegas, Phase 5	Street Rehabilitation	643,845	June 1998
1998 Total = $643,845			
TOTAL		**$58,343,924**	

During the 12-month period between July 2003 and June 2004, 403 building permits were issued in the West Las Vegas area totaling a valuation of $28,866,918. In terms of valuation, the greatest amount of permit activity was in the Single Family New category followed by Commercial Additions and Commercial New. Permit valuation in the West Las Vegas Area accounted for 1.51% of total

permit activity in the city of Las Vegas for the same period. While this information is slightly dated now, it is being included as it shows the acceptance of and interest in the revitalization area prior to the downturn. The permits are summarized as follows:

West Las Vegas Building Permits (July 2003 – June 2004)

Permit Type	Permits	Valuation
Single Family New	206	$17,728,454
Single Family Additions	17	$376,268
Single Family Remodel	6	$95,720
Apartments Multiplex	11	$3,774,553
Commercial New	7	$3,802,192
Commercial Additions	1	$520,000
Commercial Remodel	10	$440,350
Pools & Spas	2	$26,000
Signs	13	$145,380
Mobile Homes	1	$36,000
Miscellaneous*	129	$1,922,001
TOTAL	**403**	**$28,866,918**

*Miscellaneous permits include sheds, gazebos, carports, patio covers, balconies, reroofing, foundations, grading and excavation.

Additionally, rehab programs are available for the West Las Vegas neighborhoods. Since they are located within a designated low-income Census Tract, these homes may be eligible to receive assistance through the grant funding programs . The following funded improvements are noted.

Program	Project Type	Cost	Dates
NPF (Neighborhood Partners Fund)	Landscaping & Beautification Projects	$21,500	1999-2004
	Rehabilitation/Safety & Security Projects	$13,800	
	Total	$35,300	
YNAPP (Youth Neighborhood Partnership Program)	Beautification Projects	$2,000	2001-2004
	Rehabilitation & Neighborhood Cleanup Projects	$2,000	
	Total	$4,000	
CDBG (Community Development Block Grant) Federal Grant Funds	CDBG Construction	$7,230,647	1999-2004
	CDBG Public Service Act	$1,597,529	
	HOME Housing HOME Single Family	$6,433,558	
	Rehab Projects	$1,228,360	
	CDBG Single Family Emergency Repair Projects	$148,717	
	Total	$16,638,811	
	Total Investments	**$16,678,111**	

Other Revitalization Areas & Case Studies

Eastside Choice Neighborhood – San Antonio, TX

The Eastside Choice Neighborhood is challenged. Many of the streets in the area are blighted, with over 180 vacant lots and abandoned structures. There is a lack of adequate park space within a walkable distance to the neighborhood and the public transit system is inefficient relative to the transit needs of the residents. The dropout rate at Sam Houston High School hovers around 46% and close to 43% of adults in the area did not graduate from High School. Female headed households make up over half of families among the 3,667 households in the Eastside Choice Neighborhood, compared to 27% in Bexar County. Of these households, 44% live below the federal poverty level.

The primary concern of area residents is safety and security. To address these challenges, the Eastside Choice Transformation Plan integrates three areas of emphasis, People, Housing and Neighborhoods. This will be accomplished by rebuilding Wheatley Courts, a distressed public housing site, into a mixed-income rental housing development that is energy efficient, offers a community center and is connected into the surrounding neighborhood through a network of pedestrian friendly streets and sidewalks that are well lit and landscaped. It will incorporate a two-acre community park that will be open to all residents in the area.

In a parallel effort, a series of Neighborhood initiatives will be undertaken. In turn, these initiatives will be tied to the work to be completed through the People component of the plan. The Neighborhood initiatives will focus on smaller sub-sets of the Eastside Choice Neighborhood that are defined geographically. Within these areas, a series of focused Neighborhood Campaigns will be launched in collaboration with area residents, businesses and the faith-based and education communities. The campaigns will rely on volunteers, resident leadership and strategic funding and service investment to initiate projects such as street clean-ups, in-fill housing development, owner-occupied housing improvements and community engagement activities. As the focus Neighborhood Campaigns are completed, they will move to other, smaller areas within the footprint.

Crawford Square – Pittsburgh, PA

This project is a residential development built on formerly blighted urban renewal land. It encompasses 18 acres and 426 rental and for-sale housing units, both subsidized and market-rate units of apartments, townhomes and single family homes.

This property is similar to the subject in that it is located outside of the downtown business district. It is between Pittsburgh downtown area and the City's Oakland neighborhood.

Pittsburgh Urban Redevelopment Authority (URA) acquired the land and oversaw the redevelopment process with a selected developer. The initial master planned process included substantial involvement among community leaders and residents.

The project's first phase (including 203 rental units) was completed in 1993 and the second phase (with 72 rentals and 30 for sales units) was finished in 1995. A third phase (100 units) was completed in 2001. The Crawford Square community was constructed with a combination of developer equity, the sale of low-income housing tax credits, loans and grants from organizations such as the URA, the state Housing Finance Agency, as well as from local banks and foundations.

Northeast Inlet, Atlantic City, NJ

The Northeast Inlet was once Atlantic City's best address but had become a well-known symbol of urban decay with stories of its steep decline appearing in Time Magazine and on "60 Minutes". The neighborhood consisted of trash strewn vacant lots and dilapidated housing. Over 20 percent of its structures were abandoned and more than half the occupied dwelling units were in substandard condition.

In 1986 City decided to make the 100-acre Northeast Inlet a key part of its redevelopment strategy. A plan was prepared under the auspices of The Housing Authority and Urban Redevelopment Agency of Atlantic City, the New Jersey Casino Reinvestment Development Authority (CDRA), the City of Atlantic City (donated the city-owned land, issued bonds for infrastructure improvements and received U.S. Department of Housing and Urban Development UDAB (urban development action grants), NJ Housing and Mortgage Finance (HMFA), and NJ Department of Community Affairs (DCA) grants; the Atlantic County Improvement Authority (which provided funding derived from a luxury tax to assist in land acquisition and for sale housing construction) and the Inlet Community Development Corporation, a neighborhood nonprofit development organization.

This redevelopment project included 130 structures including 141 for-sale and rental units with 42 townhouse structures reserved for low-income rentals.

Through the redevelopment agency and CRDA, the city of Atlantic City contributed 58 parcels to the project and assisted the developer in relocating 82 families and three businesses from the site to permanent or temporary quarters. Former resident renters were invited to move back into the one, two or three bedroom units at the same rent they had before relocation.

Residents who owned their homes were given a credit on their former residences toward their "exchange home" (of which there were 35). If their credit was less than the $69,000 purchase price, they received indefinite term, no-interest loans for the difference, with a declining value of 20 percent per year. If their credit was more than $69,000, they received the difference in cash.

The new townhouses sold for $69,000, a heavily subsidized price given their $239,000 average development cost reported). A state program provided below-market mortgage rates. Buyers got up to 95 percent loans for 30 years at a fixed 8.7% rate. Deed restrictions limited the profits owners could realize in the first five years.

While these two examples of revitalization/redevelopment are located in other states, they are similar to the redevelopment and revitalization plans implemented by the City of Las Vegas and the City of Henderson in that they offer numerous programs and funds or assistance to owners, renters and businesses. Low income housing is also a common denominator among these examples.

Summary, Other Revitalization/Redevelopment Examples

The City of Henderson and City of Las Vegas have undertaken and adopted extensive redevelopment plans and initiatives. Like the subject, North Las Vegas, they recognize the downtown core as being its own submarket or district and have plans or designated uses for those areas gravitating away from but in proximity to the downtown areas.

The examples discussed herein for Eastside Choice Neighborhood, Crawford Square, and the Northeast Inlet are representative of the need to provide some form of assistance in order to attract home buyers and renters to the newly redeveloped areas.

Summary & Conclusions

The North Las Vegas submarket was one of the fastest growing cities in the United States prior to the downturn experienced in 2006-2009. During that time period, it was one of the hardest hit submarkets in the valley and is still struggling to stabilize some product types. According to a presentation by Applied Analysis at the recent release of the 2015 Las Vegas Perspective, population growth for Las Vegas is forecasted at 1.7% annually while employment growth is projected at 3.9% for Nevada as a whole. The North Las Vegas submarket reportedly has an advantage for future growth as this is where the bulk of vacant, developable land is located. As of the fourth quarter 2007, the North Central submarket accounted for 19.5% of the new home market compared to 33.2% for the Southwest and 20.1% for the Southeast/Henderson area. As the market recovered, we saw new development return to the southwest but vacant land is quickly dwindling and builders will look to other areas including North Las Vegas.

Buena Vista Springs I: This parcel has desirable frontage along Martin Luther King Boulevard on the east and Carey Avenue to the south but it lacks major corner influence. It has secondary frontage access along its north and west boundaries. It is large enough to support a range of uses. Both streets, Martin Luther King Boulevard and Carey Avenue, are considered to be major thoroughfares in the area.

This site is slated for Mixed Use Neighborhood by the North Las Vegas master plan. Based on our research, the subject could support a mix of uses including single family and multi-family residential, specialty medical office or limited retail and/or assisted living quarters.

The general area surrounding this parcel consists of a compatible mix of single family residences, government facilities, senior apartments, several public and private schools, recreation centers and some retail uses. The residential uses include several subdivisions that were constructed in the 1960's and subdivisions that were constructed between 1995 and 2002. This parcel is positioned approximately 2 miles east of Rancho Drive which is the location of the Texas Hotel and Casino and the Fiesta Hotel and Casino. Both of these facilities were constructed in 1995 and helped to spur development and interest in that general area including the development of a Super Walmart Center in 2006 (which has still not reached stabilized occupancy nor completely built out). The Buena Vista Springs I area is also situated 1.5 miles west of Interstate 15. The bulk of uses along this area of Carey Avenue range from industrial and some retail closer to I-15, public and government facilities at the major intersections and residential in between.

As discussed herein, it is our opinion the highest and best use of Buena Vista Springs I is to be developed with a mix of uses which could range from a medical office such as a quick care or urgent care facility or a specialty retail such as a dollar store with a grocery component on the Martin Luther King Boulevard and/or Carey Avenue frontage with single family residential on the remaining portion of the site. The residential uses could potentially provide a wide enough range and mix so as to provide for some entry level housing as well as some move up potential.

We also noted the lack of assisted living facilities in the area as well as senior apartments. The newer assisted living facilities constructed in the valley involve lot sizes of 4 to 5 acres.

Dollar stores typically require 1 acre for smaller facility to 3 acres for a larger facility with a grocery component.

As stated, the balance of the site should be developed with single family residences. This part of the project will help support the commercial use on the south side of the property that fronts Carey Avenue.

Considering the requests from the market survey, a doctor's office and grocery store being the two most requested items, are consistent with our finding for highest and best use with medical office space and a dollar store with grocery.

Conclusions	% of Area
Specialty (Commercial/Quick Care/Assisted Living)	25-40%
SFR	60-75%%

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Buena Vista Springs II: This parcel has frontage along Lake Mead Boulevard which provides access to the Rancho Road area noted earlier *and* has a full interchange with I-15 to the east. Uses surrounding this site include a mix of single family residential subdivisions and the Las Vegas Enterprise Office park to the south. This site is targeted by the master plan for low density residential use.

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Rose Gardens: This parcel has desirable frontage along Owens Avenue on the south and Main Street/North 5th Street to the east but it lacks major corner influence. It has secondary frontage access along its north and west boundaries. It is large enough to support a range of uses. Both streets, Owens Avenue and Main Street/North 5th Street, are considered to be major thoroughfares in the area.

This site is slated for Downtown Business District by the North Las Vegas master plan. Based on our research, the Rose Gardens Area could support a mix of uses including single family and multi-family residential, specialty medical office, limited retail, industrial, or assisted living quarters.

The general area surrounding this parcel consists of a compatible mix of single family residences, government facilities, senior apartments, several public and private schools, recreation centers and some retail uses. The residential uses include several neighborhoods constructed between 1925 and 1980. This parcel is positioned adjacent to the Jerry's Nugget Hotel and Casino which was constructed in 1955 although it has undergone some renovations. The Rose Gardens area is also located just over 1-mile north of the U.S. 95 freeway which is considered to be the north boundary for Downtown Las Vegas. The bulk of uses along Owens Avenue includes industrial, single family, multi-family, commercial and other uses such as parks and cemeteries. The bulk of uses along Main Street/North 5th Street include industrial just north of the U.S. 95 freeway with mixed commercial and retail along the remaining portions.

As discussed herein, it is our opinion the highest and best use of Rose Gardens is to be developed with a mix of uses which could range from industrial if the zoning and use is allowed, a medical office such as a quick care or urgent care facility or a specialty retail such as a dollar store with a grocery component on the Main Street/North 5th Street frontage with single family residential on the remaining portion of the site. The residential uses could potentially provide a wide enough range and mix so as to provide for some entry level housing as well as some move up potential.

We also noted the lack of assisted living facilities in the area as well as senior apartments. The newer assisted living facilities constructed in the valley involve lot sizes of 4 to 7 acres.

Dollar stores typically require 1 acre for smaller facility to 3 acres for a larger facility with a grocery component.

As stated, the balance of the site should be developed with single family residences. This part of the project will help support the commercial use on the east side of the property that fronts Main Street/North 5th Street.

Considering the requests from the market survey, a doctor's office, grocery store, clothing store, book store, fitness center, computer learning center, and/or a farmer's market all fall all appear to be reasonable and financially feasible uses. As is shown below, commercial includes the grocery store, clothing store, book store, farmer's market and fitness center to which we consider to be financially feasible. The request for a health clinic would fall under quick care.

Conclusions	% of Area
Specialty (Industrial/Commercial/Quick Care/Assisted Living)	50%
SFR	50%

Conclusions	
Product	Detached SFR's
Size:	1,000 to 1,700 SF
Style:	Mix of one and two story, 3-4 bedrooms
Density, Lot Size	8-10 units per acre, 3,500-4,500 SF lots
Price Point	$90,000 - $150,000

Remaining Areas within the City of North Las Vegas Choice Neighborhood Focus Area:
There is some land on the west end of the Choice Neighborhood Focus Area near Comstock Drive that we consider a variety of residential or specialty uses such as a church or funeral home feasible for the site.

There is some land along Carey Avenue between North 5th Street and Rocky Brooks Street. We consider this site could develop 10-14 single family residential units with a small street running through the center. At the corner of Revere Street and Carey, we consider this site for a retail or commercial use with the surrounding land to the east for use with single family residential.

There is some land along Lake Mead Boulevard between Revere Street and Englestad Street. This site could be used in the future for office, government office, retail, or a variety of other uses as allowed under C-1 zoning.

Some of these other areas and sites could be considered for other uses requested in the market survey such as a daycare, bank branch, restaurant, computer learning facility, community garden, among others.

Conclusions	Location
Product	Variety of Commercial and Residential Uses

General Assumptions and Limiting Conditions

This market study is subject to the following limiting conditions:

1. The legal description – if furnished to us – is assumed to be correct.

2. No responsibility is assumed for legal matters, questions of survey or title, soil or subsoil conditions, engineering, availability or capacity of utilities, or other similar technical matters. The market study does not constitute a survey of the property studied. All existing liens and encumbrances have been disregarded and the property is studied as though free and clear, under responsible ownership and competent management unless otherwise noted.

3. Unless otherwise noted, the appraisal will value the property as though free of contamination. Valbridge Property Advisors | Lubawy and Associates, Inc. will conduct no hazardous materials or contamination inspection of any kind. It is recommended that the client hire an expert if the presence of hazardous materials or contamination poses any concern.

4. The stamps and/or consideration placed on deeds used to indicate sales are in correct relationship to the actual dollar amount of the transaction.

5. Unless otherwise noted, it is assumed there are no encroachments, zoning violations or restrictions existing in the subject property.

6. The appraiser is not required to give testimony or attendance in court by reason of this market study, unless previous arrangements have been made.

7. Unless expressly specified in the engagement letter, the fee for this market study does not include the attendance or giving of testimony by Appraiser at any court, regulatory, or other proceedings, or any conferences or other work in preparation for such proceeding. If any partner or employee of Valbridge Property Advisors | Lubawy and Associates, Inc. is asked or required to appear and/or testify at any deposition, trial, or other proceeding about the preparation, conclusions or any other aspect of this assignment, client shall compensate Appraiser for the time spent by the partner or employee in appearing and/or testifying and in preparing to testify according to the Appraiser's then current hourly rate plus reimbursement of expenses.

8. The values for land and/or improvements, as contained in this report, are constituent parts of the total value reported and neither is (or are) to be used in making a summation appraisal of a combination of values created by another appraiser. Either is invalidated if so used.

9. The dates of value to which the opinions expressed in this report apply are set forth in this report. We assume no responsibility for economic or physical factors occurring at some point at a later date, which may affect the opinions stated herein. The forecasts, projections, or operating estimates contained herein are based on current market conditions and anticipated short-term supply and demand factors and are subject to change with future conditions.

10. The sketches, maps, plats and exhibits in this report are included to assist the reader in visualizing the property. The appraiser has made no survey of the property and assumed no responsibility in connection with such matters.

11. The information, estimates and opinions, which were obtained from sources outside of this office, are considered reliable. However, no liability for them can be assumed by the appraiser.

12. Possession of this report, or a copy thereof, does not carry with it the right of publication. Neither all, nor any part of the content of the report, or copy thereof (including conclusions as to property value, the identity of the appraisers, professional designations, reference to any professional appraisal organization or the firm with which the appraisers are connected), shall be disseminated to the public through advertising, public relations, news, sales, or other media without prior written consent and approval.

13. No claim is intended to be expressed for matters of expertise that would require specialized investigation or knowledge beyond that ordinarily employed by real estate appraisers. We claim no expertise in areas such as, but not limited to, legal, survey, structural, environmental, pest control, mechanical, etc.

14. This market study was prepared for the sole and exclusive use of the client for the function outlined herein. Any party who is not the client or intended user identified in the market study or engagement letter is not entitled to rely upon the contents of the market study without express written consent of Valbridge Property Advisors | Lubawy and Associates, Inc. and Client. The Client shall not include partners, affiliates, or relatives of the party addressed herein. The appraiser assumes no obligation, liability or accountability to any third party.

15. Distribution of this report is at the sole discretion of the client, but third-parties not listed as an intended user on the face of the market study or the engagement letter may not rely upon the contents of the market study. In no event shall client give a third-party a partial copy of the market study. We will make no distribution of the report without the specific direction of the client.

16. This market study shall be used only for the function outlined herein, unless expressly authorized by Valbridge Property Advisors | Lubawy and Associates, Inc..

17. This market study shall be considered in its entirety. No part thereof shall be used separately or out of context.

18. Unless otherwise noted in the body of this report, this market study assumes that the subject property does not fall within the areas where mandatory flood insurance is effective. Unless otherwise noted, we have not completed nor have we contracted to have completed an investigation to identify and/or quantify the presence of non-tidal wetland conditions on the subject property. Because the appraiser is not a surveyor, he or she makes no guarantees, express or implied, regarding this determination.

19. The flood maps are not site specific. We are not qualified to confirm the location of the subject property in relation to flood hazard areas based on the FEMA Flood Insurance Rate Maps or other surveying techniques. It is recommended that the client obtain a confirmation of the subject's flood zone classification from a licensed surveyor.

20. If the market study is for mortgage loan purposes 1) we assume satisfactory completion of improvements if construction is not complete, 2) no consideration has been given for rent loss during rent-up unless noted in the body of this report, and 3) occupancy at levels consistent with our "Income and Expense Projection" are anticipated.

21. It is assumed that there are no hidden or unapparent conditions of the property, subsoil, or structures which would render it more or less valuable. No responsibility is assumed for such conditions or for engineering which may be required to discover them.

22. Our inspection included an observation of the land and improvements thereon only. It was not possible to observe conditions beneath the soil or hidden structural components within the improvements. Should the client have concerns in these areas, it is the client's responsibility to order the appropriate inspections. The analyst/appraiser does not have the skill or expertise to make such inspections and assumes no responsibility for these items.

23. This market study does not guarantee compliance with building code and life safety code requirements of the local jurisdiction. It is assumed that all required licenses, consents, certificates of occupancy or other legislative or administrative authority from any local, state or national governmental or private entity or organization have been or can be obtained or renewed for any use on which the value conclusion contained in this report is based unless specifically stated to the contrary.

24. When possible, we have relied upon building measurements provided by the client, owner, or associated agents of these parties. In the absence of a detailed rent roll, reliable public records, or "as-built" plans provided to us, we have relied upon our own measurements of the subject improvements. We follow typical appraisal industry methods; however, we recognize that some factors may limit our ability to obtain accurate measurements including, but not limited to, property access on the day of inspection, basements, fenced/gated areas, grade elevations, greenery/shrubbery, uneven surfaces, multiple story structures, obtuse or acute wall angles, immobile obstructions, etc. Professional building area measurements of the quality, level of detail, or accuracy of professional measurement services are beyond the scope of this market study assignment.

25. We have attempted to reconcile sources of data discovered or provided during the market study process, including assessment department data. Ultimately, the measurements that are deemed by us to be the most accurate and/or reliable are used within this report. While the measurements and any accompanying sketches are considered to be reasonably accurate and reliable, we cannot guarantee their accuracy. Should the client desire a greater level of measuring detail, they are urged to retain the measurement services of a qualified professional (space planner, architect or building engineer). We reserve the right to use an alternative source of building size and amend the analysis, narrative and concluded values (at additional cost) should this alternative measurement source reflect or reveal substantial differences with the measurements used within the report.

26. In the absence of being provided with a detailed land survey, we have used assessment department data to ascertain the physical dimensions and acreage of the property. Should a survey prove this information to be inaccurate, we reserve the right to amend this market study (at additional cost) if substantial differences are discovered.

27. If only preliminary plans and specifications were available for use in the preparation of this market study, then this market study is subject to a review of the final plans and specifications when available (at additional cost) and we reserve the right to amend this market study if substantial differences are discovered.

28. Unless otherwise stated in this report, the value conclusion is predicated on the assumption that the property is free of contamination, environmental impairment or hazardous materials. Unless otherwise stated, the existence of hazardous material was not observed by the appraiser and the appraiser has no knowledge of the existence of such materials on or in the property. The appraiser, however, is not qualified to detect such substances. The presence of substances such as asbestos, urea-formaldehyde foam insulation, or other potentially hazardous materials may affect the value of the property. No responsibility is assumed for any such conditions, or for any expertise or engineering knowledge required for discovery. The client is urged to retain an expert in this field, if desired.

29. The Americans with Disabilities Act ("ADA") became effective January 26, 1992. We have not made a specific compliance survey of the property to determine if it is in conformity with the various requirements of the ADA. It is possible that a compliance survey of the property, together with an analysis of the requirements of the ADA, could reveal that the property is not in compliance with one or more of the requirements of the Act. If so, this could have a negative effect on the value of the property. Since we have no direct evidence relating to this issue, we did not consider possible noncompliance with the requirements of ADA in developing an opinion of value.

30. The value of trade fixtures, furnishings, and other equipment, or subsurface rights (minerals, gas, and oil) were not considered in this market study unless specifically stated to the contrary.

31. No changes in any federal, state or local laws, regulations or codes (including, without limitation, the Internal Revenue Code) are anticipated, unless specifically stated to the contrary.

32. Any income and expense estimates contained in the market study are used only for the purpose of analysis and do not constitute prediction of future operating results. Furthermore, it is inevitable that some assumptions will not materialize and that unanticipated events may occur that will likely affect actual performance.

33. Any estimate of insurable value, if included within the scope of work and presented herein, is based upon figures developed consistent with industry practices. However, actual local and regional construction costs may vary significantly from our estimate and individual insurance policies and underwriters have varied specifications, exclusions, and non-insurable items. As such, we strongly recommend that the Client obtain estimates from professionals experienced in establishing insurance coverage. This analysis should not be relied upon to determine insurance coverage and we make no warranties regarding the accuracy of this estimate.

34. The data gathered in the course of this assignment (except data furnished by the Client) shall remain the property of the Appraiser. The appraiser will not violate the confidential nature of the appraiser-client relationship by improperly disclosing any confidential information furnished to the appraiser. Notwithstanding the foregoing, the Appraiser is authorized by the client to disclose all or any portion of the market study and related market study data to appropriate representatives of the Appraisal Institute if such disclosure is required to enable the appraiser to comply with the Bylaws and Regulations of such Institute now or hereafter in effect.

35. You and Valbridge Property Advisors | Lubawy and Associates, Inc. both agree that any dispute over matters in excess of $5,000 will be submitted for resolution by arbitration. This includes fee disputes and any claim of malpractice. The arbitrator shall be mutually selected. If Valbridge Property Advisors | Lubawy and Associates, Inc. and the client cannot agree on the arbitrator, the presiding head of the Local County Mediation & Arbitration panel shall select the arbitrator. Such arbitration shall be binding and final. In agreeing to arbitration, we both acknowledge that, by agreeing to binding arbitration, each of us is giving up the right to have the dispute decided in a court of law before a judge or jury. In the event that the client, or any other party, makes a claim against Lubawy and Associates, Inc. or any of its employees in connections with or in any way relating to this assignment, the maximum damages recoverable by such claimant shall be the amount actually received by Valbridge Property Advisors | Lubawy and Associates, Inc. for this assignment, and under no circumstances shall any claim for consequential damages be made.

36. Valbridge Property Advisors | Lubawy and Associates, Inc. shall have no obligation, liability, or accountability to any third party. Any party who is not the "client" or intended user identified on the face of the market study or in the engagement letter is not entitled to rely upon the contents of the market study without the express written consent of Valbridge Property Advisors | Lubawy and Associates, Inc.. "Client" shall not include partners, affiliates, or relatives of the party named in the engagement letter. Client shall hold Valbridge Property Advisors | Lubawy and Associates, Inc. and its employees harmless in the event of any lawsuit brought by any third party, lender, partner, or part-owner in any form of ownership or any other party as a result of this assignment. The client also agrees that in case of lawsuit arising from or in any way involving these market study services, client will hold Valbridge Property Advisors | Lubawy and Associates, Inc. harmless from and against any liability, loss, cost, or expense incurred or suffered by Valbridge Property Advisors | Lubawy and Associates, Inc. in such action, regardless of its outcome.

37. The Valbridge Property Advisors office responsible for the preparation of this report is independently owned and operated by Lubawy and Associates, Inc.. Neither Valbridge Property Advisors, Inc., nor any of its affiliates has been engaged to provide this report. Valbridge Property Advisors, Inc. does not provide valuation services, and has taken no part in the preparation of this report.

38. If any claim is filed against any of Valbridge Property Advisors, Inc., a Florida Corporation, its affiliates, officers or employees, or the firm providing this report, in connection with, or in any way arising out of, or relating to, this report, or the engagement of the firm providing this report, then (1) under no circumstances shall such claimant be entitled to consequential, special or other damages, except only for direct compensatory damages, and (2) the maximum amount of such compensatory damages recoverable by such claimant shall be the amount actually received by the firm engaged to provide this report.

39. This report and any associated work files may be subject to evaluation by Valbridge Property Advisors, Inc., or its affiliates, for quality control purposes.

40. Acceptance and/or use of this market study constitutes acceptance of the foregoing general assumptions and limiting conditions.

Certification – Matthew Lubawy

I certify that, to the best of my knowledge and belief:

1. The statements of fact contained in this report are true and correct.
2. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions.
3. I have no present or prospective interest in the property that is the subject of this report and no personal interest with respect to the parties involved.
4. The undersigned has not performed services regarding the property that is the subject of this report within the three-year period immediately preceding acceptance of this assignment.
5. I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.
6. My engagement in this assignment was not contingent upon developing or reporting predetermined results.
7. My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined conclusion or direction in conclusion that favors the cause of the client, the attainment of a stipulated conclusion, or the occurrence of a subsequent event directly related to the intended use of this market study.
8. My analyses, opinions and conclusions were developed, and this report has been prepared, in conformity with the Uniform Standards of Professional Appraisal Practice.
9. Matthew Lubawy did not personally inspect the subject property.
10. Gary Hardy one provided significant real property assistance to the person signing this certification. He inspected the properties, researched and reviewed market data, and prepared the written report.
11. The reported analyses, opinions and conclusions were developed, and this report has been prepared, in conformity with the requirements of the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute.
12. The use of this report is subject to the requirements of the Appraisal Institute relating to review by its duly authorized representatives.
13. As of the date of this report, the undersigned has completed the continuing education program for Designated Members of the Appraisal Institute.

Matthew Lubawy

Matthew Lubawy, MAI, CVA, CMEA
Senior Managing Director
Nevada License #A.0000044-CG
License Expires 04-30-2017

Addenda

Engagement Letter
Qualifications
- Gary Hardy - Registered Intern
- Matthew Lubawy, MAI, CVA, CMEA - Senior Managing Director

Information on Valbridge Property Advisors
Office Locations

Engagement Letter

MARKET ANALYSIS PROFESSIONAL SERVICES AGREEMENT

This Market Analysis Professional Services Agreement (this "Agreement") is made and entered into as of this 2nd day of November 2015 (the "Effective Date") by and between the City of North Las Vegas, a Nevada municipal corporation (the "City") and Valbridge Property Advisors, a Nevada company ("Provider").

RECITALS

A. The City desires to secure a Market Analysis for the City of North Las Vegas Housing and Urban Development (HUD) Choice Neighborhoods Planning Grant.

B. The Provider possesses a high level of skill, experience and qualifications in Market Analysis services.

C. The City desires to contract with the Provider to provide the services described herein and the Provider agrees to perform such services pursuant to the terms and conditions in this Agreement.

D. This Agreement is a result of a Grant Award notification letter dated March 19, 2015 from the U. S. Department of Housing and Urban Development (Exhibit A).

NOW, THEREFORE, upon good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the City and the Provider agree to the following terms, conditions and covenants:

AGREEMENT

1. The Provider shall provide the services described in Exhibit A of this document. Other services as agreed upon by and between the parties may also be provided, subject to the terms and conditions stated therein and this Agreement.

The described services (the "Services") shall be completed in accordance with a reasonable project schedule as determined by the parties. The Neighborhood Services Director is authorized to establish the project schedule on behalf of the City. The Provider shall report to, take management direction from, and provide weekly progress reports to the Neighborhood Services Director.

2.1 For the Services, the City shall pay the Provider

2.2 Payment to the Provider shall be paid within seven (7) days of the effective date of this contract and only when the City receives an invoice. Fifty percent of the value of the contract will be charged to the first invoice. The remaining Fifty percent value of the

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contract will be paid at the end of the project. The invoices will be sent to the following address:

City of North Las Vegas
Accounts Payable, Suite 710
2250 N. Las Vegas Blvd
North Las Vegas, 89030

3. The parties shall reasonably and in good faith cooperate with each other in the performance of this Agreement and the City shall provide any financial information and data necessary for the performance of the Services described in this Agreement.

4. All reports, analyses, reconciliations or other documents prepared pursuant to this Agreement are deemed the property of the City, unless otherwise agreed in writing by the parties. The City may disseminate or reference to the public through advertising, public relations, news or any other means of communication any documents prepared pursuant to this Agreement as the City deems necessary in its sole discretion.

5. The Provider shall treat all information related to this Agreement, all information supplied to the Provider by the City, and all documents, reconciliations and reports produced pursuant to this Agreement as confidential and proprietary information of the City and shall not use, share, or release such information to any third-party without the City's prior written authorization. This section shall survive the termination or expiration of this Agreement.

6. The Provider acknowledges that certain communications it has with the City may be confidential and be subject to and protected by the deliberative-process or other applicable privilege. The Provider acknowledges that it cannot waive any such privilege and that it has an obligation not to disclosure privileged information to anyone. If the Provider has questions regarding what information is permitted to be disclosed, the Provider agrees to contact the Finance Director prior to any disclosure.

7. The Provider and all persons employed by the Provider are independent contractors and not employees of the City. This Agreement does not create, and shall not be deemed to create, any partnership, joint venture or other similar business arrangement.

8. Notwithstanding any other provision of this Agreement, the Provider shall defend, protect, indemnify and hold harmless the City, its offers, agents and employees from any liabilities, claims, damages, losses, expenses, proceedings, suits, actions, decrees, judgments, reasonable attorneys fees and court costs which the City suffers, and its officers, agents or employees suffer, as a result of, or arising out of, any intentional tortious acts or negligent tortious act or omission of the Provider, its officers, agents or employees in the fulfillment of the performance of the terms, conditions or covenants of this Agreement. This section shall survive the termination or expiration of this Agreement until such time as the applicable statutes of limitation expire.

9. Pursuant to Chapter 239 of the Nevada Revised Statutes, documents prepared for the City are or may be "public records" open to inspection and copying, except for those documents otherwise declared by law to be confidential. The City shall not be liable for the disclosure of any public record. In the event the City is required to defend an action with respect to a public record request related to documents submitted to or produced for the City by the Provider alleged to contain confidential or proprietary information owned or lawfully controlled by another, the Provider agrees to indemnify, hold harmless and defend the City from any damages, costs, expenses, including courts costs and attorneys fees, related to such action.

10. The laws of the State of Nevada and the North Las Vegas Municipal Code shall govern the validity, construction, performance and effect of this Agreement, without regard to conflicts of law.

11. This Agreement constitutes the entire agreement between the parties and supersedes all prior representations, agreements and understandings of the parties. No addition or modification of this Agreement shall be binding unless executed in writing by both parties.

12. In the event there is a conflict between the terms and conditions of this Agreement and any other document related to the services performed pursuant to this Agreement, the terms of this Agreement shall control.

13. The term of this Agreement shall be from the Effective Date of this contract through completion of the project.

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CITY OF NORTH LAS VEGAS
INTEROFFICE MEMORANDUM

To: Administrative Services Manager KAB
Finance Director KAB for DA.
City Attorney's Office
City Clerk
City Manager

From: Paul Sikora, Contracts Coordinator

Subject: Final Coordination of Professional Services Agreement (Valbridge)

Date: November 2, 2015

Enclosed is a Professional Services Agreement for final coordination. The City of North Las Vegas needs to complete a Market Analysis for the CHOICE Grant program. Written Quote 2015-12 was conducted, and sent to 5 vendors. Valbridge Property Advisors was selected as the lowest responsive and responsible vendor (see attached tabulation). This Agreement expires on December 15, 2015, and the total dollar value of the project is

This has been previously coordinated with Chris Craft from the City Attorney's Office. Additionally, per policy, a "Meet and Confer" is not required.

Please feel free to call me at 633-1906 if you have any questions or concerns.

Sincerely,

Paul Sikora
Contracts Coordinator

Mayor
John J. Lee

Council Members
Anita G. Wood
Pamela A. Goynes-Brown
Isaac E. Barron
Richard J. Cherchio

City Manager
Dr. Qiong X. Liu, P.E., PTOE

CITY OF
NORTH LAS VEGAS
Your Community of Choice

Finance Department
2250 Las Vegas Boulevard, North · Suite 710 · North Las Vegas, Nevada 89030
Telephone: (702) 633-1906 · TDD: (800) 326-6868
www.cityofnorthlasvegas.com

To Whom It May Concern, October 8, 2015

WQ 2015-12 for Choice Grant Market Analysis was conducted from September 24 to October 7, 2015. The WQ was sent to 5 vendors and only two replied. Here is a synopsis of the results:

TYPE	Valbridge	RCG Economic	Applied Analysis	Colliers	Newmarket Advisors
Marketing Analysis		110,000.00	No Response	No Response	No Response

I have highlighted the lowest respondent in green. Please let me know once you have reviewed the packages and made a final determination, so I can notify the vendors and start the contracting process. Please contact me if you have any questions or concerns.

Thanks

Paul Sikora
Contracts Coordinator

SIGNATURE PAGE FOR
GRANT ADMINISTRATION SUPPORT SERVICES PROFESSIONAL SERVICES AGREEMENT
BETWEEN THE CITY AND VALBRIDGE PROPERTY ADVISORS

IN WITNESS WHEREOF, the City and Valbridge Property Advisors have caused this Agreement to be executed as of the Effective Date.

VALBRIDGE PROPERTY ADVISORS
A Nevada Company

By: _____
Matthew Lubawy, Senior Managing Director

CITY OF NORTH LAS VEGAS,
a Nevada municipal corporation,

By: _____ For Dr Liu
Dr Qiong X. Liu, P.E., P.T.O.E.

Attest: _____
Barbara A. Andolina, City Clerk

Approved as to form:

By: _____
Sandra Douglass Morgan
City Attorney

00033121.DOC; 1 FI-INFD 4

Mayor
John J. Lee

Council Members
Anita G. Wood
Pamela A.Goynes-Brown
Richard Cherchio
Isaac E. Barron

City Manager
Dr. Qiong X. Liu, P.E., PTOE

CITY OF
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Finance Department
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Telephone: (702) 633-1460 - Fax: (702) 649-5077 - TDD: (800) 326-6868
www.cityofnorthlasvegas.com

September 24, 2015

WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION

Written Quotes will be received via e-mail to sikorap@cityofnorthlasvegas.com **until NOON on Wednesday, October 7, 2015**. *Quotations received after the cut off time will not be considered.* .

Any questions should be directed to Paul Sikora, Contracts Coordinator sikorap@cityofnorthlasvegas.com or via telephone at 702-633-1906 anytime from Monday through Thursday, 7:00 a.m. to 5:00 p.m. PST.

The City reserves the right to reject any and all Proposals, waive any informality or technicality or to otherwise accept Proposals deemed in the best interest of the City.

Paul Sikora
Contracts Coordinator

WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION
GENERAL PROVISIONS

1. **CONSIDERATION OF QUOTES:**
After the quotations are opened, they will be compared on the basis of the summation of the products of the approximate quantities shown in the quotation schedule. The results of such comparisons will be made available to the public as soon as feasible. The right is reserved to reject any or all quotations, to waive technicalities, to advertise for new quotations, or to proceed to do the work otherwise, if in the judgment the best interest of the City will be promoted.

2. **CORRECTED BID AMOUNT:**
Not required for this quote.

3. **AWARD OF QUOTATION:**
The award of quotation, if it be awarded, will be to the lowest responsive and responsible Bidder whose written quotation complies with all the requirements. The award, if made, will be as soon as possible after opening of the quotations. The successful Bidder will be notified, via telephone or email provided in their offer.

   Upon completion of the Written Quotation the Bidder and the City will enter into a contract for the services. After the contract is signed by both parties, work will commence.

   The City reserves the right to award the quotation as, all or none or any part thereof, including any bid item, additive alternate, additive item, separate bid schedule, or reduce the unit quantity for any bid item, prior to award.

4. **ASSIGNMENT OF CONTRACTUAL RIGHTS:**
It is agreed that this quotation must not be assigned, transferred, conveyed, or otherwise disposed of by either party in any manner, unless approved in writing by the other party. The firm or firms will be an independent service provider for all purposes and no agency, either expressed or implied, exists.

5. **LICENSES:**
All Bidders must have appropriate licenses in accordance with the laws of the State of Nevada, upon award of the contract. A North Las Vegas Business License may be required.

6. **TERMS OF THE AGREEMENT:**
This Agreement commences after it is approved by the City and a City of North Las Vegas Service Agreement has been signed by both parties. This contract will begin on the effective date and terminate upon project completion.

WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION
GENERAL PROVISIONS

7. **INSURANCE:**
The Successful bidder may be required to the City a policy or certificate of protective liability insurance in which the City shall be the named insured or be named in such insurance as an additional insured. In compliance with this provision, the Successful Bidder may file with the City a satisfactory policy providing a minimum $1,000,000 "blanket coverage" policy or certificate of insurance. The policy shall insure the City and its officers and employees while acting within the scope of their duties against all claims arising out of or in connection with the work to be performed and shall remain in full force and effect until the work is accepted by the City. The policy shall provide the following minimum limits:

GENERAL LIABILITY
Bodily Injury - - - - - - - $ 1,000,000 each person
$ 1,000,000 each accident
Property Damage - - - - - $ 1,000,000 each accident
COMBINED SINGLE LIMIT OF $1,000,000
Aggregate of $2,000,000

Such insurance shall include the specific coverage set out herein and be written for NOT LESS THAN the limits of liability and coverage provided herein, or required by law and other governing agencies, whichever is greater.

Such policy shall provide coverage at least as broad as that provided in the Standard Form approved by the National Bureau of Casualty Underwriters together with such endorsements as are required to cover the risks involved. In addition, the Service provider shall furnish evidence of a commitment by the insurance company to notify the City by registered mail of the expiration or cancellation of the insurance policies required not less than 30 days before the expiration or cancellation is effective. The cost of this insurance shall be deemed included in the prices for the various items of work and no additional compensation will be made therefore.

8. **WORKER'S COMPENSATION INSURANCE:**
The Service provider shall secure, maintain in full force and effect and bear the cost of complete Worker's Compensation Insurance in accordance with the Nevada Industrial Insurance Act - Nevada Revised Statutes, Chapter 616, for the duration of the contract and shall furnish the City, prior to the execution of the contract, a Certificate of Insurance which meets the requirements of the Nevada Industrial Insurance Act. The City, or any of its officers or employees will not be responsible for any claims or suits in law or equity occasioned by the failure of the Service provider to comply with the provisions of this paragraph.

9. **INDEMNITY:**
The successful Bidder agrees to defend, indemnify, and hold the City harmless from any and all causes of action or claims arising out of or related to the bidder's performance on this project.

10. **PROVISIONS PROVIDED BY LAW:**
Each and every provision and clause required by law to be inserted in the contract shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party the contract forthwith shall be physically amended to make such insertion or correction.

WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION
GENERAL PROVISIONS

11. **CANCELLATION OF CONTRACT:**
The City reserves the right to cancel the award or execution of any purchase order at any time before the Purchase Order has been issued without any liability or claims thereof against the City. ***The City has the right to terminate any part of this service agreement based on non-compliance by the awarded vendor with a 30 day written notice.***

12. **TAXES:**
The City is exempt from State, Retail and Federal Excise Tax. The quotation price must be net, exclusive of taxes.

13. **EXCEPTIONS:**
Each Bidder will list on a separate sheet of paper any exceptions to specifications and attach it to their proposal.

14. **FISCAL FUNDING OUT CLAUSE:**
In the event the City of North Las Vegas fails to appropriate funds for the performance of this contract, this contract will terminate once the existing funds have been exhausted.

15. **REQUIRED DOCUMENTS**
Bidders should submit a quote by sending a written proposal and filling out the Offer Statement in Exhibit B. The proposal and Exhibit B should be emailed to the City of North Las Vegas Contracts Coordinator, Paul Sikora, at sikorap@cityofnorthlasvegas.com by Noon, Wednesday, October 7, 2015. The selected vendor will be required to sign a service contract with the City of North Las Vegas

WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION

EXHIBIT A
SCOPE OF WORK

Intent and Purpose

The City of North Las Vegas is requesting proposals from professional market analysts to assist in evaluating a 1.25 square mile target neighborhood identified in its Choice Neighborhoods Initiative (CNI) Planning Grant. (See attached maps).

Choice Neighborhoods Initiative Goals:

The City of North Las Vegas Choice Neighborhoods Planning Grant is part of a Department of Housing & Urban Development (HUD) funded initiative that focuses on assisting communities to develop a successful neighborhood transformation plan and build the support necessary for that plan to be successfully implemented.

The Goal of the CNI effort is to work with the community to jointly develop a Transformation Plan for the Choice target area that will attract private and public investments and resources to transform neighborhoods by revitalizing severely distressed public and/or assisted housing and investing and leveraging investments in well-functioning services, high quality public schools and education programs, high quality early learning programs and services, crime prevention strategies, public assets, public transportation, and improved access to jobs.

Choice Neighborhoods is focused on three core goals:

1. **Housing:** Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood;

2. **People:** Improve educational outcomes and intergenerational mobility for youth and supports delivered directly to youth and their families; and

3. **Neighborhood:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Choice Neighborhoods Market Analysis:

The purpose of the Choice Neighborhoods Market Analysis is to determine the attractiveness and potential for success of mixed-use neighborhood retail, office and residential (either homeownership or rental) development within the CNI Planning Area *(See Attachment A- Choice area map.)*. The Planning Area includes two primary sites targeted for redevelopment: 1) the vacant properties formerly known as Buena Vista Springs 1 & 2 and 2) the Rose Gardens senior public housing site and the vacant parcels in the immediate vicinity of Rose Gardens. The analysis will also address development trends and opportunities for redevelopment in the land

situated between those two anchor sites. The analysis is intended to help guide the City in evaluating private development proposals for the two CNI anchor properties as well as development in the surrounding areas. The City seeks to promote economically viable and vibrant mixed-use developments on the anchor properties and within the CNI Planning Area that will contribute to the economic and social health of the entire neighborhood.

Rose Gardens Background and History:

Rose Gardens is a 120-unit low income senior development located in the North Las Vegas Redevelopment Area. This property was constructed in 1972 as the first senior public housing development of the former North Las Vegas Housing Authority. The property is currently owned and operated by the Southern Nevada Regional Housing Authority (SNRHA) with a designation from HUD to serve elderly households (age 62 and above). The development consists of two three-story elevator residential buildings, a two-story office building with maintenance office and storage/warehousing, and a two-story community building that includes a full kitchen. Construction is slab on grade, with a wood siding exterior on a 3.85 acres site. The apartment unit mix includes (60) zero-bedroom (studio style) and (60) one-bedroom apartments units. The property is distressed with capital needs over $12 million. The major systems (plumbing, sewer, and electrical) are failing and have reached their useful life, impacting the quality of life of the residents.

The Choice Neighborhoods Planning Grant will allow us to address the housing core goal by replacing one- for-one distressed public housing with high-quality, energy efficient; mixed-income housing that will be well-managed, physically and financially viable over the long-term, as well as being responsive to the needs of the surrounding neighborhood. We are planning to utilize Section 8 project-based rental assistance or Section 8 project based vouchers in order to meet the one-for-one replacement requirement. The location of the replacement units will be determined through an extensive planning and community participation effort. Each tenant will have the first right to return to the replacement housing units as long as they are lease compliant.

The overall goal of our CNI Neighborhood Transformation Plan is to create a mixed-income community, attractive to businesses, market rate and affordable housing. The City of North Las Vegas and the SNRHA in collaboration with our key stakeholders/partners are committed to develop this neighborhood revitalization plan.

Rose Garden and surrounding properties

Rose Gardens is located at the south "gateway" into North Las Vegas fronting Las Vegas Boulevard. This site is one mile north of Downtown Las Vegas. Along the westerly side of the property is Yale Street. This development is adjacent to two other subsidized senior housing communities, a city park, and vacant land owned by the CNLV and SNRHA. Along Las Vegas Boulevard there is a 22 acre, privately owned vacant parcel on the east; to the northeast is Jerry's Nugget, a family-owned and operated Casino since 1964; southeast is a public cemetery; and along the south there is the "Corridor of Hope" where several shelters and transitional housing apartments are addressing the city's homeless population.

The Rose Garden section and the areas just north of Rose Garden are in the City's Redevelopment Area. The current land use plan has that area earmarked for mixed-use commercial. It is also zoned for a combination of R-2 Two Family, PUD Planned Unit Development, M-1 Business Park, M-2 General, and FA Focus Area. *(see Attachment B-Choice area land use and Attachment C-zoning maps for greater detail).*

Areas between Rose Gardens and Buena Vista Springs

A smaller subsection of the target area between Rose gardens and Buena Vista is zoned as M-2, Industrial and M-3, Heavy Industrial. This area is located in the eastern portion of the target area, bordered on the north by E. Carey Ave., the west by Commerce and extending south close to the Interstate Highway 15. *(see Attachment B-Choice Area land use and Attachment C- Choice area zoning maps).* Currently, primary uses for heavy industrial area are characterized by higher intensity industrial activities including manufacturing, processing, warehousing, storage, shipping and other similar uses in function. Secondary uses include office, commercial uses supporting industrial development and open space.

Other subsections between Rose Gardens and Buena Vista consist primarily of Single Family-Low, Single Family-Medium and Multi-Family. There are also portions that are zoned Public/Semi-Public, Community-Commercial and Open Space. This area extends west from Martin Luther King Blvd. to Commerce, bordered on the north by Cartier/Duchess Streets and to the south by Carey and West Lake Mead Ave. *(see attached Choice Area land use and zoning maps for detail).*

The following are characteristics of locations as described in the City's current land use plan[2]:

a. Single Family-Low: Primary uses are single family detached residences; small single lot residences. Secondary uses include parks, open spaces, golf courses, schools, churches and other public or semi public uses.
b. Single Family-Medium: Primary uses are single family detached and attached residences such as duplexes and townhomes. Secondary uses include parks, open spaces, golf courses, schools, churches and other public or semi public uses.
c. Public/Semi Public: Public or semi-public offices, government facilities, libraries, churches, schools, colleges and universities, military, cemeteries, safety services, utilities or airport uses. Secondary uses include parks and open spaces
d. Community –Commercial: Primary uses are general retail including some service businesses and restaurants. Secondary uses include parks, offices, places of worship, and other public or semi public uses.

Buena Vista Springs I and II Background and History:

The City of North Las Vegas acquired the two properties formerly known as Buena Vista Springs I and II in September of 2011, using Neighborhood Stabilization Program (NSP) funds. Property descriptions are as follows:

1. 18.35 acres on the north side of Carey Avenue between West and Morton Avenue, known as Buena Vista Springs I (**BVS** I); and
2. 2.32 acres at 1900-2028 W. Lake Mead Boulevard, known as Buena Vista Springs II (**BVS** II).

Both sites are located in the North Valley neighborhood of North Las Vegas. At the time of purchase, the properties included 288 units of rental housing, the large majority of which were vacant and boarded. After purchase by the City, the remaining tenants were relocated and the buildings were demolished during 2013 and early 2014. Per federal requirements connected to the NSP funds used for the acquisition, relocation and demolition, the sites must be redeveloped by 2021. However, because the parcels are so strategically located in the North Valley community and the Choice target area, the City desires to accelerate redevelopment if adequate market demand for appropriate and desirable development exists in either or both locations. Also included as reference is a map of the vacant lots located throughout the Choice target area including City owned and privately owned parcels *(see Attachment D)*

Past Efforts and Current Need

The National Development Council, on behalf of the City of North Las Vegas, commissioned a market study for the parcels in April of 2015 for the two Buena Vista Sites. That study was completed in late June of 2015. The City is now looking to expand the scope of the market study/analysis to include the entire 1.25 square mile area of the Choice Neighborhoods Initiative target area. For your reference, a copy of the recently completed Buena Vista Springs market study document describing the outcomes from the study is attached to this Quote Request.

Market Analysis Components and Scope

Highest and Best Use – Replacement of the Housing Authority Rose Garden Senior property must be factored into this analysis as this is a requirement of our Choice Neighborhoods planning process. However, for the Buena Vista sites and other potential sites within the CNI Planning Area, respondents to the Market Analysis RFP should not assume properties that are currently zoned for high density residential are to remain as such. Instead, we are requesting that the report explore the option of appropriate re-zoning of the properties, given the physical characteristics of each site, including size, shape, topography, and surrounding land uses. The analysis should also provide an overview of the supply and demand factors in the market for the properties outlined above. Finally, we would like the report to provide an analysis of the general feasibility of each potential use. From the financially-feasible uses, form an opinion as to the maximally-productive use(s) of the sites to determine the highest and best use of the land.

Market Study - Provide a general market overview of the supply and demand factors for mixed-use neighborhood commercial retail with housing, (or retail and office with housing) in the market area of the two anchors sites and the remainder of the CNI Planning Area. Given the diversity of land uses within the CNI Planning Area as well as recognizable boundaries, like the freeway and major commercial streets, we recommend that the market analyst define specific sub areas within the 1.25 square mile boundaries of the CNI area. For instance, one sub area may be predominately industrial uses, another primarily low-density residential. For each sub area, the analyst should provide trend analysis for population, income, age, and other supply and demand generators within the geographic sub market. The narrative report should summarize the data in an easily understandable table format showing overall supply and demand for the various components of each use (e.g. single or multi-family housing, rental or homeownership housing, retail, office, etc.). It should gauge the estimated level of demand for each of the particular uses for the market area. If evidence of strong demand for any more specific and narrow uses (for instance medical office space, or housing for low-income seniors) are uncovered, provide that information.

The product should include user-friendly, easy to understand graphics and charts demonstrating the sites' advantages and/or disadvantages over comparable sites within nearby communities. It should also include maps showing proximity of subject sites with comparable development in the region.

The Market Analysis should focus on understanding the potential opportunities and liabilities of mixed-use development, and the achievable scale of new development in the CNI Planning Area of North Las Vegas. The Market Analysis should contain and detail the following elements: 1) Demographic and socio-economic profile (both current and projected); 2) real estate market size and growth rate; 3) market profitability and trends; 4) market limitations; 5) overall business sector climate for retail, service sector, office, commercial and other activity; and 6) highest and best use for the BVS I and II properties, the Rose Garden property and surrounding properties based on current market conditions.

Together, the Market Analysis components should aid the City in developing a Request for Proposal (RFP) for projects that can realistically be developed on properties within the target area sites, meeting national objective(s), while responding to local community needs. The end product will be used to inform a plan with an associated timeline and benchmarks that will assist the City in achieving the desired goal.

Proposal Requirements

Due to the City's desire to move forward quickly with an RFP for site developers, this market analysis has an expedited schedule. This request for proposals is only being provided to a pre-selected group of qualified, locally-based firms.

1. Proposals for the Analysis must be received by the City of North Las Vegas on or before Wednesday October 7, 2015 by Noon, **via** email to sikorap@cityofnorthlasvegas.com .
2. The City intends to engage selected Analyst upon award, and a contract will be completed before the execution of work begins.
3. The City has the right to reject any or all proposals, without limitation.
4. Proposal should include general information on the firm's qualifications for the proposed work, firm history, years in business, number of employees, and the brief work biographies of the employees who will be directly involved in this project.
5. Proposal shall include description of each deliverable to be provided to the City and the specific date for completion for each and all deliverables. The Market Analysis should be initiated and completed within a four to six week window from the engagement date, but a proposal with a quicker timetable will be viewed favorably.
6. All deliverables shall be provided in a digital format, with no hard copies necessary.
7. Proposal shall include the total cost to provide the services outlined, as well as the cost of any additional services recommended as separate charges, if applicable. All travel and other similar charges must be included in the total cost.
8. Any questions regarding this proposal should be made in writing via email and answers will be shared with all invited firms in a subsequent Addendum.

Offer Statement (Exhibit B)

CITY OF NORTH LAS VEGAS	
WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION	

OFFER STATEMENT AND BUSINESS INFORMATION

TOTAL COST OF PROJECT: _____

This proposal is submitted in response to **WQ 2015-12 CITY OF NORTH LAS VEGAS CHOICE NEIGHBORHOOD MARKETING SERVICES QUOTATION** and constitutes an offer by this company to enter into a contract as described herein.

_____ _____
AUTHORIZED NAME (TYPE OR PRINT) LEGAL NAME OF RESPONDENT

_____ _____
AUTHORIZED SIGNATURE DATE

_____ _____ _____
TITLE TELEPHONE NUMBER FAX NUMBER

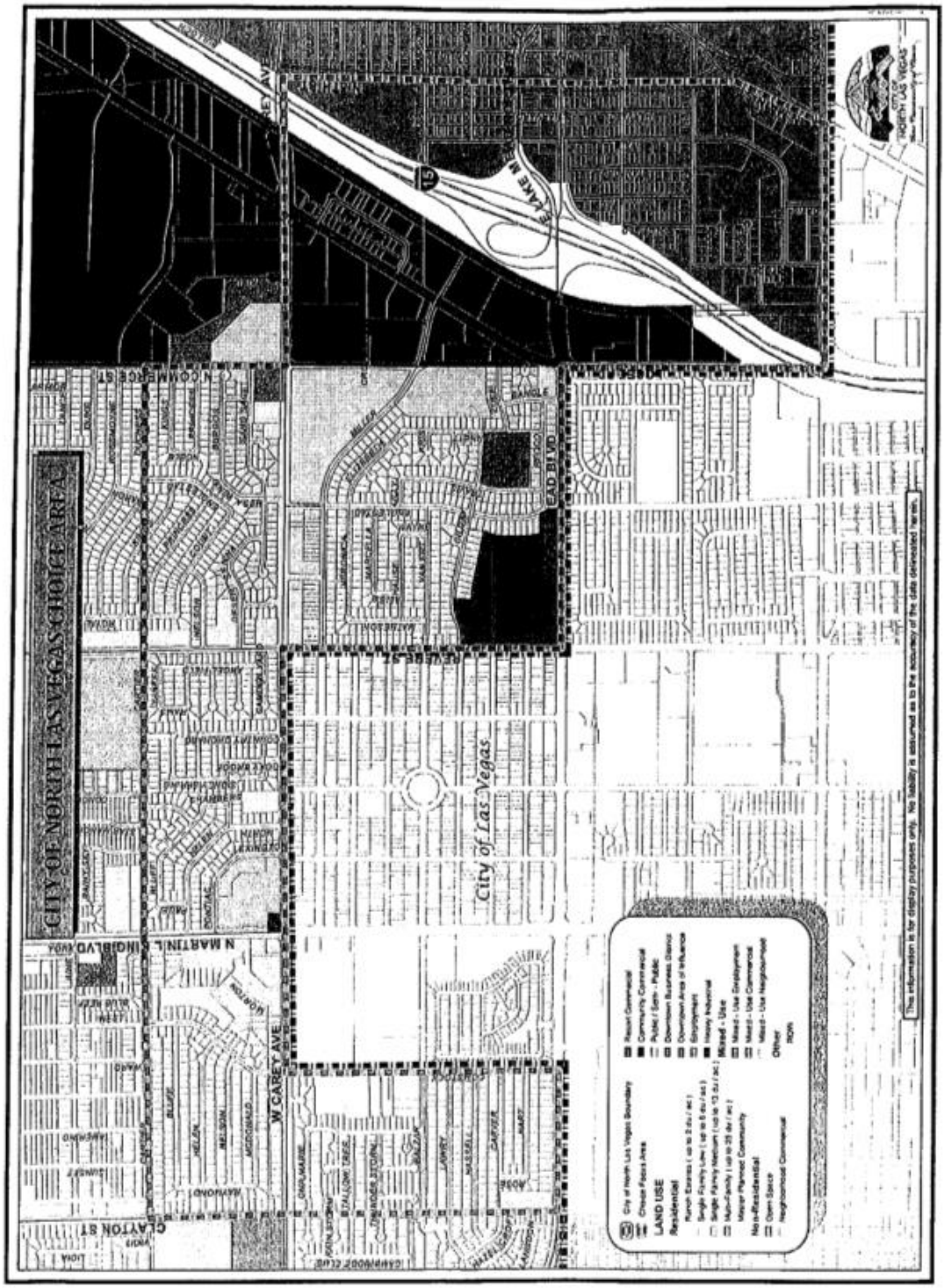
_____
ADDRESS OF RESPONDENT

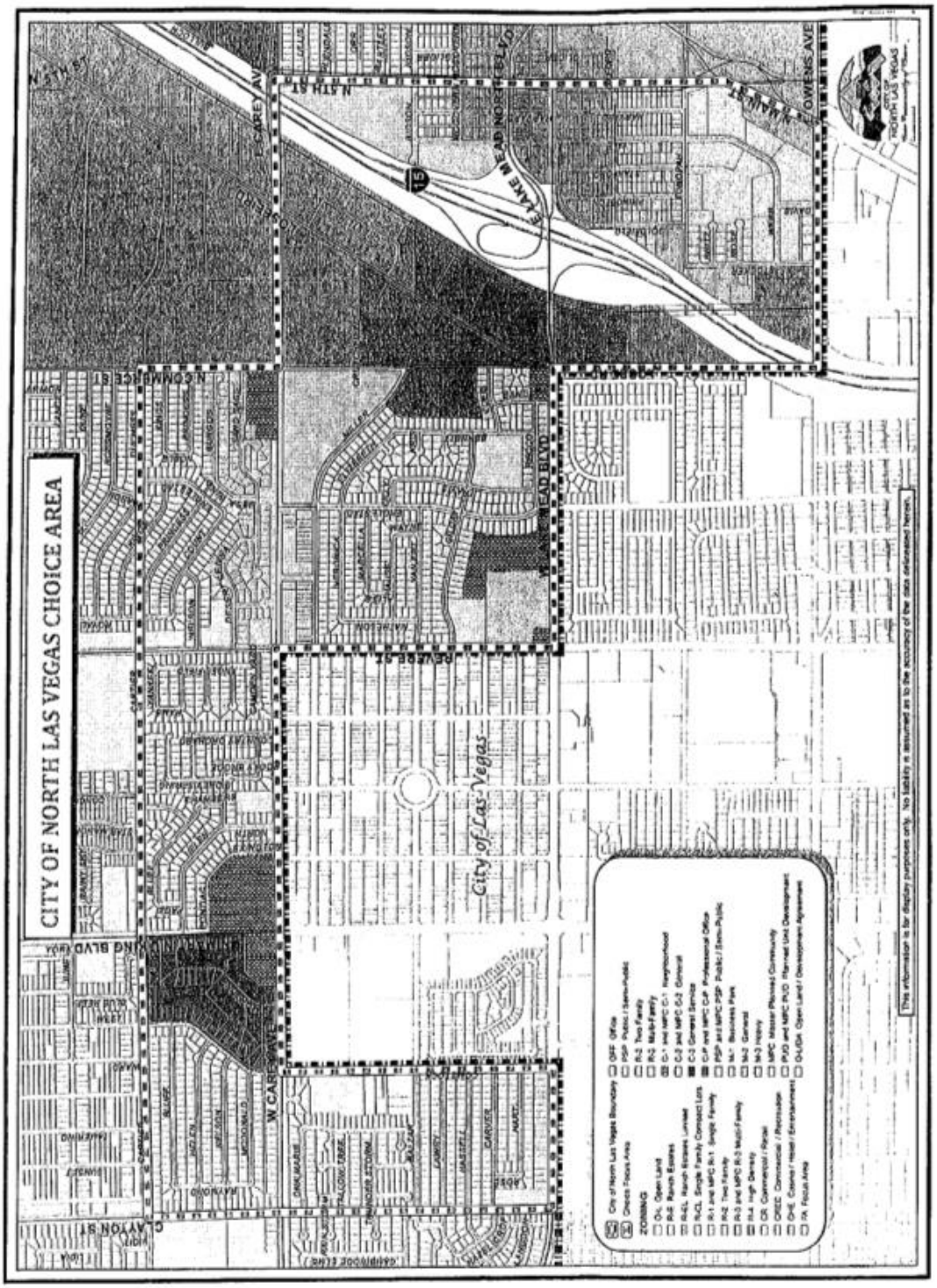
_____ _____ _____
CITY STATE ZIP CODE

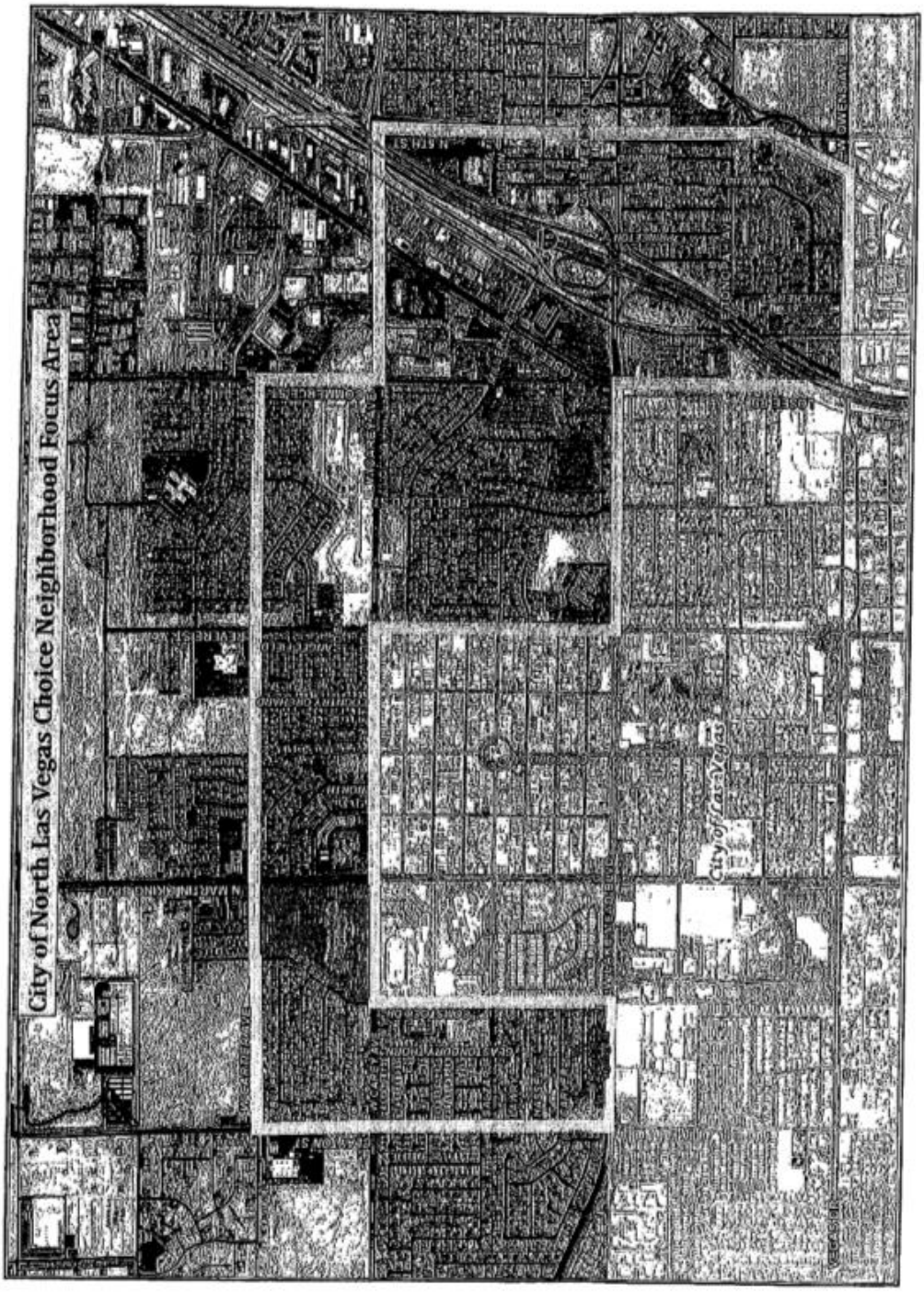
E-MAIL ADDRESS: _____

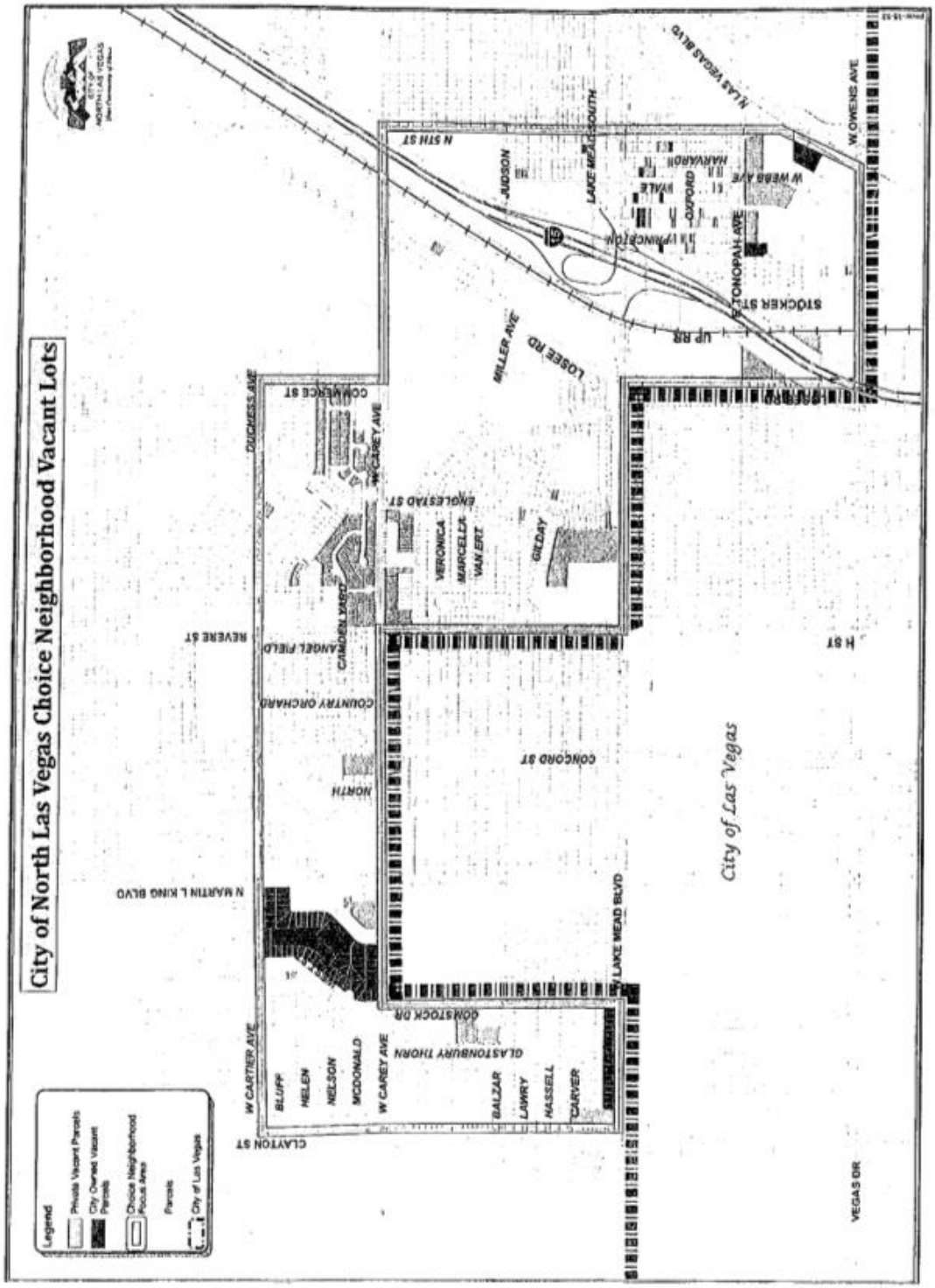
CNLV-BUSINESS LICENSE NO: _____

____ A COPY OF MY CNLV BUSINESS LICENSE IS ATTACHED (MAY BE REQUIRED)


CITY OF NORTH LAS VEGAS CHOICE AREA
City of Las Vegas
W CAREY AVE
N MARTIN L KING BLVD
CLAYTON ST
N COMMERCE ST
EAD BLVD
LAND USE
Residential
Mixed - Use
Other
ROW
This information is for display purposes only. No liability is assumed as to the accuracy of the data delivered herein.


CITY OF NORTH LAS VEGAS CHOICE AREA
City of Las Vegas
N 5TH ST
E LAKE MEAD NORTH BLVD
E OWENS AVE
E CAREY AVE
N CONMAY ICE ST
W LAKE MEAD BLVD
E LAKE ST
W CAREY AVE
CLAYTON ST
City of North Las Vegas Boundary
Choice Focus Area
ZONING
OS, Open Land
RE, Ranch Estates
RUL, Ranch Estates Limited
RCL, Single Family Compact Lots
R-1 and MPC R-1, Single Family
R-2, Two Family
R-3 and MPC R-3 Multi-Family
R-4, High Density
CR, Commercial / Retail
CRCC, Commercial / Recreation
CHE, Casino / Hotel Entertainment
IA, Focus Area
OFC, Office
PSP, Public / Semi-Public
R-2, Two Family
R-3, Multi-Family
C-1 and MPC C-1, Neighborhood
C-2 and MPC C-2, General
C-3, Compact Service
CP and MPC CP, Professional Office
PSP and MPC PSP, Public / Semi-Public
M-1, Business Park
M-2, General
M-3, Heavy
MPC, Master Planned Community
PUD and MPC PUD, Planned Unit Development
DA/OS, Open Land / Development Agreement
This information is for display purposes only. No liability is assumed as to the accuracy of the data delivered herein.


City of North Las Vegas Choice Neighborhood Focus Area
City of Las Vegas


City of North Las Vegas Choice Neighborhood Vacant Lots
Legend
Private Vacant Parcels
City Owned Vacant Parcels
Choice Neighborhood Focus Area
Parcels
City of Las Vegas
N MARTIN L KING BLVD
REVERE ST
CLAYTON ST
W CARTIER AVE
BLUFF
HELEN
NELSON
MCDONALD
W CAREY AVE
GLASTONBURY THORN
BALZAR
LAWRY
HASSELL
CARVER
COMSTOCK DR
W LAKE MEAD BLVD
NORTH
CONCORD ST
COUNTRY ORCHARD
CAMDEN YARD
ANGEL FIELD
ENGLESTAD ST
VERONICA
MARCELLA
VAN ERT
GILDAY
DUCHESS AVE
COWANCE ST
W CAREY AVE
MILLER AVE
LOSEE RD
UP RR
STOCKER ST
TONOPAH AVE
WINCHESTER
OXFORD
YALE
HARVARD
W WEBB AVE
JUDSON
LAKE MEAD SOUTH
N 5TH ST
N LAS VEGAS BLVD
W OWENS AVE
H ST
City of Las Vegas
VEGAS DR

Qualifications

Qualifications of Gary Hardy

Registered Intern Appraiser

Valbridge Property Advisors | Lubawy & Associates, Inc.

Independent Valuations for a Variable World

State Certifications

Nevada License
#A.0206955-INTR

Education

Bachelor of Arts-
Political Science
University of Nevada, Las Vegas

Contact Details

702-242-9369 (p)
702-242-6391 (f)

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| Lubawy & Associates, Inc.
3034 S. Durango Dr. #100
Las Vegas, NV 89117

www.valbridge.com
ghardy@valbridge.com

Appraisal Institute & Related Courses:

Basic Appraisal Principals	2014
Basic Appraisal Procedures	2014
Appraisal Law in Nevada	2014
National USPAP-15 Hour	2014
Business Practices and Ethics	2015

Experience:

Registered Intern Appraiser
Valbridge Property Advisors | Lubawy & Associates (2014-Present)

Appraisal Researcher
Valbridge Property Advisors | Lubawy & Associates, Inc. (2013-2014)

APPRAISER REGISTRATION CARD

STATE OF NEVADA DEPARTMENT OF BUSINESS AND INDUSTRY

NOT TRANSFERABLE **REAL ESTATE DIVISION** **NOT TRANSFERABLE**

This is to Certify That: GARY N HARDY **Registration Number:** A.0206955-INTR

Is duly authorized to act as an APPRAISER INTERN **from the issue date to the expiration date at the business address stated here in, unless the registration is sooner revoked, cancelled, withdrawn, or invalidated.**

Issue Date: July 24, 2014 **Expire Date:** July 31, 2016

In witness whereof, THE DEPARTMENT OF BUSINESS AND INDUSTRY, REAL ESTATE DIVISION, by virtue of the authority vested in it by Chapter 645C, Nevada Revised Statues has caused this Registration to be issued with its Seal printed thereon.

FOR: VALBRIDGE PROPERTY ADVISORS
3034 S DURANGO DR #100
LAS VEGAS, NV 89117

REAL ESTATE DIVISION

GAIL J ANDERSON
Administrator

Qualifications of Matthew Lubawy, MAI, CVA, CMEA

Senior Managing Director

Valbridge Property Advisors | Lubawy & Associates, Inc.

Independent Valuations for a Variable World

State Certifications

Nevada License
A.0000044-CG

Arizona License
#31821

Education

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Business Administration
University of Nevada, Las Vegas

Contact Details

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Membership/Affiliations:

Member:	Appraisal Institute - MAI Designation #10653 Director - (2008 – 2011) President of Las Vegas Chapter (1998 - 1989) 1st V.P. of Las Vegas Chapter (1997 – 1998) 2nd V.P. of Las Vegas Chapter (1996 – 1997)
Member:	NACVA – CVA Designation (Certified Valuation Analyst for business valuation)
Member:	NEBB Institute – CMEA Designation for Machinery and Equipment
Board Member:	Valbridge Property Advisors - Vice-Chairman of the Board of Directors (2011 – Present)
Member:	International Right of Way Association
Member:	National Association of Realtors
Member:	GLVAR
Board Member:	Nevada State Development Corporation Chairman of the Board (2008-Present)

Experience:

Senior Managing Director
Valbridge Property Advisors | Lubawy & Associates (2013 to Present)

Principal
Lubawy & Associates (1994-2013)

Independent Fee Appraiser and Real Estate Consultant
Timothy R. Morse and Associates (1992 – 1994)

Staff Appraiser/Assistant Vice President
First Interstate Bank (1988 - 1992)

Independent Fee Appraiser and Real Estate Consultant
The Clark Companies (1987 - 1988)

Appraisal/valuation and consulting assignments include: vacant land; apartment buildings; retail buildings; shopping centers; office buildings; industrial buildings; religious and special purpose properties including schools, churches hotel/casinos air hangars, automobile dealerships, residential subdivisions, and master-planned communities. Other assignments include tax credit valuations, Fannie Mae and Freddie Mac reports, and HUD MAP valuations and market studies, as well as valuation of fractional interests in FLP's, LP's LLC's and/or other business entities.

Appraisal Institute & Related Courses:

Small Hotel/Motel Valuation	February 2015
NEBB Institute Machinery & Equipment Certification Training	January 2014
2014-2015 National USPAP Update Course, Appraisal Institute	January 2014
NACVA Business Valuation Certification and Training Center	December 2013
Fundamentals of Separating Real Property, Personal Property, and Intangible Business Assets, Appraisal Institute	March 2012
7-Hour National USPAP Update Course, Appraisal Institute	January 2012
2010-2011 National USPAP Update, Appraisal Institute	January 2010
Appraising Distressed Commercial Real Estate, Appraisal Institute	July 2009
Understanding the Home Valuation Code of Conduct, Appraisal Institute	June 2009
Introduction to Valuation for Financial Reporting, Appraisal Institute	June 2009
Argus Based Discounted Cash Flow Analysis, Appraisal Institute	June 2009
National Uniform Standards of Professional Practice Course 400, Appraisal Institute	April 2009
Online Scope of Work: Expanding Your Range of Services, Appraisal Institute	April 2009
Online Rates and Ratios: Making sense of GIMs, OARs and DCF, Appraisal Institute	April 2009
Forecasting Revenue, Appraisal Institute	October 2008
Law of Easements: Legal Issues & Practical Considerations, Lorman Education Services	August 2008
Analyzing Operating Expenses, Appraisal Institute	May, 2007
Valuation of Detrimental Conditions in Real Estate, Appraisal Institute	April, 2007
2007 National USPAP Update, Appraisal Institute	March, 2007
Analyzing Commercial Lease Clauses, Appraisal Institute	February, 2007
Analyzing Distressed Real Estate, Appraisal Institute	February, 2007
Uniform Appraisal Standards for Federal Land Acquisitions, Appraisal Institute	October 2005
Online Analyzing Distressed Real Estate, Appraisal Institute	September 2005
Business Practices and Ethics, Course 420, Appraisal Institute	September 2005
USPAP Update – Course 400, Appraisal Institute	February 2005
Litigation Appraising: Specialized Topics and Applications	October 2004
Separating Real & Personal Property from Intangible Business Assets	September 2003
So. NV Public Land Mgt. Act BLM Appraisal Compliance Workshop	May 2003
Income Capitalization	March 2003
Appraising Non-Conforming and Difficult Properties	March 2003
Appraiser Liability	March 2003
2003 National USPAP	February 2003
Valuation of Partial Acquisitions, Course 401 through IRWA	October 2000
Partial Interest Valuation – Divided, Course A7414	April 2000

Highest & Best Use and Market Analysis	March 2000
Subdivision Analysis	January 2000
Writing the Narrative Appraisal Report	November 1999
USPAP 1999 Revisions A7415ES	March 1999
Reporting Sales Comparison Grid Adj. for Residential Properties	March 1999
USPAP 1999 Revisions – A7415ES	March 1998
Litigation Appraisal and Expert Testimony	June 1997
USPAP (Parts A & B)	1996
Ethics - USPAP Statements	March 1995
Comprehensive Appraisal Workshop	July 1994
Current Issues and Misconceptions in Appraisal	December 1993
Standards of Professional Appraisal Practice, Part B	1992
Land Faire Nevada	July 1992
Appraising From Blueprints and Specifications	September 1992
Accrued Depreciation	September 1992
Standards of Professional Appraisal Practice, Part A	1991
Report Writing and Valuation Analysis; Exam 2-2	June 1991
Case Studies; Exam 2-1	June 1991
Capitalization Theory and Techniques, Part B; Exam 1-BB	June 1990
Capitalization Theory and Techniques, Part A; Exam 1-BA	June 1990
Basic Valuation; Exam 1A2	May 1989
Principles of Real Estate Appraisal ; Exam 1A1	May 1989

APPRAISER CERTIFICATE

STATE OF NEVADA DEPARTMENT OF BUSINESS AND INDUSTRY

NOT TRANSFERABLE **REAL ESTATE DIVISION** **NOT TRANSFERABLE**

This is to Certify That : MATTHEW J LUBAWY **Certificate Number:** A.0000044-CG

Is duly authorized to act as a CERTIFIED GENERAL APPRAISER **from the issue date to the expiration date at the business address stated here in, unless the certificate is sooner revoked, cancelled, withdrawn, or invalidated.**

Issue Date: March 31, 2015 **Expire Date:** April 30, 2017

In witness whereof, THE DEPARTMENT OF BUSINESS AND INDUSTRY, REAL ESTATE DIVISION, by virtue of the authority vested in Chapter 645C of the Nevada Revised Statues, has caused this Certificate to be issued with its Seal printed thereon. This certificate must be conspicuously displayed in place of business.

FOR: VALBRIDGE PROPERTY ADVISORS
3034 S DURANGO DR #100
LAS VEGAS, NV 89117

REAL ESTATE DIVISION

JOSEPH (JD) DECKER
Administrator

Valbridge PROPERTY ADVISORS

SERVICES

Valuation and Advisory Services for All Types of Property and Land

- **Office**
- **Industrial**
- **Retail**
- **Apartments/multifamily/senior living**
- **Lodging/hospitality/recreational**
- **Other special-purpose properties**

SPECIALTY SERVICES

- Portfolio valuation
- REO/foreclosure evaluation
- Real estate market and feasibility analysis
- Property and lease comparables, including lease review
- Due diligence
- Property tax assessment and appeal-support services
- Valuations and analysis of property under eminent domain proceedings
- Valuations of property for financial reporting, including goodwill impairment, impairment or disposal of long-lived assets, fair value and leasehold valuations
- Valuation of property for insurance, estate planning and trusteeship, including fractional interest valuation for gifting and IRS purposes
- Litigation support, including expert witness testimony
- Business and partnership valuation and advisory services, including partial interests

Valbridge PROPERTY ADVISORS

OFFICE LOCATIONS

ALABAMA
Valbridge Property Advisors | Real Estate Appraisers, LLC
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Montgomery, AL 36106
334-277-5077

ARIZONA
Valbridge Property Advisors | MJN Enterprises, Inc.
6061 E. Grant Road, Suite 121
Tucson, AZ 85712
520-321-0000

CALIFORNIA
Valbridge Property Advisors | Michael Burger & Associates
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Bakersfield, CA 93312
661-587-1010

Valbridge Property Advisors | Cummings Appraisal Group, Inc.
99 S. Lake Avenue, Suite 21
Pasadena, CA 91101
626-744-0428

Valbridge Property Advisors | Hulberg & Associates, Inc.
225 Crossroads Blvd, Suite 326
Carmel, CA 93923
831-917-0383

2813 Coffee Road, Suite E-2
Modesto, CA 95355
209-569-0450

One North Market Street
San Jose, CA 95113
408-279-1520

3160 Crow Canyon Place, Suite 245
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714-449-0852

Valbridge Property Advisors | Ribacchi & Associates
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Valbridge Property Advisors | Bristol Realty Counselors
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970-340-1016

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860-246-4606

17 High Street, Suite 214
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FLORIDA
Valbridge Property Advisors | Armalavage Valuation, LLC
2240 Venetian Court
Naples, FL 34109
239-514-4646

Valbridge Property Advisors | Beaumont, Matthes & Church, Inc.
603 Hillcrest Street
Orlando, FL 32803
407-839-3626

Valbridge Property Advisors | Boyd, Schmidt & Brannum
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West Palm Beach, FL 33407
561-833-5331

Valbridge Property Advisors | Broom, Moody, Johnson & Grainger, Inc.
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Jacksonville, FL 32202
904-296-3000

Valbridge Property Advisors | Entreken Associates, Inc.
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St. Petersburg, FL 33705
727-894-1800

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678-644-4853

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Coeur d'Alene, ID 83814
208-292-2965

Valbridge Property Advisors | Mountain States Appraisal & Consulting, Inc.
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Valbridge Property Advisors | Shaner Appraisals, Inc.
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Overland Park, KS 66210
913-451-1451

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Valbridge Property Advisors | Allgeier Company
214 South 8th Street, Suite 200
Louisville, KY 40202
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Valbridge Property Advisors | Argote, Derbes, Graham, Shuffield & Tatje, Inc.
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Metairie, LA 70001
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Shreveport, LA 71105
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410-423-2300

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21 Muzzey Street, Suite 2
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Valbridge Property Advisors | The Oetzel-Hartman Group
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Okemos, Michigan 48864
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Minneapolis, MN 55402
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973-970-9333

2052 Route 35, Suite 104
Wall Township, NJ 07719
732-807-3113

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212-268-1113

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Charlotte, NC 28209
704-376-5400

Valbridge Property Advisors | Paramount Appraisal Group, Inc.
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Cary, NC 27511
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West Chester, OH 45069
513-785-0820

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526 E. Superior Avenue, Suite 455
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6666 South Sheridan Road, Suite 104
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918-712-9992

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Valbridge Property Advisors | Barone, Murtha, Shonberg & Associates, Inc.
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Valbridge Property Advisors | Lukens & Wolf, LLC
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King of Prussia, PA 19406
215-545-1900

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7400 Beaufont Springs Drive, Suite 300
Richmond, VA 23225
804-672-4473

5107 Center Street, Unit 2B
Williamsburg, VA 23188
757-345-0010

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Valbridge Property Advisors | Allen Brackett Shedd
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Bothell, WA 98011
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2927 Colby Avenue, Suite 100
Everett, WA 98201
425-258-2611

419 Berkeley Avenue, Suite A
Fircrest, WA 98466
253-274-0099

506 Second Avenue, Suite 1001
Seattle, WA 98104
206-209-3016

Valbridge Property Advisors | Auble, Jolicoeur & Gentry, Inc.
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Kennewick, WA 99336
509-221-1540

324 N. Mullan Road
Spokane Valley, WA 99206
509-747-0999

WISCONSIN
Valbridge Property Advisors | Vitale Realty Advisors, LLC
12660 W. North Avenue
Brookfield, WI 53005
262-782-7990

APPENDIX E – RESIDENT RELOCATION PLAN FOR ROSE GARDENS SENIOR APARTMENTS

"DRAFT"

Southern Nevada Regional Housing Authority

RESIDENT RELOCATION PLAN
FOR

ROSE GARDENS
SENIOR APARTMENTS

1632 Yale Street
North Las Vegas, NV 89030

DECEMBER, 2015

RESIDENT RELOCATION PLAN
ROSE GARDENS

I. PROJECT SUMMARY

This Relocation Plan (the "Plan") outlines processes and procedures for relocating residents currently living in the Rose, senior apartment complex, to a newly developed senior affordable housing community constructed on adjacent vacant lots currently owned by the Southern Nevada Regional Housing Authority (SNRHA).The existing apartment building was constructed in 1975 under the Federal Low-Income Public Housing program and is owned and operated by SNRHA. Rose Gardens consists of two (2) three-story buildings, one administrative and maintenance building and one community room building. The current location is 1623 Yale Street, North Las Vegas, NV 89030 which is on the westerly side of Las Vegas Boulevard North and north of E. Owens Avenue. The Assessor's Parcel Number is APN 139-22-810-041. This parcel consists of 3.85 Acres zoned Two Family Redevelopment Area RA/R-2.

The bedroom breakdown of the 120 public housing units in Rose Gardens is as follows:

Efficiency Apartments:	60
One-Bedroom Apartments:	60
Total Units:	**120**

Under an innovative new program called Rental Assistance Demonstration (RAD), the U.S. Department of Housing and Urban Development (HUD) is allowing housing authorities to rehabilitate and preserve their aging public housing developments using a variety of public and private affordable housing resources, including tax-exempt bonds supported by project-based rental assistance, and public housing capital funds.

The newly designed Rose Gardens Senior Apartments (the "Redevelopment Project") is intended to improve the living environment for existing and new Rose Gardens Senior residents by providing a new affordable senior housing community on adjacent parcels currently owned by SNRHA. These apartments will be larger than the current Rose Gardens apartments offering (102) 1-Bedroom units and (18) 2-Bedroom apartments. The proposed designed will be four story apartment buildings with amenities and community spaces.

The goals for the redevelopment of this apartment complex will address the current building's deficiencies which will include:

- To bring units up to modern building standards. Addressing aging systems, new plumbing, electrical, cabinets, countertops, sinks, tubs and vanities, painting, flooring and appliances;

- To meet and/or exceed energy conservation requirements as detailed in Section 14 of the 2014 Nevada Housing Division Qualified Allocation Plan, and to lower future utility costs for the tenants and the owner; this will include items such as new vinyl dual- pane windows, new exterior doors, additional furring, insulation and duct work, and the addition of gas-fired tankless hot water heaters;

- To increase site security and "defensible space" through landscaping, improved site lighting and security cameras;

- To reduce water consumption through the replacement of some lawn areas with low-maintenance rock and desert landscaping and the addition of low-flow faucets and commodes;

- To address remaining site accessibility deficiencies as identified in the physical needs assessment and annual property accessibility audits; and,

- From information provided by the residents we are looking to also include in the new design some of their ideas and desires. This will include expanding the amenities to include walkable trails, a new and improved Community Center which will include meeting space, a kitchen, media room, library/game room, computer lab, exercise/lap pool, to the site for Rose Gardens residents.

Under the RAD Program HUD is allowing housing authorities to convert public housing into subsidized housing with a project-based rental assistance contract. The rental assistance contract—15 years with an option to renew for another 15 years under the Project-Based Voucher approach—will allow SNRHA to borrow funds to cover a portion of the redevelopment effort.

On April, 2015 the SNRHA submitted an application for the conversion of Rose Gardens Apartments, 120 senior public housing units, under the RAD program. The Conditional Housing Assistance Payment (CHAP) agreement was issued from HUD on July 27, 2015.

As a long-term strategy, under the HUD RAD program, the SNRHA plans to convert the 120 units at Rose Gardens from public housing to project-based Section 8 housing.

The City of North Las Vegas in collaboration with the SNRHA through a Qualification Based Solicitation (QBS) process will select the Developer Partner for both RAD and Choice Neighborhood Initiative (CNI) Programs. The Developer Partner will assist with the redevelopment efforts of this senior community.

EJP Consulting Group, LLC and Praxis Consulting Group, LLC along with SNRHA assembled the initial financing for the complete redevelopment of the project, using 4% tax credits, conventional debt, if needed, supported by the anticipated RAD rent, other soft subsidy sources, including HUD HOME funds, Federal Home Loan Bank of San Francisco (FHLBSF), and Affordable Housing Program (AHP) funds. Developer Partner will assemble other necessary funding.

Additional funding sources are pending with Clark County and the City of North Las Vegas. SNRHA is co-lead on a Choice Neighborhood Initiative (CNI) Planning Grant working towards an Implementation Grant which is due December, 2017.

During the development of the new senior apartment community, current residents will be able to remain in their existing apartments. They will only be relocated one time. Those choosing not to transfer into the new RAD converted, project base/tax credit development may be transferred to another public housing unit operated by the Southern Nevada Regional Housing Authority (SNRHA), or to other affordable housing.

A physical needs assessment (PNA) commissioned by SNRHA determined that necessary modifications and/or rehabilitations to this property are necessary. The findings of the PNA justified demolition and redevelopment of this investment in accordance with the HUD TDC Guidance for Distress Justification.

To reposition the vacant land in its portfolio and prepare for sale and development, SNRHA, through the RAD conversion process, submitted an Inventory Reduction and Demolition Application to the HUD Special Application Center (SAC). Within 90 days prior the certificate of occupancy, SNRHA will start the formal relocation notification process. Rose Gardens residents may elect to be relocated to other comparable and Uniform Physical Condition Standard (UPCS) compliant SNRHA public or affordable housing units.

II. RELOCATION SERVICES

A. OVERVIEW

All families residing in Rose Gardens will be relocated once to the newly developed Rose Gardens Senior site. Those residents that elect to be relocated to another Public Housing senior development may be relocated prior to completion of construction. All Rose Gardens residents will receive formal notices (in accordance to Uniform Relocation Assistance Policies), supportive services, and relocation expenses noted herein. The SNRHA will work closely with the Developer Partner on the relocation processes. As the result of the RAD Conversion all current households will have the right to return to the new Rose Gardens Apartments upon completion of construction. Affected households that do not want to transition to the new program will be offered transfers to other Public Housing as available.

All relocation activities, prior and post construction for households moving to the new Rose Gardens Apartments, will be conducted in compliance with Public Housing Demolition/Disposition Residential Relocation Requirements under Section 18 of the United States Housing Act of 1937 as amended by the Quality Housing Work Responsibility Act of 1998 (QHWRA) and/or the Uniform Relocation Assistance (URA) and Real Property Acquisition Policies Act of 1970, as amended, (42 U.S.C. § 4601 et seq.) and its implementing regulations at 49 CFR 24, as applicable.

The Relocation Team headed by SNRHA's Supportive Services Department will manage the relocation process and services for the residents of Rose Gardens. The intention for

relocation at this time would be that residents will only have to move once, from their existing apartment into the newly developed community. SNRHA staff has extensive experience in relocating SNRHA public housing residents to other public housing developments under similar circumstances. A staffed relocation office will be maintained on-site at Rose Gardens throughout the entire relocation process.

All residents relocated as a result of the RAD Conversion of Rose Gardens will be offered comparable units that are safe, decent, and sanitary, with minimal disruption or inconvenience to their lives. All residents will be treated fairly on a nondiscriminatory basis, without regard to race, color, religion (creed), national origin, handicap, age, familial status, sex, sexual orientation or gender identity, in compliance with applicable federal, state, and local laws.

B. ELIGIBILITY

All residents relocated from Rose Gardens are eligible for moving assistance under Section 18 of the United States Housing Act of 1937 as amended by the Quality Housing Work Responsibility Act of 1998 (QHWRA) and/or the Uniform Relocation Assistance (URA) and Real Property Acquisition Policies Act of 1970, as amended, (42 U.S.C. § 4601 et seq.) and its implementing regulations at 49 CFR 24, as applicable.

Residents under eviction at the time of the RAD Conversion will not be eligible for relocation assistance under this Plan. If the eviction is for serious or repeated violations of the lease or non-payment of rent and HUD determines that SNRHA did not initiate the eviction to evade its obligation to provide relocation assistance. Residents issued eviction notices for just cause or serious lease violations after receiving a Notice of Eligibility may be entitled to relocation benefits and assistance, depending upon the circumstances. The SNRHA will review all such evictions and determine if the resident is entitled to benefits and assistance in accordance with HUD guidelines.

Each resident seeking relocation payments or relocation advisory assistance will, as a condition of eligibility, certify: (i) in the case of an individual, that he or she is either a citizen or national of the United States or an alien who is lawfully present in the United States, or (ii) in the case of a family that each family member is either a citizen or national of the United States, or an alien who is lawfully present in the United States. The certification may be made by the head of the household on behalf of other family members in accordance with 49 CFR 24.208(a).

The SNRHA will consider such certification to be valid, unless it determines that it is invalid based on a review of an alien's documentation or other information that the SNRHA considers reliable and appropriate. If, based on a review of an alien's documentation or other credible evidence, the SNRHA has reason to believe that a resident's certification is invalid (i.e. the document is not genuine on its face) and that, as a result, such person may be an alien not lawfully present in the United States, it will obtain additional information before making a final determination in accordance with 49 CFR 24.208(f).

The SNRHA will not provide relocation payments or relocation advisory assistance to a resident who has not provided the certification described herein or who has been determined to be not lawfully present in the United States, unless such person can demonstrate to the SNRHA's satisfaction that the denial of relocation benefits will result in an exceptional and extremely unusual hardship to such person's spouse, parent, or child who is a citizen of the United States, or is an alien lawfully admitted for permanent residence in the United States in accordance with the URA, 49 CFR 24.208(h).

III. RELOCATION OPTIONS

A. OPTION ONE

Residents will be assigned housing units of comparable bedroom size in accordance with SNRHA Admissions and Continued Occupancy Policy (ACOP), Chapter 5, A. Determining Bedroom Size. Families requiring reasonable accommodation under 24 CFR § 8.4 will be assigned suitable units as warranted.

The SNRHA will make units available in its conventional public housing sites to accommodate residents displaced from Rose Gardens. Public housing transfer units will be identified in several Scattered Sites and nine (9) Senior Housing sites. Each of these sites are centrally located in close proximity to major transportation arterials, bus lines, neighborhood markets, medical facilities, schools, churches and parks. The following is a list of the available properties:

Senior Housing Sites:

Aida Brents Gardens;
Archie Grant Park
Arthur Sartini Plaza and Annex
Bennett Plaza;
Espinoza Terrace
Harry Levy Gardens;
James Down Towers;
Lubertha Johnson Estates, and;
Schaffer Heights;

B. OPTION TWO:

In the event a suitable or comparable housing unit is not available within a SNRHA housing development, SNRHA will assist with relocation under the URA and eligible residents displaced from Rose Gardens will be provided with an opportunity to rent a comparable replacement public housing unit. Any "comparable replacement dwelling" must be decent, safe, and sanitary, adequate in size, functionally equivalent to the displacement unit and otherwise meet the requirements of the URA, 49 CFR 24.2.

IV. RELOCATION TO SNRHA PUBLIC HOUSING UNITS

A. UNIT ASSIGNMENT – PUBLIC HOUSING TRANSFERS

For those residents choosing to move outside of Rose Gardens, a list of comparable replacement public housing units will be provided in accordance with their household composition and availability. A resident will not be required to move from his or her unit at Rose Gardens until the SNRHA has provided that resident with at least one comparable replacement unit. Where possible, three comparable replacement dwellings will be made "available." A comparable replacement unit will be considered to have been "available" to a resident, if: (i) the resident is informed of its location; (ii) the resident has sufficient time to negotiate and enter into a lease for the unit; and (iii) subject to reasonable safeguards, the resident is assured of receiving the relocation assistance to which he or she is entitled in sufficient time to lease the unit in accordance with 49 CFR 24.204(a). The SNRHA will offer to transport each resident to inspect the replacement units to which they are referred in accordance with 49 CFR 24.205.

Residents electing to move into the new RAD converted, Rose Gardens Senior Apartment community, a unit will be assigned in accordance with their household composition.

The SNRHA will notify each family residing in a unit affected by the proposed disposition at least a Ninety (90) Day Notice to Vacate prior to the displacement date, except in cases of imminent threat to health and safety;

The SNRHA will provide for all actual and reasonable relocation expenses of each resident displaced by this proposed disposition, including residents requiring reasonable accommodation because of disabilities;

The SNRHA will provide any necessary counseling for residents relocated by this proposed disposition;

The SNRHA will not commence the demolition or complete the disposition of any occupied building until all residents residing in the units affect by this proposed disposition are actually relocated;

Remaining residents will be issued a Thirty-Day (30) Notice to Vacate specifying the last day to vacate the Rose Gardens unit and transfer to another SNRHA unit under Option 1 of the Plan or the newly redeveloped Rose Gardens Senior Apartment building. The Notice to Vacate may also contain a unit assignment in another SNRHA property.

B. UNIT SELECTION – PUBLIC HOUSING TRANSFERS

After receipt of the Notice to Vacate containing the relocation assignment, residents will be contacted by a Relocation Team member to schedule an appointment to visit and inspect the assigned housing unit. Transportation will be arranged, if required. Residents then have three (3) business days to accept or reject the unit. Upon acceptance, household

possessions will be moved by SNRHA within thirty (30) days from the receipt of the Notice.

Residents may refuse the offer of a unit of appropriate size and type as determined during the relocation assessment only for Good Cause as defined SNRHA's Admissions and Continued Occupancy Policy (ACOP), Chapter IV, Tenant Selection and Assignment Plan.

The SNRHA shall initiate eviction actions against residents that reject three (3) unit offers without Good Cause. Residents shall be given a thirty (30) Day Notice to Vacate which includes a provision to file an appeal of the move with the Grievance Officer. (See Section XIII - Grievance of SNRHA ACOP). If no grievance is filed, the SNRHA will proceed with a summary action.

The SNRHA shall terminate all further relocation payments to residents who reject without Good Cause the relocation assignment.

The SNRHA intends to hand deliver all notices. However, to the extent such hand delivery is not possible because the resident household is not available or otherwise evading such delivery, notices will be mailed: certified mail return receipt requested.

V. RELOCATION UNDER THE URA

Residents unable to relocate to SNRHA properties due to unit size needs or other extenuating circumstances as justified by the Housing Authority will be relocated to comparable, suitable, safe, and sanitary units under the Uniform Relocation Assistance (URA) and Real Property Acquisition Policies Act of 1970, as amended, (42 U.S.C. § 4601 et seq.), and provided all allowances and services mandated by the URA.

VI. RELOCATION SERVICES

G. RELOCATION COUNSELING AND ASSISTANCE.

The SNRHA is fully aware of the complexities involved in relocating families from one development to another, and understands the stress imposed on families caused by moving to a new community. To lessen the burden and inconvenience that may be caused by the move, SNRHA will designate from existing Resident Services staff a full-time relocation counselor who will be housed on-site at Rose Gardens until all relocations are complete.

The relocation counselor will provide advisory and counseling services for all resident households, including, but not limited to: (i) Selection process and mobility counseling (ii) social services and community information regarding other neighborhoods, school information, voter registration, and change of address notifications; (iii) aid in addressing the special needs of the resident, such as childcare, medical care and transportation; (iv) pre-move and post-move training sessions and; (v) assistance in filing relocation claim forms.

Comprehensive relocation assistance will be provided to Rose Gardens residents as a part of this plan. That assistance will include the following

- *Transportation Services* – Transportation and assistance will be provided so that residents may view relocation units.
- *Moving Services* – Residents furniture and possessions will be physically moved by a moving contractor hired by SNRHA. Residents will be provided boxes for packing belongings for transport. Elderly and disabled residents will be provided packing and unpacking services during the move.
- *Utilities and Services Transfer* – Assistance will be provided to the residents to transfer utilities and other services (i.e. telephone, cable, etc.) equal to current services to the new unit.
- *Social and Support Services* – Assistance will be provided to residents for the transfer and/or initial establishment of the resident's social services network so that on-going support will be available to the residents in their new units.
- *Elderly/Disabilities Assistance* – Additional support will be provided to handicapped/disabled residents as needed to assure a smooth transition to their new unit.

Residents will also participate in focus groups and be invited to attend meetings on-site to address relocation issues. Staff from the SNRHA's Supportive Services department will be available to address residents' questions and concerns about the relocation process.

VII. THE RELOCATION PROCESS

A. RELOCATION SEQUENCE.

The relocation process for residents being moved from Rose Gardens to other SNRHA properties will follow the sequence as outlined below:

1. The SNRHA will invite all residents currently residing at Rose Gardens to attend small informal on-site community meetings to be provided with an overview of the RAD program and relocation process.
2. The SNRHA will issue a General Information Notice that will be hand delivered and delivered by first class registered mail to each resident household.
3. The SNRHA will meet, individually with each resident household to provide them with an overview of the relocation process developed for Rose Gardens and the relocation benefits and assistance available to them. A Notice of Relocation Eligibility will be delivered to each resident household.
4. The SNRHA will meet with each resident household for the purposes of determining the level of assistance needed and to provide individual counseling on the nature, amount, calculation and payment of their relocation benefits and assistance. Resident will sign the SNRHA Relocation Agreement.

5. Applicants must accept a unit offered within three (3) business days from the date the unit is first shown and execute a lease within two (2) additional business days of the offer acceptance. Extensions can be approved for Good Cause. SNRHA staff will attempt to notify applicants by telephone and all offers will be made in writing by first class mail.
6. A grievance hearing will be provided to resident households who may want to contest the termination of their rental agreements in accordance with HUD regulations and SNRHA policy.
7. The residents will vacate Rose Gardens and possessions will be moved by SNRHA through force account labor or a licensed, insured commercial moving company.
8. SNRHA will provide packing assistance to the disabled and elderly (if needed).
9. On the day of the move, SNRHA will provide transportation to the new unit (if needed).

VIII. MOVING AND RELATED EXPENSES.

A. URA Qualified Relocations

Residents relocating outside SNRHA properties qualify as a displaced person (defined at 49 CFR 24.2(a)(9)) and are entitled to a payment for moving and related expenses, as the SNRHA determines to be reasonable and necessary and may choose a payment for actual reasonable moving and related expenses, or a fixed payment for moving expenses as determined by the URA Fixed Residential Moving Cost Schedule.

B. Inter-Agency Relocations

Relocation of Rose Gardens residents to other SNRHA sites will be performed by a qualified commercial mover. The SNRHA will obtain moving bids and arrange the move. The SNRHA can arrange to pay the mover directly. The commercial move costs may include:

- Transportation of the displaced person and personal property within a fifty (50) mile radius;
- Packing, crating, uncrating and unpacking of personal property;
- Insurance for the replacement value of the property moved. 49 CFR 24.301.

C. Other Expense Allowances

Families will receive a one-time $100.00 moving allowance prior to the move to cover incidental expenses not covered by SNRHA.

D. Utility Transfer Expenses

The SNRHA will also assist residents being relocated with expenses related to transferring utilities to their replacement unit. The SNRHA will either reimburse the resident based on a schedule or reimburse the resident for actual costs incurred. The resident is responsible for ensuring that all the utility bills are current at the time of relocation.

IX. RESIDENT PARTICIPATION

There are a number of reasons why residents may be reluctant to participate fully in the relocation process. These reasons include: fear, misinformation, general reticence, etc. In order to combat this problem, the SNRHA proposes to partner with other SNRHA departments to provide community outreach services and community mentors. The SNRHA's various departments have a lot of experience in community relations and community problem solving. The SNRHA also will solicit the support of neighborhood churches, civic groups, schools and neighborhood associations.

As part of the community outreach and resident involvement, the SNRHA intends to provide:

- Group information sessions will be held with the residents to provide general information about relocation options. Information and lists of available complexes/units in non-impacted neighborhoods will be distributed.
- One-on-one counseling sessions will be conducted to discuss the residents' needs and preferences. Special needs, such as the need for handicapped accessible units, will be recorded.
- Pre-move and post-move relocation training and counseling will be available to residents to address problems that they may face in their new communities.
- Brochures, notices, letters and other communication in other languages, as required, to ensure non-English speaking residents understand the relocation process and its purpose. Bilingual relocation specialists also will be available

The SNRHA believes that by executing these steps, it will be able to timely distribute accurate information to the residents to alleviate fears and dispel rumors about the relocation process. Residents who understand the process and its options will be more likely to participate and make informed decisions regarding their move.

X. REVISIONS TO THE PLAN

The SNRHA may revise this Plan without HUD approval, provided such revisions are not inconsistent with the provisions of this Plan or the URA.

XI. RECORDKEEPING

The SNRHA will maintain records in detail sufficient to demonstrate compliance with the URA implementing regulations of 49 CFR 24. Also, the SNRHA will maintain data on the race, ethnic, gender, and handicap status of all displaced residents. Such records will include, without limitation copies of all notices and written correspondence with the resident (together with necessary declarations of service), form HUD-40058 or equivalent; form HUD-40061 or equivalent; form HUD-40054 or equivalent; a Site Occupant Record; a Record of Advisory Assistance and Other Contracts Report; a Property Management Report; and a Residential Relocation Management Report.

XII. SOURCES OF AUTHORITY

Sources of authority for this Plan include, but are not limited to, 49 CFR 24; HUD Handbook 1378, Resident Assistance, Relocation and Real Property Acquisition; and HUD Training Manual, All the Right Moves: Relocation and Resident Assistance in HUD Programs; 2002 Relocation Plan Guidance Kit; and HUD Notice CPD 02-08.

XIII. GRIEVANCE

A resident may request a hearing if the resident disputes any SNRHA action or failure to act involving the resident's lease or other SNRHA rules or regulations which adversely affects the resident's rights, duties, welfare, or status. The Grievant may request a hearing by submitting a written hearing request to the Asset Manager or SNRHA Central Office within ten (10) calendar days of the date the Grievant received the notice of adverse action. To submit the request for a hearing, the written request must be delivered to:

SNRHA Hearing Officer
5390 E. Flamingo Road
Las Vegas, NV 89122

Failure to request a hearing shall not constitute a waiver by the Grievant of his/her right to contest SNRHA action in disposing of the grievance in an appropriate judicial proceeding. The written hearing request must specify:

- The reason for the grievance.
- The action or relief sought.
- How SNRHA action violates the resident's lease or other SNRHA rule or regulation, as well as the resident's rights, duties, welfare, or status.

Notwithstanding scheduling conflicts, the hearing shall be scheduled and conducted within ten (10) calendar days of the date the Hearing Officer received the Hearing Request. The Grievant shall be given written notification of the time, place and date of the hearing together with a description of the procedures governing the hearing.

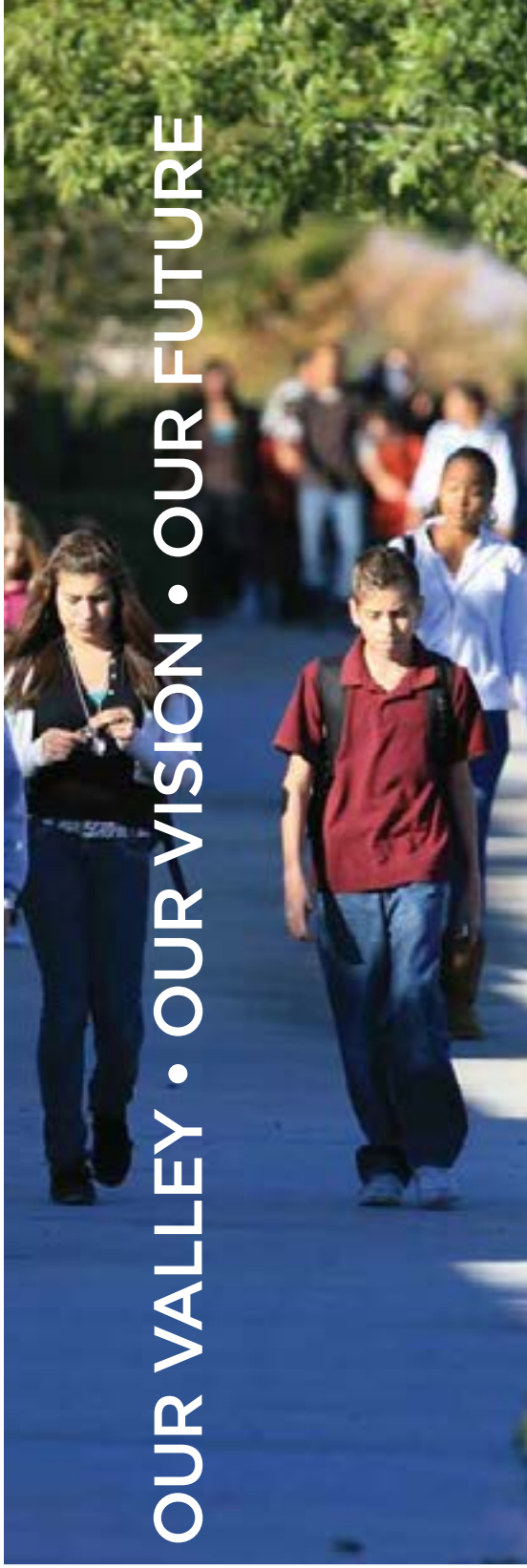
XIV. CERTIFICATION

The SNRHA hereby certifies that it will comply with the applicable requirements of the URA and Public Housing Demolition/Disposition Residential Relocation Requirements under Section 18 of the United States Housing Act of 1937 as amended by the Quality Housing Work Responsibility Act of 1998 (QHWRA) to the extent provided in this relocation plan.

John N. Hill
Executive Director
Southern Nevada Regional Housing Authority
December, 2015

APPENDIX F – DOWNTOWN NORTH LAS VEGAS IMPLEMENTATION STRATEGIES REPORT

SOUTHERN NEVADA STRONG



SOUTHERN NEVADA STRONG

Downtown North Las Vegas Implementation Strategies Report

December 2014

Cover images left to right:

Jerry's Nugget at Las Vegas Boulevard

Downtown North Las Vegas Open House comment cards (Photo credit: RTC)

North Las Vegas Gateway Monument (Photo credit: Google Street View)

North Las Vegas Students (Photo credit: 2012 North Las Vegas Community Report)

SOUTHERN NEVADA STRONG

Downtown North Las Vegas Implementation Strategies Report

December 2014

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FUBU

Southern Nevada Strong (SNS) is a collaborative regional planning effort, funded by a $3.5 million dollar grant from the US Department of Housing and Urban Development (HUD). Through this grant, SNS seeks to build a foundation for long-term economic success and community livelihood by better integrating reliable transportation, housing, and job opportunities throughout Southern Nevada.

As a part of this regional planning effort, SNS seeks to highlight specific locations that are well suited to model principles of sound urban planning and sites that demonstrate opportunities for jobs, housing and transit. The biggest opportunity lies in connecting the sites through a comprehensive transit and transit-oriented redevelopment strategy.

Downtown North Las Vegas was identified as one of the areas presenting significant opportunities for reinvestment and connectivity. This report identifies the investments and policy changes that are necessary to set the stage for successful implementation of specific initiatives.

SOUTHERN NEVADA STRONG

The Downtown North Las Vegas Area will be great when

... we give people a reason to come to North Las Vegas! – events, attractions, malls, civic plazas, restaurants and hotels!

CUANDO SE UNA REA

The Lake Mead Village Concept has taken root!

Residents have enough affordable or accessible healthy foods to eat to live healthy, active productive lives!

WHEN IT HAPPENS !!!!

the island is fully developed and we have mass transit connectivity from the north to the south

Area redevelops with new business and old buildings are removed

When we have more retail, especially more international

the shopping across the from City Hall mplete!

We get a movie theater!!!

Finish the 215 to better connect the Northern Hemisphere #SNVStrong

introduction: background and purpose

Located at the southern edge of North Las Vegas, Downtown North Las Vegas has not yet been realized as the city's true civic center. The Southern Nevada Strong opportunity site analysis sought to evaluate the area's potential as a vibrant hub of activity for the City. The purpose of the project was to identify projects, policies and programs that can be implemented in the short term in order to support current momentum and better position the area for future development.

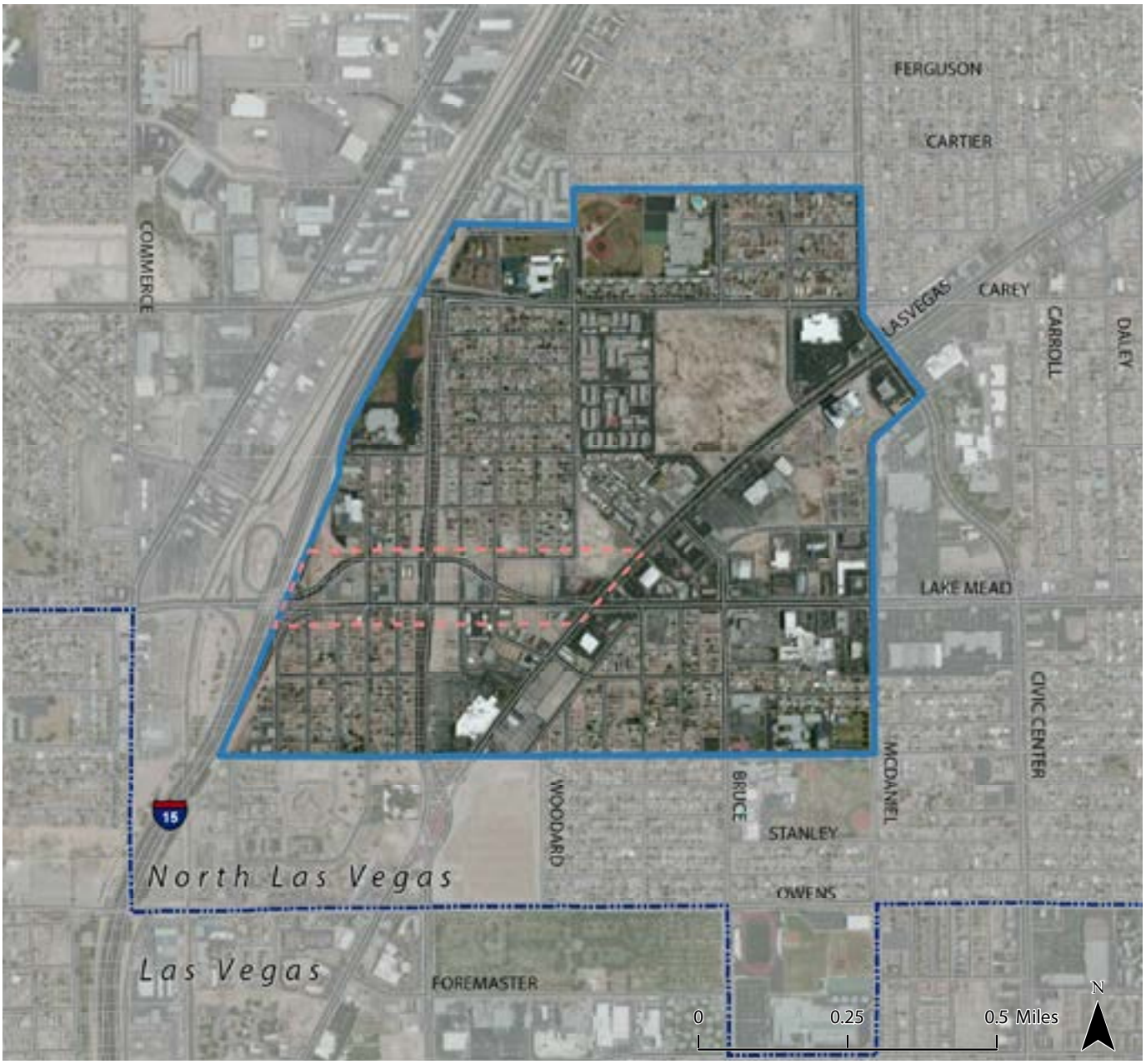
The initial focus of the opportunity site analysis was on the properties the City refers to as the Lake Mead Island ("the Island"), centrally located in Downtown North Las Vegas. Throughout this document, "opportunity site" refers to these properties. This area is bound by I-15 to the west, Las Vegas Boulevard to the east and Lake Mead Boulevard to the north and south. The Island (also referred to as the Gateway Site in the 2009 *Downtown Master Plan and Investment Strategy*) is immediately east of a freeway exit. It provides access to Downtown North Las Vegas and has the potential to be a major gateway into the community (Figure 1). The improved N. Fifth Street Super Arterial bisects the Island, connecting the northernmost areas of North Las Vegas and southernmost areas of Henderson within the Las Vegas Valley. The Island is in relatively close proximity to Downtown Las Vegas and the Las Vegas Strip.

Surrounding land uses and future development patterns, especially those in Downtown North Las Vegas, will influence the design and development of the opportunity site into the future. The analysis includes a study of the greater Downtown North Las Vegas area, which is referred to as the "study area" throughout this document.

Top: Las Vegas Boulevard near North Bruce Street Intersection

Bottom: MAX service on Las Vegas Boulevard near Civic Center Drive Intersection

FIGURE 1: NORTH LAS VEGAS STUDY AREA MAP SHOWING STUDY AREA BOUNDARY AND OPPORTUNITY SITE



Downtown North Las Vegas Study Area Boundary
North Las Vegas Opportunity Site
City Boundary
Parcels
Streets

Data Source: City of North Las Vegas Planning & Zoning Division

Over the course of the opportunity site analysis and planning process, it became apparent that:

- The market will not support the desired mixed-use development at the Island/Gateway Site in the short term without significant subsidy; and
- The entire Downtown would benefit from a variety of measures to help establish a stronger district identity and bolster its overall image as an attractive place for investment.

The Implementation Strategies Report document is the second of a two-part analysis that provides the foundation to future investment. The initial document, the *Opportunities and Barriers Report* (see appendices), compiles and interprets data that describe the current conditions in and around Downtown North Las Vegas, as well as information about the regional demand for new businesses and investment. The document identifies the investments and policy changes that are necessary to set the stage for successful implementation of specific initiatives. It focuses on the supportive uses necessary to create a vibrant and attractive area: identifying the key opportunities upon which the City can build, and the major barriers that it must overcome. It provides a set of recommendations that build from a substantial public outreach effort coordinated by Southern Nevada Strong. Seven appendices provide additional detail on information referenced throughout this report, provided under separate cover:

- Opportunities and Barriers Report,
- North Las Vegas Business Outreach Memo,
- Hispanic/Latino District Case Studies,
- Design Concept Graphics,
- Summary of Opportunity Site Workshop; and
- Excerpts from the *Downtown Master Plan & Investment Strategy* and the *North Fifth Street Transit Supportive Concept Plan.*

Top: East Lake Mead Boulevard and North McDaniel Street Intersection

Bottom: Retail development near North McDaniel Street and East Lake Mead Boulevard *(Photo credit: Google Streetview)*

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the role of downtown north las vegas

A shared understanding of the need for a more successful Downtown is important for galvanizing stakeholders and supporting messaging to funders and other partners.

Why does the City of North Las Vegas need a successful Downtown?

Cultural Relevancy

North Las Vegas is unique because of its large proportion of Hispanic/Latino[1] residents and businesses. About 39% of North Las Vegas residents and 60% of those living within three miles of the site are Hispanic/Latino. The area has thus attracted many businesses that cater to the needs of these residents.

In interviews at local Hispanic/Latino-owned businesses, respondents indicated that they selected their location precisely because North Las Vegas has become a hub for their community. Owners said they felt comfortable in an area full of Hispanic/Latino businesses, a theme that was repeated by other business owners who wanted to reach a chiefly Hispanic/Latino clientele base. At the same time, there remain many barriers to business creation among Hispanic/Latino residents. According to ethnographic research completed in 2013, the most common challenge is the language barrier. Inability to speak English can prevent immigrants from starting and growing businesses.

Top: Mercado, a Latino-themed public market in Portland, Oregon.

Bottom: A community member at one of the SNS outreach events expressing his visions for the future of Downtown North Las Vegas

1 The US Census uses the term "Hispanic or Latino" to denote both cultural and language groups.

Economic Development

Laying the groundwork for a thriving business district would create more opportunities for residents to start and expand businesses and would result in economic development benefits for the City as a whole. Targeted investment could also help to bolster the negative perception of the area by making visible improvements and opportunities for new businesses.

Lack of Past Investment and Partnerships

Despite several planning efforts, including the *2009 Downtown Master Plan*, there remain few initiatives to create opportunities for the businesses that exist in the downtown area. The City's current financial issues, including a low credit quality rating, hinder its ability to single-handedly improve safety and aesthetic appeal through infrastructure improvements. To realize a successful downtown and encourage the rehabilitation of deteriorating buildings and homes, the City will need to forge new partnerships with businesses, the State, nonprofits and other organizations.

Income

Lack of income is a significant concern in Downtown North Las Vegas. The City has noticeable issues with homelessness within the study area. Shelters and social service providers in the City of Las Vegas provide assistance to the homeless population in Downtown North Las Vegas.

Safety

Weak social networks cause people to feel less connected and more vulnerable. Conversations with business owners and residents in the study area indicate that they are concerned about safety which includes

both crime and transportation in the Downtown. Streets within the study area are prioritized for vehicles and unsafe for pedestrians, particularly children walking to and from school.

Lack of True Civic Identity

Most central business districts (CBDs) include a large concentration of employment opportunities, a range of dining options, parks and other gathering spaces, soft goods (i.e., clothing, shoes, etc.) retailers and cultural institutions. While Downtown North Las Vegas does include many successful retailers and is also home to a large employer in North Vista Hospital, many of the other ingredients are missing. With the exception of the new City Hall facility, which also hosts the North Las Vegas Library, Downtown North Las Vegas lacks the ingredients of a typical civic center or CBD. The City is in the process of making changes that concentrate services in Downtown North Las Vegas, such as creating a public safety campus at the former library site.

It is important to note that it may not be necessary to add all of the typical components of a downtown. It may actually be advantageous to rebrand the area as a vibrant business district as a way to differentiate the area from Downtown Las Vegas and to better leverage existing assets.

Top: Improved crosswalk, Denver, CO.

Bottom: Valley Metro Rail station, Phoenix, AZ.

Opposite page top : Pedestrians dashing across the road rather than walking to the nearest crosswalk (Photo taken in Downtown North Las Vegas)

Bottom: Entrance to the City of North Las Vegas, Government Center

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defining success: the community's vision

The North Las Vegas Downtown Master Plan and Investment Strategy established a unified vision for the future of Downtown. Outreach activities associated with the current effort confirmed this vision:

The Downtown is fully redeveloped into a community focal point with amenities and features that promote its unique identity. Some of the amenities and features found in Downtown include aesthetically pleasing plazas, vibrant neighborhoods, commercial areas and municipal facilities.

The entryways into the City along Las Vegas Boulevard and Lake Mead Boulevard feature imaginative street patterns that immediately distinguish the City as highly attractive and pedestrian-oriented.

The streetscapes include attractive street furniture, banners, signage and decorative lighting that promote walkability, reduced traffic congestion and direct access to businesses located along the street fronts.

Light rail/transit corridors, bicycle routes and a trail and park system link commercial areas, neighborhoods and government buildings within Downtown.

Top: 14th Street has been rebranded in Denver, CO. Raised crossing islands were added to minimize the pedestrian crossing distances. Colored concrete also better defines crossings.

Bottom: View of Downtown Phoenix's street furniture and pedestrian amenities *(Photo credits: Williamson Images/studioINSITE, LLC and http://phxdp.blogspot.com/)*

Outreach activities provided an opportunity for nearby residents and interested members of the public to revisit this vision, including new suggestions and concerns for the future of Downtown North Las Vegas.[1]

Community Workshop

Workshop participants expressed various opinions about development in the area. These included suggestions that development be focused around Civic Center Plaza, a vote against mixed use as it infringes on residences and concern about whether building would take place on a potential retail site (the 32-acre Las Flores site), and if so, when it would occur. Participants also commented on aesthetic concerns: suggesting street landscaping, cosmetic improvements and requesting that lawns not be used for parking. The public made a number of suggestions to improve safety and comfort in getting around Downtown including: making it

Pictures from Opportunity Site Workshop held in May 2014 to hear opinions, concerns and visions for Downtown North Las Vegas from community members.

1 *Outreach events: (1) On May 21, 2014, Southern Nevada Strong and the City of North Las Vegas hosted an open house to seek public input on the site possibilities for the opportunity site located in Downtown North Las Vegas. (2) To gather ideas for the needs of the North Las Vegas business community, 15 businesses along the Las Vegas Boulevard-Lake Mead-Civic Center triangle were interviewed. These interviews were conducted through informal conversations with business owners and managers, who spoke candidly about their visions for the area and for their businesses.*

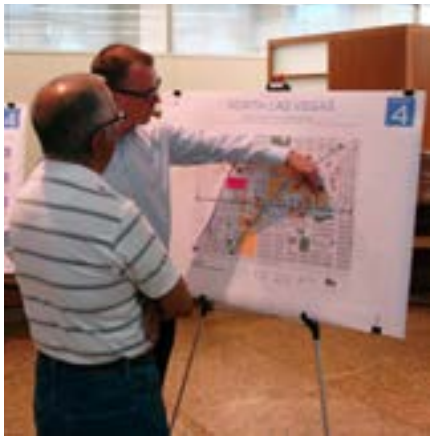
easier to cross major multi-lane thoroughfares (such as Las Vegas and Lake Mead Boulevards) that create a dividing line; providing more sidewalks (especially in residential areas) bike lanes and street lights; better road maintenance; rapid bus service; and removing landscaping or architectural elements such as gates along properties that obstruct traffic visibility.

MetroQuest

Input from the MetroQuest outreach effort (Figures 1 & 2) also provided a foundation for recommendations. MetroQuest is an online community engagement platform that was used in this project. A total of 684 participants provided feedback and suggestions for development of the study area. Participants marked a total of 1838 locations in Downtown North Las Vegas.

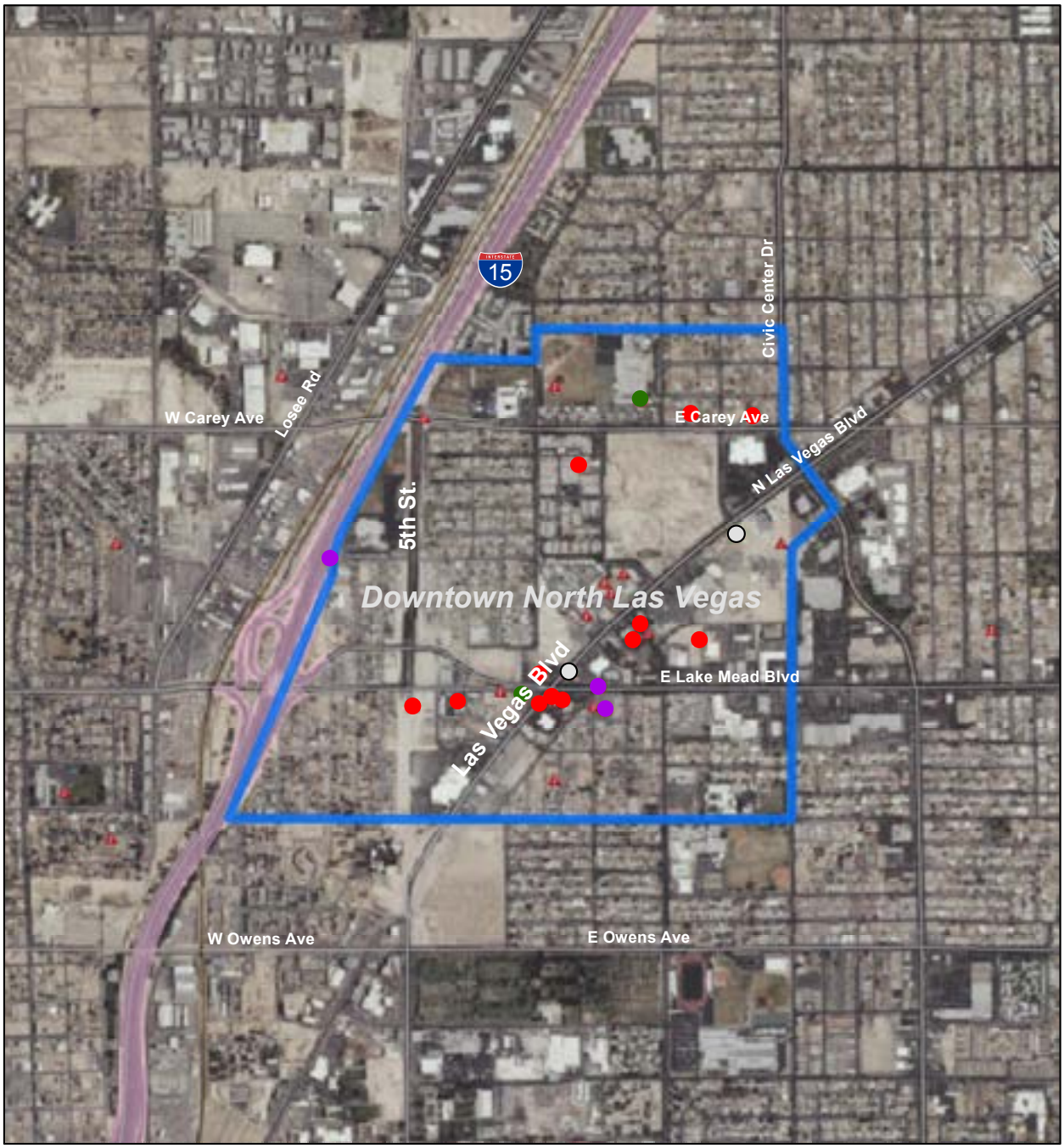
Interviews for potential project ideas

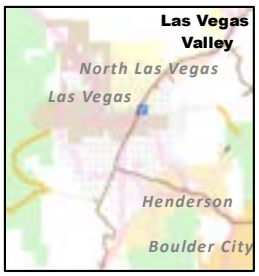
During interviews with local business owners, many participants expressed a need for family-oriented and kid-friendly recreation. All businesses mentioned wanting to see more parks nearby. They also wanted greater variety in restaurants, at least one entertainment theater and additional shopping malls—in short, more commercial plazas. Nearly half of the businesses also said they wanted the City to specifically bring some sort of attraction—whether a water park, outdoor mall or theme park—that would draw Southern Nevadans from all over the region. Security and cleanliness were also top concerns that Downtown North Las Vegas business owners want the City to address.



The workshop was held in an open house format that allowed participants to move at their own pace through six stations while providing feedback and engaging in conversation with members of the project team.

FIGURE 2: NORTH LAS VEGAS STUDY AREA MAP SHOWING SAFETY CONCERNS FROM METROQUEST





Downtown North Las Vegas
Opportunity Sites
Safety Concerns 2/26 - 3/30

- Better Lighting
- Crime
- Other
- Vehicle Speed
- Vehicle/ Pedestrian Conflict
- Safety Concerns

SOUTHERNNEVADASTRONG

Revised: October 04, 2012
Source: Boulder City Government,
Clark County Government,
City of Las Vegas Government,
City of North Las Vegas Government,
City of Henderson Government,
The Regional Transportation Commission of Southern Nevada
and University of Nevada Las Vegas
Based on Projected Coordinate System:
NAD83, StatePlane NV East FIPS 2701 Feet

Note: This map is offered as a general reference guide only. Neither warranty of accuracy is intended nor should any be assumed.

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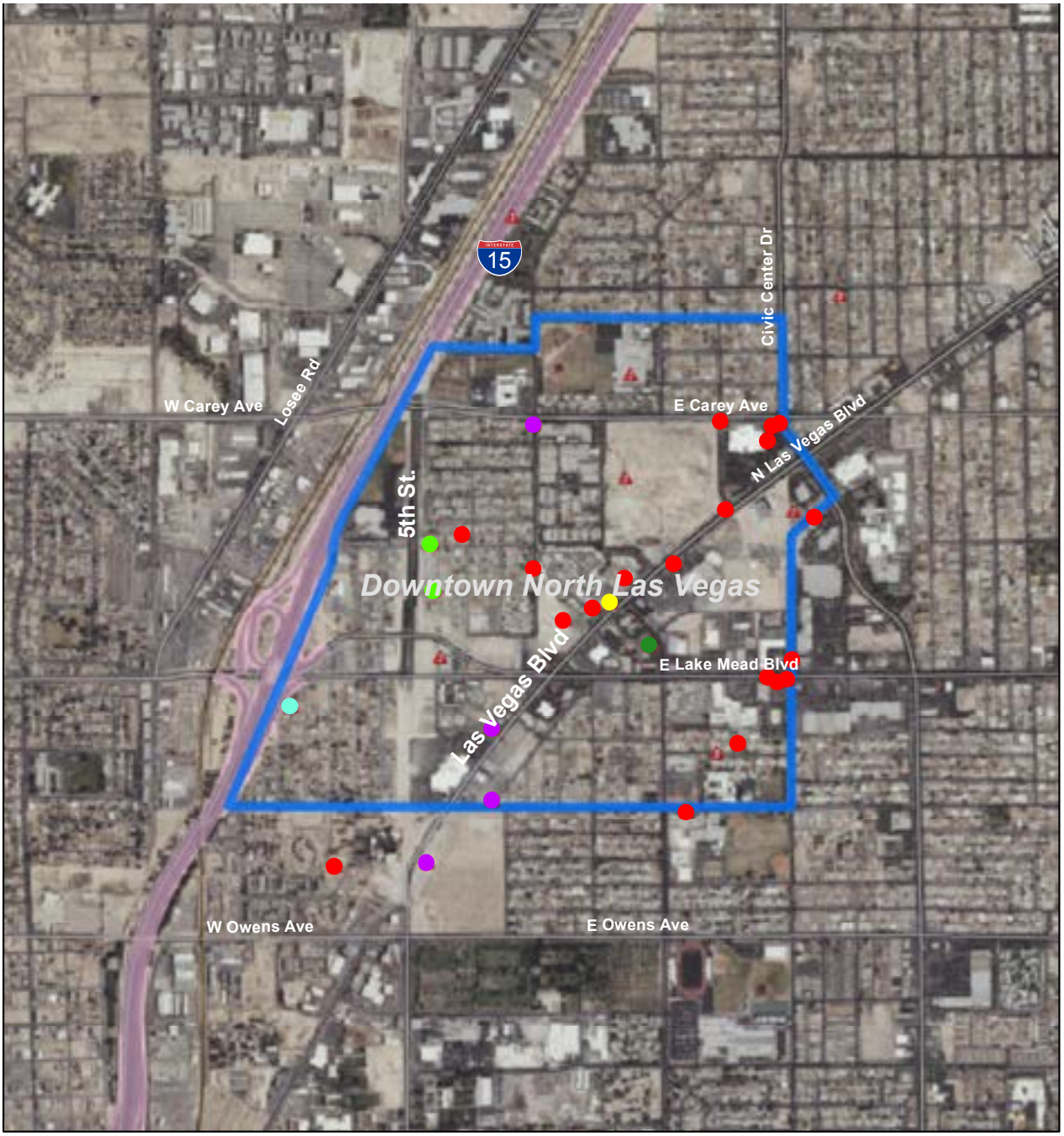
Miles

N

City of Henderson
on behalf of SNRPC
240 Water Street
P.O. Box 95050
Henderson, NV 89009-5050
Tel. (702) 267-1539

FIGURE 3: NORTH LAS VEGAS STUDY AREA MAP SHOWING SAFETY CONCERNS FROM METROQUEST



Downtown North Las Vegas
Opportunity Sites
Safety Concerns: 3/31 - 4/14

- Better Lighting
- Crime
- Crosswalk Needed
- Crosswalk Unsafe
- Vehicle Speed
- Vehicle/ Pedestrian Conflict
- Safety Concerns

SOUTHERNNEVADASTRONG

Revised: October 04, 2012
Source: Boulder City Government,
Clark County Government,
City of Las Vegas Government,
City of North Las Vegas Government,
City of Henderson Government,
The Regional Transportation Commission of Southern Nevada
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opportunities and barriers

City Hall, North Vista Hospital, an active business community and surrounding neighborhoods provide a strong foundation for growth and redevelopment. Yet, Downtown North Las Vegas lacks strong definition and identity as a destination for residents and visitors alike.

The majority of existing buildings are considered unattractive, are outdated, and do not support a walkable business district. In addition, a large amount of surface parking and vacant lots contribute to the lack of a legible built form and organization of the area. Current land values and leasing rates do not support new construction, but the area is seeing new investment from existing building owners and the revitalization of a larger shopping center centrally located in the area. Coupled with existing businesses, the revitalized shopping center will support the Hispanic/Latino culture of the district and surrounding neighborhoods.

OPPORTUNITIES: CREATING A VIBRANT MIXED-USE DISTRICT

Downtown North Las Vegas presents several opportunities that will help create a vibrant mixed-use district, a defining center of civic life and a local/regional attraction with a strong sense of place. Additional information can be found in the *North Las Vegas Study Area: Opportunities and Barriers Report* (see appendices).

The presence of institutions like North Vista Hospital (top) and the North Las Vegas City Hall (bottom) provide a strong foundation for growth and vitality. *Photo credit (bottom): Julie Jacobson*

- **Interested and engaged local businesses:** Many local businesses in the area are small enterprises with less than ten employees and locate in the area to have access to the Hispanic/Latino community. They reach their market through word-of-mouth referrals, recommendations from other local businesses and a few paid advertisements. Not a single existing business owner said they would consider moving his or her shop to a different location.

Top and Bottom: City of North Las Vegas, Comprehensive Master Plan (2006) and the North Las Vegas Downtown Master Plan and Investment Strategy are documents that provide direction and planning foundation for Downtown North Las Vegas.

- **Confirmed direction and planning foundation:** There are many plans that discuss the potential of Downtown North Las Vegas. The *2006 City of North Las Vegas Comprehensive Plan* and the *2009 Downtown Master Plan and Investment Strategy* both place emphasis on the Downtown, envisioning it as a mixed-use district and a vibrant city center with a unique identity. Within Downtown, the entire opportunity site also is located within the Downtown Business District where mixed-use projects are encouraged (Mixed Use Development District Overlay), and where the possibility of setting up a Business Improvement District was suggested in the *2009 Downtown Master Plan and Investment Strategy*. Based on the *North Las Vegas Comprehensive Master Plan,* the City has designated much of the Downtown as an 'Activity Center,' indicating that it is going to serve as a high-quality defining center of the City with a strong sense of place.

- **Flexible development standards and supportive guidelines:** Existing development regulations are generous and offer flexibility for future growth potential, including the Downtown Core Subdistrict and Planned Unit Development zoning. The Comprehensive Plan designates more than half of all lands within the Downtown study area (54%) as redevelopment area (R-A District). Strategies in this district include designating areas for intensification of retail, service uses, casino, hotel and entertainment uses, medium-high and high-density residential uses, and also coordinating the streetscape design elements. Design and development guidelines

encourage development that is consistent and compatible with the desired type of transit-oriented development and that is integrated with adjacent residential uses.

- **Good transportation access:** The site is convenient and accessible to existing transportation corridors, including the I-15 freeway, Las Vegas Boulevard, North Fifth Street and Lake Mead Boulevard.
- **Access to public transportation:** There is existing bus rapid transit along Lake Mead Boulevard, North Fifth Street and Las Vegas Boulevard and good transit connections to the Downtown Transit Center and surrounding destinations.
- **Transit improvements:** There are recent improvements to local transit infrastructure resulting from the transformation of North Fifth Street to a high-capacity transit corridor. In addition, the City of North Las Vegas, in cooperation with the Regional Transportation Commission of Southern Nevada (RTC), plans to continue improvements to North Fifth Street between Losee Road just north of Carey Avenue and the Northern Beltway. This will provide an enhanced north-south transportation corridor, improve mobility, alleviate traffic congestion, provide transit and multi-use trail facilities and accommodate growth. Funding for improvements to North Fifth Street north of Cheyenne Street has not been identified at this time.
- **Public ownership:** The City Redevelopment Agency owns several parcels of land with development potential within the core of the Downtown Redevelopment Area. This offers an excellent opportunity to design the desired type of transit-oriented development that encourages further investment around the area. Consolidation of parcels to create more intense development with attractive neighborhood gathering spaces and open spaces could also be explored.
- **Infill potential:** There are opportunities for infill development in and near the Downtown. The *Visioning 2025 Strategic Plan* calls for promoting high quality residential infill and mixed-use development as a strategy for the City to pursue in the coming years. The City's Comprehensive Plan mentions that past development in North Las Vegas has grown northward, leaving vacant parcels of various sizes within developed areas in the Downtown, which have now become prime opportunities for infill development.
- **Pedestrian activity potential:** There is potential for a high level of pedestrian activity in the area due to the proximity of residential neighborhood areas to the north and south. The City recently made improvements to North Fifth Street between Owens Avenue and I-15 to include landscaped multi-use trails, streetlights, a pedestrian bridge and other improvements including traffic signals.

- **Civic Center draw:** Major public institutions such as the Development Services Center and Municipal Court generate a large number of visitors into Downtown North Las Vegas each day. This draw has the potential to attract new development and private investment to serve visitors.

- **New and planned investments:** There have been several recent investments in both the public and private sectors. Agora Realty is in the process of redeveloping the Civic Center Shopping Center (east of City Hall along Lake Mead). A future phase of that project aims to develop a community plaza with micro-retail opportunities. There are also recent improvements to local transit infrastructure resulting from the transformation of North Fifth Street to a high capacity transit corridor.

- **Cultural diversity:** The strong presence of the Hispanic/Latino community (in 2012, 39% of the population in North Las Vegas was Hispanic/Latino, compared to 29.8% in Clark County) enhances the cultural fabric of the community and contributes to a unique sense of place.

BARRIERS: WHAT IS KEEPING THE AREA FROM DEVELOPING?

Market Barriers

- **Revitalization potential:** Other potential development sites are closer to the core of Downtown and enjoy better connectivity than the opportunity site. Development of this site may not be an ideal starting point for Downtown revitalization.

- **Large amount of vacant land nearby:** While many investors are looking for the next opportunity, the amount of vacant land and redevelopable property nearby may create a perception that the future of Downtown is too uncertain. This potential barrier could be an opportunity to demonstrate how the right project can be successful and transformative.

- **Ability to attract new businesses:** Poverty is a significant concern in North Las Vegas. Nearby Las Vegas has the highest concentration of shelters and social services in Southern Nevada. Late 20th century stereotypes of violence and danger persist, though violent crime in the area is actually lower than other parts of the Las Vegas valley.

Transportation Barriers

- **Poor connectivity and long block lengths:** The existing Downtown street network is not well connected. While the opportunity site has good access, automobile circulation in Downtown is limited, with large parcels, fences and gates negatively impacting travel in some areas. Current conditions throughout the study area include a lack of protected pedestrian crossings and an abundance of narrow sidewalks with obstructions such as utility boxes and street lights. Combined with long street blocks, these conditions discourage walking as mode of transportation in the study area. In addition, the diagonal trajectory of Las Vegas Boulevard results in large, oddly shaped parcels, which can further worsen conditions for pedestrians.

- **Surface parking:** There are abundant parking lots immediately adjacent to individual uses, with minimal shared parking or coordinated parking strategies. The placement of parking between businesses and sidewalks contributes to an unfriendly pedestrian realm.
- **Pedestrian and bicycle safety:** The narrow sidewalks in Downtown have no buffers to separate from high-speed traffic on adjacent roadways. Additionally, crossing the multi-lane arterials at intersections may be challenging for pedestrians. On East Lake Mead Boulevard, for example, a pedestrian must cross eight travel lanes. Vulnerable populations, such as the elderly and people with disabilities, may have difficulty crossing eight travel lanes within standard crossing intervals. In some cases, streets designated as bicycle routes, such as Las Vegas Boulevard, experience high-speed automobile travel, making it unsafe and unwelcoming to potential cyclists.

Top: Abundant surface parking creates unfriendly pedestrian realm

Center: Long crosswalk at intersection of East Lake Mead Boulevard and N Las Vegas Boulevard

Bottom: Long block lengths in Downtown North Las Vegas

- **Transit access and safety:** MAX Transit and standard bus shelters are located on narrow sidewalks in close proximity to the street, which can create an unfriendly environment for transit riders. In addition, many subdivisions have walls or fences that block pedestrian connections between the residential neighborhoods and the transit corridor. The land west of Las Vegas Boulevard has limited east-west connectivity, creating barriers to the only potential pedestrian connection between nearby neighborhoods and the MAX line. This results in extreme out-of-direction travel and significant added time for potential transit users.

Land Use Barriers

- **Conflicting policies or lack of policies, for development intensification:** Certain sections of the zoning ordinance allow for development that may conflict with other City policies that support denser, transit-oriented development. For example, some of the high-density residential-zoned parcels currently are subject to 35-foot building height restrictions. These same zones also call for wide building setbacks, similar to those required for larger-lot, lower-density residential development. While current zoning allows for some flexibility, some zoning may need refinement to allow for more intense uses. For example, a large percentage of land Downtown is currently zoned exclusively for low-to-medium density residential, which does not permit the type of higher-density housing envisioned. This zoning allows for larger lots with a density range between 4.5 to 13 units per acre, which is more common in suburban development patterns.

- **Lack of identity and sense of place:** During our interviews with business owners and managers, all of the participants mentioned one or more of the following words in connection with the City's reputation: ugly, poor, insecure, crime-ridden, dangerous or low-income. Vacant lots, large surface parking areas and separation of uses prevent a common identity or sense of unity to strengthen the development potential of the Downtown area.

- **Surrounding development:** Development in the surrounding area is occurring, but it is not necessarily transit-supportive. Much of the surrounding zoning is general commercial, general industrial or County zoning, which could result in a range of uses that do not align with the envisioned future of Downtown.

Top: Vacant lots and separation of uses weakens the development potential of Downtown North Las Vegas. *(Photo credit: Google Streetview)*

actions overview

The following tables summarize the actions and strategies needed to address barriers and position for opportunities in Downtown North Las Vegas. Chapter 5 provides additional detail.

TABLE 1: DOWNTOWN NORTH LAS VEGAS—ACTIONS OVERVIEW

PRIMARY ACTIONS	ACTION	POSSIBLE LEAD ROLE	POSSIBLE PARTNERS	CAPITAL FUNDS REQ'D	TIMELINE
Improve safety for all transportation modes	Implement the transportation recommendations included in the *Downtown North Las Vegas Major Corridors Study* and the *Downtown Master Plan.*	NLV	NDOT, RTC	$6M	Ongoing
	Design and construct short-term pedestrian crossing safety improvements/ streetscape enhancement on Lake Mead at McDaniel, Lake Mead at Bruce, McDaniel at Hunkins, as well as at least one mid-block crossing of Las Vegas Boulevard between Lake Mead and Civic Center Drive.	NLV	NDOT, Agora, North Vista Hospital	$50-250K	6 months-2 years
	Focus short-term landscaping and street furniture investments on the area bounded by Las Vegas Boulevard, Civic Center Drive and Lake Mead Boulevard, with an emphasis on McDaniel and Lake Mead Boulevard near Civic Center Shopping Center and North Vista Hospital. Improvements should focus on shade and other features (public sculptures, murals, benches, utility box wraps, intersection painting) to improve pedestrian experience, and make walking distances and climatic conditions acceptable.	NLV (RDA), NDOT	RTC, North Vista, other private property owners, sponsors	$50K-$1M	6 months-2 years
	Expand City of NLV and RTC partnership linking sidewalk improvements with transit stop improvements.	NLV, RTC	N/A	$75K-$1M	Ongoing

TABLE 1: DOWNTOWN NORTH LAS VEGAS—ACTIONS OVERVIEW (CONTINUED)

PRIMARY ACTIONS	ACTION	POSSIBLE LEAD ROLE	POSSIBLE PARTNERS	CAPITAL FUNDS REQ'D	TIMELINE
Create a safe and attractive environment	Increase code enforcement. Identify and secure funding for more frequent inspections and assessments.	NLV	NLV businesses	$50K	Ongoing
	Graffiti abatement program. Consider increasing fee on water utilities to help to fund program; could also be funded by businesses.	NLV	NLV businesses		
	Establish "Clean and Safe" program. In conjunction with an Improvement District (see below) or as a stand-alone effort, establish enhanced maintenance and patrol for Downtown area.	NLV	Business leaders, business groups	$50-250K per year	6 months-1 year
	Enhance home improvement assistance program. Identify funding mechanism(s) and design program to support homeowner investments in existing housing stock.	NLV	Non-profit, HUD	TBD	Ongoing
	Restructure and market façade improvement program. Identify demonstration projects, marketing materials and design assistance support; target Lake Mead Boulevard as a starting place.	NLV	Local architect/s, business owners, UNLV's Architecture program	$25- 50K	6 months-1 year

Left:

San Diego's Clean and Safe Program Maintenance Ambassadors.

(Photo credits: downtownsandiego.org)

TABLE 1: DOWNTOWN NORTH LAS VEGAS—ACTIONS OVERVIEW (CONTINUED)

PRIMARY ACTIONS	ACTION	POSSIBLE LEAD ROLE	POSSIBLE PARTNERS	CAPITAL FUNDS REQ'D	TIMELINE
Improve district identity	Rebranding (renaming, logo, etc.): Gateways, signage, wayfinding. Develop business district map and marketing materials. Build on the energy of businesses that are already locating here—Hispanic / Latino-oriented businesses and restaurants.	Business group	NLV; Latin Chamber; CCSN graphic artists	$50K	6 months-1 year
	Increase events and programming in the Downtown area: Work collaboratively with public and private groups to identify potential activities and events that will induce direct or indirect economic support of Downtown businesses. Identification of events and activities could potentially attract a broader demographic to increase activity. (Lake Mead Taco Tour, Mexican Independence Day Celebration, etc.)	Business group	NLV; Latin Chamber	TBD	Ongoing
	Work with the Arts Committee to establish a mural program and/or other arts initiatives.	Business group	NLV, Metro Arts Council of Southern Nevada	$50K	6 months-1 year
	Improve open space amenities: Program and promote existing amenities, such as the City Hall splash pad and front lawn area; Support Agora Shopping Center Plaza.	NLV	Agora, Business group, non-profits	$50K-2M	6 months-2 years

Left: District identity can be strengthened by promoting existing open space amenities such as the City Hall splash pad and front lawn area *(Photo courtesy: Google Streetview).* **Right: Dancers celebrate El Grito in Las Vegas at Fiesta Las Vegas Latino Parade & Festival** *(Photo courtesy: https://www.multivu.com/)*

TABLE 1: DOWNTOWN NORTH LAS VEGAS—ACTIONS OVERVIEW (CONTINUED)

PRIMARY ACTIONS	ACTION	POSSIBLE LEAD ROLE	POSSIBLE PARTNERS	CAPITAL FUNDS REQ'D	TIMELINE
Support existing businesses and create opportunities	Grow a collaborative business group. Continue to develop and build relationships between business community and other community organizations for mentoring, skill building, fundraising and development. City role to assist with convening and chartering.	NLV and Agora	Area businesses; community members	$15-30K	6 months-1 year
	Create a Business Improvement District (BID) or a similar organization where businesses levy a fee on themselves to pay for promotion, beautification, events and safety that provide a mutual benefit. BID's currently are not allowed in Nevada.	Business Group	NLV; International Downtown Association; Main Street Coalitions	$10-15K	1-3 years
	Establish and promote sources for small business loans.	NLV	Local Community Banks; Foundations; Developers; Property owners	$10-15K	Ongoing
	Support new food and dining options in the Downtown area. Explore food cart hub and/or community kitchen concept	NLV	Restaurant owners; Culinary Workers Union and schools	$10-15K	Ongoing
Support new development	Provide technical assistance to potential developers who would like to use alternative financing tools in the area. (NMTCs, CDBG Section 108, etc.)	NLV	Developers, Community Development Financial Institutions, Other banks	$10-15K	Ongoing
	Establish better working relationships with large property owners.	NLV	Property owners	-	Ongoing
	Leverage existing property holdings at the Lake Mead Gateway area (the "Island") and other areas of Downtown. Consider selling property with conditions on the purpose/form of future development and using the proceeds for Downtown improvements.	NLV	-	-	1-6 months
	Provide public incentives for development that help to further the community's vision for Downtown	NLV	Developers	-	Ongoing

actions detail

This chapter elaborates on all of the action steps that were specified in Chapter Four. Each action step identifies specific implementation barriers that must be overcome and then elaborates on specific actions the City can take to overcome those barriers. This chapter also includes successful case studies to inspire and exemplify the actions.

IMPROVE SAFETY FOR ALL TRANSPORTATION MODES

A safe transportation system encourages walking, biking and transit use, while accommodating motorists through and to Downtown North Las Vegas. Discussions with local businesses pointed to the need to improve sidewalks and create safer crossings. Safety improvements increase mobility options for workers, shoppers and visitors within Downtown, creating a more economically vibrant and thriving economy. There are several barriers to overcome when implementing this action:

- There are several **unsafe street crossings.** At most intersections, there is a crosswalk on only one side, leading pedestrians to potentially have to cross the roadway intersection three times to reach their destination legally.[1] Distances between existing marked crossings are also a barrier. Many of the existing marked crosswalks are hard-to-see, faded or missing entirely. Businesses on the Las Vegas Boulevard corridor noted the high incidence of jaywalking and car accidents, mainly because the distance between crosswalks is too great and pedestrians prefer to risk a dash across the street rather than walk to the nearest crosswalk.
- **Physical barriers** limit efficient, safe and direct travel options. The land west of Las Vegas Boulevard has limited east-west connectivity. North Fifth Street also serves as a physical barrier separating the east and west portions of Downtown. These barriers cause extreme out-of-direction travel and significant added time for pedestrians, cyclists and transit users. In addition, limited connectivity exists between residential neighborhoods and the Downtown commercial core.
- Many streets are not interconnected and motor **vehicle circulation is poor.**

1 *North Las Vegas – TOD Transportation Opportunities and Barriers Memo, Nelson Nygaard, April 15, 2014.*

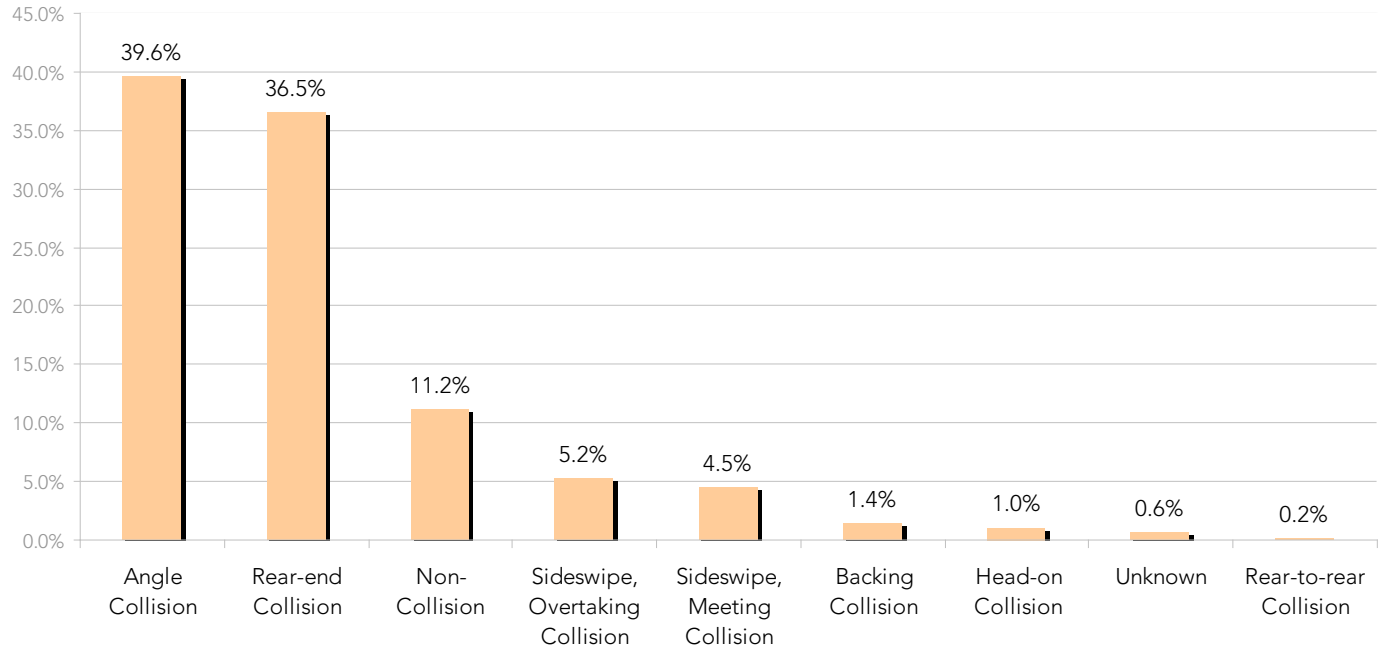
Automobile circulation within Downtown is limited, with large parcels, fences and gates restricting connectivity in some areas.

- The **abundance of driveways** creates traffic conflicts for all users. Between 2008 and 2011, the most common crash type within the Downtown study area were angle collisions and rear-end collisions (Figure 2).[2] Both types of crashes may occur when motorists exit and enter out of the driveways. The driveways create more points of conflict with non-motorists and may increase potential crashes.
- **Unsignalized intersections and median openings** can create safety hazards. Crash data for the Downtown study area also indicated a high number of crashes occurring from unsignalized intersections and median openings (angle crashes).[3]
- There are a number of locations throughout the Downtown study area that are **lacking sidewalks**, or have sidewalk obstructions that limit pedestrian connectivity, including utility poles and railings.

2 *City of North Las Vegas Major Downtown Corridor Study (2014).*

3 *City of North Las Vegas Major Downtown Corridor Study (2014).*

FIGURE 2: NORTH LAS VEGAS DOWNTOWN STUDY AREA CRASH TYPE (2008-2011)



Source: NDOT Traffic and Safety Division, 2012: Parsons Brinckerhoff. City of North Las Vegas Major Downtown Corridor Study, 2014.

- Unmarked crossings, sidewalks with obstructions and a lack of curb ramps pose barriers to accessibility at many Downtown intersections. *The Comprehensive Trails and Bicycle Master Plan (2011)* mentions that sidewalks built prior to 1999 may have obstructions such as street signs, light poles and other utility equipment. Such obstructions make sidewalks **non-compliant with ADA**. On roadways such as Las Vegas Boulevard and East Lake Mead Boulevard, sidewalks are narrow and may share space with utility poles.

- To the north of East Lake Mead Boulevard, the nearest at-grade street crossing is nearly a half mile north at East Carey Avenue. There is a pedestrian overpass across North 5th street at East Judson Avenue; however, residents must either climb stairs or add an extra 715 feet to their trip through the use of ramps to access the overpass. For a person with limited mobility, this can be a significant deterrent.[4]

- There is a **lack of bike infrastructure,** with no existing bicycle lanes or signage Downtown. Designating a lead staff person to coordinate the bicycle facility development may overcome the limited support for the planned system (as per the *North Las Vegas Comprehensive Trails & Bikeways Master Plan*).

Actions to Improve Safety

Implement recommended transportation improvements:

- The *Downtown North Las Vegas Major Corridors Plan* and the *Downtown Master Plan* outline a range of transportation improvements needed within Downtown. These include:

1. Redeveloping Las Vegas Boulevard with medians, wider, detached sidewalks, landscaped buffers and marked crossings;

2. Targeted intersection improvements along Lake Mead Boulevard; and

3. Adding new pedestrian and bike connections throughout Downtown.

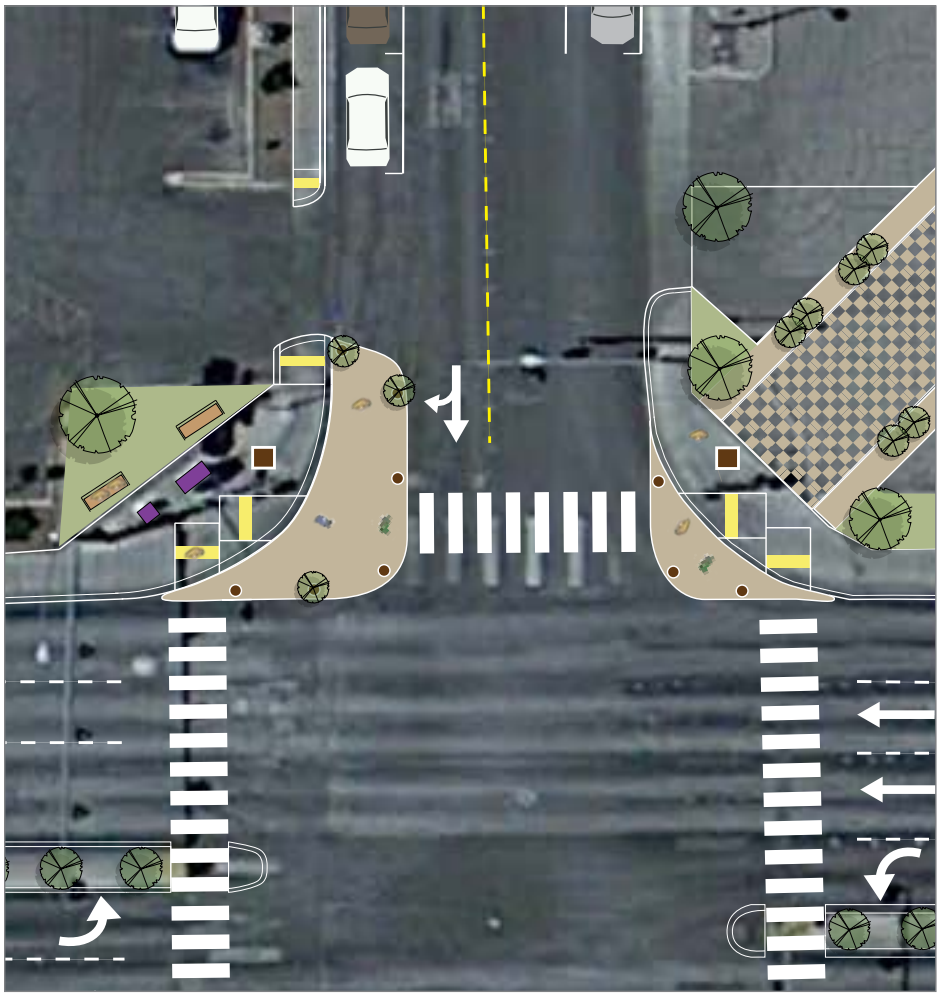
Pursue short-term safety improvements:

- Design and construct short-term pedestrian crossing safety improvements or streetscape enhancement on Lake Mead at McDaniel, Lake Mead at Bruce and McDaniel at Hunkins, as well as at least one mid-block crossing of Las Vegas Boulevard between Lake Mead and Civic Center Drive.

- Some of the short term improvements suggested here can be incorporated into the long term projects for Downtown that are in concept and/or design phase. These include a Complete Streets project for Las Vegas Boulevard from Tonopah to Carey and on Carey from Revere to Pecos, Pedestrian Safety Improvements on Las Vegas Boulevard from Evans to Pecos and the Lake Mead Couplet.

4 North Las Vegas – TOD Transportation Opportunities and Barriers Memo, Nelson Nygaard, April 15, 2014.

- The interim design concept at the North Bruce Street and East Lake Mead intersection consists of median island refuges to improve pedestrian safety across East Lake Mead Boulevard. Additional intersection improvements include ADA compliant curb ramps and new marked crosswalks. As a designated bicycle route, North Bruce Street is designed to accommodate cycle tracks in both directions to enhance multimodal connections across the City.
- At the high traffic volume McDaniel and East Lake Mead intersection, the interim safety improvements include painted bulb-outs, to shorten crosswalk lengths and help calm traffic *(see appendices).* The interim design concept also illustrates a scheme for a plaza entryway that could be completed by future development of the adjacent property.
- For the McDaniel and East Hunkins Drive intersection *(see appendices),* the recommended improvements include painted bulb-outs and painted crosswalks with ADA compliant curb ramps. The interim design includes movable planters and appropriate street trees. There is also an opportunity to paint the intersection with a locally inspired art theme.



Top: Interim safety improvements at McDaniel and East Lake Mead intersection.

Bottom: McDaniel and East Hunkins Drive intersection painted with a locally inspired art theme.

Focus on short-term landscaping and street furniture investments:

- The area bounded by Las Vegas Boulevard, Civic Center Drive and Lake Mead Boulevard should be improved in the near term, with an emphasis on McDaniel and Lake Mead Boulevard near Civic Center Shopping Center and North Vista Hospital. Improvements should focus on shade and other features (public sculptures, murals, benches, etc.) to improve the pedestrian experience, and make walking distances and climate conditions acceptable. One such example can be seen at the northwest corner of the McDaniel and East Lake Mead intersection where opportunities exist to accommodate new street furniture and landscaping treatments to improve pedestrian experience *(see appendices).*

Integrate street and transit improvements in partnership with RTC:

- In collaboration with RTC (and NDOT depending on the facility), the City of North Las Vegas should work to strategically locate transit stop and adjacent pedestrian realm improvements in areas that:

  1) Currently have poor pedestrian facilities and are identified in the Downtown Corridor Study for improvements; and

  2) Have active development, redevelopment or rehabilitation projects planned or underway. With limited resources and a large area requiring improvements, it will be critical to establish a strong nexus between public-realm improvements and private-realm investments.

Case Study: Olvera Street (Los Angeles, CA)

The market plaza at Olvera Street dates back to the founding of Los Angeles by Spanish settlers in the late 1700s. It has historic value and is home to businesses, restaurants and important religious observations for the community. Uniquely, Olvera is a named alley, but businesses have since turned to face the alley instead of their original streets. It is a pedestrian environment, closed off to vehicle traffic. Olvera has become a major tourist destination.

CREATE A SAFE AND ATTRACTIVE ENVIRONMENT

A safe and attractive environment draws businesses and visitors, while creating a welcoming place of which residents can be proud. Business owners also confirmed that a safe and attractive environment with a common identity are key to the success of Downtown North Las Vegas. Barriers to overcome include:

- The area is generally **unfriendly for pedestrians**. Long street blocks in Downtown make it inconvenient and unappealing for pedestrian travel. There is an abundance of surface parking lots located between businesses and sidewalks, increasing the distance non-motorists must travel.
- There is a **negative perception** of Downtown. Many visitors and business owners have a poor perception of Downtown, and are concerned about homelessness, poverty and crime.
- Downtown has **no shared or unique identity**, to set the area apart from other communities.
- There is an abundance of **vacant and underused parcels.** The amount of vacant land and redevelopable property within and around Downtown creates a perception that the future of Downtown is too uncertain.

Actions to Create a Safe and Attractive Environment

Direct additional resources to increase code enforcement:

- A targeted code enforcement program can reduce code violations while restoring the

look and feel of Downtown. Increased enforcement should be used in conjunction with other programs, such as property improvement programs, infill redevelopment incentives and neighborhood involvement and clean-up campaigns.

Expand the graffiti abatement program:

- Local awareness, education, volunteerism and enforcement are the primary components of this program. There are a number of stakeholders that should be involved in the early planning stages of this program, including law enforcement, area schools, City leaders, residents, business owners and community and youth groups. Working with area partners, the program should include an accessible response system to report graffiti that is monitored by zone or block leaders who can respond and initiate abatement. The City could consider increasing fees on water utilities to help to fund the program, and/or seek funding from local businesses.

Establish a Clean and Safe program:

- In conjunction with an Improvement District or as a stand-alone effort, the City should establish enhanced maintenance and patrol for Downtown. Businesses within this area would elect to pay a fee to raise money that supplements publicly-financed services for neighborhood improvement, including cleaning, security, community justice services, market research and retail advocacy. A board of directors, composed of property owners, representatives and interested citizens would govern the program.

Evaluate the success of home improvement assistance programs:

- In 2014, the City of North Las Vegas launched two programs for home improvement and assistance. These include the Single Family Owner Occupied Rehabilitation Program, which provides assistance to low and moderate-income households to improve their living conditions and the Blight Removal Program.[5] The City should revisit these programs and evaluate their effectiveness on Downtown properties. The City could also set up an annual monitoring system to revisit and make necessary improvements to these programs. A similar program in the region is carried out by the City of Henderson. This program provides grants to property owners with residential buildings located in specific geographic areas. The program stipulates that property owners make a financial contribution toward the improvements—such as exterior painting, landscaping and front yard fencing in order to qualify for the grant. In addition, the applicant must provide at least two cost estimates from licensed contractors and the lowest estimate will be chosen. In Henderson, the maximum benefit is $1,500 with an 85% grant and 15% owner split.[6]

5 http://cityofnorthlasvegas.com/Departments/ParksAndRecreation/PDFs/NeighborhoodServices
6 http://cityofhenderson.com/redevelopment_agency/docs/Incentive%20Programs/06.2013%20Update/Program%20Guidelines%20and%20Application.pdf

Foster a civic organization:

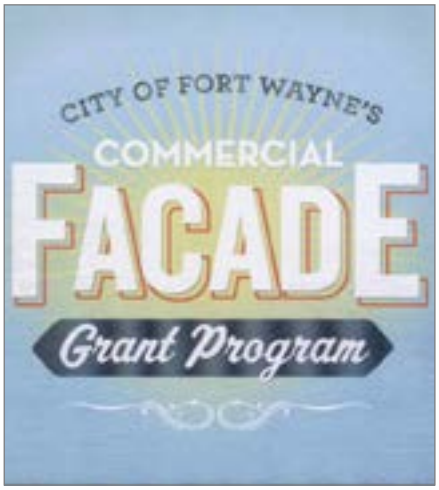
- Local non-profit organizations, interested residents, schools and other community organizations can volunteer to promote civic pride and help in neighborhood beautification efforts. Model programs in other cities include organizations such as Pride Inc.[7] that have local chapters in neighborhoods. These chapters organize activities such as painting homes to help owners who are no longer able to maintain the property. Volunteers include high school students and community members.

Restructure and market facade improvement program:

- The City of North Las Vegas Facade Rehabilitation Program offers up to $100,000 in funds for facade improvements to commercial, retail and office properties located within the boundaries of the City's Redevelopment Areas. At this time, the program is inactive and has not received much interest from property owners.

We propose that the City reconfigure its program in the following ways:

- Clarify program goals and geographies by creating a set of materials for distribution;
- Actively market the program through in-person meetings with property owners along Lake Mead and Las Vegas Boulevards;
- Stipulate a timeframe in which the improvements must be made, or funding will revert to the City;
- Set up an easy-to-access application with an associated annual deadline;
- Consider allocating some of the available money as a revolving loan program or initiate a property owner match, which would allow the program to reach more businesses and require that business owners have some ownership over the improvements;
- Develop a list of partner contractors who know about the program and can provide quick bids for potential projects;
- Develop design guidelines that promote the visual aesthetic put forward in the *2009 Downtown Master Plan and Investment Strategy*; and
- Co-market this program with energy-efficiency upgrade programs for commercial buildings.



Above: Advertising materials for the Fort Wayne, IN façade grant program

7 *http://www.prideincorporated.org/*

IMPROVE DISTRICT IDENTITY

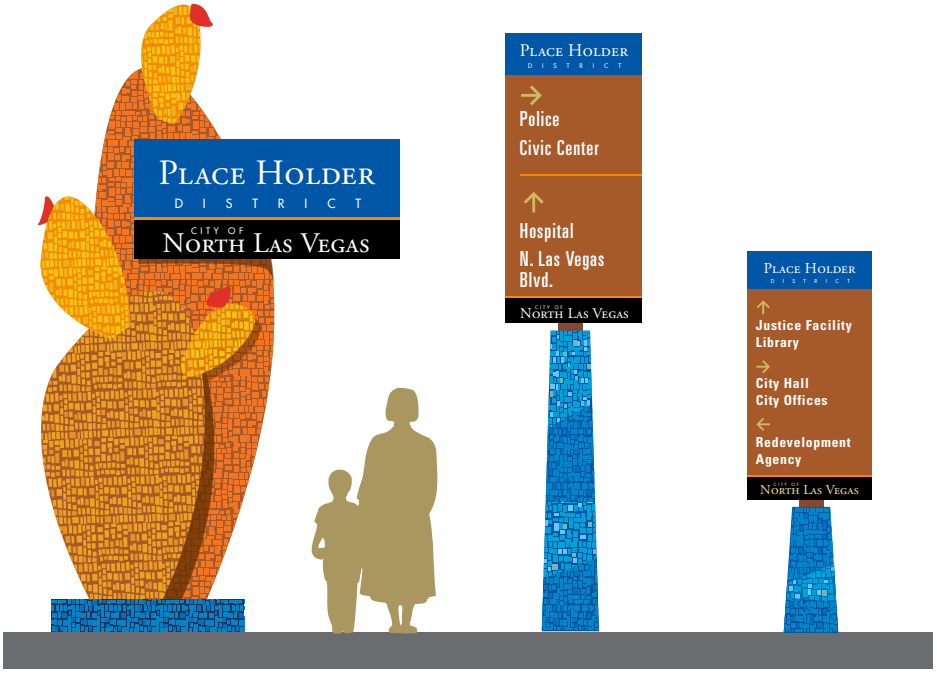
Downtown needs a common identity that will promote a sense of ownership and pride. District branding can add to a unique sense of place, attracting businesses and visitors to explore the neighborhood, shop, stay and return. The community identified three key goals for revitalizing Downtown North Las Vegas—all related to strengthening a common identity. These include: making Downtown North Las Vegas a local and regional destination with a unique identity; branding and marketing Downtown to showcase its unique sense of place and identity and; celebrating its distinct culture by establishing Downtown as a cultural center. Barriers to overcome include:

- The area has several **vacant and under-used lots** that dilute the look and feel of Downtown.
- There is an **overall lack of well-defined public spaces**, public art or cultural space to celebrate the unique local history and culture.
- **Large surface parking areas** detract from the common identify of Downtown.
- The **separation of land uses** prevents a common identity or sense of unity to strengthen the development potential of the Downtown.
- The **lack of a clearly defined boundary and common brand** are also barriers that limit a sense of place and identity.

Actions to Improve District Identity

Develop an identity branding campaign:

- Focusing on image, identity and branding will be essential in making the Downtown a local and regional destination and to celebrate the culture of the area. *The Downtown Master Plan and Investment Strategy (2009)* recommends a distinct name for the Downtown North Las Vegas area. The local community should be directly involved in the naming and branding effort to promote a strong sense of ownership and community pride.
- Additional efforts will include targeted marketing campaigns to reposition Downtown North Las Vegas in the minds of existing and potential residents, businesses and investors. Developing a business district map and marketing materials that incorporate the new logo and name would further reinforce the brand. Examples of the targeted efforts could include setting up a committee which is dedicated to developing and carrying out various marketing campaigns, creating a marketing theme that establishes a feeling that there is new investment happening Downtown and developing a separate website using the new brand that promotes the neighborhood's businesses and provides key contacts.
- The common branding can also be carried forth in all signage and wayfinding elements. Gateways,



Top: Designs for signage and gateway monument identified in *Downtown Master Plan and Investment Strategy Report (2009)* **Bottom: Gateway Monument implemented at Las Vegas Boulevard and North 5th Street** *(Photo courtesy: Google Street View)*

signage and banners will help distinguish Downtown North Las Vegas from the surrounding community and create a cohesive and unique identity. *The City of North Las Vegas Downtown Master Plan and Investment Strategy Report (2009)* identified designs for signage and gateway monuments. Implementing signage and gateway monuments with the recommended color palette and materials at key intersections, entry points and bus/transit shelters will help reinforce the Downtown identity and help in orienting visitors.

Increase events and programming in Downtown:

- The City needs a guiding document and a district management agency such as a Downtown Business Improvement District (BID) to serve as a booster for the neighborhood. Working with area partners, the City should seek the organization of a local management agency to facilitate events programming and to promote business, attractions and activities in Downtown North Las Vegas. Additionally the area must leverage its cultural diversity and the presence of a large Hispanic/Latino community by embracing this identity and marketing

itself as the City's cultural center. Some of the notable examples of such successful transformations/ collaborations are enclosed in the Hispanic/Latino District Case Studies *(see appendices)* at the end of this report.

Promote landlord incentives and recognition:

- Organizing an ongoing City Club with elected leaders, business owners and citizens would act as a platform to discuss ways to improve property owner and business owner relations in the community. This group could also organize reward programs for businesses that have taken initiatives for building improvements. This could be in the form of a "Most Improved Building Façade" award, as an example. The City of North Las Vegas could also organize a free training program for landlords that illustrates how to be a proactive property manager, including code compliance, applicant screening and how to recognize and deal with drug and other illegal activity *(Crime Prevention Through Environmental Design Strategies)*. The City could also set up a "Good Landlord Program."

Work with the Arts Committee to establish a mural program and/or other arts initiatives:

- The City of North Las Vegas should work with its Arts Steering Committee to create a mural program that engages the community. Murals are an increasingly popular public art form that adds vibrancy and vitality to the built landscape for relatively little monetary investment. Many communities in the United States have mural programs. To get a mural designed or commissioned, a neighborhood has to organize and apply, contribute time and energy, and agree on the themes and images to be represented. Murals connect people to discuss what is important and how they want to identify their neighborhood. Participants can include nonprofit groups, arts groups, residents, congregations, political representatives and business leaders. The Clark County Arts Commission and the City of Las Vegas Arts Commission are two successful models or partners.

Improve open space amenities:

- Welcoming public spaces can help Downtown North Las Vegas become a local and regional destination. These spaces should be designed for a range of activities, large and small, to encourage gathering, social interaction, recreation and demonstration.

- These spaces should incorporate the City's Hispanic/Latino culture through flexible gathering spaces that allow for open-air markets, food festivals, special events and celebrations. Constructing interpretive spaces that promote and allow visitors to engage with the local culture, environment and history is also recommended. Public spaces for recreation appropriate to the desert environment such as spray grounds, picnic shelters to provide shade and seating can also be incorporated. At the City Hall fountain and plaza, amenities should be designed to include improved seating, shade structures and benches, in order to showcase this location as a resource for community members and as a space for public events.

Above: Denver Art Museum has a long history of engaging Hispanic/ Latino audiences regularly partner with local artists to incorporate in their open spaces the many perspectives found in the local community (Photo Courtesy: http://incluseum.com/)

Workshop participants identified the need for urban open space that is close to shopping amenities. To encourage more urban open spaces within Downtown, the City can provide incentives or establish partnerships for the development of an urban public space in the new development.

Organize events at Agora Shopping Center Plaza:

- As part of the Civic Center revitalization project, developers are planning a central plaza with outdoor seating. The space may include a stage, a children's play area and other community amenities. The City or Downtown area business group should work with Agora to program the space with small and large events. Weekly events could include a craft market, art show, concert series, etc., while quarterly or annual events might include larger concerts and themed weekend-long events. Given the potentially catalytic nature of the rehabilitation project, the City should also consider providing a financial contribution to the project. Finally, the City or business group should promote this space in the business district map and other City-wide marketing materials.

Case Study: South 12th Street (Tucson, AZ)

The South 12th Avenue district is overseen by the South Side Business Coalition (founded 2012). The Coalition's goal is to turn the street into a destination like Olvera Street in Los Angeles. The district is 2.4 miles long and has suffered from neglect, crime, litter, and broken infrastructure, yet it continues to attract Hispanic/Latino business owners and patrons. Like most Hispanic/Latino corridors, the Hispanic/Latino community is strong, but not politically active. This is common because immigrant status, community self-sufficiency, and limited English language skills tend to isolate Hispanic/Latino communities. South 12th Avenue has the mayor's support, but has been unable to get enough votes to pass an improvement bond and failed to secure a vital grant.

SUPPORT EXISTING BUSINESSES AND CREATE OPPORTUNITIES:

Supporting businesses and creating opportunities is a vital component to the success of revitalizing a business corridor. The average citizen does not have access to, nor knowledge of, every possible economic resource. They do however, have good ideas about what they want their communities to be like and what kinds of retail and services will work there. Support for businesses creates a thriving and inter-dependent business community that will advocate for each other and reinvest in Downtown. Barriers to overcome include:

- Many residents near Las Vegas Boulevard do not speak English as their native language. Lack of English skills makes this population vulnerable at every level. When people are unable to meet their basic needs, they will be less able to contribute to a vibrant retail district. The **language barrier** also isolates immigrant communities, making them more self-reliant and less likely to reach out for assistance.
- The Hispanic/Latino business community contends with **litter, graffiti, unsafe pedestrian environments, disconnection, and a perception of violence** that keeps people away.
- Within one mile of the Downtown study area, **retail vacancy rates** were as low as 2% in 2010 and have steadily climbed to as high as 15% since.
- The **average building** within a one-mile and three-mile radius of the Downtown study area was built in 1979 and 1963, respectively, compared to 1993 for Clark County.
- Within one mile of the Downtown study area, **rent per square foot** is $22.01 compared to $19.30 for Clark County (annualized).

Case Study: New Alisal Business District (Salinas, CA)

The Salinas United Business Association (SUBA) was created in order to manage the growth of the Alisal District. The SUBA business improvement district is the primary tool for SUBA to effect change and raise money. This BID is supported by the City of Salinas Economic Development Department and is located in the Salinas Valley Enterprise Zone. SUBA provides beautification and marketing, street clean up and business training for members.

- Within this same area, 39% of the population **did not graduate from high school**, compared with 15% for all of Clark County.

Actions to Support Existing Businesses and Create Opportunities

Develop a collaborative business group:

- Work collaboratively with both public and private groups to identify potential activities and events that will induce direct or indirect economic support of Downtown businesses.
- The Las Vegas Metro Chamber of Commerce, Urban Chamber of Commerce and the Latin Chamber of Commerce Community Foundation[1] can take the lead to organize the type of events and activities that could potentially attract a broader demographic to increase activity (Lake Mead Taco Tour, Mexican Independence Day Celebration, etc.).

Create an Improvement District:

- A valuable tool for developing Hispanic/Latino business districts is the business improvement district, special services district or empowerment zone. By first designating the specific boundaries to achieve this identity and then providing avenues for building revenue, the vision and scope for a retail corridor becomes clearer and less daunting. Official designation by the City creates authority and validity for a district. Like the National Main Street Program formula, these districts need to have strong public-private partnerships that include several levels of

1 *http://www.lcccf.org/*

government and a variety of businesses.

- Successful Hispanic/Latino business districts have benefitted from a certain level of organization. In cities where neighborhood and business associations are encouraged and supported via budget and technical assistance, Hispanic/Latino communities are better able to create and implement a vision. Cities with successful districts often have a chamber of commerce specifically to address the needs of the Hispanic/Latino business community. Successful corridors are usually involved with the City's economic development department.

Establish and promote sources for small business loans:

- A successful business district will require an active partnership between the City, local businesses, and external organizations. The City needs to work to understand business practices in this area, build trust, and overcome language barriers. Many of the businesses in the Downtown area consist of 10 or fewer employees and do not have enough capital to expand or reposition their business as market opportunities arise. Access to capital has been difficult due to their small scale and existence in a distressed and blighted area. A small business loan program could assist Downtown businesses to acquire real estate, make improvements to business spaces, and purchase working capital.

Support new food and dining options in the Downtown area:

- Local non-profits, businesses, entrepreneurs and interested community members can work with City staff to create policies and goals for a local food cart program. Working with public and private partners, the City should pursue use of vacant parking lots to lease spaces for small businesses.[2]

2 *Example of a recently successful food cart program: http://oregonon.org/blog/2014/nedco-and-food-carts/*

Case Study: Grow Henderson Fund (Henderson, NV)

Grow Henderson Fund provides funding to small businesses for expenses such as real estate acquisition, leasehold improvements, working capital and machinery and equipment. This program serves as a catalyst to creating jobs Downtown. The Grow Henderson Fund is based on a partnership between the City of Henderson Redevelopment Agency and the Grow America Fund, Inc. (GAF). GAF is an affiliate of the National Development Council (NDC) and is a nationally recognized Small Business Lending Company.

SUPPORT BUILDING REHABILITATION AND NEW DEVELOPMENT

For many areas in transition, reinvestment in existing buildings coupled with strategic public investments can spur larger, more catalytic projects. Because Downtown North Las Vegas has older building stock, there are many areas where buildings have not seen investments in many years. A strategically developed catalyst project could create the greatest level of positive change, spurring on additional development. Barriers to overcome include:

- In order to make new mixed-use projects feasible, rents must be high enough to justify construction costs. Many people see this area as a place with **little new investment and as a place that can't justify high-density housing** because it is not a safe or inviting place for pedestrians. The City will need to work with its partners to co-invest in key infrastructure improvements that will make the area more attractive for investors.
- Many **local developers don't know how to position themselves** to capitalize on public investment in the area. In addition, with the exception of affordable housing developers, few developers have experience with federal programs such as HUD Section 108, 221(d)(4), New Market Tax Credits, etc.
- Developers in the Valley say that it is **difficult to get financing for innovative development types**, such as live-work units and mixed-use projects anywhere in the Valley. Finding new sources of capital will be critical to making projects work in this area.

Actions to Build Redevelopment and New Development

Provide technical assistance with alternative financing tools:

Often times, the pioneering project in an area will need to use a variety of financing tools to begin a project. The City should designate staff or hire a consultant who can provide technical assistance to potential developers who would like to use alternative financing tools in the area (NMTCs, CDBG Section 108, etc.).

- New Market Tax Credits: Provides federal income tax credits for commercial, industrial, mixed-use and community facilities in low-income communities with census tracts with a poverty rate of at least 20%.
- Low Income Housing Tax Credits: Provides tax credits for acquisition, rehabilitation and new construction of rental housing targeted to lower-income households. At least 20% of residential units must be restricted to residents with income less than 50% median gross income of the area—or at least 40% of the units must be restricted to residents with income of 60% or less of the median gross income of the area.
- Community Development Block Grants (CDBG): Provides communities with resources to address a wide range of community development needs, including affordable housing and service provision, infrastructure improvements and housing and commercial rehab loans and grants, as well as other benefits targeted to low- and moderate-income persons.
- HUD Section 108: Increases the capacity of block grants to assist with economic development projects by enabling a community to borrow up to five times its annual CDBG allocation.
- EB-5: Investment dollars for new commercial enterprises that will benefit the US economy by creating new jobs for US citizens.

Establish better working relationships with large property owners:

- Based on conversations with the development community, some feel that communication with the City had been primarily during development review. The City should engage with property owners in advance of detailed development plans to discuss the future of the area and suggest ways that partnerships could help to create a more cohesive neighborhood in this area.

40 Years
CDBG
Building Better Neighborhoods

NEVADA
HOUSING DIVISION

Above: Logo for The Community Development Block Grant (CDBG) Program. HUD celebrated the program's 40th Anniversary this year. Bottom: Nevada Housing Division administers the Low Income Housing Tax Credit (LIHTC) program.

Leverage existing property holdings at the Lake Mead Gateway area (the "Island"):

Consider selling the property with conditions on the purpose/ form of future development and using the proceeds for Downtown improvements. The City could send a Request for Information (RFI) to solicit information from potential developers. The RFI can include specific design objectives, what the City can offer and what the potential development agreement may include. Development options include:

- Sell now with or without development agreement;
- Sell later with or without development agreement, interim uses now;
- Hold, groundlease; and
- Hold, develop yourselves.

Provide public incentives for development that helps to further the community's vision for Downtown, including:

- Pre-development assistance: Grants or low-interest loans for pre-development (evaluation of site constraints and opportunities, development feasibility, conceptual planning, etc.) to reduce pre-development costs.
- Land assembly and property price buy down: Assistance with the process of combining parcels together into one developable site. Sometimes takes the shape of technical assistance or expedited process. Other times, the public sector acquires the parcels, combines them, and sells to a private party.
- Reduced building permit/ planning fees or impact fee buy down/waiver: Reduce various development fees as an incentive to induce qualifying types of development or building features (e.g. stormwater improvements through the Commercial Stormwater Fee Reduction).

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APPENDIX G - SOUTHERN NEVADA REGIONAL HOUSING AUTHORITY SECTION 3 POLICY

Southern Nevada Regional Housing Authority

Section 3 Policy

JULY 13, 2016

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INTRODUCTION

Section 3 is a provision of the Housing and Urban Development Act of 1968, which recognizes that HUD funds are typically one of the largest sources of federal funding expended in communities through the form of grants, loans, entitlement allocations and other forms of financial assistance. Section 3 is intended to ensure that when employment or contracting opportunities are generated because of a Section 3 covered project or activity, preference must be given to Section 3 Residents (see definition) or Section 3 business concerns (see definition).

This Section 3 Policy and the Forms included within intends to do the following:

- Sets forth the policy, goals, and preferences of the Southern Nevada Regional Housing Authority (herein referred to as "SNRHA" or the "HA" or the Housing Authority) in the administration of its Section 3 program, which is intended to ensure that employment and other economic opportunities generated by certain financial assistance provided by the U.S. Department of Housing and Urban Development ("HUD") shall, to the greatest extent feasible, and consistent with existing Federal, State, and local laws and regulations, be directed to low- and very low- income persons, and to business concerns which provide economic opportunities to low- and very low-income persons;
- Summarizes the standards and procedures to be followed to ensure that the objectives of Section 3 are met that are set out in 24 C.F.R Part 135;
- Provides the requirements for contractors, vendors or subcontractors to follow; and
- Contains the forms that contractors will require to demonstrate compliance.

For more information visit HUD's website at:
http://www.hud.gov/section3

or visit SNRHA's Vendor Center at:
http://www.snvrha.org/procurement.htm

GENERAL POLICY STATEMENT

It is the policy of the Southern Nevada Regional Housing Authority (SNRHA) Las Vegas, NV to require its contractors to provide equal employment opportunities to all employees and applicants for employment without regard to race, color, religion, sex, national origin, disability, veteran's or marital status, or economic status and to take affirmative action to ensure that both job applications and existing employees are given fair and equal treatment. SNRHA implements this policy through the awarding of contracts to contractors, vendors, and suppliers to create employment and business opportunities for the residents of the Housing Authority (HA) and other qualified low and very-low income persons residing in Clark County Nevada.

The Section 3 Policy shall result in a reasonable level of success in the recruitment, employment, and utilization of SNRHA residents and other eligible persons and businesses by the contractors working on contracts partially or wholly funded with the United Stated Department of Urban Development (HUD) monies. The HA shall examine and consider a contractor's or vendor's potential for success by providing employment and business opportunities to SNRHA residents prior to acting on any proposed contract award. This is accomplished through the **Contractor's Initial Response** form that is submitted with their bid/proposal.

SNRHA fully embraces its obligations under this program and is committed to creating opportunities that forge a path of self-sufficiency for our residents. SNRHA implements this policy through the awarding of contracts to contractors, vendors, and suppliers, to create employment and business opportunities for residents of the HA and other qualified low- and very low-income persons residing in Clark County, NV. The purpose of SNRHA's Section 3 Policy is to set clear expectations of our business partners to ensure compliance and more importantly, that the spirit of this program and this agency's philosophy are communicated and transparent to all those who work with SNRHA.

CONTRACTING POLICY

A. General Overview

This section outlines regulatory requirements and minimum standards of compliance this agency has set for recipients of Section 3 covered contracts through its contracting policy.

A Section 3 covered contract is a contract or subcontract (including a professional service contract) awarded by a recipient or contractor for work generated by the expenditure of Section 3 covered assistance, or for work arising in connection with a Section 3 Covered Project. "Section 3 covered contracts" do not include contracts awarded under HUD's procurement program, which are governed by the Federal Acquisition Regulation System (see 48 CFR, Chapter 1). Contracts which are solely awarded for the purchase of supplies and materials also are not subject to Section 3 requirements. However, whenever a contract for materials includes the installation of the materials (labor component), the contract establishes a Section 3 covered contract. For example, a contract for the purchase and installation of a furnace would be a Section 3 covered contract because the contract is for work (i.e., the installation of the furnace) and thus is covered by Section 3.

B. Applicable Section 3 Funding Sources

Section 3 applies to the following types of Public and Indian Housing assistance:

- Public Housing Operating subsidies
- Public Housing Capital Funds for Development and Modernization;
- Hope VI Revitalization Grants;
- Neighborhood Stabilization Program (NSP);
- Resident Opportunities and Self-Sufficiency (ROSS) Grants;
- Family Self-Sufficiency (FSS) Grants; and
- Economic Stimulus Funding

SNRHA will only incorporate Section 3 requirements for contracts with any source of funding listed above. In situations where multiple funding sources are utilized on a contract, Section 3 regulations in 24 C.F.R § 135.3 require that Section 3 be applied to the entire contract, notwithstanding the amount of covered assistance used.

Section 3 regulations in 24 C.F.R § 135.3 also stipulate that no thresholds apply to Section 3 covered public and Indian housing assistance, however, SNRHA will impose a minimum administrative threshold of $25,000. Any contract or purchase order that meets or exceeds the administrative threshold will be monitored by the Section 3 Coordinator and evaluated for Section 3 compliance.

C. Numerical Goals for Contract Awards

The numerical goals set forth below apply to contracts awarded in connection with all Section 3 covered projects and Section 3 covered activities. SNRHA and each of its contractors and subcontractors must demonstrate compliance with Section 3 requirements in this part by committing to award contracts to Section 3 business concerns or to persons who contract with those firms.

SNRHA'S contracting goals require that Section 3 business concerns receive at least:

a) 10% of the total dollar amount of all Section 3 covered contracts for building trades work for maintenance, repair, modernization or development of public housing, or for building trades work arising in connection with housing rehabilitation, housing construction and other public construction; and

b) 3% of the total dollar amount of all other Section 3 covered contracts.

These numeric goals apply to the entire amount of Section 3 covered assistance awarded to SNRHA in any calendar year; January 1st to December 31st. SNRHA's goals apply to the total dollar amount of each contract, task order, or purchase order where HUD monies are utilized.

SNRHA or its contractors may contract directly with a Section 3 business concern or contract with contractors that subcontract to a Section 3 business concern, in either case, SNRHA's preference is to give priority to the business concerns that employ Section 3 Residents from the property in which the work is being performed (Category 1 Resident) whenever possible.

Efforts shall be directed to award contracts to Section 3 business concerns and to businesses with a successful history of complying with Section 3 requirements.

All recipients of contracts that have a Section 3 Clause in them will be required to attend a mandatory meeting with the Section 3 Coordinator prior to the start of the contract. This meeting will discuss Section 3 compliance requirements and will provide the contractor with a thorough understanding of its obligations to Section 3.

D. Obtaining Section 3 Business Concern Certification

Any business seeking Section 3 preference in the awarding of contracts or purchase agreements with SNRHA shall complete the **Certification for Business Concerns Seeking Section 3 Preference in Contracting and Demonstration of Capability Form**, which can be obtained from http://www.snvrha.org/, this policy, or the SNRHA Section 3 Coordinator. The business seeking Section 3 preference must be able to provide adequate documentation as evidence of eligibility for preference under the Section 3 Program.

This form, along with all supporting documentation, must be submitted to the Section 3 Coordinator for review at least 5 business days prior to the submission of bids or proposals. This time is needed for the individual review and processing of each request. If the request for Section 3 business concern preference is approved, the Section 3 Coordinator will award the contractor or vendor a certificate which will be valid for the entire calendar year in which the certification was awarded in. This certificate must be included in the initial bid/proposal package as well as all future bids/proposals submitted during the remainder of the calendar year in which Section 3 preference is being claimed.

SNRHA will accept the Section 3 Business Certificate produced collaboratively by the City of Las Vegas, City of Henderson, City of North Las Vegas and Clark County as proof of Section 3 status for a business claiming the procurement preference. This document must not be expired and must be presented in the bid/proposal package prior to deadline.

E. Preference in Awarding Contracts

Efforts shall be directed to award contracts to Section 3 business concerns in the following order of priority:

a) Business concerns that are 51% or more owned by residents of the housing development or developments for which the Section 3 covered assistance is expended, or whose full-time, permanent workforce includes 30% of these persons as employees (category 1 businesses);

b) Business concerns that are 51% or more owned by residents of other housing developments or developments managed by the HA that is expending the Section 3 covered assistance, or whose full-time, permanent workforce includes 30% of these persons as employees (category 2 businesses); or

c) Business concerns that are 51% or more owned by Section 3 residents, or whose permanent, full-time workforce includes no less than 30% Section 3 residents (category 3 businesses), or that subcontract in excess of 25% of the total amount of subcontracts to business concerns identified in paragraphs (a) and (b) of this section.

F. Bidding Preference in Awarding Contracts

In accordance with 24 C.F.R § 135, SNRHA employs bidding preferences for responsive Section 3 business concerns for each competitive procurement method:

a) *Small Purchase Price Based Solicitation*: Section 3 business concern shall receive award if quote is no more than 10% higher than the lowest responsive quotation.

b) *Qualification Based Solicitation (QBS) and Request for Proposals (RFP)*: Section 3 business concern shall receive additional points during evaluation, between 15 and 25% of the total number of available points, as set forth in the solicitation.

c) *Invitation for Bid Solicitation (IFB)*: Section 3 business concern shall receive award if that bid:

Bid Amount	**x = lesser of**
When the lowest responsible bid is less than $100,000	10% of that bid or $9,000
When the lowest responsible bid is:	
At least $100,000, but less than $200,000	9% of that bid or $16,000
At least $200,000, but less than $300,000	8% of that bid or $21,000
At least $300,000, but less than $400,000	7% of that bid or $24,000
At least $400,000, but less than $500,000	6% of that bid or $25,000
At least $500,000, but less than $1,000,000	5% of that bid or $40,000
At least $1,000,000, but less than $2,000,000	4% of that bid or $60,000
At least $2,000,000, but less than $4,000,000	3% of that bid or $80,000
At least $4,000,000, but less than $7,000,000	2% of that bid or $105,000
$7,000,000 or more	1.5% of the lowest responsive bid, with no dollar limit

Examples of SNRHA Efforts to Award Contracts to Section 3 Business Concerns

In accordance with 24 C.F.R § 135, SNRHA will utilize the following methods to ensure that effort is made to award contracts to Section 3 business concerns:

1. Utilize procurement procedures that provide contracting preference for Section 3 business concerns for each applicable procurement method authorized in 24 C.F.R § 85.36(d).

2. Advertise contracting opportunities via newspaper, mailings, posting notices that provide general information about the work to be contracted and where to obtain additional information.

3. In determining the responsibility of potential contractors, SNRHA considers the bidder's record of Section 3 compliance as evidenced by past actions and their current plans for the pending contract.

4. Coordinate pre-bid meetings at which the Section 3 business concerns would be informed in detail of contract requirements and contracting opportunities.

5. Conduct workshops on SNRHA's contracting procedures to include bonding, insurance, and other pertinent requirements biannually in an effort to allow Section 3 business concerns the opportunity to take advantage of any upcoming contracting opportunities.

6. Where appropriate, SNRHA will consider breaking out contract work items into economically feasible units to facilitate participation by Section 3 business concerns.

7. Contact area Chambers of Commerce, business assistance agencies, Minority and Women's Business Enterprise (M/WBE) contractor associations and community organizations to inform them of contracting opportunities.

8. Maintain a list of eligible Section 3 business concerns that are certified by SNRHA; review and credential business concerns no less than annually.

9. Participation in opportunities of the Contracting with Resident Owned Businesses Program provided under 24 C.F.R § 963.

10. Utilize SNRHA's Section 3 Job Development Fund to develop resources, fund training and allowable business expenses to assist residents interested in starting their own businesses.

EMPLOYMENT & TRAINING GOALS

A. General Overview

This section outlines regulatory requirements and minimum standards of compliance this agency has set for recipients of Section 3 covered contracts and activities through its employment and training goals. This section is based on Tiers where direct hiring of Section 3 Residents is the most preferable option followed by other types of employment and training opportunities.

B. Tier I – Hiring Section 3 Residents (preferred method of participation)

It is the policy of the SNRHA to utilize Section 3 Residents and Section 3 business concerns in contracts that are partially of wholly funded with monies from the Department of Housing and Urban Development (HUD). SNRHA has established employment and training goals that contractors and subcontractors should meet in order to comply with Section 3 requirements.

The Section 3 regulations provide that contractors and subcontractors demonstrate compliance by employing Section 3 Residents as 30% of the aggregate number of new hires. New hires are defined as full-time employees hired for permanent, temporary, or seasonal employment. Building trades personnel are considered to be new hires at the start of each construction project.

A contractor is required to hire only when a new hire is needed to perform the work. If no new hires are needed, then Tier II - Additional Section 3 Opportunities to Consider should be pursued. However, contractors should give serious consideration to hiring one or more Section 3 Residents to work on other than Section 3 covered projects in which they might have a need to hire for.

C. Priority of Hiring

The Section 3 Regulations, at 24 C.F.R Part 135, require that, in public housing programs compliance efforts shall be directed to provide training and employment opportunities to Section 3 Residents in the following order of priority:

1. Residents of the development or developments where the covered assistance is expended (category 1 residents).

2. Residents of other developments and programs managed by SNRHA (category 2 residents).

3. Participants in DOL's Youthbuild Program in Las Vegas, NV (category 3 residents).

4. Other section 3 residents to include all other low- and very low-income persons within Clark County, NV.

If a new hire is needed, the contractor will complete and submit **Form 3 - Intent to Hire** to the Section 3 Coordinator. Upon receipt of this form a number of applicable resumes will be returned to the contractor. In situations where a new hire is needed, a contractor will not be required to hire persons who are not qualified however, Section 3 Residents must be given a chance to, at a minimum, interview for the position.

When hiring, contractors are expected to track and provide detailed notes on their progress in filling a position. These notes must at a minimum track attempts to contact the resident, results of the contact and stages of hiring, including but not limited to application, interview, offer and employer due diligence. This tracking is required to be submitted when a contractor is requesting certification of their efforts to hire residents in an attempt to consider non-SNRHA Section 3 residents from Clark County. A contractor must obtain clearance that sufficient effort has been made in each priority before the Section 3 Coordinator will approve the contractor to consider candidates in subsequent categories or risk exclusion of those hires towards the Section 3 requirements.

It is the responsibility of the contractors, subcontractors and vendors to implement progressive efforts to attain Section 3 compliance. Any contract that does not meet the Section 3 numerical goals must demonstrate why meeting this goal was not feasible.

D. Tier II - Additional Section 3 Opportunities to Consider

If a contractor does not have a need to hire full-time employees, it may provide other opportunities with approval from the Section 3 Coordinator, such as**:**

1. Internships – the vendor may provide youth and/or adult internship or externship opportunities for SNRHA residents. The value of the internship or externship should equal or exceed the threshold requirements established in E. below.

2. Part-Time Employment - vendors may provide part-time work for PHA residents. The hours of part-time work when converted to dollars should equal or exceed the threshold requirements established in E. below.

3. Training – vendors may provide paid training opportunities for SNRHA residents (especially on-the-job training). Opportunities should fall under one or more of the following categories:

   (a) Employment skills – Applied training courses that result in certificate, such as forklift operation or truck driving training;

   (b) Licensing or Certifications – Sponsor cost of training and exams fees for resident employee;

   (c) Business development – Entrepreneurship and small business training course fees for resident employee.

The value of the training when converted to dollars should equal or exceed the threshold requirements established in E. below.

E. Suggested Vendor and Contractor Participation in the Section 3 Program

It is being suggested in the spirt of the Section 3 Program, and to allow our residents an opportunity for employment and training, that the vendors and contractors who do have a need to hire consider the following minimum thresholds:

1. For trade, construction and rehabilitation work the gross wages paid to the Section 3 Residents should equal or exceed 5% of the total contract amount plus any modifications;

2. For other types of contracts, including service and professional service contracts the gross wages paid to the Section 3 Residents should equal or exceed 3% of the total amount invoiced/paid at the end of the contract award period.

Examples of SNRHA Efforts to Offer Training and Employment Opportunities to Section 3 Residents

In accordance with 24 C.F.R § 135, SNRHA will utilize the following methods to ensure that effort is made to offer training, employment and other economic opportunities to Section 3 residents:

1. Advertising training and employment opportunities by distributing flyers and posting opportunities where the work is to be performed, in common areas of the Housing Authority and through Resident Program staff.

2. When appropriate, sponsoring job fairs or job information meetings with Housing Authority and/or contractor representatives.

3. Meeting with Resident Councils to educate and enable these representatives to assist fellow residents in applying for Section 3 programs.

4. Maintain a Job Bank of qualified residents to refer to future HA and contractor opportunities.

5. Undertake informational and counseling sessions for residents to assist them in obtaining employment.

6. Employ section 3 residents directly on either a permanent or a temporary basis to perform work generated by section 3 assistance.

7. Incorporating specific hiring requirements into contracts funded with section 3 covered assistance.

8. Assigning staff to function as a job coordinator to assist in training and employment placement for Housing Authority and contractor positions.

9. Facilitate a Job Development Fund for qualified residents seeking financial assistance with pre- vocational work needs, training and business expenses.

PROGRAM MONITORING

A. Program Monitoring

It is the desire of SNRHA to encourage its contractors and subcontractors to achieve success with Section 3 in a timely fashion. The SNRHA requires contractors and vendors to implement progressive efforts to comply with Section 3. The Section 3 Coordinator will monitor and evaluate contractor compliance with established employment, training and resident hiring goals. Each contractor will be monitored based on their confirmed **Initial Response Form** which was submitted in the bid or proposal package and reiterated in the mandatory Section 3 Meeting prior to contract execution.

For contractors who intend to comply with Section 3 by direct hiring of Section 3 Residents, monthly FTE/Section 3 certified payroll reports that clearly identity the Section 3 hires, hours, and gross wages earned will be required.

Contractors who comply with Section 3 are encouraged to do so throughout the life of the contract. Periodic audits will be conducted by the Section 3 Coordinator. Contractors are encouraged to comply with the monthly submittal of the FTE/Section 3 certified payroll reports.

Annual professional service and maintenance related contracts will be required to meet the compliance standards set forth in this section no less than annually, as evaluated on their contract anniversary date. Section 3 compliance for these types of contracts will be based on the amount the contract has been/been paid at the end of the contract period. Each contract period the contractor or vendor is awarded will begin a new period for Section 3 compliance. All non-construction contractors are required to submit employment data no less than quarterly to the Coordinator.

In the event a contractor has not met 50% of its Section 3 requirements after the second quarterly review, the Coordinator will evaluate their progress and determine whether or not the contractor is on track to comply. If it is determined that the contractor has failed to comply with their plan and cannot meet its requirements by the end of the contract period, the Coordinator will initiate non- compliance sanctions outlined in the following section.

Construction contracts are required to meet progressive compliance at 50% project completion and again at the end date, both of which are established by the initial contract period and/or subsequent change orders. At each point, data relevant to their compliance plan will be evaluated, including but not limited to: total # of new hires, Section 3 hires, wages paid, hours worked and employment issues.

B. HUD Reporting

Contractors will be required to submit **Employment Summary Reports** at the end of each contract and at the end of each calendar year if their contract overlaps calendar years. Failure to comply with reporting requirements will be included in a contractor's record of compliance, and will affect future eligibility to receive awards from SNRHA.

DEFINITIONS

The applicable definitions for SNRHA's Section 3 program are the same as those set out in HUD's regulations at 24 C.F.R 135. Some of the more relevant terms utilized regularly in SNRHA's administration of the policy are:

Business concern means a business entity formed in accordance with State law, and which is licensed under State, county or municipal law to engage in the type of business activity for which it was formed.

Business concern that provides economic opportunities for low- and very low-income persons. See definition of "section 3 business concern" in this section.

Contract. See the definition of "section 3 covered contract" in this section.
Contractor means any entity which contracts to perform work generated by the expenditure of section 3 covered assistance, or for work in connection with a section 3 covered project.

Employment opportunities generated by section 3 covered assistance means all employment opportunities generated by the expenditure of section 3 covered public and Indian housing assistance (i.e., operating assistance, development assistance and modernization assistance, as described in §135.3(a)(1)). With respect to section 3 covered housing and community development assistance, this term means all employment opportunities arising in connection with section 3 covered projects (as described in §135.3(a)(2)), including management and administrative jobs connected with the section 3 covered project. Management and administrative jobs include architectural, engineering or related professional services required to prepare plans, drawings, specifications, or work write-ups; and jobs directly related to administrative support of these activities, e.g., construction manager, relocation specialist, payroll clerk, etc.

Housing authority (HA) means, collectively, public housing agency and Indian housing authority.

Housing and community development assistance means any financial assistance provided or otherwise made available through a HUD housing or community development program through any grant, loan, loan guarantee, cooperative agreement, or contract, and includes community development funds in the form of community development block grants, and loans guaranteed under section 108 of the Housing and Community Development Act of 1974, as amended. Housing and community development assistance does not include financial assistance provided through a contract of insurance or guaranty.

Housing development means low-income housing owned, developed, or operated by public housing agencies or Indian housing authorities in accordance with HUD's public and Indian housing program regulations codified in 24 CFR Chapter IX.

HUD Youthbuild programs mean programs that receive assistance under subtitle D of Title IV of the National Affordable Housing Act, as amended by the Housing and Community Development Act of 1992 (42 U.S.C. 12899), and provide disadvantaged youth with opportunities for employment, education, leadership development, and training in the construction or rehabilitation of housing for homeless individuals and members of low- and very low-income families.

Low-income person. See the definition of "section 3 resident" in this section.

New hires mean full-time employees for permanent, temporary or seasonal employment opportunities.

Other HUD programs means HUD programs, other than HUD public and Indian housing programs, that provide housing and community development assistance for "section 3 covered projects," as defined in this section.

Public housing resident has the meaning given this term in 24 CFR part 963.

Recipient means any entity which receives section 3 covered assistance, directly from HUD or from another recipient and includes, but is not limited to, any State, unit of local government, PHA, IHA, Indian tribe, or other public body, public or private nonprofit organization, private agency or institution, mortgagor, developer, limited dividend sponsor, builder, property manager, community housing development organization, resident management corporation, resident council, or cooperative association. Recipient also includes any successor, assignee or transferee of any such entity, but does not include any ultimate beneficiary under the HUD program to which section 3 applies and does not include contractors.

Section 3 means section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. 1701u).

Section 3 business concern means a business concern, as defined in this section—
(1) That is 51 percent or more owned by section 3 residents; or
(2) Whose permanent, full-time employees include persons, at least 30 percent of whom are currently section 3 residents, or within three years of the date of first employment with the business concern were section 3 residents; or
(3) That provides evidence of a commitment to subcontract in excess of 25 percent of the dollar award of all subcontracts to be awarded to business concerns that meet the qualifications set forth in paragraphs (1) or (2) in this definition of "section 3 business concern."

Section 3 clause means the contract provisions set forth in §135.38.

Section 3 covered activity means any activity which is funded by section 3 covered assistance public and Indian housing assistance.

Section 3 covered assistance means: (1) Public and Indian housing development assistance provided pursuant to section 5 of the 1937 Act;
(2) Public and Indian housing operating assistance provided pursuant to section 9 of the 1937 Act;
(3) Public and Indian housing modernization assistance provided pursuant to section 14 of the 1937 Act;
(4) Assistance provided under any HUD housing or community development program that is expended for work arising in connection with:
(i) Housing rehabilitation (including reduction and abatement of lead-based paint hazards, but excluding routine maintenance, repair and replacement);
(ii) Housing construction; or
(iii) Other public construction project (which includes other buildings or improvements, regardless of ownership).

Section 3 covered contract means a contract or subcontract (including a professional service contract) awarded by a recipient or contractor for work generated by the expenditure of section 3 covered

assistance, or for work arising in connection with a section 3 covered project. “Section 3 covered contracts” do not include contracts awarded under HUD's procurement program, which are governed by the Federal Acquisition Regulation System (see 48 CFR, Chapter 1). “Section 3 covered contracts” also do not include contracts for the purchase of supplies and materials. However, whenever a contract for materials includes the installation of the materials, the contract constitutes a section 3 covered contract. For example, a contract for the purchase and installation of a furnace would be a section 3 covered contract because the contract is for work (i.e., the installation of the furnace) and thus is covered by section 3.

Section 3 covered project means the construction, reconstruction, conversion or rehabilitation of housing (including reduction and abatement of lead-based paint hazards), other public construction which includes buildings or improvements (regardless of ownership) assisted with housing or community development assistance.

Section 3 joint venture. See §135.40. Section 3 resident means: (1) A public housing resident; or (2) An individual who resides in the metropolitan area or nonmetropolitan county in which the section 3 covered assistance is expended, and who is:

(i) *A low-income person,* as this term is defined in section 3(b)(2) of the 1937 Act (42 U.S.C. 1437a(b)(2)). Section 3(b)(2) of the 1937 Act defines this term to mean families (including single persons) whose incomes do not exceed 80 per centum of the median income for the area, as determined by the Secretary, with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 80 per centum 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 or unusually high or low-income families; or

(ii) *A very low-income person,* as this term is defined in section 3(b)(2) of the 1937 Act (42 U.S.C. 1437a(b)(2)). Section 3(b)(2) of the 1937 Act (42 U.S.C. 1437a(b)(2)) defines this term to mean families (including single persons) whose incomes do not exceed 50 per centum of the median family income for the area, as determined by the Secretary with adjustments for smaller and larger families, except that the Secretary may establish income ceilings higher or lower than 50 per centum of the median for the area on the basis of the Secretary's findings that such variations are necessary because of unusually high or low family incomes.

(3) A person seeking the training and employment preference provided by section 3 bears the responsibility of providing evidence (if requested) that the person is eligible for the preference.

Section 8 assistance means assistance provided under section 8 of the 1937 Act (42 U.S.C. 1437f) pursuant to 24 CFR part 882, subpart G.

Service area means the geographical area in which the persons benefitting from the section 3 covered project reside. The service area shall not extend beyond the unit of general local government in which the section 3 covered assistance is expended. In HUD's Indian housing programs, the service area, for IHAs established by an Indian tribe as a result of the exercise of the tribe's sovereign power, is limited to the area of tribal jurisdiction.

Subcontractor means any entity (other than a person who is an employee of the contractor) which has a contract with a contractor to undertake a portion of the contractor's obligation for the performance of

work generated by the expenditure of section 3 covered assistance, or arising in connection with a section 3 covered project.

Very low-income person. See the definition of "section 3 resident" in this section.

Youthbuild programs. See the definition of "HUD Youthbuild programs" in this section.
[59 FR 33880, June 30, 1994, as amended at 61 FR 5206, Feb. 9, 1996]

SECTION 3 CLAUSE

All Section 3 covered contracts shall include the following clause (referred to as the Section 3 Clause), including those used to encumber subcontractors of SNRHA's prime contractors:

A. The work to be performed under this contract is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (Section 3). The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD-assisted projects covered by Section 3, shall, to the greatest extent feasible, be directed to low- and very low-income persons, particularly persons who are recipients of HUD assistance for housing.

B. The parties to this contract agree to comply with HUD's regulations in 24 CFR part 135, which implement Section 3. As evidenced by their execution of this contract, the parties to this contract certify that they are under no contractual or other impediment that would prevent them from complying with the part 135 regulations.

C. The contractor agrees to send to each labor organization or representative or workers with which the contractor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or workers' representative of the contractor's commitments under this Section 3 clause, and will post copies of the notice in conspicuous places at the work site where both employees and applicants for training and employment positions can see the notice. The notice shall describe the Section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training positions, the qualifications for each; and the name and location of the person(s) taking applications for each of the positions; and the anticipated date the work shall begin.

D. The contractor agrees to include this Section 3 clause in every subcontract subject to compliance with regulations in 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this Section 3 clause, upon a finding that the subcontractor is in violation of the regulations in 24 CFR part 135. The contractor will not subcontract with any subcontractor where the contractor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.

E. The contractor will certify that any vacant employment positions, including training positions, that are filled (1) after the contractor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent the contractor's obligations under 24 CFR part 135.

F. Noncompliance with HUD's regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

G. With respect to work performed in connection with Section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract. Section 7(b) requires that to the greatest extent feasible (i) preference and opportunities for training and employment shall be given to Indians, and (ii) preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian-owned Economic Enterprises. Parties to this contract that are subject to the provisions of Section 3 to the maximum extent feasible, but not in derogation of compliance with section 7(b).

SECTION 3 CONTRACTOR FORMS

The first form is optional and to be used if applying for Section 3 business concern preference. The second form should be submitted with your bid/proposal packet. Forms 3 and 4 will be submitted if there is a need to hire during your contract period with SNRHA. Form 5 MUST be submitted at the end of the contract and/or calendar year regardless if there is a need to hire or not.

Form 1 - **CERTIFICATION FOR BUSINESS CONCERNS SEEKING SECTION 3 PREFERENCE IN CONTRACTING AND DEMONSTRATION OF CAPABILITY**. This form is required ONLY if Section 3 Business Concern Preference is being sought. This completed form and all applicable supporting documentation must be submitted to the Section 3 Coordinator no later than 5 business days prior to the bidding deadline if Section 3 Business Concern preference is being requested.

Form 2 - **SECTION 3 – CONTRACTOR INITIAL RESPONSE.** This form should be fully completed, signed, and turned in with proposal.

Form 3 – **INTENT TO HIRE.** If contractor has a need to hire, this form will be completed and returned to the Section 3 Coordinator to start the Section 3 Resident hiring process.

Form 4 – **EMPLOYEE PLACEMENT REPORT**. If a contractor hires one (or more) Section 3 Resident(s), this form will be completed and returned to the Section 3 Coordinator with information regarding the resident's employment. This form will also be used when a Section 3 Resident is terminated by the contractor for whatever reason.

Form 5 – **EMPLOYMENT SUMMARY REPORT**. This form is required by all contractors at the end of each contract and at the end of each calendar year if their contract overlaps calendar years. Failure to comply with this HUD reporting requirement will be included in a contractor's record of compliance and will affect future eligibility to receive awards from SNRHA.

CERTIFICATION FOR BUSINESS CONCERNS SEEKING SECTION 3 PREFERENCE IN CONTRACTING AND DEMONSTRATION OF CAPABILITY

NAME OF BUSINESS: _____

ADDRESS OF BUSINESS: _____

TYPE OF BUSINESS: ☐ Corporation ☐ Partnership ☐ Sole Proprietorship ☐ Joint Venture

Attached is the following documentation as evidence of status:

FOR BUSINESS CLAIMING STATUS AS A SECTION 3 RESIDENT-OWNED ENTERPRISE

☐ Copy of resident lease ☐ Other evidence ☐ Copy of evidence of participation in a public assistance program

For the business entity as applicable:

☐ Copy of Articles of Incorporation
☐ Assumed Business Name Certificate
☐ List of owners/stockholder and % of each
☐ Latest Board minutes appointing officers
☐ Organization chart with names and titles and brief functional statement
☐ Certificate of Good Standing
☐ Partnership Agreement
☐ Corporation Annual Report
☐ Additional documentation

FOR BUSINESS CLAIMING SECTION 3 STATUS BY SUBCONTRACTING 25% OF THE DOLLAR AWARDED TO QUALIFIED SECTION 3 BUSINESS (ES)

☐ List of subcontracted Section 3 business and subcontract amount
☐ Copy of certification from City of Las Vegas or Clark County

FOR BUSINESS CLAIMING SECTION 3 STATUS BY CLAIMING AT LEAST 30% OF THEIR WORKFORCE ARE CURRENTLY SECTION 3 RESIDENTS OR WERE SECTION 3 ELIGIBLE RESIDENTS WITHIN 3 YEARS OF DATE OF FIRST EMPLOYMENT WITH THE BUSINESS

☐ List of all current full time employees
☐ PHA Residential lease (less than 3 years from date of employment)
☐ List of all employees claiming Section 3 status
☐ Other evidence of Section 3 status (less than3 years from date of employment)

EVIDENCE OF ABILITY TO PERFORM SUCCESSFULLY UNDER THE TERMS AND CONDITIONS OF THE PROPOSED CONTRACT

☐ Current financial statement
☐ Statement of ability to comply
☐ List of owned equipment
☐ List of all contracts for the past 2 years with public policy

Corporate Seal

_____ Authorizing Name and Signature

_____ Notary

_____ Title

My term expires: _____

SECTION 3 – CONTRACTOR INITIAL RESPONSE

Contractor Information

_____ _____
Company Name (Contractor) Contact Person

_____
Address

_____ _____ _____
City State Zip Code

_____ _____ _____
Phone Fax E-mail

Section 3 Commitment

To meet the requirements of Section 3 of the Housing Act of 1968 [12 U.S.C. 1701u], as amended, the terms of the contract, and pursuant to Southern Nevada Regional Housing Authority's (SNRHA's) policies outlined in the Section 3 Policy dated 7/19/14, please answer the following questions;

- Do you expect to create any new full time employment opportunities during the period while under contract with SNRHA? _____
- If **yes**, of the full time employment opportunities that are created, how many will result in the direct hiring of Section 3 eligible SNRHA's Public Housing residents, Housing Choice Voucher participants and/or low income persons within Clark County (determined by HUD's criteria for low income)? _____
- If **no**, what is your plan to create other employment and training opportunities in order to comply with Section 3 requirements?
  _____
  _____
  _____
  _____
  _____

Upon award of the contract, the contractor will meet with SNRHA to develop the Section 3 Plan specific to the contract, including scheduled progress and compliance deadlines.

_____ _____
Signature Date

Section 3 Program
(702) 922-7204 / Fax (702) 851-0935

Intent to Hire Form

Employer Information

Company: _____ **Contact:** _____

Address: _____

City, State ***Zip***

Phone: _____ **Fax:** _____

Email: _____

Position Information

Job Title of Opening: _____

How Many Openings: _____

Part Time ☐ Full Time ☐ Permanent ☐ Temporary ☐

Replacement ☐ New Position ☐ Hourly ☐ Exempt ☐

Proposed Starting Salary: $_____

Job Category: _____

Proposed Start Date: _____

Projected End Date: _____

Special Requirements i.e. Licenses, Certifications, etc.

_____ OSHA 10 _____ CDL License

_____ Guard Card _____ Heavy Equipment Operator

_____ TAM Card _____ Other: _____

Job Function / Desired Skills:

Essential	

Preferred	

Any Additional Skills Required:

_____

_____

_____

Screening Criteria: (Please note any specific qualifying or disqualifying factors)

Education: HS / GED Required? Y / N Bachelors Required?Y / N

Criminal Background OK? Y / N NV Driver's License Required? Y / N

Other: _____

Referrals

Employer Preference:

___ All SNRHA Section 3 Participants

___ All applicants in category

___ Pre-screened applicants

Preferred Delivery Method:

___ Fax: _____

___ Email: _____

___ Hard Copies Mailed: _____

Verification of Hire

Date Offer Extended: _____
SNRHA Section 3 Participant Hired? Y / N
Other Section 3 Certified Participant Hired? Y / N
Employee Placement Report Received? Y / N
Section 3 Congratulations Letter Sent? Y / N
Expected Staff Hours to be completed by New Hire: _____

Section 3 Program
(702) 922-7204 / Fax (702) 851-0935

Employee Placement Report

Section 3 Hire Information

Company Name: _____

Address: _____

Section 3 Employee Name: _____

Hire Date: _____

Placement Start Date: _____Placement End Date: _____

Section 1: Employment Information

Job Title: _____ Hourly Wage: _____

Project/Contract Name: _____

Work Location Address: _____

Section 2: Benefit Information- Check all that Apply

401K ☐ Life Insurance ☐ Uniform Furnished ☐

Vacation Leave ☐ Sick / Disability Leave ☐ Other ☐ _____

Section 3: Contact Person or Supervisor for Section 3 Employee

Name: _____ Phone: _____

Email: _____ Fax: _____

Comments: _____

_____

_____

_____

Section 3 Program
(702) 922-7204 / Fax (702) 851-0935

Contractor Employment Summary Report: _____

Contractor Information	
Company Name :	
Please Circle One: General Contractor or Subcontractor	
Company Contact :	**Phone :**
Email :	**Fax :**

Employment Information

Job Category	New Hires During Reporting Period	New Hires from Section 3 During Reporting Period	Number of Section 3 Residents Trained
Officers/Supervisors			
Professionals			
Technicians			
Office/Clerical			
Trade : Helper			
Trade : Apprentice			
Trade : Journeyman			
Other :			

Please indicate the number of ANY new hires during the reporting period in the 1st column, how many of those were Section 3 in column 2. The 3rd column is only to be used if you paid for a Section 3 resident or hire to obtain and receive vocational training.

Efforts to Hire Section 3 Residents: _____
_____
_____
_____

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APPENDIX H – CLARK COUNTY 2015-2019 HUD CONSOLIDATED PLAN

Appendix H located under separate cover. Contact Clark County Administrative Services for more information on accessing the Clark County 2015-2019 HUD Consolidated Plan.

APPENDIX I – CITY OF NORTH LAS VEGAS CAPITAL IMPROVEMENT PLAN FISCAL YEARS 2017-2021

Appendix I located under separate cover. Contact City of North Las Vegas Finance for more information on accessing the City of North Las Vegas Capital Improvement Plan Fiscal Years 2017-2021.

APPENDIX J – CITY OF NORTH LAS VEGAS COMPREHENSIVE MASTER PLAN

Appendix J located under separate cover. Contact City of North Las Vegas Community Development and Compliance for more information on accessing the City of North Las Vegas Comprehensive Master Plan.

APPENDIX K – SOUTHERN NEVADA STRONG REGIONAL PLAN

Appendix K located under separate cover. Contact the Regional Transportation Commission of Southern Nevada for more information on accessing the Southern Nevada Strong Regional Plan.

APPENDIX L – IMPLEMENTATION MATRIX UPDATE

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
Community Planning and Engagement Strategy					
Goal - Continue Community Planning and Engagement Activities Beyond the Planning Grant					
Continue & support Community EngagementTeam (CET)	a. Maintain, expand CET membership b. Develop youth leadership c. Monitor and help implement TP objectives	a. Set goals for resident, business and advocates membership/participation b. Sponsor ongoing monthly community meetings c. Develop CET structure for monitoring TP objectives & progress.	1. Valentine Communications/Edutainment Business League (EBL) (L) 2. City of North Las Vegas (S) 3. SNRHA (S) 4. LV HUD Office (S)	1. NRSA/CDBG 2. Wells Fargo Bank 3. Grant opportunities as identified 4. $200,000	Mid Term (3-6 years)
Neighborhood Strategy					
Goal 4.1 and 4.4 - Redevelopment of vacant properties					
Redevelopment of Buena Vista Springs 1	Development of a vibrant, mixed-use in-fill community connected to the surrounding area with employment, health care, entertainment, retail, commercial, and housing opportunities.	Selection of developer with realistic & funded plan based on dissemination of RFP for potential developers/bidders	CNLV Neighborhood Sevices (L)	$30 million + development from private/government sources	Mid Term (3-6 Years)
Redevelopment of Buena Vista Springs 2	Development of smaller mixed use, commercial or housing	Attract and select developers/businesses to develop viable mixed use or commercial properties	CNLV Neighborhood Sevices (L)	TBD	Mid Term (3-6 Years)
Redevelopment of 1818 West Carey Ave	Construction & development of Community Health Clinic on site	Selection of developer with realistic & funded plan based on dissemination of RFP for potential developers/bidders	CNLV Neighborhood Sevices (L)	$2-3 million development from private/government sources	Mid Term (3-6 Years)
Goal 4.2.1 - Promote Overall Housing Redevelopment of the Choice Target Area					

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
Create new permanent affordable housing in the target area through new construction	Construct new housing in the target area	Number of new houses built over time	1. CNLV (L) 2. Neighborhood Housing Services (NHSSN) (S) 3. Rebuilding Together (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $500,000	Long Term (7+ years)
Increase/implement single family owner occupied rehab (SFOR program)	Upgrade current housing stock	Number of housing rehabbed/upgraded throught SFOR program	1. CNLV (L) 2. Rebuilding Together (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $1,000,000	Long Term (7+ years)
Implement Acquisition, Rehab, Resale projects	Acquire homes to be rehabbed and resold to residents	Number of Acq/rehab/ resale homes acquired and rehabbed/resold	1. CNLV (L) 2. Neighborhood Housing Services (NHSSN) (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $1,000,000	Long Term (7+ years)
Expand Down Payment Assistance Program	Increase number of households who qualify for and afford to buy their homes	Sizeable numerical or percentage increase in the numer of households qualified to buy their homes	1. CNLV (L) 2. Neighborhood Housing Services (NHSSN) (S)	a. CNLV HOME/LIHTF funds b. Banking Institutions c. $1,400,000	Long Term (7+ years)
Goal 4.7.1-4 - Develop Civic Pride and Engagement in Target Area through Art and Neighborhood Improvements					

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
Promote and Implement Community & Public Art programs	a.Develop/ ImplementCommunity Art project(s) in specified Neighborhoods b.Develop/ implement Pubic Art project(s) in specified Neighborhoods	a. Implement at least one Community/ Public Arts project in: 1. Rose Gardens 2.Valley View Estates 3. North Valley b. Create & implement project to paint utiliy boxes in target area	1. Left of Center Art (L) 2. Edutainment Business League (EBL) (S) 3. Community Engagement Team (S) 4. CNLV (S)	a. National Endowment for the Arts b. Nevada Arts Council c. National Endowments for Humanities d. Nevada Based Foundations e. Local Corporate Foundations f. $ 400,000	Mid term (3-6 Years)
Landscaping and facade improvements	a. Work with one or more of the identified samll businesses within target area to improve/upgrade façade and land scaping of site	a. Design façade improvement program b.Identify businesses that will work with CNLV within parameters of program c. Upgraded commercial buildings in the Urban Core	1. CNLV Neighborhood Sevices (L) 2. Identified Commercial Businesses (L) 3. CET (S) 4. CNLV Roadways (S) 5. CNLV Redevelopment (S)	a. CDBG b. Redevelopment Agency funds c. $100,000	Mid Term (3-6 Years)
Community Beautification efforts	CNI target neighborhoods are kept clean, litter and debris free	a. Continue schedule of ongoing, regular clean ups in the Choice Neighborhood b. Implement special event clean ups as identified by community	1. CNLV Roadways (L) 2. Community Engagement Team (S) 3. CNLV Neighborhood Services (S)	a. CNLV Roadway Operations (L) b. Community Enagement Team (L) c. CNLV Neighborhood Services (S) d. Dollar Amount TBD	Long Term (7+Years)

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
Goal 4.8.2 - Ensure Continuation and Improvement of Community Garden Activities Beyond the Planning Grant					
Maintain and Expand Zion Choice Community Garden Park	a. Maintain & expand Garden to provide a vehicle for neighborhood residents to grow and consume nutritious and quality food to save costs and maintain health b. Develop a community park atmosphere allowing residents to have a place to create community and connection between neighbors c. Provide educational courses to teach residents techniques to maximize productivity & results in growing periods d. Develop a viable farmers market for the community to utilize produce to the fullest & generate income e. Create a vehicle for generating jobs through securing funding	(First year goals) a. 65 above ground plots rented throughout the year of which 20 will be for handicapped. b. At least 2 or more major community garden events involving Garden community c. Hold 6. Garden awareness/appreciation/efficiency classes throughout the year d. Develop viable farmers market that provides for distribution of food to community and develops business/entrepreneurial skills	1. Zion United Methodist Church (L) 2. Nevada Conservation Corp (S) 3. State of Nevada Renweable Energy Dept (S) 4. Terra Firmer (S) 5. Nevada Partners (S) 6. MGM Resort (S) 7. State of Nevada Forestry (S) 8. City of North Las Vegas (S) 9. SNRHA (S)	1. CNLV/CDBG 2. Nevada Conservation Corp 3. State of Nevada Renweable Energy Dept 4.Terra Firmer 5. MGM Resort 6. State of Nevada Forestry Cost: $300,000	Long Term (7+Years)
Public Housing Strategy					
Goal 5.1 - Redevelopment of Rose Gardens Senior Apartments					
5.1.1 Larger Rooms and Upgraded Appliances 5.1.2 Sustainable Energy Efficient Design 5.1.3 Resident Amenities 5.1.4 Creating Safe, Sustainable, Affordable Senior Housing Through Redevelopment 5.1.5 Enhance the Community	Complet one-for-one replaement of 120 affordable senior apartments	Successful Construction	1. SNRHA (L) 2. Nevada HAND (S)	a. HOME b. LIHTC c. SNRHA Funds d. AHP e. NHD f. GAHP g. Developer	Short Term (0-2 Years)

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
5.1.6 Address Redevelopment Funding				g. Developer Financing	
Goal 5.2 - Security					
5.2.1 - Resident Security	Safe, Secure	a. Low Crime Rate b. Safety Metrics	1. SNRHA (L) 2. Nevada HAND (S) 3. NLVPD (S)	a. HOME b. LIHTC c. SNRHA Funds d. AHP e. NHD f. GAHP g. Developer Financing h. Operating Funds	Long Term (7+ Years)
5.2.2 - Provide Improved Safety Features					
Goal 5.3 - Resident Relocation					
5.3.1 Relocation	Implement existing Rose Gardens Relocation Plan	Succesful Relocation	1. SNRHA (L) 2. Nevada HAND (S)	a. HOME b. LIHTC c. SNRHA Funds d. AHP e. NHD f. GAHP g. Developer Financing h. Operating Funds	Short Term (0-2 Years)
5.3.2 Senior Supportive Services	Provide on-site service coordinator				Long Term (7+ Years)
Goal 5.4 - Engage Rose Gardens Senior Apartments Residents					
5.4.1 Ensure resident participation of redevelopment from concept to fruition	Design based on resident's input from surveys and charrettes	Resident Satisfaction	1. SNRHA (L) 2. Nevada HAND (S)	Operating Funds	Short Term (0-2 Years)
5.4.2 Resident services coordinators are provided to assist residents		Health, Financial Security		SNRHA/ NV HAND	Long Term (7+ Years)
People Strategies					
Goal 6.1 - Increase Access to Social services					
6.1.1 Provide modular support such as open air markets	Provide low cost quality goods to the choice area.	Two Open Air Markets per year will be conducted. Success will be based on prior attendance which on average was 400-500 individuals	1. LSSN (L) 2. Nevada Partners (S) 3. CNLV (S) 4. SNRHA (S)	$150,000/In-kind Contribution	Long Term (7+ Years)

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
6.1.2 Facilitate access to social services	Increase Access To Social Services	Success is a 2% reduction annually in the need for access with a incresed participation rate.	1. LSSN (L) 2. Clark County (S)	$25,000/In-Kind Contribution	Long Term (7+ Years)
6.1.3 Solidify communication networks across the Urban Core	Create consistent flow of information from providers to residents	Success is a 2% reduction annually in the need for access with a incresed participation rate.	1. LSSN (L) 2. Nevada Partners (L)	$10,000/In-Kind	Long Term (7+ Years)
Goal 6.2 - Increase Business and Entrepreneurship Opportunities					
6.2.1 Expansion of Nevada Partners Regional Workforce Development Center	Increase neighborhood value in the urban core and job creation	Clark County Assesor or Dept. of Labor Data reports	Nevada Partners (L)	$3.2 million/ Clark County & City of North LV Capital Funds	Short Term (0-2 Years)
6.2.2 Increase the Array of Business, Workforce Development Education and Training Opportunities	Reduce unemployment and increase financial stability	Case Management & job services with monthly follow up to support an additional 500 residents annually	1. Workforce Connections (S) 2. CNLV (S) 3. Nevada Partners (L)	$1.4 million/ Federal Grants	Mid-Term (3-6 Years)
6.2.3 Establish Youth-Targeted Business and Entrepreneurship Opportunities	a. Establish Choice Business Academy b. Successfully graduate youth from entrepreneurship training program c. Offer entrepreneuership and intrapreneurshop opportunities for graduates	a. Secure location for Choice Business Academy b. Secure licenses and permits for Choice Business Academy c. Recruit youth in choice area for the Choice Business Academy d. Number of persons trained placed in jobs and establish small business.	1. Valentine Communications/ Edutainment Business League (S) 2. CNLV (S) 3. Las Vegas HUD Office (S)	1. NRSA/CDBG funds 2. Workforce Investment Opportunity Act/Workforce Connections 3. Banking Institutions (CRA) and Foundations 4. $200,000	Mid-Term (3-6 Years)
Goal 6.3 - Reduce Unemployment in the Urban Core					
6.3.1 - Increase Employment and Training Opportunities	Increase financial stability in urban core	Intensive case management and employment services with Bi-weekly follow up	1. Nevada Partners (L) 2. DETR (S) 3. Nevada JobConnect (S)	$400,000 - $2 million/ Federal Grants	Short Term (0-2 Years)/ Long Term (7+ Years)

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
6.3.2 Increase Hiring Events to Distribute Information and Employ Residents	Return on Investment in the urban core by reducing unemployment	Dept. of Labor statistics	Nevada Partners (L)	$100,000/Private Corp. Donations	Short Term (0-2 Years)
6.3.3 - Increase Mobile Employment Opportunities	Accessibility for job referrals/leads and enrollment for job training programs	Utilize WIOA data system to track services provided and follow up	1. Nevada Partners (L) 2. Workforce Connections (S)	$800,000/Federal Grants	Mid-Term (3-6 Years)
Goal 6.4 - Increase Overall Health Outcomes for the Urban Core					
6.4.1 Increase Health Insurance Among Residents in the Urban Core	Decrease the uninsured rate annually by 2.5%	Decreased need for primary, dental, and vision care as access increases. Reduction of uninsured by 2.5% annually	1. Nevada Partners (L) 2. LSSN (L)	$25,000/In-Kind Contribution	Mid-Term (3-6 Years)
Goal 6.5 - Reduce Neighborhood Crime and Increase Public Safety in the Urban Core					
6.5.1 Increase access to alternative programs for offenders	Reduce repeat offenders and unemployment for ex-offenders	Intensive case management, group and individual counseling and employability	1. Nevada Partners (L) 2. North Las Vegas Municipal Court (S)	$800,000/Federal Grants	Short Term (0-2 Years)/ Mid Term (3-6 Years)
6.5.2 Reduce the number of juvenile offenders in the system	Assess and refer first time youth offenders to youth services versus jail booking	Monitor youth through shared system through all community partners	1. Nevada Partners (L) 2. Clark County (S) 3. LVMPD (S)	$1million/Federal Grants	Short Term (0-2 Years)/ Mid Term (3-6 Years)
6.5.3 Increase the array of community policing programs	Create positive engagement with residents and authorities	Coaching and mentoring	1. Nevada Partners (L) 2. NLVPD (S) 3. LVMPD (S) 4. North Las Vegas 5. Community Court (S)	Police Depts in-kind of $200,000	Short Term (0-2 Years)
Goal 6.6 - Increase Youth and Educational Training Opportunities in the Urban Core					
6.6.1 Bring learning opportunities to the community	Increase Employabilty and Community outreach by 30 percent	Track workshop participation with monthly reporting and follow up	1. Nevada Partners (L) 2. CCSD (S) 3. DISCOVERY Children's Museum (S)	$400,000/Federal and Private Corp. Grants	Short Term (0-2 Years)

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
6.6.2 Increase the array of out of school educational opportunities	Increase HS and Higher Ed graduation rates by 25 percent and reduce unemployment	Mentoring, case management, support services and tutoring	1. Nevada Partners (L) 2. Boys and Girls Club (S) 3. Urban League (S)	$750,000/Federal Grants	Short Term (0-2 Years)
6.6.3 Increase the access to alternative youth training programs	Create marketable youth for employment with stackable credentials	Utilize WIOA data system to track services provided and follow up	Nevada Partners (L)	$500,000/Federal and Private Corp. Grants	Short Term (0-2 Years)/ Mid Term (3-6 Years)
6.6.4 Increase the array of supportive services available to students in schools	Reduce homelessness and promote health and wellness	Utilize WIOA data system to track services provided and follow up	1. Nevada Partners (L) 2. CCSD (S) 3. Communities in Schools, Nevada (S)	$500,000/Federal and Private Corp. Grants	Short Term (0-2 Years)
6.6.5 Increase the array of youth programs offered in the Urban Core	Increase HS and Higher Ed graduation rates, reduce crime and increase youth employment	Utilize WIOA data system to track services provided and follow up	1. Nevada Partners (L) 2. CCSD (S) 3. LVPN (S) 4. My Brother's Keeper (S)	$500k - $2mil/ Federal Grants	Short Term (0-2 Years)/ Long Term (7+ Years)
6.6.6 Establish youth leadership opportunities in the Urban Core	Create marketable youth for employment	Utilize Urban Chamber to place youth and data system to track services provided and follow up	1. Nevada Partners (L) 2. Edutainment Business League (S) 3. Community Engagement Team (S)	$300,000/Federal Grants	Short Term (0-2 Years)

Strategy	Outcomes	Metrics	Responsible Organization Lead (L) Support (S)	Cost/Funding Source	Timeline Short Term (0-2 Years) Mid Term (3-6 Years) Long Term (7+ Years)
6.6.7 Establish Choice Intergenerational Program/Building Bridges	a. Develop & maintain long term relationships between youth and older adults b. Bridge the communication gap between seniors and youth c. Work with EBL to record oral history of conversations between youth and older adults d. Develop ongoing netwrok in which youth and older adults learn from each other	a. Partner agencies and partcipants meet regularly to implement activities accomplish goals b. Establish program in target area schools and other local institutions & organizations c. Obtaining feedback (surveys, evaluations) from participants about the value they received from program sessions	1. Annointed Hands Inc (L) 2. Community Engagement Team (S) 3. Edutainment Business League (S) 4. Communities in Schools (CIS) (S)	1. NRSA/CDBG funds 2.Foundations 3.Grant Opportunities as identified 4. $150,000	Long Term (7+ years)