

SOUTHERN NEVADA SCRPG APPLICATION

Sustainable Communities Regional Planning Grant Program



Submitted By:
City of Henderson

On Behalf Of:
Southern Nevada Regional
Planning Consortium

U.S. Dept. of Housing and Urban Development

CFDA Number: 14.703

Opportunity Number: FR-5500-N-30

Completion ID: SCRPG-30

October 6, 2011

ABSTRACT:

Project Information

1. Project Name:	Las Vegas Metropolitan Area Sustainable Communities Regional Planning Initiative	
2. Lead Applicant:	City of Henderson, Nevada – Department of Community Development	
3. Point of Contact:	Sean Robertson, AICP; Principal Planner – Ph: (702) 267-1537 E-Mail: sean.robertson@cityofhenderson.com	
4. Population Level:	Large	
5. Application Category	Category 1–Regional Plans for Sustainable Development	
6. Total Budget	HUD Requested Amount: \$3,887,867	Applicant Amount: \$1,796,150
7. Participating Locations:		
	Clark County	City of Las Vegas
	City of North Las Vegas	City of Henderson
	City of Boulder City	Clark County School District
	Regional Transportation Commission	Conservation District of So. Nevada
	University of Nevada – Las Vegas	Brookings Mountain West - UNLV
8. Congressional Districts	1, 2, & 3	

ABSTRACT SUMMARY:

The City of Henderson (COH), Department of Community Development, on behalf of the Southern Nevada Regional Planning Coalition (SNRPC), in Clark County, Nevada, is applying for U.S. Department of Housing and Urban Development funds to conduct the *Southern Nevada Sustainable Communities Regional Planning Initiative*. The Southern Nevada Regional Planning Coalition serves as the Strategic Planning Authority for local governments in the greater Las Vegas Metropolitan Area region. SNRPC is organized to promote regional collaboration and planning for quality of life issues transcending governmental jurisdictional boundaries. A ten member governing Board, guided by a Technical Committee, focuses on planning for balanced economic, social, physical, environmental and fiscal development and orderly management of the region’s growth. COH is an active member of the SNRPC and is a HUD recognized “Preferred Sustainability Status Community” eligible to apply. Representing a “large metropolitan region” serving a total population of well over 500,000, the *Southern Nevada Sustainable Communities Regional Planning Initiative* is pursuing a Category 1-Regional Plans for Sustainable Development-application. Five metropolitan jurisdictions and seven key community institutions form the core membership of the Southern Nevada Sustainable Communities Consortium which will coordinate and carry out project activities.

Over twenty years of rapid and dynamic population growth, followed by a sharp economic decline coinciding with, but far exceeding, the nationwide downturn, has severely impacted Southern Nevada residents, businesses and local governments. Significant trend changes leading up to and following the region’s major growth spurt, now combined with the dramatic effects of the prolonged economic decline, call for a reevaluation of local policy and prioritization of investment to support long term stability and prosperity. Rethinking strategies to strengthen and sustain the economic and social fabric of Southern Nevada communities is more critical now than ever.

Thus, our project has two main goals: First we will reassess, refine and coordinate the integration of a wide range of existing environmental organizational plans into a single, consolidated Southern Nevada Regional Plan for Sustainable Development (SNvRPSD). This integrated regional plan will promote use of the six national “Livability Principles,” addressing at least nine critical areas of community living: housing, transportation, community/neighborhood development, economic development, public health,

education and human development, environment, water infrastructure, and energy, within the context of the conditions discussed above. Second, this project will provide an integrated platform from which to work with local jurisdictions, citizens' groups, and policy experts in the region to garner the political will and resources needed to fully implement plan recommendations.

To achieve our goals, we will access significant expertise from University of Nevada Las Vegas (UNLV) resources, to include Brookings Mountain West (a partnership between UNLV and the Brookings Institution); the Lincy Foundation; the School of Community Health Sciences; and, the Office of Sustainability. A Regional Sustainable Development Conference planned for Year 1 will assess needs, access local and national sustainability experts, secure broad community input and buy-in, and develop recommendations for long range sustainable, regional planning. Key community leaders and policy-makers will receive training in the benefits of sustainability planning. Four geographically distinct communities within the region will serve as pilot communities/neighborhoods with grassroots "community liaisons" who will facilitate community engagement and promote citizen buy-in at the local level. In Year 2, a series of consensus documents from conference proceedings and scenario planning exercises will be assembled and organized into an actionable consensus plan, approved by the authorities of each participating organization. Activities in Year 3 will use conference proceedings, community input, scenario findings, and other tools to inform a feasibility study and cost analysis of plan recommendations, with the specific intent of positioning the Consortium to pursue the necessary funding to assist with implementing the full plan.

Project Objectives - Key objectives for Year 1 include: 1) finalize Consortium agreements across participating agencies; 2) employ project personnel positions to complete project staffing and ensure a locus of responsibility for sustainable planning in each jurisdiction; 3) convene a Southern Nevada Regional Sustainable Communities Conference to promote citizen engagement in regional planning; 4) use conference proceedings and planning recommendations to develop consensus documents for Year 2 community neighborhood/town hall meetings. In Year 2 objectives include: 1) identify five distinct communities with sustainability deficits to serve as pilot communities for local engagement; 2) conduct neighborhood scenario exercises to incorporate feedback and neighborhood priorities into the planning process; develop and dissemination consensus documents approved by the authorities of each participating organization not later than December, 2013. Objectives for Year 3 include: complete a cost analysis and feasibility study of major recommendations from the planning process; author a draft plan to be circulated throughout SNRPC members for review; By December, 2014, the final plan will be reviewed and adopted by SNRPC members.

Expected Results – Regional planning for sustainable development is expected to result in a single, integrated and consolidated plan, adopted by Consortium members, that will promote and guide sustainable regional development in Southern Nevada over the next 20 years. Access to outstanding sustainable development planning expertise and leveraged resources from the University of Nevada Las Vegas will significantly contribute to our ability to sustain a regional focus and expertise in urban planning. Planning recommendations are expected to address improved access to transit routes, increased walkability, a redesigning of the built environment to reduce use of private vehicles, and land use practices that encourage greater social integration and engagement. Other benefits of this project include significant participation and buy-in by community citizens, businesses, civic groups, and others not traditionally involved in urban planning, which is anticipated to result in broad-based community support to implement the full plan.

RATING FACTOR 1: CAPACITY OF THE APPLICANT AND RELEVANT ORGANIZATIONAL EXPERIENCE

The City of Henderson (COH) is pleased to serve as the applicant agency, on behalf of the Southern Nevada Regional Planning Coalition (SNRPC), located in Clark County, Nevada, in submitting this application for U.S. Department of Housing and Urban Development funds to conduct the *Southern Nevada Sustainable Communities Regional Planning Initiative*. The Southern Nevada Regional Planning Coalition (SNRPC) serves as the Strategic Planning Authority for local governments in the greater Las Vegas Metropolitan Area region.

SNRPC is organized to promote regional collaboration and planning for quality of life issues transcending governmental jurisdictional boundaries. A ten member governing Board, guided by a Technical Committee, focuses on planning for balanced economic, social, physical, environmental and fiscal development and orderly management of the region's growth. COH is an active member of the SNRPC and is a HUD recognized "Preferred Sustainability Status Point of Contact" eligible to serve as the applicant agency.

Representing a "large metropolitan region" with a total population of well over 500,000, the *Southern Nevada Sustainable Communities Regional Planning Initiative* is pursuing a Category 1-Regional Plans for Sustainable Development-application. Five metropolitan jurisdictions and seven key community institutions form the core membership of the Southern Nevada Sustainable Communities Consortium which will coordinate and carry out project activities.

Significant population growth over the past 20 years has brought major challenges to local planning organizations and municipal authorities in Southern Nevada. During this period, area growth was extremely rapid and dynamic, but has more recently experienced a sharp economic decline coinciding with, but far exceeding, the nationwide downturn. This downturn has severely impacted Southern Nevada residents, businesses and local governments. Significant trend changes leading up to and following the region's major growth spurt, now combined with the dramatic effects of the extended economic decline, call for a reevaluation of local policy and prioritization of investment to support long term stability and prosperity. Rethinking strategies to strengthen and sustain the economic and social fabric of Southern Nevada communities is more critical now than ever.

Thus, the overarching goals of this project are two-fold: First we will reassess, refine and coordinate the integration of a wide range of existing environmental organizational plans into a single, consolidated Southern Nevada Regional Plan for Sustainable Development (SNvRPSD). This integrated regional plan will promote use of the six national "Livability Principles," addressing at least nine critical areas of community living: housing, transportation, community/neighborhood development, economic development, public health, education and human development, environment, water infrastructure, and energy, within the context of the conditions discussed above. Second, this project will provide an integrated platform from which to work with local jurisdictions, citizens' groups, and policy experts in the region to garner the political will and resources needed to fully implement plan recommendations.

To facilitate these goals, in Year 1, the Consortium will secure broad community input and buy-in through a public participation plan, hold a Regional Sustainable Development Conference to assess needs, access local and national sustainability experts, and develop recommendations for sustainable, long range regional planning. We will provide training for Consortium members, key community leaders, elected officials, and other decision-makers to gain a greater understanding of the benefits and opportunities created through regional sustainable development planning. We will reach into four geographically distinct communities within the region to identify "community liaisons" from grassroots communities who will facilitate community engagement and promote citizen buy-in at the local level. In Year 2, planning recommendations will be developed from conference proceedings and a series of consensus documents will be assembled and organized into an actionable plan, approved by the

authorities of each participating organization. A key resource for this activity will be expertise from Brookings Mountain West which will provide guidance on policy development and on implementing approved plans and policies, and the Lincy Institute which will assist in conducting outreach and data collection to support information in the plans. A series of “town hall” meetings, facilitated by the “Community Liaisons” will solicit input from which to prioritize pilot neighborhoods in which implementation of the six Livability Principles could be modeled most easily and effectively. Also in Year 2, the Consortium will use scenario exercises to develop appropriate planning alternatives and gain community input regarding their prioritization. In Year 3, a Regional Sustainable Development Summit, community input, scenario findings, and other tools will be used to inform a feasibility study and cost analysis of plan recommendations to position the Consortium to pursue the necessary funding for full implementation.

a. Organizational Capacity and Qualifications

The Southern Nevada Sustainable Communities Consortium serves Clark County in the southernmost region of Nevada. In addition to the SNRPC previously described, core members, listed below, bring extensive environmental and sustainable development planning experience as seen in Appendix A: SNvRPSD Partner Planning Experience. Sample plans listed in Appendix A. focus on our experience with land use, housing, transportation, sustainability, and socio-economic studies.

City of Henderson (COH) - As the applicant agency, COH will be responsible for overall project coordination, financial and grants management and will contract with all partners receiving project funds. COH project officials have the necessary planning experience and fiscal management expertise to manage a project of the size and scope of the proposed project.

Regional Transportation Commission of Southern Nevada (RTC) - RTC serves as both the Metropolitan Planning Organization (MPO) and the regional transit agency. RTC is responsible for overseeing transportation planning, including the conduct of numerous transportation planning activities. The RTC also directs expenditures generated from various local taxes for transportation purposes, as well as funds allocated by the U.S. DOT (e.g., FHWA and FTA). The RTC supports bicycle, pedestrian, and transit initiatives through studies, funding, and implementation.

Conservation District of Southern Nevada (CDSN) - CDSN has been working since 1974 to promote resource conservation, preservation and sustainability through education, facilitation and public and private partnerships for the citizens of Clark County, Nevada.

Boulder City – The Boulder Valley Comprehensive Plan (BVCP) and other planning activities reflect the community's vision for the future. This vision is implemented through a variety of tools including land use regulations and development review, zoning, annexation, sub-community and area plans, historic preservation, department master plans, and the city’s capital improvement program.

Southern Nevada Housing Authority (SNRHA) - SNRHA was organized in 2009 to consolidate the management of federally assisted multifamily housing in Las Vegas and Clark County. SNRHA administered housing programs include: Low Rent Public Family Housing, Section 8 Voucher Programs, Low Rent Public Senior Housing, Resident Services, and Non-Federally Senior Housing.

Southern Nevada Water Authority (SNWA) – SNWA is a cooperative agency formed to address

Southern Nevada's unique water needs on a regional basis. SNWA manages the region's water resources that serve 2 million residents and nearly 40 million annual visitors.

City of Las Vegas (CLV) - CLV is experienced in administering HUD programs including CDBG, HOME, HOPWA, ESG and ARRA funds. The City has adopted numerous plans, initiatives and ordinances supporting HUD-funded sustainability, economic development, transportation and housing.

Clark County - Clark County, Nevada, is a full-service county and local government. It provides regional government services for over 2 million residents and 37 million annual visitors, and local government services for a population of over 800,000. The Community Resources Management Division (CRM) is the lead agency for the HUD Consolidated Plan Consortium. Since 1978, CRM has worked with HUD to provide almost \$400 million for self-sustaining communities, providing affordable, safe housing and creating a strong economic and social base for healthy neighborhoods in Clark County.

Clark County School District (CCSD) – CCSD's Planning and Design Department actively maintains, supplements, and implements a Master Plan. By integrating information, policies, and statistical data to facilitate an organized approach in planning, educational facilities meet the changing needs of the community and resources are equitably allocated to achieve CCSD goals and objectives.

City of North Las Vegas (NLV) - NLV has many years of experience administering HUD programs, including CDBG, HOME, and NSB, and is a partner in the Clark County Consolidated Plan Consortium. In recent years, the City has adopted several plans and policies supporting the goal of a more sustainable future. NLV participates on several regional planning and sustainability initiatives. North Las Vegas is committed to providing staff resources to the development and implementation of the proposed project.

University of Nevada Las Vegas (UNLV) – Three resource-rich entities within the university community will provide critical technical and policy expertise and support for project activities:

- **Brookings Mountain West (BMW)** - Brookings Mountain West is a partnership between UNLV and the Brookings Institution, the world's leading public policy think tank. Funded by the Lincy Foundation, this collaboration combines the renowned public policy research of Brookings scholars with the expertise and insight of UNLV faculty to make real improvements in infrastructure, policy, and quality of life challenges confronting Southern Nevada. BMW generates high-quality, independent, and impactful research on regional issues such as: urban growth and development, infrastructure, transportation, innovation, water use, energy, immigration, and sustainability. BMW will contribute content area experts in economic development, transportation, and housing. Technical assistance in scenario development, assessment, and implementation will include access to local and national experts in these fields, particularly from the Brookings Metropolitan Policy Program.
- **Lincy Institute** - The Lincy Institute is a gift/grant funded research institution whose mission is to "conduct and support research focused on improving Nevada's health, education, and social services." Led by Dr. Robert Lang and four Senior Resident Scholars in the areas of health, education, social services and information technology, we work directly with the community to build the capacity of public and private non-profit organizations to provide effective, evidence-based services and to maximize state, federal, and private resources serving as social equity, economic development, and housing subject matter experts. We will be conducting a comprehensive community needs assessment during the project period, to ensure inclusion of variables pertinent to regional planning. Lincy will also work to identify and engage community service providers and consumers in the planning process.

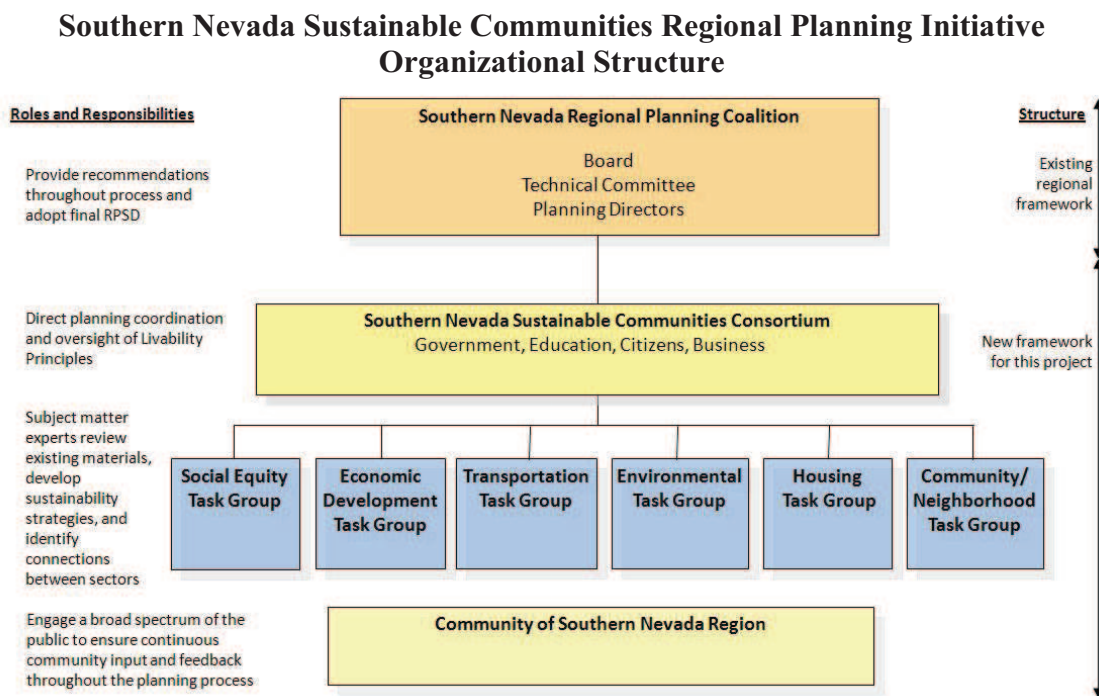
- **School of Community Health Sciences** – The Department of Environmental and Occupational Health (DEOH) within the School of Community Health Sciences, will contribute expertise from its Nevada Healthy Homes Partnership, a HUD funded planning initiative to remediate housing health hazards from high risk communities in Clark County.
- **Office of Urban Sustainability** - The Office of Urban Sustainability and Multidisciplinary Research at UNLV works to facilitate networking among faculty and students with complementary interests and to encourage pursuit of collaborative projects. Our goal is for UNLV to play a major role in achieving a sustainable Las Vegas community with all its interrelated dimensions, including environmental, economic, and social/cultural sustainability. Graduate assistants will provide support for the regional conference planned for the project.

In preparing for the *Southern Nevada Sustainable Communities Regional Planning Initiative*, the Consortium is also collaborating with a wide variety of other regional stakeholders including: Clark County Regional Flood Control District, Las Vegas Convention and Visitors Authority; Council for a Better Nevada; Nevada Development Authority; Nevada Department of Transportation; Local office of HUD; Nellis Air Force Base; and, the Southern Nevada Health District. To inform specific technical issues or population groups in the community, we will also work closely with organizations such as local chapters of the American Institute of Architects, and the U.S. Green Building Council.

Collectively, these municipal jurisdictions and community institutions have come together to foster a more unified and consensus-based planning process to result in a comprehensive plan that can guide integrated regional planning and foster sustainable development over the next 20 years.

Organizational Capacity

The chart below depicts our proposed organizational structure ensuring local entities, stakeholders, and individuals are valued and have a role in this effort.



Our organizational structure seeks to ensure the plan will result in implementable strategies by engaging groups and individuals at different levels so that it gains buy-in from the public, elected officials, governments, subject matter experts and diverse geographies.

The Consortium will guide the work of the Task Groups; assist in implementing the Regional Conference; ensure wide community engagement in the planning process; present plan elements and recommendations to the SNRPC Planning Directors' Technical Committee and full Board for vetting and feedback on the feasibility of implementation strategies; and monitor the progress of plan development and implementation.

Focusing on sustainability related to the national Livability Principles, six Task Groups are organized to address social equity, economic development, transportation, environment, housing, and neighborhood/community engagement. Task Groups will evaluate current plans/systems, identify barriers and challenges to sustainability, and develop specific metrics for assessment of goals. Members will include individuals with subject-matter expertise, consultants from Brookings and other UNLV resources and representatives from groups such as businesses and education systems, to ensure a diverse balance of regional constituents. A chair will be elected for each Task Group to provide a focal point of accountability for activities. Groups will meet independently and collectively to coordinate efforts, share ideas and review recommendation and will play key roles in the regional conference and town hall meetings planned for Year 1. Continued public engagement will be solicited throughout this process.

The final decision-making authority resides with the SNRPC Planning Directors, Technical Committee and Board. The SNRPC will solicit their respective governments to gain approval, adoption and support coordinated implementation of the Regional Plan for Sustainable Development.

This planning process calls for communication, consensus building, compromising, and transparency throughout the process to ensure that the sustainable strategies are economically competitive, environmentally accountable and equitable. Disputes among committee members will be resolved by a 3/5 majority. Consortium members, made up of a diverse group of entities, will be the guiding force to ensure all aspects of the plan are well-balanced.

Leadership Responsibilities

Initial leadership is provided by the City of Henderson (COH) as the applicant agency and active member of the Consortium. COH will execute a formal agreement with all Consortium members not later than 120 days after the effective date of the cooperative agreement. The City of Henderson will contract with partners designated to receive funding from the proposed project and will actively participate in the planning and community engagement process. COH will serve as the primary contact for coordination with the HUD Project Officer, and will assume day-to-day administrative duties for grant budgeting and reporting. COH has the necessary planning and administrative experience to effectively manage the *Southern Nevada Sustainable Communities Planning Initiative*.

Member Responsibilities

This project builds upon an established regional planning framework, yet provides a forum to accommodate additional partners and community input. Expert consultants will be contracted and/or will contribute leveraged resources, to perform leadership training, conduct research and/or facilitate public outreach efforts. Brookings Mountain West will facilitate policy development; the Lincy Institute will facilitate research and data collection; the Nevada Healthy Homes Partnership will assist with consensus building; and the Office of Urban Sustainability will help in planning for the regional conference and engaging the public in the planning process. Each Consortium member will contribute a representative to conduct project activities and to assist in compiling data, conducting public outreach,

formulating recommendations, reviewing draft documents, handling interdepartmental coordination within their organization, keeping elected officials apprised of the progress, and seeing the final plan through the ratification process within their own agency. Planning will strive to build consensus to ensure that all member concerns are integrated into the Plan.

Consortium Members and Planning Experience

As shown in Appendix B: Consortium Members and Planning Experience, Consortium members have extensive experience in implementing regional, multijurisdictional, or other large-scale planning projects, particularly in housing, transportation, and related infrastructure to support their respective communities. Planning skills include development of needs assessments, conducting community focus groups, managing secondary analysis for interpreting land use data and evaluating planning alternatives, and other tools used in modern urban planning.

b. Capability and Qualification of Key Personnel

Planning staff from the COH Department of Economic Development will provide overall leadership and accountability for grant funded activities. We have garnered leveraged resources and expertise from key institutions at the University of Nevada Las Vegas (UNLV). As most of the Consortium entities are part of the SNRPC, a well-established forum for regional collaboration, personnel selected are those experienced in working in similar projects. COH staff listed below will serve as project leads.

Key Personnel

Stephanie Garcia-Vause, AICP, Director of Community Development for the City of Henderson will serve as **Project Director**. Ms. Vause has a bachelor's degree in Political Science from the University of California Berkeley, and a master's degree in Public Administration from the University of Nevada Las Vegas. Since 1994, she has served in a variety of positions within the Community Development Department. She has participated in regional planning efforts in the Las Vegas Valley since 1997, under the Southern Nevada Strategic Planning Authority, the pre-cursor to today's Southern Nevada Regional Planning Coalition. She served as a Legislative Advocate representing the City during the 2001, 2003, and 2005 legislative sessions, and has assisted in the City's requests for Park, Trail & Natural Area funding under the Southern Nevada Public Lands Management Act. Ms. Vause is an active member of the American Planning Association and the American Institute of Certified Planners. Ms. Vause will direct 25 percent of her time to provide overall project direction and coordination with SNRPC and partner organizations. She will also chair the Southern Nevada Regional Planning Consortium.

Sean Robertson, AICP, Principal Planner for the Henderson Community Development Department will serve in the role of **Project Manager**. Mr. Robertson has worked over 15 years in planning at the Cities of Las Vegas and Henderson, and holds a Masters Degree in Planning from the University of Virginia. He has served as project manager on a variety of large and complex planning initiatives including implementation of the Southern Nevada Public Lands Management Act overseeing the disposal of federal land; several Master Plans; HUD Analysis of Impediments to Fair Housing; implementation of state statues for workforce housing; and various comprehensive plan amendments, all of which included extensive community and public outreach. Regional planning experience includes staffing the Southern Nevada Regional Planning Coalition, participation on the RTC Master Planning Subcommittee, and serving on working groups for Regional Employment and Housing Projections and the Regional Land Use, Transportation and Air Quality Modeling. Mr. Robertson will be responsible for overall project management at 25 percent of his time for this project.

Richard Rojas, AICP will serve as the **Project Coordinator** responsible for accomplishing day to day project activities. As a Planner at the City of Henderson for the past three years, he has performed a variety of project management duties including the Development Code Update, Citywide Sustainability Program, Municipal and Community Greenhouse Gas Emissions Inventory, Enhanced Residential Recycling Pilot Program, which required stakeholder outreach, multi-departmental and multi-agency collaboration and strategic planning. He has a Master's Degree in City and Regional Planning from Cal Poly San Luis Obispo and a Bachelor's Degree in Environmental Studies from the University of California at Santa Barbara. Mr. Rojas will serve in this role at 50 percent of his time.

A full time **Project Planner** will be employed for the project. Qualifications for this position require municipal and multijurisdictional planning experience, good communication skills, knowledge of computer data and information resources, and other planning skills (APPENDIX C: Job Descriptions).

Additional project personnel to be employed includes: a full time **Technology Coordinator** for data and GIS coordination; a full time **Outreach Liaison** to ensure community engagement in regional planning; a half-time **Budget Analyst**; and, a full time **Administrative Assistant** to work with project management staff. Three **Sustainability Planners** will enable us to support paid representatives to work with the municipal governments to work on the project. These positions are critical as local government staffs have been decimated by the poor economy. Four **Community Liaisons** will be paid a stipend to organize community meetings in selected neighborhoods throughout Clark County to ensure citizen input and investment in regional planning. Community Liaisons will be diverse in age, gender, race/ethnicity, and length of time in the region.

Graduate Assistants (GAs)

From UNLV, six fulltime graduate assistants will support the Consortium, to conduct data gathering, community outreach, and other tasks associated with the planning process at a leveraged value of \$25,000 each per year.

Biographical sketches of all key personnel are provided with this application.

APPENDIX B: Consortium Members and Planning Experience, lists staff from Consortium members with significant urban and regional planning experience. These individuals will contribute their time and expertise as project leveraged resources from their respective jurisdictions/agencies.

Project Consultants

Project consultants will come primarily from UNLV partners who will facilitate access to high level national and resident scholars with planning expertise for the project (i.e. Brookings Mountain West, the Brookings Institution, the Lincy Institute, and the Department of Environmental and Occupational Health – Nevada Healthy Homes Partnership).

c. Capacity to Address Economic and Social Disparities

Municipal jurisdictions that comprise the regional planning Consortium represent communities that essentially encompass the majority of urban Las Vegas/Clark County residents. In 2010, Clark County's population was over 1.9 million reflecting considerable ethnic/racial, economic, educational, housing and health diversity. Health, social, and economic research indicates that this diversity of population and living conditions presents a number of factors that can exploit regional economic and social disparity

conditions. Each of these factors, briefly discussed below, will be a central element and will be carefully considered in developing the RPSD.

Racial/Ethnic Composition - Growth in Clark County has been spurred by steady increases in minority residents, including Asians and Pacific Islanders, African Americans, and Hispanic/Latinos. In Clark County, 2010 overall population was 60.9 percent White, leaving 39.1 percent as a racial/ethnic minority. African Americans represent nearly 11 percent (10.5%) and Asians represent nearly 9 percent (8.7%) of total population. Almost 14 percent of residents represent “some other race”. Just over 29 percent of the population is of Hispanic or Latino ethnicity. Over 22.5 percent of Clark County residents are foreign born, a 69.2 percent increase from the 2000 Census, compared with a 28.2 percent decrease in the native-born population.² Over 31% of persons above the age of 5 speak a language other than English.¹

Economic Conditions: The economic downturn has severely affected the dominant sectors of the Las Vegas metropolitan area economy—tourism and construction. As discussed in the 2010-2014 HUD Consolidated Plan for Clark County, “The “Great Recession” is continuing to impact Southern Nevada more than other areas because the two primary economic engines—construction and tourism—were disproportionately impacted by the US recession. In 2009, 8 percent of families and 11 percent of individuals lived below poverty; Blacks and Hispanics demonstrate consistently higher poverty rates compared to other ethnic groups in Clark County. In 2009, 21% of children in Clark County under age 18 lived in poverty.¹

Employment - The Bureau of Labor Statistics estimated a 14.0% overall unemployment rate in the LVMA for the month of July 2011, higher than the national rate of 9.3%. Employment in the region’s main industry—tourism (leisure/hospitality) was down 9.6% (10,100 jobs) from August 2007 to August 2011. The construction industry, the second largest employment sector in Southern Nevada in 2007, comprised 11.8% of all employment.⁴ Over 63,700 (39%) of the area’s construction industry jobs have been lost since August 2007. In the second quarter of 2011, Las Vegas’ economy remained 12.8 percent smaller than before the recession.⁵

Housing - The foreclosure crisis has been the most significant change in recent economic conditions in Clark County, with over 58,000 foreclosures recorded since 2007. The housing bubble burst and the resultant economic recession and widespread job losses make it difficult for all households to remain in and maintain their housing, particularly low income households. “The run-up in house price was much larger in Southern Nevada in 2003-2006 than in much of the US; consequently, the subsequent decline in prices was large as well. Moreover, Southern Nevada had a disproportionately high number of high-risk loans, resulting in exceedingly high foreclosure rates. Excess residential and commercial real-estate capacity gives little incentives for new developments, and caused a virtual construction sector collapse.⁶

Education – The Clark County School District is the 5th largest school district in the nation. 2010-2011 enrollment was over 309,000 students attending 357 schools. The School District covers 7,910 square miles and includes the metropolitan Las Vegas area, all outlying communities and rural areas.⁷ Academic challenges abound with fewer than six in ten students graduating from high school.⁸

Health - Rapid and extended population growth over the past 20 years has stretched state and county resources to the limit, making it difficult to keep pace with spiraling demands for health and social services. Resources to provide high quality, culturally appropriate primary health care for low income

and/or uninsured/underinsured populations are extremely limited. Clark County has both Medically Underserved Areas/Medically Underserved Populations and significant sections of the county are formally designated as Health Professions Shortage Areas.⁹ As a result, access to healthcare is a chronic problem for residents. Data from UNLV identifies nine zip codes in metropolitan Clark County that are at critically high risk for housing-related health hazards.¹⁰

These factors document economic and social disparities existing in the region. The SNvRPSD planning process will enable us to expand upon past efforts and develop wider integrated strategies to reduce disparities in such areas as housing, transportation, health, and economic development across the region.

2. RATING FACTOR 2: NEEDS/EXTENT OF THE PROBLEM

Severe economic consequences of the “Great Recession” have significantly impacted the need for Southern Nevada communities to conduct regional planning. These economic conditions call for a reassessment of long range community development plans and support the need for a fully effective and integrated regional plan for sustainability to guide development over the extended period of time needed for the recession to abate. Consolidated planning will also help in preparing for the anticipated changes in growth following the recession, and is needed to foster consensus in maximizing expenditures of limited local and state tax revenues and pending declines in federal funds.

a. Rating Factor Form 2 – See Factor Form 2.

b. Narrative Statement of Need

Planning needs become quickly obvious in analyzing statistical information provided in Rating Factor 2 Form 2 and in considering other critical needs assessment data as discussed below.

Housing: Form 2 reflects a 13 percent increase in the ratio of median housing cost to income between 2000 and 2008, with over 70 percent of households spending 45 percent of their income on combined housing and transportation costs. The nationwide economic downturn has been particularly acute in Southern Nevada. According to the Brookings Institution, Las Vegas is among the weakest metropolitan areas in the nation for housing prices. Home prices in the LVMA dropped 64.5 percent from the peak in 2006 to the second quarter of 2011, compared with a national average of 26.7 percent.¹¹ This has forced many homeowners to walk away from homes they can no longer afford.

Environmental Quality: As of 2000, urbanized land per capita in the region was .14. The Las Vegas Valley urban area is surrounded by publically owned land managed by federal agencies including the Bureau of Land Management, Bureau of Reclamation, Department of Defense, and Fish and Wildlife Service. These public lands represent an urban growth boundary. Additionally, inside the urban area are over 50,000 acres of vacant land —about 22 percent of the total urbanized area. This presents a meaningful opportunity to conduct planning to address density and location of land uses through densification, redevelopment and economic policies in the SNvRPSD.

Especially critical in determining environmental quality in the region is access to water and the distribution of water infrastructure to population. “Recent economic analyses indicate that if investors and the financial markets lose confidence in the long-term viability of Southern Nevada’s water supply, we could see a 10 percent decline in economic activity — representing 80,000 lost jobs. Investors ask continually how we intend to serve the community if Lake Mead (the principal water source) goes into distress. Planning to maintain confidence in future water availability, even in the most severe drought circumstances, is crucial to the community, particularly in recovering from the recession.”¹²

Multi-modal Transportation: Clark County is currently designated in nonattainment by the EPA for three air pollutants, carbon monoxide, particulate matter (PM₁₀), and ozone. Improving air quality is a primary goal of the Regional Transportation Commission's focus on improving regional transportation capacity. Although the LVMA performs relatively well for vehicle miles traveled within the region, as shown in Figure 2, with a total much lower than the nationwide average, the vehicular share of the modal split is still sizeable at 92.2 percent for 2010.¹³ The RTC has been making great strides in implementing a valley-wide system of bus rapid transit service. Completing these facilities and redesigning local land use plans can help with quality of life issues such as air quality and traffic congestion.

Socioeconomic Inequity: Dissimilarity Indexes in the region reflect high rates for racial/ethnic groups, and over 42 percent of Clark County school children qualify for the free and reduced lunch program, indicative of low income and poverty.

Economic Opportunity: As shown on Form 2, the largest employers in the region include five large hotel/casino resorts located in one concentrated geographic area along the famous Las Vegas strip. The Southern Nevada Regional Housing Authority manages 24 public housing developments. These units, are dispersed throughout Clark County, but are not necessarily located near large employment centers. Only two employers show 50 percent or more of subsidized housing near an employment center.

Fresh Food Access: Over 3 percent of residents in the region live more than one mile to a grocery store. In 2009, fruit and vegetable consumption among adults 18 and older was less than 24 percent for Clark County¹⁴ making planning for access to fresh food an essential element of regional planning.

Healthy Communities: In addition to Form 2 data, information below documents health issues for the Southern Nevada region.

- Asthma- In Southern Nevada school-aged youth have asthma prevalence rates averaging 12.5, ranging from as low as 9.1 to as high as 16.0.¹⁵
- Childhood Obesity - In 2010, 13 percent of Clark County kindergarten students were considered overweight and 21 percent were considered obese.¹⁶
- Diabetes - Diabetes prevalence among adults aged 18 and over in 2009 was 8.1 percent, just under the national rate of 8.3 percent.¹⁷
- Heart – Prevalence of diseases of the heart in area adults over 18 in 2009 was 204.6, higher than the national rate of 109.9.¹⁷
- Lead Poisoning – Based on research done by UNLV, over 22,000 low income homes in Clark County are at potential high risk of lead based paint.¹⁸
- Low Birth Weight - Between 2003 and 2007, the percentage of low birth weight babies in Clark County increased from 7.6 percent to 8.3 percent.¹⁹

c. Area of Severe Economic Distress – N/A

3. RATING FACTOR 3: SOUNDNESS OF APPROACH

The information provided herein outlines our proposed Work Plan for the three years of the Category 1 Application. Our Work Plan includes specific, measurable, and time-phased objectives to

achieve our goals of a single, consolidated Southern Nevada Regional Plan for Sustainable Development (SNvRPSD) endorsed and supported by all jurisdictions and community partners; and, an integrated platform from which to work with metropolitan jurisdictions, citizen groups, governments, and policy experts within the region to garner the necessary political will and resources to successfully and fully implement plan recommendations.

Planning Context

Our approach to the development of a consolidated regional plan for sustainable communities factors in a number of unique characteristics that affect the economic and social fabric of the region. These include:

- Las Vegas is a densely built metropolitan area with a population the size of Nashville, occupying less than one-fourth of that city's footprint.
- It is a region that produces little greenhouse gas and generates low vehicle miles traveled (VMT) because of compact urban form.
- It also has switched landscaping practices to encourage low water use foliage and has applied the latest technology to recycle and conserve water, especially on the Las Vegas Strip.
- Finally, the region is a leader in green building technology and features the largest LEED certified project in the United States, the City Center complex.

Las Vegas has been surprisingly sustainable. In comparisons with the 50 largest metropolitan areas in the United States, Las Vegas had some of the highest built urban densities, ranking 14 out of 50.¹⁹ To put this in perspective, Las Vegas is denser than Portland, OR, which ranked 30, and Nashville, TN, which ranked 50. The city's high densities are due to federally imposed urban growth boundaries (in the form of BLM land) which prevent it from developing Atlanta-like sprawl. However, with no built form that promotes walkability and transit use, Las Vegas is dense but without urban purpose. Part of this is due to the master planned community dominance which segregates retail from residential development by gates, and the scale of boulevards which are high-speed multi-lane surface streets that discourage walkability.²⁰ Despite reliance on personal automobiles, the region is ranked in the bottom 15 metropolitan areas (out of 100 metropolitan areas measured) in VMT per capita because of its compact urban form.²¹ High employment concentration and centrality of businesses along the Strip is greater than the Loop in Chicago, which is that region's area of concentrated employment.

The Southern Nevada region has also made a concerted effort to lower its water usage and become a leader in green building technology. The Pacific Institute cites a one-third reduction in the region's water usage during a time when the population nearly tripled. In 1990, an average resident used 347 gallons per day. By 2008 that figure had dropped to 248 gallons per day. According to the Southern Nevada Water Authority, Las Vegas' bustling tourism economy, which attracts roughly 37 million visitors annually, is consuming only 3 percent of the region's water supply. Businesses on the Strip were the first to embrace the latest water recycling and conservation technologies. The U.S. Green Building Council ranked Nevada 2nd in LEED-certified projects per capita in 2010 (USGBC, 2011) and Las Vegas features the largest LEED-certified project in the US, City Center as previously mentioned.²²

However, the biggest challenges to be addressed in terms of sustainability are the scale of its main surface streets and a practice of hyper-segregation between residential and commercial areas at the neighborhood level. This, coupled with the community-wide economic downturn, call for innovative interventions to secure livability and sustainability goals that include: 1) Greater access to transit so that households unable to afford automobiles can fully participate in the region's economy and life; 2) Walkability that will promote greater health among residents and less use of private transportation; 3)

Improve environmental quality by redesigning the built environment to reduce private vehicle trip generation; and, 4) Land use practices that promote social integration and social engagement at the neighborhood scale.

Given these sustainability issues, our integrated regional plan will promote implementation of the six HUD “Livability Principles,” and will address the areas of housing, transportation, community development, economic development, public health, education, and human development, environment, water infrastructure, and energy, in a comprehensive and coordinated fashion. It will rely heavily on citizen input, with a particular focus on building capacity of under-represented groups. Our planning process will also closely align with four other regional planning initiatives occurring in a parallel process, and briefly described below:

- *Promise Neighborhood Planning Grant - Beating the Odds*. The Las Vegas Promise Neighborhood grant will utilize a comprehensive community approach to improving student successes by enhancing the capacity of families and communities to provide the necessary social, developmental and economic supports necessary for success.
- *Healthy Communities Initiative*: The Federal Reserve Bank of San Francisco and the Robert Wood Johnson Foundation are collaborating with local entities (The Lincy Institute, the Nevada Bankers Collaborative, United Way of Southern Nevada, Southern Nevada Health District, and the local HUD office), to convene stakeholders and national experts to discuss current trends and national models for building a Healthy Communities framework in Southern Nevada.
- *Enhancing Community Development*: Local partners, (Lincy Institute, Brookings Mountain West and others), are collaborating to improve the capacity of Southern Nevada to attract and sustain broader financial support for community development, infrastructure, social services, and economic development in the region. National intermediaries will mobilize corporate, government and philanthropic support for comprehensive community development aimed at transforming distressed neighborhoods into healthy and sustainable communities of choice and opportunity.
- *Community Needs Assessment*: In partnership with such groups as the United Way, Southern Nevada Health District, Nevada Community Foundation and others, the Lincy Institute will conduct a region-wide assessment in 2012 to update needs information from the community.

These regional planning and community development efforts will enhance and inform the work of the Consortium and will enable us to leverage financial resources, technical expertise, public participation, and policy recommendations from these complementary initiatives.

1) General Description of Proposed Regional Plan for Sustainable Development

The contents and organization of our proposed regional plan will articulate our long range vision for sustainable development. Anchored in the Livability Principles, our plan will include chapters addressing the integration of recommended sustainable development strategies as they affect the nine critical areas of community living identified earlier, to include: housing, transportation, community/neighborhood development, economic development, public health, education and human development, environment, water infrastructure, and energy.

Sustainable Development

Organized around chapters that address each of Livability Principles and integrate the community living topics, the Consortium will advance the concept of sustainable development by creating a

mechanism for ongoing dialogue and exchange of ideas and recommendations between regional entities, local stakeholders and the public. This dialogue will include extensive opportunities for public participation to allow for sufficient consideration of both neighborhood level concerns such as housing availability and housing mix, as well as cross-cutting issues such as transportation, economic development, or workforce development. The Consortium will facilitate a collaborative process, using a regional conference to raise the visibility of the need for sustainable communities, supported by local community town hall meetings, to foster the exchange of ideas from communities, individuals, and/or organizations to inform this regional plan. Tools will include use of scenarios, visioning exercises, development of appropriate baseline data and measurement metrics to evaluate progress.

Our objective in pursuing sustainable regional development planning is to facilitate consensus on the adoption and implementation of practical planning recommendations that can be incorporated into day-to-day business and government operations in the region. Over the course of the project, the Consortium will work with its local government members, its subject-matter/technical experts, and the SNRPC, to incorporate recommendations presented in the plan into rules, regulations, codes, capital improvement plans, and/or revitalizations programs of local governments. Local government implementation of sustainability strategies will be tracked to highlight successes and model initiatives. The Consortium will also track progress toward the sustainability benchmarks and distribute the results to the public through annual reports and more detailed three and five year reports.

Scenario Planning

Our objective in utilizing scenario planning is to effectively engage local stakeholders in building the consensus around a framework for long-term regional planning infrastructure investment decisions and local land use decisions in Southern Nevada. To accomplish this objective, a participatory systems approach will be used as a framework for scenario planning. This approach takes baseline trends and existing conditions assessment as a starting point for engaging the public and stakeholders. Participant responses to these trends help shape discussions about vision and goals for the future. Scenario modeling will be one of the primary tools included in an education process designed to solicit preferences and input from the public. A minimum of three regional growth scenarios will be presented to community residents during Year 2. The Consortium will use the public and stakeholder input to construct a preferred scenario for the region upon which to build the implementation strategies and incorporate livability principles. SNRPC members have received training in scenario planning previously.

Six Livability Principles

The plan will be anchored in the six Livability Principles, providing the foundation for the regional definition, vision and goals for sustainable development. The existing conditions assessment will utilize data to create a baseline assessment of where the region is today with respect to the six principles. This data will be used as a basis of comparison for the scenario modeling and evaluation process. Task Groups will focus on social equity, economic development, transportation, environment, housing, and neighborhood engagement and will use the principles as the basis for establishing goals and metrics. The principles will also drive the creation of implementation strategies with the objective of incorporating the six principles in long term local jurisdiction growth and urban planning requirements.

Rating Factor 2 Needs

The plan will use needs data provided in Rating Factor 2 as the starting point for meaningful dialogue between the Consortium, stakeholders and the public, with the intent of establishing a baseline for the development of the regional vision and goals. The needs data for each planning domain will

provide information for the public engagement strategy, highlighting communities and populations that may need non-traditional outreach and involvement methods. Task Groups, guided by public input, will address specific needs including identifying existing barriers, with the objective of developing concrete actions to overcome them, supported by the use of metrics to assess the effectiveness of implementation efforts. Needs data will also form the basis for metrics and data inputs used in scenario planning.

Regional Economic Assets

The plan will examine strategies for how to best leverage and maintain involvement with the region's economic assets including the international airport, gaming, hospitality, defense, green architecture, and renewable energy industries. The expertise of these stakeholders will be used to explore strategies for balancing growth, transportation needs, economic development, and air quality. The plan will consider methods for attracting and maintaining a skilled labor pool as the region continues to grow, including evaluating challenges such as affordable workforce housing and training in specialized fields or trades. The overall objective is to have the plan provide a framework for increasing the economic competitiveness of the region over time.

Inclusive Communities

The plan will promote inclusive communities and reduce discrimination by advancing strategies to improve access to economic opportunity for all segments of the population through committed partnerships with neighborhoods, agencies, businesses, and community groups that represent all segments of the population. These partnerships will ensure that the interests of underrepresented communities are included in the SNvRPSD planning process. To assure that this outreach is meaningful, the Consortium will work with regional agencies and groups with an expertise in social equity and design community outreach methods that will motivate and activate underrepresented members.

2) Process to Develop a Regional Plan

To achieve our overall goals and supporting objectives, we have outlined a regional planning strategy that builds on existing environmental development plans, promotes broad community engagement, uses objective data as both planning and outcome evaluation tools, is practical in solutions, leverages financial resources and subject matter expertise, and provides a strong base for implementation of consensus recommendations identified in the plan. Outlined below are the planning steps to be taken over the life of the project.

Engagement Plans

In Year 1 of the project, we will lay the foundation for planning to achieve our overarching goal of fostering the development of sustainable communities throughout Southern Nevada that are consistent with HUD's Livability Principles. The Consortium is committed to fostering meaningful participation of all stakeholder groups throughout the duration of the project. Our participation plan will account for the fact that the region is diverse with distinct communities based on identity, geography, interests and language. The success of the finished regional plan will depend on the Consortium's ability to engage and sustain the interest of all these communities, with special attention to those traditionally underrepresented in past planning processes. To ensure such communities will have an effective role, the planning process will focus on three major strategies: 1) building the capacity of local communities to actively participate in and endorse the sustainable development plan; 2) using methods/techniques for participation to maximize two-way communication; 3) providing stakeholders with a variety of participation options.

To raise the visibility of the need for sustainable communities and access high level expertise in urban planning, we will begin by holding a Regional Conference. The conference will be organized to address each of the six Livability Principles with the intent of developing recommendations for a multijurisdictional plan that integrates the community living issues of housing, transportation, community/neighborhood development, economic development, public health, education and human development, environment, water infrastructure, and energy. The conference will bring together key players in overall community planning as well as create an opportunity for input from groups or organizations (e.g. public health officials, homeowner associations, public safety/law enforcement officials, elected officials, civic groups, state officials, etc.) that may not routinely participate in urban planning activities. The Consortium will focus on engaging and sustaining interest among communities of color, non-English speakers residents, new residents, immigrants, low-income communities, economically isolated communities (i.e. urban neighborhoods) and vulnerable populations (i.e. seniors and people with disabilities). The Consortium will develop and promote a project web-site and will develop web-based tools to reach the under-engaged and those with location accessibility challenges.

In addition to plenary sessions on key overarching topics, breakout workshops (or conference tracts) will examine each of the Livability Principles, providing speakers and/or panels of topic experts, organized to solicit wide community input. Examples of key issues for each Principle include:

- *Provide more transportation choices* – As previously stated, greater access to transit resources are a need for the region. According to the Brookings Institution, “Transportation leaders should make access to jobs an explicit priority in their spending and service decisions, especially given the budget pressures they face. Metro leaders should coordinate strategies regarding land use, economic development, and housing with transit decisions in order to ensure that transit reaches more people and more jobs efficiently.”²¹ Workshops addressing this issue will present existing transportation resources and plans for eight rapid transit corridors across Southern Nevada. Discussions will explore how best to achieve sustainable development through connected centers and transit corridors. Key goals will be to provide safe, reliable, accessible and affordable transportation options that can facilitate community needs to improved air quality, reduce smog emissions, and foster easier access to community health and social services resources.
- *Promote equitable, affordable housing* – Housing and the location of future housing developments are essential planning issues for Southern Nevada. Low housing values, high foreclosure rates, distressed housing areas, and other concerns need to be addressed in practical ways that can foster increased responsible home ownership as a means of economic security, while planning to ensuring access to safe, affordable and healthy housing for all economic sectors in the region.
- *Enhance Economic Competitiveness* – Residents in the region need access to a range of resources to enhance economic competitiveness. Key needs are to diversify the business base of the region; increase access to workforce development; ensure access to quality training for persons needing to pursue new skills, and improving educational resources to support the future workforce in the region.
- *Support Existing Communities*- Planning workshops will need to explore strategies like transit-oriented, mixed-use development, and land recycling in considering planning for jurisdictions wanting to redevelop downtown/commercial areas (e.g. Las Vegas/North Las Vegas);
- *Coordinate Policies and Leverage Investment* – Consortium members will look to assistance from the Lincy Foundation in leveraging other planning initiatives targeting coordinated federal investments; examples include the Healthy Communities and the Enhancing Communities initiatives described

earlier. These initiatives will look to remove barriers to collaboration, leverage funding and increase accountability for government and all Consortium member organizations.

- *Value Communities and Neighborhoods* – Planning will explore options for current and future investment in healthy, safe, and walkable neighborhoods for urban and suburban areas in the region. Although current master planned communities support walkability, a rethinking of the design and location of these communities may be needed to increase access to employment and education opportunities.

Experts from Brookings Mountain West, the Brookings Institution, the Lincy Institute, the School of Community Health Sciences, and other regional or national resources will serve as Conference speakers, and/or panel members to bring current and accurate data and technical information to inform planning. The conference will receive widespread public promotion to engage as many sectors of the community as possible. Each workshop will have a recorder and will develop a list of recommendations specific to that particular principle. Recommendations will be used to guide the development of the overall plan. The Lincy Institute will also assist in conducting outreach and data collection to inform conference presentations and workshops and time spent will contribute to leveraged resources for the project.

Assistance with conference convening and registration logistics will come from UNLV's Office of Sustainability which will lend its considerable expertise in conference design. Department staff and graduate assistants will work with Henderson lead staff and with Consortium members to design and organize the Conference. Department activities are credited as leveraged resources for the project.

Objectives for Year 1 include:

1. Within 60 days of award, Consortium agreements will be fully executed and participants from Consortium members will be identified.
2. Within 120 days of award, project personnel positions will be employed to complete project staffing and ensure a locus of responsibility for sustainable planning in each jurisdiction.
3. By August of 2012, a Southern Nevada Regional Sustainable Communities Conference will be convened to promote broad citizen engagement in regional urban planning;
4. By December of 2012, documented conference proceedings and planning recommendations will be available as consensus documents for conducting Year 2 community neighborhood/town hall meetings.

These objectives are consistent with the HUD Program Goals of 1) promoting the six Livability Principles; 2) promoting multijurisdictional traditional and non-traditional partnerships; and, 3) facilitating long term alliances of residents and regional interest groups to develop a long term vision for the region.

Year 2

During Year 2, Consortium members, community partners, and expert consultants, working from conference proceedings and recommendations will develop a series of consensus documents, focusing on the six Livability Principles that will be organized into an actionable plan to be reviewed with neighborhood partners and ultimately approved by the authorities of each participating organization. A key resource for this activity will be Brookings Mountain West which will provide analysis of planning recommendations as well as guidance on policy development and on implementation strategies for where and how planning recommendations need to be integrated into existing and future municipal

budgets and development policies. Analysis of existing development plans and of conference recommendations will consider each of the six Livability Principles.

The Consortium will invest in developing long term relationships with selected neighborhood partners located throughout the region to share consensus documents (neighborhood plans), garner grassroots level input and support for the SNvRPSD, and conduct scenario planning exercises. Using the four Community Liaisons we will go into pilot neighborhoods selected on the basis of specific livability deficits to conduct town hall meetings and educate community members about the initial results and recommendations from the planning conference. We will work with residents to solicit more detailed community feedback and to gain their perspective on prioritizing needed interventions.

As a part of this process, we will conduct scenarios exercises in these model or pilot communities. With stakeholder input, the Consortium will develop GIS and systems simulation models to help participants gain an understanding of how alternative futures would perform against sustainability metrics. Scenarios will be identified through GIS and system dynamics modeling, and qualitative review by stakeholders and the public. Engaging stakeholders in model development and analysis broadens the group of people who can learn from the modeling exercise. Including the public in the development of both the model and model scenarios will lead to greater social learning, social capital development, and a foundation for long-term stakeholder engagement in sustainable development policy. A baseline scenario reflecting current growth trends and planned public investments will be compared with alternative futures, derived from the citizen visioning process. Participants will use the models to evaluate the performance of each scenario against defined regional sustainability metrics, considering where and how established goals may conflict. The evaluation will also include a visualization of the impacts of different policy choices on communities. Recommendations will be prioritized based on resident input from in the model communities.

Objectives for this activity include:

1. By March of 2013, consensus documents addressing Livability Principles and based on needs data, conference proceedings, and on recommendations from the conference workshops will be available.
2. By August, 2013 complete initial neighborhood liaison activities/scenario exercises to incorporate feedback and neighborhood priorities into draft Actions Plans.
3. By September, 2013 develop and disseminate an Action Plan to be approved by the authorities of each participating organization not later than December, 2013.

These activities align with are the HUD Program Goals of: 1) Facilitate strong alliances of residents and regional interest groups that are able to maintain a long-term vision for a region over time and simultaneously support progress through incremental sustainable development practices; and, 2) Build greater transparency and accountability into planning and implementation efforts.

Year 3

The objective of Year 3 activities is to develop a strong, practically-based consolidated regional sustainability plan which will be circulated among SNRPC members for final adoption. To achieve this objective, the Consortium, again working with Brookings Mountain West and other expert consultants, will conduct a feasibility study and cost analysis for each of the major sustainability recommendations made. Working from all of the key information resources developed for the project (e.g. conference proceedings, baseline data, sustainability audits, consensus documents, scenario exercises, and model neighborhood priorities), consultants and environmental experts will assess the overall feasibility of the planning recommendations, focusing particularly on those that address Rating Factor 2 needs conditions

and those identified in our discussion of the planning context (interventions to secure livability and sustainability goals that include: greater access to transit options; improved walkability; improved environmental quality; and land use practices that promote neighborhood social integration and social engagement). We will assess issues such as: planning recommendation cost considerations; potentially required changes in rules, regulations, laws, policies, statutes, etc.; level of public support; level of support from elected officials and municipal jurisdictions; and, other factors that determine the likelihood of broad-based regional support for sustainable development planning. We will also host a Regional Sustainable Development Summit to share the results of the planning process with the community. Based on cost determinations and feasibility of the recommendations we will develop and disseminate a draft plan and then a final plan for approval by SNRPC members.

Given the care taken in fashioning a very collaborative and community focused planning process, our intent is to complete the project with a strong, plan for sustainable development, fully endorsed by SNRPC members with specific actions to pursue long term implementation funding.

Objectives for Year 3

1. By June, 2014, the Consortium will have completed a cost analysis and feasibility study of major recommendations from the planning process.
2. By September, 2014, the Consortium will host a Regional Sustainable Development Summit.
3. By October, 2014, a final draft plan will be circulated throughout SNRPC members for review
4. By December, 2014, the final plan will be reviewed and adopted by SNRPC members.

These objectives align with HUD Program Goals by 1) Aligning local, state capital improvement programs with the Livability Principles; and 2) Expediting implementation of the Livability Principles through changes in local zoning and land use laws and regulations that remove barriers to sustainable development for housing, economic development, transportation, and related water, sewer, and other environmental quality issues.

3) Governance and Management

Formal Structure of the Consortium

The formal structure of the Consortium can be viewed graphically in the organizational diagram, (Page 5). Overall support for regional planning comes from the municipalities that form the Southern Nevada Regional Planning Coalition (SNRPC). Within the SNRPC, Technical Committees are comprised of city managers, and SNRPC Planning Directors are comprised of the director of each planning entity.

To facilitate sustainability planning for the region, the Southern Nevada Sustainable Communities Consortium will engage a wide range of government, education, non-profit, and business partners, along with specific initiatives to continually engage community residents throughout the process. The public serves at the base of the structure that the Consortium is built upon.

A series of Task Groups, based on the six Livability Principles and addressing social equity, economic development, transportation, environment, housing, and community neighborhoods, are comprised of stakeholders and experts. Task Group members selected by the Consortium will represent a diverse group of government & non-government entities with experience in planning, service delivery, advocacy and public outreach. Task Group chairs will hold meeting at least quarterly to discuss ideas and findings and are expected to share expertise from their various disciplines with each other through a collaborative process. The Consortium will guide the work of the Task Groups; assist in implementing the Regional Conference to ensure wide community engagement in the planning process; present plan

elements and recommendations to the SNRPC Planning Directors' Technical Committee and full Board for vetting and feedback on the feasibility of implementation strategies; and monitor the progress of plan development and implementation. The final decision-making authority resides with the SNRPC Planning Directors, Technical Committee and Board. The SNRPC will solicit their respective governments to gain approval, adoption and support coordinated implementation of the Southern Nevada Regional Plan for Sustainable Development.

Member Roles

The Consortium will review the plans and products of stakeholders from the Task Groups. The Consortium will act as one unified body to support and steer the visioning, public engagement and planning processes. The expertise of each Consortium member is detailed in Rating Factor 1 (page 2).

Partnership Commitments

The Consortium will continue to seek partners that can contribute to sustainability in the region as the grant process develops. More than 20 partners, including representatives from private industry, and public health have committed to joining with the consortium as stakeholders for the planning process. The consortium will actively seek public feedback, which will likely lead to additional partners.

Budget Resources

Budget planning has dedicated sufficient resources to ensure that a wide range of individuals and organizations will participate in the planning process. Examples include a public outreach program and dedicated Project Liaisons to engage communities and residents from across the socioeconomic spectrum. The use of Community Liaisons from selected communities representing all major sectors of the region will also enable the project to have a county-wide visibility and diverse community engagement.

Data Management Plan

To ensure that planning information is fully shared with partners and the general public, project staff will prepare meeting summaries for distribution to participants and stakeholders. Project staff will create and maintain a project website, where meeting dates, times, locations, agendas, summaries and relevant materials will be posted for review and download. COH will maintain email distribution lists for general communication among jurisdictions and stakeholders, and notification of meetings, events, or availability of data or other products for review. Project information and communications will be available for distribution in Consortium member publications and regular distribution channels. Informational presentations will be made to SNRPC's standing boards and committees, and to partner boards, committees, and/or events. Regular updates and work summaries will be published in quarterly updates and email newsletters. We will create and maintain discrete data directories for project files on partner computer networks. Staff will also explore the use of social media, such as Facebook.

Implementation of the SNvRPSD

The members of the SNRPC Planning Directors and the Technical Committee will bring the implementation strategies from the regional plan to their respective bodies of government for review, adoption and implementation. Because the members of the Planning Directors and the Technical Committee will be involved in the Consortium throughout the planning and visioning processes, they will understand the plan and will be able to keep the livability principles in focus.

Governmental bodies will use the plan to inform and guide spending decisions for their capital improvement plans, entitlement funding and other future funding initiatives. For example, outreach to

financial institutions may result in opportunities to fund TOD development/pilot projects, by allowing banks to see greater value in lending for these projects. To keep the plan in the public eye, SNRPC will produce an annual report highlighting success stories and promoting sustainability planning. This report will be complemented by a “report card” measuring planning performance metrics at three and five year intervals. SNRPC will evaluate and distribute the report card on behalf of the Consortium.

4) Project Completion Schedule

The chart below depicts the proposed timeline for the Southern Nevada Sustainable Communities Initiative:

ACTIVITY	PROCESS (Quarters) 2012				2013				2014			
	1	2	3	4	1	2	3	4	1	2	3	4
Public Engagement	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆
Vision & Goal Setting		◆	◆	◆								
Assessment of Existing Conditions	◆	◆	◆	◆								
Metric Development			◆	◆								
Scenario Development				◆	◆	◆	◆					
Pilot Project Studies							◆	◆	◆	◆		
Implementation Strategies								◆	◆	◆	◆	
Identify & Prioritize Projects											◆	◆
Development of RPSD Report				◆				◆			◆	◆
Regional Adoption of RPSD												◆

Planning will focus on addressing community needs identified in Rating Factor 2. Throughout the project, planning will be directed towards identifying viable strategies and practical solutions to address issues surrounding housing, walkability, improving environmental quality, and land use practices.

Mechanisms to advance economic opportunity include engaging a variety of employment, housing, public health, and business partners in the planning process. By working within specific neighborhoods, we will be able to incorporate strategies that affirm fair housing, and promote education and employment development in the regional plan.

Project Milestones

The chart on Pages 21 identifies milestones for the Southern Nevada Sustainable Communities initiative.

Project Activities, Milestones, Metrics & Results

PUBLIC ENGAGEMENT	
Milestones	Metrics & Results
Citizen Participation Plan	Citizen Participation Plan adopted by Consortium
Regional conference/summit	Regional announcement and kick-off of project
Leadership training	Community leaders trained and agree to facilitate the citizen participation
Vision & goal-setting sessions	Residents /stakeholders have participated in developing the vision and goals.
Community Issues/ opportunity identification	Input from residents incorporated into existing conditions assessment.
Development of Performance Measures	Stakeholder issues provided to Task Groups
Public participation in scenario development	A high percentage of residents attended scenario development /evaluation.
Public identifies priority strategies	Priorities have been documented and presented to Consortium
Public reviews and comments on draft RPSD	Comments incorporated into final SNvRPSD document.
VISION & GOAL SETTING	
Regional definition of sustainability	Majority of public comments received after visioning demonstrate consensus.
Regional Vision and Goals Statement	Regional vision and goals incorporate livability principles.
ASSESSMENT OF EXISTING CONDITIONS	
Data collection	Baseline demographic and land use data and trends documentation.
Inventory of existing plans in the region	Gap Analysis document analyzes sustainability gaps in existing plans.
Identify barriers and challenges to sustainability	Documentation of barriers to reaching vision and goals for region
Existing Conditions Report	Distribution of existing conditions report and public meetings to get feedback.
METRIC DEVELOPMENT	
Identify metrics based on vision & goals	Consensus from Task Groups
Develop consistent performance measures	Agreement that measures meet federal sustainability partnership objectives
Develop methodology for metrics analysis	Methodology for metrics has been peer reviewed by Consortium
Evaluate existing conditions based on metrics	Sustainability baseline assessment has been documented.
SCENARIO DEVELOPMENT	
Model a minimum of 3 regional growth scenarios	Scenarios presented to the public and received and incorporated feedback.
Assessment of scenarios based on metrics	Analysis and presentation of how the scenarios perform against the metrics
Selection of preferred scenario	Consortium confirms preferred scenario by minimum 3/5ths majority vote.
DEMONSTRATION PROJECT STUDIES	
Establish evaluation criteria for project areas	Publish evaluation criteria and solicit study partners.
Select demonstration project studies	Regional announcement and kick-off of demonstration project studies.
Identification of implementation strategies	Pilot project study reports are published and adopted by local governments.
IMPLEMENTATION STRATEGIES	
Identify best practices for achieving regional goals	Distribution of best practices summary.
Develop implementation strategies	Presentation and vetting by Consortium for implementation feasibility.
Identify immediate and long-term policy changes	Workshops present policy recommendations to regional agencies
Develop links to local planning processes	Guidelines for local/ regional implementation ratified by Consortium
IDENTIFY & PRIORITIZE PROJECTS	
Create project evaluation criteria	Publish evaluation criteria and solicit projects for sustainable development.
Conduct evaluation of implementation projects	Identification of priority implementation projects
Identify entities and potential funding sources	Publish guidance for region's funding and infrastructure investments.
DEVELOPMENT OF RPSD REPORT	
Publication and release of draft RPSD	Distribution of draft plan through partners, media, and web-based strategies
Public involvement for feedback about plan	Presentations/workshops/public comment collection for draft plan
REGIONAL ADOPTION OF RPSD	
Consortium Endorsement	Majority of Consortium members endorse plan for regional adoption
SNRPC Board Adoption	Board voted on plan adoption.
Local government adoption of SNvRPSD strategies	Commitments from local governments and other organizations to use plan as guide for policies, programs, projects and other plans

c. Budget Proposal

The total cost of the project is **\$5,679,017**. The total HUD portion of the grant is **\$3,882,867**, with total eligible leverage and match of **\$1,796,150 (46%)**. The budget table below provides additional detail on specific cost amounts. Funding estimates are based on considerable partner experience conducting projects involving committees and working groups, developing technical reports and project delivery through technical consultants. Consortium members believe the amounts requested are sufficient to accomplish the tasks in this proposal. See *HUD CBW Detailed Budget Worksheet* and accompanying *Budget Narrative* for the overall project. Also, see *Rating Factor Form 4* for information about leveraged resources and representative partner commitments.

Detailed Description of Budget			
Analysis of Total Estimated Costs		Estimated Cost	Percent of Total
1	Personnel (Direct Labor)	\$ 1,787,697.60	31%
2	Fringe Benefits	\$ 643,571.14	11%
3	Travel	\$ 13,298.00	0%
4	Equipment	\$ -	0%
5	Supplies and Materials	\$ 63,400.00	1%
6	Consultants	\$ 1,205,000.00	21%
7	Contracts and Sub-Grants	\$ 1,791,150.00	32%
8	Construction	\$ -	0%
9	Other Direct Costs	\$ 174,900.00	3%
10	Indirect Costs	\$ -	0%
Total:		\$ 5,679,016.74	100%
HUD Share:		\$ 3,882,866.74	
Match: <small>(as percentage of HUD Share)</small>		\$1,796,150	46%

d. HUD’s Policy Priorities

Capacity Building

The Consortium’s work is designed to increase the capacity and expertise of both member organizations and the general public. Members will become more familiar with best practices for various components of the work, as well as with the different priorities and techniques of other disciplines. Specific training in planning for sustainable communities will be provided for Consortium members as well as key community leaders and decision-makers. A variety of non-traditional partners will gain experience with regional policies, and also with regional planning and policy development processes through in-service training, webinars and structured observation of best practices. As described on page 13, the project will employ an array of data management and information sharing and dissemination techniques to educate partners, participants, and the general public about the project and its outcomes. Outreach methods will include regular partner dialogues, cross-regional briefings, and structured peer exchange. The Consortium anticipates conducting numerous open public meetings during the project timeframe, with between two and five large public events with a targeted audience of more than 5,000 people that will become educated, trained and engaged in the process. The direct participation of all of the region’s local governments and many community organizations is anticipated.

Expand Cross-Cutting Policy Knowledge

The Consortium will use the resources of partners from the UNLV and the Brookings Mountain West to assist in the analysis of data in order to measure policy impact and clarify the extent of data that will be made available through a data-sharing agreement. The Consortium will collect outcome-oriented data for the region that will include commute times, VMT changes, socioeconomic disparity data, share of development on infill sites, changes in health indicators, and trends in transit ridership among others. All data will be made available on-line to permit access from all stakeholders including policymakers and interested community leaders. As the lead agency, COH will host the project GIS database.

Rating Factor 4: Match, Leveraging Resources, and Program Integration

The SNvRPSD project total budget is **\$5,679,017**. The Consortium has identified **\$1,796,150** as local commitments to dedicate resources for this proposal from a variety of community sources, which, in combination with HUD program resources, will ensure the project's success. Documentation in Rating Factor Form 4 demonstrates that the Consortium has committed significant local and other resources equivalent to **46%** of the funds requested from HUD to implement this proposal.

In addition, substantial resources from other federal initiatives will be integrated with the proposed planning of this project. As referenced in APPENDIX D: Integration of Federal Planning Activities, nearly \$5 million dollars in received by Southern Nevada communities through HUD entitlement funding. For future year allocations, this represents a substantial amount that can be utilized to implement the SNvRPSD and reinforce the Federal Partnership for Sustainable Communities' Livability Principles. Also, over the FY 11-14 grant period, \$738,850 in FHWA and FTA funds will be utilized to evaluate opportunities to integrate complete streets, alternative modes of transportation, pedestrian amenities, transit supportive redevelopment, and neighborhood walkability/connectivity in existing neighborhoods (APPENDIX D: Integration of Federal Planning Activities).

Rating Factor 5: Achieving Results and Program Evaluation

The Rating Factor 5 Form included in the appendix outlines regional planning issues to be addressed by the project and provides an overview of proposed outcomes and measures of progress. The following is a summary of the Consortium's expectations for meeting HUD's mandatory outcomes:

1. Creation of regional transportation, housing, water and air quality plans that are deeply aligned and tied to local comprehensive land use and capital investment plans

The SNvRPSD will build upon an existing inventory of significant local and regional environmental, transportation, and housing plans. Consortium partners with experience in data and policy analysis (i.e., Brookings Mountain West, Lincy Institute, and UNLV's DEOH) will lead efforts to assess local, regional, and federal plans and data sources pertaining to land use, transportation, housing, economic development, environment, and health. The goal is to identify gaps in content or alignment and recommend strategies for integrating local, regional, state, and federal plans and resources to address challenges identified in Rating Factor 2. A key component will be the development of a regional transit-oriented development plan that synthesizes the best strategies from all existing plans into one unified vision and strategy for future sustainable development across the region.

2. Aligned federal planning and investment resources that mirror the local and regional strategies for achieving sustainable communities

The SNvRPSD will include implementation recommendations for all aspects of local, state, and regional agency planning, monitoring, and decision-making processes. Consortium partners including the Southern Nevada Regional Planning Coalition, the Southern Nevada Regional Transportation Commission, the Southern Nevada Regional Housing Authority, other regional agencies and local governments will endorse the SNvRPSD recommendations and work to incorporate the Livability Principles into the region's long-range transportation activities, consolidated housing plans, and economic development strategies. State and regional partnerships will continue to actively pursue federal funding opportunities for a full range of sustainability initiatives.

3. *Increased participation and decision-making in developing and implementing a long-range vision for the region by populations traditionally marginalized in public planning processes.*

The process for creating the SNvRPSD includes a robust public participation plan, providing a forum for two-way communication and specifying mechanisms for involving traditionally marginalized stakeholders. Consortium partners will work collaboratively to identify a range of stakeholders and engagement strategies appropriate for different groups (i.e. focus groups, surveys, meetings, workshops). Strategies to overcome challenges and opportunities for participation (e.g. language, scheduling or access issues) will also be identified. This process will build public support and organizational capacity for addressing issues at the regional level.

4. *Reduced social and economic disparities for the low-income, minority communities, and other disadvantaged populations within the region.*

Increasing mobility and access to jobs across the region will be a primary focus of the SNvRPSD. Integrated land use planning and investment in transportation and housing is an important first step toward reducing economic disparities created by the relative isolation of some low-income, minority communities and other disadvantaged groups. The SNvRPSD will also create incentives for locating affordable housing and new jobs in close proximity to one another and to transit. Eliminating barriers by affirmatively furthering fair housing will also be a powerful tool for reducing disparities.

5. *Decreased per capita VMT and transportation-related emissions for the region.*

Federal lands surrounding the urbanized areas of Southern Nevada form a de facto growth boundary that has resulted in higher densities of development here than in most other areas of the country. In addition, employment opportunities in the region are highly concentrated in the downtown area and along the 4.2-mile Resort Corridor. Although per capita VMT is relatively low in the region, a fragmented development pattern and limited access to high quality transit means that transportation is highly dependent on automobiles. A key component of the SNvRPSD will be a regional strategy for transit-oriented development (TOD) along planned and existing transit corridors. This TOD plan will build upon recent public investments in regional transportation corridors valued at more than \$60 million in capital improvements since 2009. Specific attention will be given to formulating urban design strategies for overcoming connectivity challenges. A coordinated, multi-sector approach will achieve further reductions in auto trips, trip lengths, and vehicle emissions over a defined time period.

6. *Decreased overall combined housing and transportation costs per household.*

As noted above, a key component of the RPSD will be the creation of a regional strategy for transit-oriented development (TOD) along planned and existing transit corridors. This strategy will identify enhanced opportunities for mixed-use development to reduce transportation costs so that residents can be less auto-dependent and have access to a variety of healthy and affordable options such as walking,

bicycling, and using transit. In addition, appropriate redevelopment of older housing stock in the downtown centers and other mature areas of the region will also help accomplish this goal, especially since those areas are currently served by existing transit systems.

7. *Increased share of residential and commercial construction on underutilized infill development sites that encourage revitalization, while minimizing displacement in neighborhoods with significant disadvantaged populations.*

The Southern Nevada Regional Policy Plan and all local Master Plans include policies to encourage infill development and the revitalization of existing neighborhoods. The SNvRPSD will build upon these efforts and examine additional opportunities to facilitate infill development through incentives and regulatory changes. The success of this approach will be measured by the increased share of residential and commercial construction on underutilized infill development sites that encourage revitalization and minimize displacement over a defined period of time.

8. *Increased proportion of low and very low-income households within a 30-minute transit commute of major employment centers.*

Given the higher density development and concentrated employment patterns of southern Nevada, virtually all major employment centers are located within a 30-minute transit commute from anywhere in the Las Vegas valley. The SNvRPSD will include analysis and outreach to determine the appropriate housing supply, both overall and in particular for households with low and moderate incomes, along planned and existing transit corridors. Accordingly, the plan's development will address whether increases in density, designed to suit the local context, would be appropriate. The SNvRPSD will also seek to identify and fill missing transit links for disadvantaged communities, as well as plan for job sites to be located closer to affordable housing options.