NOTICE AND AGENDA OF
PUBLIC MEETING

SOUTHERN NEVADA STRONG STEERING COMMITTEE

1:00 P.M. APRIL 27, 2017

RTC/RFCD ADMINISTRATION BUILDING
600 S. GRAND CENTRAL PARKWAY
ROOM 108
LAS VEGAS, NV  89106
(702) 676-1500

This agenda with full backup is available at the Regional Transportation Commission Administration Building, 600 S. Grand Central Parkway, Las Vegas, Nevada; the Regional Transportation Commission’s website, http://www.rtcsnv.com; or by contacting Marin DuBois at (702) 676-1836.

SOUTHERN NEVADA STRONG STEERING COMMITTEE AGENDA – APRIL 27, 2017
Page 1 of 2
Items 2 through 5 and 7 are items for possible action. Items 1, 6 and 8 are discussion items and no action can be taken. Please be advised that the Southern Nevada Strong Steering Committee has the discretion to take items on the agenda out of order, combine two or more agenda items for consideration, remove an item from the agenda or delay discussion relating to an item on the agenda any time.

1. CONDUCT A COMMENT PERIOD FOR CITIZENS PARTICIPATION

2. APPROVAL OF MINUTES: Meeting of January 26, 2017 (FOR POSSIBLE ACTION)

3. DISCUSS STRATEGIES TO ADVANCE IMPLEMENTATION OF TRANSIT ORIENTED DEVELOPMENT (FOR POSSIBLE ACTION)

4. RECEIVE A PRESENTATION ON A REGIONAL GRANT STRATEGY FOR FEDERAL COMPETITIVENESS (FOR POSSIBLE ACTION)

5. RECEIVE AN UPDATE ON THE SOUTHERN NEVADA STRONG ANNUAL SUMMIT (FOR POSSIBLE ACTION)

6. RECEIVE REGIONAL UPDATES

7. DISCUSS FUTURE AGENDA ITEMS (FOR POSSIBLE ACTION)

8. CONDUCT A COMMENT PERIOD FOR CITIZENS PARTICIPATION

During the initial Citizens Participation, any citizen in the audience may address the Committee on an item featured on the agenda. During the final Citizens Participation, any citizens in the audience may address the Committee on matters within the Committee’s jurisdiction, but not necessarily featured on the agenda. No vote can be taken on a matter not listed on the posted agenda; however, the Committee can direct that the matter be placed on a future agenda.

Each citizen must be recognized by the Chair. The citizen is then asked to approach the microphone at the podium, to state his or her name, and to spell the last name for the record. The Chair may limit remarks to three minutes’ duration, if such remarks are disruptive to the meeting or not within the Committee’s jurisdiction.

The Regional Transportation Commission of Southern Nevada keeps the official record of all proceedings of the meeting. In order to maintain a complete and accurate record, copies of documents used during presentations should be submitted to the Recording Secretary.

The Regional Transportation Commission of Southern Nevada appreciates the time citizens devote to be involved in this important process.

The Regional Transportation Commission of Southern Nevada Meeting Room and Conference Room are accessible to the disabled. Assistive listening devices are available for the hearing impaired. A sign language interpreter for the deaf will be made available with a forty-eight hour advance request to the Regional Transportation Commission of Southern Nevada offices. Phone: (702) 676-1500   TDD (702) 676-1834
REGIONAL TRANSPORTATION COMMISSION
OF
SOUTHERN NEVADA

AGENDA ITEM

Metropolitan Planning Organization [ ] Transit [ ] Administration and Finance [ X ]

SUBJECT: CITIZENS PARTICIPATION

PETITIONER: TINA QUIGLEY, GENERAL MANAGER
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

RECOMMENDATION BY PETITIONER:
THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE CONDUCT A
COMMENT PERIOD FOR CITIZENS PARTICIPATION

GOAL: INTEGRATE THE SYSTEM GEOGRAPHICALLY

FISCAL IMPACT:

None

BACKGROUND:

In accordance with State of Nevada Open Meeting Law, the Regional Transportation Commission of
Southern Nevada (RTC) Southern Nevada Strong Steering Committee (Committee) shall invite
interested persons to make comments. For the initial Citizens Participation, the public should address
items on the current agenda. For the final Citizens Participation, interested persons may make
comments on matters within the Committee’s jurisdiction, but not necessarily on the current agenda.

No action can be taken on any matter discussed under this item, although the Committee can direct that
it be placed on a future agenda.

Respectfully submitted,

____________________________
RAYMOND HESS
Director of Planning Services

SNS  Item #1
April 27, 2017
Non-Consent
MINUTES
SOUTHERN NEVADA STRONG STEERING COMMITTEE
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA
JANUARY 26, 2017

These minutes are prepared in compliance with NRS 241.035. Text is in summarized rather than verbatim format. For complete contents, please refer to meeting recordings on file at the Regional Transportation Commission.

THIS MEETING WAS PROPERLY NOTICED AND POSTED IN THE FOLLOWING LOCATIONS ON JANUARY 19, 2017

Clark County Government Center
500 S. Grand Central Pkwy.
Las Vegas, NV 89155

City of Henderson
Office of the City Clerk
240 Water Street
Henderson, NV 89015

CC Regional Justice Center
200 Lewis Ave.
Las Vegas, NV 89155

RTC
600 S. Grand Central Pkwy.
Las Vegas, NV 89106

RTC website
www.rtsnv.com

Nevada Public Notice website
https://notice.nv.gov

CALL TO ORDER
Ms. Chris Giunchigliani, Chair, called the meeting to order at 1:37 p.m. in Meeting Room 108 of the Regional Transportation Commission Administration Building.

MEMBERS PRESENT:
Chris Giunchigliani, Southern Nevada Regional Planning Coalition, Chair
Debra March, Regional Transportation Commission of Southern Nevada, Vice-Chair
Nancy Amundsen, Clark County (Alternate)
Lisa Corrado, City of Henderson (Alternate)
Joselyn Cousins, Federal Reserve Bank of San Francisco
Robert Fielden, Urban Land Institute
Shawn Gerstenberger, University of Nevada, Las Vegas
Kenneth MacDonald, Conservation District of Southern Nevada
Cass Palmer, City of North Las Vegas (Alternate)
Tina Quigley, Regional Transportation Commission of Southern Nevada
Deborah Reyes, Las Vegas Metropolitan Police Department (Alternate)
Deborah Williams, Southern Nevada Health District (Alternate)

MEMBERS ABSENT:
David Fraser, City of Boulder City
Elizabeth Fretwell, City of Las Vegas
Tracy Larkin-Thomason, Nevada Department of Transportation
Doa Meade, Southern Nevada Water Authority
Bob Morgan, United Way of Southern Nevada
Jonas Peterson, Las Vegas Global Economic Alliance
Pat Skorkowsky, Clark County School District

RTC STAFF:
Raymond Hess, Director of Planning Services
Rae Lathrop, Manager of Regional Planning
Monika Bertaki, Public Affairs Administrator
Tammy McMahen, Management Analyst
Paul Gully, Management Analyst
Amear Alhadidi, Office Assistant

INTERESTED PARTIES
Jacob Snow, JABarrett Company
Amparo Gamazo, Southern Nevada Regional Housing Authority

SNS Item #2
April 27, 2017
INTERESTED PARTIES CONTINUED
Donna Daniels, Clark County
Kristin Cooper, Clark County
Francis Julien, Keolis Transit
Lucy Klinkhammer, Nevada Housing and Neighborhood Development (Nevada HAND)
Mike Mullin, Nevada HAND

Item:
1. CONDUCT A COMMENT PERIOD FOR CITIZENS PARTICIPATION

Comments:
No comments were made.

Motion:
No motion was necessary.

Vote/Summary:
No vote was taken.

Item:
2. APPROVAL OF MINUTES: Meeting of October 27, 2016 (FOR POSSIBLE ACTION)

Comments:
When the Southern Nevada Strong (SNS) Steering Committee meeting began, a quorum of members had not been achieved. At 2:37 p.m., Mr. Shawn Gerstenberger, University of Nevada, Las Vegas, and Ms. Deborah Reyes, Las Vegas Metropolitan Police Department, participated in the meeting via conference call and a quorum was reached. As such, Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition, asked the SNS to consider the Committee’s October 27, 2016 meeting minutes.

Motion:
Vice-Chair Debra March, Regional Transportation Commission of Southern Nevada, made a motion to approve the minutes.

Vote/Summary:
11 Ayes. 0 Nays. The motion carried.

Item:
3. RECEIVE A PRESENTATION FOLLOWING THE DEVELOPERS ROUNDTABLE HELD IN NOVEMBER 2016

Comments:
Developers Roundtable Overview
Paraphrasing the item’s background, Mr. Raymond Hess, Director of Planning Services, Regional Transportation Commission of Southern Nevada (RTC), set forth as follows: The [RTC], on behalf of Southern Nevada Strong (SNS), received a Technical Assistance Grant from the U.S. Environmental Protection Agency (EPA) to create strategies for the region to promote infill and transit oriented development (TOD). As the third and final part of this grant, SNS held a roundtable event in November 2016 with private developers, land owners, and financing professionals to identify existing barriers to this type of development. Mr. Dan Lofgren, a developer based in Salt Lake City, Utah, was the keynote speaker and shared his insights on TOD development. The event was held in partnership with the Las Vegas Global Economic Alliance and the local chapter of the Urban Land Institute.

Event Report on Developers Roundtable
Mr. Robert Fielden, Urban Land Institute, stated that the roundtable was a gathering of developers, planners, and property owners who were interested in pursuing development on Maryland Parkway. He mentioned that the attendees focused on mixed-use development and mixed-income housing along the
corridor. Also, the group hoped that the roadway could be reconfigured for more “active transportation” by adding bicycle infrastructure, implementing traffic-calming measures, installing wider sidewalks, and undertaking measures to accommodate pedestrians.

Mr. Fielden shared that Mr. David Swallow, RTC Senior Director of Engineering and Technology, had presented information about the RTC’s Transportation Investment Business Plan and how this would impact Maryland Parkway.

Mr. Fielden went on to say that Mr. Dan Lofgren talked about his experiences with building multi-family developments in Salt Lake City, Utah. Mr. Lofgren emphasized the importance of urban development and transit oriented development for economic growth. He stated that the education of community stakeholders was the key component for successful planning efforts. In the opinion of Mr. Lofgren, Maryland Parkway was in a prime state for redevelopment efforts.

**Development Barriers on Maryland Parkway**

Ms. Joselyn Cousins, Federal Reserve Bank of San Francisco, told the SNS Steering Committee that she would be relating the challenges that developers faced with regard to Maryland Parkway and sharing her insights as well. She stated that the barriers could not be effectively addressed until the community stakeholders were educated about transit oriented development and deemed it as a highly useful tool for neighborhood improvement.

**Safety**

Ms. Cousins related that there was a perception that Maryland Parkway was unsafe due to crime, blight, and other negative factors. She mentioned that this was understandable due to the lack of investment in the corridor for many years. She believed that improving access to affordable housing, transit, and employment would serve to overcome this perception. Ms. Cousins stated that community engagement would be an integral part of successfully addressing the concerns about safety.

**Financing**

Ms. Cousins informed the SNS Steering Committee that it was more difficult to secure financing for mixed-use and mixed-income developments. The developers had mentioned that local financial institutions tended to shy away from affordable developments that had restricted parking standards. Ms. Cousins asserted that these circumstances necessitated the creation of new and creative financing strategies. She suggested taxes, ballot measures, and new investment programs as a possible means to raise money. Ms. Cousins said that community development financial institutions could play an important role for securing financing, but she encouraged SNS to also pursue national funding agencies that could supply resources with a broader reach. She went on to say that the United States Department of Housing and Urban Development applied low income tax credits for some affordable housing arrangements. Ms. Cousins pointed out that four percent tax exempt bonds had been underutilized in Nevada.

**Administrative Processes**

Ms. Cousins said that the developers viewed delays associated with zoning and site plan reviews as costly. In light of this situation, she stated that planning and development authorities needed to better communicate. She further stated that planning departments should be included in the discussion from the start.

**Lack of Incentives**

Ms. Cousins shared that developers had commented on a lack of incentives to build along Maryland Parkway. They cited high land costs and low rents along the corridor as reasons to supply financial
inducements. She said that the SNS, in collaboration with the community, might want to develop some sort of funding mechanism to address the incentive gap.

**Land Use and Zoning**
Ms. Cousins said that enhanced connectivity to connect neighborhoods adjacent to Maryland Parkway was needed. She noted that many of the sidewalks were in poor condition and failed to comply with Americans with Disabilities Act mandates. These factors hampered walking along the corridor.

**Infrastructure Improvements**
Ms. Cousins stated that non-existent or crumbling infrastructure presented challenges to developers. She pointed out that parcels requiring infrastructure improvements such as power lines and sewers would be costly to build.

**Concluding Remarks**
Ms. Cousins finished her report by stating the importance of having the appropriate community stakeholders actively involved in these discussions and the right type of leadership to facilitate these meetings and develop strategies.

**Comments and Questions**
Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition, posed a question and made a number of comments. She asked if the built out area on Maryland Parkway had connection issues in terms of sewer and water infrastructure. Ms. Cousins confirmed that there were problems in this regard. Regarding the walkability aspect, Chair Giunchigliani stated that the local government entities and the utility companies should be cognizant of the Americans with Disabilities Act regulations which mandated sidewalks of a certain width. She went on to mention that Maryland Parkway was slated for a redesign and resurfacing which would be funded by Fuel Revenue Indexing monies. Chair Giunchigliani stated her opposition to kiosks on Maryland Parkway, citing safety concerns. She believed that the construction of park and ride facilities along with the reduction of what she termed as an overabundance of parking spaces would free up areas for other modes of transportation or “quality of life” features such as parks. Chair Giunchigliani agreed that educating community stakeholders would be necessary to break through barriers to development. She felt that it was highly important to have a sound rationale for any proposed developments.

Chair Giunchigliani then asked Ms. Cousins to elaborate on tax exempt bonds. Ms. Cousins explained that entities across the county had issued tax exempt bonds to finance affordable housing. Chair Giunchigliani asked if any Southern Nevada Strong members were aware of tax exempt bonds being utilized in Southern Nevada. Mr. Kenneth MacDonald, Conservation District of Southern Nevada (Conservation District), mentioned that the Conservation District had utilized this funding mechanism.

Chair Giunchigliani went on to say that Southern Nevada needed to explore and implement new land use practices to better address congestion and ensure that residents had access to various resources. She suggested that the University of Nevada, Las Vegas conduct a study to determine what retail options were missing in the Maryland Parkway area. She believed that more effective land use processes and development would benefit both residents and businesses.

Chair Giunchigliani thought that financial incentives for development could be in order, but she wanted developers to be amenable to TOD, building affordable housing and putting other urban planning concepts into place.
Vice-Chair Debra March, Regional Transportation Commission of Southern Nevada, commented that urban development tended to be a complicated matter. She thought it was very important that the overall connectivity of an area be considered during planning discussions. Vice-Chair March noted that if the planning went awry it could result in impeded access for the public, business owner/operators, and their clients.

Ms. Cousins pointed out that the SNS Steering Committee should also carefully plan so as not to displace people. Chair Giunchigliani agreed.

Ms. Deborah Williams, Southern Nevada Health District, noted that recent findings from a study commissioned by the National Association of Counties and City Health Officials further justified walking and other “active transportation.” She stated that the research showed that active transportation fostered social cohesion, produced health benefits, and resulted in community resilience when emergencies happened. Ms. Williams suggested that the preparedness element be included in the educational component.

Vice-Chair March believed that education had to include employees and not just senior-level management and executives for government entities and companies. Chair Giunchigliani suggested the SNS planning staff consider arranging a roundtable discussion for these individuals.

**Motion:**
No motion was necessary.

**Vote/Summary:**
No vote was taken.

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**Item:**
4. DISCUSS STRATEGIES TO ADVANCE IMPLEMENTATION OF TRANSIT ORIENTED DEVELOPMENT (FOR POSSIBLE ACTION)

**Comments:**
Mr. Raymond Hess, Director of Planning Services, Regional Transportation Commission of Southern Nevada (RTC), informed the Southern Nevada Strong (SNS) Steering Committee that Ms. Dace West, Executive Director for Mile High Connects (MHC) of Denver, Colorado would be making a presentation on strategies to advance the implementation of transit oriented development (TOD).

**Biography of Presenter Dace West, Mile High Connects**
Mr. Hess proceeded to share some biographical information about Ms. West as follows: “Dace West is the Executive Director of Mile High Connects, providing leadership and partner support around the organization’s research, policy advocacy, organizing, grantmaking and integration efforts. Prior to her work at Mile High Connects, Dace served as the Director of the Denver Office of Strategic Partnerships, an office created by Denver’s Mayor in 2004 to serve as a liaison between the City and its nonprofit sector. With a background as a community organizer, a ten-year history in the nonprofit sector and five years of work in the public sector, Dace’s professional career has been devoted to pulling together diverse partners across a variety of issues to work toward common, comprehensive goals and create real change for stronger communities.”

**Origin and Development of Mile High Connects**
Ms. West stated that Mile High Connects came together as an entity in 2011 in response to a major public investment in the Denver, Colorado region. This tax-supported venture was known as FasTracks, a planned system of 122 miles of rail, 77 light rail stations, and a bus rapid transit system. She explained that this major transportation effort presented an opportunity to examine the area in a comprehensive and
intentional way to include evaluations on the availability of housing, education, economic opportunities, and healthcare resources. These analyses were especially needed in areas where people of color and low-income earners resided.

Ms. West continued, sharing that certain organizations and entities united to support the development of a transit-oriented development fund with the aim of facilitating the building of affordable housing near transit. The partnership was designated as the Denver Transit Oriented Development. The MHC Executive Director informed the SNS that the Ford Foundation had provided grant money and lent their influence for this venture. She said that the MHC evolved from the Denver TOD and was formally established under the auspices of community foundations.

Ms. Tina Quigley, Regional Transportation Commission of Southern Nevada, commented that it seemed as if the MHC became a truly change-making entity once the Denver TOD fund was created. Ms. Quigley followed by asking who or what entity served as the catalyst. Ms. West explained that the TOD fund discussions were held among national Community Development Financial Institutions partners, a non-profit real estate developer for the Urban Land Conservancy, and the City of Denver Office of Economic Development. The MHC Executive Director briefly touched upon the strengths that these three entities brought including the ability to secure funding. She went on to say that once the TOD fund was established, this enabled the partners to initiate conversations with a larger group of community stakeholders. This more sizable group became Mile High Connects.

**MHC Partner Involvement**

Ms. West related that MHC had grown in phases with the help of various partners including some nationally-known entities and her involvement in similar projects and conversations in the United States. The MHC Executive Director was structured so that partners could choose their level of involvement with some individuals serving on the Steering Committee and others participating in an advisory capacity.

**Examples of MHC Work**

**Useful Information for Renters**

Next, Ms. West touched upon some of MHC’s past work. She said that MHC staff members had spoken with representatives of all of the entities with financial interests involving affordable housing. They had discussed the entities’ resources, outreach methods, and successes. She stated that these conversations and the research had enabled the MHC to develop an “early warning system” for renters. Specifically, MHC had information about properties with restrictions, who owned certain properties, and other useful information for tenants.

**Collaborating with Anchor Institutions**

The MHC Executive Director went on to say that Mile High Connects had been collaborating with ten “anchor” institutions that occupied land near transit sites in order to capitalize on the economic opportunities available in these areas.

**In the midst of discussion related to Item #4, two SNS members joined the discussion via conference call and a quorum was reached. Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition (SNRPC), asked that the SNS temporarily suspend discussion on Item #4 and address Item #2 which required a vote. The SNS group did not object. After Item #2 was resolved, discussion on Item #4 resumed.**

Chair Giunchigliani asked that Ms. West elaborate on anchor institutions. Ms. West explained that anchor institutions were usually large systems with community ties that are generally in place for the long term.
Examples would include local governments, universities, and hospitals. The MHC Executive Director said that the concept of anchor institutions came about through work done by the Democracy Collaborative as the group was trying to build wealth within a certain community. Ms. West said that MHC was working with anchor institutions in their areas in the attempt to create an environment of job training and support of business. Both Chair Giunchigliani and Vice-Chair Debra March, Regional Transportation Commission of Southern Nevada, commented that Southern Nevada had many anchor institutions including, but not limited to, the University of Nevada, Las Vegas, Sunrise Hospital, and McCarran International Airport.

Chair Giunchigliani then asked Ms. West if any entity or person had visited the Denver-area anchor institutions in certain zip codes to assess which skill sets were missing and to determine whether job skill training could be provided. Ms. West answered in the affirmative, sharing that MHC representatives had interviewed both residents and businesses owners within an approximately one mile radius of the anchor institutions.

**MHC’s Observations on Affordable Housing**

The MHC Executive Director expressed that it was important to recognize that people can be displaced from their homes in the urban core due to the lack of affordable housing. As a result, they may move to areas where there are fewer transit options and other resources. Ms. West pointed out that this situation showed that the availability of affordable housing can have a significant impact upon commute time, school choice, and other major life issues. She was pleased to know that the RTC and SNS had been talking about displacement and the consequences.

**MHC’s Data Resources**

Next, Mr. Robert Fielden, Urban Land Institute, asked for Ms. West to elaborate upon the data analyzed for MHC’s efforts. The MHC Executive Director responded by saying that the MHC utilized two pools of data to understand matches and mismatches regarding resources.

Ms. West listed and described data pools as follows:

- **Denver Equity Atlas** - Allows the user to layer components such as fresh food opportunities, health clinics, quality schools, transit and other resources over each other in a given area.
- **Access Opportunity Tool** - Provides a close examination of areas where available resources such as education institutions, jobs, healthcare, and facilities exist and could serve as sites for TOD fund investment.

Chair Giunchigliani then asked Ms. Deborah Williams, Southern Nevada Health District (SNHD), if a health assessment tool similar to the Access Opportunity Tool was being developed by the SNHD. Ms. Williams responded the SNHD had a health assessment tool. Mr. Raymond Hess added that the SNS planning group was monitoring the Smart Location Database from the U.S. Environmental Protection Agency’s Office of Sustainability and the National Equity Atlas. Chair Giunchigliani commented that these tools could be helpful in improving the habitability standards in Southern Nevada. She wanted to ensure that families lived in clean, safe environments. Mr. Hess mentioned that SNS staff would be prepared to discuss the possible assessment tools that might be utilized for their work at the next meeting.

**SNS Steering Committee’s Comments**

Chair Giunchigliani went on to say that as the SNS planning team should also be prepared to discuss legislative changes that might be needed to implement the SNS regional plan. She cited TOD funding as an example. Also, she asked that SNS think about how to better identify income inequity in areas that were currently underserved in terms of housing and other amenities and match up community needs with
Ms.Lisa Corrado, City of Henderson, thought that in order to make the project’s vision a reality, site control by way of acquiring land was crucial. She also emphasized the importance of expanding the membership of the SNS Committee as a means of educating other entities and organizations about smart growth and having additional help to carry out the work. Ms. Corrado went on to say that leadership and the authority were needed to lend credibility to the SNS initiative in the eyes of the community. She asked that the group consider what institution could serve in that role. Chair Giunchigliani agreed with Ms. Corrado’s comments.

In the opinion of Chair Giunchigliani, Southern Nevada faced more daunting funding challenges than Denver, Colorado. That being said, she thought that SNS should think about developing financial incentives to entice developers.

No further comments were made.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

5. RECEIVE AN UPDATE ON AND DISCUSS POSSIBLE 2017 PRIORITIES FOR THE SNS TEAM (FOR POSSIBLE ACTION)

**Comments:**

Mr. Raymond Hess, Director of Planning Services, Regional Transportation Commission of Southern Nevada (RTC), set forth the Southern Nevada Strong (SNS) planning staff’s proposed 2017 priorities:

**2017 Priorities**

- Continue the dialogue on transit-oriented development and identify opportunities for implementation
- Increase coordination among partners to access new funding.
  - Mr. Hess shared that there would be a concentrated effort to secure federal grants.
- Encourage participation in the public process
  - The Director of Planning Services noted that the SNS planning staff were aiming to develop a “citizen’s tool kit” to prompt public engagement.
- Track the advancement of the regional plan and ensure that it was being implemented in a productive manner
  - Mr. Hess said that the SNS team would be reviewing the initial indicators dashboard and Mr. Paul Gully, RTC Management Analyst, would be researching data sets to determine the information that should be tracked.

Vice-Chair Debra March, Regional Transportation Commission of Southern Nevada, asked if SNS planning personnel would be coordinating with the representatives of local municipalities to check their progress on their planning efforts. Mr. Hess answered in the affirmative and added that Henderson Strong was moving forward.

Considering the priorities, Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition (SNRPC), noted that research and discussion was needed to determine the specific responsibilities that SNRPC and SNS should handle. She further stated that this might necessitate an amendment to Nevada
Revised Statute 278 (Planning Zoning). In that regard, she asked that Mr. Jacob Snow, JABarrett Company, explore the matter of infill and transit oriented development.

Next, Ms. Nancy Amundsen, Clark County, shared that she had lived and worked in New Jersey during the 1990s when the state required that a certain percentage of every development be comprised of affordable housing. In her opinion, this mandate benefitted the community including contractors who could spend less money on developments. She noted that the regulation expired in 1999, but the matter resurfaced in 2015.

Vice-Chair March shared that, some years ago, no bids had been received when the City of Henderson had opened land for the Bureau of Land Management and required that 10 percent of the bid include affordable housing. After six months, this requirement was removed and there was a high volume of bidding activity. Vice-Chair March pointed out that despite the fact that it would have been cheaper for developers to pursue the bid with the affordable housing element, they choose not to do so. In light of this, she believed that it was crucial to educate developers about the benefits of affordable housing and provide financial incentives whenever possible. Chair Giunchigliani agreed.

**Motion:**
No motion was necessary.

**Vote/Summary:**
No vote was taken.

**Item:**
6. RECEIVE AN UPDATE ON THE PROGRESS OF THE IMPLEMENTATION EFFORTS OVER 2016

**Comments:**
Mr. Raymond Hess, Director of Planning Services, Regional Transportation Commission of Southern Nevada, directed the Southern Nevada Strong (SNS) Steering Committee’s attention to the item’s backup. This document was a report on the SNS planning staff’s 2016 accomplishments. The Director of Planning also pointed out that a handout [attached] with updated information had been distributed. He characterized this report as an accountability measure whereby the SNS team was reporting activities to the SNS Steering Committee. Mr. Hess and the SNS personnel welcomed suggestions on how to improve the work. Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition, lauded the SNS planning staff for their high number of accomplishments in a short amount of time.

**Motion:**
No motion was necessary.

**Vote/Summary:**
No vote was taken.

**Item:**
7. RECEIVE REGIONAL UPDATES

**Comments:**
Regarding a possible test site for park and ride facilities on Maryland Parkway, Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition, suggested that the Southern Nevada Strong planning staff members consider working with Mr. Roland Sansone, a local developer, to get his input on the matter.

Mr. Robert Fielden, Urban Land Institute, thought that some of the shopping centers near the Boulevard Mall on Maryland Parkway should be considered as test sites for limited parking facilities. Chair Giunchigliani commented that the Maryland Parkway-area property owners had not been receptive to such proposals in the past. Mr. Fielden believed that owners of some of the older properties might be
In response, Chair Giunchigliani suggested that it might be more productive to talk to the various business owners to determine the retail and service needs along the corridor.

**Motion:**
No motion was necessary.

**Vote/Summary:**
No vote was taken.

**Item:**
8. DISCUSS FUTURE AGENDA ITEMS (FOR POSSIBLE ACTION)

**Comments:**
Chair Chris Giunchigliani, Southern Nevada Regional Planning Coalition, noted that the Southern Nevada Strong (SNS) Steering Committee had already discussed matters that might be featured on a future agenda. As such, she did not believe that further discussion was necessary. The SNS Steering Committee did not object.

**Motion:**
No motion was necessary.

**Vote/Summary:**
No vote was taken.

**Item:**
9. CONDUCT A COMMENT PERIOD FOR CITIZENS PARTICIPATION

**Comments:**
No comments were made.

**Motion:**
No motion was necessary.

**Vote/Summary:**
No vote was taken.

**ADJOURNMENT**

The meeting adjourned at 3:11 p.m.

Respectfully submitted,

Tammy McMahan, Recording Secretary

Marek Biernacinski, Transcription Secretary
TOD Developers Roundtable

RTC rendering of light rail along Maryland Parkway.

Rendering of light rail along Maryland Parkway from the City of Las Vegas' updated downtown master plan, "Vision 2045."
Dan Lofgren, Cowboy Partners

Impediments to TOD along Maryland Pkwy:
- Safety
- Financing
- Administrative processes
- Lack of incentives
- Connectivity
- Current infrastructure
Mile High Connects
Opportunity for all through transit

The Moment
The Formation

FasTracks
Denver TOD Fund
Ford Foundation: Metropolitan Opportunities Initiative
Mile High Connects

MHC Structure

STEERING COMMITTEE
GRANT FUND COMMITTEE
GRANTEES
MILE HIGH CONNECTS
ADVISORY COUNCIL
PROJECT TEAMS
MHC STAFF
A Growing Network

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National Connectivity

[Map showing connections across the United States with logos of various organizations, including 95, Enterprise, NRDC, and The Kresge Foundation.]
Current Context

- Less than $9/hr: 32% of new jobs
- Wage Range and Percentile:
  - $0 - $17.45 (0 - 25%)
  - $17.45 - $25.05 (25 - 50%)
  - $25.05 - $37.84 (50 - 75%)
  - $37.84 - $62.64 (75 - 100%)

The Housing Market

- Housing vs. Household Growth
- Jobs vs. Housing: Preliminary Findings
- Data from 2001 to 2015
- Significant mismatch between job and housing growth
Affordable Housing Pressures

Intersections
Mile High Connects

Our Approach
Affordable Housing and Community Facilities

- Preserve and create affordable housing and community serving commercial space near transit
- Strengthen and promote renter protections for communities near transit
- Support purchase of land and homes by and for low-income communities and communities of color near transit
- Increase and align financial resources for affordable housing and community serving commercial

Economic Opportunity

- Connect community to alternate paths to economic opportunity
- Support and incent businesses providing good jobs and community services to locate near transit
- Connect community to good jobs at anchor institutions
- Connect community to middle skilled jobs in the construction industry
Accessible Transit

- Promote **affordable bus and light rail fares** for low-income riders and students
- Ensure accessible **bus service routes** for low-income communities and communities of color

First and Last Mile Connections

- Enhance regional understanding of **resources and strategies** for first and last mile solutions
- **Improve** first and last mile **connections** in neighborhoods and job centers
- Increase and **align financial resources** for first and last mile infrastructure
Thank You!

Dace West, Director
Mile High Connects
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303-865-4609
dwest@denverfoundation.org
Mile High Connects

Opportunity for all through transit

The Moment
# Mile High Connects

Growing the Network: Community Support Matters

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2013</th>
<th>2015</th>
<th>Resident Reach</th>
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<tbody>
<tr>
<td>NPO / Community Orgs</td>
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<tr>
<td>Government</td>
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<td>Foundations</td>
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<td>Universities/Colleges</td>
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Our Approach

- Data
- Community Engagement
- Implementation
- Policy
- Leveraging Resources

eTOD and Data

Denver Region Fair Housing Equity Assessment
eTOD and Planning

West Corridor Community Resource Gaps

Legends:
- County border
- Station
- Metro Area
- Transit Village
- State Highways
- Parks
- Grocery stores
- Hospitals and Health
- Community Centers
- Food

Source: City and County of Denver Planning Department

CTOD 2013
## eTOD and Planning

<table>
<thead>
<tr>
<th>Station Area Plan</th>
<th>Residential (# units)</th>
<th>Office (s.f.)</th>
<th>Retail (s.f.)</th>
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<tr>
<td>10th &amp; Osage</td>
<td>800 to 900</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Aurora West</td>
<td>1,700 to 2,400</td>
<td>436,000 to 2.4 million</td>
<td>65,400 to 910,000</td>
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<tr>
<td>Federal</td>
<td>3,500</td>
<td>510,000</td>
<td>165,000</td>
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<tr>
<td>Knox and Perry</td>
<td>6,000 to 8,000</td>
<td>215,000</td>
<td>0</td>
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<td>Sheridan (Denver)</td>
<td>2,500</td>
<td>35,000 to 62,500</td>
<td>208,000</td>
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<tr>
<td>Sheridan (Lakewood)</td>
<td>570 to 1,020</td>
<td>35,000 to 62,500</td>
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<td>Minimal increase</td>
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<td>Wedgewood Station</td>
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<td>175,000 to 570,000</td>
<td>926,000 to 1.3 million</td>
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<td>5,000 to 10,000</td>
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<tr>
<td>Oak Station</td>
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<td>Federal Center/GSA</td>
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<td>Union Corridor District</td>
<td>700 to 1,200</td>
<td>2.3 to 3.5 million</td>
<td>485,000 to 775,000</td>
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</tbody>
</table>

+29,000 Units +12.5MM SF +4.9MM SF

## eTOD and Community Engagement

![Community Engagement Images]
eTOD and Leveraging Resources
Denver Regional Transit Oriented Development Fund

BORROWER EQUITY
CREDIT ENHANCEMENT/TOP LOSS
GRANT/PRI CAPITAL
SENIOR DEBT (BANK/CDF)


eTOD and Policy

ACCESS TO OPPORTUNITY PLATFORM:
A Regional Call to Action to Address Our Gentrification and Displacement Crisis

- Preserve affordability of current housing near transit and in historically underinvested neighborhoods, experiencing revitalization
- Support programs that assist in the purchase of homes and land by and on behalf of low-income people and people of color
- Strengthen policies and enforcement of protections for renters throughout the region
- Create new affordable housing near transit and in neighborhoods of opportunity
Mixed Income Developments
Current and Future Challenges

The Housing Market
Thank You!

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METROPOLITAN PLANNING ORGANIZATION   [X]  
TRANSIT [ ]  
ADMINISTRATION AND FINANCE [ ]

SUBJECT: TRANSIT ORIENTED DEVELOPMENT

PETITIONER: TINA QUIGLEY, GENERAL MANAGER  
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

RECOMMENDATION BY PETITIONER:  
THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE DISCUSS  
STRATEGIES TO ADVANCE IMPLEMENTATION OF TRANSIT ORIENTED DEVELOPMENT  
(FOR POSSIBLE ACTION)

GOAL: INTEGRATE THE SYSTEM GEOGRAPHICALLY

FISCAL IMPACT:

None

BACKGROUND:

The Southern Nevada Strong (SNS) Regional Plan (Regional Plan) identifies a vision for increasing community density, connectivity, and walkability as well as supporting viable economic development and transit investment. The culmination of all of these ideas is best demonstrated in projects of Transit Oriented Development (TOD). The SNS team, working closely with regional partners, has identified the need to increase the community’s understanding of how TOD is advanced in other communities and the best practices to follow to ensure that TOD is successful.

Attached, for reference, are the strategies related to TOD from the Regional Plan. Staff will give a brief presentation of recent TOD activities and seek direction from the SNS Steering Committee on possible next steps.

Respectfully submitted,

____________________________  
RAYMOND HESS  
Director of Planning Services

SNS Item #3  
April 27, 2017  
Non-Consent
TOD Strategies from the SNS Implementation Matrix

Southern Nevada Strong

Improve Economic Competitiveness and Education (IECE)

Goal 1: Match land use and transportation plans with regional economic development plans.

Objective 1.1: Invest in and maintain infrastructure that meets the needs of a diversified economy.

1.1.1 In coordination with organizations such as the Las Vegas Global Economic Alliance (LVGEA), develop a regional approach to 1) assess the need for and implement infrastructure that can support a diversified economy and 2) recommend updates to land use plans to match land use and transportation plans and policies.

Objective 1.3: Foster the development of the healthcare and education sectors, locally serving sectors that would enhance quality of life for residents to better integrate with existing land uses and create a better environment to attract new workers.

1.3.2 Encourage quality housing and transit near existing medical facilities, schools and training programs to increase access to local medical providers and provide opportunities for residency programs in order to get doctors to stay in the region.

1.3.3 Identify how and where medical and educational institutions can be integrated into mixed-use developments in economically disadvantaged neighborhoods to stimulate economic vitality while offering needed services.

1.3.4 Provide housing options for healthcare workers near their place of employment that integrate parks, trails, and active transportation infrastructure.

Goal 2: Ensure that Southern Nevada offers a range of place types to attract and retain future workers, visitors, businesses and entrepreneurs.

Objective 2.1: Develop strategies and make targeted investments to encourage infill redevelopment and property rehabilitation.

2.1.1 Implement the four Opportunity Site strategies: Maryland Parkway, Boulder Highway at Broadbent/Gibson, Downtown North Las Vegas, and the Las Vegas Medical District and create and encourage the use of an infill and revitalization action plan for areas with similar characteristics to the four Opportunity Site strategies that identifies barriers to mixed-use development and suggests tools to overcome them.

2.1.2 Create a set of sample revitalization and renovation plans for existing buildings, which could be approved through a streamlined permitting process and implemented via low-cost loans, modest rehabilitation subsidies, or CDBG dollars, etc.

2.1.3 Make targeted enhancements in key infill areas to enhance walkability and connectivity to existing and new recreational, commercial and transportation options.

2.1.4 Preserve and enhance historic neighborhoods and allow appropriate infill and enhancements that can support the neighborhood’s economic development.

2.1.6 Study market readiness and redevelopment potential for deteriorated commercial areas and underutilized strip retail developments.

Objective 2.2: Develop and expand community-based economic development and reinvestment to support vibrant, transit-supported mixed-use districts throughout the Region.

2.2.1 Identify place making improvements, regulatory changes and design standards to increase customer draw in areas with a unique flair (arts, antiques, international appeal, family-oriented, etc.).

2.2.2 Develop strategies to better connect residential demand with local commercial services and products to reduce retail leakage.

2.2.3 Identify, adopt and support programs that aid in the revitalization of local business districts, such as the arts district in downtown Las Vegas and areas with active business associations.

Goal 3: Enhance the role of small businesses and entrepreneurs as leaders in economic diversification and revitalization.

Objective 3.1: Determine the building and space needs of entrepreneurs and startups to embolden existing small businesses to participate in revitalization.

3.1.1 Identify neighborhoods that are well positioned to attract businesses from specific sectors and develop place-based strategies, cluster training, and workforce outreach efforts around those areas to reduce commute times and connect local residents to job opportunities.

3.1.2 Identify target industry locational needs, determine which industries are most likely to be successful in infill development, and develop a strategy to promote new development that accommodates them.
Invest in Complete Communities (ICC)

**Goal 1**: Stabilize and strengthen existing neighborhoods through place making improvements.
**Objective 1.2**: Develop housing and employment in mixed-use transit-oriented neighborhoods near job centers, schools and other services.

1.2.3 Develop a toolkit, in collaboration with area economic development and real estate organizations and other institutions, that supports mixed-use development.

1.3.2 Provide technical assistance to local jurisdictions, such as model zoning overlays, for transit-oriented development.

**Goal 2**: Encourage an adequate supply of housing with a range of price, density, ownership, size and building types.
**Objective 2.4**: Develop low-income and workforce housing in neighborhoods across the region.

2.4.1 Encourage local governments to adopt land use, building codes, and zoning regulations that allow a mix of housing types that serve people from a variety of income levels, including single-family homes, cottage homes, townhomes, condominiums and apartments.

**Goal 5**: Promote resource-efficient land use and development practices.
**Objective 5.2**: Minimize air pollutant emissions from stationary sources to reduce emissions and improve air quality to meet or exceed national ambient air quality standards and reduce greenhouse gas emissions.

5.2.5 Support transit and land-use improvements and amenities that make walking and biking short distances viable, to further reduce carbon emissions.

Increase Transportation Choice (ITC)

**Goal 1**: Develop a modern transit system that is integrated with vibrant neighborhood and employment centers, better connecting people to their destinations.
**Objective 1.1**: Work with the Regional Transportation Commission and other partners to develop a comprehensive transit master plan, which focuses on enhanced services that supplement existing routes.

1.1.4 Develop implementation criteria by which future corridors will be prioritized including: potential ridership, economic development/Transit Oriented Development (TOD) potential, proximity to jobs, housing and education, enhanced quality of life, and integration with the bike and pedestrian network.

**Objective 1.2**: Support safe neighborhood connections in marginalized communities.

1.2.1 Analyze the feasibility of transit stations with bicycle and pedestrian infrastructure provisions adjacent to existing and future mixed-income developments.

**Objective 1.4**: Integrate future land-use planning with existing and future transportation improvements

1.4.1 Ensure coordination between local governments and the RTC to evaluate frequent service transit corridors for potential designation as Transit Oriented Development (TOD) areas.
AGENDA ITEM

SUBJECT: REGIONAL GRANT STRATEGY FOR FEDERAL COMPETITIVENESS

PETITIONER: TINA QUIGLEY, GENERAL MANAGER
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

RECOMMENDATION BY PETITIONER:
THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE RECEIVE A PRESENTATION ON A REGIONAL GRANT STRATEGY FOR FEDERAL COMPETITIVENESS (FOR POSSIBLE ACTION)

GOAL: INTEGRATE THE SYSTEM GEOGRAPHICALLY

FISCAL IMPACT:
None

BACKGROUND:
The Southern Nevada Strong (SNS) Regional Plan identifies improving the region’s competitiveness for public funding within the Building Capacity for Implementation theme. Since September 2016, Southern Nevada Strong staff has been convening grant writers from over a dozen nonprofit organizations to build a framework for this effort. The workgroup first identified existing organizational and systemic barriers and challenges to success in grant application, management, and execution. The workgroup then developed recommendations and tactics for improvement that are explained in the draft report.

SNS Steering Committee member Bob Morgan, President and CEO of United Way of Southern Nevada, will present this framework and explain the process that staff led.

Respectfully submitted,

____________________________
RAYMOND HESS
Director of Planning Services

SNS Item #4
April 27, 2017
Non-Consent
GOAL 5: PROACTIVELY SEEK EXTERNAL FUNDING FOR PLAN IMPLEMENTATION.

Objective 5.1
Enhance efforts to pursue private and federal funding to increase competitiveness with other states and regions.

| 5.1.1 - Pursue federal funding from the SCI partnership and reach out to other federal partners to determine how they can support implementation of the Regional Plan. | RTC = L |
| Local Governments = S |
| Brookings Mountain West = S | 0 | Short term |

| 5.1.2 - Work with organizations such as the Brooking Institute and the Nevada Community Foundation to increase competitiveness for federal funding and prioritize grant seeking at all levels of government. | RTC = L |
| Local Governments = S |
| State Agencies = S |
| Federal Agencies = S | 0 | Short term |

| 5.1.3 - Increase coordination and data sharing with the State Grant’s Management Office, as well as designees at each local government. | RTC = L |
| State Agencies = S |
| Local Governments = S |
| Education and Research Partners = S | 0 | Short term |

| 5.1.4 - Tie eligibility criteria for state and federal dollars to the ability for the potential project to meet Regional Plan objectives. | RTC = L |
| Local Governments = S |
| State Agencies = S |
| Federal Agencies = S | 0 | Mid term |

| 5.1.5 - Enhance the accuracy, consistency, and timeliness of data reported to the federal government. | RTC = L |
| Local Governments = S |
| State Agencies = S |
| Federal Agencies = S | 0 | Mid term |

| 5.1.6 - Work with community leaders to increase their understanding and support of the Regional Plan. | RTC = L |
| Local Governments = S | 0 | Short term |

| 5.1.7 - Dedicate staff time to grant-seeking and grant-writing to look for additional funding sources for Regional Plan implementation. | RTC = L |
| Local Governments = S | + | Short term |
IMPROVING SOUTHERN NEVADA NONPROFITS’ GRANT CAPACITY AND COMPETITIVENESS:
A STRATEGIC FRAMEWORK
May 2017
Acknowledgements

The substance and recommendations contained in this publication were made possible by valuable contributions of time and talent from numerous organizations and their representatives. The Regional Transportation Commission of Southern Nevada, which serves as the administrator of Southern Nevada Strong, facilitated the process.

Project Leaders

• The Guinn Center for Policy Priorities
• The Nevada Community Foundation
• Southern Nevada Strong
• State of Nevada Office of Grant Procurement, Coordination, and Management
• United Way of Southern Nevada
Executive Summary

For decades Nevada has been among the lowest performing states in receiving federal grant funding (except for recent growth in Medicaid). During the past six years, however, the State has taken several critical steps to improve its capacity and competitiveness for federal grants. This recent progress creates a valuable, timely opportunity for southern Nevada: work together to improve the region’s grant capacity and competitiveness so that southern Nevada organizations receive more pass through and direct grant awards. Local governments and public agencies, nonprofit organizations, and community groups are poised to lead and support this work, especially with the growing regional coordination and awareness that was created through the Southern Nevada Strong Regional Plan process.

In late 2016 Southern Nevada Strong initiated an effort with area nonprofits and the State of Nevada Grants Office to develop a regionally-focused strategy for improving grant capacity and competitiveness. The effort culminated in a “Strategic Framework” that identifies specific strategies for: I) southern Nevada nonprofits to consistently submit high-quality, competitive federal grant applications; and, II) the region’s leaders and organizations to work together to prioritize and secure federal grants.

The Strategic Framework, which is presented in this report, is intended to help stakeholders throughout the region identify, implement, and monitor the actions needed to support nonprofit organizations as they improve their grant capacity and competitiveness for the benefit of all.
A PLAN TO IMPROVE GRANT CAPACITY AND COMPETITIVENESS

Federal Grants in Nevada

The federal government provides state and local governments with hundreds of billions of dollars in grants annually to fund a wide range of projects, programs, and services in areas such as community development, education, environmental protection, health care, income security, job training, transportation, and social services.¹ For example, in fiscal year 2014 the federal government disbursed approximately $589 billion in grants. Federal grants are so widespread they account for approximately one-third of total state government funding, and more than one-half of state government funding for health care and public assistance.² Meanwhile, nonprofit 501(c)3 organizations receive nearly one-tenth of their revenue from federal grants,³ and in health and human services nonprofits government funding (including contracts) soars to account for nearly two-thirds of total revenue.⁴

Despite their prevalence and significance, Nevada has long had some of the lowest per capita rates of federal grant funding (except for Medicaid). During the past five years, however, Nevada has made many improvements to its grant procurement and management systems, which position the state, local governments and nonprofits to increase their federal grant funding. Thanks to Governor Brian Sandoval, legislators, and state staff, Nevada is turning the corner!

Working to increase federal grant funding is particularly compelling for the region’s nonprofit community, as Nevada’s nonprofits rank 50th in the nation for assets and revenue per capita, meaning they are underfunded and undercapitalized compared to nonprofits in every other state. Increasing the flow of federal grants to the state will increase nonprofit funding, and could fundamentally improve the nonprofit funding landscape with an influx of new dollars. Notably, additional federal grant funding will create opportunities for local governments and philanthropic donors to leverage their funding for greater impact and flexibility.

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5 “between 2009 and 2014, nevada was one of several states that saw the largest growth in per capita federal grants. this growth is largely attributed to the decision to expand medicaid eligibility under the aca expansion.” office of grant procurement, coordination and management. “2017 biennial report”. state of nevada. 2017. http://grant.nv.gov/uploadedfiles/grantnvgov/content/about/2017%20biennial%20report.pdf


Developing a Regional Strategic Framework

Throughout creation of the Southern Nevada Strong Regional Plan (Regional Plan), stakeholders identified the need for dedicated and consistent funding for implementation tasks that are unfunded or underfunded. To meet these funding needs stakeholders agreed that, in addition to developing local funding options, the region should proactively seek external funding for implementation, particularly by enhancing efforts to pursue private and federal funding. The key strategies identified for these efforts focused on increasing communication, coordination, and collaboration among nonprofit organizations, local governments, the State Grants Office, higher education institutions, and community-based organizations such as Brookings Mountain West.

Today, with Regional Plan implementation well under way, low or nonexistent funding continues to be a barrier to many implementation tasks. These barriers are especially problematic for the region’s nonprofit organizations, as they often struggle to even maintain current levels of (low) funding. Working with and supporting nonprofit organizations to develop sustainable funding strategies must be a priority for the region, as they play a vital role in creating opportunity and enhancing quality of life for countless residents, including many who are historically underrepresented and under-resourced. Indeed, nonprofit organizations are so critical to our region’s prosperity that they are named as responsible for leading or supporting roughly two-thirds of all implementation tasks identified in the Regional Plan.

Increasing the flow of federal grants to southern Nevada can significantly increase the region’s total amount of funding available for Regional Plan implementation, and, in many cases, the funding will ultimately make its way to nonprofit organizations. However, to increase federal grant funding, the region must first improve its capacity and competitiveness for federal grants. To identify specific capacity and competitiveness improvements needed, and develop strategies for success, Southern Nevada Strong partnered with The Guinn Center for Policy Priorities, Nevada Community Foundation, United Way of Southern Nevada, and State of Nevada Grant Office and formed a working group of 15 nonprofit professionals and grant writers to provide expert input and direction.
Through six facilitated sessions project participants conducted a S.W.O.T. analysis, identified primary barriers and opportunities, organized their findings into two primary themes, and developed a Strategic Framework that includes goals, objectives, strategies, and tactics and next steps for implementation.

Project participants’ discussions focused on improvements needed at the organizational-level (i.e. what nonprofits can do), and at the community-level (i.e. what local and state governments, professional associations, community-based organizations and civic leaders can do), including:

**Organization-level Improvements Needed:**

- More frequently identifying grant opportunities, especially by enrolling in grant announcement publications and exchanging information with fellow nonprofits and grant administrators at the local, state, and federal level, and
- Standardizing internal review and decision-making processes to effectively determine if a specific grant is a good fit for the nonprofit, and worth pursuing
- Proactively developing relationships with fellow nonprofits that can mature into mutually beneficial grant partnerships
- Expanding professional development opportunities for staff and enhancing information technology to support grant program design and evaluation, budget development and management, and reporting
- Maintaining quality grant-ready documents, including case statements, financials, program descriptions, and program budgets
- Internally prioritizing federal grant capacity and competitiveness, and viewing federal grants as a major revenue source
- Making more long-term commitments to programs to create reliability in grant administration
Community-level Improvements Needed:

• Ensuring that diverse nonprofits, ranging in size and services, are included and engaged in federal grant applications and awards
• Improving the quality and quantity of timely information about federal grant opportunities, awards, and impacts, especially through stakeholders more effectively sharing information with each other
• Collaborating with philanthropic donors to identify solutions for and invest in professional development and training, additional grant writing talent, and match funding
• Increasing the regularity of nonprofit organizations partnering to apply for and administer federal grants
• Continuing to improve access to and consistent use of data
• Enhancing communication and coordination between the organization(s) involved at each level of the grant process (i.e. local government and public agencies, state government, federal government), especially in sub-award scenarios
• Maintaining a shared vision and set of priorities for the region, and reporting on them, so that organizations at every level of the grant process can more effectively coordinate actions

These two primary themes led participants to develop goal statements that describe their desired outcomes, which anchor the Strategic Framework:

1. Southern Nevada nonprofits consistently submit high-quality, competitive federal grant applications.
2. Nonprofits, local governments, civic leaders, and policymakers work together to coordinate actions that prioritize and secure federal grants.

Before finalizing the Strategic Framework, project participants hosted an open house for fellow nonprofit professionals to review and respond to the findings and recommendations. Approximately 80 people attended, and as much as possible of their valuable input was integrated into the final Strategic Framework.
Strategic Framework

The “Strategic Framework to Improve Southern Nevada Nonprofits Grant Capacity and Competitiveness” is intended to guide nonprofits’ approach and work with federal grants, including collaborating with each other, investing in professional development, prioritizing federal grant work, and working with private donors to leverage their contributions. Additionally, the Framework should be used to align and guide stakeholders across the region for shared success, educate community leaders and policymakers on actions needed for progress, and engage partners in higher education and state government to share in the work.

The Strategic Framework is organized around two goals, and includes objectives, strategies, and tactics and next steps for stakeholders, who, for the purposes of this framework, include:

- Community-based organizations - Organizations that work at the local level to improve life for residents, but are not direct service providers
- Nonprofits - Organizations that direct service providers
- Professional associations - Associations of nonprofit professionals
- Philanthropic donors - Individuals, families, foundations and corporations who make charitable gifts and grants

Goal 1. Southern Nevada nonprofits consistently submit high-quality, competitive federal grant applications.

Objective 1.1. Nonprofits identify grant funding opportunities they are eligible for, and effectively evaluate whether the opportunity is a good fit for their organization and worth pursuing.

1.1. Nonprofits utilize existing resources (e.g. Nevada Grants Office, Grants.gov, Foundation Center Online, etc.) to identify grant opportunities.
1.1.2. Nonprofits and community-based organizations establish communications tools to promote grant opportunities and establish networks for potential partnerships.
1.1.3. Nonprofits, local and state governments, and community-based organizations work together to identify shared community priorities that grant funding can be used for.
1.1.4. Nonprofits develop and adopt a standard grant evaluation criterion and decision-making process to determine if a grant is good fit for them, and worth pursuing.
1.1.5. Nonprofits develop and regularly update important grant documents, such as a strategic plan, a multiyear program plan, and a case statement, along with a list of current funding priorities.
The following tactics and next steps can be used to implement this objective and these strategies:

- Nonprofits subscribe to electronic databases and forums that promote grant opportunities, such as the one offered by the Nevada Grants Office.
- United Way of Southern Nevada and nonprofit professional associations can highlight current and upcoming grant opportunities in their newsletters, meetings, etc., and provide opportunities for members to learn about grant opportunities and best practices.
- Southern Nevada Strong will convene nonprofits, governments, and civic leaders around shared grant opportunities and community priorities.
- Nevada Grants Office will continue to share information of open grant opportunities and potential collaborations through their email list and website.
- Nonprofits can update their grant toolkit (e.g. case statement, financial information, etc.).

**Objective 1.2. Nonprofits submit grant applications that are well-constructed, well-written, and meet the requirements set by the specific grant opportunity.**

1.2.1 Nonprofits utilize existing resources and partners to review grant applications before submission.
1.2.2 Nonprofits and independent grant writers invest in professional development and training in areas like narrative writing, budget development and program design.
1.2.3 Nonprofits utilize professional grant writers, when possible, including through cost-sharing contracts with fellow nonprofits.
1.2.4 Nonprofits identify and use quality data to the greatest extent possible.
1.2.5 Nonprofits, community-based organizations, and philanthropic donors work together to expand availability of cash and in-kind match funding that can be used to secure grants.

The following tactics and next steps can be used to implement this objective and these strategies:

- United Way of Southern Nevada and community-based organizations provide trainings and toolkits for budget development and program design.
- Community-based organizations provide philanthropic donors with information and insights on need for capacity building and match funding.
- Nevada Grants Office, community-based organizations, and professional associations publish grant writing resources and best practices.
- Professional associations create opportunities for peers to review each other’s grants.
- Nonprofits conduct internal review to determine need for professional grant writing assistance or position.
Objective 1.3. Nonprofits effectively implement, manage, evaluate, report on, and close out grant awards.

1.3.1 Nonprofits strengthen program evaluation skills and develop evaluation tools by working with partners in the region’s colleges, universities and think tanks, and consulting existing online resources.

1.3.2 Nonprofits integrate program and finance staff into grant development and reporting process to create shared expectations and responsibility across the organization.

1.3.3 Community-based organizations provide trainings and toolkits for program and project management.

1.3.4 Nonprofits adopt, to the extent possible, best practices for communication and reporting with funder to ensure mutually successful grant award, and increase likelihood of future funding.

The following tactics and next steps can be used to implement this objective and these strategies:

• Nevada Grants Office, United Way of Southern Nevada, and community-based organizations and professional associations provide and promote program evaluation tools and best practices for tracking performance metrics.

• Nonprofit organizations establish relationships with partners in higher education who can assist in researching, reviewing and evaluating program design and reporting.

• Nonprofits establish internal cross-departmental teams responsible for successful grant implementation and reporting.

• Nonprofits to adopt and implement procedures for communicating and reporting to funding organizations.
Goal 2. Nonprofits, local governments, civic leaders, and policymakers work together to coordinate actions that prioritize and secure federal grants.

Objective 2.1. Nonprofits and government partners at the local, state and federal levels work collaboratively to increase federal grant investment in southern Nevada.

2.1.1 Community-based organizations develop and facilitate forums for nonprofits to meet and develop relationships with elected officials and staff in local, state, and federal government.
2.1.2 Nonprofits work with local and state government staff to identify grant opportunities, recruit partners, secure match funding, and craft competitive grant applications.
2.1.3 Nonprofits and elected officials at the local, state, and federal levels collaborate to identify grant opportunities and support competitive grant applications.
2.1.4 Nonprofits cultivate relationships with federal grant administrators.
2.1.5 Local and state government staff, working closely with nonprofits, regularly review and update the criterion and processes used to approve/endorse applications/partners for federal grants that require local or state government approval.
2.1.6 Grant awards and sub-awards within Nevada are tracked and reported so that stakeholders can understand the flow of federal grants, and stakeholders can communicate regarding specific awards.
2.1.7 Nonprofits and community-based organizations encourage clients, residents, and staff to apply for and otherwise participate in public boards and commissions as a way to be engaged in decision making.

The following tactics and next steps can be used to implement this objective and these strategies:

- Nonprofits identify the policymakers who represent them at the local, state and federal levels to establish relationship and communication.
- Nonprofits participate in the policy discussions, including Legislative sessions, when relevant to their mission and priorities.
- Southern Nevada Strong, United Way of Southern Nevada and community-based organizations host forums to provide timely, accurate updates on federal grant budgets, future programs, and collaborations.
- Nevada Grants Office implement a statewide grants management system that allows stakeholders at all levels to track grant awards.
Objective 2.2. Nonprofits, including those that are traditionally underrepresented, work together to build capacity and promote the importance of federal grants.

2.2.1 Community-based organization(s) develop and maintain a database of the region’s nonprofits that is searchable by services and programs, population(s) served, etc.
2.2.2 Nonprofits share best practices and resources with each other to improve grant competitiveness.
2.2.3 Community-based organizations and nonprofits host issue-specific grant forums to communicate with relevant local, state, and federal government stakeholders about grant opportunities, community priorities, best practices, etc.
2.2.4 Community-based organizations and local and state government proactively engage nonprofits that are often underrepresented in community efforts.

The following tactics and next steps can be used to implement this objective and these strategies:

- United Way of Southern Nevada and community-based organizations and nonprofits to organize forums and electronic portals to receive and disseminate information.
- Nevada Grants Office and community-based organizations to develop and public database of region’s nonprofits.
- Southern Nevada Strong and United Way of Southern Nevada convene funding partners and implementing organizations within issues areas for the development of partnerships.

Objective 2.3 Nonprofit board members and donors support and prioritize efforts that build capacity and competitiveness in securing federal grants.

2.3.1 Nonprofits and community-based organizations to collaborate with board members and philanthropic donors to develop a shared vision and commitment to increasing federal grant funding and the actions it will take to do so.
2.3.2 Nonprofit board members, philanthropic donors, and professional organizations promote the positive impacts of increasing federal grant awards and utilization.

The following tactics and next steps can be used to implement this objective and these strategies:

- Community-based organizations to develop and provide informational forums, fact sheets, and data to engage and educate stakeholders about federal grants.
Want to know more about Southern Nevada Strong and what it means to your community? Visit the new! Southern Nevada Strong website: SouthernNevadaStrong.org

Want to hear more about our valley’s success stories? Sign-up for quarterly newsletters at SouthernNevadaStrong.org
**REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA**

**AGENDA ITEM**

| Metropolitan Planning Organization | [x] | Transit | [ ] | Administration and Finance | [ ] |

**SUBJECT:** SOUTHERN NEVADA STRONG ANNUAL SUMMIT

**PETITIONER:** TINA QUIGLEY, GENERAL MANAGER
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

**RECOMMENDATION BY PETITIONER:**
THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE RECEIVE AN UPDATE ON THE SOUTHERN NEVADA STRONG ANNUAL SUMMIT (FOR POSSIBLE ACTION)

**GOAL:** INTEGRATE THE SYSTEM GEOGRAPHICALLY

**FISCAL IMPACT:**
None

**BACKGROUND:**
Staff has begun planning the Southern Nevada Strong (SNS) Annual Summit to be held in the fall of 2017. Staff will provide an update on the planning process for this event.

Respectfully submitted,

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RAYMOND HESS
Director of Planning Services

SNS Item #5
April 27, 2017
Non-Consent
REGIONAL TRANSPORTATION COMMISSION
OF
SOUTHERN NEVADA

AGENDA ITEM

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<td>RECOMMENDATION BY PETITIONER: THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE RECEIVE REGIONAL UPDATES</td>
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<td>GOAL: INTEGRATE THE SYSTEM GEOGRAPHICALLY</td>
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FISCAL IMPACT:

None

BACKGROUND:

Collaboration and coordination is critical to the success of Southern Nevada Strong. Since the Southern Nevada Strong Steering Committee represents a broad spectrum of interests, it would be beneficial for Steering Committee members to share information and updates related to implementation of the Regional Plan.

While no action may be taken on the subjects discussed, this item provides opportunity for the exchange of information.

Respectfully submitted,

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RAYMOND HESS
Director of Planning Services
### REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

### AGENDA ITEM

| Metropolitan Planning Organization  | [X] | Transit  | [ ] | Administration and Finance  | [ ] |

**SUBJECT:** SOUTHERN NEVADA STRONG STEERING COMMITTEE AGENDA ITEMS  

**PETITIONER:** TINA QUIGLEY, GENERAL MANAGER  
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA  

**RECOMMENDATION BY PETITIONER:**  
THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE DISCUSS FUTURE AGENDA ITEMS (FOR POSSIBLE ACTION)  

**GOAL:** INTEGRATE THE SYSTEM GEOGRAPHICALLY

### FISCAL IMPACT:

None by this action

### BACKGROUND:

The Regional Transportation Commission of Southern Nevada (RTC), as core administrator of the Southern Nevada Strong (SNS) initiative, seeks guidance from the SNS Steering Committee (Committee) on future agenda items. Staff desires to keep meetings of the Committee engaging and informational and would like direction on future agenda items which would further advance the implementation of the Regional Plan.

Respectfully submitted,

RAYMOND HESS  
Director of Planning Services

SNS Item #7  
April 27, 2017  
Non-Consent
REGional TRANSPORTATION COMMISSION
OF
SOUTHERN NEVADA

AGENDA ITEM

MetroPoli탄 Planning Organization [ ] Transit [ ] Administration and Finance [ X ]

SUBJECT: CITIZENS PARTICIPATION

PETITIONER: TINA QUIGLEY, GENERAL MANAGER
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

RECOMMENDATION BY PETITIONER:
THAT THE SOUTHERN NEVADA STRONG STEERING COMMITTEE CONDUCT A
COMMENT PERIOD FOR CITIZENS PARTICIPATION

GOAL: INTEGRATE THE SYSTEM GEOGRAPHICALLY

FISCAL IMPACT:

None

BACKGROUND:

In accordance with State of Nevada Open Meeting Law, the Regional Transportation Commission of Southern Nevada (RTC) Southern Nevada Strong Steering Committee (Committee) shall invite interested persons to make comments. For the initial Citizens Participation, the public should address items on the current agenda. For the final Citizens Participation, interested persons may make comments on matters within the Committee’s jurisdiction, but not necessarily on the current agenda.

No action can be taken on any matter discussed under this item, although the Committee can direct that it be placed on a future agenda.

Respectfully submitted,

RAYMOND HESS
Director of Planning Services

SNS Item #8
April 27, 2017
Non-Consent