



## **NOTICE OF MEETING AND AGENDA**

### **SOUTHERN NEVADA REGIONAL PLANNING COALITION BOARD**

**NOTICE IS HEREBY GIVEN** that a meeting of the Southern Nevada Regional Planning Coalition Board has been called and will be held at **4:00 p.m., Tuesday, January 28, 2014**, in the Clark County Commission Chambers at the Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, Nevada to consider the following:

1. **Call to Order**; notice of agenda conformance with Nevada Open Meeting Law requirements.
2. **Roll Call.**
3. **Public Comment** (*No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Comments will be limited to three minutes.*)
4. **Approval of the Agenda** for January 28, 2014 - (For possible action).
5. **Approval of the Minutes** for August 27, 2013 and September 24, 2013- (For possible action).
6. Elect the **SNRPC Board Chair and Vice Chair** for the 2014 Calendar Year. (For possible action) *Recommended action – City of North Las Vegas as Chair and City of Boulder City as Vice Chair.*
7. **CONSENT ITEMS** (Items on the Consent Agenda may be taken in one motion unless removed for discussion or other reason):

- a. **2013 Consensus Population Estimate**
- b. **2014 Meeting Calendar**

(For possible action). *Recommended action – Recommended action – Accept and approve all consent items.*

8. Receive a presentation from project staff and stakeholders on the **Southern Nevada Strong Draft Regional Plan.** (For possible action) *Recommended action – Receive the presentation and direct staff as necessary.*
9. Selection of **nickname for the Southern Nevada Strong Preferred Future Land Use Map.** (For possible action) *Recommended action –Select a nickname for the Preferred Future Land Use map.*

10. Receive a presentation on the **SNRPC Regional Fruit and Vegetable Plant List**. (For possible action) Recommended action – *Approve the SNRPC Regional Fruit and Vegetable Plant List.*
11. The next date and location for a regular meeting of the SNRPC Board is tentatively scheduled for **Tuesday, February 25, 2014 at 4:00 p.m.**, in the Clark County Commission Chambers at the Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, Nevada.
12. **Member Comment:** Consisting of general comments, announcements and proposals for future agenda items. (*No action may be taken upon a matter raised during a period devoted to member comment until the matter itself has been specifically included on an agenda as an item upon which action may be taken.*)
13. **Public Comment.** (*No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Comments will be limited to three minutes.*)
14. **Adjournment.**

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**Please be aware of the following: that items on the agenda may be taken out of order; the SNRPC Board may combine two or more agenda items for consideration; the SNRPC Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time; and the SNRPC Board may impose a time limit for speaking on an item on the agenda where public comment or testimony is allowed.**

**The Clark County Commission Chambers are accessible to individuals with disabilities. With twenty-four (24) hour advance request a sign language interpreter may be made available phone 455-3530 or TDD (702)385-7486 or “Relay Nevada” may be contacted by dialing 7-1-1. Assistive listening devices are available upon request at the staff table.**

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Agenda and back up materials can be obtained upon request. Contact Debi Leigh (702)267-1530 or send an email to: [debi.leigh@cityofhenderson.com](mailto:debi.leigh@cityofhenderson.com)

This agenda was posted per Nevada Open Meeting Law requirements at the following locations:

Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, NV  
City of Las Vegas, 495 S. Main Street, Las Vegas, NV  
City of North Las Vegas, 2250 Las Vegas Boulevard N., North Las Vegas, NV  
City of Henderson, 240 S. Water Street, Henderson, NV  
City of Boulder City, 401 California Avenue, Boulder City, NV  
Clark County School District, 5100 W. Sahara Avenue, Las Vegas, NV  
[www.snrpc.org](http://www.snrpc.org)

**MINUTES  
A JOINT MEETING OF THE FOLLOWING:**

**SOUTHERN NEVADA STRONG CONSORTIUM COMMITTEE  
SOUTHERN NEVADA REGIONAL PLANNING COALITION BOARD  
AND TECHNICAL COMMITTEE  
CITY OF NORTH LAS VEGAS CITY COUNCIL  
CITY OF HENDERSON CITY COUNCIL**

*August 27, 2013  
4:00 – 6:00 p.m.*

*East Las Vegas Community Center Ballroom  
250 N. Eastern Avenue, Las Vegas, NV 89101*

**IN ATTENDANCE:**

**SNRPC Board**

Councilman Bob Coffin, City of Las Vegas, SNRPC Chair  
Councilman Wade Wagner, City of North Las Vegas (arrived 4:37)  
Councilman Isaac Barron, City of North Las Vegas  
Councilman Cam Walker, City of Boulder City (arrived 4:35)  
Trustee Linda E. Young, Clark County School District  
Commissioner Chris Giunchigliani, Clark County (left 5:41)  
Commissioner Steve Sisolak, Clark County (arrived 5:10)  
Councilman Bob Beers, City of Las Vegas (arrived 4:25)  
Councilman Sam Bateman, City of Henderson

**SNRPC Board Member Absent**

Councilwoman Gerri Schroder, City of Henderson

**SNS Consortium Committee**

Councilwoman Debra March, City of Henderson, SNS Consortium Committee Chair  
Asha Jones, Senator Reid's Office, So. Nevada Regional Representative (alternate)  
Carolyn Edwards, Clark County School District, Board Trustee  
David Fraser, City of Boulder, City Manager (left 4:44)  
Dulcinea Rongavilla, Cragin & Pike, Benefits Executive  
Erin Breen, UNLV, Transportation Research Center, Director of Safe Community Partnership Program  
Jacob Snow, City of Henderson, City Manager  
Jeffrey Buchanan, City of North Las Vegas, Interim City Manager  
Ken MacDonald, Conservation District Southern Nevada, Board Member  
Louise Helton, 1 Sun Solar, Vice President  
Orlando Sanchez, City of Las Vegas, Deputy City Manager  
Councilwoman Pamela Goynes-Brown, City of North Las Vegas (arrived 4:20)  
Councilwoman Peggy Leavitt, City of Boulder City (left at 6:01)  
Phil Speight, SNWA & LVVWD, Deputy General Manager (left 5:40)  
Ric Jimenez, Rouse Properties Inc., Director of Operations (left 6:09)  
Dr. Rob Lang, UNLV, Director of Lincy Institute and Brookings Mountain West  
Sabra Smith-Newby, Clark County, Chief Administrative Officer  
Dr. Shawn Gerstenberger, UNLV, Assoc. Dean, School of Community Health Sciences (left 5:20)  
Tina Quigley, Regional Transportation Commission, General Manager (left 4:39, replaced by  
Martyn James, alternate)

**SNS Consortium Committee Members Absent**

Cass Palmer, United Way, President and CEO  
Commissioner Larry Brown, Clark County  
Councilman John Marz, City of Henderson  
Councilman Ricki Barlow, City of Las Vegas  
Gina Polovina, Boyd Gaming, Vice President of Government Affairs  
Rob Elliot, Senator Reid's Office, So. Nevada Director (replaced by Asha Jones)  
Sam Cherry, Cherry Development, Owner/CEO  
Dr. René Cantú, Jr., Latin Chamber Community Foundation, Executive Director

**Staff**

Stephanie Garcia-Vause, City of Henderson, Community Development and Services Director  
and SNS Project Director  
Lisa Corrado, Southern Nevada Strong, Project Manager  
Michael Vannozzi, Las Vegas Global Economic Alliance, Manager of Strategic Initiatives  
Lorelei Juntunen, ECONorthwest, Senior Planner  
Joan Chaplick, MIG, Principal/Senior Outreach Specialist  
Lynn Purdue, Purdue Marion & Associates, Partner  
Sean Robertson, City of Henderson, Principal Planner  
Dan Fazekas, Southern Nevada Strong, Planner  
Andrew Roether, Southern Nevada Strong, Planner  
Peter Vaughan, Southern Nevada Strong, Planner  
Stacie Sorensen, City of Henderson, Projects Coordinator  
Stephanie Bruning, Southern Nevada Strong, Planner  
Brittany Markarian, Southern Nevada Strong, Public Information Specialist  
Debi Leigh, Southern Nevada Regional Planning Coalition, Administrative Secretary  
Alyssa Averett, Southern Nevada Strong, Administrative Assistant

**Guests**

Doug Rankin, City of Las Vegas, Manager of Development Services  
Bristol Ellington, City of Henderson, Assistant City Manager  
Nancy Lipski, Clark County, Director of Comprehensive Planning  
Jon Wardlaw, Clark County, Planning Manager  
Dan Kezar, Clark County, Senior Planner  
Frank Fiori, City of North Las Vegas, Director of Community Development  
Johanna Murphy, City of North Las Vegas, Planning Manager  
Vicki Adams, City of North Las Vegas, Planner  
Randy Tarr, Clark County, Assistant County Manager  
Tracy Foutz, City of Henderson, Asst. Director of Planning and Neighborhood Services  
Martyn James, Regional Transportation Commission, Director of Planning Services  
Tracy Murphy, Clark County School District, Real Property Management, Coordinator  
Nicole Rourke, Clark County School District, Director of Government Affairs  
Andy Powell, City of Henderson, Senior Planner  
Fred Solis, City of Las Vegas, Senior Planner  
Sue Baker, Clark County, Town Board Liaison  
Blanca Vasquez, Clark County, Town Board Liaison  
Tamara Williams, Clark County, Town Board Liaison  
Emily Sandoval, Ramirez Group, Associate  
Christian Gerlach, Ramirez Group, Associate  
Michelle Booth, Ramirez Group, Associate  
Shaundell Newsome, Sumnu Marketing, President & CEO

## **I. CALL TO ORDER**

Councilman Coffin, Chair, Southern Nevada Regional Planning Coalition (SNRPC) Board called the meeting of the Southern Nevada Regional Planning Coalition, Southern Nevada Strong (SNS) Consortium Committee, SNRPC Technical Committee, City of Henderson City Council and City of North Las Vegas City Council to order at 4:10 p.m. at the East Las Vegas Community Center Ballroom, 250 N. Eastern Avenue, Las Vegas, Nevada.

## **II. CONFIRMATION OF POSTING AND ROLL CALL**

Councilwoman Debra March, Chair of Southern Nevada Strong Consortium Committee requested a confirmation of posting. Debi Leigh, SNRPC Board Secretary, confirmed the meeting had been posted in accordance with the Open Meeting Law. In addition to the regular SNRPC posting locations, the agenda was also posted at City of North Las Vegas' and City of Henderson's regular posting locations.

## **III. WELCOME AND INTRODUCTIONS**

Councilman Coffin welcomed all in attendance and provided an overview of the purpose of the meeting. As the ultimate approving body for the Southern Nevada Strong Regional Plan, the SNRPC called a joint meeting to support the group and provide direction on a few tasks they must perform in their workplan. He asked everyone to introduce themselves. The meeting was jointly conducted by Councilman Coffin and Councilwoman March. The members as listed on page 1 were present. By combining the two groups, a quorum was met for the SNRPC Technical Committee and the City of North Las Vegas. Due to absentees, a quorum was not met for the City of Henderson. Times of late arrival and early departure are listed after the attendees' names.

## **IV. PUBLIC COMMENT**

There were no comments presented by the public.

## **V. ACCEPTANCE OF AGENDA (For Possible action)**

Commissioner Giunchigliani introduced a motion to accept the agenda as published. The vote favoring approval was unanimous. Councilman Coffin declared the motion carried.

## **VI. ACCEPTANCE OF SOUTHERN NEVADA STRONG CONSORTIUM COMMITTEE MEETING MINUTES FOR NOVEMBER 8, 2012 AND APRIL 8, 2013 (For Possible Action)**

Trustee Edwards introduced a motion to accept the minutes for the SNS Consortium Committee for November 8, 2012 and April 8, 2013. The vote favoring approval was unanimous. Councilwoman March declared the motion carried.

## **VII. NEW BUSINESS:**

### **1. Update on Southern Nevada Strong Public Engagement Process**

**This item includes an overview of the progress toward implementation of the Public Engagement Plan, outreach summary data and upcoming events. (Information Only)**

Lisa Corrado introduced Joan Chaplick, a consultant for the SNS Team. She provided a summary of the phase 1 and phase 2 outreach activities and the findings from these efforts. Members were provided a binder which included details of the Public Engagement Plan. The materials were summarized and viewed with a power point presentation.

Phase 1 outreach goals are to inform stakeholders and the public about Southern Nevada Strong and solicit input to identify issues, concerns and general priorities for the community. Activities to obtain input include: stakeholder interviews, regional kick-off event, telephone survey, public outreach events, iPad surveys and on-line surveys.

Phase 1 results: Diversify economy; more, better jobs; Improve education at all levels (including workforce); transportation improvements: improved transit options, reduce traffic congestion, increase traffic/pedestrian safety; environmental issues: water supply, sustainability and sustainable energy, pollution; and lack of a variety of affordable and quality housing options.

The key findings from those methods are used to identify priorities for the following 6 Task Groups: Economic Development/Education, Transportation, Healthy Communities, Environment, Housing and Public Engagement & Equity.

Phase 2 Outreach Activities include: Summer 2013 e-newsletter with 2,000 people reached; UNLV Stakeholder Interviews around Opportunity Sites; on-line community survey, having 974 surveys completed to date; distributed throughout stakeholder networks (elected official newsletters, each entity's website, etc.); open houses; speaking engagements and events: (Asian Chamber presentation, Councilman Barlow's Back to School Fair, Urban Chamber Sponsorship, Latin Chamber, National Association of Retired Americans, Opportunity Village focus group, among others).

The On-line Community Survey was reviewed in detail which included demographics of those participants completing the survey; priorities in each Task Group and top goals given for ranking by a Thumbs Up, Thumbs Down, Favorite and Total Votes for each choice given.

Key Findings from the survey and a Visual Preference Survey Results were also reviewed. Those reports can be found on the documents library of the southernnevadastrong.org website. The preliminary results for the opportunity sites were also provided.

Members were given the opportunity to ask questions. Commissioner Giunchigliani expressed that we should wait until the team completes all of the analysis before they disseminate the information. Councilman Coffin suggested that those who would like to see the data should have access to it.

Trustee Young concurred that she would like to see all the data and the demographics for all of the surveys. She asked if they had the demographic breakdown for each type or methods of survey given. She was concerned that some of her constituents may not be reached if they did not have the technology to participate. Ms. Chaplick explained that iPads were used on site at events to let the public participate as well as the SNS Team interacting with the public. Ms. Chaplick offered that more complete data could be shared with the members as it becomes available. Trustee Young and Councilman Coffin requested to receive power points on paper to follow presentation on screen in the future.

Lisa Corrado explained that each of the on-line tools/methods used requests demographic data that is monitored, such as zip code, race/ethnicity, age and income.

## 2. Scenario Planning

### 2a. Present Economic Development Approach to Scenario Planning

**The project team is aligning the scenario planning analysis with the Las Vegas Global Economic Alliance's Comprehensive Economic Development Strategy (CEDS). The update highlights the types of places the region needs to plan for in order to appeal to the target sectors in the CEDS and their respective talent pipelines. (*Information Only*)**

Lisa Corrado introduced Michael Vannozzi with the Las Vegas Global Economic Alliance (LVGEA), which is the Regional Economic Development Authority, previously the Nevada Development Authority. He shared how SNS is supporting the LVGEA's CEDS or Comprehensive Economic Development Strategy. The document is available on the LVGEA.org website. The CEDS is based on the work of Brookings Mountain West in 2011 and the State Economic Development Plan. The report provides strategies and initiatives that will build the economy over time. He expressed his willingness to share the data and work together with the SNS project team to build scenarios around the possibilities that exist.

Mr. Vannozzi introduced Lorelei Juntunen with ECONorthwest, the lead firm working on aligning CEDS target industries with the scenario planning process. She shared how they analyzed data and demographics and looked at other regions where there are concentrations of those same industries. She spoke about Target Industries and Placemaking: In what types of places will new workers want to live? The report covers the following questions: Who do we attract or retrain? How can these sectors diversify the economy?; How can the region's quality of life compete to attract these workers?; What are their preferences?; and What does that mean for place types in the preferred scenario? Ms. Juntunen reviewed a series of slides describing the approach used to support the CEDS. She highlighted what we are missing and what we need to do to attract and grow the target sectors identified in the CEDS.

Dr. Lang added that the study by Brookings Mountain West identified that the region has the smallest share of health care services for any top 100 U.S. metropolitan area. Las Vegas is the largest city without a medical school. He explained that in order to achieve a larger percentage of what other cities provide, we need to provide space resembling neighborhood types that attract workers predictably in those industries from cities that dominate in that sector.

Trustee Young asked if the CEDS analysis and data included the amount of educational funding for K-12 in those target cities identified in the report. She asked how the quality of life related to the amount of investment in education.

Trustee Edwards also added that those cities have more higher education opportunities and funding.

Ms. Juntunen responded that it is an aspect that was not specified in the research about the case studies, but is something they could look into.

Commissioner Giunchigliani asked at what point in the process will we look at our local zoning codes in regard to restrictions that may impede infill development as it relates to economic development.

Ms. Corrado responded that the scale of the regional plan won't make specific recommendations to the development code or zoning regulations, except for the opportunity sites. During the opportunity site analysis, specific regulatory barriers for each site can be identified.

Ms. Garcia-Vause explained that once the SNRPC adopts the Regional Plan, the local jurisdictions can then do their own analysis of development codes and make changes as an implementation tactic, which will further the progress of the plan.

**2b. Present Basecase Scenario**

**This is a series of maps based on Envision Tomorrow, a scenario planning software program. The basecase uses local data along with past and existing development patterns to ‘allocate’ where future growth is likely to take place. The basecase represents a continuation of existing and historic growth patterns and indicates that the majority of future population growth will take place on the periphery if no modifications to planning policies are made. (*Information Only*)**

Ms. Juntunen reviewed a series of power point slides that show the basecase. Based on the population estimates from now until 2035, if no changes to existing policies or plans take place, growth will be concentrated on the fringe.

In the interest of time they moved on without taking any questions.

**2c. Review Task Group Recommendations**

**Each Task Group has recommended a variety of priorities for Economic Development & Education, Environment, Transportation, Healthy Communities, Public Engagement & Equity, and Housing. Task Group recommendations support a different development pattern than the basecase scenario. (*Information and Discussion*)**

Ms. Juntunen presented a series of themes that emerged from the Task Groups.

In the interest of time they moved on without taking any questions.

**2d. Direct Preferred Alternative:**

**The recommendations from Task Groups compared to the basecase scenario represent a decision making opportunity. The project team needs guidance to develop a preferred alternative (desired alternative to the basecase in a map format).**

**Participatory activity: review and discuss basecase, Task Group recommendations and provide guidance to develop a preferred alternative. (*For possible action: Provide direction based on polling results*)**

Ms. Chaplick facilitated polling and asked participants to identify their level of support for each of the themes. The results of the polling will provide direction on how a preferred future will be presented in the Regional Plan. The following are the Preferred Scenario Themes followed by the polling results:

Theme 1: Encourage new growth in existing areas and redevelop vacant and underused sites to allow for convenient use of multiple modes of transportation including transit, walking and biking. (14 Strongly Agree, 3 Agree, 0 Disagree, 0 Strongly Disagree)

Theme 2: Locate jobs, services, and schools within easy reach of a variety of housing types that will be affordable to those across the income spectrum. (16 Strongly Agree, 6 Agree, 0 Disagree, 0 Strongly Disagree)

Theme 3: Repurpose underutilized retail and industrial land along key corridors to attract new developments that accommodate businesses in the target industries. Include residential development so that people can live close to work. (14 Strongly Agree, 7 Agree, 0 Disagree, 0 Strongly Disagree)

Theme 4: Bolster Downtown Las Vegas so that it provides a variety of jobs and services for local residents and can function as a hub for the region. Dense housing combined with vibrant commercial spaces, new employment and workforce development opportunities can help create a strong downtown neighborhood. (8 Strongly Agree, 9 Agree, 2 Disagree, 0 Strongly Disagree)

Theme 5: Strengthen town centers to serve as hubs for local shopping, services, and government activity throughout the region. (5 Strongly Agree, 15 Agree, 2 Disagree, 0 Strongly Disagree)

Theme 6: Promote redevelopment along future transit corridors, including Maryland Parkway, Flamingo Road, and Boulder Highway. (14 Strongly Agree, 4 Agree, 3 Disagree, 0 Strongly Disagree)

Theme 7: Work collaboratively at the regional level to better locate new schools in walkable and bikable communities. (14 Strongly Agree, 9 Agree, 0 Disagree, 0 Strongly Disagree)

Once polling was complete, Ms. Corrado opened the discussion for any issues that weren't represented in task group themes.

Commissioner Giunchigliani stated that we should change #4 to read, All Downtowns rather than singling out only Downtown Las Vegas.

Councilman Walker suggested that people may be more comfortable voting by email rather than at the meeting since some didn't vote. He felt that some may be more willing to participate in an electronic voting method and this would also allow those who weren't present to be involved.

Councilman Coffin explained that those choices are a framework and not a final decision.

Ms. Corrado explained that the themes will be used to create an alternative spatially to the basecase. Rather than seeing growth on the fringe, you would see things that align with the given themes. We are not ranking or choosing between them. The polling is meant to guide staff in the policy planning process to create a land use map that shows more urban infill.

Commissioner Giunchigliani added that it is clear to her that we need to focus on what we can do differently to implement the themes. She didn't feel that we need to revisit the questions about the themes.

Mr. Snow made a motion to direct the preferred alternative scenario based on the polling results to include that theme 4 reflect all downtowns. With the majority voting in favor of the motion, Councilman Coffin declared the motion passed. Commissioner Sisolak abstained.

### **3. Discuss Opportunity Sites**

**Through the on-line community survey, Southern Nevada Strong is collecting input to rank sites that are best positioned to integrate transit, housing and employment areas. Site analysis will be performed on finalists. The Board/Consortium Committee will be asked to provide guidance on the role of the opportunity sites.**

**Participatory activity: review preliminary rankings from public outreach on opportunity sites and provide input to subcommittee. (For possible action: Direct subcommittee)**

Ms. Corrado reviewed the background on the sites, the purpose of the demonstration site analysis funded through the grant, and the criteria used to nominate the sites. She provided an overview of outreach underway to get input from the development community and the public on the sites, and the timing for a subcommittee decision, RFQ and commencement of site analysis work.

Ms. Juntunen briefly reviewed each opportunity site and the general factors that will determine how likely they are to appeal to the private sector for redevelopment in the short and long-term. She posed a question to the group that will help the subcommittee make a final selection. What is the demonstration site demonstrating?

Ms. Corrado explained that with the site selection, we must determine whether we want more near term feasibility or long term. What other different types of planning interventions do you want to achieve with the site analysis? Some sites may not be ready for reinvestment, but interventions such as beautification, community building or neighborhood watch, may help the sites.

Councilman Bateman asked for a description of what a site analysis would include and if the sites are already picked.

Ms. Corrado clarified that an opportunity site is a general term and will be different depending on the site. Some may include market analysis or feasibility analysis from a geotechnical standpoint. They may get developer input on what are the next steps for each site. Visioning or a public outreach process on each site will also be included in the scope.

Ms. Juntunen offered that analysis of the zoning code is typically included for a site. What are the setbacks, height and allowed uses that you might see there? The intent is to provide some certainty to a future developer about what may or may not be feasible on the site both from a physical and from a market perspective.

Councilman Bateman said to focus on things that are near-term development opportunities. He suggested choosing sites that will show some results in a shorter period of time and looking for more public/private partnerships.

Councilwoman March suggested that we look at sites that already have some investment and resources available.

Ms. Corrado added that the site selection criteria included in the materials was used to nominate the existing sites. She said we could add to the list of sites, but the question that will remain is what the role of the sites should be: near term development or other interventions that may support an area that won't be developed for a long time.

Councilman Coffin stated that once we get into specifics, we run into problems when we exclude a city and when we find competing interest groups.

Councilman Coffin asked how many sites can be chosen. Ms. Corrado explained that the grant provides funding for three sites. They are looking for other ways to find funding to cover additional sites. Councilman Coffin said we can start with the three sites and add something subjectively that will affect the other communities. Ms. Corrado explained that they can address other key corridors

through the regional plan. Additionally, we will address all other areas that were not selected through the Preferred Alternative.

Councilman Barron suggested that we strongly consider Lake Mead corridor in Downtown North Las Vegas. He feels it meets the criteria and could provide many positive improvements that affect a broad area of the valley.

Councilwoman March reviewed the list of Opportunity Sites and the preliminary findings from the survey. She stated that we are still entertaining public input on the sites through the end of September.

Ms. Chaplick stated that community support is an essential element to inform the site selection, but it is not the definitive measure to select the sites. It is one of many criteria.

Ms. Garcia-Vause reiterated that the guidance that they were looking for is more over-arching principles. Do we want projects that are going to be more market feasible today so that we can potentially compete for other dollars once this plan is done? Or, do we want something that is really going to test principles that we don't have or haven't used to inform the process? They are looking for guidance in selecting which sites rise to the top.

Councilwoman Goynes-Brown clarified that we are not in the stage to narrow down the top three sites.

Trustee Edwards shared that through this meeting, we learned that one of the characteristics that were highlighted in other communities was a medical piece. The Medical District site is a different option than anything else listed. It could diversify our economic base in many ways. She suggested moving that site up on the list.

Ms. Breen asked if there is a potential through HUD to bring in money for the other sites on the list. Councilwoman March clarified that there are multiple agencies that we can make applications to in the future for implementation funding.

Mr. Vannozzi reiterated that SNS is a three year process that opens us up for many opportunities. The team needs direction as to whether to assist in a project that is in the works or to create the framework for new projects.

Ms. Garcia-Vause also offered the following statements: The SNS project makes us more competitive to receive federal dollars to bring back to actual projects. If we are successful with the three sites, there is no reason why the SNRPC can't continue to do analysis on additional sites and place ourselves strategically to receive funding for other sites. We can't bite off too much. We need to show our success and make progress.

Jacob Snow added that we need to give direction to the consultants and focus on the near term opportunities. If we want to come away with any project that involves transit, we are looking at a ten year time frame to completion going through the federal process. If we want to look at a longer term project, we are looking at twenty years. He supported focusing on the near-term development opportunities.

At this time in the meeting, a quorum was not met.

**4. Consortium Committee Project Charter Updates (*For possible action: Accept Updated Group Charter*)**

This item was held until the next meeting.

**5. Next Steps/Other Updates (*Information Only*)**

This item was not discussed.

**VIII. PUBLIC COMMENT**

There were no comments presented by the public.

**IX. CHAIRMAN/MEMBER COMMENTS**

Councilman Coffin stated that each entity has their respective meetings and that they will need to follow up on the project.

Trustee Young asked to be fully informed before the next meeting. She would like to have a briefing in order to be knowledgeable before she makes decisions on the project.

**X. SET NEXT MEETING**

**Propose to have a joint meeting on the scheduled SNRPC Board Meeting date of November 26, 2013 from 4:00 to 6:00 p.m. at (TBD).**

This item was not discussed.

**XI. ADJOURNMENT**

The meeting was adjourned at 6:15 p.m.

Respectfully submitted,

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Debi Leigh, SNRPC Board Secretary

# DRAFT MEETING MINUTES

## COALITION BOARD

### SOUTHERN NEVADA REGIONAL PLANNING COALITION

September 24, 2013

**In attendance:** Councilman Bob Coffin, CHAIR, City of Las Vegas  
Councilman Bob Beers, City of Las Vegas  
Councilman Wade Wagner, City of North Las Vegas  
Councilman Isaac Barron, City of North Las Vegas (4:13 arrival)  
Councilman Cam Walker, City of Boulder City (4:09 arrival)  
Trustee Linda E. Young, Clark County School District  
Commissioner Chris Giunchigliani, Clark County  
Commissioner Steve Sisolak, Clark County (4:05 arrival)  
Councilwoman Gerri Schroder, City of Henderson  
Councilman Sam Bateman, City of Henderson

**Absent:** None

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**Agenda Item 1. Call to Order; notice of agenda conformance with Nevada Open Meeting Law requirements.**

The meeting of the Southern Nevada Regional Planning Coalition Board was called to order by Councilman Coffin, City of Las Vegas, Chair, at 4:01 p.m., on Tuesday, September 24, 2013, in the Clark County Commission Chambers, Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, Nevada.

It was confirmed that the agenda for the September 24, 2013, meeting was duly posted in compliance with the Nevada Open Meeting Law requirements.

**Agenda Item 2. Roll Call.**

All members of the SNRPC Board, as listed above, were present.

**Agenda Item 3. Public Comment.**

No comments were given.

**Agenda Item 4. Approval of the Agenda for September 24, 2013 (For possible action)**

A motion was made by Councilman Walker to approve the agenda for the September 24, 2013 meeting. The motion was approved unanimously.

**Agenda Item 5. Approval of the Minutes for the June 25, 2013 meeting (For possible action)**

A motion was made by Commissioner Giunchigliani to approve the minutes of the June 25, 2013 meeting. The motion was approved unanimously.

**Agenda Item 6. CONSENT ITEMS a. Southern Nevada Strong (SNS) Consortium Committee Nominees; b. SNRPC Records Retention Schedule; and c. 2013 Population Forecasts: Long-Term Projections for Clark County, Nevada 2013-2050. (For possible action) Recommended action – Accept and approve all consent items.**

Having no discussion, a motion was made by Councilwoman Schroder to approve the Consent Items. The motion was approved unanimously.

**Agenda Item 7. That the SNRPC adopt a schedule for the various jurisdictions to provide legal counsel to the SNRPC. (For possible action) Recommended action - Recommend a schedule for providing legal counsel.**

Rob Warhola, Clark County Deputy, has provided legal counsel to the SNRPC since its creation in 1998. Nothing in state law, the Amended and Restated Interlocal Agreement or the Rules of Practice and Procedure for the SNRPC requires the District Attorney's office to provide legal counsel for the SNRPC. Due to staff shortages and increasing workloads, the District Attorney's office will no longer provide counsel at every SNRPC Board meeting. Since the SNRPC is a regional agency, the other jurisdictions have been asked to provide legal counsel on a rotating basis.

Mr. Warhola recommended a rotation schedule for the board meetings over the next several months, having each jurisdiction cover a different month.

The Planning Directors met on September 9, 2013 and offered additional options being:

- Legal services are provided by the jurisdiction which is the Chair of the SNRPC. The Chair rotates annually on January 1<sup>st</sup>
- Hire outside counsel
- Have each jurisdiction provide legal services on a rotation basis, that is not dependent upon the Chair, and have the cost reimbursed by the SNRPC.

Councilwoman Schroder commented that it made sense to have the chair entity provide legal counsel annually, in order to maintain consistency from meeting to meeting.

Commissioner Giunchigliani agreed that inconsistency would be a problem if legal counsel was not at the prior meeting or know the history. She stated that it would be fair to rotate annually and share effort.

The members thanked Mr. Warhola for his many years of service to the SNRPC.

Commissioner Sisolak asked that a proclamation or certificate of gratitude be presented to Mr. Warhola at an upcoming meeting.

A motion was made by Councilman Wagner to adopt a yearly rotation schedule that coincides with the chair rotation. The motion passed unanimously.

**Agenda Item 8. Consideration of the Greenhouse Gas Emissions Agreement Amended Attachment A (modification of the scope of work and timeline to allow for an extended data collection period). (For possible action) Recommended action - Approve the Amended Attachment A.**

Marco Velotta, City of Las Vegas, presented an Attachment A to the Greenhouse Gas Emissions Agreement. Due to the timeframe and work between different stakeholders, including local utilities and State departments, acquisition and processing of data tends to be slow. To ensure compliance with the Interlocal Agreement, UNLV requests a modification of the scope of work and timeline to allow for an extended data collection period.

Councilman Coffin clarified that the original agreement was approved by the SNRPC Board and signed by Chair Schroder on March 27, 2012.

A motion was made by Commissioner Giunchigliani to approve the Attachment A. The motion passed unanimously.

**Agenda Item 9. Receive a status report on Southern Nevada Strong. (For possible action)**  
**Recommended action - Accept the update and direct staff as necessary.**

Bill Marion of Purdue Marion & Associates, one of the consultants working on the project outreach team, presented an overview of the Southern Nevada Strong project. After recent changes in SNRPC members and being midway in the project, the Board requested a review of the grant, its goals and milestones.

Mr. Marion explained that Southern Nevada Strong is a collaborative regional planning effort, funded by a \$3.5 million dollar grant from HUD. It provides the resources to conduct in-depth research and community engagement efforts to analyze the issues facing our community and propose collaborative solutions.

One of the reasons the grant was awarded to SNRPC was for the public outreach component. Mr. Marion reviewed the public outreach efforts completed to date which included soliciting input from the neighborhoods, communities, stakeholders, leaders in gaming and various large employer groups. He reviewed the variety of methods used to engage those audiences. The information gathered was not just for statistically accurate surveys, but also for anecdotal information on how people think their communities are or are not assisting in their own daily lives.

Councilman Coffin asked for clarification on whether we are meeting the requirements as set in the grant. Stephanie Garcia-Vause of City of Henderson and SNS Project Director provided an explanation that the methods used for public outreach are standard practice. The grant was awarded on a second attempt was because of the characteristics of our “24 hour town” and the non-traditional ways that people would be reached.

Councilwoman Schroder commented on how we must not delay progress and need to stay focused due to the quickly approaching deadline of the grant.

Commissioner Giunchigliani said she was glad to receive a recap. She appreciates how the community is being reached in a way that has never been done. She thinks it is a good working model and feels comfortable moving forward.

Trustee Young said she is pleased with the variety of methods used to reach the public. She thinks we are on the right path and the public outreach provides a good measure of where we are going.

Councilman Barron commended the team on their outreach efforts in North Las Vegas.

Mr. Marion reviewed phase three of upcoming outreach which will include: an event in early 2014 to share progress, a telephone town hall to educate and gauge support for specific items; online engagement tool to review draft elements of the plan and preferred alternative; online engagement tool for opportunity site visioning; planning video to educate will be shared online, at events and via social media; and continue to participate in events, regional forums and open houses.

Ms. Garcia-Vause reviewed the Draft Regional Plan Themes used to develop the Preferred Future Land Use Scenario. She also explained what will be happening in the coming months. As a result of public outreach, the team has heard that the rural communities are interested in Economic Development. Capacity Building events include rural and small town Economic Development training and the team will continue to pursue training resources provided by HUD.

Additional actions per the workplan include: Regional Fair Housing and Equity Assessment approval by SNRPC. This is currently in the scoping process; Regional Plan Vision and approval by SNRPC. Staff and Task Groups are currently reviewing drafts. The Consortium Committee to review it in November. The item will be brought to the SNRPC in January, 2014; Regional Plan and Action Plan Approval by SNRPC. Staff and Task Groups are currently reviewing drafts, Consortium Committee to review in November, Draft Plan for SNRPC approval in January, 2014. Begin public outreach, stakeholder meetings on draft plan February-September 2014; Final Regional Plan approval is scheduled for fall of 2014).

Councilman Walker asked about the three demonstration sites. Ms. Garcia-Vause explained that the sites would be selected by the Consortium Committee Chair, Vice Chair, Task Group Chairs along with RTC in October. He was surprised that the \$3.5 only covered analysis for only three sites. He is worried that since all jurisdictions have redevelopment potential, some will be left out. He recognizes the distinct needs of each area and their different populations. He said, “we need to not let it be a competition among the jurisdictions”.

Ms. Garcia-Vause clarified that the grant request included more sites. HUD has a formula to determine how much a site analysis will cost and how many sites will complete the plan for the region. The grant strictly said that only three project areas will be funded. Ideally other funding may be found to cover additional sites.

Commissioner Giunchigliani added that when considering the grant, the members never wanted to be involved in the political aspect of selecting a site. It interferes with the intent of the program. It is based on a formula of what could be used to better integrate transportation, housing, and job opportunities. The grant has very specific terms and that is what she likes about it. It’s about a collaborative model.

Chair, Councilman Coffin added that we are following the guidelines of the grant and the concerns of the members have been heard. He urged the members to meet with the SNS team and stay informed. He requested a to-date review of the budget.

Commission Giunchigliani made a motion to accept the report. The motion passed unanimously.

**Agenda Item 10. Receive a report on Nevada 2013 Legislature. (For possible action) Recommended action – Receive the report.**

Doug Rankin, City of Las Vegas gave an update regarding some of the bills heard at the 2013 Nevada Legislature that affect zoning. Key points as follows:

AB139 (Business Portal) Conference report adopted by Assembly; No Action on Conference Committee by Senate. Although the bill did not pass, the Multi-Jurisdictional Business License work group is working with the Secretary of State to accomplish the goals of the bill.

SB55 (Master Plan Consolidation) Consolidated required 19 elements of the Master Plan Document to 8 elements. This bill was sponsored by the City of Las Vegas Planning Department.

AB239 (Utility Plan Bill) Requires utilities for Southern Nevada (NVEnergy) to provide a utility plan that will be part of a Master Plan Element, which also receives Conformity Reviews by SNRPC; Requires an above ground utility plan which ensures consistent with each adjacent jurisdiction and the BLM; Requires a process for a Special Use Permit (SUP) for aboveground projects not located an above ground Plan; Requires a process for an SUP for renewable energy generation project over 10 megawatts (appeals go to Public Utility Commission). He acknowledged the extensive work that Boulder City Planning Director, Brok Armantrout put into this bill.

SB374 (Medical Marijuana) 40 certificates permitted in Clark County, not more than 10 per local jurisdiction, 1,000 feet from a school, 300 feet from a community facility (A facility that provides day care to children; a public park; a playground; a public swimming pool; a center or facility, the primary purpose of which is to provide recreational opportunities or services to children or adolescents; a church, synagogue or other building, structure or place used for religious worship or other religious purpose). Local zoning officials are working together along with the Multi-Jurisdictional Business License work group to look at future ordinances updates in an effort to use the same language.

Chair, Councilman Coffin asked what each jurisdiction is doing in regards to SB374. He said the City of Las Vegas has voted to approve a moratorium on accepting applications for medical marijuana uses. Mr. Rankin explained that different jurisdictions are allowing the zoning side to regulate and some will allow the Business License Departments to regulate. They are all working together to come up with something that works.

Nancy Lipski of Clark County provided clarification that the County Planning Department is working with Business License and Metro to come up with an ordinance that meets State guidelines. The State was very clear about what zoning districts the use could be allowed in. The County has to be very constraining in their requirements because the Federal Department of Justice said that if the jurisdictions do not have very strong, very clear and in sync rules and regulations, they will come down on us. Chair, Councilman Coffin stated that he understood that if a jurisdiction has made every effort to do it right, they won't come down on us.

Commissioner Giunchigliani said that she is hoping that all of the jurisdictions continue to work in a collaborative effort. As the State flushes out where the appropriate zoning areas are to allow the uses, then we can develop our regulations in a joint model. She said it is best for everyone so that we don't do it wrongly.

The Chair asked Counsel, Rob Warhola if this is something that the SNRPC should take on. Mr. Warhola stated that it is within the scope of what they can do. It will be at the Boards discretion. He said they could draft an ordinance that would be regional in nature since there are only so many certificates to be issued. It would depend on each jurisdiction cooperating.

Councilman Barron suggested that the municipalities work together to determine a cost for the applications. A high fee would keep the demand low.

Chair, Councilman Coffin encouraged the members to stay informed and that it could be discussed on future agendas.

Commissioner Giunchigliani made a motion to accept the report. The motion passed unanimously.

**Agenda Item 11. The next date and location for a regular meeting of the SNRPC Board is tentatively scheduled for Tuesday, October 22, 2013 at 4:00 p.m., in the Clark County Commission Chambers at the Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, Nevada.**

Councilman Coffin, City of Las Vegas, Chair, announced that the next date and location for a regular meeting of the SNRPC Board would be on Tuesday, October 22, 2013, at 4:00 p.m., in Commission Chambers at the Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, Nevada.

**Agenda Item 12. Member Comment.**

No comments were given.

**Agenda Item 13. Public Comment.**

No public comments.

**Agenda Item 14. Adjournment.**

The meeting was adjourned at 5:13 p.m.



**SOUTHERN NEVADA REGIONAL  
PLANNING COALITION  
AGENDA ITEM – 7 a.**

**TYPE OF MEETING:** Coalition Board  
**MEETING DATE:** January 28, 2014

<b>SUBJECT</b>	2013 Consensus Population Estimate
<b>SPONSORED BY</b>	SNRPC Planning Directors
<b>AGENDA ITEM DESCRIPTION</b>	That the SNRPC receive a report on the 2013 Consensus Population Estimate.

**VOTE PROCEDURE:**

Administrative     Majority     Super Majority

**FISCAL IMPACT:**

No Impact     Impact    Estimated total:                      Per entity cost:

**BACKGROUND INFORMATION:**

Under the direction of the Planning Directors, entity staff has worked together to prepare our annual population estimate. The information has also been sent to the State Demographer as required by law.

**SUPPORTING DOCUMENTATION:**

2013 Consensus Population Estimate summary sheet

**RECOMMENDED MOTION:**

Accept the 2013 Consensus Population Estimate

Contact Information:                      Name: Jon Wardlaw                      Phone Number: 455-3129

# Clark County, Nevada 2013 Population Estimates

August 9, 2013 (Roll Close)

PLACE	POPULATION
-------	------------

PLACE / COMMUNITY	Population by: HOUSING TYPE						Group Quarters	TOTAL POPULATION
	Single Family	Duplex 3/4-Plex	Mobile Home	Apart-ments	Town-homes	Condo-miniums		(Includes Grp Qtrs)
<b>CLARK COUNTY</b>	1,268,854	48,877	58,538	405,811	99,827	159,208	21,138	<b>2,062,253</b>
Cities	762,195	31,313	17,320	203,418	55,052	71,228	7,163	<b>1,147,690</b>
Unincorporated Areas	506,659	17,564	41,217	202,393	44,774	87,981	13,975	<b>914,563</b>
<b>LAS VEGAS VALLEY URBAN AREA</b>	1,238,614	48,016	49,366	399,588	94,508	153,142	14,038	<b>1,997,272</b>
Cities	743,881	30,562	13,905	201,132	50,659	67,345	6,639	<b>1,114,122</b>
Unincorporated Areas	494,733	17,454	35,461	198,456	43,849	85,797	7,399	<b>883,149</b>
<b>OUTLYING AREAS</b>	30,240	862	9,172	6,223	5,319	6,066	7,100	<b>64,981</b>
Cities	18,314	752	3,416	2,286	4,393	3,882	524	<b>33,567</b>
Unincorporated Areas	11,926	110	5,756	3,937	926	2,184	6,576	<b>31,414</b>
<b>CITIES</b>								
Boulder City	9,268	531	2,908	890	811	972	471	<b>15,850</b>
Henderson	192,348	1,320	3,965	44,867	16,767	17,270	1,511	<b>278,047</b>
Las Vegas	378,496	17,883	7,409	128,223	26,928	44,086	3,737	<b>606,762</b>
Mesquite	9,046	220	508	1,397	3,582	2,911	53	<b>17,718</b>
North Las Vegas	173,038	11,358	2,531	28,041	6,964	5,990	1,391	<b>229,314</b>
<b>UNINCORPORATED AREAS IN THE LAS VEGAS VALLEY</b>								
Enterprise	130,763	10	374	22,805	6,902	12,195	0	<b>173,049</b>
Lone Mountain	15,997	8	206	0	0	0	0	<b>16,211</b>
Nellis AFB	0	0	0	0	0	0	5,739	<b>5,739</b>
Paradise	77,066	4,134	5,680	65,285	13,924	23,651	796	<b>190,537</b>
Sloan	35	0	82	0	0	0	0	<b>118</b>
Spring Valley	103,675	2,255	3,535	39,348	9,454	32,487	665	<b>191,418</b>
Summerlin South	21,903	0	0	3,195	1,500	628	0	<b>27,225</b>
Sunrise Manor	110,888	9,948	21,750	43,728	5,843	10,327	20	<b>202,505</b>
Whitney	24,190	94	1,366	8,729	3,572	2,454	0	<b>40,406</b>
Winchester	6,811	949	2,384	15,367	2,654	4,055	179	<b>32,400</b>
Urban "County Islands"	3,404	56	82	0	0	0	0	<b>3,542</b>
<b>UNINCORPORATED OUTLYING AREAS<sup>1</sup></b>								
Blue Diamond	448	0	67	14	0	0	0	<b>529</b>
Bunkerville	877	13	192	0	0	0	0	<b>1,082</b>
Cal-Nev-Ari	38	0	114	0	0	0	0	<b>152</b>
Corn Creek	17	0	38	0	0	0	0	<b>55</b>
Fort Mojave Reservation	0	0	0	0	0	0	385	<b>385</b>
Goodsprings	114	7	85	0	0	0	0	<b>205</b>
Indian Springs	211	0	1,008	0	0	0	0	<b>1,219</b>
Jean	0	0	0	0	0	0	158	<b>158</b>
Laughlin	2,654	0	2	3,211	926	2,165	0	<b>8,957</b>
Lower Kyle Canyon Road	139	0	52	0	0	0	0	<b>191</b>
Moapa / Moapa Reservation	673	47	389	0	0	0	320	<b>1,429</b>
Moapa Valley - Logandale	2,818	7	574	0	0	0	0	<b>3,399</b>
Moapa Valley - Overton	1,978	37	1,256	205	0	0	0	<b>3,475</b>
Moapa Valley - Remainder	91	0	0	0	0	0	0	<b>91</b>
Mountain Springs	109	0	0	0	0	0	0	<b>109</b>
Mt. Charleston	541	0	0	0	0	19	100	<b>660</b>
Nelson	15	0	17	0	0	0	0	<b>31</b>
Primm	0	0	149	483	0	0	0	<b>632</b>
Red Rock <sub>2</sub>	112	0	8	0	0	0	0	<b>119</b>
Sandy Valley	836	0	1,011	0	0	0	0	<b>1,846</b>
Searchlight	76	0	303	24	0	0	0	<b>402</b>
Spring Mountains <sub>3</sub>	108	0	14	0	0	0	0	<b>123</b>
Other Outlying Areas <sub>4</sub>	71	0	478	0	0	0	5,613	<b>6,161</b>

(run date: 10/08/2013)

Clark County Department of Comprehensive Planning

Source: Southern Nevada Consensus Population Estimate - Roll Close August 2013

(run date: 10/08/2013)

<sup>1</sup> Figures may be different than previous years due to changes in community boundaries.

<sup>2</sup> Includes all areas served by the Red Rock Citizens Advisory Council (Calico Basin, W. Blue Diamond Road) except the townsite of Blue Diamond.

<sup>3</sup> Includes Cold Creek, Lee Canyon and other areas in the Spring Mountains, but not Mountain Springs or the town of Mt. Charleston.

<sup>4</sup> Includes Las Vegas Paiute Tribal Lands, Boulder Basin, Cottonwood Cove, Coyote Springs, Las Vegas Wash, & other outlying areas.



**SOUTHERN NEVADA REGIONAL  
PLANNING COALITION  
AGENDA ITEM – 7 b.**

**TYPE OF MEETING:** Coalition Board  
**MEETING DATE:** January 28, 2014

<b>SUBJECT</b>	2014 SNRPC Meeting Calendar
<b>SPONSORED BY</b>	Planning Directors
<b>AGENDA ITEM DESCRIPTION</b>	Consideration of the 2014 SNRPC Meeting Calendar

**VOTE PROCEDURE:**

Administrative     Consensus     Majority     Super Majority

**FISCAL IMPACT:**

No Impact     Impact    Estimated total:    Per entity cost:

**BACKGROUND INFORMATION:**

Dates, times and locations have been confirmed for all 2014 SNRPC Technical Committee and Coalition Board meetings. Meetings are tentatively scheduled to begin at 4:00 p.m. and will be held in Commission Chambers at the Clark County Government Center. All meeting date, time and location are subject to change if circumstances warrant.

**SUPPORTING DOCUMENTATION:**

Proposed 2014 SNRPC Meeting Calendar

**RECOMMENDED MOTION:**

Approve the 2014 SNRPC Meeting Calendar

Contact Information:    Name: Debi Leigh    Phone Number: 267-1530

## 2014 SNRPC Meeting Dates

### January

Sun	Mon	Tue	Wed	Thur	Fri	Sat
			1	2	3	4
5	6	7	8	9 TC Meeting	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28 CB Meeting	29	30	31	

### February

Sun	Mon	Tue	Wed	Thur	Fri	Sat
						1
2	3	4	5	6 TC Meeting	7	8
9	10	11	12	13	14	15
16	17	18	19		20	21
23	24	25 CB Meeting	26		27	28

### March

Sun	Mon	Tue	Wed	Thur	Fri	Sat
						1
2	3	4	5	6 TC Meeting	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25 CB Meeting	26	27	28	29
30	31					

### April

Sun	Mon	Tue	Wed	Thur	Fri	Sat
		1	2	3 TC Meeting	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22 CB Meeting	23	24	25	26
27	28	29	30			

### May

Sun	Mon	Tue	Wed	Thur	Fri	Sat
				1 TC Meeting	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27 CB Meeting	28	29	30	31

### June

Sun	Mon	Tue	Wed	Thur	Fri	Sat
1	2	3	4	5 TC Meeting	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 CB Meeting	25	26	27	28
29	30					

### July

Sun	Mon	Tue	Wed	Thur	Fri	Sat
		1	2	3 TC Meeting	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22 CB Meeting	23	24	25	26
27	28	29	30			

### August

Sun	Mon	Tue	Wed	Thur	Fri	Sat
					1	2
3	4	5	6	7 TC Meeting	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26 CB Meeting	27	28	29	30

### September

Sun	Mon	Tue	Wed	Thur	Fri	Sat
	1	2	3	4 TC Meeting	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23 CB Meeting	24	25	26	27
28	29	30				

### October

Sun	Mon	Tue	Wed	Thur	Fri	Sat
			1	2 TC Meeting	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28 CB Meeting	29	30	31	

### November

Su	Mo	Tue	Wed	Thur	Fri	Sat
						1
2	3	4	5	6 TC Meeting	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25 CB Meeting	26	27	28	29

### December

Sun	Mon	Tue	Wed	Thur	Fri	Sat
	1	2	3	4 TC Meeting	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23 CB Meeting	24	25	26	27
28	29	30	31			

	Holiday
	Technical Committee
	Coalition Board

Meetings are held at 4:00 p.m. in the Clark County Commission Chambers at 500 S. Grand Central Pkwy. Date, time & location are subject to change if circumstances warrant. Please see SNRPC.org for agendas.



# SOUTHERN NEVADA REGIONAL PLANNING COALITION AGENDA ITEM - 8

**TYPE OF MEETING:** Coalition Board  
**MEETING DATE:** January 28, 2014

<b>SUBJECT</b>	Southern Nevada Strong Draft Regional Plan
<b>SPONSORED BY</b>	City Of Henderson
<b>AGENDA ITEM DESCRIPTION</b>	Receive a presentation from project staff and stakeholders on the Southern Nevada Strong Draft Regional Plan

**VOTE PROCEDURE:**

Administrative     Majority     Super Majority

**FISCAL IMPACT:**

No Impact     Impact    Estimated total:                      Per entity cost:

**BACKGROUND INFORMATION:**

At the January 9<sup>th</sup> Consortium Committee meeting, the first draft of the Regional Plan was accepted with a few key changes which have been addressed in the revised draft included in the back for this item. Consortium Committee members, project staff, and Consortium Committee stakeholders will provide a presentation on the highlights of the draft plan for board input. Staff will also share the remaining tasks to plan development over the next six months.

On-going stakeholder and public outreach will continue in order to strengthen the draft plan. Third phase public outreach is planned for early March.

**SUPPORTING DOCUMENTATION:**

Executive Summary of the SNS Draft Regional Plan  
SNS Draft Regional Plan  
Memo for SNS Regional Plan Edits

**RECOMMENDED MOTION:**

Receive the presentation and direct staff as necessary.

Contact Information:                      Name: Stephanie Garcia-Vause Phone Number: 267-1536



## Southern Nevada Strong Regional Plan Summary and Vision

*DRAFT 12/18/13*

Southern Nevada has weathered extremes. A decades-long economic boom brought rapid rates of population growth that were among the highest in the nation, and a deep recession brought the country's highest rates of foreclosure and unemployment. Through this volatility, the impacts of uncoordinated growth became evident around the region: limited choices for housing and transportation, unhealthy neighborhoods, fewer living-wage jobs, and widespread impacts from the sharp decline of the residential construction market and gaming industry.

In response, we came together as a region to envision a better future that recognizes the critical role of our built environment in all aspects of community life.

We embarked on a broad effort to engage the public, collaborate across the region, and develop a vision for future development. We were among a select few communities in the United States chosen to set a course for economic recovery through improved regional coordination. The result of that effort is the Southern Nevada Strong Regional Plan.

During our outreach, residents consistently described a future in which their children could stay in Southern Nevada, obtain the job of their choice, and raise their own families here. They want a great public education; stable, strong neighborhoods; diverse housing options; access to transit; urban and recreational amenities; and opportunities to participate in decision-making.

This Regional Plan recognizes that achieving these outcomes requires change. We need unprecedented regional collaboration to realize the vision that reflects the aspirations of Southern Nevadans.

### Need for the Plan

Southern Nevadans take pride in the region and value its unique attributes, including the climate, combination of urban and rural amenities, 24-hour lifestyle, relative affordability, ethnic diversity, and a strong entrepreneurial spirit. However, the region also faces serious challenges that impact regional prosperity and quality of life.

#### Uncoordinated Growth and Disconnected Land Uses

Over the past 20 years, Southern Nevada was among the fastest growing region in the nation. This rapid rate of development brought prosperity and opportunity to many, but it also created challenges. As our communities grew, our local governments did not collaborate at the regional level to strategically guide growth and development.

As a result, we have disjointed land use patterns that negatively impact residents. These land use patterns create longer commutes and makes it more difficult or time-consuming to access services



and amenities. Much of our development has occurred on the edges of cities and the region and most new homes are single-family structures in subdivisions that are expensive to serve with infrastructure and offer limited transportation and housing choices. This development makes it harder for residents to find appropriate housing and it contributes to the growing disparity in access to jobs, transit service, quality public schools, health care and other services.

The rapid and extended population growth over the past 20 years has put pressure on natural resources and public sector funding for infrastructure, social service, and schools. If development continues as it has in the past, our current challenges will only continue to get worse. We will also miss the opportunity to use remaining developable land in a way that creates healthy, desirable neighborhoods with deliberate and efficient connections between jobs, transit, and housing. If we fail to create these types of places in our region, we will lose out economically if employers and residents elect to invest in other, more-livable places.

### **Economic Volatility and Over-Reliance on Gaming, Tourism and Construction**

The Southern Nevada region was particularly hard-hit by the recession and slow economic recovery. Because our region relies heavily on a few industries that declined quickly during the recession, many residents lost wages and jobs. This led to a housing crisis in which thousands of families lost their homes as they became unable to pay rent or mortgages and housing values plummeted. Changes in the housing market had region-wide impacts on many sectors, and our service-focused economy shrank drastically as national spending declined.

Our economic challenges are compounded by the mismatch between current zoning and the needs of both target industries and small businesses that form the basis for our economy. We have focused development in strip commercial areas, rather than the region's traditional downtowns and neighborhood centers which tend to attract workers in the region's target industries.

### **Social Disparities and Vulnerable Communities**

While Southern Nevada experienced tremendous economic growth for several decades, many communities did not benefit equally from economic advances and were less able to weather the national recession in 2008. The economic downturn revealed many vulnerabilities and inequities in the region.

Today there remain significant disparities in income and educational attainment by race and ethnicity. Similar to the rest of the United States, White and Asian students are more likely than Black and Hispanic residents to graduate high school and to complete a bachelor's or advanced degree. Annual incomes are also higher among White and Asian households. Overall, nearly one-quarter of the region's children live in poverty, and one third of the region's households make less than \$35,000 per year.

Geographic disparities also exist across the region. Analysis by census tract shows lower-income areas clustered in and around downtown Las Vegas, while more prosperous and well-educated households tend to live towards the urban fringe.

A critical piece of creating inclusive communities is the ability for vulnerable populations to participate in civic processes. Often these populations are the least active participants in policy decisions that will impact them the most. Factors such as income, availability of childcare, and access to affordable transportation can have a significant impact on a resident's ability to participate in public processes.

## Continued Growth and Changing Demographics

Without regional collaboration, continued public engagement, and new patterns of development, the region will not be well-positioned to compete with other regions from across the country for the new jobs and workers that will create prosperity. Although our economy and housing market slowed considerably in recent years, the region will keep growing. By the year 2030, Southern Nevada is forecast to add nearly 866,000 residents. The new population will continue to diversify, and new development patterns will need to respond to the needs of the new population. Minorities now make up over half of the region's total population. The Hispanic population is projected to outnumber the White population around 2030. The population over age 65 is projected to increase as a percentage of the total population from 2015 to 2050 while other age groups are projected to decrease.

## A Vision for Change: A Path to Prosperity

**The purpose of Southern Nevada Strong is to develop regional support for long-term economic success and stronger communities by integrating reliable transportation, quality housing for all income levels, and job opportunities throughout Southern Nevada.**

The Regional Vision was developed through comprehensive and strategic community outreach, including efforts to engage and activate traditionally under-represented community groups. The goal was to engage as many residents as possible to better understand issues, concerns and general priorities for the Southern Nevada community. Initial outreach identified positive attributes of the region, concerns and issues, and a vision for the future. Subsequent outreach further explored community priorities and helped to identify opportunity sites and preferred development types for the region. The next phase of outreach will ask specific questions about infrastructure, transit, development types and the vision for the opportunity sites.

Southern Nevadans understand that the greatest challenges locally are limited employment opportunities, education, health, housing and transportation. Southern Nevadans support a region characterized by:

- A diversified economy with a wide range of job opportunities;
- High-quality educational systems for youth and the workforce;
- A multi-modal, well-connected transit system;
- Housing options for all preferences and budgets;
- Strong social service networks and high-quality health care; and
- Communities that are safe, desirable and engaged.

## Our Regional Vision for the Future

***In 2035, the Southern Nevada region has a strong entrepreneurial spirit sustaining its high quality of life. This vibrant, unique region is characterized by a resilient economy, excellent educational opportunities, urban and natural amenities, and integrated transportation networks.***

## Public Outreach

This plan is the culmination of unprecedented regional collaboration, expert input, and community engagement. We've received input from a variety of audiences. The list below highlights methods, audiences, and participation to date.

## ***Outreach by the Numbers***

<b>Outreach Activity</b>	<b>Participants</b>
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SNS flyer recipients	40,000
15 Hispanic outreach events	~911
Nine Task Group meetings with subject matter experts	40
Four Consortium Committee meetings with community leaders	25
Regular updates at meetings for SNRPC Planning Directors, Tech Committee, and Board	

## **The Vision on the Ground**

Using community input, Southern Nevada Strong developed a map to show how the Regional Vision might look on the ground and to visualize how our priorities can be reflected in the region's development pattern. The map shows the community's vision for where housing, jobs and transportation would be located in the future.

This map is a communication tool with no regulatory function. It provides direction and focus for how we can craft local land-use and transportation programs and ultimately local zoning code changes. This map is the starting point for community-level discussions about how to convert these regional policies into local action.

The vision shows a possible future for Southern Nevada in which:

- New growth occurs in existing neighborhoods and vacant and underused sites are redeveloped.
- Multiple modes of transportation—including walking, biking and transit—are available, safe and convenient.
- More people can live close to work because jobs, services, and schools are located within easy reach of a variety of housing types for all budgets and preferences.
- Underutilized retail and industrial land along key corridors is repurposed and attracts small businesses and companies in targeted economic industries.
- Redevelopment occurs along future transit corridors, including Maryland Parkway, Flamingo Road, and Boulder Highway.

- The region's downtowns provide a variety of jobs and services for local residents, dense housing combined with vibrant commercial spaces, and new employment and workforce development opportunities.
- Through regional collaboration, schools are located in walkable and bikable communities.

## How Do We Get There?

The Southern Nevada Strong Regional Plan is a community-driven guide that outlines regional goals and presents a set of strategies that local governments can select from to achieve their goals. The region's priorities serve as the three main elements of the Plan:

1. Economic competitiveness and education
2. Complete communities
3. Transportation choice

The elements, summarized below, describe how the plan addresses specific challenges through specific goals and strategies. Each element plays a critical role in connecting and supporting our region to ensure that we thrive in the years to come.

### Improve Economic Competitiveness and Education

Throughout the project, Southern Nevadans emphasized two top priorities for their region: a need for a variety of well-paying jobs and high-quality public education. The Regional Plan goals and objectives respond to these priorities. The Plan sets forth a variety of strategies to diversify the regional economy by creating communities with a variety of housing, transportation, and amenity options that meet the demands of a talented workforce. These strategies will also help support education by improving the physical environment around schools. Goals in this element focus on aligning future development styles (or 'place types') with the needs of small businesses and workers in the target sectors prioritized by the Las Vegas Global Economic Alliance's Comprehensive Economic Development Strategy (CEDS).

#### Goals in this element include:

1. Aligning land use and transportation plans with regional economic development plans.
2. Ensuring that Southern Nevada offers a range of place types to attract and retain future workers, visitors, businesses, and entrepreneurs.
3. Enhancing the role of small businesses and entrepreneurs as leaders in economic diversification and revitalization.
4. Increasing collaboration between the state government, local governments, and the region's higher education institutions to align economic development and education efforts.
5. Supporting the educational system and learning environments through thoughtful land use and transportation planning.

### Invest in Complete Communities

Complete communities are communities in which jobs, housing, transportation, and community amenities combine to create places that support economic opportunity and health for all people, regardless of income level. In complete communities, people feel safe, healthy, and have natural resources to support their everyday living. Goals in this element focus on fostering complete

communities within the region by integrating placemaking, safety, a variety of housing options, fresh food options, health services, cultural amenities, natural resources, and recreation and parks.

**Goals in this element include:**

1. Stabilizing and strengthening existing neighborhoods through placemaking improvements.
2. Encouraging an adequate supply of housing in a range of price, income, density, ownership, and building types.
3. Supporting access to healthcare facilities, healthy food, parks, and community services.
4. Improving neighborhood safety and protecting residents from the harmful effects of pollution and hazardous materials.
5. Promoting resource-efficient land use and development practices.

### Increase Transportation Choice

Southern Nevada's current land use patterns are auto-centric, requiring that most people have access to a car to meet their day-to-day transportation needs. However, community input suggests that Southern Nevadans support having additional transportation options, including expanded bus service and potentially light rail. Successful transit systems are dependent on land use and development patterns that allow people to easily and safely access transit connections and make meaningful connections between their homes, jobs, and services. With safety improvements and land use patterns that allow for easy access to common destinations, walking and biking become viable options for more people. Goals in this element focus on developing a world-class transportation system and coordinating future transit investments with urban development.

**Goals in this section include:**

1. Developing a modern transit system that is integrated with vibrant neighborhood and employment centers, better connecting people to their destinations.
2. Connecting and enhancing bike and pedestrian facilities throughout the region.
3. Developing a safe, efficient road network that supports all transportation modes.

### Next Steps

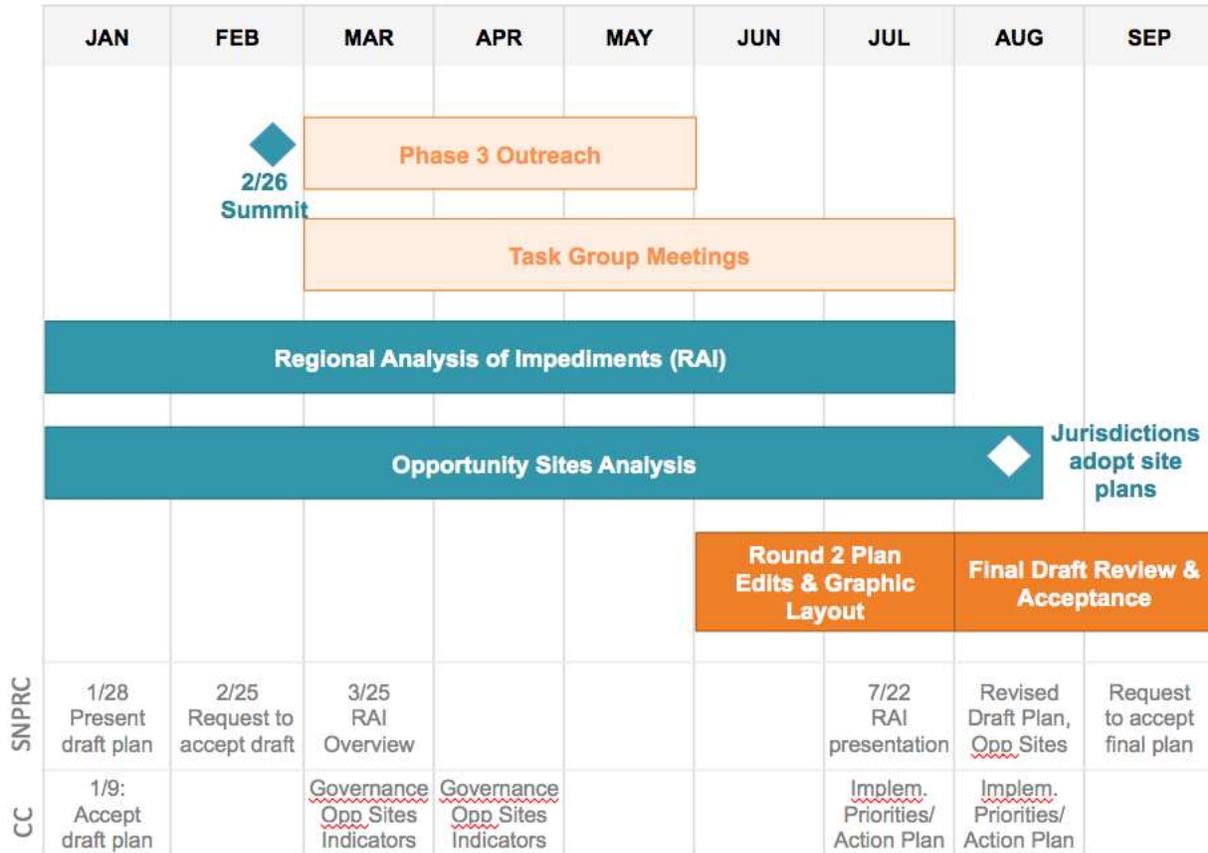
In 2014, we expect to vet and refine the Regional Plan with a variety of stakeholders and community members. We will complete the following activities:

- **Public outreach to review and strengthen the plan.** The community engagement effort conducted during the Southern Nevada Strong planning process is the most extensive regional planning outreach effort conducted in the area's history. Continued engagement efforts will assess support for the principles proposed in the plan, gather additional ideas, and engage stakeholders who will be critical in its implementation.
- **Draft Implementation and Governance Plan.** Changing land use and development patterns to support environmental and economic sustainability and to increase opportunity for all residents will require ongoing collaboration to make regulatory, legislative, operational, cultural, and fiscal changes. Goals and objectives for implementation include organizational, governance, financing, and public engagement recommendations.

- **Development of an Indicators Dashboard.** The purpose of the dashboard is to develop a set of key measures that we can monitor over time. The indicators should reflect the community’s priorities and align with the vision on the ground.

## Plan Timeline

### SNS Schedule 2014



# Southern Nevada Strong Regional Plan

*Draft* 01/14/14

DRAFT

## Acknowledgements

The City of Henderson is staffing this project on behalf of the Southern Nevada Regional Planning Coalition (SNRPC). The project team represents the interests of the entire region, and works with representatives from local governments and agencies throughout the valley. The SNRPC will oversee the process, and the plan will be subject to adoption by the SNRPC and all member agencies. The final plan is scheduled to be completed by February of 2015.

The project is leveraged by resources and in-kind matching funds from 13 regional partners to the Consortium. Consortium Partners include:

- SNRPC;
- City of Henderson;
- City of Las Vegas;
- City of North Las Vegas;
- City of Boulder City;
- Clark County;
- Regional Transportation Commission (RTC);
- University of Nevada, Las Vegas (UNLV);
- Southern Nevada Regional Housing Authority (SNRHA);
- Southern Nevada Water Authority (SNWA);
- Clark County School District (CCSD);
- Southern Nevada Health District (SNHD); and
- Conservation District of Southern Nevada (CDSN).

The Consortium Committee oversees the development of the Southern Nevada Strong Regional Plan and supporting activities. They are supported by six Task Groups that focus on particular areas (including housing, environment, economic development and education, transportation and public engagement, and equity) and ensure public input is incorporated into the process.

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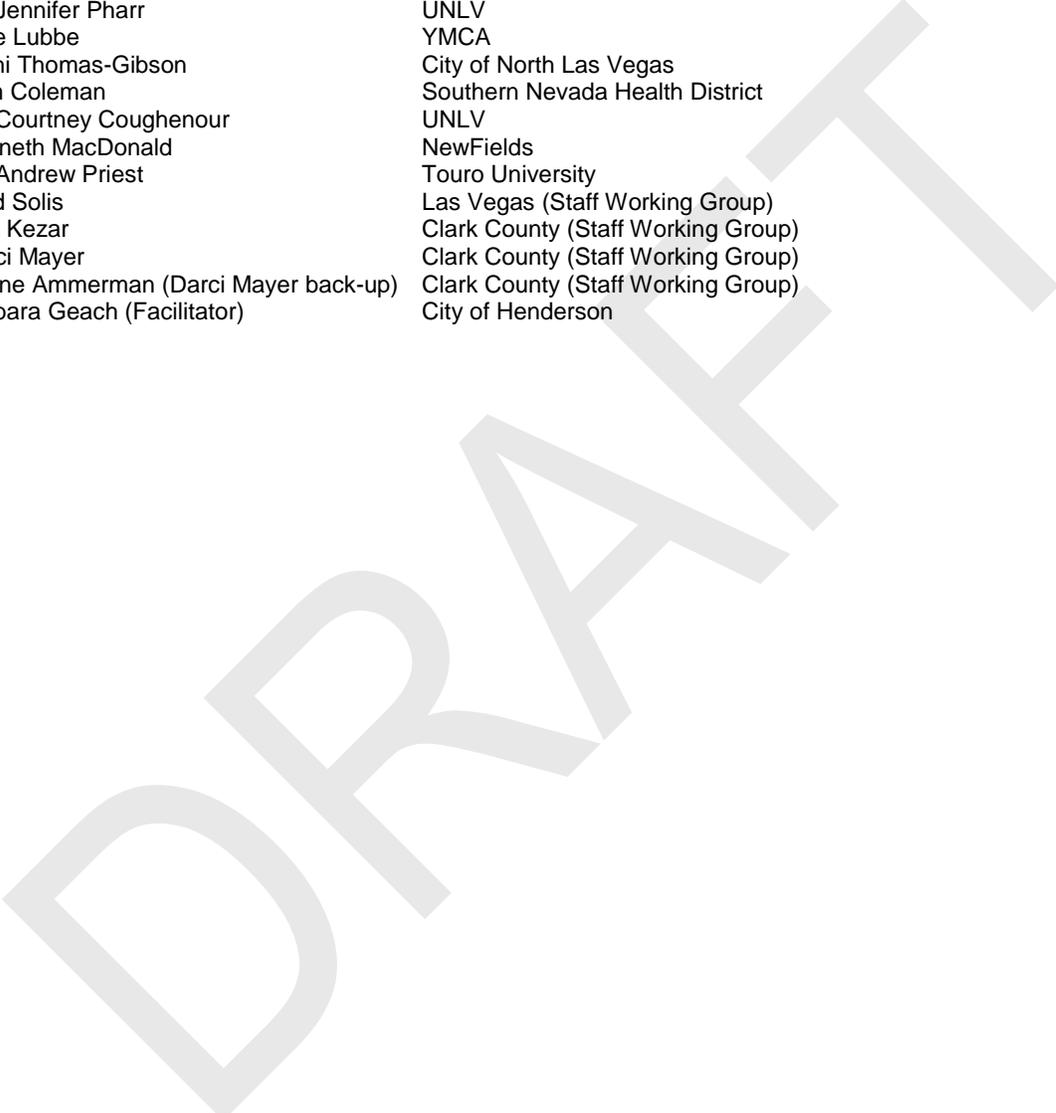
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# 1. Plan Summary and Vision

Southern Nevada has weathered extremes. A decades-long economic boom brought rapid rates of population growth that were among the highest in the nation, and a deep recession brought the country's highest rates of foreclosure and unemployment. Through this volatility, the impacts of uncoordinated growth became evident around the region: limited choices for housing and transportation, unhealthy neighborhoods, fewer living-wage jobs, and widespread impacts from the sharp decline of the residential construction market and gaming industry.

In response, we came together as a region to envision a better future that recognizes the critical role of our built environment in all aspects of community life.

We embarked on a broad effort to engage the public, collaborate across the region, and develop a vision for future development. We were among a select few communities in the United States chosen to set a course for economic recovery through improved regional coordination. The result of that effort is the Southern Nevada Strong Regional Plan.

During our outreach, residents consistently described a future in which their children could stay in Southern Nevada, obtain the job of their choice, and raise their own families here. They want a great public education; stable, strong neighborhoods; diverse housing options; access to transit; urban and recreational amenities; and opportunities to participate in decision-making. This Regional Plan recognizes that achieving these outcomes requires change. We need unprecedented regional collaboration to realize the vision that reflects the aspirations of Southern Nevadans.

## 1.1 Need for the plan

Southern Nevadans take pride in the region and value its unique attributes, including the climate, combination of urban and rural amenities, 24-hour lifestyle, relative affordability, ethnic diversity, and a strong entrepreneurial spirit. However, the region also faces serious challenges that impact regional prosperity and quality of life.

### ***Uncoordinated growth and disconnected land uses***

Over the past 20 years, Southern Nevada was among the fastest growing regions in the nation. This rapid rate of development brought prosperity and opportunity to many, but it also created challenges. As our communities grew, our local governments did not collaborate at the regional level to strategically guide growth and development.

As a result, we have disjointed land use patterns that negatively impact residents. These land use patterns create longer commutes and makes it more difficult or time-consuming to access services and amenities. Much of our development has occurred on the edges of cities and the region and most new homes are single-family structures in subdivisions that are expensive to serve with infrastructure and offer limited transportation and housing choices. This development makes it harder for residents to find appropriate housing and it contributes to the growing disparity in access to jobs, transit service, quality public schools, health care and other services.

The rapid and extended population growth over the past 20 years has put pressure on natural resources and public sector funding for infrastructure, social service, and schools. If development continues as it has in the past, our current challenges will only continue to get worse. We will also miss the opportunity to use remaining developable land in a way that creates healthy, desirable neighborhoods with deliberate and efficient connections between jobs, transit, and housing. If we fail to create these types of places in our region, we will lose out economically if employers and residents elect to invest in other, more-livable places.

### ***Economic volatility and over-reliance on gaming, tourism and construction***

The Southern Nevada region was particularly hard-hit by the recession and slow economic recovery. Because our region relies heavily on a few industries that declined quickly during the recession, many residents lost wages and jobs. This led to a housing crisis in which thousands of families lost their homes as they became unable to pay rent or mortgages and housing values plummeted. Changes in the housing market had region-wide impacts on many sectors, and our service-focused economy shrank drastically as national spending declined.

Our economic challenges are compounded by the mismatch between current zoning and the needs of both target industries and small businesses that form the basis for our economy. We have focused development in strip commercial areas, rather than the region's traditional downtowns and neighborhood centers which tend to attract workers in the region's target industries.

### ***Social disparities and vulnerable communities***

While Southern Nevada experienced tremendous economic growth for several decades, many communities did not benefit equally from economic advances and were less able to weather the national recession in 2008. The economic downturn revealed many vulnerabilities and inequities in the region. Today there remain significant disparities in income and educational attainment by race and ethnicity. Similar to the rest of the United States, White and Asian students are more likely than Black and Hispanic residents to graduate high school and to complete a bachelor's or advanced degree. Annual incomes are also higher among White and Asian households. Overall, nearly one-quarter of the region's children live in poverty, and one third of the region's households make less than \$35,000 per year.

Geographic disparities also exist across the region. Analysis by census tract shows lower-income areas clustered in and around downtown Las Vegas, while more prosperous and well-educated households tend to live towards the urban fringe.

A critical piece of creating inclusive communities is the ability for vulnerable populations to participate in civic processes. Often these populations are the least active participants in policy decisions that will impact them the most. Factors such as income, availability of childcare, and access to affordable transportation can have a significant impact on a resident's ability to participate in public processes.

### ***Continued growth and changing demographics***

Without regional collaboration, continued public engagement, and new patterns of development, the region will not be well-positioned to compete with other regions from across the country for the new jobs and workers that will create prosperity. Although our economy and housing market slowed considerably in recent years, the region will keep growing. By the year 2030, Southern Nevada is forecast to add nearly 866,000 residents. The new population will continue to diversify, and new development patterns will need to respond to the needs of the new population. Minorities now make up over half of the region's total population. The Hispanic population is projected to outnumber the White population around 2030. The population over age 65 is projected to increase as a percentage of the total population from 2015 to 2050 while other age groups are projected to decrease.

## **1.2 A Vision for change: a path to prosperity**

**The purpose of Southern Nevada Strong is to develop regional support for long-term economic success and stronger communities by integrating reliable transportation, quality housing for all income levels, and job opportunities throughout Southern Nevada.**

The Regional Vision was developed through comprehensive and strategic community outreach, including efforts to engage and activate traditionally under-represented community groups. The goal was to engage as many residents as possible to better understand issues, concerns and general priorities for the Southern Nevada community. Initial outreach identified positive attributes of the region, concerns and issues, and a vision for the future. Subsequent outreach further explored community priorities and helped to identify opportunity sites and preferred development types for the region. The next phase of outreach

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- Housing options for all preferences and budgets;
- Strong social service networks and high-quality health care; and
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## Our Regional Vision for the Future

*In 2035, the Southern Nevada region has a strong entrepreneurial spirit sustaining its high quality of life. This vibrant, unique region is characterized by a resilient economy, excellent educational opportunities, urban and natural amenities, and integrated transportation networks.*

## Public outreach

This plan is the culmination of unprecedented regional collaboration, expert input, and community engagement. We've received input from a variety of audiences. The list below highlights methods, audiences, and participation to date.

Outreach by the Numbers

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### 1.3 The Vision on the ground

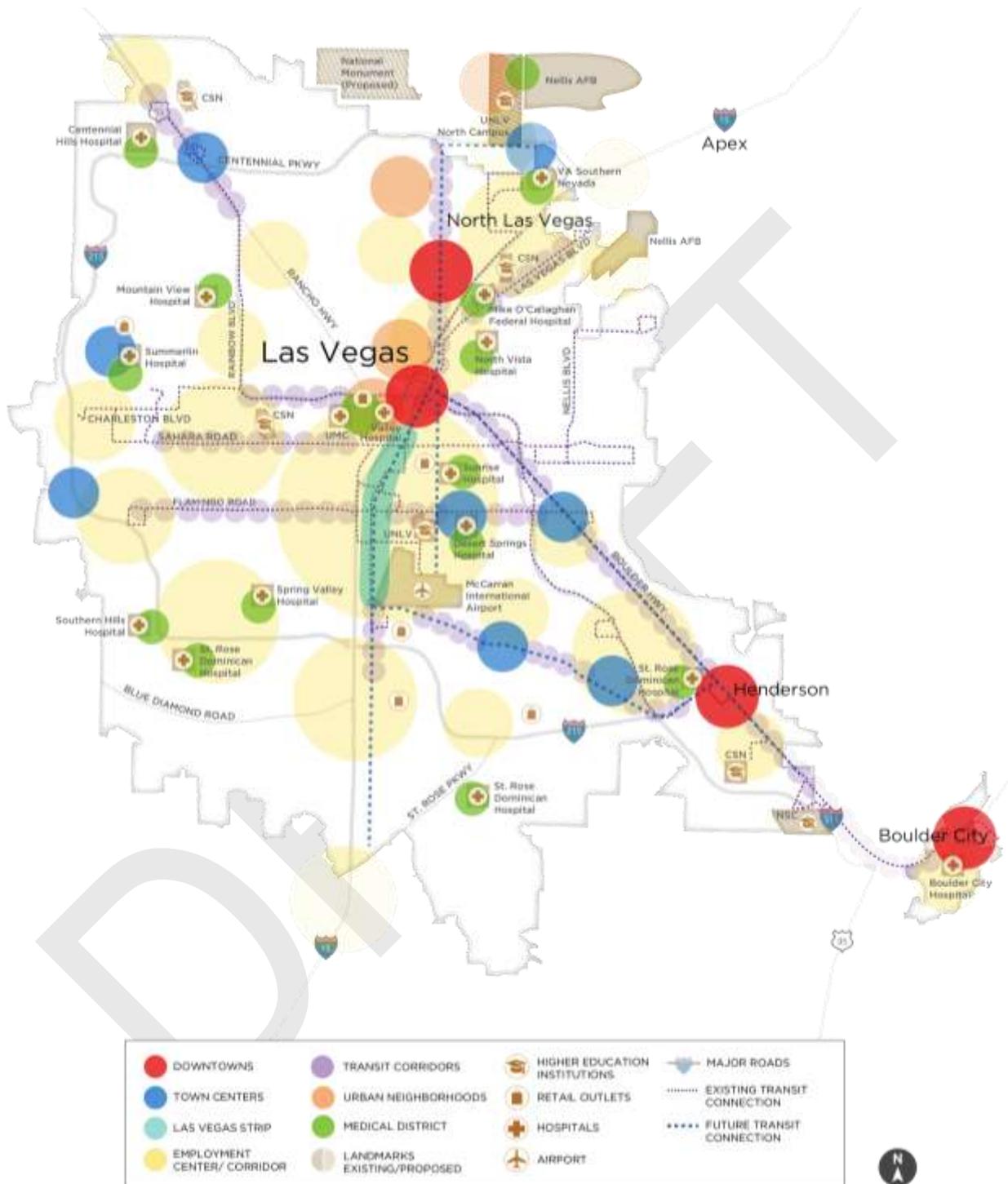
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The vision map is a communication tool with no regulatory function. It provides direction and focus for how we can craft local land-use and transportation programs and ultimately local zoning code changes to achieve our future vision. This map is the starting point for community-level discussions about how to translate these regional policies into local action.

The vision shows a possible future for Southern Nevada in which:

- New growth occurs in existing neighborhoods and vacant and underused sites are redeveloped.
- Multiple modes of transportation—including walking, biking and transit—are available, safe and convenient.
- More people can live close to work because jobs, services, and schools are located within easy reach of a variety of housing types for all budgets and preferences.
- Underutilized retail and industrial land along key corridors is repurposed and attracts small businesses and companies in targeted economic industries.
- Redevelopment occurs along future transit corridors, including North 5<sup>th</sup> Street, Maryland Parkway, Flamingo Road, and Boulder Highway.
- The region's downtowns provide a variety of jobs and services for local residents, dense housing combined with vibrant commercial spaces, and new employment and workforce development opportunities.
- Through regional collaboration, schools are located in walkable and bikable communities.

Figure 1. Our Vision for Southern Nevada



## 1.4 How do we get there?

The Southern Nevada Strong Regional Plan is a community-driven guide that outlines regional goals and presents a set of strategies that local governments can select from to achieve their goals. The region's priorities serve as the three main elements of the Plan:

- Economic competitiveness and education
- Complete communities
- Transportation choice

The elements, summarized below, describe how the plan addresses specific challenges through specific goals and strategies. Each element plays a critical role in connecting and supporting our region to ensure that we thrive in the years to come.

### Improve economic competitiveness and education

Throughout the project, South Nevadans emphasized two top priorities for their region: a need for a variety of well-paying jobs and high-quality public education. The Regional Plan goals and objectives respond to these priorities. The Plan sets forth a variety of strategies to diversify the regional economy by creating communities with a variety of housing, transportation, and amenity options that meet the demands of a talented workforce. These strategies will also help support education by improving the physical environment around schools. Goals in this element focus on aligning future development styles (or 'place types') with the needs of small businesses and workers in the target sectors prioritized by the Las Vegas Global Economic Alliance's Comprehensive Economic Development Strategy (CEDS).

#### Goals in this element include:

1. Aligning land use and transportation plans with regional economic development plans.
2. Ensuring that Southern Nevada offers a range of place types to attract and retain future workers, visitors, businesses, and entrepreneurs.
3. Enhancing the role of small businesses and entrepreneurs as leaders in economic diversification and revitalization.
4. Increasing collaboration between the state government, local governments, and the region's higher education institutions to align economic development and education efforts.
5. Supporting the educational system and learning environments through thoughtful land use and transportation planning.

### Invest in complete communities

Complete communities are communities in which jobs, housing, transportation, and community amenities combine to create places that support economic opportunity and health for all people, regardless of income level. In complete communities, people feel safe, healthy, and have natural resources to support their everyday living. Goals in this element focus on fostering complete communities within the region by integrating placemaking, safety, a variety of housing options, fresh food options, health services, cultural amenities, natural resources, and recreation and parks.

#### Goals in this element include:

1. Stabilizing and strengthening existing neighborhoods through placemaking improvements.
2. Encouraging an adequate supply of housing in a range of price, income, density, ownership, and building types.
3. Supporting access to healthcare facilities, healthy food, parks, and community services.

4. Improving neighborhood safety and protecting residents from the harmful effects of pollution and hazardous materials.
5. Promoting resource-efficient land use and development practices.

## Increase transportation choice

Southern Nevada's current land use patterns are auto-centric, requiring that most people have access to a car to meet their day-to-day transportation needs. However, community input suggests that Southern Nevadans support having additional transportation options, including expanded bus service and potentially light rail. Successful transit systems are dependent on land use and development patterns that allow people to easily and safely access transit connections and make meaningful connections between their homes, jobs, and services. With safety improvements and land use patterns that allow for easy access to common destinations, walking and biking become viable options for more people. Goals in this element focus on developing a world-class transportation system and coordinating future transit investments with urban development.

### Goals in this section include:

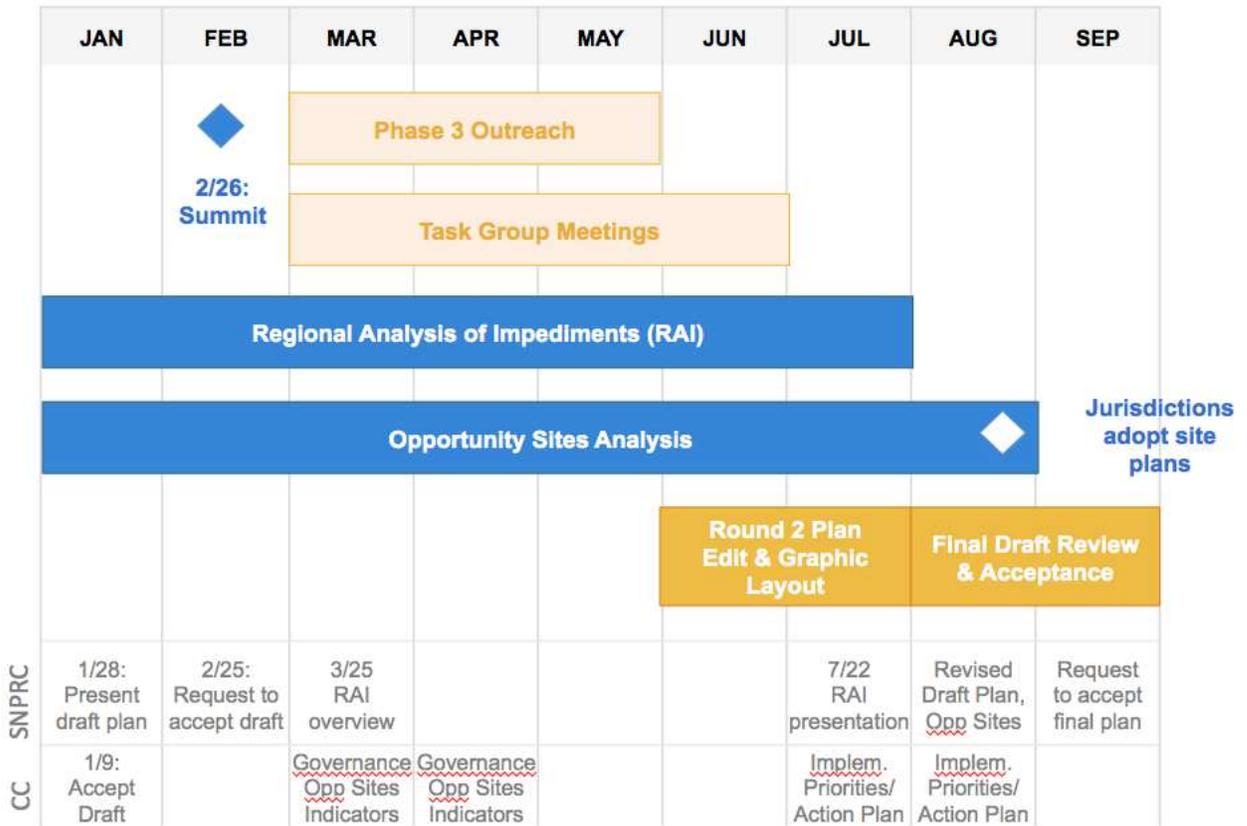
1. Developing a modern transit system that is integrated with vibrant neighborhood and employment centers, better connecting people to their destinations.
2. Connecting and enhancing bike and pedestrian facilities throughout the region.
3. Developing a safe, efficient road network that supports all transportation modes.

## 1.5 Next steps

In 2014, we expect to vet and refine the Regional Plan with a variety of stakeholders and community members. We will complete the following activities:

- **Public outreach to review and strengthen the plan.** The community engagement effort conducted during the Southern Nevada Strong planning process is the most extensive regional planning outreach effort conducted in the area's history. Continued engagement efforts will assess support for the principles proposed in the plan, gather additional ideas, and engage stakeholders who will be critical in its implementation.
- **Draft Implementation and Governance Plan.** Changing land use and development patterns to support environmental and economic sustainability and to increase opportunity for all residents will require ongoing collaboration to make regulatory, legislative, operational, cultural, and fiscal changes. Goals and objectives for implementation include organizational, governance, financing, and public engagement recommendations.
- **Development of an Indicators Dashboard.** The purpose of the dashboard is to develop a set of key measures that we can monitor over time. The indicators should reflect the community's priorities and align with the vision on the ground.

## Plan timeline



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## 2. Our Valley: Key Issues Facing the Southern Nevada Region

This Plan is built upon a foundation of community values and desires for the future. Southern Nevadans love our region, and want it to be an even better place for our children in the years to come. This section provides the foundation for the Plan, describing the results of extensive public outreach and explaining how the community shaped the vision, goals, and strategies in the Plan.

### 2.1 Why we love Southern Nevada

Through outreach, residents consistently described a future in which their children could stay in Southern Nevada, obtain the jobs of their choice, and raise their own families here. They want a great public education system with schools that serve as pillars of the community. They want stable, strong neighborhoods; diverse housing options; access to transit; urban and recreational amenities; and opportunities to participate in decision making. More specifically, the outreach process identified consistent responses to questions about what Southern Nevadans love about our region. These are features that should not change during the plan period, and that provide a solid base upon which to improve.

#### **Location, climate and affordability**

Southern Nevadans describe the region as having the best of both worlds—substantial urban amenities and rich entertainment options with significant open space and recreation areas nearby. They value their proximity to the mountains and the natural beauty of the surrounding landscape. Further, with the exception of a few hot summer months, residents appreciate the climate. Compared to other areas with similar amenities, residents see the region as being affordable and safe. Residents appreciate the region’s central location and the ease with which a person can get to and from other parts of the country.

#### **Entrepreneurial spirit**

Southern Nevadans speak favorably of the region’s entrepreneurial spirit and describe the region as a place where a person can come to find new opportunities and to reinvent themselves. Some emphasize that they value people’s willingness to be creative and try new things. There’s a “can-do” attitude and the region has many opportunities for anyone motivated to go after them.

#### **Sense of renewal and re-creation**

The region is always changing and “a work in progress.” Las Vegas is considered a relatively young city and is still forming. Leaders and elected officials are reachable and accessible. The area continues to reinvent itself and has improved steadily over time. Some describe the region as a place where new residents are not treated like outsiders; they can quickly get involved and move into a leadership position. Given the region’s rapid growth and ethnic diversification, the region has left room for

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#### **Public input on the Regional Plan**

Public outreach provided a foundation for this Plan by identifying the issues, concerns and general priorities for the Southern Nevada community. Outreach activities included stakeholder interviews, large public events and open houses, e-newsletters, a random-sample telephone survey of residents providing information and conducting surveys and map-based exercises at community events, online surveys, a land use and development visual preference survey administered at open houses, and an ethnographic research training in partnership with UNLV.

The public engagement process sought to:

**Build relationships:** SNS created opportunities for community members to engage with others to improve the region.

**Create opportunities for inclusive participation:** All residents, including typically under-represented groups, influenced the content of the Plan.

**Educate residents and inform decision making:** Stakeholders were provided with information needed to make informed contributions to the planning process.

**Build long-term capacity for civic engagement:** Success will require ongoing attention from all stakeholders. SNS will ensure that those engaged through this process stay involved to build social capital and leadership.

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new groups to join the community and feel at home. This is different from many other parts of the country, where long-term residency in the community is often critical.

### **Culture and entertainment**

The region has rich cultural and entertainment resources. Residents and visitors can enjoy high-quality, diverse entertainment 365 days of the year. Entertainment ranges from local talent and family-friendly activities to national headliners. The region also has significant cultural resources, including networks of civic associations, places of worship, events, ethnic enclaves, and more dispersed clusters of small, often minority-owned businesses.

### **Community spirit/diversity**

Southern Nevadans express enthusiasm and community pride. People value their neighborhoods and are proud to live here. The region's residents are increasingly diverse, so these cultures and traditions add greatly to the community.

### **Big city/small town feel**

While Southern Nevadans recognize and appreciate the positive aspects of living in a larger region, they also value the small town quality of the cities in which they live. They describe a strong presence of families and the quantity and variety of family-friendly activities available in the area.

## **2.2 What we need to overcome**

At the same time, Southern Nevadans consistently recognize the need to improve some aspects of the way that the region functions. The Southern Nevada community has weathered extremes. A decades-long economic boom brought rapid rates of population growth that were among the fastest in the nation, and a deep recession brought the country's highest rates of foreclosure and unemployment. Through this volatility, the impacts of uncoordinated growth became evident around the region: limited choices for housing and transportation, unhealthy neighborhoods, fewer living-wage jobs, and widespread impacts from the sharp decline of the residential construction market and gaming industry.

More specifically, outreach participants consistently identified the following set of concerns about the region.

### **Low quality of education**

Many Southern Nevadans express concern regarding the low quality of education at all levels in the region. These opinions ran on a spectrum from "atrocious" to "we need to do a better job." Nevada continues to retain its ranking of 50<sup>th</sup> out of 50 states in educational performance.

The outreach process found that some Southern Nevadans connect poor quality education with reduced economic growth. Some note a lack of coordination with the community colleges to develop curriculum and offer workforce development activities. Others indicate that the region lacks a major research institution, which can drive innovation and entrepreneurship. In general, Southern Nevadans recognized underinvestment in human capital.

### **Lack of economic diversity**

Southern Nevadans recognize that the region's heavy reliance on the tourism and gaming industry makes the region vulnerable to economic changes. They value the strength of the industry and its international reputation, but are concerned by the area's dependence on this one sector of the economy.

#### **Limited ability to address social problems and provide health care**

Some participants note that the region's low tax rate limits the resources available to meet social needs. The need for social programs and services continues to grow, while funding stagnates. It can be hard to think valley-wide due to the localized nature of some social issues.

#### **Inadequate transportation options and infrastructure**

Southern Nevadans express a variety of transportation-related concerns. These include: concerns about pedestrian safety, high level of traffic congestion, and an increased need for public transit and more transportation options to all areas of the region. Some areas of the region are well-served, including communities where Bus Rapid Transit (BRT) service exists. Other transportation features such as park-and-ride stations and HOV lanes have been successful and could be expanded.

#### **Limited availability of affordable housing**

Some Southern Nevadans express concerns about the limited availability of affordable housing. While there appear to be ample structures and housing prices dropped substantially during the economic crisis, there still are not enough affordable choices available for low- and middle-income families, people with disabilities, and seniors.

#### **Uncoordinated growth and disconnected land uses**

Southern Nevadans agree that the region needs to attract quality development that meets the needs of future residents, and must not just grow for the sake of growth. Development patterns have made neighborhoods increasingly less connected and new approaches will be needed.

#### **Limited supply of water**

Some residents express concern about the region's ability to meet water demands over the long term. Businesses may be unwilling to move to an area where water may be a limiting factor.

#### **Insufficient government collaboration**

Some Southern Nevadans desire improved collaboration between the various agencies and organizations in the region. Along with increased cooperation between cities and the County, some stakeholders want to see improved working relationships with organizations such as the Chamber of Commerce.

## **2.3 Achieving the vision**

This Plan's vision, goals, and strategies build on the findings from public outreach, recognizing that solving these challenges requires a deep commitment to achieving multiple outcomes with our actions. Success requires an approach that seeks to influence where communities form and economic development simultaneously.

Over the last 20 years, our understanding of and approach to economic development and land use planning has shifted substantially. Economic development plans once focused primarily on job creation and business recruitment, and included few policies addressing land use, housing, public health, education, and environmental outcomes. Past land use plans described only zoning, desired densities, and needed transportation connections. Our region, however, clearly recognizes the interdependence of these factors in contributing to the economic health of communities and promoting overall quality of life.

Our Regional Plan centers on changes in development and growth patterns, but does so because of the implications that our patterns of growth may have on land use, the environment, social services, social justice, and more. Today, we recognize that each of these elements plays a role in shaping a region's quality of life and economic competitiveness. Our plan must address more than traditional land use plans; it must consider the complex tradeoffs between sometimes competing public objectives. It applies the typical policy tool kit (investment, regulations, incentives, and investments) to change development patterns in ways that solve the interrelated problems identified by Southern Nevadans through the plan outreach process.

Based on the outreach and recognizing the importance of an integrated and systemic approach, the Plan organizes its goals and actions into three related components, as follows:

- **Improve Economic Competitiveness and Education.** Throughout the project, the community emphasized two top priorities: a need for a variety of well-paying jobs and high-quality public education. The Regional Plan sets forth a variety of strategies to diversify the regional economy through placemaking and creating communities with a variety of amenities, housing, and transportation options that meet the demands of a talented workforce. These strategies will also help support education by improving the physical environment around schools.
- **Invest in Complete Communities.** Complete Communities are those in which jobs, housing, transportation and community amenities combine to create places that support economic opportunity and health for all people, regardless of income level. Our people must feel safe, healthy, and have natural resources to support their everyday living.
- **Increase Transportation Choice.** Community input suggests that Southern Nevadans support having additional transportation options in the Valley, including expanded bus service and potentially light rail. Successful transit systems are dependent on land use and development patterns that allow people to easily and safely access transit connections, and make meaningful connections between their homes, jobs, and services. Likewise, walking and biking become viable options for more people as safety is improved and land use patterns allow easy access to common destinations.

In each component, the Plan seeks to shape urban development to achieve multiple interrelated social and economic outcomes. Its strategies address development at several scales: place types, density, access (or proximity to destinations), building types, and coordination activities using the following public-sector toolkit:

- **Regulatory.** The laws and regulations that guide development at the local level, including building, development, and zoning codes, federal guidelines, and regionally adopted rules and regulations.
- **Investment.** The public sector can invest in areas where it would like to see increased activity, and it often can partner with the private sector to create mutually-beneficial projects. The provision of publicly funded infrastructure drives where development can happen in the region.
- **Programs and Incentives.** Communities can use a variety of programs to incent desired development, including tax abatements and credits, fee waivers, grants, and public-private partnerships.
- **Coordination.** The public sector acts as a convener in many ways, coordinating committees, task groups, studies, and outreach efforts, and working across jurisdictions to address complex issues.

Overall, however, every component is focused on achieving the Plan's vision, increasing coordination to create the change that is required. The outcome integrates communities, natural resources, and economic development and education in ways that are nothing short of visionary: *The Southern Nevada region will maintain a strong entrepreneurial spirit sustaining its high quality of life. This vibrant, unique region is characterized by a resilient economy, excellent educational opportunities, urban and natural amenities, and integrated transportation networks.*

## 3. Improve Economic Competitiveness and Education

More than twenty years of rapid and dynamic population growth, followed by a sharp economic decline coinciding with the nationwide downturn, have severely affected Southern Nevada residents, businesses, and the public sector. The region's rapid growth brought many new people and households, but the prolonged economic decline of the most recent recession has left many of them in unstable housing and job circumstances. The situation calls for a reevaluation of local policies and prioritization of investment to support long term economic stability and prosperity.

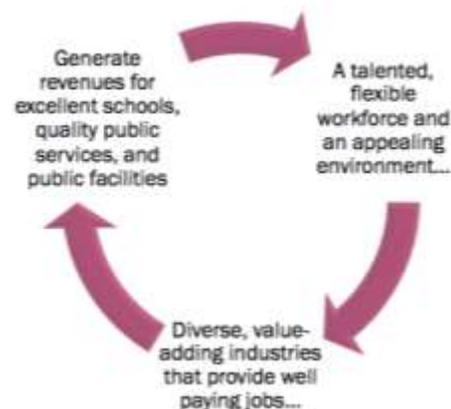
The health, quality of life, and sustainability of a region is anchored in its ability to retain and create jobs that pay a family wage and an environment where businesses can thrive. For residents of the Southern Nevada region to prosper, the region must clearly focus on economic growth that benefits all residents. As the population grows, the availability of new, well-paying jobs must also grow. The Comprehensive Economic Development Strategy (CEDS) identifies a set of target industries that the Las Vegas Global Economic Alliance (the regional entity that created and adopted the CEDS) determined should be the focus of its efforts to develop the region's economy. Like the CEDS, this component recognizes that economic growth is inextricably linked to human capital, or the skills, education, and connections of the workforce of the region; both documents recognize that the human capital of the workforce provides the foundation on which business growth and innovation occurs.

Fostering a better match between the skills base in the region's workforce and future industry needs will improve the region's economic competitiveness. Doing this requires that the region focus on improving educational attainment at all levels and for all students. This document identifies the ways in which the Regional Plan (which sets a vision for changes in regional development patterns and land use) can support CEDS implementation, so that both work together to improve educational attainment.

Figure 2 shows the relationship among education/workforce training, economic development, and communities.

- A community with a talented and flexible workforce and an appealing environment attracts diverse, value-adding industries that provide well-paying jobs.
- As income increases, communities generate revenues for excellent schools, quality public services, and public facilities, which in turn attract a talented and flexible workforce.
- The more prosperous communities are, the more they tend to invest in education.

Figure 2. Education and economic growth: the circle of prosperity



Rethinking strategies to strengthen and sustain the economic and social fabric of Southern Nevada communities is more critical now than ever. This Plan component is intended to support implementation of the CEDS by identifying the place-based strategies that support human capital and economic development outcomes.

**This Plan calls upon the region to foster new development that is supportive of economic development and educational outcomes. This plan encourages comprehensive, long-term thinking and coordinated action to ensure that land use, development patterns and supporting infrastructure enhance the region’s ability to compete for new jobs and industry and support stronger educational attainment at all levels. The Plan also highlights the need to accommodate employment growth, specifically by clarifying the connection between the land supply and future target industries and protecting existing lands from rezoning in desirable areas for employment growth.**

This component of the Plan serves as a unified vision and strategy for land use and economic development that will build upon an existing inventory of local, regional, and state economic development plans, including: the Las Vegas Global Economic Alliance’s Comprehensive Economic Development Strategy; Brooking Mountain West’s report *Unify, Regionalize, Diversify: An Economic Development Agenda for Nevada*, and the Governor’s Office on Economic Development’s report: *Moving Nevada Forward: A Plan for Excellence in Economic Development*. Boosting the region’s economic competitiveness is also linked to policies throughout other elements of the regional plan. The Transportation Element promotes diversification of transportation options to strengthen transportation affordability and choice, which also plays a critical role in economic competitiveness as it improves the flow of people and goods to the marketplace. The Healthy Communities Element identifies strategies to attract housing that meets the needs and desires of a variety of workers and considers how environmental quality, resource availability, and access to necessary services establish quality of life and economic success for the region.

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### 3.1 Opportunities and challenges

The Economic Development and Education Task Group led the work outlined in this plan component. The group reviewed policy research regarding economic development and educational issues, conducted an evaluation of the economic sector and worker competitiveness, completed a literature review regarding place-based approaches to supporting educational attainment, and conducted outreach to identify the key economic and education-related issues that require regional action. Analysis and public input consistently pointed the Task Group to the following core challenges and opportunities that the region faces, and that this Plan Component addresses.

Challenges	Opportunities and Priorities
<p><b>MISMATCH BETWEEN LAND USE AND ECONOMIC DEVELOPMENT PLANS:</b> The effects of the Great Recession were exacerbated by the lack of diversification within the region's economy, which is the third least diversified economy in the Country.<sup>1</sup> There is a mismatch between zoning and future land needs—there may be an insufficient supply of employment lands given the nature of likely future job growth, and retail land is oversupplied.</p>	<p>Match land use, and transportation plans with the regional economic development strategy (CEDs) by:</p> <ul style="list-style-type: none"> <li>Investing in and maintaining infrastructure that meets the needs of a diversified economy.</li> <li>Determining future needs for employment lands.</li> <li>Fostering the development of the healthcare and education sectors.</li> </ul>
<p><b>LACK OF INVESTMENT IN TRADITIONAL DOWNTOWNS AND NEIGHBORHOOD CENTERS:</b> The region's traditional downtowns and neighborhood centers have not seen the same level of investment as newer strip commercial areas. Vibrant mixed-use neighborhoods will play a role in attracting future workers in the region's target industries. In addition, the region's neighborhoods have disparate levels of economic productivity, which can affect crime, safety, education, and worker competitiveness, ultimately resulting in socioeconomic isolation.</p>	<ul style="list-style-type: none"> <li>Ensure that Southern Nevada offers a range of place types to attract and retain future workers, visitors, businesses, and entrepreneurs by: Developing strategies and making targeted investments to encourage infill redevelopment and property rehabilitation.</li> <li>Developing community-based economic development programs.</li> </ul>
<p><b>LACK OF SMALL BUSINESS &amp; ENTREPRENEUR SUPPORT SYSTEMS:</b> The region lacks incubator and flex spaces that can provide a home for creative, entrepreneurial efforts among residents.</p>	<p>Enhance the role of small businesses and entrepreneurs as leaders in economic diversification and revitalization by determining the building and space needs of entrepreneurs and providing targeted technical assistance.</p>
<p><b>LITTLE REGIONAL COLLABORATION:</b> There is a lack of coordination between planning, economic development, education, environment and industry groups.</p>	<p>Increase collaboration between the state government, local governments and the region's higher education institutions to align economic development and education efforts.</p>
<p><b>LOW EDUCATIONAL PERFORMANCE:</b> Nevada high school graduation rates are the lowest in the nation and students score low in national reading and math assessments. Many neighborhoods lack basic connectivity for children to safely access schools and social services and for residents to access services and jobs without a car. At the same time, college dropout rates are also high and the region has low educational attainment.</p>	<p>Support the educational system and learning environments through thoughtful land use and transportation planning by:</p> <ul style="list-style-type: none"> <li>Prioritizing the school environment for children, encouraging development that better supports existing schools.</li> <li>Working closely with the Clark County School District to develop thoughtful school and service siting criteria.</li> </ul>

<sup>1</sup> <http://www.reviewjournal.com/business/economy/diversification-its-made-major-strides-last-decade-analyst-says>

## Mismatch between land use and economic development plans

Every sector has a role in how the economy grows and thrives, including education, industry, businesses, the public sector, and nonprofits. The regional economic development dialogue must expand to include discussion of how the built environment can support economic entrepreneurship, diversification, and resiliency.

### ***Promoting land use for regional resiliency***

Regional resilience refers to the ability of a region to recover from a stress—either a sudden setback, such as a natural disaster, or a chronic strain, as may occur with longstanding economic decline or unrelentingly rapid population growth.<sup>2</sup> In the case of Southern Nevada, population growth and the subsequent housing construction boom exacerbated the effects of the Great Recession. The Las Vegas economy is the third least diversified economy in the country<sup>3</sup> and its service-oriented economy is reflected in its occupational structure. The full scope of the tourism and hospitality sector—hotels, food services, retail stores—includes more than 360,000 jobs in Clark County, or about one third of the entire job base.<sup>4</sup>

Volatility hurts regional economies in two primary ways: first, uncertain future demand conditions can deter firms from investing in workforce or facilities. Volatile growth also hurts regional economies by distorting spending decisions by firms, households and governments. Abrupt losses in income and tax revenue can weaken public and private balance sheets, which in turn can force sharp spending cutbacks during periods when credit is tight.<sup>5</sup>

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### **What is a location quotient?**

The “location quotient” shows how Southern Nevada’s concentration of employment by industry compares to the United States. If a region has a location quotient of 1, its employment in that industry is equally as concentrated as in the United States overall. If the quotient is less than 1, the region has less of a concentration in that sector than the national average.

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<sup>2</sup> UC Berkeley Institute of Government Studies - Building Resilient Regions. <http://brr.berkeley.edu/rci/site/faqs>

<sup>3</sup> <http://www.reviewjournal.com/business/economy/diversification-its-made-major-strides-last-decade-analyst-says>

<sup>4</sup> Las Vegas Regional Economic Assessment, 2013.

<sup>5</sup> Southern Nevada Envisioning Nevada’s Future Goals & Strategies for Advancing Our Quality of Life, 2010.

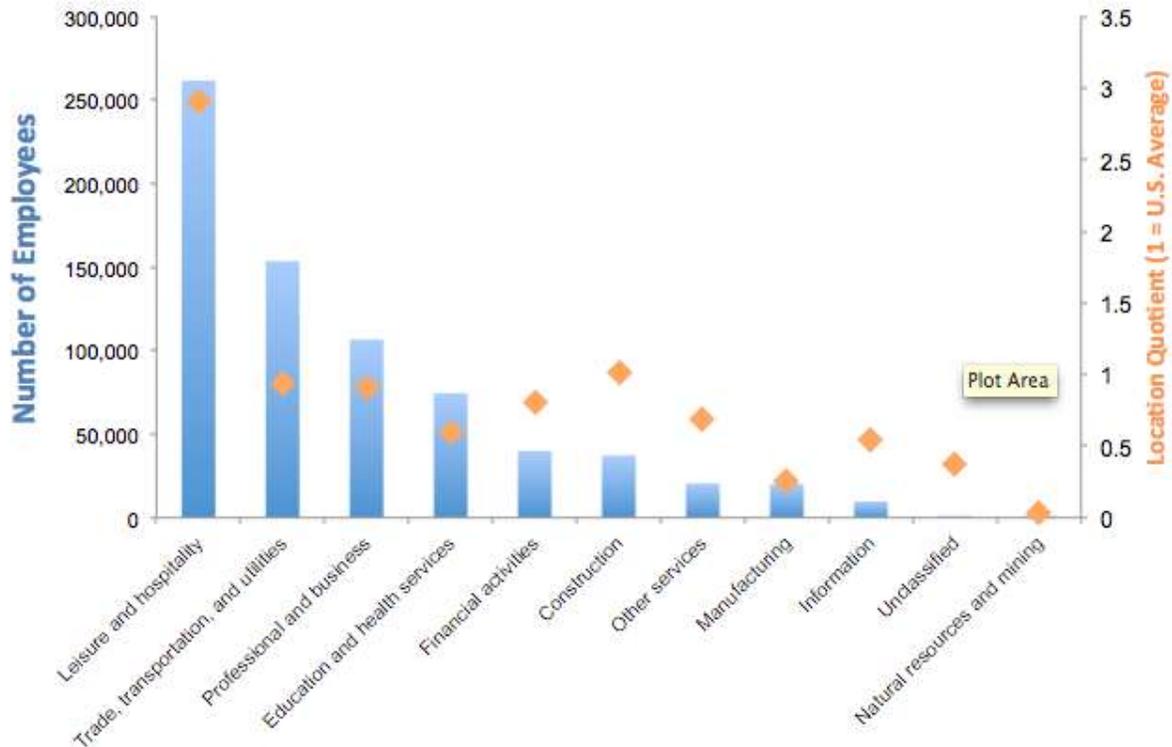
**Figure 3** shows how Clark County’s employment is distributed among the major employment sectors. It also shows how concentrated the region is in these sectors compared with the United States. Healthcare and education occupations—which were among the industries that lost the fewest jobs through the recent recession—are slightly underrepresented in the Clark County workforce. Manufacturing and information sectors are also underrepresented locally.<sup>6</sup>

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<sup>6</sup> Las Vegas Regional Economic Assessment, 2013.

**Figure 3. Clark County employees by sector in 2012 and location quotient**



Source: Bureau of Labor and Statistics. Location quotient definition

Research shows that the greater the industrial diversity of a region, the more likely it is to be resilient to a downturn.<sup>7</sup> The future for Southern Nevada may well be slower growth, which is a more desirable state of equilibrium because it allows the region to make deliberate efforts to restructure its workforce and cultivate a more diverse economy.<sup>8</sup> The burgeoning research on resilient regions has uncovered several findings that might apply to Southern Nevada:

- A region’s resilience is a product of 1) what is happening to its major export industries nationally, and 2) the behavior of individual firms within the region.
- Regions with a higher proportion of workers with a high school degree or less were likely to experience more downturns and to be less shock-resistant to a structural change.<sup>9</sup>
- The greater the income disparities in a region, the more likely it is to experience a downturn and the longer it takes to return to its prior growth rate after the downturn.<sup>10</sup>
- Regions that have many export industries are more resilient to employment downturns.<sup>11</sup>
- Responding with new policies after a regional downturn is less effective than insulating a region against downturns.<sup>12</sup>

<sup>7</sup> Hill et al. “Economic Shocks and Regional Economic Resilience. Edward Hill.”, Urban Institute, Building Resilient Region Project May 10, 2010.

<sup>8</sup> Las Vegas Regional Economic Assessment. TIP Strategies/LVGEA.

<sup>9</sup> “Nancy Augustine et al. “Regional Economic Capacity, Economic Shocks, and Economic Resilience.” 2013. <http://brr.berkeley.edu/wp-content/uploads/2013/05/Augustine-resilience-capacity2.pdf>

<sup>10</sup> Augustine

<sup>11</sup> Augustine

<sup>12</sup> Augustine

## ***Enhancing the existing economic base***

### ***Shifting tourism***

With 38 million visitors in 2012, Las Vegas is the one of the most frequently visited destinations in the country.<sup>13</sup> This activity has centered in the core of the region, which has seen the most investment in tourist infrastructure. In the past decade, revenues have shifted not only to different subsets of the hospitality industry, but also abroad. Regional stakeholders are interested in broadening the geographic influence of tourism to highlight the region's diverse communities while at the same time strengthening the existing touristic core, the Las Vegas Strip and downtown, through targeted infrastructure and placemaking investments. Of all of the county's major gaming zones, the Las Vegas Strip lost the least momentum during the downturn, and appears best positioned to reach full recovery first.<sup>14</sup>

Las Vegas' strength in the casino gaming industry is the intellect behind gaming technologies. There are several gaming technology companies that already have established headquarters in Las Vegas off of Sunset Road, including Konami Gaming, Bally Technologies, International Gaming Technologies (IGT), and Shuffle Master.<sup>15</sup>

With nearly 5 million of the 40 million annual visitors being convention delegates and over 19,000 conventions landing in Las Vegas (LVCVA, 2012), attracting and retaining convention business is crucial in maintaining a competitive edge in this market.<sup>16</sup> Providing adequate transportation options will help the region compete for this business. Of the people who were not completely satisfied with their visit to Las Vegas, 6% cited that it was because it was too hard to get around.<sup>17</sup>

### ***Stagnant incomes***

Despite Southern Nevada's lower educational attainment rate (which is normally closely tied to income), Southern Nevada maintains an incomes that are similar to the national distribution.<sup>18</sup> Wages for employees working in the gaming industry, tips included, are a likely factor in the region's ability to keep up with the national median household income.<sup>19</sup> Residents have a higher median household income (\$56,258) and a lower percentage of people living below the poverty level (11.7%) compared to the national median household income (\$51,914) and percentage of residents living below the poverty level nationally (13.8%).<sup>20</sup>

However, the region also follows the national trend in stagnating incomes over the past decade. In order to reach the region's goals of making substantial gains in educational attainment and foster new target industries, the region will need to broaden opportunities for high paying jobs.

### ***Future workers***

To understand how land use patterns need to evolve to support the region's efforts to attract new businesses and workers in these industries, we must first understand who is likely to be employed in these industries and what their preferences might be.

The CEDS identified five key target sectors that "emphasize those jobs with higher earning potential across all skill levels, focus on the more realistic growth opportunities with less focus on the more

<sup>13</sup> Southern Nevada Strong Existing Conditions Report, page 112.

<sup>14</sup> CBER.

<sup>15</sup> McCallister, Eden, "The Shifting of the Las Vegas Tourism Industry: A Historical Perspective on Management and Resort Revenues" (2012). UNLV Theses/Dissertations/Professional Papers/Capstones.Paper 1472.

<sup>16</sup> McCallister, Eden, "The Shifting of the Las Vegas Tourism Industry: A Historical Perspective on Management and Resort Revenues" (2012). UNLV Theses/Dissertations/Professional Papers/Capstones.Paper 1472.

<sup>17</sup> LVCVA. [http://www.lvcva.com/includes/content/images/MEDIA/docs/2012-Las\\_Vegas\\_Visitor\\_Profile1.pdf](http://www.lvcva.com/includes/content/images/MEDIA/docs/2012-Las_Vegas_Visitor_Profile1.pdf)

<sup>18</sup> Las Vegas Regional Economic Assessment

<sup>19</sup> Las Vegas Regional Economic Assessment

<sup>20</sup> Southern Nevada Strong Existing Conditions Report.

daunting challenges, and capitalize on geography and location and build on existing local capacities and assets<sup>21</sup>:

- Tourism, Gaming, and Entertainment
- Health and Medical Services
- Business IT Ecosystems
- Clean Energy
- Logistics and Operations<sup>22</sup>

Currently, the region's concentration of employment in most of these target industries is lower than would be expected based on national averages. The University of Nevada Las Vegas projects a total of about 550,000 new jobs by 2035. If the CEDS implementation process is successful in increasing the concentration of employment so that it is equal to national averages, the region would need to employ about **100,000** new employees in the target industries, or 20% of all new employment (with the remaining employment coming from the broader base of all industries in the region).<sup>23</sup> This provides some sense of the scale of transition that the successful implementation of the CEDS may require. What might those 100,000 workers demand from their community environments?

Table 1 explores the demographic characteristics of workers in target industries. Overall, target industry workers earn more, are more highly educated, and are (on average) slightly older. They are the kind of workers who can make choices about where they live. If the CEDS is to be successful in attracting these industries, it must include actions that support a future composition of employees in the Las Vegas region will be different than the current composition.

**Table 1, “Typical industry worker” Employment, Wage, and demographic information for Nevada and Las Vegas-Paradise, MSA, 2011 (Q3, Q4) and 2012 (Q1, Q2)**

	All industries	Healthcare	Business IT Ecosystems	Banking and finance
Average yearly wage	\$43,869	\$52,266	\$55,943	\$61,441
Male or female?	Male (51%)	Female (75%)	Male (64%)	Female (65%)
Have at least some college or associates degree	50%	62%	54%	66%
Most common average age range	25 – 44 (46%)	35-44 (25%)	25-34 (24%)	25-34 (26%)

Source: Data from LED Extraction Tool, US Census; Analysis by ECONorthwest 2013

<sup>21</sup> Unify, Regionalize, Diversify Revisited: Refining the Brookings Institute Framework.

<sup>22</sup> TIP Strategies. Las Vegas Comprehensive Economic Development Strategy, 2013.

<sup>23</sup> Analysis by ECONorthwest. Details of methodology in full body of report.

### A look at our competitor regions

The Las Vegas region is often compared to other regions that have large tourist economies or similar land use patterns, such as Orlando, Florida and Phoenix, Arizona. However, when comparing for which regions have high concentrations of employment in the three industries under evaluation for the Las Vegas region, the list is different.

Table 2 shows the results. In general, the regions that have high concentrations in CEDS target industries are a very different list than those that are typically compared to Las Vegas. Madison, WI and Columbia, MO both have high concentrations in all of the CEDS target sectors.

Table 2. MSAs with location quotient of at least 1 in the three target sectors, 2011

MSA	Sum of LQ	Business IT		
		Health LQ	Eco LQ	Banking LQ
Madison, WI MSA	4.38	1.04	1.75	1.58
Columbia, MO MSA	4.32	1.49	1.09	1.74
Boston-Cambridge-Quincy, MA-NH MSA	3.94	1.15	1.36	1.43
New York-Northern New Jersey-Long Island, NY-NJ-PA MSA	3.89	1.15	1.29	1.45
Little Rock-North Little Rock, AR MSA	3.76	1.36	1.37	1.03
Harrisburg-Carlisle, PA MSA	3.66	1.06	1.18	1.44
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD MSA	3.66	1.17	1.06	1.43
Minneapolis-St. Paul-Bloomington, MN-WI MSA	3.49	1.18	1.22	1.27
Nashville-Davidson--Murfreesboro, TN MSA	3.39	1.01	1.06	1.41
Pittsburgh, PA MSA	3.20	1.03	1.25	1.10

Source: County Business Patterns, 2011; analysis by ECONorthwest, 2013. Industry concentrations are typically measured with “location quotients”, or LQs. An LQ of “1” means that the concentration of the industry in the region is equal to the concentration in the nation. Any concentration over “1” can be interpreted as more highly concentrated than would be expected based on national averages. A more detailed description of our analysis is included in the appendix.

There are many reasons that these regions have employment concentrations in these industries that are not directly related to development patterns. High concentrations of employment in health care, for example, are often correlated with strong research hospitals at universities. Business IT ecosystems firms might be attracted to low energy costs or the presence of a particularly skilled workforce. Competing successfully for new industries will require the full range of actions that are described in the CEDS document, and strong regional partnerships that are focused on implementation.

### Employment land supply

An important component of regional land use planning is to ensure that new and expanding industries have adequate land and sufficient transportation infrastructure. As part of the Comprehensive Economic Development Strategy Cluster Analysis, the LVGEA identified the need to align plans and zoning policies in new centers where office uses, medical centers, and other high-density enterprises can expand. Businesses such as manufacturing, transportation, and distribution, which require large building footprints and access to freight lines, will need adequate land with access to McCarran International Airport. Implications for the land use program include the need to regularly assess the city’s supply of buildable employment land and align capital improvement plans so critical infrastructure is in place.

**Table 3. Target industry site needs**

	Tourism, Gaming, & Entertainment	Health & Medical Services	Business IT Ecosystems	Logistics & Operations
General requirements	Hotels, restaurants, convention centers, theatres, and golf courses are all staples of the tourism sector. Land use and site considerations vary widely, with location and accessibility as a consistent theme.	Healthcare employment is typically spread across multiple building types, including office buildings (private practices), institutional buildings (hospitals, clinics, labs), and residential buildings (group housing, including rehabilitation, assisted living, and nursing care centers). Any number of healthcare occupations could be spread across these types of physical facilities.	Specific functions determine building needs. Data centers require very precise building specs and tend to be more capital intensive. More labor intensive operations such as teleservices, financial processing, or customer service centers may require less rigorous building specs. There is no general template that can be applied to the “typical” occupier in this industry.	Distribution & logistics facilities can vary from general purpose to specialized. A range of types are described below.
Site selection factors	<ul style="list-style-type: none"> <li>• Airport accessibility &amp; flight options</li> <li>• Potential market size</li> <li>• Image and brand</li> <li>• Regulatory framework</li> </ul>	<ul style="list-style-type: none"> <li>• Access to skilled labor</li> <li>• Growth of patient base</li> <li>• Regional teaching hospitals, medical schools, and flagship institutions</li> <li>• Regional R&amp;D activities</li> </ul>	<ul style="list-style-type: none"> <li>• Access to skilled labor</li> <li>• Affordable, reliable electricity</li> <li>• Buildings with large floor plates</li> <li>• Buildings with under-floor utilities</li> <li>• Competitive tax environment</li> </ul>	<ul style="list-style-type: none"> <li>• Proximity to markets/population centers</li> <li>• Interstate highway access</li> <li>• Quality of transport infrastructure</li> <li>• Land availability (large sites, level terrain)</li> <li>• Availability of semi-skilled labor</li> <li>• Affordable labor rates</li> <li>• Competitive tax environment</li> <li>• Intermodal options (highway/trail)</li> </ul>

Source: Las Vegas Cluster Analysis, TIP Strategies.

### Lack of investment in traditional downtowns and neighborhood centers

Vibrant mixed-use neighborhoods will play a role in attracting future workers in the region’s target industries. Cleaning up and revitalizing residential and business areas is important for the entire region. Several respondents urged the renovation and reuse of existing vacant properties rather than building new; some suggested that infill should occur only after revitalization of existing facilities and businesses is successful.

Based on the literature review and the profile of comparable metropolitan areas with strong employment in the target sectors, employees with higher educational levels and higher than average wages in the target sectors may be looking for the following amenities and community characteristics:

- **Vibrant mixed-use downtown and commercial areas that are within walking distance of homes.** The top three comparable MSAs all have vibrant downtowns and strong neighborhood commercial areas (in the case of Madison and Boston). The downtown areas are all adjacent to the major regional universities and often encompass more than one institution of higher learning. All of these areas concentrate restaurants, entertainment, art, retail, and event spaces.

Multiple studies have shown that in many other communities, people are willing to pay more for amenities that are within easy walking distance. A study by the National Association of Realtors found that people want to be within walking distance of: (a) grocery stores, (b) pharmacies, (c) hospital, and (d) restaurants.<sup>24</sup>

- **Multi-family, rental housing within closer proximity to mixed-use commercial areas for younger workers (Gen Y).** National studies by ULI<sup>25</sup> and the National Association of Realtors<sup>26</sup> support the finding that younger people are delaying household formation and buying and either living with parents longer or renting longer.
- **Homes close to public transit.** The literature overwhelmingly supports the fact that homes built close to public transit commanded a price premium. However, that does come with some caveats. The most significant price premiums are associated with commuter rail, followed by light rail and then BRT, with bus service alone commanding the lowest price premium.<sup>27</sup>
- **Suburban-style development.** While national surveys see an increased demand for higher-density housing, employees who are married and in middle income brackets (earning more than \$25,000 and less than \$100,000) indicated that they prefer traditional suburban-type development. There is likely to continue to be strong demand for this development type in Southern Nevada.<sup>28</sup>
- **Quality communities close to employment areas and quality schools.** Commute times are one of the top variables for determining where to live, especially within larger metropolitan areas. The desire for quality schools or safe neighborhoods is often more important for workers with children and women living on their own.
- **Walkable neighborhoods.** There is strong evidence that people will pay a premium for better walkability, with interesting places to walk to. The National Association of Realtors survey showed that people value neighborhoods with good pedestrian facilities (regardless of whether residents could walk somewhere interesting), implying that walking for exercise may be important to people, as long as they can still have a detached, single-family home with some privacy from neighbors.
- **Open space and parks.** A separate study<sup>29</sup> that reviewed over 60 published articles found that people value most types of open space, but that value depends on the size of the area, proximity to homes, the type of open space, and the methods used to conduct the analysis. In addition, open space and parks may be more valuable in urban settings, where residents do not benefit from natural space in more abundance in rural areas.

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<sup>24</sup> The 2011 Community Preference Survey: What Americans are looking for when deciding where to live by Belden Russonello & Stewart for the National Association of Realtors, March 2011. P 5.

<sup>25</sup> *Housing in American: the Next Decade* by John McIlwain, Urban Land Institute, 2010.

<sup>26</sup> The 2011 Community Preference Survey: What Americans are looking for when deciding where to live by Belden Russonello & Stewart for the National Association of Realtors, March 2011.

<sup>27</sup> *Public Transit's Impact on Housing Costs: A Review of the Literature* by Keith Wardrip, Center for Housing Policy. Published in the Insights from Housing Policy Research, August 2011.

<sup>28</sup> The 2011 Community Preference Survey: What Americans are looking for when deciding where to live by Belden Russonello & Stewart for the National Association of Realtors, March 2011.

<sup>29</sup> *Hedonic Price Effects of Pedestrian- and Transit-Designed Development* by Keith Bartholomew and Reid Ewing, Department of City & Metropolitan Planning, University of Utah, Journal of Planning Literature, September 13, 2009. P. 19.

## Lack of small business and entrepreneur support systems

The Small Business and Entrepreneurship Council's most recent Small Business Survival Index, which ranked each state by its policy climate for small businesses and entrepreneurs, put Nevada at the top right behind South Dakota.<sup>30</sup> Over the past five years, Clark County's top patent grant recipients have all been associated in some way with the gaming industry.<sup>31</sup>

A rich and productive entrepreneurial environment will need support from the land use program in a variety of ways. Entrepreneurs and small businesses need easy access to a range of services, including printing, accounting, information technology, catering, and other inputs.

The region lacks incubator and flex spaces that can provide a home for creative, entrepreneurial efforts among residents. Local organizations focused on supporting entrepreneurship have expressed that there is a prevalent need for infrastructure in terms of startup space, networking, funding, and mentoring for entrepreneurs.

## Low educational performance

Access, choice, and opportunities in primary and secondary education provide the basis for success. Educational institutions help our children learn communication and social skills to build their personal confidence and ability to contribute to our community, culture, and civil society. Many neighborhoods lack basic connectivity for children to safely access schools and social services and for residents to access services and jobs without a car.

There will be a continuing need to address the issue of school locations with respect to projected population growth, accessibility, joint use of schools and parks, and other factors. In discussions at the summit, it appeared that some jurisdictions were doing a better job of establishing interlocal agreements to coordinate planning and parks with school districts. Improving growth-related decisions between the schools and others is a critical part of how communities grow, helping to add to the quality of the local community environments. Nevada high school graduation rates are the lowest in the nation and students score low in national reading and math assessments.

A decade ago, only 15% of existing jobs in Clark County required a four-year degree as a minimum prequalification. This inched up over the course of the decade to 17% of the existing job base. According to RCG Economics, focused skills training is currently in more demand than a college degree (e.g., Microsoft certification). Looking ahead, the new jobs projected to be added over the coming 10 years will require increasingly more preparation. A full 29% of the projected new jobs will require at least a four-year degree as an entry-level condition.<sup>32</sup>

At this point, research documents a variety of symptoms of low socioeconomic standards that are relevant for children's subsequent educational outcomes. These include, for example, poor health, limited access to home environments with rich language and experiences, low birth weight, limited access to high quality preschool opportunities, less participation in many activities in the summer and after school that middle class families take for granted, and more movement in and out of schools because of the way the housing market operates for low-income families.<sup>33</sup>

About a quarter of children live below the federal poverty line. In a 2013 profile of children's well-being by the Annie E. Casey Foundation, Nevada ranked 48<sup>th</sup> out of 50.

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<sup>30</sup> <http://www.inc.com/guides/2010/07/how-to-start-a-business-in-las-vegas.html>

<sup>31</sup> Las Vegas Regional Economic Assessment. TIP Strategies.

<sup>32</sup> Las Vegas Regional Economic Assessment. TIP Strategies.

<sup>33</sup> Helen F. Ladd. Journal of Policy Analysis and Management, 2012, vol. 31, issue 2, pages 203-227  
[http://econpapers.repec.org/article/wlyjpmgt/v\\_3a31\\_3ay\\_3a2012\\_3ai\\_3a2\\_3ap\\_3a203-227.htm](http://econpapers.repec.org/article/wlyjpmgt/v_3a31_3ay_3a2012_3ai_3a2_3ap_3a203-227.htm)

**Figure 4. 2013 Kids Count Profile for Nevada**

	Nevada	United States
Children in poverty	22%	23%
Children whose parents lack secure employment	<b>34%</b>	32%
Children living in households with a high cost burden	<b>44%</b>	40%
Teens not in school and not working	<b>13%</b>	8%
Children living in high-poverty areas	9%	12%
Children living in families where the household head lacks a high school diploma	<b>23%</b>	15%

Source: The Annie E. Casey Foundation. [http://kidscount.unlv.edu/newsletters/2013KC\\_state\\_profile\\_NV.pdf](http://kidscount.unlv.edu/newsletters/2013KC_state_profile_NV.pdf)

## 3.2 Goals and policy strategies

### 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.*

- 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.
- Provide tools such as scenario planning analyses to local governments and the Regional Transportation Commission to develop land use strategies that implement the Plan at the local level.
- Coordinate the RTC's Regional Transportation Plan and local government master plan updates with the Comprehensive Economic Development Strategy

#### Objective 1.2. *Determine future needs for employment lands.*

- Conduct and publicize a regional inventory of available commercial and industrial land and facilities.
- Work with local governments to bolster longer-term economic growth and development by designating employment lands for future industries while mitigating the pressure to respond to short-term development demand for residential development.

#### 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*

- Support community stakeholders to plan for regional educational and medical assets that support economic growth and diversification, such as a UNLV medical school.
- 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.
- 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.
- 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.***

- Create and encourage the use of an infill and revitalization action plan for opportunity areas toolkit that identifies barriers to mixed-use development and suggests tools to overcome them.
- 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.
- Make targeted enhancements in key infill areas to enhance walkability and connectivity to existing and new recreational, commercial, and transportation options.
- Preserve and enhance historic neighborhoods and allow appropriate infill and enhancements that can support the neighborhood's economic development.
- Develop and build upon existing programs to promote reinvestment in business districts through sweat equity and volunteerism to create gathering spaces, improve safety, and stabilize neighborhoods.
- 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.***

- Identify placemaking improvements, regulatory changes, and design standards to increase customer draw in areas with a unique flair (arts, antiques, international appeal, family-oriented, etc.).
- Develop strategies to better connect residential demand with local commercial services and products to reduce retail leakage.
- Identify, adopt and support programs that aid in the revitalization of local business districts, such as Main Street and 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.***

- 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.
- 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.
- Assess potential and support for locally-owned businesses preferences, including co-working spaces.

- Expand and pursue public market concepts that allow flexibility for a diverse range of businesses including micro-business, farmers market, or public market through a public-private partnership.
- Provide tools and technical assistance to business districts to help increase their market draw.
- Encourage the development of “third places,” locations outside of work and home for people to meet and exchange ideas could help foster entrepreneurs and small business owners.

#### **Goal 4. Support the educational system and learning environments through thoughtful land use and transportation planning.**

**Objective 4.1. *Prioritize the school environment for children, encouraging development that better supports existing schools.***

- Explore community-based approaches to educational improvement and reform that focuses on improving the educational and developmental outcomes of children and youth in distressed communities.
- Support updates to land use plans based on the preferred land use alternative, emphasizing relationships between revitalization, urban infill and education.
- Support events and educational programming that address socioeconomic disparities and coordinate with partner organizations and initiatives to improve social equity.
- Partner with Safe Routes to Schools to integrate safe walking and biking routes in new development areas to make neighborhoods more attractive. Prioritize investments that improve the multi-modal school access.
- Promote the integration of schools, parks, and community services into neighborhoods.
- Review the impacts of restrictive zoning on the educational system. (Restrictive zoning refers to zoning that limits the types or form of development in a specific area. For instance, development of higher density buildings may be banned in certain areas of the community.)

**Objective 4.2. *Work closely with the Clark County School District, local governments and developers to develop thoughtful school and service siting criteria***

- Develop a school siting policy that addresses the roles of multiple stakeholders in the school siting process, reflects priorities for safety and complete communities, and acknowledges the need to reserve future school sites and access from potential conflicts with current, adjacent development projects.
- Promote the need for schools to be located adjacent to public facilities and Pre-K, health, social, and educational services that support healthy families.
- Elevate the importance of school siting as a strategic education and economic development initiative with the building and development industry, business community, local chambers and other stakeholders.
- Continue to strengthen the relationship between the School District and local governments to achieve shared goals for effective learning environments and educational performance.
- Co-locate schools and other learning facilities and community resources to capitalize on community skill sets and knowledge
- Encourage local business community to support education and schools programs to better connect opportunities for student career mapping, mentoring, and educational needs of employers.

- Identify potential funding sources that could be directed to building or retrofitting schools so that they can support a better learning environment.
- Consider changes to school design, including building schools with multiple stories and locating schools in infill areas, and consider repurposing commercial or vacant big box retail spaces into schools.

## **Goal 5. Increase collaboration between the state government, local governments and the region's higher education institutions to align economic development and education efforts.**

### **Objective 5.1. *Partner with higher education institutions to support economic development through land use investments.***

- Collaborate with local higher-education institutions to develop local revitalization and improvement efforts.
- Align complementary plans, special area plans and incentives to align with regional target sector industries, such as medical districts.
- Consider public investment in a center for research and development, in partnership with area universities, hospitals, the LVGEA, and businesses that can be leveraged to promote investment and stimulate more collaboration.

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## 4. Invest in Complete Communities

In the last four decades, Clark County has been one of the nation's fastest growing regions, doubling since 1990—an increase of more than one million people. The availability of jobs and low housing prices, driven by relatively low construction costs and available land, drew people to the new homes built since 2000. The rapid and extended population growth over the past 20 years has stretched monetary and natural resources to the limit, making it difficult to keep pace. At the same time, land use patterns make access to amenities and services difficult without a car, contributing to health issues such as obesity.

While growth is not projected to continue at the rate seen during the last decade, the region still expects to welcome approximately 866,000 additional people by 2030. This growth will have impacts on our region's community character, public health, and environmental quality:

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Complete Communities are those where jobs, housing, transportation and community amenities combine to create places that support economic opportunity and health for all people, regardless of income levels.

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- To accommodate changing demographics, our region needs to foster complete communities that provide equal access to community amenities and housing for people of all incomes in the region.
- A safe, healthy, and sustainable environment is crucial to secure, healthy lives and a strong and resilient economy for Southern Nevada residents. Not surprisingly, the most recognizable environmental issues that the region faces are related to underregulated development during periods of rapid population growth. In addition, the region is located in a valley with one of the world's most arid climates with very little rainfall; this increases the pressure on local environmental resources.
- Our region must promote inclusive communities and reduce discrimination by advancing integrated strategies to reduce health disparities for all segments of the population. Implementation will occur through committed partnerships with neighborhoods, agencies, businesses, and community groups that represent all segments of the population.

In addition, the other plan components address related issues:

- The Transportation component considers how housing location and type affect transportation impacts and vice versa, and how transportation choices can affect environmental outcomes.
- The Economic Development component considers how vibrant and diverse place types that provide proximity to community amenity and open space can attract future workers and retain those we have today.

**This component of the Plan serves as a single unified vision and strategy for how the region can promote inclusive communities with good access to housing, healthcare, and vital services while fostering the efficient use of scarce natural resources. This element calls upon the region to evaluate how it can ensure that its housing profile is well matched to meet the needs of the region's future population and economy. Attaining a healthy balance of well-planned housing and jobs while ensuring that the region's natural resources are protected is important for the long-term economic competitiveness of the region.**

This document is not a regulatory document. The goals and policies at the end of this chapter will guide the design of the city's regulatory system, including the zoning code, rules governing the subdivision of land, the interaction of land use and transportation and economic development. The goals and policies also provide guidance to land use decisions. Since the way we use land profoundly influences how we live, work, and play, this is a document that touches on many aspects of the region's land use planning.

## 4.1 Vision for preferred future land use

Translating the Regional Vision into reality requires analysis of current trends and the impacts of potential policy decisions. To articulate alternative futures for the region, the project team created two land use scenarios that describe current and potential land use patterns. Each scenario shows where people might live and work, the types of housing and jobs that may be available, and how people would travel around the region. Given the many possible ways a community might grow, scenario planning can help better inform the decisions to be made at present despite the uncertainties of the future.

Base Case	Preferred Scenario
<ul style="list-style-type: none"> <li>• A likely picture of future growth according to existing plans and forecasts.</li> <li>• It is the “most likely future condition” if <b>no</b> policy or other changes are made.</li> </ul>	<ul style="list-style-type: none"> <li>• Preferred future growth patterns according to input received at the September workshop.</li> <li>• It is the “most likely future condition” if key policy or other changes are made.</li> </ul>

### The Base Case: Growing disparity and inequality

As a first step, we created a “Baseline Scenario” to describe how land use patterns would change if existing trends continued. The baseline scenario shows where current trends are likely to lead the region, assuming no zoning or policy changes and a continuation of past development patterns. The baseline scenario sets the benchmark for comparing an alternative scenario.

While the model focuses primarily on the built environment, conclusions can be drawn about impacts to engagement and equity issues. Under the baseline scenario, employment will continue to be focused in current industry clusters and new employment centers will likely grow on the edges of existing development. Likewise, new housing—particularly higher-density housing—will continue to be developed on the outskirts of the region. Transportation investments and infrastructure will continue to be auto-oriented.

Without a significant shift in policy or investment, the future described by the Baseline Scenario is one in which the current negative trends and growing disparities are likely to continue and worsen. As development continues at the outer edges of the region, neighborhoods and communities with low levels of income and education will become further isolated and disenfranchised. Without major investments in affordable housing or transit networks, access to critical services and employment opportunities is unlikely to improve. The cost of living is likely to continue to increase without corresponding growth in income and wealth.

Neighborhoods with high levels of community risk are likely to remain isolated and segregated from higher-income areas, and the housing market will continue to suffer the after-effects of the recession and foreclosure crisis.

**Figure 5. Land consumption comparison**



The baseline scenario does not match task group or stakeholder priorities for the following reasons:

- **Most of the growth is at the “fringe” in single-use development types.** Without major policy or other changes, the baseline scenario indicates Southern Nevada is likely to continue to grow outward along the urban fringes, requiring new development on land that is currently vacant or open space. Using 2035 population and employment growth forecasts from UNLV,

models show that 67,000 acres of new development would be needed to accommodate projected growth if current trends continue. This is an area roughly the size of the City of Henderson, but less land that was developed in the last decade. This assumes that household size remains stable, housing growth occurs primarily in single-family detached housing and very little redevelopment occurs. Incremental growth in employment in this scenario is focused in areas where most employment currently exists—retail, office, industrial and hotel/hospitality.

- **Redevelopment occurs only in downtown, the Strip, and a few mixed-use centers.**
- **Housing is not located near existing schools and parks.**
- **Environmental resource use remains relatively high.**
- **Housing is primarily located on the fringe; the majority of housing units are single-family units, representing a mismatch with the future housing needs analysis.** If growth continues consistent with recent patterns, new housing would likely be built along the outer edges of the region, particularly for multi-family or higher-density developments. Housing growth is likely to be concentrated to the far north and northwest of the metro area and new housing and jobs are not likely to be located close together. Transportation systems would continue to be auto-oriented. Almost 1,500 new miles of roads would be needed to accommodate the new development in the baseline scenario, at a cost of over \$7 billion.
- **Most new employment land is on the fringe.** Some existing corridor employment areas along the Strip and in downtown Las Vegas would grow, but new employment centers would likely develop at the region’s outskirts. The baseline scenario also revealed that there is currently an excess of commercially-zoned properties along employment corridors as well as a shortage of land for industrial uses.

**Figure 6. Base Case scenario development types**



Suburban Office Park



Arterial Commercial



Suburban Residential



Suburban Multifamily

## Preferred Land Use vision: Improved access and opportunity

Using community input, Southern Nevada Strong developed a map, shown in Figure 1, to show how the Regional Vision might look on the ground and to visualize how our priorities can be reflected in the region’s development pattern. The map shows the community’s vision for where housing, jobs and transportation would be located in the future. It is a communication tool with no regulatory function. It provides direction and focus for how we can craft local land-use and transportation programs and ultimately local zoning code changes. This map is the starting point for community-level discussions about how to convert these regional policies into local action.

The vision shows a possible future for Southern Nevada in which:

- New growth occurs in existing neighborhoods and vacant and underused sites are redeveloped.
- Multiple modes of transportation—including walking, biking and transit—are available, safe, and convenient.
- More people can live close to work because jobs, services, and schools are located within easy reach of a variety of housing types for all budgets and preferences.
- Underutilized retail and industrial land along key corridors is repurposed and attracts small businesses and companies in targeted economic industries.
- Redevelopment occurs along future transit corridors, including North 5<sup>th</sup> Street, Maryland Parkway, Flamingo Road, and Boulder Highway.
- The region’s downtowns provide a variety of jobs and services for local residents, dense housing combined with vibrant commercial spaces, and new employment and workforce development opportunities.
- Through regional collaboration, schools are located in walkable and bikable communities.

**Figure 7. Preferred Land Use Vision development types**



Mixed-use Corridor



Compact Neighborhood



Town Center



Employment District

**Table 4. Scenario indicators**

<b>Base case challenges</b>	<b>In the preferred scenario...</b>	<b>Preferred scenario change</b>
<b>Most of the growth is at the “fringe” in single-use development types</b>	<p>Transportation costs decrease (\$3K less in annual transportation costs per household on average in central vs. fringe areas)</p> <p>New infrastructure costs are less</p> <p>Land consumption decreases (-11K acres)</p>	<p>30% fewer housing units in suburban residential development types</p> <p>18% fewer jobs in single-use employment types</p>
<b>Few “mixed-use centers”</b>	<p>Jobs/housing proximity improves</p> <p>Transit supporting density increase</p> <p>Pedestrian and bicycle access increases</p> <p>Infill development increases (increase of ~700 acres)</p>	<p>51% of new housing units mixed use areas (comparison: 24% in base case)</p> <p>19% of new jobs in mixed-use areas (comparison: 8% in base case)</p> <p>16% of new housing within a quarter mile of high capacity transit (compared with 9% in the base case)</p>
<b>Low proximity of housing to existing schools and parks</b>	<p>Better use of existing school facilities, potential to expand or build within existing neighborhoods</p> <p>Support existing public amenities</p>	<p>26% more housing units within one mile of existing schools</p> <p>21% more housing units within a quarter mile of existing parks</p>
<b>Fiscal efficiency</b>	<p>Fewer road miles to build and maintain (Road costs decrease 6%)</p> <p>Tax revenue increases (higher property values for commercial land, more housing units)</p>	<p>\$600m less in costs</p> <p>Overall increase in fiscal efficiency</p>
<b>Environmental resource use</b>	<p>Reduced usage of resources (energy, carbon, water)</p>	<p>11% decrease in energy use</p> <p>11% decrease in carbon emissions</p> <p>21% decrease in water use</p>

*\*All indicators produced by Fregonese Associates using the Envision Tomorrow™ tool, and may change slightly as planning continues. Source: Fregonese Associates.*

## 4.2 Challenges and Opportunities

The work documented in this plan component was led by the Housing, Environment, and Healthy Communities Task Groups, which brought together a group of subject-matter experts and leaders from throughout the region. The SNS process gathered further input through workshops, open houses, interviews, focus groups and survey discussions. Analysis and public input consistently pointed the Task Group to the following core challenges and opportunities that the region faces, and that this Plan Component addresses.

Challenge	Opportunities and Priorities
<p><b>AUTO-ORIENTED DEVELOPMENT PATTERN:</b> The region’s growth patterns have focused on segregating uses and locating new development on the fringe, leading to disinvestment in the urban core, an overreliance on the car, and neighborhoods lacking services and amenities.</p>	<p>Stabilize and strengthen existing neighborhoods through placemaking improvements by:</p> <ul style="list-style-type: none"> <li>• Increasing neighborhood engagement.</li> <li>• Developing housing and employment in mixed-use transit-oriented neighborhoods near job centers, schools, and other services.</li> <li>• Initiating redevelopment activities along transit corridors that enhance ridership, promote livability, and develop community character.</li> </ul>
<p><b>HOUSING CHOICE, EFFICIENCY AND DIVERSITY:</b> If development continues as it has in the past, some housing types and neighborhoods that are available in competitor regions will not be available in the Las Vegas area. We will lose out economically if we cannot compete. Housing costs are unaffordable for half of renters and almost half of homeowners with a mortgage.<sup>34</sup></p>	<p>Encourage an adequate supply of housing with a range of price, income, density, ownership, and building types by:</p> <ul style="list-style-type: none"> <li>• Maintaining an adequate supply of land with flexible zoning designations to meet the anticipated housing demand.</li> <li>• Developing housing to meet the needs of workers in future industry sectors.</li> <li>• Designing housing to meet the needs of residents with low mobility and/or disabilities.</li> <li>• Developing low-income and workforce housing in neighborhoods across the region.</li> <li>• Educating and informing the population regarding housing choice, needs, and rights.</li> </ul>
<p><b>LACK OF ACCESS TO BASIC AMENITIES:</b> <b>Healthcare shortage:</b> Clark County has a low physician to population ratio compared to other counties in Nevada and in the US (1:1,244 while the national benchmark for this ratio is 1:631.) <b>Food deserts:</b> There are 16 food deserts in Clark County. Convenience and fast food outlets are more accessible than grocery stores in several locations throughout the region. <b>Insufficient park access:</b> The region has one of the lowest parks per capita ratios in the country. Compared to other Mountain West Metropolitan areas, the region had the highest rate of diabetes, and people reporting fair or poor health. Residents were less likely to exercise than were residents of other Mountain West communities.</p>	<p>Support access to healthcare, healthy food, parks, and community services by:</p> <ul style="list-style-type: none"> <li>• Developing new partnerships to enhance access to healthcare and community services.</li> <li>• Researching emerging issues and developing partnerships to improve access to affordable and healthy food options.</li> <li>• Developing policies that prioritize access to parks, open space, recreational facilities, and opportunities for physical exercise.</li> </ul>

<sup>34</sup> [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/affordablehousing/](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/)

<p><b>NEIGHBORHOOD SAFETY AND HEALTH</b></p> <p>Some neighborhoods experienced decades of disinvestment even before the Great Recession began, but Southern Nevada had disproportionately high foreclosure rates and one of the largest decreases in housing values related to the foreclosure crisis. The Southern Nevada region is characterized by regional inequalities with community risk heavily concentrated in some neighborhoods.</p> <p><b>Equity and environmental health:</b> Poor quality housing has a disproportional impact on residents of low-income areas.</p>	<p>Improve neighborhood safety and protect residents from the harmful effects of pollution and hazardous materials by:</p> <ul style="list-style-type: none"> <li>• Developing policies to promote environmental health of housing.</li> <li>• Increasing the safety of neighborhoods, parks, and open spaces.</li> <li>• Protecting community members from the harmful effects of pollution and hazardous materials, hazardous waste, and environmental contamination.</li> <li>• Prioritizing the cleanup and reuse of brownfield and grayfield sites.</li> </ul>
<p><b>RESOURCE CONSUMPTIVE DEVELOPMENT:</b> Much of the region's development faces a negative perception, including poor building quality and a short shelf life. The climate demands energy efficiency and enhanced quality of construction suited for the desert environment.</p> <p><b>Water supply:</b> Diminishing water supply is a threat to regional livability and the economic base.</p> <p><b>Air quality</b> Stemming from motor vehicles, construction, and commercial and industrial enterprises, air pollution challenges have grown in proportion to the population and economic growth in the valley. Las Vegas received an "F" for ozone levels from the American Lung Association and was labeled the 16<sup>th</sup> most ozone-polluted city.</p> <p><b>Solid waste recovery.</b> Southern Nevada has one of the lowest recycling rates in the region.</p>	<p>Promote resource efficient land use and development practices by:</p> <ul style="list-style-type: none"> <li>• Promoting sustainability in housing in the region to ensure a durable housing supply that will reduce housing costs for homeowners and renters.</li> <li>• Minimizing 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.</li> <li>• Supporting compact development and regulations that help the Southern Nevada Water Authority achieve water conservation goals and encourage reduction in water consumption.</li> <li>• Increasing water quality and decreasing wastewater and dry weather urban runoff while encouraging recycled water reuse strategies. Reduce regional and local energy demand.</li> <li>• Developing guidelines for the preservation of view corridors and restoration of natural resources.</li> <li>• Increasing the supply of regionally generated solar energy.</li> <li>• Increasing regional solid waste recovery and reducing landfill contributions.</li> </ul>

## Auto-oriented development pattern

The region's auto-oriented growth pattern has led to limited transportation options, long distances between where people work and where they live, and infrastructure that supports suburban residential development styles and is expensive to maintain. Changing this development style will require new investment in existing neighborhoods and business districts.

Southern Nevada has seen limited infill development on previously development land. The large supply of vacant land and abundance of suburban-style housing, retail, and employment development has made infill and redevelopment projects appear unnecessarily risky to financial backers and developers. Despite these challenges, renewed investment will be crucial to realizing the community's vision. Southern Nevada Strong has identified a series of "centers" that would provide convenient access to shops, restaurants, and community-oriented services, such as day cares, libraries, and meeting halls. There are shorter auto trips and more walking and bicycling in a center since residential and commercial areas are near each other. Centers often are the site for transit stations and bus route intersections.

Local governments, the development community, and philanthropic foundations will need to form strategic partnerships to build familiarity and effective processes to enable redevelopment. A strategy for success must include a coordinated approach to making redevelopment desirable and doable, including revisions to zoning code, identification of appropriate sites, and incentives.

In addition to new communities, the preferred scenario also envisions a portion of new growth occurring in the form of infill development, which is the integration of new or rehabilitated buildings into existing urban areas. The SNS land use scenario estimated that 51% of new housing units would take the form of infill or redevelopment. Infill can revitalize neighborhoods and main streets by providing new employment or housing and filling "gaps" in a streetscape.

Creating a strong market for infill development will require substantial planning, coordination, and skill to accomplish in Southern Nevada. The abundance of vacant land and the development community's comfort and familiarity with suburban-style development is a further disincentive to infill development. Financial lenders (both in Southern Nevada and around the country) tend to favor the tried-and-true methods of development—infill is usually a new concept. Consequently, like every city that has turned to infill as a growth and development strategy, Southern Nevada will have to build confidence and an understanding of good infill practices.

Infill projects tend to occur at two scales: the large multi-phase project that can cover several blocks, and small, parcel-by-parcel projects.

- **Larger projects** make it possible to combine a collection of uses, such as housing, retail, entertainment venues, which help diversify the project and reduce risk. Often these projects are initiated by local governments or redevelopment agencies that solicit developers and investors. Substantial public investment is usually needed, especially if the project takes place on a formerly polluted site or distressed area. The positive aspects of the larger-scale approach include delivering a collection of amenities under the umbrella of one project. These projects can change perceptions about an area and serve as the initial catalyst for more investment. The drawbacks to this approach are the substantial risk the public must bear, both financially and politically.
- **Small, parcel-by-parcel projects** add gradually to a community. Investors adaptively reuse existing buildings, add on to them, or build anew. Governments in the region can also play a role, usually through providing financing, development incentives, and technical assistance to individual developers. This can require just as much effort and attention by public agencies as the large infill project approach. Mobilizing small-scale capital projects is not a simple matter, and the risk for individual investors in those projects is not insubstantial. But the long-term yields of focusing on many small projects can potentially outperform the single large project approach.

### **Infill strategies for Southern Nevada**

Most likely, there will be a role for both large and small infill projects in Southern Nevada. But to achieve the vision, there will be a much more substantial need for small-scale investments throughout the region. The region's communities must facilitate those projects with advanced neighborhood planning, clear and predictable zoning regulations, and the right incentives and tools to get them started.

**Brownfields.** Some properties are difficult to sell because of the presence of hazardous substances, pollutants, or contaminants. These properties may be designated as brownfields based on federal criteria. Southern Nevada already has a brownfields program that uses federal Environmental Protection Agency (EPA) funds to mediate environmental damage on designated sites. Owners of properties that fit the criteria should be encouraged to participate in the program, particularly if properties are located on key sites identified by the small area planning process.

**Land banking.** As demand for infill projects increases, one strategy for encouraging the type of development described in this plan is to fully utilize the land banking capabilities and authority of the Redevelopment Authority (RDA). The land bank could establish a revolving fund from sale of properties to acquire and assemble parcels of sufficient size to be economically viable for development.

**Fire and safety codes.** One of the major hurdles for rehabilitating old structures is fire and safety codes. Cities that have spurred successful infill and redevelopment have brought representatives from fire and police agencies into the planning and permitting process to help identify ways to ensure fire and safety requirements are met in the most cost-effective manner. They are able to provide advice and guidance early in the process, when major decisions about project layout and design can be made without significantly increasing project costs.

**Unified development code enforcement.** The region can make infill development more attractive by encouraging robust code enforcement that holds property owners accountable for the physical condition and safety of their properties, and provides a means for remediating abandoned properties through code lien foreclosure. This can only be accomplished through persistent inspections, aggressive penalties, and the ability to enforce penalties for violations.

**Development expertise.** The lessons learned from a holistic approach to infill development include the need for a cadre of experts who understand the challenges of and solutions for infill development. A one-stop-shop for planning, permitting, and project assistance is a crucial element of a good infill program. Furthermore, these experts should manage and provide a consolidated toolbox of incentives and assistance programs.

**Catalyst projects and early wins.** Finally, all of the parties involved in promoting infill, from the region, to citizens, to developers, must keep in mind that it will take time for some financial and community benefits to materialize. Early projects may require some public financial backing, and no one project can fill all the gaps in a main street or center. But as Southern Nevada builds the technical capacity for infill in both the private and public sectors, the process will become easier to replicate throughout the region.

## Housing choice, efficiency, and diversity

If development continues as it has in the past, some housing types and neighborhoods that are available in competitor regions will not be available in the Las Vegas area. With well-planned and balanced housing, Southern Nevada residents will have homes that they can afford and will be able to choose from a variety of housing styles, sizes, and neighborhoods. From a longer-term perspective, it also means ensuring housing availability and affordability that will keep people in the region and attract new residents and jobs to the region. Creating housing options that answer the needs of Southern Nevada's diverse population, while sustaining and supporting existing neighborhoods, will result in a more prosperous, vibrant and inviting region.

### **Market distortion**

When the national housing market fell, Clark County's housing market fell more severely than the rest of the nation. The housing market in the region continues to experience volatility. In 2013, there was an upward spike in foreclosures, despite several years of quarterly decreases. The rapid price decrease put many homeowners who purchased homes between 2003 and 2007 into a position where they owed more on their mortgages than their homes were worth, which contributed to a spike in foreclosure activity.

While new construction and sales of homes are still occurring, the housing market in Southern Nevada remains in a state of relative distortion, which has created challenges for linking supply and demand.<sup>35</sup> Some neighborhoods experienced decades of disinvestment even before the Great Recession began, but Southern Nevada had disproportionately high foreclosure rates and one of the largest decreases in housing values related to the foreclosure crisis. The foreclosure crisis has been the most significant change in recent economic conditions in Clark County, with over 100,000 foreclosures recorded since 2007.<sup>36</sup> The resultant economic recession and widespread job losses make it difficult for households to remain in and maintain their housing. Low-income households are particularly hard hit. At the same time, foreclosure and speculative investment activity have made it difficult for many Southern Nevadans to access the housing market, despite desires to do so. Uncertainty regarding timing for market stabilization continues to affect development and consumer decision making.

The region has a lower than average rate of owner occupancy. The percentage of residents who own their housing units in the region is lower than the United States. According to the 2010 Census, 55% of occupied units are owner-occupied, compared with 65% nationally. In 2010, 63% of the region's housing units were single-family homes. This is less than the national average of 67%.

### **Affordable housing**

The Southern Nevada region is characterized by regional inequalities with community risk heavily concentrated in some neighborhoods. As development continues at the outer edges of the region, neighborhoods and communities with low levels of income and education will become further isolated and disenfranchised. Without major investments in affordable housing or transit networks, access to critical services and employment opportunities is unlikely to improve.

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"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."

—Southern Nevada Strong Grant Application

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<sup>35</sup> Anecdotal evidence (collected via a roundtable with housing developers held in March of 2013) and the data in the remainder of this report support this summary of recent market condition.

<sup>36</sup> John McClelland (John.McClelland@cbvegas.com) on 10/24/13. Very difficult to determine. These are the homes that went back to lending institutions and not necessarily 3rd parties

According to HUD, housing that costs 30% or less of the household income is considered affordable.<sup>37</sup> Las Vegas housing is more affordable to the median income family than many other housing markets in the country.<sup>38</sup> Affordability is defined as no more than 31% of the metro’s median income in 2013 in this study. Las Vegas has the most affordable housing stock among major metropolitan cities in the Mountain West. While housing is, by the numbers, more affordable in Southern Nevada than in many other regions, there are still many, many people for whom it is not affordable, and these are the most vulnerable of Las Vegas residents. Housing costs are unaffordable for half of renters and almost half of homeowners with a mortgage.<sup>39</sup>

**Table 5. Houses for sale affordable for median income resident in 2013**

City	Percent of affordable houses
Las Vegas	72%
Salt Lake City, UT	65%
Phoenix, AZ	68%
Denver, CO	55%

Source: <http://trends.truliablog.com/2013/10/middle-class/>

In the future, neighborhoods with high levels of community risk are likely to remain isolated and segregated from higher-income areas, and the most vulnerable residents will continue to suffer the after-effects of the recession and foreclosure crisis. Vulnerable people are more likely to live in unaffordable and overcrowded housing conditions more often than those without these vulnerabilities.

Local government capacity to address these issues varies. Some local governments are able to deal with precarious housing by themselves; other local governments do not. Often, even capable governments have too few incentives or resources to collaborate with their neighbors. Regions with active, responsive, and appropriate housing policies are more likely to have capacity to develop better mechanisms for forecasting and scenario-building, and to meet their housing challenges earlier and more comprehensively. With these tools—capacity, foresight, early action, and comprehensive responses—in place, regions are much more likely to reduce the worst impacts of stresses on their most vulnerable residents.

- Many personal vulnerabilities correlate with precarious housing situations.
- More than any other single factor, income shapes a person’s ability to avoid precarious housing.
- Race and nativity still have important independent relationships with living in precarious housing.<sup>40</sup>

**Disinvestment**

The percent of vacant units in Southern Nevada is higher than the United States. In 2012, 17% of housing units were vacant, compared with 13% nationally in 2010. The majority of vacant units were condominiums (18%), followed by apartments (13%), townhouses (12%) and single-family units (11%). The substantial amount of vacant units is concerning, as vacant units become vandalized or dilapidated, attract crime, contribute to neighborhood decline, and pose a threat to public safety.<sup>41</sup> Additionally, the cost burden of inspecting vacant units and mitigating unsafe conditions falls on local governments, which are already overburdened.

<sup>37</sup> [http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/comm\\_planning/affordablehousing/](http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/)

<sup>38</sup> <http://trends.truliablog.com/2013/10/middle-class/>

<sup>39</sup> Southern Nevada Strong Existing Conditions report.

<sup>40</sup> The built environment and Household Vulnerability in a Regional Context. Urban Institute.

<sup>41</sup> GAO, 2011.

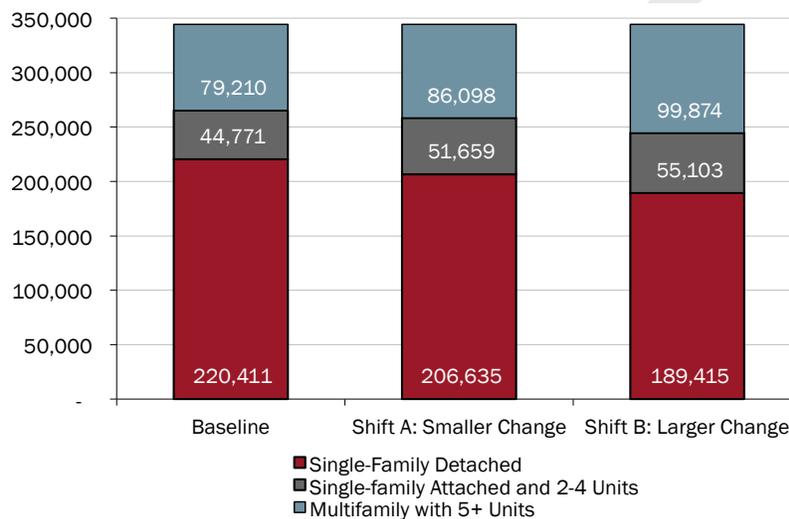
Neighborhood stability remains a pressing concern. Most home buying is taking place in the edges of the Las Vegas Valley, while investors are buying up properties in the core. As more and more homes in the downtown area are owned by absentee landlords, the threat of urban decay is ever present. The key to stopping this is for landlords to make long-term investments in their properties, and for local governments to step up code enforcement to keep these neighborhoods viable.<sup>42,43</sup>

**Future housing development**

To evaluate how future demographics could change demand for housing, ECONorthwest developed two forecasts of housing demand based on: (1) a continuation of historical trends, and (2) a change in housing demand based on expected changes in demographics. The forecasts illustrate a range of reasonable possible futures since each describes a likely outcome of housing supply and demand.

Clark County is forecast to have 344,392 new housing units over the 2012 to 2035 period. These units will be built more slowly, with about nearly 15,000 units permitted per year, compared with the average of nearly 26,000 new dwellings permitted annually between 2000 and 2011. Figure 8 shows a breakdown of the assumptions for the three potential forecasts.

**Figure 8. Housing distribution by forecast type**



**Shift A** is more likely if:

- The foreclosure crisis resolves sooner.
- Housing prices decrease less.
- Personal incomes continue to grow.
- People who grow older in or move to Clark County generally prefer and can afford to own and live in single-family detached housing.

**Shift B** is more likely if:

- The foreclosure crisis takes longer to resolve.
- Personal income stagnates or decreases in real dollars.
- Housing preferences change so that renting attached housing is preferable.
- Owning a single-family house is not financially attainable.

Source: ECONorthwest, 2013.

**Relevance for short term development patterns**

- Single-family homes will continue to dominate new construction activity until demand decreases for these units.
- Given that many baby boomers are starting to retire, there may be latent demand for alternative housing types for seniors already living in the Southern Nevada region.

<sup>42</sup> [http://digitalscholarship.unlv.edu/blackmountain\\_lectures\\_events/86/](http://digitalscholarship.unlv.edu/blackmountain_lectures_events/86/)

<sup>43</sup> <http://www.federalreserve.gov/newsevents/conferences/Feb-26-Panel-1.pdf>

### **Relevance for long term development patterns**

- Increasing population diversity could spur demand for less common housing types, including some that have limited availability in Southern Nevada currently. These include both owner-occupied and renter-occupied attached single-family homes.
- Specialized housing that caters to specific populations may be more in-demand. This could include assisted care, active living communities, homes for extended families, etc.
- Increasing transportation costs and available land within urbanized areas could increase the demand for infill development that is close to existing services. Successful development will require the region to overcome existing barriers to infill development.

## **Lack of access to basic services and amenities**

### **Healthcare access**

Regular healthcare access improves the individual's chances of living a longer and healthier life.<sup>44</sup> Regular health exams can help find problems before they start or find problems early when treatment is often most effective. Clark County has a low physician to population ratio compared to other counties in Nevada and compared to the national average (1:1,244, while the national benchmark for this ratio is 1:631.) The consequences of to the community include delayed care to residents. In addition, it may force some residents to access medical care through the emergency department instead of through a primary care physician who is better equipped to serve the patient long-term.<sup>45</sup> Clark County has both Medically Underserved Areas and Medically Underserved Populations and significant sections of the county are formally designated as Health Professions Shortage Areas.

### **Food access**

When people have access to grocery stores, they are less likely to be overweight, but when they have better access to convenience stores they are more likely to be overweight.<sup>46</sup> There are 16 food deserts in Clark County. The USDA qualifies a food desert as a census tract in which at least 33% of the population or a minimum of 500 people live more than one mile from a supermarket or large grocery store. Lack of access to healthy food contributes to a poor diet, obesity, and other related chronic diseases such as heart disease and diabetes.<sup>47</sup>

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A food desert is an area where affordable healthy food is difficult to obtain, particularly for those without access to an automobile.

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Convenience and fast food outlets are more accessible than grocery stores in several locations throughout the region. Of all restaurants in Clark County, 59% are classified as fast food by the North American Industrial Classification System. This is much higher than the national benchmark of 25%, but similar to other counties in the Mountain West.<sup>48</sup>

### **Safe access to recreational opportunities**

The Las Vegas Valley has one of the lowest parks per capita ratios in the country: 2.6 park acres per 1,000 residents, compared to the nationally recommended ratio of 10 park acres per 1,000 residents. Compared to other Mountain West Metropolitan areas, the region had the highest rate of diabetes and of people reporting fair or poor health. Table 6 shows the prevalence rates of diabetes and obesity for the Counties that include Las Vegas, Nevada, Phoenix, Arizona, Denver, Colorado, and Salt Lake City, Utah.

<sup>44</sup> Center for Disease Control. "Regular Check-Ups are Important." <http://www.cdc.gov/family/checkup/>.

<sup>45</sup> Lowery, Annie and Robert Pear. "Doctor shortage likely to worsen with health law." July 28, 2012. The New York Times. [http://www.nytimes.com/2012/07/29/health/policy/too-few-doctors-in-many-us-communities.html?\\_r=0](http://www.nytimes.com/2012/07/29/health/policy/too-few-doctors-in-many-us-communities.html?_r=0)

<sup>46</sup> Southern Nevada Strong Existing Conditions Report, 2013; (Morland, Roux, & Wing, 2006)

<sup>47</sup> Southern Nevada Strong Existing Conditions Report, 2013; USDA, 2012

<sup>48</sup> Southern Nevada Strong Existing Conditions Report, USDA ERS, 2012

It also includes the national rates of each disease. The prevalence of diabetes in Clark County exceeds that of the other Mountain West counties shown here and that of the nation. It also has a relatively high rate of obesity. Those reporting fair or poor health had about seven more annual medical provider visits than those reporting good health and about eight more visits than those reporting very good or excellent health.<sup>49</sup> Residents were less likely to exercise than residents of other Mountain West communities.

**Table 6. Prevalence of diabetes and obesity, 2010**

	Prevalence of Diabetes	Prevalence of Obesity
Clark County, NV	8.5%	21%
Maricopa County, AZ	8.0%	19%
Denver County, CO	5.9%	14%
Salt Lake County, UT	5.3%	21%
Nation	8.3%	35%

Source: CDC, 2010

## Safety and public health

The way our built environment is designed can influence public health. The transportation system provides opportunities for exercise, influences our exposure to air pollution, addresses physical safety and more. The public sector has the ability to protect environmental quality; create complete neighborhoods with housing for all ages; reduce the community's exposure to environmental hazards; create public spaces that promote physical activity and social cohesion; support educational and occupational opportunities; and encourage healthy foods and services that are physically, economically and culturally accessible. Southern Nevada has key risk factors related to public health. Data from UNLV identifies nine zip codes in metropolitan Clark County that are at critically high risk for housing-related health hazards. Currently, 60% of Clark County residents are overweight or obese.<sup>50</sup>

The region also has a number of brownfields which can impact public health at the site level. A brownfield site is any real property, the redevelopment or reuse of which may be complicated by the presence or potential presence of a contaminant, such as hazardous waste and/or petroleum. As shown in Figure 9, the region has approximately 165 brownfield sites, of which many are Leaking Underground Storage Tank (LUST) sites.<sup>51,52</sup>

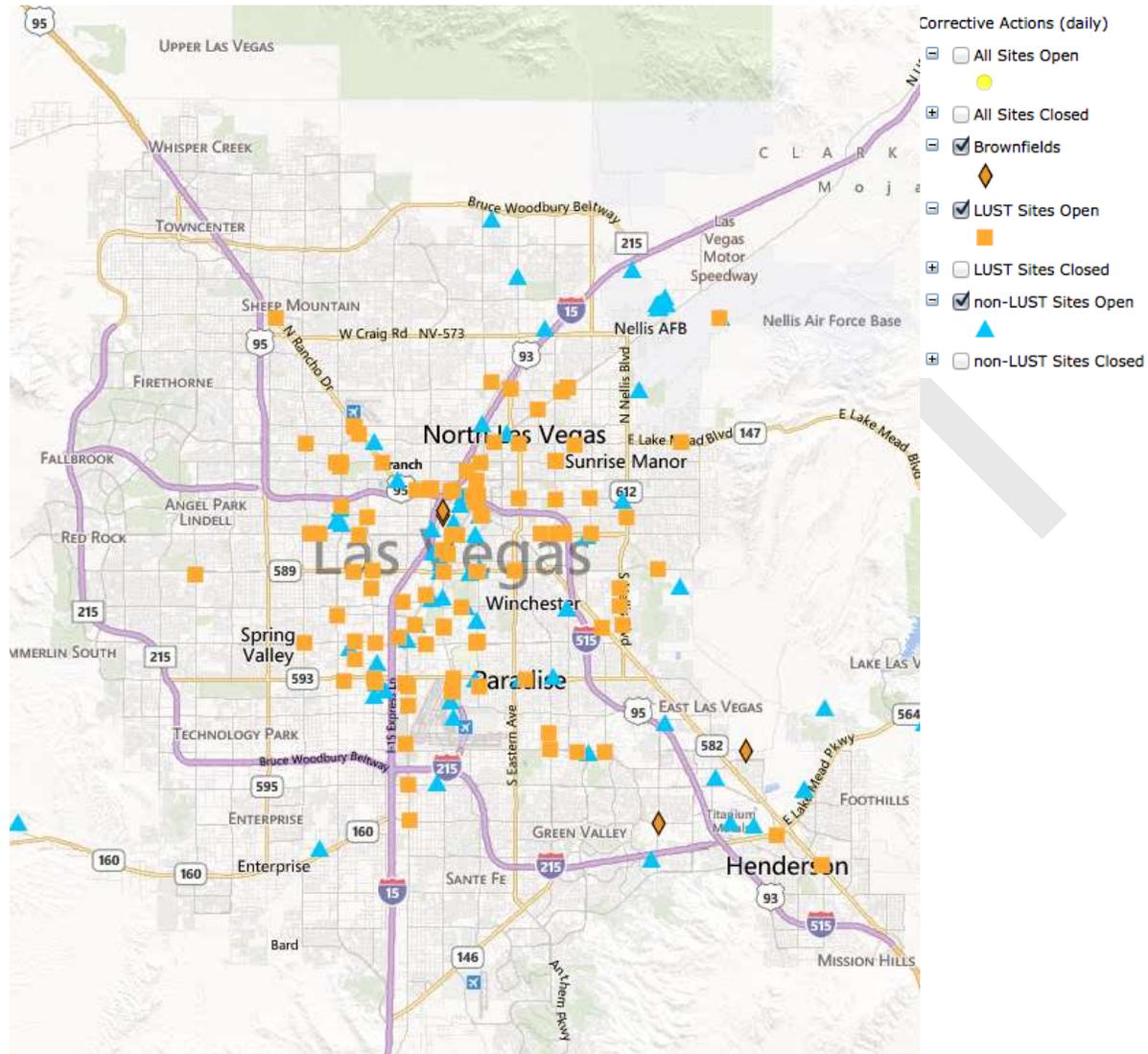
<sup>49</sup> <https://www.census.gov/prod/2012pubs/p70-133rv.pdf>

<sup>50</sup> [http://www.cdc.gov/nccdphp/dch/programs/CommunitiesPuttingPreventiontoWork/communities/profiles/both-nv\\_clark-county.htm](http://www.cdc.gov/nccdphp/dch/programs/CommunitiesPuttingPreventiontoWork/communities/profiles/both-nv_clark-county.htm)

<sup>51</sup> Southern Nevada Existing Conditions Report, 2013

<sup>52</sup> <http://ndep-emap.nv.gov/eMap/>

**Figure 9. Brownfields in Southern Nevada**



Source: Nevada Department of Environmental Protection.

## Resource consumptive development

Over time, Southern Nevada has been a powerful growth engine. The fact that growth has been relatively under-regulated contributes to the environmental concerns confronting the region. In addition, the region is located in a valley with one of the world’s most arid climates with very little rainfall; this increases the pressure on local environmental resources. This calls for comprehensive, long-term thinking and planning to account for environmental impacts and environmental health, emphasizing ways to mitigate impacts on the environmental resources upon which we rely.

### ***High-quality, resource efficient housing and development***

Southern Nevada’s climate demands energy efficiency and enhanced quality of construction suited for the desert environment. By doubling the current “lifespan” of construction (25 to 50 years) the tax base and neighborhoods could remain stable longer. The region could also consider developing shared renewable

energy and energy efficient models for higher density neighborhoods and public spaces, including solar charging stations and NetZero cooling stations. This would enhance the energy efficiency of housing and create oases within and between neighborhoods to make walking, biking and access public transportation more viable during extreme summer temperatures.

### ***Water supply and conservation***

Since annual rainfall averages less than four inches per year, Southern Nevada depends upon the Colorado River for its water supply. Diminishing water supply is a threat to regional livability and the economic base. The region only draws about 3% of the Colorado River's total flow, but that accounts for almost 97% of the region's entire supply.<sup>53</sup> The U.S. Bureau of Reclamation forecasts that Colorado River flows will be lower by 2050.<sup>54</sup> Hydrologists estimate that there is a 50% chance that Lake Mead will be dry by 2021 if drought conditions persist.<sup>55</sup> Already, reduced snowfall and runoff from the Rocky Mountains has lowered Lake Mead's water level by about 100 feet since 2000.<sup>56</sup>

The region has long used conservation efforts to curb water use. In 1997, the Southern Nevada Water Authority (SNWA) created a water resource plan that identified water management strategies that reduced water consumption by more than 5% between 1996 and 2000. However, after consumption rates grew and conservation measures began to falter, SNWA released a conservation plan in 2004 that established rebate incentive programs that focus on xeric landscapes, irrigation clocks, and water efficient technologies. It also introduced regulatory programs including water use ordinances, development codes, and drought watering policies aimed at curbing water misuse. In addition, SNWA designed public education and outreach programs to promote a water conservation culture.<sup>57</sup>

### ***Air quality***

Stemming from motor vehicles, construction, and commercial and industrial enterprises, air pollution challenges have grown in proportion to the population and economic growth in the valley. The region's geography presents the region with a unique problem in terms of maintaining high air quality. Surrounding mountains create a bowl, which frequently traps pollutants like ozone and particulate matter. In addition, regional air quality deterioration is due, in part, to increasing amounts of pollution produced by the growth in vehicle miles traveled and traffic congestion that accompanies sprawl, which has led to the RTC naming the improvement of air quality as a primary goal of the Regional Transportation Commission's focus on improving regional transportation capacity.<sup>58</sup>

Clark County is currently designated in nonattainment by the EPA for two air pollutants particulate matter (PM<sub>10</sub>), and ozone. Las Vegas received an "F" for ozone levels from the American Lung Association and was labeled the 16th most ozone-polluted city. Ozone can have a variety of negative effects, which can cause acute respiratory problems, contribute to increased hospital admissions and emergency room visits, and impair the body's immune system defenses, making people more susceptible to respiratory illnesses, including bronchitis and pneumonia.<sup>59</sup>

### ***Energy supply***

Southern Nevada has untapped potential in renewable energy markets, and currently only generates less than ten percent of energy from renewable forms such solar, geothermal, biomass, and hydrological sources. Nevada uses less coal for electricity production than the United States. In 2011 the EPA

<sup>53</sup> Southern Nevada Strong Existing Conditions, 2013; Southern Nevada Water Authority (SNWA), 2012)

<sup>54</sup> Southern Nevada Strong Existing Conditions, 2013; US Bureau of Reclamation, 2012

<sup>55</sup> Mark J. Salvaggio and Robert Futrell, "Environment and Sustainability in Nevada." 2012. In *The Social Health of Nevada: Leading Indicators and Quality of Life in the Silver State*, edited by Dmitri N. Shalin. Las Vegas, NV: UNLV Center for Democratic Culture, <http://cdclv.unlv.edu>

<sup>56</sup> Southern Nevada Strong grant application, page 9

<sup>57</sup> Las Vegas Water District, 2012.

<sup>58</sup> Mark J. Salvaggio and Robert Futrell.

<sup>59</sup> Southern Nevada Strong Existing Conditions, 2013;

Health and Environmental Effects of Ground-Level Ozone. <http://www.epa.gov/region07/air/quality/o3health.htm>

reported 16% of electricity production from coal for Nevada, compared with over 40% for the US as a whole.

The region is a leader in green building technology and features the largest LEED certified project in the United States, the City Center complex. New housing stock of the region is more efficient in its energy use than the older housing stock and includes the use of energy star appliances and high SEER rated A/C units. A recent study shows that climate control in warmer climate regions can be more energy efficient because cooling uses less energy than heating.<sup>60</sup>

### **Solid waste recovery**

The valley has one of the lowest recycling rates in the nation. According to the NDEP, Clark County recycled only 22.3% of its municipal solid waste (MSW) in 2011, compared to 34.1% nationally. EPA's national solid waste goal is to recycle 35% of the waste stream.<sup>61</sup>

Recycling creates new businesses that haul, process, and broker recovered materials, as well as companies that manufacture and distribute products made with these recycled materials. The recycling and reuse industry generates billions in federal, state, and local tax revenues (estimated at \$12.9 billion in 2001). The amount of energy saved differs by material, but almost all recycling processes achieve significant energy savings compared to virgin material production. For example, recycling of aluminum cans saves 95% of the energy required to make the same amount of aluminum from virgin sources. Each can that is recycled generates enough energy to run a television or computer for three hours.<sup>62</sup>

<sup>60</sup> Sivak, Michael. Air conditioning versus heating: climate control is more energy demanding in Minneapolis than in Miami Michael Sivak 2013 Environ. Res. Lett. 8 014050 [http://iopscience.iop.org/1748-9326/8/1/014050/pdf/1748-9326\\_8\\_1\\_014050.pdf](http://iopscience.iop.org/1748-9326/8/1/014050/pdf/1748-9326_8_1_014050.pdf)

<sup>61</sup> EPA Solid Waste Recycling Overview. [http://www.epa.gov/region7/waste/solidwaste/recycling\\_overview.htm](http://www.epa.gov/region7/waste/solidwaste/recycling_overview.htm)

<sup>62</sup> EPA Solid Waste Recycling Overview. [http://www.epa.gov/region7/waste/solidwaste/recycling\\_overview.htm](http://www.epa.gov/region7/waste/solidwaste/recycling_overview.htm)

## 4.3 Goals and policy strategies

### Goal 1. Stabilize and strengthen existing neighborhoods through placemaking improvements.

#### Objective 1.1. ***Increase neighborhood engagement.***

- Working with local jurisdiction code enforcement and outreach coordinators, develop neighborhood outreach plans to address community issues and provide resources for homeowner investments.
- Continue to reach out to key landowners and developers to gain support for the preferred land use map and to coordinate redevelopment of key sites.
- Foster new relationships between neighborhood leaders and businesses to identify incentives for businesses to support neighborhood identity and commitment.

#### Objective 1.2. ***Develop housing and employment in mixed-use transit-oriented neighborhoods near job centers, schools, and other services.***

- Adopt regional goals and standards that aim to reduce transportation costs and provide increased mobility in neighborhoods to every day amenities such as grocery stores, offices, and schools.
- Develop a toolkit, in collaboration with area economic development and real estate organizations and other institutions, that supports mixed-use development.
- Identify opportunities to implement applicable incentives, including tax credits and other programs to support catalytic mixed-use projects.
- Partner with local healthcare and educational institutions to encourage the development of attractive, high quality housing and supporting businesses and services that support and are supported by higher education, medical, or hospital districts.
- Encourage common licensing and development policies among local governments.

#### Objective 1.3. ***Initiate redevelopment activities along transit corridors that enhance ridership, promote livability, and develop community character.***

- Identify and fund infrastructure investments that enable and support increased housing and employment density along key transit corridors such as those described below.
- Provide technical assistance to local jurisdictions, such as model zoning overlays, for transit-oriented development.
- Work with local governments and redevelopment agencies to acquire key parcels for transit-oriented development.
- Increase or develop incentives on land use (e.g., FAR increases, parking reductions, etc.) to attract more compact development and allow the efficient movement of pedestrians, bicyclists, buses and motor vehicles within, to and through the area.
- Revise and adopt minimum parking standards.

### Priority transportation corridors

Priority transportation corridors are those that serve regional needs to diversify Southern Nevada's economy or provide mobility to the local workforce. In order to diversify Southern Nevada's economy, the transportation network must be expanded to encourage interstate commerce and international trade. Interstate 11, which would connect Phoenix to Las Vegas and ultimately Canada to Mexico, promises to position Southern Nevada at a strategic location which would attract new industries and outside investment. Work is currently underway to realize I-11. Nevada and Arizona are evaluating possible alignments of the proposed interstate, and the RTC and NDOT are investing over \$300 million dollars in a phase of I-11 known as the Boulder City Bypass.

Another regionally significant transportation facility which fosters the movement of goods and people is the Bruce Woodbury 215 Beltway around the perimeter of the valley. Clark County is making significant investments in the coming years to upgrade this facility to interstate freeway standards. When complete this project will facilitate movement by residents and freight alike because of its connections to multiple jurisdictions and their neighborhoods (Clark County, Las Vegas, Henderson, North Las Vegas), intermodal facilities (McCarran International Airport and the proposed Southern Nevada Supplemental Airport), major employment centers (the Strip and Nellis Air Force Base, among countless others), and existing and planned interstate corridors (I-15, I-515, US 93, US 95, and the future I-11).

Efforts to improve workforce mobility are also important to the region. Corridors which connect areas of high residential densities with areas of high employment lend themselves to future investments. Las Vegas Boulevard and its environs represent one of the largest economic generators in the State. Efforts have been initiated to assess multi-modal transportation options in this area which would alleviate congestion, provide transportation options which seamlessly connect with one another, and improve overall mobility for residents, employees, and visitors. The next busiest transit line in the system behind those that service the Strip is Flamingo Road. This corridor is slated to be improved in the next few years to allow for improved transit service. Similarly, Maryland Parkway is identified as a candidate for future transit enhancements because it links many high activity centers such as McCarran International Airport, the UNLV campus, high-density residential areas, commercial properties, medical facilities, and downtown Las Vegas.

## Goal 2. Encourage an adequate supply of housing with a range of price, income, density, ownership, and building types.

### Objective 2.1. *Maintain an adequate supply of land with flexible zoning designations to meet the anticipated housing demand.*

- Establish and maintain a regional forecast of housing needs and set periodic goals for housing supply, based on population projections.
- Monitor and disseminate information about regional housing development activity, developable land supply, residential zoning capacity, owner-occupancy rates, and use of zoning waivers to inform progress toward housing goals and to enable midcourse adjustments.
- Educate elected officials, citizen organizations, and the public on the housing needs and diversity of Southern Nevada's residents and create a plan to provide quality housing for all residents regardless of income.
- Support rural communities to maintain quality of life and ensure long-term economic sustainability.
- Encourage updates to the housing elements of local master plans to align with housing demand.

Objective 2.2. ***Develop housing to meet the needs of workers in future industry sectors.***

- Diversify housing options to meet the needs of local talent and the workforce. Increase the supply of high-quality, multi-family (condominium) housing in the region's commercial cores and mixed-use commercial areas.

Objective 2.3. ***Design housing to meet the needs of residents with low mobility and/or disabilities.***

- Adopt *universal design* standards that include a mobility assessment for new construction and enhance policies and codes to create a barrier free environment to support independence both inside and outside of the home.
- Adopt visitability design standards for all new construction and enhance policies and codes to create a barrier free environment to expand housing choices for people with mobility issues and remove barriers when entering any home.
- Incentivize rehabilitation of existing housing to meet universal and visitability design standards.
- Support existing boards and committees to evaluate plans, codes, and policies to ensure that the needs of individuals with disabilities are addresses as part of the approval process.

Objective 2.4. ***Develop low-income and workforce housing in neighborhoods across the region.***

- Encourage local governments to adopt land use, building codes, and zoning regulations that allow a mix of housing types that serve people at a variety of income levels, including single-family homes, cottage homes, townhomes, condominiums and apartments.
- Work with for-profit and non-profit developers to encourage new mixed-income developments across the region that can provide easy access to employment centers, family support systems, shopping, public transportation, and recreational facilities.
- Conduct outreach with local businesses to develop Employer Assisted Housing (EAH) programs in which major employers provide incentives for their employees to live nearby.
- Develop funding sources to support affordable housing to reach Energy Efficient and NetZero standards and generate surplus
- Pursue grants and other sources of funding such as HOME Investment Partnership funds to rehabilitate affordable housing for rent or homeownership, including performing energy upgrades on homes to meet local codes and home energy rating improvements.
- Working through the SNRPC and with the Southern Nevada caucus of the State Legislature, ensure an adequate supply of homeless housing is distributed throughout the region in ways that meet the needs of vulnerable populations.

Objective 2.5. ***Educate and inform the population regarding housing choice, needs and rights.***

- Support the findings of the Regional Analysis of Impediments through continued engagement of housing and planning stakeholders and outreach with homeowner associations, multi-family property owners, and residents to provide information on the Fair Housing Act, ADA, and rights of residents. (A Regional Analysis of Impediments is a housing analysis that assesses barriers to fair housing choice.)
- Coordinate support services to interested homebuyers and first-time homeowners to prepare residents to establish credit, become financially stable, purchase homes, help ensure timely mortgage payments, maintenance of structure, and fulfillment of loan requirements.
- Develop new lines of communication with residents to inform them of their rights and how they can deal with housing challenges (e.g., code enforcement, creation of neighborhood

associations, contact numbers and offices if they feel there are issues, no retribution options, etc.).

### **Goal 3. Support access to healthcare, healthy food, parks, and community services.**

#### **Objective 3.1. *Developing new partnerships to enhance access to healthcare and community services.***

- Develop public-private partnerships to encourage the development of primary care offices, healthcare and health-related facilities, especially in mixed-use areas that are currently underserved, and areas that are well-served by transit.
- Encourage the co-location of healthcare and behavioral health services to increase access to care, potentially within a “one-stop shop” or resource center for all types of social services, including an employment opportunity center.
- Work with healthcare industry to promote community wellness, and have become partners with municipalities to build “healthy communities” like those championed by the Centers for Disease Control.
- Partner with organizations that are promoting wellness programs and working to reduce obesity and childhood obesity.
- Develop and implement a public health and safety education campaign.

#### **Objective 3.2. *Research emerging issues and develop partnerships to improve access to affordable and healthy food options.***

- To advance the priorities of *Food Security in Nevada, Nevada’s Plan for Action*, support in-depth research on existing or emerging food deserts within Clark County.
- Support and coordinate with organizations working to increase access to healthy food options, including Southern Nevada Health District, Southern Nevada Food Council and the School of Community Health Sciences at UNLV to identify underserved areas that could support healthy food outlets, urban agriculture, community gardens, and farmer’s markets.
- Promote healthy food options and Supplemental Nutritional Program (SNAP) benefits are available in areas with concentrations of fast food outlets.

#### **Objective 3.3. *Develop policies that prioritize access to parks, open space, recreational facilities, and opportunities for physical exercise.***

- Identify vacant or underutilized land within low-income, at-risk, or underserved communities that can be “re-purposed” for public spaces.
- Develop an action plan to increase park accessibility for areas that are underserved.
- Promote a development pattern that provides direct pedestrian-friendly connections to parks and open space between low-income, at-risk, or underserved communities.
- Encourage adoption of ordinance/code changes to ensure developments dedicate open space or pay impact fee to a regional parks and open space fund.
- Provide superior access to the Valley’s natural environment (Red Rock, Mt. Charleston, Lake Mead, Floyd Lamb Park, Craig Ranch, and parks) that includes welcome centers that are accessible to all Southern Nevadans.
- Support Outside Las Vegas’s efforts to maintain trails and provide education on existing trails in the region.
- Develop and adopt uniform design and maintenance standards for trails and bike lanes.

## **Goal 4. Improve neighborhood safety and protect residents from the harmful effects of pollution and hazardous materials.**

### **Objective 4.1. *Develop policies to promote environmental health of housing.***

- Educate property owners pursuing new developments and home renovations about the benefits of using low or non-toxic materials such as low-VOC (volatile organic compound) paint and carpet and other strategies to improve indoor air quality. Create healthy building material checklists and fact sheets that can be provided to property owners and contractors when applying for building permits.
- Encourage new development to incorporate project design features and guidance for building orientation to create areas for community interaction, maximize solar access, provide passive solar heating during cool seasons, and minimize heat gains during hot periods.
- Partner with Nevada Healthy Homes Partnership, EnergyFit Nevada, UNLV, State/County agency, and EPA to provide education and technical assistance to improve health and comfort, especially to reduce mold and lead hazards and increase air quality standards in residential, office and commercial land uses.
- Partner with EnergyFit Nevada and the Asthma Coalition to promote education on asthma, allergy and other breathing disorder triggers caused by pollutants in homes.
- Develop and distribute spatial health analysis maps of Southern Nevada to stakeholders to initiate conversations about community health and the built environment.

### **Objective 4.2. *Increase safety of neighborhoods, parks, and open spaces.***

- Initiate and expand existing community organizing programs and/or street crime prevention programs to build neighborhood pride and increase crime prevention awareness.
- Encourage the use of Crime Prevention through Environmental Design (CPTED) practices.
- Pursue the creation of community development organizations and community development efforts to ensure there are nonprofit organizations based in local neighborhoods working to build safety, community pride, and reinvestment projects.
- Replicate successful local and national examples of community-based partnerships with law enforcement to improve safety in communities experiencing high crime rates.

### **Objective 4.3. *Protect community members from the harmful effects of pollution and hazardous materials, hazardous waste, and environmental contamination.***

- Reduce or eliminate the use of pesticides and herbicides that negatively impact human health on public properties, especially in parks and publicly accessible open spaces.
- Avoid locating new schools, childcare centers and senior housing in proximity to sources of pollution (e.g., truck routes and busy roadways) or near existing businesses that handle toxic materials. Where such uses are located in proximity to sources of air pollution or toxic materials, use building design, construction safeguards and technology techniques to mitigate the negative impacts of hazardous materials and/or air pollution on indoor air quality.

### **Objective 4.4. *Prioritize the cleanup and reuse of brownfield and grayfield sites***

- Remediate EPA/State/locally-identified brownfield sites to prevent further pollution and to utilize land for other uses.

- Develop area-wide plans and specific implementation strategies for integrating the cleanup and reuse of brownfield and grayfield sites into neighborhood revitalization efforts.
- Provide incentives for private sector cooperation to reduce the creation of hazardous wastes, the cleanup of brownfield sites, and the return of land to productive uses.
- Establish appropriate measures for long-term environmental protection of previous brownfield sites.

## **Goal 5. Promote resource-efficient land use and development practices.**

### **Objective 5.1. *Promote sustainability in housing in the region to ensure a durable housing supply that will reduce housing costs for homeowners and renters.***

- Promote and incentivize quality housing design that meets the needs of its users, enhances the neighborhood, and is built to last.
- Promote the rehabilitation of residential and commercial properties and energy efficiency standards to reduce the negative impacts of new development.
- Promote the use of residential solar installations and passive design techniques.
- Promote energy efficiency audits as a real estate industry standard and develop an associated financing mechanism for the purchase of homes meeting a designated standard.
- Expand energy efficient housing choices that move the community toward NetZero homes.
- Encourage adoption of energy code to increase NetZero homes.
- Expand incentive programs such as EnergyFitNevada that install high-quality, high-efficiency building technologies and assists homeowners in understanding how to make their homes more energy efficient through energy assessments and financing/rebate options.
- Expand existing programs that assist in the production of Energy Star and LEED homes such as those built by Habitat for Humanity for affordable housing.
- Educate homebuilders, renters and homebuyers of the importance of shade near and around homes for additional energy conservation in the summer.
- Collaborate with subject matter experts and advocacy groups to foster sustainable communities and exhibit leadership in sustainable practices.
- Grow and encourage use of EnergyFit Nevada's low interest loan funds for home energy upgrades.

### **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.***

- Encourage adoption of ordinance or other code changes to promote the use of Air Quality Impact Analyses for certain types and sizes of land developments, including industrial developments.
- Encourage adoption of ordinance or other code to limit the use of solvents and aerosol sprays for painting and dry cleaning.
- Support and expand programs that incentivize electric-powered lawn equipment instead of mowers with gasoline motors.
- Promote natural spaces, particularly native trees, which are proven to counter poor air quality by absorbing greenhouse gases such as carbon dioxide and other pollutants.

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

Objective 5.3. ***Support compact development and regulations that help the Southern Nevada Water Authority achieve water conservation goals and encourage reduction in water consumption.***

- Support a variety of regulations by local governments to promote efficient use of water resources (e.g., turf restrictions, plumbing code requirement for high efficiency fixtures, etc.).
- Continue to encourage the use of incentives to manage and reduce overall water use (e.g., providing rebates on water efficient technologies program).
- Continue and expand education and outreach programs to improve water efficiency (e.g., school programs) and reduce water consumption during peak usage times of day and year.
- Consider local government adoption of ordinance/code restricting water usage during peak usage times of day and year to enhance enforcement efforts.
- Continue SNWA, Las Vegas Valley Water District and local government adoption of progressive/tiered water pricing structure based on quantity and use.
- Encourage all new golf courses to use recycled water and submit drought tolerant landscape and irrigation plans.
- Encourage existing golf courses to submit turf conversion / irrigation management plans.

Objective 5.4. ***Increase water quality and decrease wastewater and dry weather urban runoff while encouraging recycled water reuse strategies.***

- Support the Clark County Flood Control District's Stormwater Quality Management Committee's adopted Stormwater Management Plan to promote site design standards in large parking lots such as depressed medians, buffer strips, porous paving, and minimized parking standards.
- Encourage adoption of ordinance/code for new and existing commercial businesses with water intensive uses that regulate/restrict water usage and provide other minimum standards. For example, consider requiring commercial car washes to recycle water on-site or send it to a wastewater treatment facility, where it can be cleaned and returned to the water cycle.
- Promote sustainable water practices among businesses such as dry cleaners, gas stations, hotels, and other similar uses.
- Work toward meeting or surpassing federal, state and local water quality requirements.

Objective 5.5. ***Reduce regional and local energy demand.***

- Encourage energy efficient new home construction to meet or exceed energy efficiency standards.
- Promote Combined Heat and Power (CHP) systems, such as MGM's existing CHP system at CityCenter, to increase reliability and decrease regional energy demands of Southern Nevada's resort hotels.
- Establish a regional Property Assessed Clean Energy (C-PACE) program to assist commercial, industrial and multi-family property owner's access affordable, long-term financing for smart energy upgrades to their buildings.
- Promote the use of electric vehicles in local and state government fleets.

- Incentivize the construction of electric vehicle charging stations in local government zoning codes by offering parking reductions and other zoning-related incentives.
- Expand incentive programs to include retrofits for existing commercial and residential structures for both energy efficiency and renewable energy.
- Develop shared renewable energy and energy efficient models for higher density neighborhoods and public spaces, such as solar charging stations and NetZero cooling stations.

Objective 5.6. ***Increase supply of regionally generated solar energy.***

- Encourage solar PV and solar thermal hot water for new homes.
- Encourage all new commercial and residential construction to allow for solar energy connections.
- Develop campaign to educate local governments and HOAs on Nevada Revised Statute 278.0208 which prohibits the unreasonable restricting of systems for obtaining solar energy.
- Implement a green energy program which allows customers, both commercial and residential to opt into purchasing clean energy from the local utility providers.
- Incentivize utility scale renewable energy projects.
- Create a financing program to incentivize solar PV installations.
- Incentivize solar thermal on existing residential buildings measured by existing goals established by Southwest Gas for solar thermal installations.
- Promote the adoption of legislation to allow small distributed generation sale of power and point of sale regulations to allow homeowners the ability to sell power back to their respective service company.

Objective 5.7. ***Develop guidelines for the preservation of view corridors and restoration of natural resources.***

- Coordinate conservation and development of natural resources by establishing a regional entity that represents the views of the federal, state, and local agencies involved in these efforts, including private and non-profit agencies.
- Develop a publicly available database to showcase the region's network of park, trails, and open space amenities.
- Implement the SNRPC regional open space plan to conserve areas for their value as open spaces and acquire public recreation access to public lands
- Incorporate xeriscaping and native/adaptive landscaping from SNRPC plant list into public agency design standards for trails, roadways, and other public rights of way.
- Create incentives to encourage use of native plant materials in meeting the landscape code through outreach programs for developers, designers, engineers, and contractors.

Objective 5.8. ***Increase regional solid waste recovery and reduce landfill contributions.***

- Encourage franchise agreements to require single-stream recycling programs throughout the region.
- Encourage franchise agreements to pilot and implement a composting program.
- Introduce regional composting pilot program utilizing the EPA-supported best practices for establishing a composting program.
- Create an incentive-based program to promote regional recycling for both residential and commercial recycling based on case study research.

## 5. Increase Transportation Choice

Providing additional transportation choices and connected communities is one of the region's most important priorities. Our transportation infrastructure is key to the region's prosperity, yet it has fallen behind other regions, many of which have invested in modern, world-class systems that support vibrant urban centers. Southern Nevada Strong stands behind future investment in a multimodal transportation system that is safe, efficient, accessible, equitable, and supports reinvestment in our existing communities.

Completion of this vision will take time, given recent development and transportation investment trends. New housing development has most recently occurred at the fringes of the region while employment opportunities have continued to concentrate downtown and along the 4.2-mile Resort Corridor. With longer commute distances and auto-oriented development patterns, the region has a higher than average number of trips by car. As a result, freeway congestion has increased 35% since 2000. When visitor volumes are taken into consideration, the impact on the infrastructure is more challenging than many other metro areas.<sup>63</sup> Despite this congestion, the region has relatively high residential densities, which could be leveraged for successful transit use if the development pattern were more supportive for all users.

Southern Nevada Strong envisions the evolution of the transportation network to respond to the needs and desires of citizens, generating opportunities for economic and physical growth that improve access to high quality neighborhoods and community gathering spaces. This plan proposes strategic implementation of a more diverse set of land uses integrated with a modern high-capacity transit system that facilitates mobility and shortens the distance traveled from housing to jobs and services. In addition, providing mixed-use centers of activity also allows transit and bike/pedestrian amenities to be implemented more efficiently as critical densities of people can support increased transit services and the frequency of services needed for a healthy system. Given scarce resources, the region needs to allocate transportation funds more wisely, using performance-driven criteria rather than arbitrary formulas. Transportation implementers should prioritize efforts to maintain, enhance, and modernize the existing system. Expensive new capacity projects should be built only if they yield benefits that outweigh their costs. As exemplified by other regions that have implemented broad transportation and land use visions, a coordinated, multi-pronged approach that improves the transportation system while addressing development pattern issues will achieve further reductions in auto trips, trip lengths, and vehicle emissions over the next 20 years.

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The Regional Plan serves as a single unified vision and strategy for land use and transportation system improvements that will build upon an existing inventory of local and regional transportation plans:

- The 2013 -2035 Regional Transportation Plan (RTP)
  - The 2011-2015 Nevada Strategic Highway Safety Plan
  - Safe Routes to Schools
  - Regional and Open Space Working Group
  - Bicycle/Pedestrian Master Plan (2008)
  - CLV Great Streets Committee
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**The Plan calls for increased coordination of planning for housing, transportation and economic development by prioritizing public investments in transportation and infrastructure that improve our community provide affordable transportation choices, and increase transportation efficiency and safety.**

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<sup>63</sup> 2013 Regional Transportation Plan

## 5.1 Opportunities and challenges

The work outlined in this plan component was led by the Transportation Task Group, which brought together a group of transportation leaders from throughout the region. The group identified key challenges that the region’s transportation network faces, and promoted possible refinements to state and local laws and regulations to promote integrated transportation and land use planning. The SNS process gathered further input through workshops, open houses, interviews, focus groups and survey discussions. Analysis and public input consistently pointed the Task Group to the following core challenges and opportunities that the region faces, and that this Plan Component addresses.

Challenge	Opportunities and Priorities
<p><b>UNREALIZED TRANSPORTATION NETWORK:</b> The region is decidedly car-dependent: Regional transportation costs are a significant burden for the average household based on the H+T index.<sup>64</sup> Proximity to transit is higher than the national average, but design impediments, such as block walls, roadways design, and the separation of uses leaves people reliant on cars.</p>	<p>Develop a modern transit system that is integrated with vibrant neighborhood and employment centers better connecting people to their destinations by:</p> <ul style="list-style-type: none"> <li>• Working with the RTC and other partners to develop a comprehensive transit master plan that focuses on enhanced services that supplement existing routes.</li> <li>• Supporting safe neighborhood connections in marginalized communities.</li> <li>• Supporting the RTC to secure funding for the expansion, operation and maintenance of transit systems and routes. Integrate future land use planning with existing and future transportation improvements.</li> </ul>
<p><b>INADEQUATE BIKE/PEDESTRIAN FACILITIES:</b> Development patterns limit or make impossible access for pedestrians, bicyclists, and transit patrons, limiting viable choices for other modes. The region has poor connectivity, high pedestrian fatalities, and a lower Walk Score than other Intermountain West metro areas.<sup>65</sup> The Las Vegas region is the sixth most dangerous region in the country for pedestrians.<sup>66</sup></p>	<p>Connect and enhance bike and pedestrian facilities throughout the region by:</p> <ul style="list-style-type: none"> <li>• Implementing policies and design concepts that encourage safety and ease of movement for pedestrians and cyclists</li> <li>• Increasing funding strategies for investments in the bicycle and pedestrian network. Promote transportation alternatives at the regional scale.</li> </ul>
<p><b>CONGESTED ROAD NETWORK:</b> The region is reliant on its highways and large arterials for local connectivity. However, local road connectivity is often poor outside the urban core. As a result, it is reliant on the arterial system. Freeway congestion has increased 35% since 2000 and has led to longer trip time and increased vehicle emissions. Southern Nevada residents spend about 25% of their household income on transportation. Las Vegas metro residents can reach about 44% of jobs in the region via transit in 90 minutes.<sup>67</sup></p>	<p>Develop a safe, efficient road network that supports all transportation modes by:</p> <ul style="list-style-type: none"> <li>• Establishing a road network with improved and acceptable local and regional connectivity and traffic congestion levels. Overhaul design standards to support multiple modes and support healthy lifestyles</li> <li>• Reducing transportation related emissions of ozone and carbon monoxide.</li> </ul>

<sup>64</sup> Southern Nevada Strong Existing Conditions Report, January 2013/ Center for Neighborhood Technology

<sup>65</sup> Southern Nevada Strong Existing Conditions Report, January 2013/ Walkscore.com.

<sup>66</sup> Southern Nevada Strong Existing Conditions Report, January 2013/ Transportation for America, 2011.

<sup>67</sup> Southern Nevada Strong Existing Conditions Report, 2013; Brookings Institution, 2011

## Unrealized transportation network

Equal viability for multiple modes, such as walking, biking and transit patronage are important for the workforce to access job opportunities, and for health, quality of life and safety. Nearly a quarter of comments submitted to Southern Nevada Strong via MetroQuest focused on transportation and traffic issues. Most of the comments focused on transportation priorities, but others talked about transportation in the context of providing healthy communities and improving environmental quality. The comments focused on improved public transit, traffic, safety, and walkability. The comments were summarized under four main themes: traffic improvements, traffic safety, public transit, and walkability/bikability.

### ***Auto dependency***

A lack of viable transportation choices causes the region to be auto-dependent. Faced with rapid growth of the 1990s and 2000s, the region invested heavily in a comprehensive network of wide, high-speed arterial roadways, making it relatively easy to drive in what is still, in terms of geography, a relatively small region. Congestion is a growing issue in the region, increasing by 35% from 21 to 28 hours spent delayed in traffic between 2000 and 2010.<sup>68</sup> By comparison, the average for all urban communities in the U.S. was 34 hours. For urban areas similar to Las Vegas (population between one and three million), including Salt Lake City and Denver, the average was 31 hours.<sup>69</sup>

Despite this congestion, the region still maintains an average mean travel time to work of 25.3 minutes (including all modes of transportation),<sup>70</sup> which is similar to Denver and Phoenix, but slightly longer than the 20-minute commute in Salt Lake City (Table 7). Of those in the workforce, the majority (about 79%) drive alone to work, 11% carpool, 7% take transit, walk or bike, with the remaining 3% working from home.<sup>71</sup>

**Table 7. Mean travel time to work, 2012**

	Time (minutes)
<b>Las Vegas, NV</b>	<b>25.3</b>
Denver, CO	24.6
Phoenix, AZ	24.3
Salt Lake City, UT	19.9

Source: American Community Survey, 1- Year Estimates, 2012

### ***Public transportation***

The region's public transit system, while well-used and among the most fiscally-efficient in the country<sup>72</sup>, is limited in its service, frequency and coverage across areas of the valley, also exacerbated by the fragmented development patterns and design issues. The region is the only one of its size in the Intermountain West without a fixed-rail, high capacity transit system, making the region less attractive for a growing demographic segment.

Households in the region are fairly close to transit stops, but long trip lengths and transfers preclude extensive transit use. In 2011, the Brookings Institution published an analysis of data from transit providers in the nation's 100 largest metropolitan areas. The report revealed that transit access in Las Vegas is much higher than the U.S. metro average. In terms of peer regions, the percent of working age

<sup>68</sup> Southern Nevada Strong Existing Conditions Report, 2013; Texas Transportation Institute

<sup>69</sup> Southern Nevada Strong Existing Conditions Report, 2013; Schrank & Lomax

<sup>70</sup> Southern Nevada Strong Existing Conditions, 2013; US Census 2010

<sup>71</sup> Southern Nevada Strong Existing Conditions Report, 2013; U.S. Census 2010

<sup>72</sup> According to the RTC and the FTA's National Transit Database, Clark County's transit system was 1<sup>st</sup> in the nation on cost per trip.

residents within three quarters of a mile of a transit stop (86%) is more than the Denver metro area (84%) and less than Salt Lake City (89%).<sup>73</sup>

Las Vegas metro residents can reach about 44% of jobs in the region via transit in 90 minutes.<sup>74</sup> In the region, the typical working-age resident can reach 61% of low skill jobs, 43% of middle skill and 29 %of high skill jobs within 90 minutes via transit. By comparison, in all Western metro areas, the typical commuter can access 31% of low-skill industry jobs, and 35% of high-skill industry jobs.<sup>75</sup>

Job location within a metro area affects how many jobs are accessible via transit. In addition, the distribution of different types of industries within a region may affect the kinds of jobs residents can reach via transit. As a result, the degree to which transit systems “match” workers and the jobs for which they are most qualified depends on a range of factors that vary across metro areas.<sup>76</sup>

## Inadequate bike and pedestrian facilities

The provision of safe facilities for cyclists and pedestrians has, until recently, been poor to non-existent across much of Southern Nevada. The arterial roadways are designed with little consideration of bicyclists or pedestrians, and constitute formidable barriers to those needing to walk, bike and/or access transit. The region has many auto-oriented urban design characteristics, which result in an unsafe pedestrian environment. It has developed along a grid-design with numerous high-speed arterial streets, which is where pedestrian crashes most frequently occur.<sup>78</sup> Combined, these factors result in a transportation system that is highly focused on the automobile at the expense of safety and viability of other less expensive, more healthful modes, and the economic impacts of the responding auto-oriented, homogenous development pattern. In 2011, Transportation for America ranked Las Vegas the sixth most dangerous region for pedestrians, with an annual average of 2.5 pedestrian deaths per 100,000 people.<sup>79</sup>

According to the website Walkscore.com, most places in the Southern Nevada region are auto-dependent, as shown in

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Walking offers both health benefits and is a more sustainable form of transportation. Increasing the amount of time spent walking decreases the likelihood of chronic diseases such as heart disease, diabetes, and obesity. Further, walking promotes better psychosocial health by way of increased levels of social capital and an increased sense of community (Leyden, 2003; Lund, 2003).<sup>77</sup>

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<sup>73</sup> Southern Nevada Strong Existing Conditions, 2013; Brookings Institution, 2011

<sup>74</sup> Southern Nevada Strong Existing Conditions, 2013; Brookings Institution, 2011

<sup>75</sup> The 2011 Brookings Report classifies major industries by the average educational attainment of their workers. High skill industries include finance, business and legal services, and public administration. Middle skill industries include wholesale trade and manufacturing and low skill industries include construction, personal services, and hospitality.

<sup>76</sup> Southern Nevada Strong Existing Conditions, 2013; Brookings Institute 2011

<sup>77</sup> Southern Nevada Strong Existing Conditions Report, 2013

<sup>78</sup> Transportation for America, 2011.

<sup>79</sup> Southern Nevada Strong Existing Conditions, 2013; Transportation for America, 2011

Table 8. A Walk Score measures the walkability of a place based on proximity to nearby amenities such as restaurants, stores, schools, parks and entertainment.<sup>80, 81</sup>

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<sup>80</sup> For example, a score between 24 and 49 is considered car-dependent because few amenities are located within walking distance. A score between 50 and 69 is considered somewhat walkable because some amenities are located within walking distance, and a score above 70 is considered highly walkable.

<sup>81</sup> Leyden, 2003; Lund, 2003,

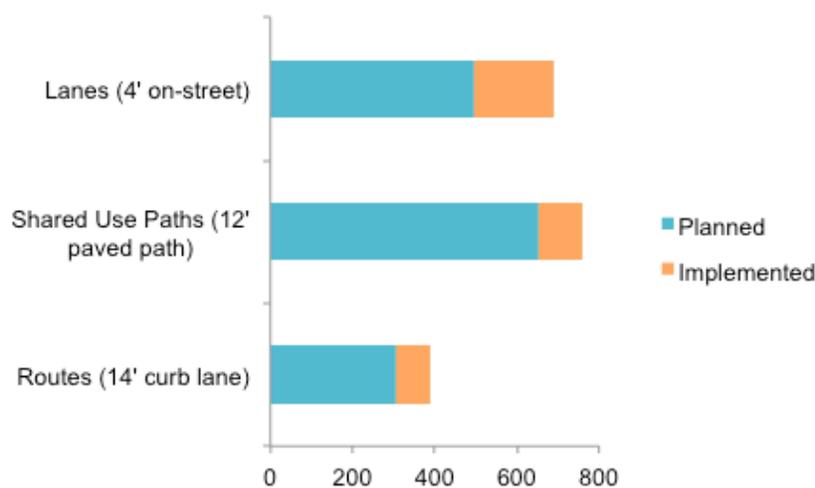
**Table 8. Walkscore by place**

Walkscore	(Out of 100)	Classification
Enterprise Township	31	auto-dependent
Henderson	39	auto-dependent
North Las Vegas	42	auto-dependent
Phoenix, AZ	45	auto-dependent
<b>Las Vegas</b>	<b>49</b>	<b>auto-dependent</b>
Spring Valley	51	somewhat walkable
Paradise Township	57	somewhat walkable
Salt Lake City, UT	58	somewhat walkable
Denver, CO	60	somewhat walkable
Tempe, AZ	62	somewhat walkable

Source: Walkscore.com

The region has myriad opportunities to strengthen opportunities to use a bicycle as a form of transportation. With its mild weather and flat topography, the region's climate provides an opportunity for a strong biking culture. In addition, most of the trips in the region are relatively short. For example, 25% of all trips are less than one mile; 50% of all trips are less than three miles.<sup>84</sup>

**Figure 10. Regional multi-use path and bike lane investments**



Source: RTC

Once the road network is built, it is difficult to make corrective changes to the infrastructure. Appropriate design and accommodation strategies are most effectively considered at planning and design stage. Required elements should include refuge areas, storage areas for pedestrians at high demand areas, sufficient walk time on signals, adequate site distances, and lighting.

#### Off Street Path Network

The RTC's Bike and Pedestrian Plan recommends 634 miles of Shared Use Paths for the network. These paths should have minimum 12-foot widths and 2-foot shoulders.<sup>82</sup>

The City of Las Vegas and the RTC are in the process of making Main Street a two-lane northbound street with widened sidewalks and bike lanes, while southbound travel will use Commerce Street. The result will be an upgrade to the area that meets the needs of pedestrians and bicyclists, and an increase in the capacity of the roadway.<sup>83</sup>

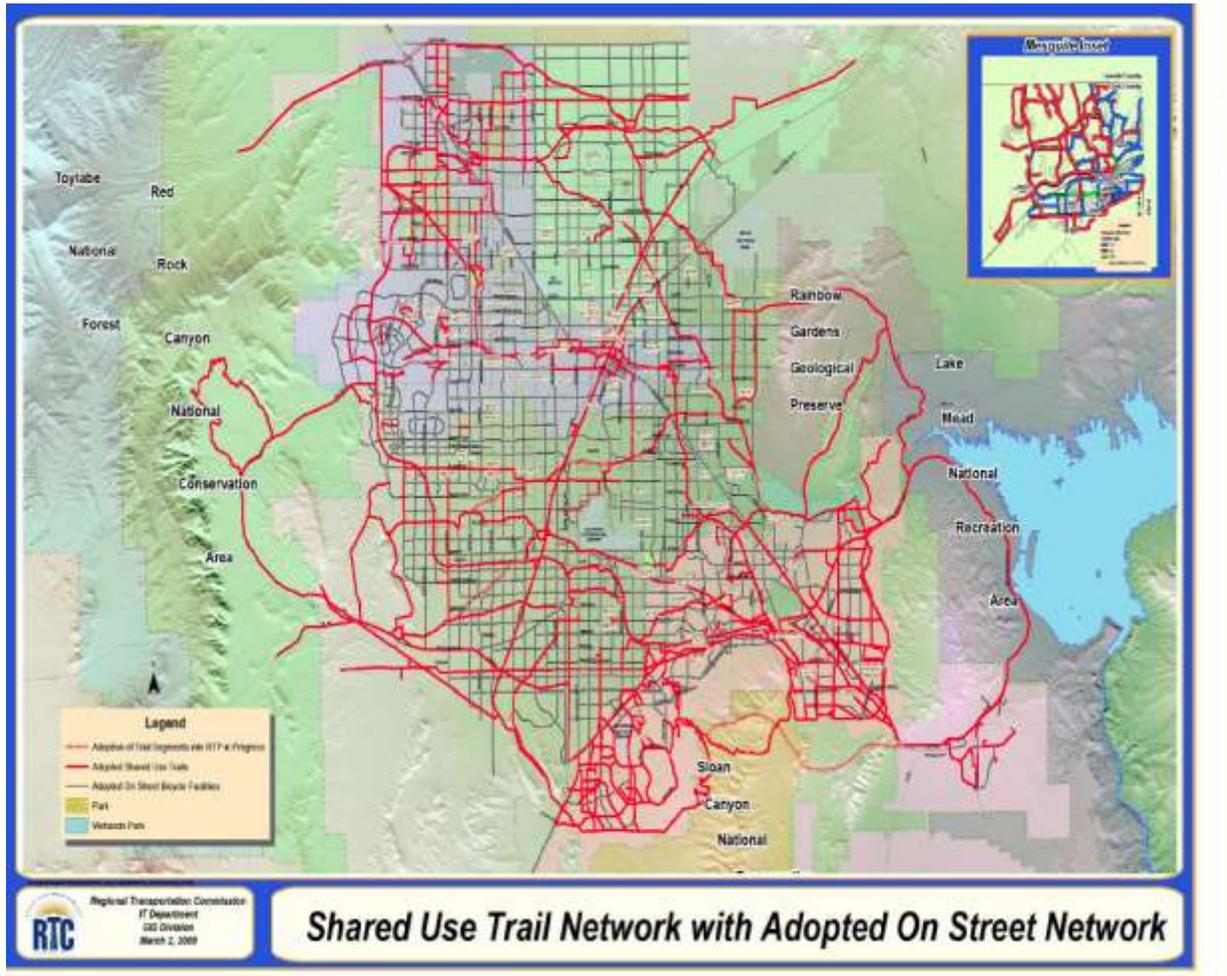
<sup>82</sup> RTC Bike/Pedestrian Master Plan. <http://www.rtcnv.com/cycling/non-motorized-alternative-mode-plan/>

<sup>83</sup> Proposed Downtown Las Vegas Multi-Modal Transportation Project." <http://www.rtcnv.com/planning-engineering/rtc-projects/proposed-downtown-las-vegas-multi-modal-transportation-project/>. Accessed November 2013.

<sup>84</sup> RTC Presentation on Alternative Transportation Modes, 2010. <http://www.rtcnv.com/mpo/plansstudies/nmamp/Meeting%20Materials/Alt%20Mode%20WG%20Presentation%20042010.pdf>

Bikeway and pedestrian facilities need to be considered roadway infrastructure. Cities and counties typically do not build roadways that terminate abruptly or are disconnected from other parts of the system. Non-motorized mode facilities need the same continuity/connectivity in order to provide a reliable network of infrastructure for non-motorized options.

**Figure 11. Bicycle and pedestrian network**



Source: RTC, 2010.<sup>85</sup>

**Transportation costs**

Southern Nevada’s households spend a significant portion of their income on transportation. The Center for Neighborhood Technology (CNT) states that spending 15% of income on transportation is considered affordable. The average percent of income spent on transportation in Southern Nevada is 24% (Table 9). CNT also includes all other travel that is part of the household daily routine. Las Vegas residents spend about 24% of their household income on transportation, which is very similar to comparable cities in the region.

<sup>85</sup> Regional Transportation Commission, 2010.  
<http://www.rtcnv.com/mpo/plansstudies/nmamp/Meeting%20Materials/Alt%20Mode%20WG%20Presentation%20042010.pdf>

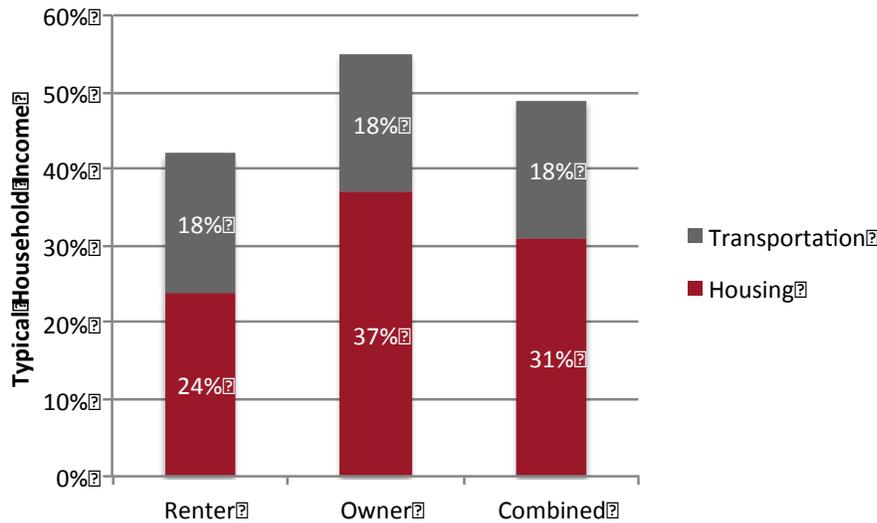
**Table 9. Metro area transportation costs**

Metro Area	Ave HH Income	Ave Percent of Income
Las Vegas	\$56,080	24%
Phoenix	\$54,713	26%
Salt Lake City	\$57,682	25%
Denver	\$59,932	22%

Source: Center for Neighborhood Technology (2011)

According to the Center for Neighborhood Technology, spending 45% of income on combined housing and transportation costs is considered affordable. In the region, 53% of residents spend greater than 45% of their income on combined housing and transportation costs. Forty five percent of the median household income equates to about \$25,236 annually or \$2,103 each month.

**Figure 12. Average household expenditures on housing and transportation as a percent of total income for renters, owners, and combined in Clark County, Nevada**



Source: HUD, <http://locationaffordability.info/lai.aspx>

The average family in Clark County, NV is spending nearly half their income on transportation and housing. Most own 2 vehicles and drive a total of 18,500 miles annually. The average household takes 97 transit trips annually. All told, the average family spends about 18% of their income on transportation (\$10,126). Transportation costs combined with housing costs total about 49% of the average family income, or \$27,566.<sup>86</sup>

<sup>86</sup> <http://locationaffordability.info/lai.aspx>

## Congested road network

Expanding the range of transportation options will require a different approach than the traditional, auto-oriented facility planning and design strategies that primarily focus on automobile capacity and alleviating traffic congestion. Visitor volumes, just under 39 million in 2011, have grown since 2009. Auto traffic coming from California on I-15 has increased 27% over the last 15 years, from an average of 29,530 vehicles per day in 1996 to an average of 40,344 vehicles per day in 2011.<sup>87</sup>

### **Local connectivity**

The region relies on its highways and arterial streets for local connectivity. Freeway congestion has increased 35% since 2000 and has led to longer trip time and increased vehicle emissions. While Southern Nevada does not place in the worst metro areas, it still has air quality challenges. Part of Southern Nevada's air quality challenge arises from its natural geography: the mountains surrounding the valley create a bowl, tending to trap exhaust over the metropolis for long periods. Thermal inversions are also common which trap pollutants. The region had 24 days between 2008 and 2010 where ozone concentrations were unhealthy for sensitive groups and 2 days where particulate matter was unhealthy for sensitive groups. The region received a score of F and B, respectively in these two categories.<sup>88</sup> Clark County had zero days when it exceeded its CO air quality standards.<sup>89</sup>

The lack of connectivity in the street network hinders different modes of transportation. Urban design standards have permitted fragmented development, with walled and gated communities inhibiting mobility by any mode other than the automobile. In addition, large swaths of land are built out with homogenous development patterns, limiting the availability of goods and services in proximity to residences and requiring automobiles for what should be very short trips. Design impediments, such as block walls, roadway design and the separation of uses leaves people reliant on cars. Part of this is due to the master planned community dominance, which segregates retail from residential development by gates and large block walls.<sup>90</sup> Good connectivity can enhance local circulation of both motorized, and non-motorized trips.<sup>91</sup> In order to attract the widest possible segment of the population, routes between origin and destination should not require individuals to use links that exceed their stress limits and do not involve an undue level of detour.<sup>92</sup>

<sup>87</sup> 2013 Regional Transportation Plan

<sup>88</sup> Southern Nevada Strong Existing Conditions, 2013; American Lung Association, 2012

<sup>89</sup> Southern Nevada Strong Existing Conditions, 2013; EPA 2012

<sup>90</sup> Southern Nevada Strong Existing Conditions Report; Lang and LeFurgy, 2004)

<sup>91</sup> Turley, B. M. 2008. Mobilizing Connectivity: Applying Connectivity Tools in the Arterial Planning Process. Presented at the 11th National Conference on Transportation Planning for Small and Medium-Sized Communities. Transportation Research Board and Federal Highway Administration. Available at: <http://pubsindex.trb.org/view.aspx?id=899091>.

<sup>92</sup> Mineta Transportation Institute, 2012. "Low-Stress Bicycling and Network Connectivity." <http://transweb.sjsu.edu/PDFs/research/1005-low-stress-bicycling-network-connectivity.pdf>.

## 5.2 Goals and policy strategies

### 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.***

- Leverage recently completed transit infrastructure projects as a foundation to develop a comprehensive transit master plan.
- Incorporate land use, multimodal transportation and air quality planning considerations into future updates of the Regional Transportation Plan (RTP).multi-modal
- 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.
- Working with the Las Vegas Global Convention and Visitors Authority, consider multi-modal connections to the airport and other destinations, potentially using the Maryland Parkway as a fixed or light rail corridor.
- Identify lines that would have increased frequency, limited stops, express, bus rapid transit (BRT), and light rail services.
- Designate a baseline transit network and set of operating standards that can serve as the foundation of the transit system.
- Improve the rider experience by locating stops away from adjacent travel lanes, offering robust lighting, and making other site considerations that maximize visibility and safety.
- Coordinate with relevant agencies to pursue interstate regional passenger rail service.

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

- Analyze the feasibility of transit stations with bicycle and pedestrian infrastructure provisions adjacent to existing and future mixed-income developments.
- Consider partnerships between the RTC and private developers to create park & ride facilities in outlying areas that could provide access to express transit services and reduce travel time.
- Ensure that transit amenities are supported by ADA/PROWAG compliant pedestrian facilities, universal design, and adequate directional signage.
- Revise and develop bus stop/station design standards based on passenger volumes, locations, and other characteristics
- Reduce the dependence on paratransit through facility enhancements and education about the transit system for people with disabilities or limited mobility.

Objective 1.3. ***Support the Regional Transportation Commission to secure funding for the expansion, operation and maintenance of transit systems and routes.***

- Pursue funding opportunities for system completion, right-of-way acquisition, and implementation through federal, state, and local sources.
- Research legislative changes needed to mitigate a 'pro-road' funding bias in order to shift toward enhancing transit services, bike and pedestrian improvements, including allowing new gas taxes to go toward funding other modal improvements.

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

- Ensure coordination between local governments and the RTC to evaluate frequent service transit corridors for potential designation as transit oriented development areas.
- Pursue an analysis of the economic benefits of transit to highlight the importance of fixed transit lines in economic development and redevelopment.
- Consider using space/land dedications or impact fees for transit amenities that support employment centers, such as multi-modal centers, transit centers, bike lanes, etc.
- Tailor parking requirements to encourage more concentrated development in mixed-use areas, reflect actual demand, and increase development feasibility.
- Require interim sidewalks along incomplete roadways, when feasible.

**Goal 2. Connect and enhance bike and pedestrian facilities throughout the region.**

Objective 2.1. ***Implement policies and design concepts that encourage safety and ease of movement for pedestrians and cyclists.***

- Work with the RTC to implement a regional system of fully multi-modal interconnected arterial and local streets, pathways and bikeways that are integrated with public transit in order to increase mode share.
- Enhance safety for marginalized groups, taking into consideration the particular needs of vulnerable populations, such as the homeless, unemployed, underemployed and other marginalized groups.
- Ensure that information about transportation options is available and distributed in creative ways to promote and educate Southern Nevada's most vulnerable populations, such as homeless, unemployed, underemployed and other marginalized groups.
- Pursue a pedestrian safety study to identify priority locations with high pedestrian-vehicle conflicts to focus retrofit plans, conduct an incident management analysis, and define crash hot spots.
- Develop a regionally-shared traffic safety database.
- Work with local bike groups and transportation advocates to update the RTC's multi-modal transportation plan and identify strategies to increase safety and make walking and bicycling more viable as primary transportation modes.
- Establish an off-street bicycle parking policy, which considers security, placement, quality of facilities, and provision of signs directing bicyclists to the parking facilities.

Objective 2.2. ***Increase funding strategies for investments in the bicycle and pedestrian network.***

- In coordination with school district, support Safe Routes to Schools and identify funding sources for all aspects of Safe Routes to Schools Programs.
- Develop financial or regulatory incentives for development projects that include multi-modal transportation infrastructure in low-income communities.
- Consider alternative funding sources to implement the vision, such as redirecting SNPLMA funds from conservation efforts in northern Nevada to transit improvements such as light rail in Southern Nevada.
- Coordinate with and continue to support the Outside Las Vegas Foundation and the Regional Open Space and Trails Working Group to integrate priorities into local

ordinances and/or comprehensive plans and support the development and funding of the trails system and supporting programs.

- Continue to implement the RTC's public education campaign on multi-modal transportation and pursue a campaign on the region's transportation vision.
- Promote educational opportunities to the local engineering and planning community on the role of design and land use in pedestrian safety, such as an educational event about how to repurpose right of way and design streets and streetscapes as amenities.
- Celebrate accomplishments through special events and community outreach activities (e.g., cyclovias, family rides, etc.).

### **Goal 3. Develop a safe, efficient road network that supports all transportation modes.**

Objective 3.1. ***Establish a road network with improved and acceptable local and regional connectivity and traffic congestion levels.***

- Evaluate planned transportation infrastructure to reflect the land use vision.
- Revise and adopt regional and local design standards to include multi-modal street design, safety, and improved access management.
- Pursue a regional policy change to require a justification for any speed limit higher than 35 MPH.
- Consider the potential impacts of the development of the I-11 corridor, currently being studied by the Arizona and Nevada Departments of Transportation.

Objective 3.2. ***Overhaul design standards to support multiple modes and support healthy lifestyles.***

- Working with local stakeholders, support more stringent criteria to justify roadway capacity expansion and ensure that any capacity expansions accommodate viable multi-modal transportation options.
- Ensure that all traffic studies provide a justification for roadway capacity and speed limit.
- Consider a regional review of RTC's TIP and local road CIPs to justify project need.
- Promote "Complete Streets" cross section revisions whenever corridor reconstruction or reconfiguration occurs. Activities could include removing block walls, increasing sidewalk and bike lane widths, reducing curb cuts, and limiting driveways.
- Develop a road diet/retrofit plan for road networks in Southern Nevada to improve connectivity and access for multiple modes, starting with areas identified through the pedestrian safety study.
- Develop neighborhood and regional connectivity ratios/standards.
- Encourage the development of design standards and land use policies that require investments in low-income or at-risk communities to include the basic attributes such as sidewalks, adequate lighting, street trees, and other strategies to create walkable communities.

Objective 3.3. ***Reduce transportation related emissions of ozone and carbon monoxide.***

- Consider collaborating with state regulatory agencies and the Department of Motor Vehicles (DMV) to strengthen the standard for vehicle emission.
- Reduce vehicle miles traveled to reduce mobile emissions and therefore improve regional air quality (See Transportation component).

- Promote responsible auto use, including refueling motor vehicles after sunset to prevent gasoline fumes from interacting with sunlight and keep vehicle engines finely tuned.

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## 6. Our Future: Building Capacity for Implementation

### 6.1 Purpose of this section

One of the important desired outcomes of the Southern Nevada Strong project is for decision makers and the public to understand the critical role that regional planning plays in developing strategies to address issues at both the local and regional level. The Southern Nevada Regional Planning Coalition (SNRPC), as the regional planning body for Southern Nevada provides this lead role, supported by each member local government and the Clark County School District. However, SNRPC, which was created through State legislation, has no staff or direct financial resources. As such, it plays a limited role as policy advocates for sound land use and planning decisions. There are multiple opportunities to strengthen or diversify alignment of the Southern Nevada Strong Regional Plan and catalyze subsequent spinoff projects.

While the Regional Plan has no regulatory function, it can play a major role in aligning local planning efforts to achieve Our Vision. Since the regional planning approach is relatively new and not yet fully resourced, the Plan will also need to address how it will be implemented and funded.

The next draft of the plan will include a section drawn from a white paper being developed by Robert Lang on plan governance and implementation. The section will include goals and strategies that address the following:

- Plan Implementation: How do we create the organizational capacity needed for implementation?
- Given scarce resources, how can this Regional Plan support the need for a systems approach to our community's future? In other words, rather than having individual plans for transit, land use, water, etc. how can we use this planning process to develop a systems approach where the region has a shared vision and all plans align and are integrated to address regional priorities?
- Leadership and Governance: How will leadership on regional planning issues maintain momentum after the grant that funds Southern Nevada Strong is exhausted? Who should continue to monitor and advocate for the plan's implementation? How is staff support provided so these representatives can be effective?
- Role of local governments: What can we do to ensure implementation by each local government so that the regional benefits are realized in addition to the local benefits? Can incentives be provided to encourage local participation in strategies that achieve regional improvements?
- What funds from public and private sources can be leveraged to support the long-term viability of the plan?
- How can pass-through agencies use performance-based funding to prioritize projects that embody the principles of the plan?
- How do we take advantage of the region's increased competitiveness for federal grants that is a result of completing the Plan?

Effective regional planning and collaboration relies on broad representative participation of the community. Meaningful public engagement helps ensure that plans and policies reflect community values,

and lays the groundwork for effective implementation. A region is strengthened when it fosters an environment of active participation where all people have a voice and can positively influence change in their community.

Along with implementation and funding strategies, the Plan will require an ongoing commitment to community engagement. Along with providing meaningful input to the Plan, many residents responded positively to the opportunity to share their opinions and ask questions. Southern Nevada Strong has awakened the community and increased resident interest in improving local neighborhoods. Harnessing and directing this interest can help make our goals and strategies sustainable over the long-term.

The initial objectives for community engagement for Southern Nevada Strong were to:

- **Build Relationships:** Create opportunities for community members to meet and engage with others interested in helping to improve economic and social conditions in the region.
- **Create Opportunities for Inclusive Participation:** Invite all residents—including typically under-represented groups—to influence the content of the Southern Nevada Strong plan and the future of the region by providing multiple and varied opportunities for input.
- **Educate Residents and Inform Decision Making:** Provide stakeholders with information needed to make informed contributions to the planning process and provide input that reflects local values, is useful and relevant, and informs decision-making related to the Plan.
- **Build Long-Term Capacity for Civic Engagement:** Help those engaged through this process to stay involved and build social capital and community development leadership to realize the Vision for Southern Nevada Strong.

We believe we have made substantial progress on these objectives and are setting the stage to create a region of residents that are informed, engaged and active participants in making Southern Nevada an even better place to live.

## 6.2 Goals and strategies

### Goal 1. Continue to expand public engagement and equitable access to community engagement

#### Objective 1.1. *Activate residents and business people in Southern Nevada Strong Regional Plan implementation*

- Grow and mobilize a strong network of people to support implementation of the Regional Plan.
- Connect people in every sector to actions they can take to support the policies and priorities in the Plan.
- Ensure that policymakers hear from all sectors of the community as they implement Plan policies by actively reaching out to those who do not traditionally participate in civic affairs.
- Incorporate grassroots activities into the strategies for activating residents.
- Explore employee engagement programs as a way to involve people in SNS.
- Reach out and interact with schools, including students, parents, PTA and others.

#### Objective 1.2. *Build social capital and community development leadership*

- Seek out community grants for grassroots community organizing efforts to advance Regional Plan implementation.

- Provide training that helps residents build their organizing capacity, for example, provide training on how to move from a group of concerned citizens to an organized group or association community based organization, neighborhood association or multi-hub social network.
- Identify communities and organizations that are well-positioned to start, develop and grow community development corporations, organizations that focus on specific neighborhoods and often lead not for profit development efforts and provide affordable housing.
- Support all those who are working on implementing the Plan with materials, resources, and up-to-date information.
- Consider providing small grants to neighborhood groups to support local implementation (i.e. community gardens)
- Look for ways for SNS to help accelerate implementation of existing projects that align with the plan

Objective 1.3. ***Ensure Southern Nevada Strong remains a welcoming place for people from diverse backgrounds, future generations and with varying degrees of mobility and independence***

- As a global community with residents and visitors from all over the world, continue to promote the region's image as a welcoming place with a sense of pride and engagement in local decision making, and for talent recruitment purposes.
- Employ go-to-them public engagement methods to reach a diverse range of residents.
- Tailor outreach and engagement methods based on what has worked well in the past, the cultural, linguistic, temporal, and geographic preferences of a community, and the question, action or decision at hand.
- Use online methods and interactive tools to facilitate convenient, time-efficient participation.
- Foster a community "can-do" spirit through events and activities.
- Leverage bilingual community partners, volunteers and staff to provide information in target languages, and to convey a genuine celebration of a multi-cultural and socially equitable future.
- Support existing committees working on the needs of people with disabilities to continue to conduct outreach and gather input on the needs of this target audience.
- Focus on outreach methods that "reach people where they are."
- Identify community leaders and champions who will promote the SNS plan and its implementation.

Objective 1.4. ***Innovate and improve government-led public engagement efforts***

- Develop and maintain partnerships with communities through formal and informal community leaders, established groups, and through direct contact.
- Encourage and support development and investment in all areas of the region.
- Keep people informed about the progress of the Regional Plan implementation and the benefits accruing to the region (broadcast, print and web media).
- Develop and deploy a pool of community-based liaisons to facilitate regular, two-way communication between the public and decision makers to ensure Plan implementation is having the desired effects on the ground.
- Establish SNS kiosks in central locations that help promote messaging and help people stay up to date; use surveys to keep the site dynamic.

- Use more photographs to help illustrate development or planning examples
- Develop an education strategy to help improve community understanding of place types, placemaking and planning concepts (e.g., infill development).
- Track and monitor commitments of SNS team and partners to conduct engagement activities.
- Emphasize implementation so that members see this as a plan that will not just sit on the shelf.

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## 7. Appendices

1. Public outreach summary
2. Scenario technical memo
3. Target economic sectors and placemaking analysis summary
4. Housing analysis
5. Glossary

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**SOUTHERN NEVADA REGIONAL PLANNING COALITION**

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**TO:** SNRPC BOARD  
**FROM:** STEPHANIE GARCIA-VAUSE, AICP  
**SUBJECT:** DRAFT SOUTHERN NEVADA STRONG REGIONAL PLAN  
**DATE:** JANUARY 13, 2014  
**CC:** DEBRA MARCH, LISA CORRADO, ORLANDO SANCHEZ

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For the January 28<sup>th</sup> SNRPC meeting, Southern Nevada Strong project staff and stakeholders will present the draft Regional Plan. The Consortium Committee accepted the draft at its January 9<sup>th</sup> meeting, and requested the following changes. The changes requested by the Consortium Committee are described below and have been addressed in the version of the draft Regional Plan enclosed herewith.

Consortium Committee changes by theme:

**Improve Economic Competitiveness & Education**

- Re-order goal #5 and #4 so that efforts to support K-12 education precede efforts to support higher education as a natural progression.
- In revised Goal #4, include a role for developers/builders in a school siting policy because sites that are used for schools are often given to the School District by developers. Include a strategy to encourage developers to locate schools in locations that are safe and accessible.
- Include a strategy that acknowledges the need to consider long-term school needs. Currently, land that is adjacent to undeveloped school sites may vacate streets that the School District needs in the future.
- Support a better relationship between the School District and local governments. The School District selects sites based on cost considerations, and there are other goals that should be considered. For example, pedestrian conflicts can occur when a school is located in an industrial area with heavy truck traffic and there may be health issues, (such as asthma), for children when schools are located near major transportation corridors.

**Invest in Complete Communities**

- In the description of the preferred future land use vision, add the North 5<sup>th</sup> Street Corridor to the examples of future transit corridors where redevelopment should be prioritized on page 4 and 29.
- In the Preferred Future Land Use Map, highlight a transportation connection to Boulder City.
- Include a brief intro on the map itself that explains the purpose of the map. For example: This preferred development pattern demonstrates the vision for investment in existing communities, a wider range of employment areas distributed near housing, and enhanced transportation connections.

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- Working with the SNRPC and Southern Nevada Caucus of the State Legislature, ensure services for the homeless are distributed throughout the region and not concentrated in downtown Las Vegas and North Las Vegas.

### **Increase Transportation Choice**

- Under Goal #2 in this section, add a strategy to improve bike/pedestrian facilities particularly for vulnerable populations such as the homeless, unemployed and underemployed.
- Under Goal #2, add a strategy to design and distribute information on how to access a variety of transportation options for vulnerable populations. It is particularly difficult to share information with the homeless, unemployed and underemployed and they are often the most affected by the public realm and access or lack thereof to public transportation.
- In Objective 1.4 of this section on integrating future land use planning with transportation improvements, emphasize the need for a two-way partnership between the RTC and local governments, so it is not just one agency that provides information to the other, but a true partnership to achieve shared goals.

### **Our Future**

- Connect the region's welcoming nature of people from all backgrounds with our economic development strategy that we must compete globally for talent and economic growth.
- Each of the issues addressed through this draft Regional Plan are interrelated. We need the Plan to address a stacked strategy. This should be a systems approach. We only have so much money for individual agencies and plans, they all need to work together to achieve a shared vision. We need the Regional Plan to address how we can use this process as a foundation to align other separate plans and efforts.



# SOUTHERN NEVADA REGIONAL PLANNING COALITION AGENDA ITEM - 9

**TYPE OF MEETING:** Coalition Board  
**MEETING DATE:** January 28, 2014

<b>SUBJECT</b>	Southern Nevada Strong
<b>SPONSORED BY</b>	City Of Henderson
<b>AGENDA ITEM DESCRIPTION</b>	Select a nickname for Southern Nevada Strong – Preferred Future Land Use Map

**VOTE PROCEDURE:**

Administrative     Majority     Super Majority

**FISCAL IMPACT:**

No Impact     Impact    Estimated total:                      Per entity cost:

**BACKGROUND INFORMATION:**

SNS solicited nominations for a nickname for the ‘preferred scenario,’ or preferred future land use map resulting from the scenario planning analysis. As experienced in other communities, establishing a name for the desired future land use scenario helps connect the vision for the community to the development pattern and the regional plan.

The Consortium Committee nominated the following names for SNRPC consideration. Other suggestions may also be made.

- a. Southern Nevada StrongER – the ER representing Economic Resilience
- b. Southern Nevada Tomorrow
- c. Sustainable Southern Nevada

**SUPPORTING DOCUMENTATION:**

Preferred Future Land Use Map

**RECOMMENDED MOTION:**

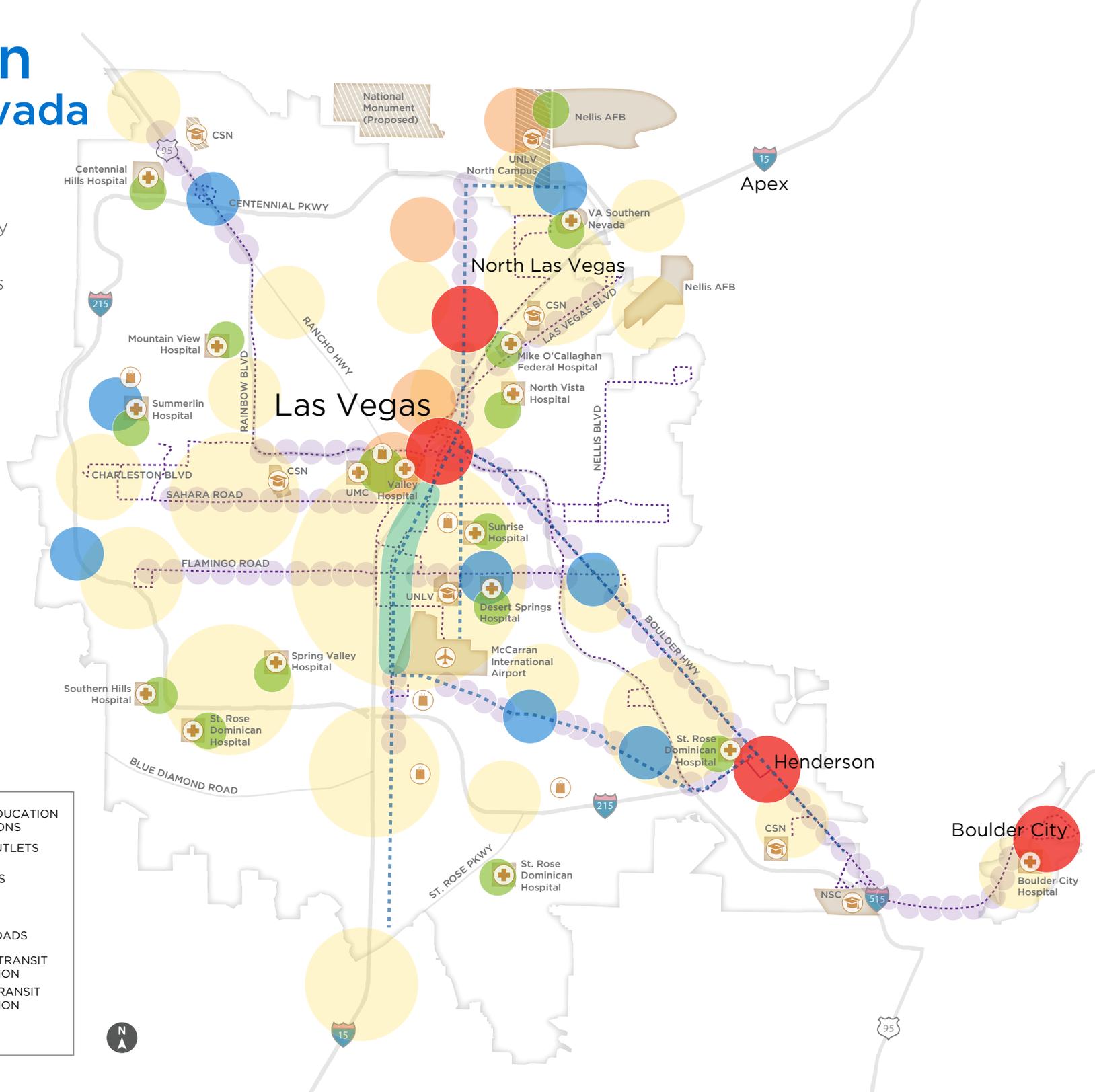
Select a nickname for the Southern Nevada Strong Preferred Future Land Use Map.

Contact Information:                      Name: Stephanie Garcia-Vause Phone Number: 267-1536

# Our Vision Southern Nevada DRAFT

This map shows conceptually how we can guide land use and transportation programs to achieve our future vision for Southern Nevada.

- |  |   |
|--|---|
|  DOWNTOWNS                   |  HIGHER EDUCATION INSTITUTIONS |
|  TOWN CENTERS                |  RETAIL OUTLETS                |
|  EMPLOYMENT CENTER/ CORRIDOR |  HOSPITALS                     |
|  TRANSIT CORRIDORS           |  AIRPORT                       |
|  URBAN NEIGHBORHOODS         |  MAJOR ROADS                   |
|  LAS VEGAS STRIP             |  EXISTING TRANSIT CONNECTION   |
|  MEDICAL DISTRICT            |  FUTURE TRANSIT CONNECTION     |
|  LANDMARKS EXISTING/PROPOSED |   |





# SOUTHERN NEVADA REGIONAL PLANNING COALITION AGENDA ITEM - 10

**TYPE OF MEETING:** Coalition Board  
**MEETING DATE:** January 28, 2014

<b>SUBJECT</b>	SNRPC Regional Fruit and Vegetable Plant List
<b>SPONSORED BY</b>	City of Las Vegas
<b>AGENDA ITEM DESCRIPTION</b>	Presentation of the SNRPC Regional Fruit and Vegetable Plant List

**VOTE PROCEDURE:**

Administrative     Majority     Super Majority

**FISCAL IMPACT:**

No Impact     Impact    Estimated total:                      Per entity cost:

**BACKGROUND INFORMATION:**

The SNRPC Regional Fruit and Vegetable Plant List is intended to provide a single, region-wide reference for residents, homeowners and community gardeners to select appropriate plants when planning out their gardens in the Las Vegas area. The List has been designed as a companion document to the approved SNRPC Regional Plant List.

**SUPPORTING DOCUMENTATION:**

SNRPC Regional Fruit and Vegetable Plant List

**RECOMMENDED MOTION:**

Approve the SNRPC Regional Fruit and Vegetable Plant List.

Contact Information:                      Name: Dave Cornoyer                      Phone Number: 229-6051

KEY																Harvest Dates, (Notes)
Height, Width and Coverage are at mature growth.																
Food Type: <u>B</u> erry, <u>F</u> ruit, <u>H</u> erb, <u>N</u> ut, <u>V</u> egetable, <u>O</u> ther																
Type: <u>D</u> eciduous, <u>E</u> vergreen, <u>S</u> emi-evergreen																
Growth Rate: <u>S</u> low, <u>M</u> edium, <u>F</u> ast																
Water Use: <u>V</u> ery Low, <u>L</u> ow, <u>M</u> edium, <u>H</u> igh																
Drought Tolerance: <u>L</u> ow, <u>M</u> edium, <u>H</u> igh																
Plant Form: <u>T</u> ree, <u>S</u> hrub, <u>V</u> ine																
Exposure: <u>F</u> ull sun, <u>P</u> artial shade, <u>S</u> hade																
BOTANICAL NAME	COMMON NAME (In Alphabetical Order)	Height (average) (feet)	Width (average) (feet)	Coverage (sq. feet)	Food Type B,F,H,N,V, O	Type D, E, S	Growth Rate S, M, F	Water Use VL, L, M, H	Drought Tolerance L, M, H	Spines or Thorns Yes or No	Hedge or Screen Yes or No	Plant Form T, S, V	Okay Under Overhead Utility Lines Yes or No	Exposure F, P, S	Harvest Dates, (Notes)	
<b>Fruits &amp; Vegetables</b>																
<i>Prunus dulcis</i>	Almond	25	20	236	N	D	S	M	M	N	N	T	N	F		
<i>Prunus amygdalus</i> 'All in One'	Almond, All in One	15	10	59	N	D	S	M	M	N	N	T	Y	F	Late Sept-Oct	
<i>Prunus amygdalus</i> 'Garden Prince'	Almond, Garden Prince	10	8	50	N	D	S	M	M	N	N	T	Y	F	Late Sept-Oct	
<i>Prunus amygdalus</i> 'Nonpareil'	Almond, Nonpareil	15	10	59	N	D	S	M	M	N	N	T	Y	F		
<i>Malus x domestica</i> 'Anna'	Apple, Anna	15	15	133	F	D	M	H	L	N	N	T	Y	F	June-July	
<i>Malus x domestica</i> 'Dorset Golden'	Apple, Dorset Golden	15	15	133	F	D	M	H	L	N	N	T	Y	F	June-July	
<i>Malus x domestica</i> 'Ein Shemer'	Apple, Ein Shemer	15	12	85	F	D	M	H	L	N	N	T	Y	F	June-July	
<i>Malus x domestica</i> 'Fuji'	Apple, Fuji	15	15	133	F	D	M	H	L	N	N	T	Y	F	Sept-October	
<i>Malus x domestica</i> 'Gala'	Apple, Gala	15	12	85	F	D	M	H	L	N	N	T	Y	F	August	
<i>Malus x domestica</i> 'Gordon'	Apple, Gordon	15	12	85	F	D	M	H	L	N	N	T	Y	F	Aug-Sept	
<i>Malus x domestica</i> 'Granny Smith'	Apple, Granny Smith	15	12	85	F	D	M	H	L	N	N	T	Y	F	Oct - Nov	
<i>Malus x domestica</i> 'Mutsu'	Apple, Mutsu (Crispin)	15	12	85	F	D	M	H	L	N	N	T	Y	F	Sept-October	
<i>Malus x domestica</i> 'Pink Lady'	Apple, Pink Lady (Cripps Pink)	15	15	133	F	D	M	H	L	N	N	T	Y	F	Oct - Nov	
<i>Malus x domestica</i> 'White Winter Pearmain'	Apple, White Winter Pearmain	15	12	85	F	D	M	H	L	N	N	T	Y	F	Sept-October	
<i>Malus x domestica</i> 'Yellow Newton Pippin'	Apple, Yellow Newton Pippin	15	12	85	F	D	M	H	L	N	N	T	Y	F	Oct - Nov	
<i>Prunus armeniaca</i> 'Blenheim'	Apricot, Blenheim (Royal)	15	15	133	F	D	M	H	L	N	N	T	Y	F	June-July	
<i>Prunus armeniaca</i> 'Canadian White Blenheim'	Apricot, Canadian White Blenheim	15	15	133	F	D	M	H	L	N	N	T	Y	F	July-August	
<i>Prunus armeniaca</i> 'Chinese'	Apricot, Chinese	15	15	133	F	D	M	H	L	N	N	T	Y	F	June	
<i>Prunus armeniaca</i> 'Early Golden'	Apricot, Early Golden	15	15	133	F	D	M	H	L	N	N	T	Y	F	May-June	
<i>Prunus armeniaca</i> 'Flora Gold'	Apricot, Flora Gold	15	10	59	F	D	M	H	L	N	N	T	Y	F	June	
<i>Prunus</i> 'Gold Kist'	Apricot, Gold Kist	15	15	133	F	D	M	H	L	N	N	T	Y	F	June	
<i>Prunus armeniaca</i> 'Katy'	Apricot, Katy	15	15	133	F	D	M	H	L	N	N	T	Y	F	May-June	
<i>Prunus armeniaca</i> 'Moorpark'	Apricot, Moorpark	15	15	133	F	D	M	H	L	N	N	T	Y	F	July	
<i>Prunus armeniaca</i> 'Royal Rosa'	Apricot, Royal Rosa	15	15	133	F	D	M	H	L	N	N	T	Y	F	May-June	
<i>Prunus persica</i> 'Snow Queen'	Apricot, Snow Queen	12	10	59	F	D	F	H	L	N	N	T	Y	F	June	
<i>Prunus</i> 'Flavor Delight'	Aprium, Flavor Delight	15	15	133	F	D	M	H	L	N	N	T	Y	F	May-June	
<i>Cynara scolymus</i>	Artichoke	4	6	n/a	V	n/a	M	H	L	N	N	S,V	Y	P	Spring	
<i>Eruca vesicaria</i>	Arugula	1	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F		
<i>Brassica</i> sp.	Asian Greens	1	1	n/a	V	n/a	F	H	L	N	N	S	Y	P		
<i>Asparagus officinalis</i>	Asparagus	.5	n/a	n/a	V	n/a	M	H	L	N	N	S	Y	F	Early Spring	
<i>Ocimum basilicum</i>	Basil	1	1	n/a	H	n/a	F	H	L	N	N	S	Y	F		
<i>Phaseolus vulgaris</i>	Beans, Snap	2	n/a	n/a	V	n/a	F	H	L	N	N	S,V	Y	F	(Amended soil)	
<i>Beta Vulgaris</i>	Beet	1	1	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Rubus fruticosus</i> 'Rosborough'	Blackberry, Rosborough	6	1	n/a	B	D	M	H	L	Y	N	S,V	Y	P	July-August	
<i>Rubus fruticosus</i> 'Womack'	Blackberry, 'Womack'	4	1	n/a	B	D	M	H	L	Y	N	S,V	Y	P	July-August	
<i>Brassica ruvo</i>	Broccoli	2	2	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Brassica oleracea</i>	Brussels Sprouts	2	1.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Brassica rapasp.</i>	Cabbage/Kale	1	2	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Brassica pekinensis</i>	Cabbage, Chinese	1	1	n/a	V	n/a	M	H	L	N	N	S	Y	F		
<i>Daucus carota</i>	Carrot	1	0.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Brassica</i> sp.	Cauliflower	2	2.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Apium graveolens</i> sp.	Celery	1	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F	(Very high water)	
<i>Apium graveolens</i> sp.	Celery Root	1	1	n/a	O	n/a	M	H	L	N	N	S	Y	F	(Very high water)	
<i>Coriandrum sativum</i>	Cilantro	1	1	n/a	H	n/a	M	H	L	N	N	S	Y	F		
<i>Cucumis sativus</i>	Cucumber	4	1	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Anethum graveolens</i>	Dill	3	1.5	n/a	H	n/a	M	H	L	N	N	S	Y	F		
<i>Solanum melongena</i>	Eggplant	2	3	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Cichorium endivia</i>	Endive	1	1	n/a	V	n/a	M	H	L	N	N	S	Y	F, P		
<i>Ficus carica</i>	Fig	20	20	236	F	D	M	M,H	L,M	N	N	T	N	F		
<i>Ficus carica</i> 'Black Mission'	Fig, Black Mission	25	25	368	F	D	F	M,H	L,M	N	N	T	N	F	August-Nov	
<i>Ficus carica</i> 'Janice'	Fig, Janice	25	25	368	F	D	F	M,H	L,M	N	N	T	N	F	August-Nov	
<i>Ficus carica</i> 'Kadota'	Fig, Kadota	25	25	368	F	D	F	M,H	L,M	N	N	T	N	F	August-Nov	
<i>Allium ursinum</i>	Garlic	1	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F		
<i>Allium tuberosum</i>	Garlic Chives	1	.5	n/a	H	n/a	F	H	L	N	N	S	Y	F		
<i>Vitis</i> sp.	Grape	10	10	59	F	D	M	L	M	N	Y	V	Y	F,P		
<i>Vitis</i> 'Blush'	Grape, Blush	10	10	59	F	D	M	L	M	N	Y	V	Y	F,P		
<i>Vitis</i> 'Black Monukka Seedless'	Grape, Black Monukka Seedless	10	10	59	F	D	M	L	M	N	Y	V	Y	F,P		
<i>Vitis</i> 'Fantasy'	Grape, Fantasy Seedless	10	10	59	F	D	F	L	M	N	Y	V	Y	F,P		
<i>Vitis</i> 'Flame'	Grape, Flame Seedless	10	10	59	F	D	F	L	M	N	Y	V	Y	F,P		
<i>Vitis</i> 'Harmony'	Grape, Harmony	10	10	59	F	D	M	L	M	N	Y	V	Y	F,P		
<i>Vitis</i> 'Himrod'	Grape, Himrod Seedless	10	10	59	F	D	M	L	M	N	Y	V	Y	F,P		

KEY																Harvest Dates, (Notes)
Height, Width and Coverage are at mature growth.																
Food Type: <u>B</u> erry, <u>F</u> ruit, <u>H</u> erb, <u>N</u> ut, <u>V</u> egetable, <u>O</u> ther																
Type: <u>D</u> eciduous, <u>E</u> vergreen, <u>S</u> emi-evergreen																
Growth Rate: <u>S</u> low, <u>M</u> edium, <u>F</u> ast																
Water Use: <u>V</u> ery Low, <u>L</u> ow, <u>M</u> edium, <u>H</u> igh																
Drought Tolerance: <u>L</u> ow, <u>M</u> edium, <u>H</u> igh																
Plant Form: <u>T</u> ree, <u>S</u> hrub, <u>V</u> ine																
Exposure: <u>F</u> ull sun, <u>P</u> artial shade, <u>S</u> hade																
BOTANICAL NAME	COMMON NAME (In Alphabetical Order)	Height (average) (feet)	Width (average) (feet)	Coverage (sq. feet)	Food Type B, F, H, N, V, O	Type D, E, S	Growth Rate S, M, F	Water Use VL, L, M, H	Drought Tolerance L, M, H	Spines or Thorns Yes or No	Hedge or Screen Yes or No	Plant Form T, S, V	Okay Under Overhead Utility Lines Yes or No	Exposure F, P, S		
<b>Fruites &amp; Vegetables (continued)</b>																
<i>Vitis 'Perlette'</i>	Grape, Perlette Seedless	10	10	59	F	D	M	L	M	N	Y	V	Y	F, P		
<i>Vitis 'Primitivo'</i>	Grape, Primitivo	10	10	59	F	D	M	L	M	N	Y	V	Y	F, P		
<i>Vitis 'Summer Muscat'</i>	Grape, Summer Muscat	10	10	59	F	D	M	L	M	N	Y	V	Y	F, P		
<i>Vitis 'Thompson Seedless'</i>	Grape, Thompson Seedless	10	10	59	F	D	M	L	M	N	Y	V	Y	F, P		
<i>Vitis 'Zinfandel'</i>	Grape, Zinfandel	10	10	59	F	D	M	L	M	N	Y	V	Y	F, P		
<i>Armoracia rusticana</i>	Horseradish	2	3	n/a	O	E	M	H	L	N	N	S	Y	F	(Invasive)	
<i>Ziziphus jujuba</i>	Jujube, Chinese Date	25	20	236	F	D	S	M	L	N	Y	T	N	F		
<i>Brassica oleracea</i>	Kale and Collards	1.5	1.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Brassica oleracea var. gongyolodes</i>	Kohlrabi	1	.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Laurus nobilis</i>	Laurel, Bay	12	12	85	H	E	M, F	M	M	N	Y	S	Y	F		
<i>Allium porrum</i>	Leek	2	.5	n/a	V	n/a	F	H	L	N	N	S	Y	F, P		
<i>Cymbopogon citratus</i>	Lemon Grass	4	3	n/a	H	n/a	F	H	L	N	N	S	Y	F		
<i>Lactuca sativa</i>	Lettuce	.5	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F, P		
<i>Valerianella locusta</i>	Mache	.5	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F		
<i>Cucumis melo</i>	Melon, Cantaloupe, Honeydew	1	10	n/a	F	n/a	M	H	L	N	N	V	Y	F		
<i>Cucumis melo</i>	Muskmelon	1	10	n/a	F	n/a	F	H	L	N	N	V	Y	F		
<i>Brassica juncea</i>	Mustard	1	.5	n/a	H	n/a	F	H	L	N	N	S	Y	F		
<i>Prunus persica 'Artic Glo'</i>	Nectarine, Artic Glo	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Artic Rose'</i>	Nectarine, Artic Rose	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Artic Star'</i>	Nectarine, Artic Star	12	10	59	F	D	F	H	L	N	N	T	Y	F	June	
<i>Prunus persica 'Desert Dawn'</i>	Nectarine, Desert Dawn	12	10	59	F	D	F	H	L	N	N	T	Y	F	May	
<i>Prunus persica 'Desert Delight'</i>	Nectarine, Desert Delight	12	10	59	F	D	F	H	L	N	N	T	Y	F	June	
<i>Prunus persica 'Double Delight'</i>	Nectarine, Double Delight	12	10	59	F	D	F	H	L	N	N	T	Y	F	July	
<i>Prunus persica 'Goldmine'</i>	Nectarine, Goldmine	12	10	59	F	D	F	H	L	N	N	T	Y	F	August	
<i>Prunus persica 'Liz's Late'</i>	Nectarine, Liz's Late	12	10	59	F	D	F	H	L	N	N	T	Y	F	Aug-Sept	
<i>Prunus persica 'Panamint'</i>	Nectarine, Panamint	12	10	59	F	D	F	H	L	N	N	T	Y	F	July-Aug	
<i>Abelmoschus esculentus</i>	Okra	6	2	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Allium cepa</i>	Onion	.5	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F, P		
<i>Petroselinum crispum</i>	Parsley	1	1	n/a	H	n/a	F	H	L	N	N	S	Y	F, P		
<i>Pastinaca sativa</i>	Parsnip	1	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F		
<i>Pisum sativum</i>	Pea	6	.5	n/a	V	n/a	F	H	L	N	N	V	Y	F		
<i>Prunus persica</i>	Peach, Nectarine	12	10	59	F	D	F	H	L	N	N	T	Y	F		
<i>Prunus persica 'Artic Supreme'</i>	Peach, Artic Supreme	12	10	59	F	D	F	H	L	N	N	T	Y	F	July-Aug	
<i>Prunus persica 'Babcock'</i>	Peach, Babcock White	12	10	59	F	D	F	H	L	N	N	T	Y	F	July	
<i>Prunus persica 'Bonanza'</i>	Peach, Bonanza Miniature	12	10	59	F	D	F	H	L	N	N	T	Y	F	June	
<i>Prunus persica 'Desert Gold'</i>	Peach, Desert Gold	12	10	59	F	D	F	H	L	N	N	T	Y	F	May-June	
<i>Prunus persica 'Earlitreat'</i>	Peach, Earlitreat	12	10	59	F	D	F	H	L	N	N	T	Y	F	May	
<i>Prunus persica 'Early Amber'</i>	Peach, Early Amber	12	10	59	F	D	F	H	L	N	N	T	Y	F	June	
<i>Prunus persica 'Early Elberta'</i>	Peach, Early Elberta	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Elberta'</i>	Peach, Elberta	12	10	59	F	D	F	H	L	N	N	T	Y	F	July-Aug	
<i>Prunus persica 'Eldorado'</i>	Peach, Eldorado Miniature	4	4	13	F	D	F	H	L	N	N	S	Y	F	May-June	
<i>Prunus persica 'Eva's Pride'</i>	Peach, Eva's Pride	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Flordaprince'</i>	Peach, Flordaprince	12	10	59	F	D	F	H	L	N	N	T	Y	F	May-June	
<i>Prunus persica 'May Pride'</i>	Peach, May Pride	12	10	59	F	D	F	H	L	N	N	T	Y	F	May-June	
<i>Prunus persica 'Mid Pride'</i>	Peach, Mid Pride	12	10	59	F	D	F	H	L	N	N	T	Y	F	July	
<i>Prunus persica 'Pix Zee'</i>	Peach, Pix Zee Miniature	6	5	20	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Red Baron'</i>	Peach, Red Baron	12	10	59	F	D	F	H	L	N	N	T	Y	F	July-Aug	
<i>Prunus persica 'Redhaven'</i>	Peach, Redhaven	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Starks Saturn'</i>	Peach, Starks Saturn, Donut, Saucer, Peento	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Strawberry Free'</i>	Peach, Strawberry Free White	12	10	59	F	D	F	H	L	N	N	T	Y	F	June-July	
<i>Prunus persica 'Tropic Snow'</i>	Peach, Tropic Snow White	12	10	59	F	D	F	H	L	N	N	T	Y	F	June	
<i>Arachis hypogaea</i>	Peanut	2	1	n/a	N	n/a	M	H	L	N	N	S	Y	F		
<i>Pyrus communis 'Bartlett'</i>	Pear, Bartlett	30	15	133	F	D	M	H	L	N	N	T	N	F	August	
<i>Pyrus communis 'Cornice'</i>	Pear, Cornice	30	15	133	F	D	M	H	L	N	N	T	N	F	Sept-Oct	
<i>Pyrus communis</i>	Pear, European	30	15	133	F	D	M	H	L	N	N	T	N	F		
<i>Pyrus communis 'Hood'</i>	Pear, Hood	30	15	133	F	D	M	H	L	N	N	T	N	F	July-Aug	
<i>Pyrus communis 'Kieffer'</i>	Pear, Kieffer	30	15	133	F	D	M	H	L	N	N	T	N	F	Sept-Oct	
<i>Pyrus communis 'Monterrey'</i>	Pear, Monterrey	30	15	133	F	D	M	H	L	N	N	T	N	F	Aug-Sept	
<i>Pyrus communis 'Red Bartlett'</i>	Pear, Red Bartlett	30	15	133	F	D	M	H	L	N	N	T	N	F	Aug-Sept	

KEY																Harvest Dates, (Notes)
Height, Width and Coverage are at mature growth.																
Food Type: <u>B</u> erry, <u>F</u> ruit, <u>H</u> erb, <u>N</u> ut, <u>V</u> egetable, <u>O</u> ther																
Type: <u>D</u> eciduous, <u>E</u> vergreen, <u>S</u> emi-evergreen																
Growth Rate: <u>S</u> low, <u>M</u> edium, <u>F</u> ast																
Water Use: <u>V</u> ery Low, <u>L</u> ow, <u>M</u> edium, <u>H</u> igh																
Drought Tolerance: <u>L</u> ow, <u>M</u> edium, <u>H</u> igh																
Plant Form: <u>T</u> ree, <u>S</u> hrub, <u>V</u> ine																
Exposure: <u>F</u> ull sun, <u>P</u> artial shade, <u>S</u> hade																
BOTANICAL NAME	COMMON NAME (In Alphabetical Order)	Height (average) (feet)	Width (average) (feet)	Coverage (sq. feet)	Food Type B,F,H,N,V, O	Type D, E, S	Growth Rate S, M, F	Water Use VL, L, M, H	Drought Tolerance L, M, H	Spines or Thorns Yes or No	Hedge or Screen Yes or No	Plant Form T, S, V	Okay Under Overhead Utility Lines Yes or No	Exposure F, P, S	Harvest Dates, (Notes)	
<b>Fruits &amp; Vegetables (continued)</b>																
<i>Pyrus pyrifolia</i> 'Shinseiki'	Pear, Shinseiki Asian	12	12	85	F	D	M	H	L	N	N	T	Y	F	July-Aug	
<i>Pyrus pyrifolia</i> 'Twentieth Century'	Pear, Twentieth Century Asian	12	12	85	F	D	M	H	L	N	N	T	Y	F	August	
<i>Capsicum annuum</i>	Pepper	2	1.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Diospyros kaki</i>	Persimmon	15	12	85	F	D	M	H	L	N	N	T	Y	F		
<i>Diospyros kaki</i> 'Fuyu'	Persimmon, Fuyu/Jiro	15	12	85	F	D	M	H	L	N	N	T	Y	F	Oct-Nov	
<i>Diospyros kaki</i> 'Hachiya'	Persimmon, Hachiya	15	12	85	F	D	M	H	L	N	N	T	Y	F	Nov-Dec	
<i>Pistacia vera</i>	Pistachio Nut	20	20	236	N	D	M	M	M	N	N	T	Y	F		
<i>Prunus sp.</i>	Plum	15	15	133	F	D	M	M	M	N	N	T	Y	F		
<i>Prunus salicina</i> 'Beauty'	Plum, Beauty	15	15	133	F	D	M	M	M	N	N	T	Y	F	June	
<i>Prunus salicina</i> 'Burbank'	Plum, Burbank	10	10	59	F	D	M	M	M	N	N	T	Y	F	July-Aug	
<i>Prunus salicina</i> 'Elephant Heart'	Plum, Elephant Heart	15	15	133	F	D	M	M	M	N	N	T	Y	F	Aug-Sept	
<i>Prunus salicina</i> 'Emerald Beaut'	Plum, Emerald Beaut	15	15	133	F	D	M	M	M	N	N	T	Y	F	Aug-Oct	
<i>Prunus salicina</i> 'Mariposa'	Plum, Mariposa	15	15	133	F	D	M	M	M	N	N	T	Y	F	July-Aug	
<i>Prunus salicina</i> 'Santa Rosa'	Plum, Santa Rosa	15	15	133	F	D	M	M	M	N	N	T	Y	F	June-July	
<i>Prunus salicina</i> 'Weeping Santa Rosa'	Plum, Weeping Santa Rosa	8	8	50	F	D	M	M	M	N	N	T	Y	F	June-July	
<i>Prunus armeniaca x domestica</i> 'Flavor King'	Pluot® , Flavor King	12	12	85	F	D	M	M	M	N	N	T	Y	F	Aug-Sept	
<i>Prunus armeniaca x domestica</i> 'Flavor Queen'	Pluot® , Flavor Queen	12	12	85	F	D	M	M	M	N	N	T	Y	F	July-Aug	
<i>Punica sp.</i>	Pomegranate	20	15	133	F	D	M	M	M	N	N	T,S	Y	F		
<i>Punica granatum</i> 'Eversweet'	Pomegranate, Eversweet	8	8	50	F	D	M	M	M	N	N	T,S	Y	F	Summer-Fall	
<i>Punica granatum</i> 'Sweet'	Pomegranate, Sweet	15	15	133	F	D	M	M	M	N	N	T	Y	F	Late Summer	
<i>Punica granatum</i> 'Wonderful'	Pomegranate, Wonderful	15	15	133	F	D	M	M	M	N	N	T	Y	F		
<i>Solanum tuberosum</i>	Potato	2	2	n/a	V	D	M	H	L	N	N	S	Y	F		
<i>Prunus x domestica</i> 'French Improved'	Prune, French Improved	15	15	133	F	D	M	M	M	N	N	T	Y	F	August	
<i>Prunus x domestica</i> 'Italian'	Prune, Italian	15	15	133	F	D	M	M	M	N	N	T	Y	F	Aug-Sept	
<i>Prunus x domestica</i> 'Sugar'	Prune, Sugar	15	15	133	F	D	M	M	M	N	N	T	Y	F	August	
<i>Cucurbita pepo</i>	Pumpkin	2	30	n/a	V	n/a	F	H	L	N	N	V	Y	F		
<i>Cydonia oblonga</i>	Quince	15	15	133	F	D	S	M,H	L,M	N	N	T	Y	F		
<i>Cydonia oblonga</i> 'Orange'	Quince, Orange	15	15	133	F	D	S	M,H	L,M	N	N	T	Y	F		
<i>Cydonia oblonga</i> 'Pineapple'	Quince, Pineapple	15	15	133	F	D	S	M,H	L,M	N	N	T	Y	F		
<i>Raphanus sativus</i>	Radish	1.5	.5	n/a	V	n/a	F	H	L	N	N	S	Y	P		
<i>Rosmarinus officinalis</i>	Rosemary	4	6	28	H	E	M,F	L,M	M	N	N	S	Y	F, P		
<i>Brassica napus</i>	Rutabaga	1	1	n/a	V	n/a	M	H	L	N	N	S	Y	F	(needs cold)	
<i>Tragopogon porrifolius</i>	Salsify	2	1	n/a	V	n/a	F	H	L	N	N	S	Y	F, P		
<i>Allium cepa</i>	Shallot	1	.5	n/a	V	n/a	M	H	L	N	N	S	Y	F		
<i>Spinacia oleracea</i>	Spinach	.5	1	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Fragaria</i> 'Lassen'	Strawberry, Lassen	.5	.5	n/a	B	n/a	F	H	L	N	N	S	Y	F, P	Spring, Fall	
<i>Fragaria</i> 'Shasta'	Strawberry, Shasta	.5	.5	n/a	B	n/a	F	H	L	N	N	S	Y	F, P	June-July	
<i>Cucurbita pepo</i>	Squash, Summer/Winter	1	15	n/a	V	n/a	F	H	L	N	N	V	Y	F		
<i>Helianthus annuus</i>	Sunflower, Common	5	2	n/a	O	n/a	F	M	L	N	N	S	Y	F		
<i>Ipomoea batatas</i>	Sweet Potato	2	5	n/a	V	n/a	F	H	L	N	N	S,V	Y	F		
<i>Beta vulgaris</i>	Swiss Chard	1	1	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Physalis ixocarpa</i>	Tomatillo	3	4	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Lycopersicon sp.</i>	Tomato	8	4	n/a	V	n/a	F	H	L	N	N	S,V	Y	F		
<i>Brassica rapa</i>	Turnip	.5	.5	n/a	V	n/a	F	H	L	N	N	S	Y	F		
<i>Juglans rupestris major</i>	Walnut, Nogal/Arizona Walnut	40	30	530	N	D	M	M	M	N	N	T	N	F		
<i>Citrullus lanatus</i>	Watermelon	1	15	n/a	F	n/a	M	H	L	N	N	V	Y	F		