



# ABOUT THE 2050 LAS VEGAS MASTER PLAN

The City of Las Vegas is an internationally renowned leader in the global economy with strong, livable neighborhoods. From humble beginnings to exponential growth and the reinvention of its downtown, the city has been driven by determination, ambition, and innovation. As Las Vegas is projected to continue its growth over the next 30 years, the City has prepared this Master Plan to build on its legacy and address future challenges. It serves as a comprehensive roadmap for residents and businesses to provide for their health, safety, prosperity, security, comfort, and general welfare.

The 2050 Master Plan addresses challenges head-on. The plan examines the land use and environment of the city, its economy and educational opportunities, and the systems and services that make the city run. It provides the City and its constituents with a strategic set of clear and measurable goals to guide future growth and development, align capital improvement projects, and coordinate City programming. The 2050 Master Plan is not a stand-alone document: It integrates existing and ongoing City and regional planning efforts to advance the City's vision for a future that enhances the quality of life for every resident.

#### A GUIDING FRAMEWORK

The 2050 Master Plan serves as a guiding framework to achieve a cohesive set of economic, social, cultural and environmental goals for the City for the next 30 years, guided by an overarching vision for an enhanced, sustainable quality of life. The 2050 Master Plan replaces the 2020 Master Plan adopted by the Las Vegas City Council on September 6, 2000. Elements of the previous plan underwent multiple additions and updates between 2000 and 2013. Today, most of the goals, objectives, and policies identified in that plan have been achieved. Simply put, a new plan is needed.

The plan chooses to proactively address shifting opportunities and challenges the City will face over the next several decades, including but not limited to a growing population, health and education, water conservation, and economic diversification. It incorporates Nevada Revised Statue (NRS) requirements pursuant to NRS 278.160, including required recommendations for conservation, historic preservation, housing, land use, public facilities and services, recreation and open space, safety, transportation, and urban agriculture. This master plan sets direction for Las Vegas Municipal Code and complement the City's zoning standards.

Organized around guiding principles inspired by City-developed strategic planning themes and priorities, the plan is reinforced by extensive community outreach to ensure that recommendations and outcomes lead to a City that is livable, equitable, innovative, resilient and healthy.



# LAS VEGAS: A HISTORY OF MAKING THE IMPOSSIBLE REAL

Las Vegas is a global city that thrives in a high desert environment in Southern Nevada. The City has sustained decades of rapid growth and intensive development with an against-all-odds mentality. Over the years, the people of Las Vegas have realized ambitious dreams with a determination and ingeniousness that few can surpass. The City and region have become an international destination and world-class economy in a place few would have thought possible.

Inspired by necessity, the City has developed livable neighborhoods and has led the way in water conservation. In recent years, the City has shown how it is possible to reinvigorate its downtown in a remarkable, authentic way. The world is watching as the City develops new solutions to meet the needs of its residents amongst a new set of challenging conditions.

# A CITY AT AN INFLECTION POINT

As Las Vegas continues to grow, key resources such as water, natural lands, open space, and transportation infrastructure face stresses that can affect health, quality of life, and economic vitality. These resources are reaching their capacity to support the levels of growth that the City has experienced in recent decades.

Recognizing that available land and water are finite, now is the time to make important decisions for the future. The water, energy and transportation costs associated with continuing to build outward using conventional development standards and practices are growing prohibitive. Changing demographics are creating new civic, social, and cultural conditions that will shape Las Vegas communities and the services that they will need.

This Plan provides a strategic framework for the City to proactively adapt to growth while improving equity and quality of life for all residents.



# PLANNING FOR A RESILIENT COMMUNITY

At its core, the 2050 Master Plan is a resilience strategy focused on smart and proactive planning around population health and key resources, beginning with water. Water is central to any consideration of public health, economic strength and quality of life in Las Vegas. The Colorado River, which provides 90 percent of the region's water, supports shrinking resources due to prolonged drought and climate change. Shortages are likely in the near term.

Las Vegas faces not only the prospect of increased water shortage but also urban heat island effects often in the City's most challenged urban neighborhoods. Thanks to impactful regional collaboration over the past twenty years, Las Vegas has emerged as a recognized leader in sustainable infrastructure and best practices. The 2050 Master Plan builds upon these successes and addresses these issues head-on. It sets forth a vision of creative and forward-thinking land use planning to improve health outcomes, reduce water demand and heat island impacts, and improve quality of life for all Las Vegas residents today and in the future.

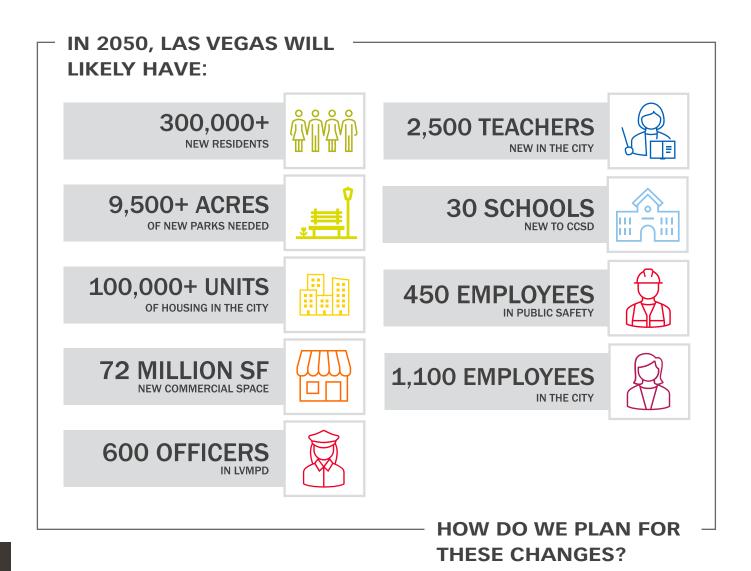
#### EMPLOYING METRICS, ENGAGING COMMUNITIES

With additional residents come increasing demands on public services, transportation, utility infrastructure, and commercial activity. Planning to accommodate them is a challenging prospect. However, through extensive public and stakeholder engagement, local knowledge and expertise, and metric-based decision making, the 2050 Master Plan is able to present multiple potential future directions to better understand which is best for the long term health and vitality of Las Vegas.

The central question is understanding where current and future residents might live and in what types of housing. Conventional suburban-style neighborhoods consume relatively large quantities of land and resources. In Las Vegas, the continued viability of these types of neighborhood is challenging, given growing resource and quality of life constraints. What alternative development practices can be explored? How might new typologies fit within the existing fabric of Las Vegas?

# **QUANTIFYING CHANGE**

To fully realize the City's vision, it will need to quantify measurable change. Here are some facts and figures, for a baseline understanding of what is facing the city, particularly related to growth and development.



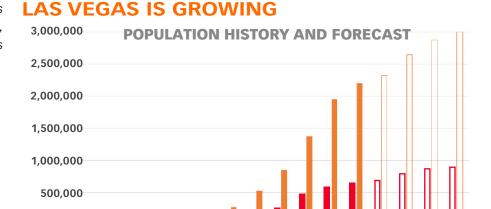
### CHANGE DRIVERS

The population in Southern Nevada is projected to reach 3 million by 2050, with 300,000 future City of Las Vegas residents.

City of Las Vegas

Metro Area

Source: UNLV

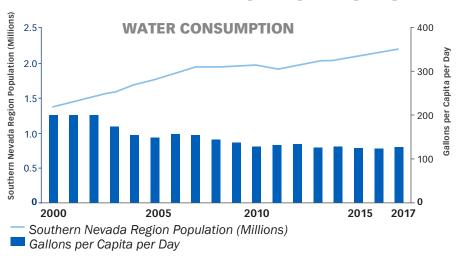


Despite the population increase, drought, and urban development, SNWA has produced significant decreases in per person water use with the same water supply from the Colorado River. Even with increased conservation, Lake Mead's levels are expected to decrease in the face of drought and climate change. Water conservation is a key element of SNWA's success in managing water resources to meet the region's expected water demand, and the City can contribute to this effort in a collaborative role.

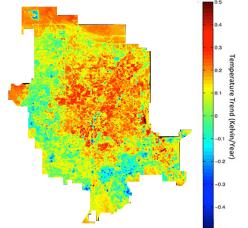
The average annual temperature is rising, meaning the city must plan for ways to alleviate the increasing adverse effects of the urban heat island. Between 2006 and 2019, average temperatures increased nearly three to four degrees in Las Vegas. Over the next 30 years, barring no major reversal of global climatic temperature trends, it is anticipated that the average annual number of days when temperatures exceed 100° will increase to 70 days.

#### WATER AVAILABILITY IS DECREASING

1910 1920 1930 1940 1950 1960 1970 1980



#### TEMPERATURES ARE RISING



#### **UP TO 24 DEGREES**

warmer in the city than in nearby rural areas

#### 22 MORE DAYS

above 90 degrees Fahrenheit each vear than in rural areas

# **NO. 1**biggest different between urban and rural temperatures per the AAAS

# BRINGING THE PLAN TO THE PEOPLE

#### **PUBLIC OUTREACH**

In order to increase the number and diversity of responses gathered during a traditional public outreach process, the Department of Planning designed an outreach strategy for the 2050 Master Plan that engaged residents where they were. Long Range Planning staff attended over 68 community events during a 5 month period throughout the city by attending concerts, community centers, neighborhood block parties, swap meets, farmers markets, after school events, transit centers, and public events. These activities, along with electronic engagement tools available on masterplan.vegas, resulted in engaging with over 5,000 people all across the valley. To encourage participation, Planning staff raffled off prizes every month to those who completed a survey either online or in-person at a community event.

- 5,120 total people reached.
- 3,403 individuals provided input.
- 1,717 professional surveys completed.
- 420 Statistical surveys conducted.
- 68 community events.
- 28 stakeholder meetings

#### **MARKETING EFFORTS**

With the help of the City's Office of Communications, the Planning Department deployed a marketing campaign encouraging the community to participate in the public engagement process. The City kicked-off the engagement phase with a live remote broadcast with Mercedes from 94.1 FM. Digital ads, public service announcements, social media posts, newsletter messages, and direct e-mail campaigns were all produced.

- Digital ads saw approximately 45,403 impressions and 115 clicks.
- E-mails were sent to over 2,500 recipients.
- · Social media posts saw over 205 clicks.
- Public Service Announcements aired 125 times on KCLV.

#### **SURVEY**

Applied Analysis conducted a city-wide and ward-specific statistically significant survey. Respondents ranked issues the City should prioritize over the next 30 years. The following emerged as the top three issues: public safety, education, and health care. The surveys, conducted in late 2019, concluded that City residents were generally satisfied with their quality of life and would recommend others to move to Las Vegas.

#### YOUTH RESPONSES

The Planning Department made a considerable effort to elicit feedback from some of the brightest and youngest residents: the City's youth. The Departments of Youth Development and Social Innovation and Parks and Recreation were instrumental in gathering quality feedback from youth of all ages across the City. Over 100 kids provided feedback on the 2050 Master Plan by answering the prompt "What would make Las Vegas better in the future?" Their top responses were Parks, Homelessness, Education, and Water.

#### STAKEHOLDER ENGAGEMENT

The Planning Department wanted to ensure a varied team of stakeholders could provide valuable feedback throughout the drafting of the 2050 Master Plan. The composition of the plan's Citizens Advisory Committee (CAC) was purposefully designed to be representative of the issues and opportunities the plan was destined to feature. The CAC included approximately 30 residents representing non-profits, businesses, critical industry sectors, and offered key subject matter expertise to frame the objectives and recommendations in the plan. They also were encouraged to engage their respective groups to provide feedback through the "Workshop in a Box" exercise.

- 7 Citizens Advisory Committee Meetings
- 6 Issue Specific Workshops (Sustainability, Health, Equity, Economy, Infill development, land use)
- More than 25 Stakeholder Meetings

#### **HOW DID WE COLLABORATE?**

To engage as many people as possible throughout the planning process, the City used a diverse array of engagement methods including community workshops, stakeholder meetings, advisory committee meetings, interactive activities and online engagement.



#### WHAT DID WE HEAR?

At each public outreach event, the team asked residents, "What are the top 5 challenges confronting Las Vegas?" The top answers were:



### PLAN ORGANIZATION

In order to realize a broad and transformative vision for what the City of Las Vegas can successfully become it is necessary to translate vision into clear practical goals and measurable outcomes, such that are clear to residents, community leaders, businesses, and stakeholders how progress can be achieved.

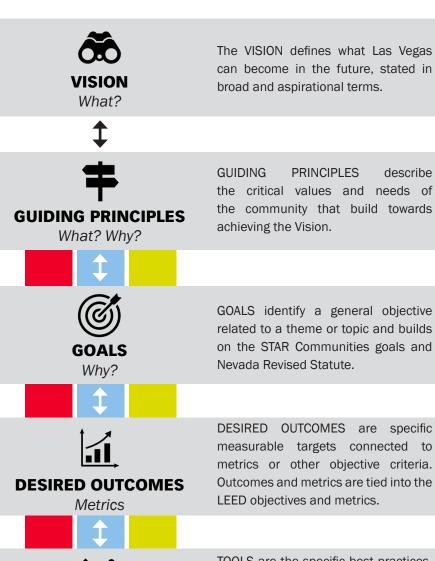
The recommendations of the 2050 Master Plan provide tools, strategies, and actions that can be used in order to meet the desired outcomes.

The 2050 Master Plan also identifies three major themes, which organize the plan elements across individual chapters. These themes include:

- Land Use and Environment
- Economy and Education

#### Systems and Services

Collectively, these terms give structure to the plan document, providing clarity and consistency throughout. The graphic to the right shows the relationship between these organizing elements.





TOOLS are the specific best practices, approaches, and recommendations in the 2050 Master Plan which provide the means of reaching desired outcomes.

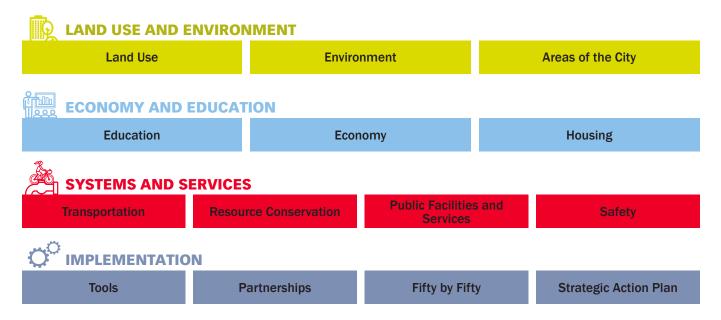


ACTIONS are necessary steps that an agent (leader, organization, agency, etc.) can perform within a timeframe to put the plan recommendations into effect.



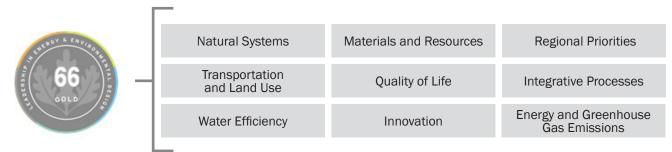
The plan is organized into three primary chapters organized by themes, each of which relates to the Southern Nevada Strong Regional Plan's areas of focus. Each chapter topic contains:

- Existing conditions
- Public input
- Area specific recommendations
- Implementation strategies



Implementation strategies are based on the desired outcomes of goals from chapters 2, 3, and 4. These desired outcomes indicate how well the City is progressing towards each goal and were created using the framework of the LEED for Cities criteria, formerly known as Star Communities criteria.

#### **DESIRED OUTCOMES BASED ON LEED FOR CITIES CRITERIA**



## **VISION**

THE CITY OF LAS VEGAS WILL BE A LEADER IN RESILIENT, HEALTHY CITIES - LEVERAGING THE PIONEERING INNOVATIVE SPIRIT OF ITS RESIDENTS TO PROVIDE EQUITABLE ACCESS TO SERVICES, EDUCATION, AND JOBS IN THE NEW ECONOMY.



#### **BOLD, VISIONARY PLANNING**

The City's future upon depends how its leaders and residents respond to opportunities and challenges today and plan for continued change tomorrow. Las Vegas residents have already witnessed the power of visionary, implementable planning in several key areas of the City. Now is the time for all areas of the City to benefit from this kind of strategic thinking.

The 2050 Master Plan announces to the region and world that Las Vegas is actively moving forward in order to address key challenges and capitalize on key opportunities and move boldly as it has in the past, leading other desert and global cities in equitable outcomes and the competition for investment, talent, health, education, leisure and other hallmarks of a uniquely Las Vegas quality of life.

The 2050 Master Plan continues the tradition of forward-thinking planning in the City and Las Vegas Valley, including regional plans like Southern Nevada Strong, and district plans like the Vision 2045 Downtown Las Vegas Masterplan. The previously adopted 2020 Master Plan reached the end of its useful life as most of the goals, objectives and policies identified in that plan were achieved. This Plan builds upon the existing strengths of the City and region to establish a vision for the future with measurable goals and actionable implementation recommendations.

#### **GUIDING PRINCIPLES**

Built on the vision, this Plan's Guiding Principles shape each recommendation. Together, the Guiding Principles will be used to:

- Measure success.
- · Weigh recommendations.
- Foster community-driven implementation.
- Improve quality of life for all residents.

These Guiding Principles were developed based on input from the public, officials, staff, and stakeholders that prioritized a common set of quality of life measures that this plan seeks to address. Each Guiding Principle was the focus of a series of workshops held in May 2019 for local experts and implementors to strategize with national experts from the consulting team.



**RESILIENT** 



**LIVABLE** 



**HEALTHY** 



**INNOVATIVE** 



**EQUITABLE** 



Today, planners must look to the impacts o a

changing climate as well.

#### To achieve a resilient Las Vegas, we must:

Infuse resilience in all aspects of City development and systems at a physical and operational level.

Acknowledge both heat island effect and climate change are threats.

Emphasize land use planning can reduce water demand and heat island impacts.

Focus on how environmental and infrastructure issues can be addressed through plan recommendations.

Plan for uncertainty by considering multiple scenarios for future risk and vulnerability.

Celebrate water as core to public health, economic strength and quality of life.

Understand the anticipated context of a hotter, drier future in Las Vegas and how limited and shrinking water resources and climate change will affect the region.

Intentionally incorporate key issues of resiliency and climate action/adaptation into all land-use planning, policies, and standards.

Consider energy and water related goals to reduce demand such as human-scaled interventions, building scale incentive programs, deep energy retrofits, building code provisions, and partnerships at the City scale.

Lead policy and actions as a City within a framework of increased multi-jurisdictional cooperation and regional partnership building.

Protect the environment for future generations and mitigate urban heat island by using smart growth development practices to protect and maintain limited resources.

Effectively communicate the issues and risks we are facing as a community and the steps we are taking to address them.



- Business Retention and Development: Foster economic prosperity and stability
- Targeted Industry Development: Increase local competitiveness
- Green Market Development: Increase overall green market demand
- **Energy:** Transition the local energy supply toward the use of renewables



Beyond access to clean air and water, the people of Las Vegas envision a city that improves physical and mental health outcomes, improves safety, sustains their families and encourages healthy choices. They see opportunities to make more communities walkable and responsive through mixed use developments together with ample parks, open spaces and recreational opportunities.



#### To achieve a livable Las Vegas, we must:

- Increase options for physical activity and opportunities to be able to go more places without a car, mitigate the impact of the personal automobile, improve walkability and safety, and invest in public transportation.
- Develop livable places in clean environments.
- Improve air quality.
- Reduce food insecurity and hunger.
- Improve and increase park spaces and access.
- Increase affordable housing options and develop alternative housing strategies that respond to need and resources of today.
- Improve accessibility and availability of mental health and care resources.
- Reduce loneliness and isolation.
  - Improve connectivity.



- Environmental Justice: Reduce polluted and toxic environments
- Active Living: Enable adults and kids to maintain healthy, active lifestyles
- Community Health and Systems: Achieve positive health outcomes and minimize health risks
- Food Access and Nutrition: Ensure access to fresh, healthful food
- Indoor Air Quality: Ensure healthy indoor air quality



When they imagine their city in the future, Las Vegas residents see a city of clean air and water for all. They see a city that provides access to education, healthcare, resources, and jobs no matter where in the city they happen to live—all while acknowledging that each neighborhood has its own distinctive character.

Las Vegas is recognized by experts as a leader in diversity, equity and inclusion. A dynamic city that values all individuals and creates opportunities for everyone.

#### To achieve an equitable Las Vegas, we must:

Diversify our workforce and provide opportunity for equitable access to high-quality education and relevant training.

Advance socioeconomic mobility for all Las Vegas residents.

Embrace our key challenges.

Emphasize talent recruitment and retention of residents.

Create opportunities for adequate, diverse housing that meets the needs of the community.

Build empathy for better urban design outcomes in economically disadvantaged areas.

Anticipate and innovate for new economies.

Acknowledge national and local trends such as: the nation and our city is becoming more diverse, there are socio-political challenges, there are rising costs in housing, health care and education, and decisions increasingly make the context of equitable indicators.

Create a just, equitable, diverse, and inclusive culture.



- Social and Cultural Diversity: Celebrate and respect diversity in community decision-making
- Civil and Human Rights: Promote civil and human rights
- Equitable Services and Access: Ensure equitable access to foundational community assets



For all the change the future will bring, the people of Las Vegas want to maintain strong ties to qualities of the city that make it distinctive and meaningful. The City wants to hold on to cherished icons of its past while acknowledging its diverse cultural traditions, and it wants to reaffirm its deep ties to the desert and the West.



#### To achieve a livable Las Vegas, we must:

- Continue to be a unique entertainment and recreation destination with a vibrant character and economy.
- Improve the quality of life and sense of "place" for residents.
- Create and maintain safe neighborhoods.
- Design places for all people to live regardless of age, abilities or income.
- Increase opportunities where residents can make healthier and more affordable food choices.
- Celebrate the history and culture of Las Vegas to build greater neighborhood pride and investment.
- Support strong neighborhoods with access to key services and amenities.
- Capitalize on the resurgence of downtown, the Arts District, and urban lifestyle.
- Continue collaboration with LVMPD to provide outstanding public safety.



- Arts and Culture: Provide a broad range of arts and cultural activities
- Community Cohesion: Ensure a cohesive, connected community
- Civic Engagement: Improve well-being by participating in decision-making and volunteering
- Safe Communities: Prevent and reduce violent crime



#### To achieve an innovative Las Vegas, we must:

Embrace that a smart city is where there is effective integration of physical, digital and human systems in the built environment to deliver a sustainable, prosperous and inclusive future for its citizens.

Understand the biggest barrier to innovation is lack of connectivity.

Embrace the six pillars of Smart Vegas.

Embrace the economic impact promise of Smart City improvements.

Understand potential limitations to Smart City improvements in the City of Las Vegas.

Address key elements the City desires to move forward regarding Smart Vegas.

Become a less one-dimensional economy and thus less susceptible to sharp market shifts.

Diversify our knowledge-based economy that leverages our innovative enterprises including resilience and sustainability research, advanced mobility platforms, and improved data collection, analysis and evaluation. Improve institutional partnerships.

Improve the disconnect between land use policy and economic development goals.

Continue to be the top city for open data, balance between open public data, secure data and data that can be monetized. Address the "digital divide."



- Business Retention and Development: Foster economic prosperity and stability
- Targeted Industry Development: Increase local competitiveness
- Green Market Development: Increase overall green market demand
- Energy: Transition the local energy supply toward the use of renewables

### SHAPING LAS VEGAS

# FROM GUIDING PRINCIPLES TO MEASURABLE RECOMMENDATIONS

The Las Vegas 2050 Master Plan identifies the vision and goals of the community and provides a "road map" identifying where land use changes may be anticipated or desired. The Plan provides guidance and recommendations on the forms and functions of these future land uses:

**Increase density.** Density will occur in key parts of the city based on analysis which shows the biggest increases in access to efficient energy, transportation, and community resources.

Increase access to housing. Prioritizing and incentivize construction of "Missing Middle" housing will create more affordable housing which efficiently uses natural resources and matches the character of Las Vegas neighborhoods.

**Efficiently use resources.** Optimize the efficient use of limited resources such as land and water by promoting practices such as enhanced city infrastructure, increased tree shade, and strategic density along transportation corridors.

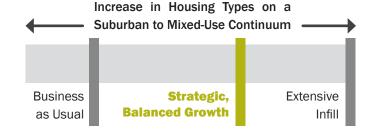
# EXPLORING FUTURE ALTERNATIVES

To help answer the question of where and how 300,000 additional residents will be housed in the future, a modeling tool was used to predict potential land use changes and assess their associated impacts. This tool resulted in 3 different alternative solutions.

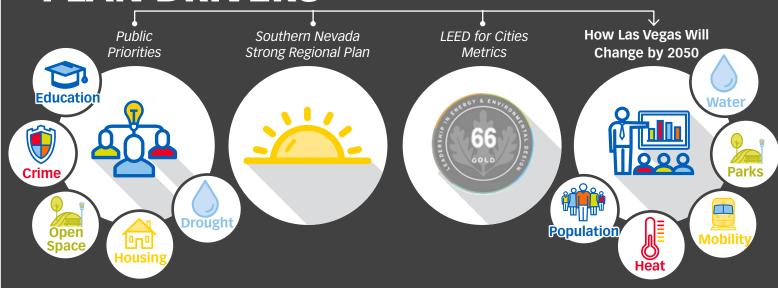
The "Business-as-usual" approach assumes future population growth would largely be accommodated through creation of new single-family neighborhoods that expand the developed footprint of the City of Las Vegas as the community has done in the past. This approach requires constructing new roads and public infrastructure to provide services to these new suburban-style developments.

The "Extensive Mixed-Use Infill" approach assumes the majority of new housing would be accommodated through utilization of vacant land within existing development footprints, redevelopment of portions of lower-density commercial areas into high-density mixed-use areas, and smaller scale infill in portions of existing residential zones.

The "Strategic, Balanced Growth approach identifies key opportunities for increased density and mixed-use development patterns where they are most feasible and desired. It aligns higher density redevelopment opportunities with transit and transportation infrastructure improvements and slightly more dense traditional suburban development in outlying areas. This approach is the most effective and the basis of recommendations in the land use chapter.



# **PLAN DRIVERS**



# → EVALUATION · · · · · LAND DENSITY · FACTORS · · · OPPORTUNITIES



# **OUTCOMES**



# **LAND USE & ENVIRONMENT**

**CENTER** 

#### LAND USE

The plan for existing and future land use recognizes that land supply will greatly reduce over the next thirty years. As existing development agreements and new subdivisions are completed in the western and northwestern part of the City, this plan recognizes the need to shift to a strategy of infill and redevelopment.

#### **2050 GENERAL PLAN**

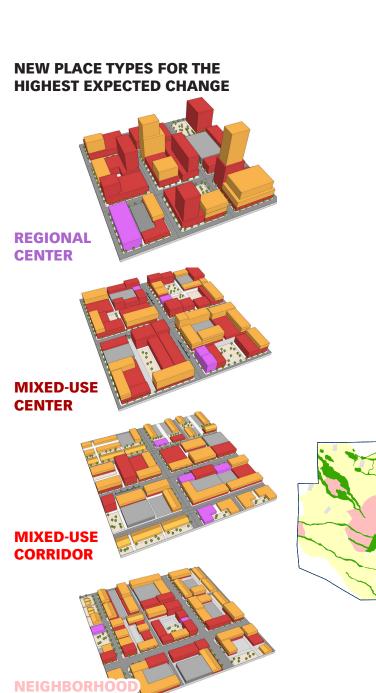
To accomplish an infill strategy that ties with many additional goals throughout the plan, the plan links identified regional centers with mixed-use transit-oriented development (TOD) corridors, accented at key nodes. These corridors must be prioritized for higher density development that integrates a diverse range of affordable housing types. A number of new place types are recommended, as well as a corresponding land use tool-box, zoning typology, and modest amendments to Title 19, including:

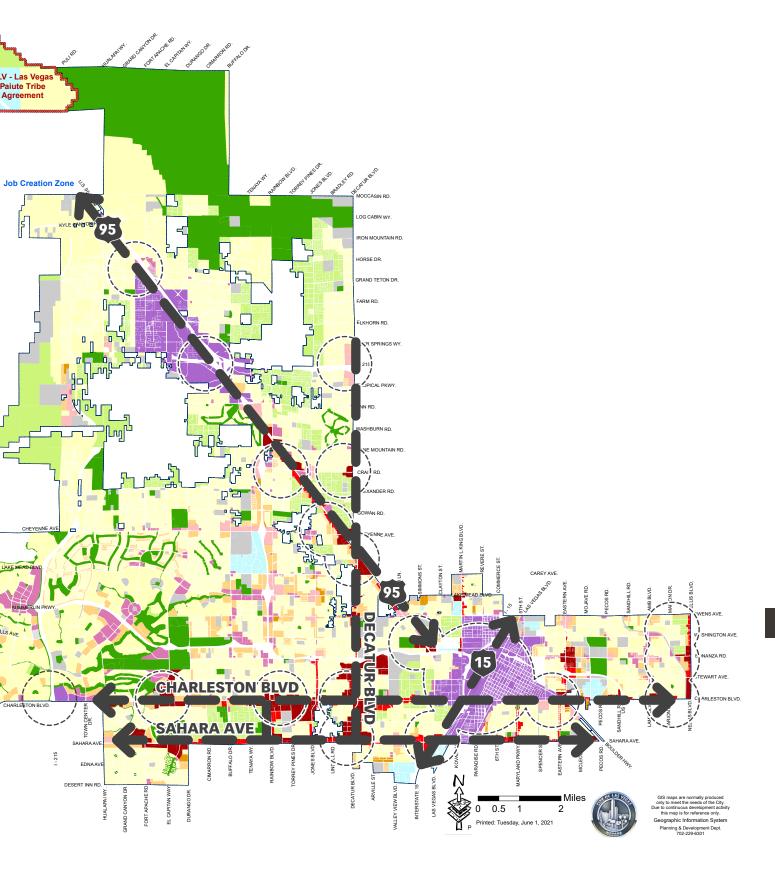
- Regional Centers: major hubs of activity and density.

  Mixed-Use Centers: TOD nodes.
- Mixed Use Corridor: major streets linking regional centers and TOD.
- Neighborhood Centers: smaller-scale neighborhood serving mixed-use hubs.
- **Key Development Corridors:** areas with enough density to support transit infrastructure
- Existing Development and New Subdivisions: Areas may have opportunities to be preserved, enhanced, or retrofitted. This can be replicated in new developments.
  - Low Density Residential
  - Medium Density Residential
  - High Density Residential
  - Commercial
  - Industrial
  - Parks, Recreation and Open Space
  - Public Facilities
- **Rural Preservation**: existing low-density estate areas.

#### **HISTORIC PRESERVATION**

The Land Use strategy strives to ensure established traditional neighborhoods, key buildings, and landmarks are preserved and well maintained, while also providing flexibility for property owners to make adaptive reuse.





#### **ENVIRONMENT**

#### **NATURAL FEATURES**

A complete inventory of the City's Mojave Desert environment was conducted, noting issues related to ecosystems, plant and animal species, climate, topography, hydrology, and geology. SNPLMA and the Clark County MSHCP are tools that protect and enhance the environment and provide funding for parks and open spaces, while resulting in no net loss of species or landforms.

#### **URBAN FORESTRY**

Due to notable increases in the urban heat island effect, steps must be taken to reduce heat hazards with appropriate green infrastructure, including:

- LVMC and zoning amendments for trees
- At least 100,000 public and private high quality, native and adaptive trees that increase the canopy are planted to increase the canopy to 20%

#### **PARKS AND CONNECTIVITY**

Because parks and recreational facilities are an important quality of life component, park facilities, amenities, connections, and safety were frequently noted throughout public outreach. As a result, the City will

- Develop a Parks System Plan and achieve CAPRA certification
- Increase park acreage to 7 acres per 1,000 residents, specifically in noted areas of need
- Ensure 85% of dwelling units are within a short walk of a park or trail

#### **FOOD AND URBAN AGRICULTURE**

Given the lack of regional agriculture, it is necessary to ensure supply chain security and redundancy. To supplement these efforts, the City must ensure:

- No food deserts and reduce food swamps by increasing healthy food access
- Provide accessibility to community gardens and increase allowable small agricultural uses

#### **ENVIRONMENTAL JUSTICE**

Reducing exposure and risk to low-income and minority communities must be prioritized, especially for new transportation and infrastructure projects. The City must:

- Ensure an air quality index of 100 or better
- Eliminate brownfields within the City by redevelopment
- Improve stormwater pollution prevention efforts
- Engage residents of all races, ethnicities, abilities and means in the planning and transportation decisionmaking process





#### AREAS OF THE CITY

The plan creates 16 unique areas of the City comprised of numerous neighborhoods that build identity and a sense of place. Each area includes a thorough analysis of existing conditions and proposed future improvements including:

- Area demographics and socio-economics
- Proposed land use plan
- Water consumption

Summerlin West

- Proximity of housing to services
- Park access and availability
- Job and employment supply, as well as proximity
- Transportation access and equity

Future area plans will provide specific recommendations from members of the community on projects, improvements, and changes based on 3 main topics:

#### 1. IMPLEMENTATION STRATEGIES

A summary of each neighborhood is provided with recommended strategies for 5 core subjects areas.

Land Use and Development

Services and Facilities

Parks and Open Space

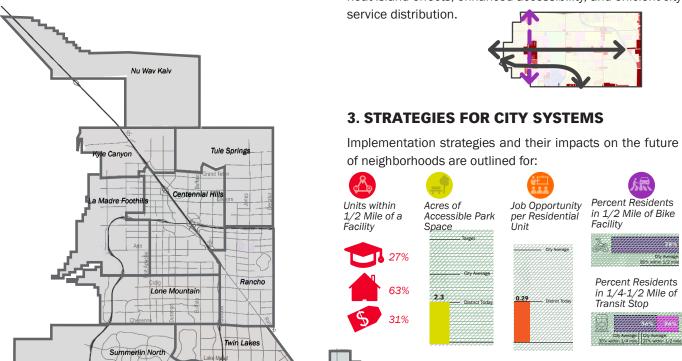
Report of the second Education

East Las Vegas

Transportation

#### 2. STRATEGIES FOR PHYSICAL SPACES

Land use and development recommendations are made based on the goals of decreased water use, mitigation of heat island effects, enhanced accessibility, and efficient city



Charleston

The East Las Vegas Area Plan began in summer of 2022, using the strategies and recommendations from this plan as the basis for the planning process. La Madre Foothills will also begin a neighborhood plan in 2022. The Rancho and Charleston Neighborhood Plans will begin in 2023.

# **ECONOMY & EDUCATION**

#### **EDUCATION**

#### **EQUITABLE EDUCATION**

The quality of the City's educational system is among the top rated public concerns and leading priority areas for residents. Educational outcomes have varied widely between different cohorts. The City recognizes that education is an important quality of life issue and is building upon the successes fostered by the City's Department of Youth Development and Social Innovation:

- Ensure equitable improvement of overall educational outcomes for K-12
- Enhance early education programs and support coordinated efforts with Clark County School District
- Attract or educate new teachers

#### LINK SCHOOL FACILITIES WITH LAND USE

Due to existing overcrowding and projected long-term student population growth, the City must improve the development process for new schools and prioritize construction of 30 new schools and classroom additions.

#### **ECONOMY**

#### **ECONOMIC & WORKFORCE DEVELOPMENT**

Alignment of Economic and Urban Development's efforts with the region's Comprehensive Economic Development Strategy to diversify the economy will make Las Vegas more competitive in the 21st Century by:

- Promoting and attracting occupations in target industries, including gaming and tourism, technology, health care, global finance, clean energy, logistics, and light manufacturing
- Developing new partnerships with UNLV and CSN, expand campuses, and develop workforce training in identified areas
- Requesting development of a new 2-4 year NSHE institution tailored toward workforce development in target sectors

#### REDEVELOPMENT

Redevelopment efforts must be closely coordinated with land use goals and the 2050 General Plan's implementation. Refining criteria to attract appropriate development will assist in this effort.

#### **PUBLIC FINANCE**

The City must balance business friendliness with government efficiencies, property tax cap reforms, and reduced dependence on C-TAX sources with enabled revenue options. To aid in the plan's implementation, it is recommended to align the CIP and budget making process with City Council priorities and Master Plan outcomes.

#### HOUSING

#### **HOUSING**

Because there is such a high proportion of single-family residential and apartment-type multi-family units, the City must improve the diversity of housing types with TOD, infill, and diverse housing options identified for each area of the city:

- Through removal of zoning barriers and incentivizing and integrating affordable housing
- By increasing affordable housing options and removing barriers to affordability
- By providing financial tools and strategies for developers, homeowners, and investors

#### **HOMELESSNESS**

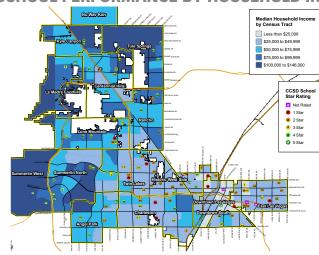
The plan anticipates to continue and enhance coordinated provision of early and direct prevention and diversion measures with regional stakeholders to reduce the total unsheltered homeless population by 50%, with functional zero homelessness in 2050.

- Continue to play an intervention role with the City's Courtyard and MORE team
- Employ a "Housing First" approach
- Reduce the number of individuals in poverty

#### **EDUCATION**

Enhance the equitable distribution of education resources

#### SCHOOL PERFORMANCE BY HOUSEHOLD INCOME



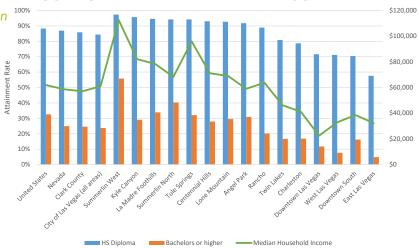
NDOE 1 and 2 star schools with Census blocks indicating school size and poverty rates. The majority of underperforming schools are mostly located around the areas surrounding Downtown Las Vegas.

Source: NDOE

#### **ECONOMY**

Provide education and resources to enhance economic gains

#### **EDUCATIONAL ATTAINMENT AND INCOME**



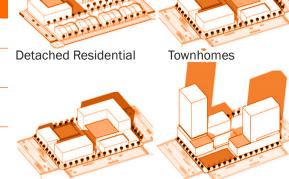
Educational attainment and income are incredibly linked. When asked what resources would help Las Vegas businesses at the Latin Chamber of Commerce on 4.26.19 we heard there was a need for foundational banking knowledge, resources, and other business education.

#### **HOUSING**

Increase the amount of affordable housing units by diversifying housing types

# PREDICTED HOUSING AFFORDABILITY BASED ON NEW PROPOSED HOUSING POLICIES

	PRESENT	2050 OUTCOME
City Households	256,959	366,535
% Households 80% below AMI	40.2%	33%
% Households 50% below AMI	23.8%	20%
% Households 30% below AMI	12.8%	5%



Source: City of Las Vegas / ACS 5 year estimate Low/Mid-Rise Mixed-Use High-Rise Mixed-Use

# **SYSTEMS & SERVICES**



#### TRANSPORTATION

#### **COMPLETE STREETS**

A comprehensive transportation analysis links a wide range of improvements to move people and freight. The plan recommends a new layered Complete Street network to improve the City's overall modal split and jobs-housing balance. In addition to complete streets and bicycle and trail improvements identified in the Mobility Master Plan, this plan also recommends coordination and completion of major projects with state and regional partners, including:

- the Downtown Access Project and future I-15 improvements
- Sheep Mountain Pkwy and I-11
- Summerlin Parkway improvements
- System-to-System interchanges

#### **TRANSIT**

Tied closely to the 2050 General Plan for future land use, the City and RTC must develop and implement the recommendations from RTC's On Board Mobility Plan that will enable high capacity transit to be built on key TOD corridors, including Maryland Pkwy, Charleston Blvd, Decatur Blvd, Sahara Ave, and Las Vegas Blvd.

#### **SMART SYSTEMS**

As technology improves over time, the City must be prepared to embrace the Internet of Things, which greatly enhances and supports economic development strategies. Implementing the Smarter Vegas plan, a citywide fiber network, and transportation electrification will enable a range of new options, including connected and autonomous vehicles.



#### RESOURCE CONSERVATION

#### **WATER**

In the face of a changing climate, this plan is closely linked to Southern Nevada Water Authority's Water Resources Plan and aligns a target to reduce water consumption to 90 gallons per person per day. This can be done by making corresponding code changes, pricing, incentives, and education efforts to meet regional water resources and conservation goals.

#### **ENERGY**

The City has been known for its efforts in renewable energy and energy efficiency. This plan will enable both municipal operations and the community to increase its overall share of renewable energy in line with the state's renewable portfolio standard while reducing energy consumption.

#### WASTE

Through close work with the City's franchisee and exploring new waste management opportunities, the City can continue to improve both its municipal and community recycling rates and reduce municipal solid waste.

#### **GREENHOUSE GAS EMISSIONS**

Because of the City's leadership in sustainability, the City will boldly work to attain municipal and community carbon neutrality through reductions from stationary and mobile sources of emissions.



# PUBLIC FACILITIES AND SERVICES

#### **PUBLIC FACILITIES**

As the City grows, so must its commitment to ensuring the provision of City services and equitable access to city facilities through:

- Coordination of above and below-ground wet and dry utilities
- Dedication of more space and future growth for cultural activities, libraries, and the arts

#### **PUBLIC HEALTH AND SOCIAL SERVICES**

Due to relatively poor community health metrics and because of the public's responses with respect to improved health care, the City must work to improve community health indicators by:

- Adopting Health-in-all-policies and strengthening partnerships with Southern Nevada Health District
- Increasing hospital and ICU capacity, as well as health care access in medically underserved areas
- Completing the build-out of the UNLV School of Medicine and leverage the Las Vegas Medical District
- Developing local Health and Wellness Centers



#### SAFETY

#### **HAZARDS**

As a part of this Master Plan, the City completed a vulnerability assessment factoring adaptive capacity and sensitivity for a variety of hazards, as well as recommendations and a framework for mitigation, adaptation, response, and recovery, including:

- · Drought, Extreme Heat, Flooding
- Terrorism, Civil Disobedience-Riots-Social Disturbances
- Seismic Activity
- Hazardous Materials
- Infectious Disease

#### **PUBLIC SAFETY**

Overall, crime rates are decreasing, but are concentrated in specific areas. This plan recommends the development of a proactive, collaborative, Safe Communities strategy for each area that is community oriented and inclusive that:

- Maintains Fire and Rescue accreditations
- Maintains LVMPD sworn officer strength
- Adds a new LVMPD area command and fire stations

#### **FLOODING**

As a specific disruptive hazard that has potential to increase in intensity and frequency over time, specific recommendations and projects from the Regional Flood Control District are included.

# **IMPLEMENTATION**



- 1. Baseline Develop understanding of the city and its baseline status. Identify where future trade-offs may need to be evaluated for the city to achieve its long-term goals.
- 2. Understand Connect with stakeholders to confirm vision and guiding principles and understand challenges to meeting goals.
- 3. Analyze Use collected data and feedback to develop indicators and metrics for measuring progress on goals and objectives.
- 4. **Evaluate** Evaluate cost benefits, feasibility, and impacts to determine priority actions.
- 5. **Recommend** Recommendation of draft plan to commission or council for approval and funding of implementation.
- 6. Act, Review and Measure Check plan's progress against indicators.

This 2050 Master Plan tackles a diverse range of opportunities and challenges to help achieve the City's vision. Successful plan implementation relies upon committed city leadership, linking policy and the budgetary process directly to the plan, use of strategic action planning efforts to accomplish both short and long-term goals, and strategic citywide utilization of use of tools, key actions, strategies, and partnerships.

#### **TOOLS**

To implement the 2050 Master Plan, various tools are recommended in each of the Key Actions that can be implemented short-term, long-term, or on an ongoing basis. These tools include:

- Local policy or regulation: at the heart of plan implementation is action taken by the City Council or Planning Commission, conferring power on the City Manager or the City's departments to do something by ordinance or resolution. Local policies and regulation are the most direct and effective means of plan implementation and should be done with plan consistency in mind.
- City Programs: many implementation strategies involve carrying out existing City programs or the developing new ones, provided authorization delegated from the Plan, a strategic action plan, through the City Manager, or Nevada Revised Statutes (NRS).
- Capital Improvements: development, provision, and maintenance of physical infrastructure, recommended through the annual Capital Improvement Planning process, consistent with this plan and associated subplans is a major component of the plan.
- Federal/State Legislative policy: due in part to the limitations of limited functional home-rule, supportive changes to NRS, or to the City's Charter, that enable the City to implement the plan are tools that the City may advocate for in Carson City. Similarly, Federal tools and resources can assist the City through one-time projects or ongoing support of required programs or service provision.
- Partnerships: Working with the City's regional partners and external agencies, the plan can be implemented through collaborative efforts in which a regional issue is addressed or managed.

#### **PARTNERSHIPS**

To implement the 2050 Master Plan, the City must rely upon a combination of government operations and an array of partnerships with the public and private sector, ranging from sharing information to funding and shared services. Cooperation through alliances and partnerships will be sustained to benefit everyone in the region. Only through public and private collaboration can the plan's vision be realized. The City facilitates plan implementation through:

- Mayor and City Council: The City Council is empowered to develop regulations and laws by ordinance, programs and policies, capital projects, and support partners by interlocals and resolutions.
- City Manager: The City Manager oversees the administration of the City's affairs, submits the annual budget, advises the Council on the adoption of measures, and ensures general laws and ordinances are carried out.
- City departments: Consisting of groups of departments
  from Community and Development Services,
  Operations and Development, Community Services,
  Public Safety Services, and Internal Services, each
  group of departments plays a different role in
  implementing whether it is a public facing service
  provision, infrastructure development, or internal
  services integral for municipal operations.
- External partnerships: An array of stakeholders play major roles for various facets of plan implementation, such as CCSD, Clark County, Chambers of Commerce, SNWA, RTC, regional recreation and tourism organizations, neighboring municipalities, and local businesses. Each partnership, which may range from sharing information to funding and shared promotions or services, will lead to successful implementation of the plan's key actions.

#### FIFTY BY '50

In order for the plan's progress to be assessed throughout its thirty year horizon, reasonable measurable outcomes are established for each goal. With defined outcomes, the City will be able to measure and evaluate progress to ensure resources are spent accordingly and are worth the investments made. This is done to understand which strategies have made an impact, which goals were achieved, and to determine the cause of any deviations from the plan.

Contained within the plan are "Fifty by '50" – the most important outcomes within this plan that the City looks to measure. These outcomes are largely the basis for determining achievement of the plan's goals.

For transparent communication of the plan's outcomes and performance, the City will publish a prepared annual report to evaluate and discuss annual progress and implementation of the plan, progress of the "Fifty by '50"

outcomes and others highlighted for each goal, and recommendations for plan improvement. These outcomes are based on the LEED framework, shown in the values section of this abstract.



# LAS VEGAS MASTER PLAN

#### STRATEGIC ACTION PLANS

The plan recommends that the City Council and city management adopt 2-year strategic action plans to implement various strategies and to achieve outcomes. A strategic action plan is guided using the plan's goals, outcomes, and key actions with direct input from

- The general public
- Private and non-profit organizations
- The Mayor and City Council
- City leadership
- City departments (including EUD, YDSI, Planning, DPW, Parks, Communications, Cultural Affairs, OCS

For each strategic action plan, the priorities of the City Council and department level strategic business plans are all aligned with the plan's outcomes, as well as the budget process and CIP. During each strategic planning and budgeting process, ideas must be clearly communicated throughout the City to align across departments. This process will ensure actions are evaluated against the plan's goals and objectives.

