

01. INTRODUCTION

The City of Las Vegas is a world-class destination and a player in the global economy with strong, livable neighborhoods and projections to grow over the next 30 years. From humble beginnings to exponential growth and the reinvention of its downtown, the city has been driven by determination, ambition, and innovation.

Future opportunities for growth are substantial but not without significant challenges. These include a need to focus on health, education and economic diversification; limited land availability; a transportation system that must grow in parallel with a land use strategy; and innovative policy to ensure Las Vegas continues to lead in conservation as we face a hotter and drier future.

The 2050 Master Plan addresses these challenges head-on. 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 2050 Master 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.

The 2050 Master Plan 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 complements the City’s zoning standards.

The 2050 Master Plan is organized around a series of guiding principles inspired by City-developed strategic plan themes and priorities, and reinforced by extensive community outreach to ensure that recommendations and outcomes lead to a City that is livable, equitable, innovative, resilient and healthy.

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A CASE FOR CHANGE

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 in extreme climates 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 HOTTER, DRIER LAS VEGAS

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. Potential shortages are likely in the near term.

Las Vegas, the fastest warming city in the U.S., faces not only the prospect of increased water shortage but also extreme heat island effects often in the City’s most challenged urban neighborhoods. The 2050 Master Plan 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?



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

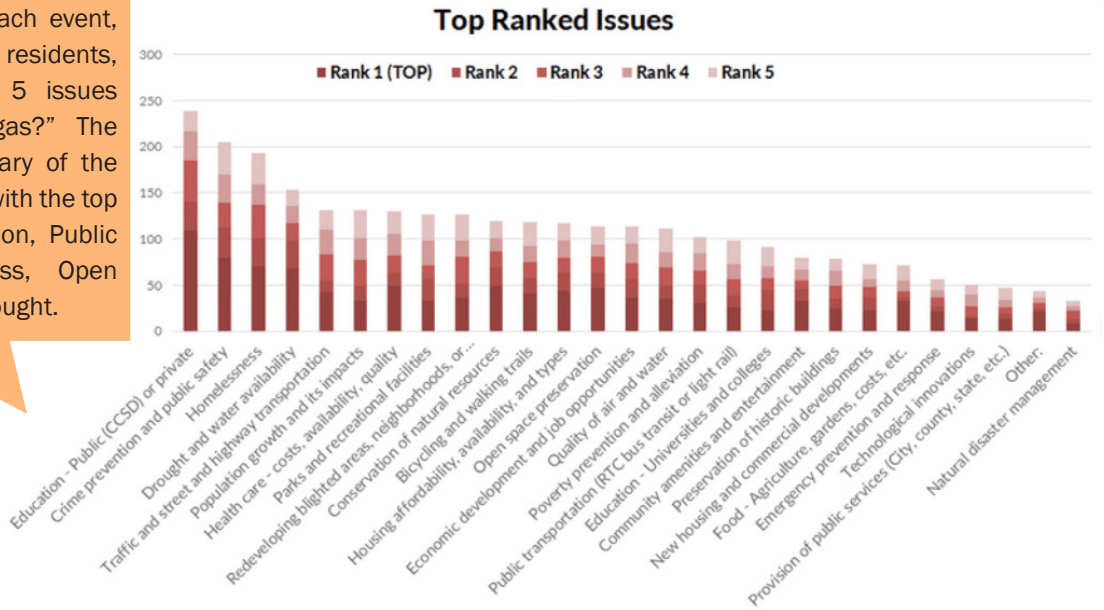
With the help of the City’s Office of Communications, the Planning Department deployed a marketing campaign encouraging the community to participate in the public engagement process. The City kicked-off the engagement phase with a live remote broadcast with Mercedes from 94.1 FM. Digital ads, public 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.



WHAT ARE THE TOP 5 ISSUES AFFECTING LAS VEGAS?

At each public outreach event, the team asked residents, “What are the top 5 issues confronting Las Vegas?” The following is a summary of the responses received, with the top issues being Education, Public Safety, Homelessness, Open Space, Water and Drought.



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.

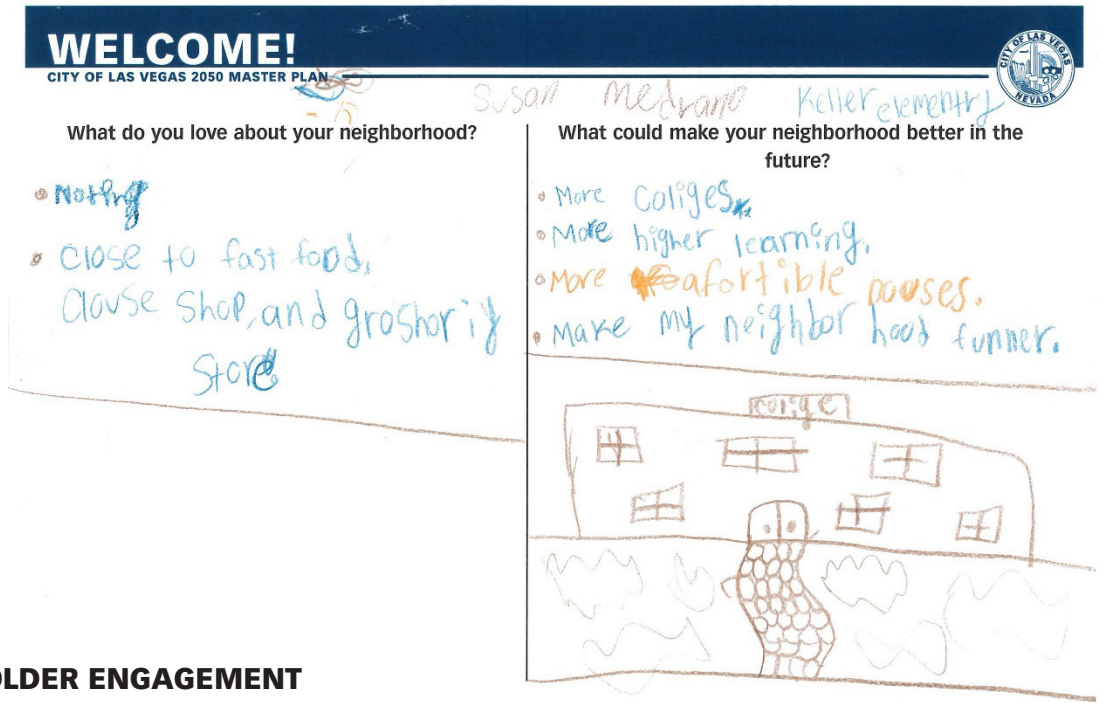
SECTION SUMMARY | GOALS & CONCERNS

- **Most Residents Think the City Should Prioritize Public Safety.** Residents in Wards 1, 3, 4, and 5 listed public safety as the highest priority item for the City to address in the next 30 years; Wards 2 and 6 chose education & youth development. All Wards identified the same three issues – public safety, education, and health care – as their highest priorities.
- **Residents are Concerned About the Future Availability of Water.** At least 6 in 10 residents in each Ward are somewhat to very concerned about the future availability of water in the City; all Wards shared similar amounts of concern.
- **Education Remains a Key Concern for City of Las Vegas Residents.** When asked if there is one thing the respondents could change (unaided), education was the single largest area of focus across the City.

City of Las Vegas Residents	
4 of 6	Wards feel the City should focus on public safety as the top priority
71%	Are at least somewhat concerned about the availability of water in the City
Majority	Cited the level of homelessness as the one thing they would change about the City
Majority	Want the City to be a safer place in thirty years

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



ENGAGEMENT TIMELINE

Throughout plan development, ideas were tested, experts provided feedback, the public was polled on priorities, and the stage was set for implementation by building a coalition of implementors through the various committees and stakeholders identified below.

EXECUTIVE STEERING COMMITTEE

- Staff/department head briefings
- Confirm Plan Direction

CITIZENS ADVISORY COMMITTEE

- Nominated by council members (geographic representation)
- Local leaders and experts
- Gauge plan direction

STAKEHOLDER INTERVIEWS AND BRIEFINGS

- Agencies (i.e. SNWA, RTC, utilities, CCSD, BLM, CCHA)
- Advocacy groups (i.e. SNHBA, LVGEA, GOED, Fremont Street Experience)
- Neighboring communities (i.e. North Las Vegas, Clark County, City of Henderson, Creech/Nellis AFB)

PUBLIC INPUT

- Public visioning sessions
- Open houses
- Online feedback
- Statistically significant surveys (citywide and ward-specific)



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.



The next three chapters are organized by themes, each of which relates to the Southern Nevada Strong Regional Plan's areas of focus:

Land Use and Environment (Chapter 2)

- Land use + Areas of the City
- Environment



Economy and Education (Chapter 3)

- Education
- Economy
- Housing



Systems and Services (Chapter 4)

- Transportation
- Resource Conservation
- Public Facilities and Services
- Safety

Each chapter contains a set of **Goals** for each **Theme**. These goals are used to organize the recommendations under different topics. Each topic contains an overview of existing conditions, public input, specific recommendations, and implementation strategies. Where a topic and goal directly relates to meeting Nevada Revised Statute, a reference is provided: **NRS 278.160**

Desired Outcomes are listed for each goal to provide a measure to indicate how well the City is progressing toward each goal. Many of these outcomes are derived from two programs the City has participated in: STAR Communities and LEED for Cities. Prior to being integrated into the LEED rating system, the City used the STAR Communities sustainability tracking and rating system to assess a diverse array of metrics. Under LEED for Cities, which the City has been certified as "Gold" in August 2020, the City closely assessed and aligned its outcomes for Natural Systems, Transportation and Land Use, Water Efficiency, Energy and Greenhouse Gas Emissions, Materials and Resources, Quality of Life, Innovation, Regional Priorities, and Integrative Processes. Depending on whether goals or credits were achieved in either rating system, both STAR and LEED offered useful tools to establish future outcomes, as well as determine appropriate implementation strategies to achieve them.

The concluding chapter on implementation (Chapter 5) ties the preceding Guiding Principles together with the action plan. Implementation strategies are categorized by priority, timeframe, and responsibility. This action plan can serve as a checklist to ensure the plan's implementation.



References to other sections in this plan and external documents are indicated with this symbol

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.



LAS VEGAS IN 2050 WILL BE BOLD, INNOVATIVE, ICONIC, WORKING, SMART, ACCESSIBLE, AND COLLABORATIVE.

BOLD, VISIONARY PLANNING

The City’s future 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

Overall, this master plan differs from previous master plans in how it integrates recommendations related to the long-term sustainability of the City of Las Vegas. Although previous plans looked to address guiding principles, this plan shifts to incorporate measurable principles directly into the planning process.

This plan looks to the future of Las Vegas in 2050 with a different set of eyes than was done in previous planning processes. It recognizes that development as usual is not enough to achieve long-term sustainability. If the Las Vegas of 2050 wants to be an even better destination for living, working, and playing, it must operate in an increasingly challenging environment. Las Vegas in 2050 will be better than Las Vegas is now- it will be resilient, equitable, healthy, livable, and innovative.

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.



EQUITABLE

An equitable Las Vegas provides clear air, water and opportunity for all, with access to education, health care, resources and jobs no matter where in the City one lives, all while acknowledging that each neighborhood has its own distinctive character



RESILIENT

A resilient and sustainable Las Vegas deliberately prepares the City against acute shocks and chronic stresses like health crises, drought, extreme heat, or flash flooding



HEALTHY

A healthy Las Vegas improves physical and mental health outcomes, improves safety, sustains families and encourages healthy choices for all residents



LIVABLE

A livable Las Vegas emphasizes quality of life in a distinctive way that is unique to the City and meets emerging market trends and demands



INNOVATIVE

An innovative Las Vegas meets new demands of residents while continuing to attract the boldest and brightest by pioneering smart city technologies that drive new markets and diversify the economy



EQUITABLE

Synonyms: Inclusive, fair, welcoming

def. dealing fairly and equally with all concerned

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.

2019 CHALLENGES	KEY PRIORITIES	RECENT SUCCESSES
<ul style="list-style-type: none">Disparity across the City – housing, economic, schools, racial inequityLimited public participation, collaboration, and community partnershipsInadequate affordable housing supplySprawl as the predominant development trend	<ul style="list-style-type: none">Prevent and manage homelessnessPrioritize affordable housing developmentSupport workforce developmentIncrease transit optionsSupport robust community servicesIncrease advocacy, ownership, and buy-inBuild philanthropy	<ul style="list-style-type: none">“Hired, Housed, and Healthy” at the CourtyardCrisis Response Team on mental healthMobile Medical Clinic\$50 million park bond primarily used in Wards 1,3,5YDSI: supplementing CCSD with pre-K, workforce trainingUNLV most diverse in countryOffice of Cultural Affairs working on more ADA accessible eventsHousing Authority redeveloping Marble Manor and Sherman Gardens

PRIORITIZE THOSE MOST AT RISK IN OUR COMMUNITY:

- Seniors
- Limited English-proficient
- Mentally ill
- Addicts (alcohol, opioid, gambling)
- Children (especially in poverty)
- Incarcerated or formerly incarcerated
- Service industry - 24 hour city
- LGBTQ+
- Homeless



Equity is not equality. Equity is giving each individual what they need to be successful, while equality is treating everyone the same.

TO ACHIEVE AN EQUITABLE LAS VEGAS, WE MUST:

- Acknowledge national and local challenges
 - The United States is becoming more diverse
 - Injustice and inequity exist in our community
 - There is extreme socio-political fracturing and distrust
 - There are extreme rising costs in housing, healthcare and education
- Make decisions in the context of equitable indicators
- Advance socioeconomic mobility for all Las Vegas residents
 - In order to diversify our workforce and provide opportunity, we must work towards equitable access to high-quality education and relevant training
- Acknowledge and embrace our key challenges
 - What is preventing Las Vegas from being a viable city for everyone?
 - Which groups are most at risk?
 - What current policies perpetuate inequity?
 - How do we get timely information to groups?
- How do we build trust and encourage engagement with affinity groups and active advocacy groups?
- How do we overcome the “digital divide?”
- How to create forward-looking policies to undo long-term systemic inequities?
- Create more affordable housing that is connected to places where we work
 - Spend no more than 30% of income on our housing
 - Commute no more than 30 minutes to our jobs
 - Live near amenities that add to our quality of life
- Emphasize talent recruitment and retention
- Build empathy for better design outcomes
- Anticipate and innovate for new economies
- Create a just, equitable, diverse, and inclusive culture

STAR/LEED OBJECTIVES

- 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





RESILIENT

Synonyms: sustainable, adaptable, flexible

def. able to withstand or recover quickly from difficult conditions

To ensure a quality of life well into the future, experts acknowledge that Las Vegas will need to better prepare for health crises. The city will need to continue to reduce water consumption. The City will need new transportation solutions to support higher densities. It will benefit, too, from acknowledging how urbanized so much of its environment has become. Las Vegas has always needed sound planning for drought, earthquakes, and flooding. Today, planners must look to the impacts of a changing climate as well.

2019 CHALLENGES	KEY PRIORITIES	RECENT SUCCESSES
<ul style="list-style-type: none">• Changing weather patterns and rising temperatures• Shared water supply is shrinking• Populations at risk due to the rising heat• Fear of change• Waste reduction	<ul style="list-style-type: none">• Adapt development patterns to better suited to the desert• Improve water conservation and decrease demand• Reduce auto dependence• Continue to diversify the economy• Continue to foster education• Improve access to healthcare• Program waste reduction policies• Improve environmental hazard mitigation/conservation policy	<ul style="list-style-type: none">• Conserving water better than any U.S. City• The fastest growing solar region in the US• Re-investing in downtown• Creating new, more efficient developments downtown and adjacent areas• Community healing garden• Partnerships with RTC, UNLV, SNHD, and Clark County on extreme heat and regional sustainability

STAR/LEED OBJECTIVES:

- **Climate Adaptation:** Strengthen the resilience of communities to climate change
- **Greenhouse Gas Mitigation:** Reduce greenhouse gas emissions
- **Emergency Prevention and Response:** Reduce harm to humans and property
- **Natural and Human Hazards:** Ensure communities are prepared respond and recover from extreme events
- **“Green” Infrastructure:** Design and maintain a network of “green” infrastructure
- **“Green” Building:** Encourage the design, construction, and retrofit of buildings using green building practices

*Quotation marks are added to “Green” to indicate that Las Vegas, with its desert climate, does not meet the sustainable and resilience goals in a traditionally green way that other communities across the country do. This plan advocates for alternatives to relying on green vegetation to reduce the urban heat island and water challenges facing the city. Resilience and sustainability are at the heart of meeting those objectives.

TO ACHIEVE A RESILIENT LAS VEGAS, WE MUST:

- Infuse resilience in all aspects of City development and systems at a physical and operational level.
- Focus on how environmental and infrastructure issues can be addressed through plan recommendations, including water scarcity, drought, urban heat island, public health and safety, food security, and air quality
- 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
- Acknowledge both heat island effect and climate change are threats



- Intentionally incorporate key issues of resiliency and climate action/adaptation into all land-use planning, policies, and standards.
- Lead policy and actions as a City within a framework of increased multi-jurisdictional cooperation and regional partnership building.
- Plan for uncertainty by considering multiple scenarios for future risk and vulnerability, including extreme scenarios for climate change.
- Protect the environment for future generations, 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, and that ensure our communication efforts promote, incentivize and celebrate the goals that we set.
- Celebrate water as core to public health, economic strength and quality of life. While Las Vegas is conserving water better than any U.S. city, major steps are needed to protect water resources for current and future generations.
- Emphasize land use planning can reduce water demand and heat island impacts
- Mitigate urban heat island by planting and maintaining trees, encouraging the use of appropriate building and site materials.
- Consider energy and energy-water nexus related goals including site goals to reduce demand via human-scaled interventions, building scale incentive programs, deep energy retrofits, building code provisions, green city buildings and fleet, understanding intersections at the system scale, and establishing policy and partnerships at the City scale.

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.

2019 CHALLENGES	KEY PRIORITIES	RECENT SUCCESSES
<ul style="list-style-type: none">• Lack of doctors• Aging population• Changing climate• Poor walkability• Poor childhood wellbeing data• Addiction, abuse, trafficking• Access to healthy foods• Food desert - little food is produced locally• Mental health	<ul style="list-style-type: none">• Promote walkability• Increase outdoor recreation• Build a healthcare “destination economy”• Make the healthy choice the easy choice• Prioritize safe homes, schools, streets• Improve air quality	<ul style="list-style-type: none">• Development of the Las Vegas Medical District• Creation of the UNLV School of Medicine• Walkability improvements in several neighborhoods, downtown and the Arts District• GoMed AV shuttle to the Medical District• Training first responders in Mental Health

A healthy Las Vegas is rooted in a hyper-local understanding of the social determinants of health and the unique community conditions in the varied and diverse places where people live, learn, work, and play and that affect a wide range of health risks and outcomes.

This planning process included a series of focused conversations in conjunction with UNLV School of Medicine students and other key stakeholders to discuss social determinants of health and develop principles rooted in the Center for Disease Control (CDC) Healthy Community Checklist.

TO ACHIEVE A HEALTHY LAS VEGAS, WE MUST:

- Increase options for physical activity and opportunities to be able to go more places without a car
 - Develop livable places in a clean environments
 - Invest in public transportation
 - Improve walkability and safety
 - Reduce food insecurity and hunger
 - Increase affordable housing options
 - Improve access to care.
 - Improve accessibility and availability of mental health care resources
 - Reduce loneliness and isolation
 - Mitigate the impact of the personal automobile
 - Prioritize placemaking on key transit corridors
 - Make transit hubs more safe and comfortable
 - Require complete street guidelines
 - Reduce speed limits
 - Reduce parking requirements
 - Improve air quality
 - Plant more trees for multiple environmental, health, economic benefits
 - Enforce/manage the tree canopy
 - Make data-informed and metrics-based decisions
- Improve pedestrian safety and walkability
 - Prioritize universal design
 - Acknowledge jaywalking is a social justice issue
 - Improve mixed use with more eyes on the street
 - Improve lighting
 - Empower neighborhood based organizations
 - Improve and increase park spaces and access
 - Improve connectivity
 - Incentivize walking and biking
 - Eliminate neighborhood walls
 - Increase connectivity ratio
 - Develop more safe routes and walkways/bikeways
 - Build smaller community centers
 - Fill in sidewalk gaps
 - Develop alternative housing strategies that respond to need and resources of today
 - Consider micro units/granny flats
 - Explore creative unit construction, ie. container units



STAR/LEED OBJECTIVES:

- **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





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.

2019 CHALLENGES	KEY PRIORITIES	RECENT SUCCESSES
<ul style="list-style-type: none">• Define the city's role beyond its gaming culture• Relatively recent local history – getting people invested in their community, putting down roots	<ul style="list-style-type: none">• Emphasize placemaking• Embrace the entertainment and recreation sectors and what makes Las Vegas special• Attract families and new residents• Provide sufficient recreation and youth-focused amenities	<ul style="list-style-type: none">• 18b Arts District and Fremont East• Symphony Park developments• Mayor's fund for LIFE• New sports franchises



STAR/LEED OBJECTIVES:

- **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 A LIVEABLE LAS VEGAS, WE MUST:

- Continue to be a unique entertainment and recreation destination with a vibrant character and economy:
 - Embrace our world-class tourism economy.
 - Understand what is “authentic” Las Vegas and how this can be leveraged to create more livable communities.
 - Drive additional economic development diversification and attract and retain residents and businesses.
- Improve the quality of life and sense of “place” for residents:
 - Create a more inclusive community built on grassroots involvement and pride .
 - Break down the walls of our community and bring people together.
 - Encourage neighborhood branding as part of defining planning areas to embrace unique identities and facilitate neighborhood pride.
 - Improve education, both traditional and lifelong learning opportunities.
- Create and maintain safe neighborhoods:
 - Create a more walkable community to attract and retain residents.
 - Safe streets with lighting, sidewalks and trees.
 - Improve well-marked crosswalks and bike lanes.
 - Reduce vehicle speed on residential streets.
 - Create opportunities to get more “eyes on the street” day and night.
- 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:
 - Strengthen housing types to support a variety of age groups, family types, and funding strategies.
- Celebrate the history and culture of Las Vegas to build greater neighborhood pride and investment:
 - Increase family-focused entertainment.
 - Increase the percentage of accessible open space.
 - Build a philanthropic culture to invest in community priorities.
- Support strong neighborhoods with access to key services and amenities:
 - Expand upon neighborhood community center model to include cultural and recreation options in more locations throughout the city.
- Capitalize on the resurgence of downtown, the Arts District, and urban lifestyle.
- Continue collaboration with LVMPD to provide outstanding public safety.





INNOVATIVE

Synonyms: Smart, diverse, bold

def. new ideas; original and creative in thinking

An Innovative Las Vegas will meet new demands of residents while continuing to attract the boldest and brightest by pioneering smart city technologies that drive new markets and diversify the economy.

2019 CHALLENGES	KEY PRIORITIES	RECENT SUCCESSES
<ul style="list-style-type: none">Overcome dependence on entertainment and service industryFast-paced technology is ever-changing and may not be accessible to the poorDifferentiate Las Vegas’s role as a tech hub city – what makes it different than other tech centers?Limited capacity to accommodate a diverse populationDeficient talent retention from the university, transient population	<ul style="list-style-type: none">Redefine place types to be integrated, mixed-use centersLead with cutting edge transportation improvementsCultivate the tech side of the gaming industryBuild a highly skilled workforceDiversify industries in tune with emerging technologies	<ul style="list-style-type: none">Embracing emerging technologies and advanced data analyticsApplication developmentMobility improvementsSmart City pilotsInnovation DistrictNAVEA and GoMed (AV shuttles)International Innovation Center @ Vegas (IIC@V)



STAR/LEED OBJECTIVES

- 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

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, including:
 - Iconic Las Vegas
 - Workforce development
 - Smart Vegas
 - At-risk populations
 - Neighborhood preservation and quality of life
 - Public safety
- Embrace the economic impact promise of Smart City improvements for the city of Las Vegas, including:
 - Cost savings
 - Efficient city operations
 - Risk mitigation
 - Quality of life improvements
 - Improved connectivity
 - Talent attraction
 - Sustainability
 - Better mobility and greener buildings
 - Monetization of big data
- Understand potential limitations to Smart City improvements in the City of Las Vegas, including:
 - Difficult to demonstrate return on investment
 - One-sided P3s, because the general public doesn’t know what they need
 - Industry fatigue on “freebies” (it can’t all be free)
- State and federal preemption
- Pilots challenging to scale (financing and governance are important)
- Public awareness, because a lot of data is being captured in rights-of-way with no conversation about privacy in the 21st century
- Address key elements the City desires to move forward regarding Smart Vegas, including:
 - 5G infrastructure, leveraging disruption, leading deployment, scaling beyond the district and considering urban design implications
 - Utilities and changing demand, including fleet electrification, microgrids and local generation
 - land use, including hyper local planning and resource management
 - workforce development, including skills training, supporting management and transforming the workforce
 - focusing on outcomes, including public health, sustainability, and mobility, amongst others
 - business models including P3s for public benefit, flexible innovation, and data and security
- 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 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.
- Improve institutional partnerships.
- Address the “digital divide.”

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.

IN 2050, LAS VEGAS WILL LIKELY HAVE:

300,000+ NEW RESIDENTS

- A total city population of approximately 900,000+
- A total regional population of 3 million (in line with UNLV estimates)

9,500+ ACRES OF NEW PARKS NEEDED

- Tule Springs National Monument included

100,000+ NEW HOUSING UNITS IN THE CITY

- 550,000+ total housing units in the region

72 MILLION SQUARE FEET OF NEW COMMERCIAL SPACE

and at least:

600 NEW LVMPD OFFICERS

2,500 NEW TEACHERS

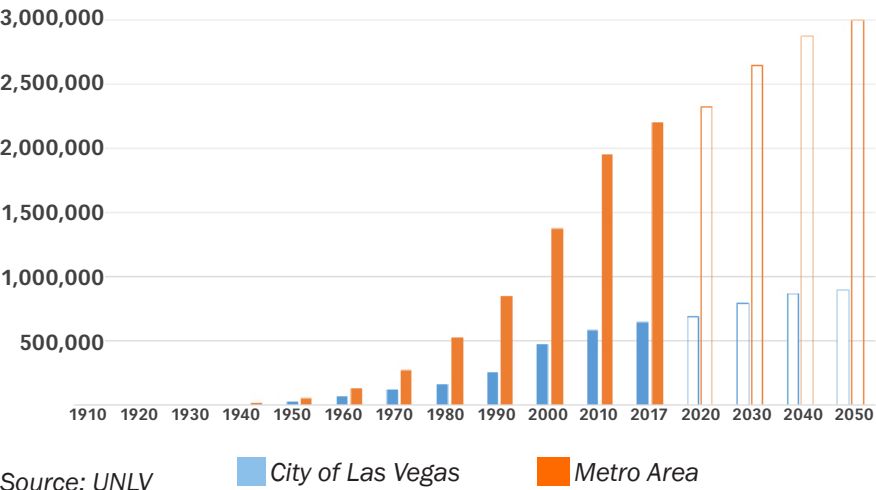
30 NEW CCSD SCHOOLS

450 NEW PUBLIC SAFETY EMPLOYEES

1,100 NEW CITY EMPLOYEES

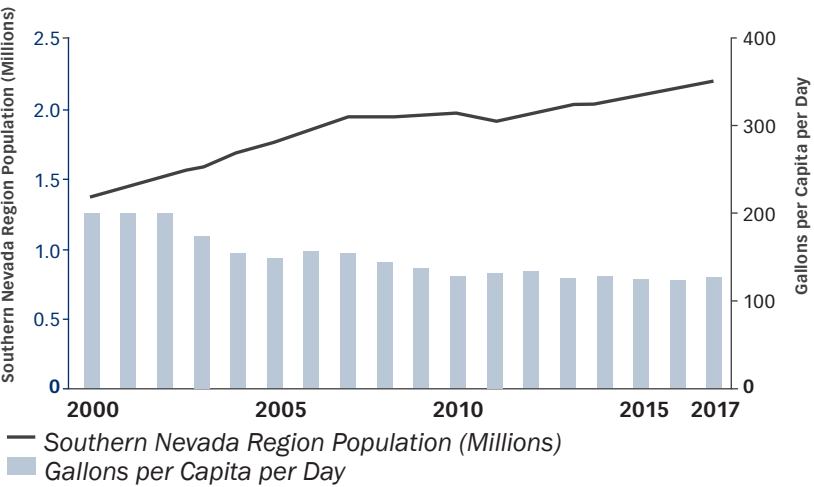
HOW DO WE PLAN FOR THIS?

POPULATION HISTORY AND FORECAST

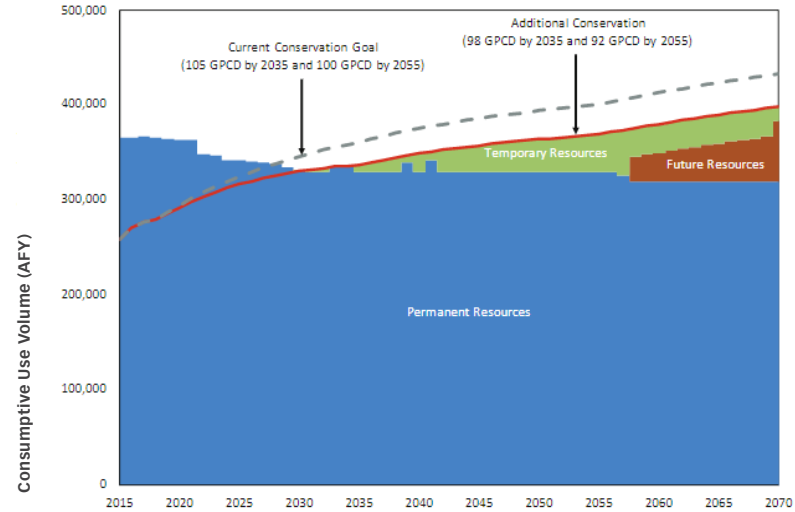


The population in Southern Nevada is projected to reach 3 million by 2050, with 300,000 future City of Las Vegas residents.

WATER CONSUMPTION



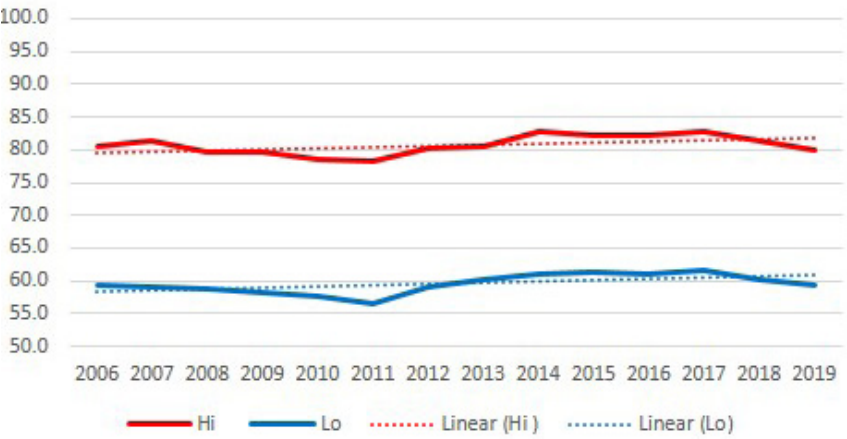
Despite the population increase and urban development, SNWA has produced significant decreases in per person water use with the same water supply from the Colorado River.



Source: SNWA

Even with increased conservation, Lake Mead's levels are expected to decrease, meaning SNWA will need future water resources to meet the expected demand. The City can play an important role in decreasing that demand.

AVERAGE ANNUAL TEMPERATURE



The average annual temperature is rising, meaning the city must plan for ways to alleviate the increasing adverse effects of the urban heat island.



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 what the forms and functions of these future land uses.

Understanding how future demographic changes, such as increasing population or socio-economic shifts, affect land uses is essential for effective master planning. In Las Vegas, demographic projections anticipate upwards of 300,000 new residents within the city limits by 2050.

We know that past development practices relied on a suburban expansion model, where undeveloped lands at edge of city are incorporated into the City proper and developed - primarily as single-family housing developments.

This pattern of development may ultimately prove unsustainable should it continue, exacerbating a range of issues and associated mitigation costs. Single-family housing consumes the greatest amounts of water - are preciously and tightly managed resources, especially if needing to accommodate 300,000 new residents. Further suburban expansion requires significant infrastructure investment to expand sewer and water service, while often leaving aging infrastructure in older parts of the city in poorer condition.

Suburban expansion means ever increasing commute times for workers, while making it increasingly expensive to provide mass transit service to outlying areas. Collectively this places an even greater burden on an already stressed roadway network. At the same time, Las Vegas struggles with the same issues of equality that are common across urban environments in the US: gentrification, affordable housing, and fair access to schools, hospitals, and critical services.

The city has evaluated its actions and recognizes that state-level efforts are helping to reduce some of these burdens. Energy, for instance, is being shifted towards renewable generation in the electrical grid, reducing the amount of green house gas emissions from building use. But other critical resources, such as water, remains front and center in future planning needs.

GUIDING RESILIENT GROWTH

Thankfully, a number of alternative strategies and development practices are at the city’s disposal, which have the ability to accommodate future population growth in a more resilient manner, leading to better outcomes for all of Las Vegas. Key land use planning strategies include the following:

- Increase the density of key parts of the city, driven by water-centric and transportation-oriented planning.
- Prioritize and incentivize construction of “Missing Middle” housing: low-rise (3-5 story) multi-family units in key areas that have the smallest water footprint per dwelling unit. This typology creates a unit per acre density that aligns with transit-oriented development density (30-40 units per acre).
- Optimize the efficient use of limited resources such as land and water. Adaptively reuse and renovate the city’s existing infrastructure and buildings to be higher performing and more responsive to future stresses.
- Use resilient, climate adaptive and water efficient tree and plant species that reduce urban heat island and improve air quality in all neighborhoods, prioritizing those that are the most in need.

For Las Vegas, increasing density and population in select areas is vital to help maximize the efficiency of existing city services and to accommodate an increasing population. It will also provide the population concentration needed to support more accessible and equitable mobility and transportation system and nearby, walkable neighborhood stores and businesses.

Density is frequently perceived as a “bad” word because it connotes a wide array of ill-conceived or poorly-designed buildings and developments. These include past attempts at public housing, overcrowded and out-of-scale apartment complexes, and the conversion of single-family homes into multi-unit boarding houses.

Well-planned and designed medium- to higher-density housing strategies could help transform and re-energize certain areas. Depending on the neighborhood, the least intrusive of these may be to infill vacant lots with compatible single-family homes. More substantial options include redeveloping an area to accommodate mixed land uses that offer a variety of residential options.

EXPLORING FUTURE ALTERNATIVES

To help answer the question of where and how residents will be housed in the future, the planning team developed a sophisticated modeling tool to predict potential land use changes and assess their associated impacts. Different sets of assumptions were used to explore different future land use alternatives. This tool allowed the planning team to leverage public and stakeholder engagement and then:

- Assess the potential for different land uses to change in the future, based on the existing development patterns and uses of individual areas along with feedback from public engagement through the Preserve-Enhance-Transform (PET) analysis;
- Characterize how a given area could change and what mix of Place Types (i.e. future land use patterns) might be desired in that area in order to achieve desired outcomes and goals;
- Understand the capacity for changing land areas to absorb new population growth and what the impacts and benefits of those changes might be - most importantly in terms of impacts to water use.

Being able to anticipate land use changes and future population densities across Las Vegas can shed insight on critical elements that shape the quality of life for residents and the resilience of the City and broader region. For instance, differences in the amount of water different types of housing (e.g. single-family vs. apartment buildings) utilizes is important for achieving a smart use of finite water resources. Similarly, understanding how and where greater densities of population can be located to support an accessible and robust transportation system impacts how people live and move about the city.



“WHAT IF” ALTERNATIVES

The land use tool allowed the planning team to explore three different alternatives (or “what-ifs”) for how future population growth of approximately 300,000 people could be accommodated.

The first alternative looked citywide and loosely followed a “Business-as-usual” approach. Under Business-as-usual, 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. This approach requires constructing new roads and public infrastructure to provide services to these new suburban-style developments. This alternative demonstrates one extreme of assuming very little change in land controls or proactive measures are taken to inform land use decisions.

The second alternative looked citywide and explored a more aggressive “Extensive Mixed-Use Infill” approach. While still allowing for some development of currently undeveloped land areas, the majority of new housing would be accommodated through utilization of vacant land within existing development footprint, redevelopment of portions of lower-density commercial areas into high-density mixed-use areas, and smaller scale infill in portions of existing residential zones. This alternative takes the opposite extreme, of requiring or highly incentivizing denser land use patterns and minimizing expansion into undeveloped areas.

The third alternative, which forms the basis for the future place type maps (see Chapter 2), takes a strategic, balanced, district-by-district growth approach to identify key opportunities for increasing density and mixed-use development patterns where they are most feasible and desired. The opportunity was taken to align higher density redevelopment opportunities with future transit and transportation infrastructure improvements, allowing for a clearer Transit-Oriented Development (TOD) approach to the place types map. Based on a reasonable amount of mixed-use redevelopment within the city, outlying land were then projected for development using a denser traditional neighborhood place type pattern, which predominantly utilizes single-family housing.



A NEW DIRECTION: OUTCOMES AND ACTIONS

The future place type framework and associated strategies, tools, and recommendations (see Chapter 2), sets the stage for a healthy, equitable, resilient, livable, and innovative Las Vegas.

The plan accommodates 300,000 new residents, while minimizing additional incursions into vacant and outlying lands. Achieving this relies on redeveloping vacant or underutilized lands within the city as primarily mid-density mixed-use developments, that bring residents in closer proximity to stores, jobs, public services, and transit while reducing water consumption and infrastructure costs.

Compared to the “Business as Usual” alternative, the “Strategic, balanced growth” alternative accommodates the

same 300,000 residents in a manner that is anticipated to consume nearly 20% less water. Overall, under this scenario the average gallons of water used per unit of housing per day would decline. In comparison, under the “business as usual” scenario, relying primarily on suburban single-family housing would continue to increase the average amount of water used per housing unit per day across the city.

In addition to reducing the rates of water consumption, the “Strategic, balanced growth” alternative places the majority of new residents along existing or potential mass transit corridors - increasing the mobility options for residents while reducing the burden of additional remote vehicle trips on the transportation infrastructure.

Compared to the “Business as Usual” alternative, the “Strategic, balanced growth” alternative accommodates the same 300,000 residents in a manner that is anticipated to consume nearly 20% less water while providing the density required to support rapid transit.



As this master plan was under development and nearing completion, the world was thrust into the COVID-19 global pandemic and renewed conversations about race, social justice, and equity. Given the dramatic impacts of these events and the ongoing active challenges for the community, and because both occurred during the planning process, several lessons learned have been interwoven into this plan. While COVID-19 affected the timeline to consider adoption for the plan and impacted some of the plan’s underlying assumptions, it has been important for the City to describe how it can be used to confront these active challenges and how the City can take action, make recommendations, and formulate the best response possible to events that occur unforeseen. Both events set amid a national scene, however, underscore the necessity of adhering to the guiding principles of this plan and their application as the plan is implemented.

COVID-19 IS NOT SOLELY A PUBLIC HEALTH CRISIS

After the discovery of the novel coronavirus in the city of Wuhan, China in late 2019, the highly infectious respiratory disease rapidly spread throughout the world, eventually making its way across Asia, throughout the European Union,

and into the United States. On March 5, 2020, a 55 year old man returned to Las Vegas from a trip to Washington state. After exhibiting symptoms, he tested positive for COVID-19, confirming that COVID-19 had arrived in Las Vegas. Three days later, the state’s total cases rose to four with presumptive-positive tests reported in Southern Nevada. Suddenly, major conventions and events were being postponed, professional sports paused games mid-season, and NCAA basketball tournaments scheduled in Las Vegas were cancelled. By March 12, Nevada Governor Steve Sisolak declared a state of emergency for Nevada and began issuing a series of directives to address the impacts of the outbreak; Mayor Goodman and other local governments would issue their own respective declarations within the week. Shortly thereafter, President Trump declared an emergency using the Stafford Act and used special authority to increase production of medical supplies and equipment and to use the National Guard to keep supply chains operational. Since then, Las Vegas – and the state of Nevada – has seen tremendous, dramatic shifts in infection rates, employment, and economic impacts.

Once the reality of COVID-19 being an easily transmitted, airborne disease was recognized by the health and

public policy communities, Governor Sisolak took the unprecedented step of ordering all non-essential businesses, including gaming operations, to close and shut down, a decision that weighed the health of the public against economic viability and set the trajectory for future directives from the Governor’s Office. In a matter of days, Las Vegas residents, businesses and their employees, were confronted with a dramatic new reality. By March 19, just two days after announcing closures, 206,000 direct casino employees across Nevada found themselves without work. With one of every four workers in Nevada employed by the leisure and hospitality industries, the livelihoods of Las Vegas residents and strength of the city’s primary industry were compromised. By the end of April, Nevada had the worst-ever unemployment rate in history and the highest unemployment rate in the country with nearly 245,000 jobs lost.

With much of the city and state shut down, life in Las Vegas changed dramatically. In addition to the impact of COVID-19 on job security, livelihoods, and public health, the everyday living patterns of residents was altered due to the shutdown of all non-essential business. Instead of being able to enjoy a dinner out at a restaurant, people had to instead rely on takeout and curbside pickup options. No longer could a person patronize a supermarket without wearing a mask or waiting in line to enter so stores could ensure a six-foot distance between customers. Rather than dropping kids off at school, parents were left to homeschool their children with online support from educators; some had no support at all through the end of the school year. Those reliant on public transportation were faced with longer wait times for transportation. Public gatherings were limited to 10 people in late March. Many employees had to transition to at-home work protocols while others faced the strong likelihood that their jobs would be eliminated. Travel – particularly air travel – was severely limited by flight cancellations while road travel was punctuated by required self-quarantine periods upon arriving at one’s destination.

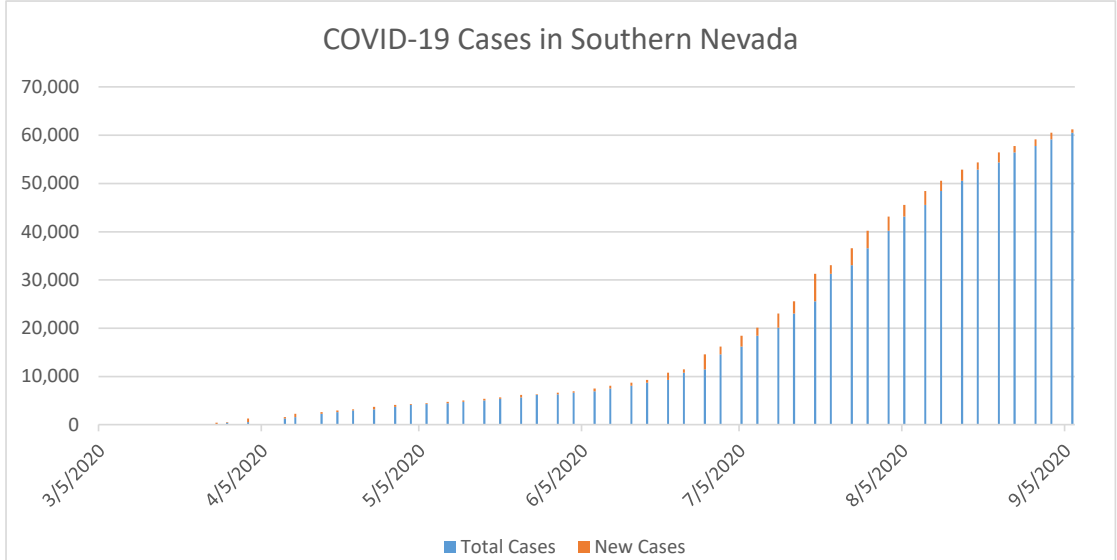
While COVID-19 has tended to have a greater impact on those who are older, have a pre-existing condition, or are immuno-compromised, approximately 80% of Clark County cases show sub-populations having a disproportionate impact, especially for black, Latino, and Asian populations, as well as men. A likely explanation for this could be inequitable lack of access health care, the lack of outreach on the risks of COVID-19, or the lack of personal protective equipment at home or on the job. Furthermore, these sub-populations may have no other options to earn income, thus working at a job that requires public service or interaction. Because this novel coronavirus spreads via human contact, individuals who engage in public-facing activities like riding the bus, live in multi-family residences, or face barriers to health care are more likely to contract and spread COVID-19.

THE PANDEMIC ONCE AGAIN EXPOSED NEVADA’S OVER-RELIANCE ON THE GAMING AND TOURISM SECTORS AND EXEMPLIFIED THE NEED FOR CONTINUED ECONOMIC DIVERSIFICATION

In Nevada, the stark reality of having a state economy based primarily on gaming and tourism, with tax revenue derived from those sources, puts Las Vegas in an unprecedented economic situation. Nevada’s economy is heavily dependent upon its sales tax, which accounts for nearly 1/3 of total state revenue. Of this, leisure and hospitality account for the largest contribution. With casinos closed during the COVID-19 shutdown and visitation hitting historic lows, the financial impacts to the state’s biennial budget are substantial. Pressure was placed on Federal, state, and local leaders to respond to the pandemic and reopen the economy as quickly as possible.

As historic layoffs occurred, claims for regular state unemployment and pandemic unemployment assistance rapidly increased and overwhelmed an existing state unemployment system wholly unprepared for a staggering volume of new claims. While new unemployment claims increased and leveled off over time, continual weekly claims

COVID CASES IN SOUTHERN NEVADA (AS OF SEPTEMBER 2020)



As COVID-19 spread, Clark County and City of Las Vegas officials jointly opened the ISO-Q (Isolation and Quarantine) Complex at Cashman Center in Downtown Las Vegas. Funded through the CARES Act, the facility supported up to 500 homeless patients as a ground up preemptive observation and care facility. The complex allowed space for homeless individuals that were asymptomatic, an isolation area for those with symptoms and awaiting test results and presumed positive, and an isolation area for confirmed positive cases. Separate tents were set up providing beds, restrooms, and shower facilities for each area.



for unemployment, indicating long-term layoffs, saw steady growth throughout the majority of May.

At the end of March 2020, Congress approved the \$2.2 trillion Coronavirus Aid, Relief and Economic Security (CARES) Act that provided an unprecedented aid package for the country to combat the effects of the virus and the toll on the economy. Among its features was a massive infusion of money into the health care system, as well as development of therapeutic drugs and for the development of a vaccine. The CARES Act also provided relief to businesses and individuals, including:

- An economic stabilization fund with \$340 billion in direct funds to states and municipalities responding to the virus and \$500 billion to large corporations
- A \$350 billion small business Paycheck Protection Program
- \$300 billion in one-time cash payments to individuals
- \$260 billion for unemployment benefits
- Provisions for student loans and grants
- Changes to minimum distributions for retirement accounts and permitted early access to funds with no penalty
- A temporary foreclosure and eviction moratorium

The efficacy of the CARES Act funding and provisions, as well as the overall Federal response from the Trump Administration and CDC continue to be debated, but the infusion allowed Nevada and the City to supplement budgets and mount a response.

Between March and May, 2020 as testing, tracing, and treating protocols were put into place to help “flatten the curve” and reduce the rate of new infections and hospitalizations, Governor Sisolak formed and implemented a phased reopening schedule led by Nevada’s counties and supported by local governments. Named Nevada United: Roadmap to Recovery, this schedule shifted the City from a stay-at-home order to Phase 1 reopenings (Battle Born Beginnings) to Phase 2 reopenings (Silver State Stabilization). As the City transitioned from a stay-at-home order to different phases, the moves were not without challenges due to the enforcement of business compliance with directives and orders. However, by the end of May, many resorts issued phased reopening plans, subject to the approval of the Nevada Gaming Control Board. By the beginning of June, Phase 2 reopenings began with a limited reopening of the economy, as well as with directives to wear masks and face coverings in public spaces.

Despite some job growth attributed to advancing to Phase 1 and Phase 2, the Las Vegas metropolitan area experienced a 29% unemployment rate in May, a stark contrast to the 4% unemployment rate from May 2019. In spite of development

projects advancing and casinos opening to the public, only a fraction of those experiencing unemployment were brought back to work.

Even with funding from the CARES Act, the greatly diminished gaming and sales taxes forced both City and state to make drastic budget cuts. The City adopted its Final Budget for Fiscal Year 2021 in late May, with a pared-down general fund budget of \$572 million that depleted its fiscal stabilization fund and required transfers from the capital projects and other funds. While layoffs to employees were avoided, the City faces a \$44 million deficit over the next four years. Other local and regional governments have been confronted with similar situations, including cuts to transit service at RTC and scaled back operations across Clark County.

Facing a fiscal emergency and an estimated budget gap of \$1.2 billion, Governor Sisolak was forced to convene a special session of the Legislature. The July session considered \$500 million in reductions to agency budgets including K-12 and higher education, reductions in one-time appropriations, reversions of contingency funds and transfers to the State’s general fund, state employee furloughs and position freezes, and consideration of the acceleration of mining tax. While the session helped close the gap, it does not signify the end of the state’s budget

woes. Preparations have continued for the 2021 Legislative session amid further fiscal drops amid uncertainty over additional Federal assistance, continued spread of COVID-19, and poor economic trends.

Unfortunately, since the Phase 2 reopenings over the summer and fueled by holiday weekends, visitation to Las Vegas slightly increased, and a degree of normalcy returned, but so too did COVID-19 cases, hospitalizations, and ICU usage. Much of this has largely been attributable to the public’s relaxation of social distancing, mask and facial covering use, and business reopening policies intended to protect residents. This resulted in a recent declaration by Governor Sisolak that moved bars from Phase 2 to Phase 1 status, thus requiring them close doors once again. As cases continue to rise at an exponential rate, fears of overstressing the health care system and its capacities have once again re-emerged, as have concerns over additional directives that may cause further business closures, and growing layoffs and unemployment. Added to that are continued questions as to how residents continue to afford the basic cost of living, a looming potential housing crisis that could result in a wave of evictions and foreclosures, and questions as to how child care is provided and how kids go back to school, increasing the stress on an already overburdened and overwhelmed city.



NEW ATTENTION HAS BEEN GIVEN TO RACIAL EQUITY AND SOCIAL JUSTICE IN THE WAKE OF NATIONAL PROTEST

In the age of social media and smartphones, incidents can quickly capture attention, and in some cases, spread widely. Just after Memorial Day, national attention turned to a video showing Minneapolis, MN police officers arresting and holding down a black man named George Floyd, with one officer pressing his knee into Floyd’s neck for more than eight minutes and killing him. Outrage of the incident spread in cities across the country, with protests and movements like Black Lives Matter taking place regularly. Many of these peaceful efforts called for justice, major policing reform, and calls to “de-fund” and “de-militarize” the police, others sparked waves of violence, rioting and looting. Floyd’s death would also bring to light a number of other prior incidents nationwide in which a person was severely injured or killed at the hands of police officers, as well as calling into question the general use of force and other police tactics. From these incidents, a new examination into race, social justice, and equity began as a result of long-simmering tensions stoked by national politics.

Nevada had several high profile incidents and protests, including a riot at Reno City Hall and a number of protests along the Strip and Fremont Street. Most local rallies and demonstrations remained peaceful; however, two separate confrontations on May 31st on the Las Vegas Strip and in Downtown Las Vegas erupted, resulting in LVMPD officer Shay Mikalonis being shot and gravely wounded and armed protestor Jorge Gomez being shot and killed by police

guarding a public building. Other protests in June resulted in confrontations between LVMPD officers, some of which led to unwarranted arrests of legal observers, protestors, and journalists. Both Governor Sisolak and Attorney General Aaron Ford held press conferences and framed remarks around systemic racism and injustice that Black and minority communities face. Attorney General Ford hosted several forums with local leaders to discuss current and potential legislation to improve police accountability and training in order to address and reduce the use of excessive force with a focus on accountability, training, and hiring. Some representatives suggested another special legislative session to address social injustice and racial inequities in policing, which took place in late July. Both Mayor Goodman and Sheriff Joe Lombardo listed current law enforcement policies and practices for the purpose of ensuring professionalism and accountability on the part of local law enforcement.

Nevada’s Congressional delegation has also called for reforms. One proposed act called for national policing standards and would prohibit racial and religious profiling; ban chokeholds and no-knock warrants; end qualified immunity offered to police officers, and create a police misconduct registry to prevent problem officers who are fired or leave one agency from moving to another jurisdiction without any accountability. The measure would also limit the transfer of military-grade equipment to local law enforcement agencies.

Over a short time, a wide range of responses emerged that ultimately strike at the heart of the American identity and its ideals. Statues have been torn down, flags and symbols

have been questioned, consumer products have been rebranded, and several collegiate and professional sports teams have been renamed. Nationwide, public buildings, facilities and military bases may be renamed; in Las Vegas, McCarran International Airport, named after the former Nevada politician and senator who was an ardent proponent of aviation and establishment of the US Air Force, may also be renamed due to his racially divisive, xenophobic, and anti-Semitic legacy.

As surveys were conducted during development of this plan, more than three-quarters of respondents believed the City to be an open and inclusive place for people of different races, ethnicities, sexual orientations, gender, and gender identities. Many sentiments indicated that the diversity of the City and Southern Nevada is one of its strong suits

and while there have been instances of injustices and violence, such as those that prompted a 2012 Department of Justice investigation into use of force by LVMPD or the 1992 riots after the Rodney King verdict, the magnitude of those concerns haven’t necessarily been felt at a similar scale as those in other parts of the country. Public outreach also revealed widespread support for larger investments in public safety and law enforcement. It is clear that since that survey, responses would likely be dramatically different. This moment during the planning process and during plan implementation presents an opportunity to assess and balance how public safety should be addressed and how equity is infused into the community, while at the same time dedicating appropriate resources towards community development measures that reduce crime and improve safety and uplifts all communities.

APPLICATION OF GUIDING PRINCIPLES TO IMPLEMENTATION

No matter the current or active challenge the City faces, the City must develop nimble, strategic responses that adhere to the guiding principles of this plan. Throughout the master plan are goals with recommended implementation strategies designed to reduce or remove barriers to innovation, strengthen resilience and livability, and promote health and equity.

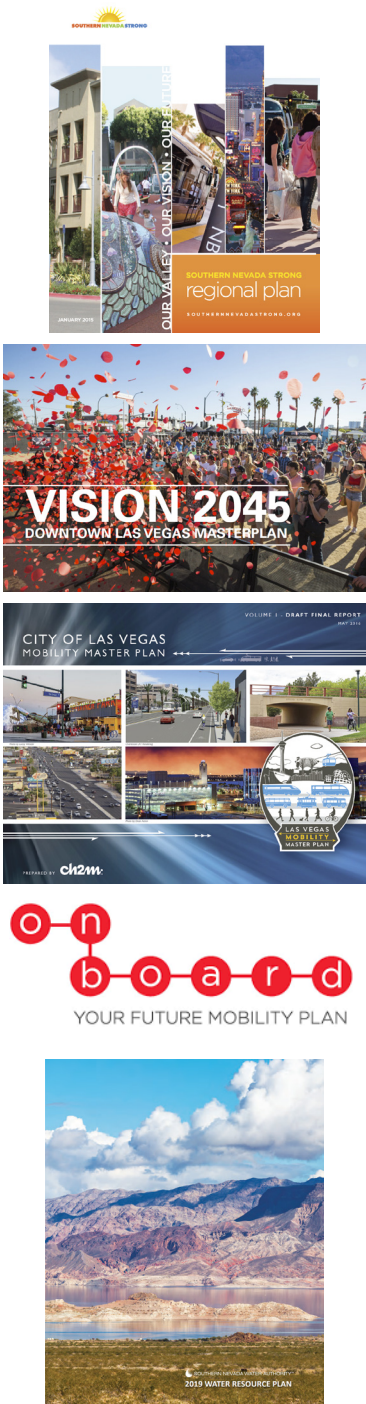
As of this writing, \$3.6 trillion has been spent on the Federal government’s response to COVID-19, not to mention trillions more by state and local authorities. For Las Vegas, while it is true that no sector of the economy has been spared by COVID-19, the drop in respective budgets could be better mitigated with greater diversification of the economy and of the tax bases. Las Vegas is built on gaming and tourism, and it should rightfully remain as a top global destination, but it must continue to make investments in innovative industries that increase the share of jobs in other sectors. As discussed in respective goals on Economic Development, Redevelopment, and Public Finance, attracting and developing other economic sectors can ultimately reduce the impact of down economic cycles. Investing in health care, especially in communities and areas of the City with higher rates of poverty and chronic illness that exacerbate the symptoms and outcomes of COVID-19 is needed, as described in the Public Health goal. Preparing for hazards, whether naturally occurring or man-made, should be a priority means of developing community response, no matter what it may be. To respond to policing concerns addressed in the Public Safety goal, the City must develop a model of community oriented and empowered policing. Ultimately, the City must confront racism and inequity, not just in law enforcement, but also in forms embedded within other systems such as employment, housing, education, and health care.

These illustrative examples demonstrate how guiding principles can be applied to components of the master plan and yield a resilient and livable Las Vegas for all.

REFERENCES AND ABBREVIATIONS

RECENT PLANS PUBLISHED SEPARATELY

- Southern Nevada Strong:** Adopted in 2015, the Southern Nevada Strong Regional Plan (SNS) is the comprehensive regional policy plan administered by the RTC. SNS envisions how Southern Nevada and its jurisdictions can develop for long-term economic success by integrating education, transportation, the environment, economic competitiveness, health care, and housing. This master plan conforms with the goals, objectives, and strategies established by SNS and is intended to align with overarching regional efforts for balanced economic, social, physical, environmental, and fiscal growth and development.
- Vision 2045 Downtown Las Vegas Masterplan:** In 2016, the City of Las Vegas adopted a new special area plan for Downtown Las Vegas to guide the city policies and regulations and provided specific recommendations for an expanded Downtown area. The plan incorporates catalytic mixed-use hubs for future investments within twelve districts that constitute downtown. Other recommendations include adoption of a form-based zoning code, economic diversification efforts, complete street improvements, new parks, civic spaces, and tree-lined streets, and a revamped and streamlined governance effort.
- Mobility Master Plan:** the Mobility Master Plan was developed to inform the City of specific street, transit, bicycle, and pedestrian projects throughout the City. This sub-plan helps inventory and explain the needs for transportation improvement projects.
- On Board Future Mobility Plan:** In response to the need for more alternative mode solutions, the RTC developed launched On Board as a comprehensive mobility plan for Southern Nevada. With community input, the plan identifies enhancements to the current RTC Transit system, a new high capacity transit network, and emerging transportation technologies can improve future mobility.
- Southern Nevada Water Resources Plan:** SNWA's Water Resource Plan provides an overview and outline of the region's water resources and conservation efforts. Given future population forecasts and the water resource portfolio and supplies for Southern Nevada, the plan describes SNWA's efforts to meet demands of its member entities, including the LVVWD that serves much of the City. It also provides important considerations and scenarios for climate change that may impact the availability of its most important resource, the Colorado River.



ABBREVIATIONS GLOSSARY

BLM – Bureau of Land Management	NDEP – Nevada Division of Environmental Protection
CC - Clark County	NDOT – Nevada Department of Transportation
CCSD – Clark County School District	NDOW – Nevada Department of Wildlife
CIP – Capital Improvement Plan	NLV - North Las Vegas
CSN – College of Southern Nevada	NRS – Nevada Revised Statutes
DCP – Clark County Desert Conservation Program	NSHE – Nevada System of Higher Education
DCNR – Nevada Department of Conservation and Natural Resources	RBPP - Regional Bicycle & Pedestrian Plan
FBC – Form-Based Code	RDA – Redevelopment Agency
GHG - Greenhouse Gas	RFCD – Regional Flood Control District
GOED – Governor’s Office for Economic Development	RTC – Regional Transportation Commission of Southern Nevada
GPCD – gallons per capita per day	RTP - Regional Transportation Plan Access 2040
HPC – Historic Preservation Commission	SNPLMA – Southern Nevada Public Land Management Act
HPO – Historic Preservation Officer	SNS – Southern Nevada Strong Regional Plan
LEED – Leadership in Energy and Environmental Design	SNHD – Southern Nevada Health District
LOC - Level of Comfort	SNRPC – Southern Nevada Regional Planning Coalition
LOS - Level of Service	SNWA – Southern Nevada Water Authority
LVCVA – Las Vegas Visitors and Convention Authority	Title 19 – Title of Las Vegas Municipal Code, the City’s Unified Development Ordinance, comprised of zoning, subdivision, and other related development standards
LVGEA – Las Vegas Global Economic Alliance	TOD – Transit-Oriented Development
LVMC – Las Vegas Municipal Code	USGBC – United States Green Building Council
LVMPD – Las Vegas Metropolitan Police Department	UNCE – University of Nevada Cooperative Extension
LVVWD – Las Vegas Valley Water District	UNLV – University of Nevada, Las Vegas
MSHCP – Clark County Multiple Species Habitat Conservation Plan	VMT – Vehicle Miles Traveled
NDA – Nevada Department of Agriculture	