

03. ECONOMY & WORKFORCE

INTRODUCTION

As a city focused on growth, Las Vegas has committed to creating cutting-edge “smart city” priorities and initiatives. While smart strategies have typically referred to using technology as a means of improving urban performance, Las Vegas’s smart strategy also refers to its people. A city’s economic growth is closely related to the education of its residents. Although education is not a sole indicator of future salary potential for a person, it is generally an important one. Generally, for each level of education a person gains, a percentage of growth is gained. Therefore, for Las Vegas to grow economically, it not only needs to attract new residents- it needs improve educational outcomes of its existing ones.

School quality is often linked to overall quality of life, yet those in the City face disproportionate impacts, especially between urban and suburban schools. Future collaboration with Clark County School District’s (CCSD) will be key to ensure the city’s schools are supportive of the City’s goals to provide equitable, innovative opportunities across its neighborhoods.

Growing a smart population requires more than just good schools; it requires a holistic economic strategy that attracts the brightest and the best. Schools provide the groundwork for educating children and are a key part of a growth strategy. Like other cities who largely suffered from ‘boom and bust economies’ of the post 2008-recession, Las Vegas also must compete against other cities of similar size who are looking to pull in talent. Denver, Pittsburgh, Salt Lake City, Phoenix and Austin are doing the same, so Las Vegas must ensure that it has a robust pipeline for talent that includes housing, education, and workforce. Doing so will ensure Las Vegas is developing its own people while recruiting new residents.

While education and an economic development strategy are not required by NRS for inclusion in a master plan, the City recognizes its inextricable relationship to physical planning. Improving education, diversifying the economy, and developing a resilient workforce were repeatedly brought up by participants throughout the planning process. Las Vegas is at a unique turning point in its history as a city where its future economy will be driven less by new subdivision growth at its periphery and more by redeveloping within existing areas. As the local economy shifts to knowledge-driven, tech-based industries, the City will be able to help prioritize workforce training to respond to the “smart” innovation in the entertainment, military, and health sectors.

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GOALS

I. EDUCATION

- A. Achieve equitable attainment of quality education - Pre-K through higher education - to support a strong workforce and quality of life.
- B. Support school siting and learning environments for all ages through thoughtful land use and transportation planning

II. ECONOMY

- A. Support diverse employment and entrepreneurship for the existing and future workforce that capitalizes on skills, especially in emerging sectors
- B. Prioritize key redevelopment opportunities, incentivize, and actively promote their reuse
- C. Uphold sound fiscal policies and transparency that increases efficiency in order to provide higher quality of services

III. HOUSING

- A. Increase affordable housing types and choices for all income levels near existing and new employment centers.
- B. Develop services that help the homeless and prioritize the needs of the most vulnerable members of the community

SUMMARY OF ECONOMY & WORKFORCE STRATEGIES BY GUIDING PRINCIPLE



EQUITABLE

- Improve access to jobs
- Improve workforce training
- Improve access for all communities + language barriers
- Emphasize education (access and quality)
- Emphasize early childhood programs
- Utilize development practices support & prioritize education
- Create affordable social services for an aging population
- Create more affordable healthcare options
- Encourage accessible healthcare beyond urgent care and hospitals
- Create affordable childcare services
- Transition training for digitalization



RESILIENT

- Emphasize economic diversity
- Develop a more diverse talent pool
- Diversify business types
- Cultivate fully-formed philanthropic centers
- Emphasize education (access and quality)
- Improve access to food (global leaders in resilient food access in a desert climate)
- Prepare workers for digitalization transition
- Prepare for an aging population
- Prepare for disasters
- Expand efforts to include mothers and single-parents in the economy
- Develop a “beyond resorts” mentality that diversifies jobs and economy



HEALTHY

- Improve healthcare access
- Improve mental health
- Improve health literacy
- Develop a more healthy workforce
- Increase living wages
- Create a more effective healthcare system
- Improve access to social services (aging, disability, etc)
- Emphasize healthcare industry education & jobs
- Prioritize healthcare district development
- Increase access to healthy food/ latchkey and summer
- Improve job stability



LIVEABLE

- Increase access to amenities, services
- Emphasize cultural tourism
- Prioritize historic preservation
- Complement gaming and entertainment industry
- Prioritize technology / “cutting edge” gaming
- Emphasize a Las Vegas for all ages
- Create inclusive economic practices
- Prioritize housing and utilities as an affordable percentage of income



INNOVATIVE

- Engage medical tourism
- Increase healthcare education & jobs
- Focus on niche R&D
- Lead innovative technology creation including UAV + AV
- Capitalize on air force bases synergy
- Foster entrepreneurship
- Prioritize economic diversity
- Capitalize on financial, real E\estate, and other professional services
- Increase maker space and flexible workspace
- Capitalize on proximity to Los Angeles
- Create more smart jobs (robotics, AV, and digitalization)

RELATION TO SOUTHERN NEVADA STRONG
IMPROVE ECONOMIC COMPETITIVENESS AND EDUCATION

Goals work to align future development styles or “place types” with the needs of small businesses and workers in the region’s target sectors.

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

EDUCATION



GOALS

- A. Achieve equitable attainment of quality education - Pre-K through higher education - to support a strong workforce and quality of life.
- B. Support school siting and learning environments for all ages through thoughtful land use and transportation planning

I.A

EQUITABLE EDUCATION

NRS 278.160.2

ACHIEVE EQUITABLE ATTAINMENT OF QUALITY EDUCATION — PRE-K THROUGH HIGHER EDUCATION — TO SUPPORT A STRONG WORKFORCE AND QUALITY OF LIFE

The quality of the City’s educational system is among the top rated public concerns and leading priority areas for residents. When surveyed, residents consistently raised concerns about the quality of the educational system and cited education being the one thing that they would want changed about the city. During public outreach, residents ranked education as the highest priority issue that the City faces over the next thirty years and spoke frequently about improving schools. The importance of educating the community’s students, whether primary, secondary, or higher education, has historically not been a direct charge or function of the City. Given that Nevada has often ranked last or toward the bottom of recent national education metrics, it is not hard to understand why it is such a great public concern. There are definite bright spots throughout the City and community, with many academic success stories, good schools, and dedicated teachers. Educational advocacy organizations, including Opportunity 180, parent-teacher associations, and other non-profits highlight the need for good schools that are accountable, and that translate to college and career-ready young adults. The City simply cannot ignore education as an issue – poor academic performance and weak educational trends must end.

While the City doesn’t provide traditional direct educational support, it does have a vested interest in educational outcomes and offers a number of supportive programs. The Department of Youth Development and Social Innovation was formed in 2015 to focus on educational outcomes, supplementing education provided by CCSD and community partnerships through Strong Start, Strong Schools, and Strong Future initiatives. Since its foray into education, the City provides:

- Safekey before and after school programs, offered at about 70 of the City’s CCSD schools.
- ReInvent Community Schools focuses on expanded learning at underperforming schools around Downtown,

and the after school Ignite STEM program for middle school students.

- Pre-K education through Strong Start Academies
- College prep and career path programs, including Batteries Included, and My Brother’s Keeper.

Because residents demand improvements to education, it is important to examine educational factors, roles, and relationships between the City and institutions of learning within Southern Nevada:

- The educational system is a highly regarded quality of life measure. Parents of children want their children to attend high quality schools. This is true also of the ability to attract new residents to the City; educational options, quality of schools, and overall educational outcomes are often leading factors on locations to live when weighing places to live from a potential resident from out of state. Similarly, businesses looking to start or relocate to the City often consider the quality of the educational system, as it is just as important a factor for recruiting from the workforce as it is to have employees satisfied with the schools they send their children to.
- There is stark contrast in quality between schools; the performance of schools may be dependent upon a variety of factors, but noticeable trends indicate that geography, demographics, and socio-economics play a role in educational outcomes for the City’s students.

We need to create a system that actually cares about the students

– Transit user at Bonneville Transit Center



- Multiple pathways must be open to students when they graduate; for many, entering the workforce with a good paying job is an important attainable aspect, provided that the quality of education doesn’t require extensive retraining or remedial work. Similarly, graduating students must be prepared to enter college without reliance on remedial classwork.
- Successful educational outcomes have greater potential to yield direct and indirect benefits to the City and community. Students that graduate high school, receive vocational or workforce development training, or attain degrees from Nevada’s institutions of higher learning have a greater potential to remain within the City and state, thereby contributing to overall positive community development.

Public schools are the predominant method of educating the students of Southern Nevada, with relatively few private school options available. Over time, efforts have been made to increase options and school choices that have led to the growth of additional charter, private, and parochial school options. Development of these choices are important steps that should be made to increase educational quality and outcomes for students of all backgrounds, and must be done without compromising the public education system.

At the state level, the state Department of Education (NDOE), led by the Superintendent of Public Instruction and Board of Education, sets educational policy, curricula, and academic and achievement standards consistent with state statutes. It also oversees teacher licensure for all public and private school educators and measures student accountability. Since 1956, the Nevada Legislature consolidated unified

KEY ACTIONS

- Expand the role and scope of the Department of Youth Development and Social Innovation as a partner to educate City youth.
- Continue offering and expand supplemental before and after school programs to achieve better K-12 educational outcomes
- Develop an educational support program with underperforming CCSD schools to provide additional resources for students and parents.
- Resolve to support continuing education, workforce development, and collegiate program to improve post high school educational outcomes.
- Partner with NSHE to expand UNLV and CSN campuses and siting and development of a new state college campus tailored to City of Las Vegas residents with a dedicated focus on granting targeted and specialized 2 and 4 year degrees to further add teacher capacity.

OUTCOMES

- 95% of adult population has attained a high school diploma by 2050
- 33% of adult population has attained at least a Bachelor’s degree by 2030 and 40% by 2050.
- CCSD graduation rates increase to 95% by 2050.
- Literacy and subject matter proficiency rates improve over time for elementary, middle and high school students.
- The 4-year cohort high school graduation rate for all public schools in the City from each race/ethnicity, special education, ELL students, and low-income subgroup of students is 90% by 2050.
- All schools within the City will be rated three stars or higher on the Nevada School Performance Framework
- Per pupil funding rates are greater than the national average

public school districts into countywide school districts. From that point, the City has been served by the Clark County School District (CCSD), which has grown to become the fifth largest school district in the country with an enrollment exceeding 325,000 students:

- CCSD is overseen by a seven member elected Board of Trustees. Overseeing the organization is the district’s Superintendent of schools and supported by a wide range of administrative and academic functions. Approximately 23,000 full-time and substitute teachers and 19,000 support staff educate and serve students.
- In general, education, school districts, and the system of public instruction is governed under Title 34 of NRS, in addition to chapters on taxes to financially support schools and education. More than half of the funding for K-12 education is through locally derived sources, with approximately a third distributed from the state, primarily from local sales taxes, property taxes and the Local School Support Tax. Federal funding, in the form of grants distributed from the U.S. Department of Education, provides the remainder. Funding for public schools, known as “the Nevada Plan,” has historically been complex and controversial, with per-pupil instructional spending wavering between \$5,000 - \$6,000. Much of these revenues are expended for teachers and personnel, but a sizable share is also spent on instruction, school capital projects, transportation, and other administrative expenses.
- The Nevada System of Higher Education (NSHE) oversees community colleges and universities throughout the state. Governed by the Nevada Board

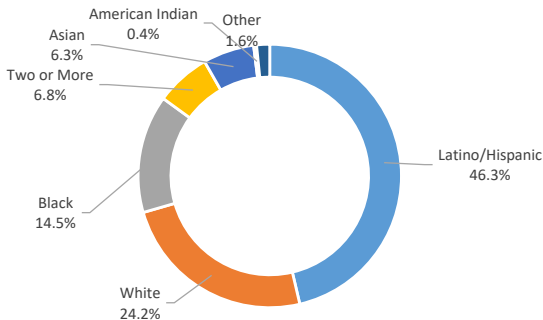
of Regents, NSHE institutions provide an important pathway for people to attain Associates, Bachelors, and advanced degrees. The University of Nevada, Las Vegas (UNLV) and College of Southern Nevada (CSN) are the City’s most important local post-secondary pathways for people to earn degrees. They are also vital for workforce and economic development because they train students new skills and trades, provide innovative research and development opportunities, promote internationally recognized scholarship, help increase employment and worker wages, and provide public health services in a teaching setting.

THE CITY’S EDUCATIONAL OUTCOMES VARY WIDELY, ESPECIALLY BETWEEN DIFFERENT COHORTS

Maintaining and growing a healthy community and competitive economy begins with early childhood education. As a student progresses, education should be accessible to everyone, regardless of demographic or socio-economic status. But for decades, the City and community’s poor educational outcomes have varied widely between geography, subgroups, and populations, indicating strongly correlated and widening gaps for local outcomes. Furthermore, the link between educational attainment and earnings potential is well documented. Research by the Institute for Social Research at the University of Michigan shows that, on average, households headed by a high school graduate accumulate 10 times more wealth than households headed by an individual who dropped out of high school and even more with the attainment of Bachelor’s or advanced degrees.

Educational attainment rates for the City are below the national and statewide rates. Citywide, approximately 84%

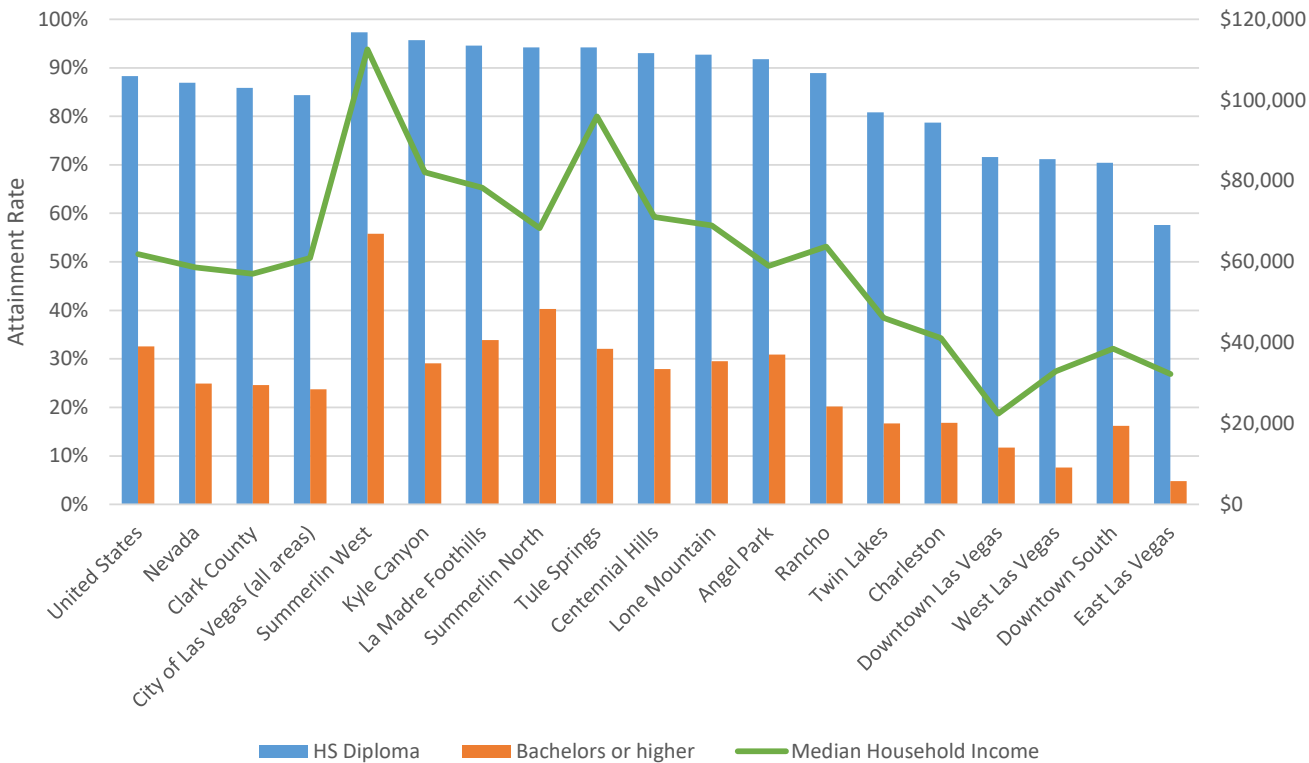
STUDENT RACE AND ETHNICITY



Source: NDOE

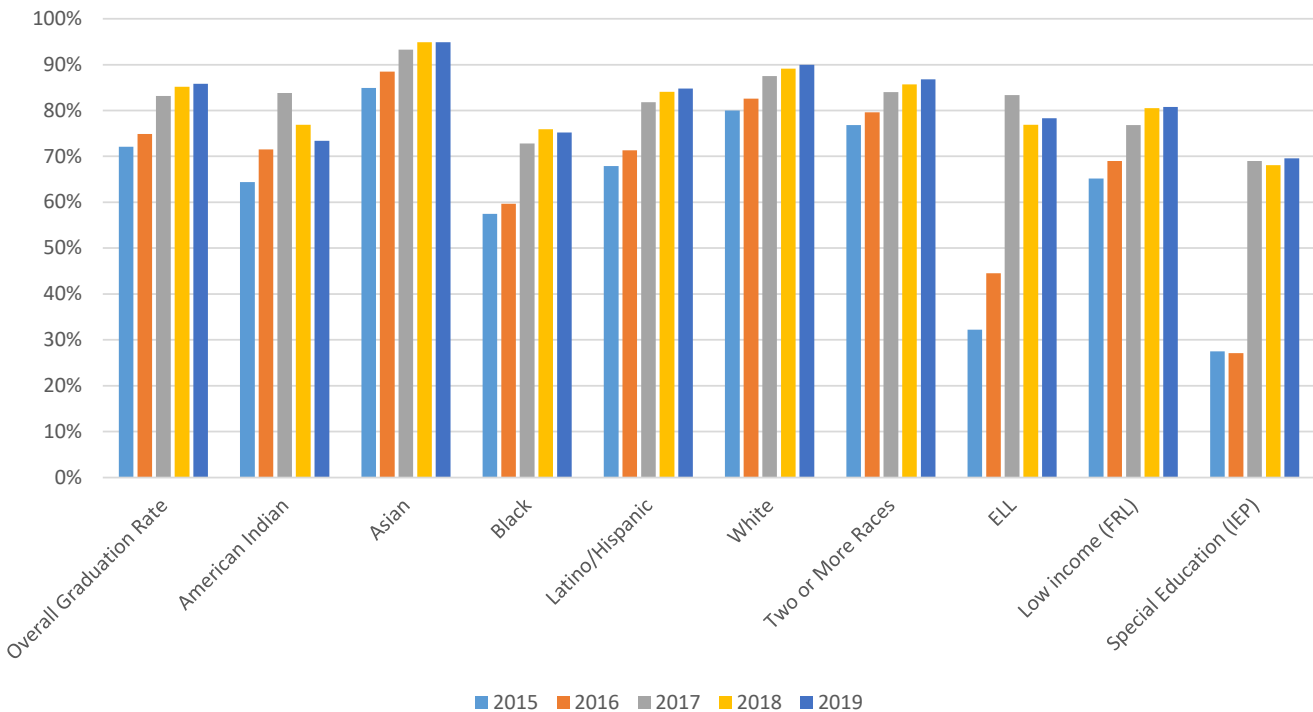


EDUCATIONAL ATTAINMENT AND INCOME - ADULT 25 AND OLDER



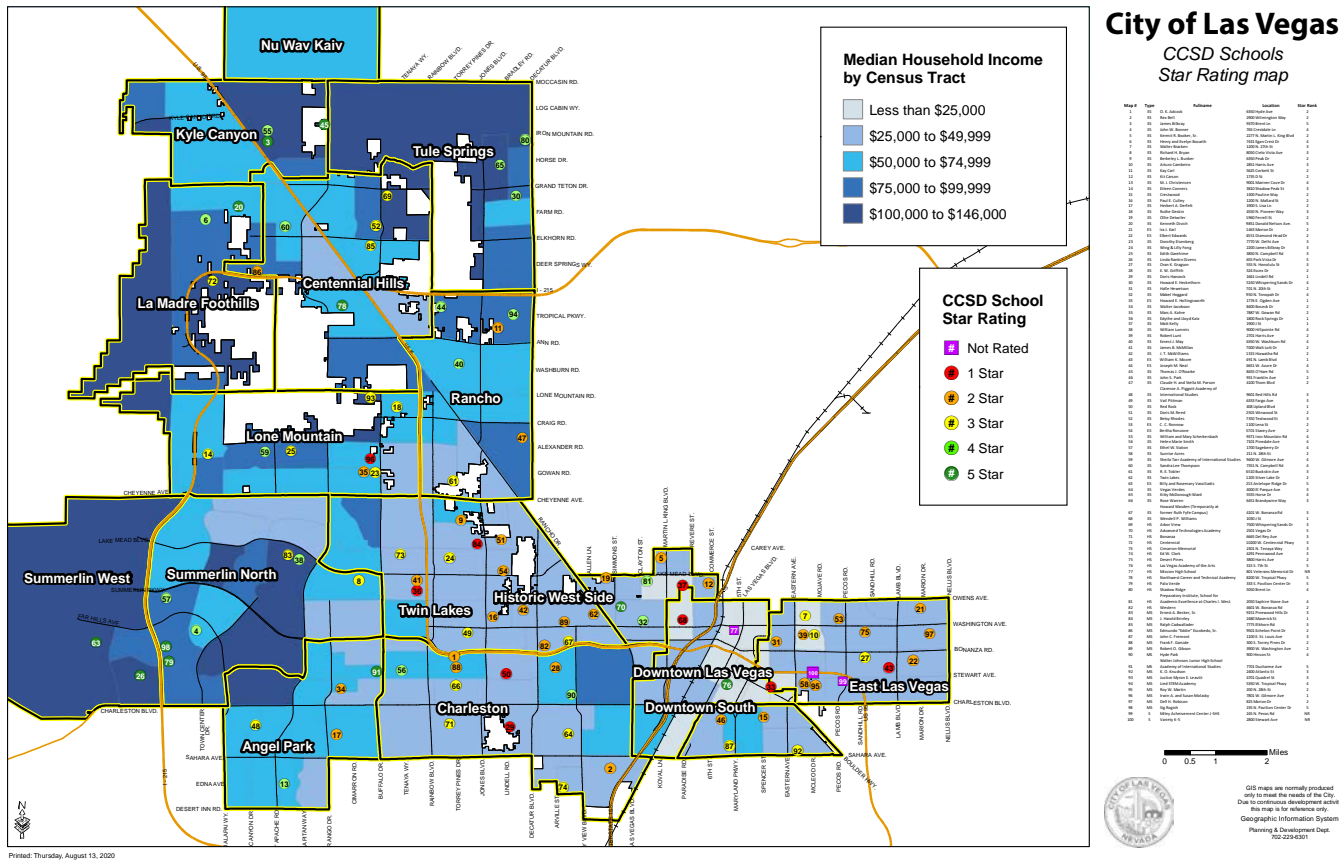
Source: City of Las Vegas / ACS 5 year estimate

GRADUATION RATES - FOUR-YEAR COHORT



Source: NDOE

SCHOOL ACHIEVEMENT



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

of residents at least age 25 have a high school diploma, while just under a quarter have a Bachelor’s degree or higher. Nationally, the rate of attaining a high school diploma has increased over the past decade to 88%, while the rate of attaining a Bachelor’s degree or higher is nearly one-third. While many of the areas around Downtown Las Vegas have lower educational attainment rates compared to suburban areas, particularly concerning is an especially low rate in East Las Vegas, which has high populations of Spanish speakers, low-income households, and Latinos; less than 60% of residents have obtained a diploma and fewer than 5% have a college degree.

Clark County School District has been consistently ranked as one of the worst performing school districts nationally. The results of the 2017 National Assessment of Education Progress showed Nevada ranked no higher than 43rd (out of 52) in any of the study’s categories on student metrics

and performance in various subject areas. CCSD fared only slightly better when compared to 26 other large, urban school districts, but still below the national average. However, CCSD has had success in improving the four-year adjusted cohort high school graduation rate overall throughout the district. Over the past five school years, the overall graduation rates have increased and strong gains have been made for each respective subgroups, especially Latinos, which make up almost half of the CCSD student population. Specific areas of improvement must be made for CCSD’s American Indian and black student populations as well as English Language Learners and special education students, which have all made overall gains and improvements, but still fall below an 80% graduation rate.

Despite those successes, there is a stark contrast between urban and suburban school performance, which is specifically linked with student achievement outcomes

or graduation rates. Almost half of the CCSD schools within or serving the City are underperforming, receiving a performance rating of 1 or 2 stars on the NDOE’s school achievement rating scale. Geographically, the core planning areas surrounding Downtown Las Vegas, including East Las Vegas, Downtown South, West Las Vegas, Charleston, and Twin Lakes have the highest concentration of schools rated as underperforming.

When a school becomes listed as underperforming, NDOE can designate it as a “Comprehensive Support and Improvement school,” making it eligible for support and intervention, as well as for additional funding support. A school may also be designated as a “Targeted Support and Improvement” or “Additional Targeted Support and Improvement” school if it has consistently underperforming student subpopulations within certain academic performance indicators. Within the City, there are 25 schools meeting CSI criteria and 37 schools meeting TSI/ATSI criteria. Overall improvement in student performance over a multi-year period pursuant to a school improvement plan removes the designation.

Among the state and national programs have been deployed and implemented through the NDOE and CCSD to help boost academic achievement are:

- Title I of the Elementary and Secondary Education Act: this federally funded program provides additional finance assistance to schools with high percentages of children from low-income families. More than three quarters of the CCSD schools within the City have Title I status.
- Victory Schools: Additional funding dedicated by the Legislature allocated to underperforming schools in the twenty poorest zip codes, in which additional services are provided to families of students. Ten schools within or serving Las Vegas are Victory schools.
- Zoom Schools: 19 City schools receive additional funding provided from the Nevada Legislature to support English Language Learners (ELL).
- Additional funding and grants from other state or local sources.

All City of Las Vegas students deserve to learn and graduate from quality schools and have the opportunity to enter a career-path that advances their social mobility. The City of Las Vegas must continue monitoring student and school achievement data. After each academic year, as a partner

to CCSD and individual schools, it should work with them to offer additional supplemental interventions through YDSI, particularly within planning areas with concerning educational attainment and school performance rates.

CCSD MUST CONTINUE TO HIRE AND RETAIN WELL TRAINED TEACHERS AND REDUCE THE OVERALL STUDENT-TEACHER RATIO

Class sizes do not only pose an issue from a school facilities standpoint; a wide body of academic research affirms that smaller class sizes results in more individualized learning, increased student engagement, and fewer disciplinary problems. Class size also correlates well with improved student outcomes and achievements, including greater subject proficiency and higher test scores. However, as CCSD has grown, so have student-teacher ratios. According to the US Department of Education, the national average public school student to teacher ratio is approximately 16:1. CCSD schools frequently exceed statutory minimum leading to school overcrowding and requiring class size reduction variances from NDOE. As a result, virtually all 1 and 2 star rated schools required such variances, meaning students attending lower performing schools are much more likely to experience overcrowding and larger class sizes.

Related to class size is the District’s ability to hire and retain teachers. Nevada is not alone to the national shortage of teachers and has a turnover rate of nearly 20%. As teachers continue to retire at an increasing rate and despite hiring bonuses and incentives that have been employed, it has not been enough to fill position needs. At the beginning of





the 2019 school year, CCSD was still short a staggering 750 teaching positions and has had to rely on a substitute pool. Nevada’s higher education teaching programs reported a 19% decrease from 2010 to 2015 of candidates completing programs. Even if CCSD was able to resolve its teacher shortage, sufficient funding has not been available to cover the cost of hiring additional teachers nor the related costs to supply additional classrooms.

While the City does not have direct control of this issue, it can contribute indirectly by:

- Improving and marketing the City’s overall livability and quality of life to make the region attractive for potential teachers
- Collaborating with CCSD to advocate for higher teacher pay and, if necessary, dedicated teacher incentives
- Pursuing additional NSHE teacher programs and capacity to increase the overall graduation rate of teacher candidates

HIGH QUALITY SCHOOLS MUST BE HEALTHY, VIOLENCE-FREE, POSITIVE LEARNING ENVIRONMENTS WITH DIVERSE ELECTIVE, ATHLETIC, AND ARTISTIC OPPORTUNITIES

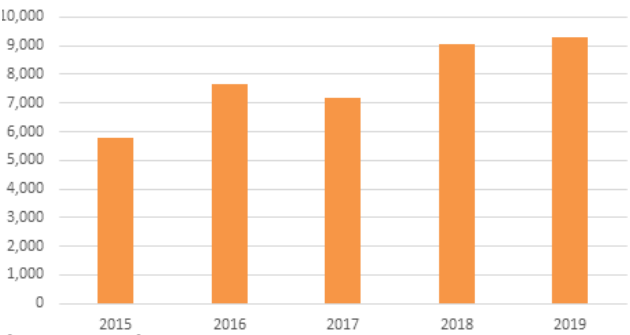
Nutrition is an important part of learning, as is the opportunity for before, during, and after school enrichment activities including elective classes, music and fine arts, athletics and other extra-curricular activities. With such a focus on educational achievement, it is important to remember that students need school environments with physical activities and constructive diversion offerings in addition to academics. Unfortunately, over time, opportunities have

shrunk as the share of funding towards these programs have been reallocated toward academics, especially for low-income schools that cannot afford additional programs like the arts and athletics that can carry considerable expenses. From an equity standpoint, offerings must be just as accessible at schools in low-income urban areas as well as high-income suburban ones. Both YDSI and the Parks and Recreation departments could have an opportunity to expand and direct targeted recreational and extracurricular offerings to CCSD students, especially in areas where program funding threatens their existence or reduces participation rates.

Like many school districts in America, many students rely on school for meals. These programs are often necessities, especially within low-income areas where families of students may be struggling with food insecurity or hunger. CCSD has high rates of students qualifying for income-based reduced price or free school breakfast and lunch; approximately 70% of students are eligible for free or reduced price breakfast or lunch. Both eligibility and participation rates have been increasing over time. While these programs are provided with assistance from the USDA, the City can work to improve local efforts that improve healthy food access for families with children.

High quality schools must be safe environments conducive to learning. Parents of CCSD students do not tolerate bullying or school violence, nor does the District. In addition to endangering students’ personal safety, incidents of violence on school campuses or on the way to or from school threaten students’ ability to learn and succeed. Nationally, school violence rates average about 19 incidents per 1,000 students from middle to high school age kids. Unfortunately,

INCIDENTS OF SCHOOL VIOLENCE



Source: NDOE

CCSD school violence rates, including incidents between students, toward staff, and weapons, have been increasing, with a rate of 28.6 incidents per 1,000 students. To the extent that it can, the provision of YDSI programs and City resources could be used to mitigate school safety concerns.

THE CITY RECOGNIZES THAT EDUCATION IS AN IMPORTANT QUALITY OF LIFE ISSUE AND IS BUILDING UPON THE SUCCESS FOSTERED BY THE CITY’S DEPARTMENT OF YOUTH DEVELOPMENT AND SOCIAL INNOVATION

When the City took the bold step of creating the Department of Youth Development and Social Innovation (YDSI), it was done because of the long-standing recognition of education as a quality of life issue. The programs offered by YDSI are largely focused on improving educational outcomes, especially for younger students and schools that are underperforming.

While graduation rates are an important educational metric, subject matter proficiency and mastery of concepts at an elementary, middle, and high school level are more of an indicator of student success. English, language arts, reading and math proficiency standards are a key indicator of whether students have acquired the knowledge necessary to succeed in more advanced classwork in higher-grade levels. According to the National Assessment of Educational Progress (NAEP), average scores for elementary school students across the country have remained below proficient, while Nevada schools score significantly lower on average than the country. CCSD schools, whether elementary, middle, or high schools, have historically had lower test scores and proficiency rates than state and national rates. However, between 2017 and 2019, there have been demonstrated improvements in elementary reading proficiency, and marginal improvements for math or for middle schools or high school. Compared to other large school districts, CCSD indicators are close to other overall average.

Unfortunately, there are also demonstrated variations in subject matter proficiency levels for different racial, ethnic, and income student subpopulations. If not addressed early, learning and proficiency issues could compound themselves, having an impact on graduation, college attendance, and securing a job with a good wage. Given

A DAY IN THE LIFE

MORE PLACES TO CALL HOME

Tiffany Jenkins, Youth Development Manager

Living, working and raising children in Las Vegas, Tiffany has a lot invested in seeing her city thrive. Both of her children attend magnet schools: She regards the public school options in her Westside neighborhood, as in most of the rest of the city, to be weak. She’d love to see more places nearby for her children to play, too. She appreciates the fact that her city job helps to empower young people. That said, she believes the city could do even more for them.

What if the city developed a resource-pooling program that provided more affordable housing options? That’d certainly help her friend Donna and her three children, who sometimes live with Tiffany temporarily when Donna can’t afford a rental. “The city is building new homes, but only for those who can afford them,” Tiffany says, “not for the people who already live here.” She’d like to see housing developed outside of lower income areas. Also, could the casinos contribute to an education tax? she wonders. Tourism money seems to go right back into tourism.

On a smaller scale, Tiffany sees an opportunity to develop more marketing and resources aimed at providing drug program information and awareness to children and parents alike. Together with easier-to-find information about the housing programs that do exist, she believes, these modest efforts would represent a real step towards enriching her and her neighbors’ quality of life.

these factors, addressing disparities among student subgroups early could lead to fewer equity issues in the future. YDSI programs that supplement traditional student instruction are designed to improve student performance.

For three decades, the City has offered the low-cost Safekey and Ignite programs. Offered at the City’s elementary schools, Safekey provides before and after-bell opportunities for learning in a safe environment. The program provides scheduled literacy programs, , time to complete homework, and extra-curricular activities. Not only does Safekey extend



the school day, it also assists parents who are required to work during the day to provide a supervised child care option. Similarly, Ignite is the middle school after-school program. It also provides recreational activities and study time, but also provides STEAM learning, social and civic activities, and teaches responsibility and leadership. Each of these programs has high participation rates during the academic year. Each of these programs have proven to be effective, well-developed, and fill an important need for residents with young children. In the future, the City must look at additional targeted enhancements that are unique to each program, for each school, in each area of the City. With additional research, the City may be able to tailor additional approaches and targeted offerings that are directly related to improving school performance, done before or after school hours. The City could look into the provision of an innovative career pathway program for high school kids, such as a school-to-career initiative, linked-learning approaches, and career academies. Such approaches that integrate academics with skills and exposure to occupations can help for career preparation. The City should also consider its community centers as spaces for holding educational classes and YDSI programming.

In addition to K-12 school programs, families deserve high-quality and affordable early childhood development and education options. The National Institute for Early Education Research showed only 1% of 3-year-olds and 5% of 4-year-olds enrolled in Nevada’s Pre-Kindergarten Programs in 2018. Fortunately, the City is working to address child-care and pre-K with the development of the Strong Start initiative, a campaign that advocates for and brings awareness to the importance of early childhood education, school readiness and literacy. The City has funded several Strong

Start Academies in areas that have demonstrated need, including around Downtown Las Vegas and Twin Lakes. The City also initiated a mobile Pre-K academy intended to be offered within low-income and affordable neighborhoods; this option brings pre-k to parents and kids instead.

CHANGES TO THE NEVADA PLAN AND EDUCATIONAL FUNDING HAVE HELPED, BUT ADEQUATE FUNDING AT OR ABOVE NATIONAL PER-PUPIL FUNDING RATES IS NEEDED

Approximately half of Nevada’s state budget is dedicated toward education, including roughly a third toward K-12 education with the remainder toward NSHE. Applying more funding toward education and schools alone simply will not address overarching issues with improving student performance. Educational funding does, however, need to be closely scrutinized and compared with important national metrics, especially the national per pupil funding rates. Recent improvements in student performance are encouraging, as well as the growth and development of NSHE institutions which should be seen as investments for the future.

Since the 1950’s, the State Distributive School Account provided direct state financial funding to school districts and charter schools for K-12 public education in Nevada. Known as the “Nevada Plan,” school funding provides school districts a guaranteed dollar amount of basic state support per student. The Nevada Plan is funded each biennium through state General Fund appropriations derived from sales taxes, mining land leases, interest from the Permanent School Fund, marijuana taxes and fees, and a portion of the gaming tax. School districts also receive revenue from the local school support sales tax, property taxes, governmental services taxes, franchise taxes, and various other local and federal revenues.

School districts and charter schools receive their apportionments from the account on the basis of student enrollment. Each school district is guaranteed a specific amount per student, which is developed through a formula that considers the demographic, economic, and wealth characteristics of the district. Allotments of licensed employees and related costs are determined based on the differences in costs between different types and sizes of county school districts.

The Nevada Plan has been criticized in the past for being woefully outdated, inefficient, and not meeting the standard for the state’s educational needs. Efforts to reform education funding are a regular topic during each legislative session, including diversifying education funding streams, weighting criteria, consideration of student subpopulations, and increasing the overall per-pupil expenditure – recent changes to the Plan have yielded some improvements. Debates over policy and funding will not end anytime soon. Nevertheless, metrics for spending and student performance must be closely monitored. At the same time, efficient use of resources on the largest portion of Nevada’s budget that every City resident contributes to must continue to be made. To the extent that it can contribute, the City must be supportive of the overall efforts to invest in schools, teachers, instruction, whether for CCSD or NSHE.

THE CITY MUST LEVERAGE ITS RELATIONSHIP WITH NSHE INSTITUTIONS FOR THE BENEFIT OF THE COMMUNITY AND REGION

In 2018, two of Nevada’s higher education institutions achieved the distinction of R1 “Very High Research Activity” status by the Carnegie Classification system: University of Nevada, Reno, the state’s land-grant flagship institution, and the University of Nevada, Las Vegas. This accomplishment

has been heralded as it has demonstrated the standing of the institution at the same level as more 130 other prestigious doctoral universities nationwide. UNLV’s hard-fought standing has proven its successful ascent at an elevated tier that recognizes:

- High expenditures in research and development, especially in science and engineering
- The number of doctoral degrees awarded,
- The number of research focused faculty

UNLV and CSN both play important, albeit differing, roles to the City and region as a whole by providing post-secondary education that trains the workforce and contributes to the overall state and local economy. As a major research institution, UNLV’s focus has been educating students, developing new innovations, promoting and providing public health care, and stimulating economic development and diversification. With a student population exceeding 30,000 undergraduate, graduate, professional and postdoctoral students and faculty and staff exceeding 1,000, UNLV offers more than 350 Bachelor’s, Master’s, and Doctoral degrees in a wide range of academic and professional schools and colleges. It is also one of the most diverse universities in the nation, with nearly two-thirds of students identifying as a racial or ethnic minority.



UNLV and its colleges and schools have been a consistent partner with the City. Despite its main campus not being physically located in the City, UNLV’s expansion of a satellite campus within the Las Vegas Medical District is noted throughout this plan as essential for teaching and training in health care, as well as the provision of health care services. As recommended in the Vision 2045 Downtown Masterplan, the City must proactively engage in the full development of the UNLV School of Medicine. The City must also work to develop and cultivate a branch campus and incubator within the core of Downtown itself. Because UNLV has proven that it can provide important research and services directly to the City, including studies, partnerships, studio classes, and policy recommendations, having close accessibility to City Hall would help Downtown growth, redevelopment, and new student life.

CSN, the largest institution in the NSHE system, has three main campuses, including the Charleston campus, and eight learning centers, three of which are located at CCSD schools within the City. CSN primarily provides affordable, 2-year workforce development and training programs and Associate’s, with some Bachelor degree offerings. 750 CSN faculty members instruct more than 30,000 students at all of its campuses, of which about a quarter are full-time. Nearly two-thirds of the student body are Latinos. During an average academic year, CSN will confer approximately 4,000 degrees and certificates to its graduates. The City has been a partner with CSN and included them as a tenant at City Hall to teach classes and make higher education accessible. That partnership also extends to a cooperative development agreement with the City to eventually develop a long awaited northwestern campus in Centennial Hills. This development will fill a gap in one of the City’s fastest growing areas. And because CSN continues to grow in students demand, the City must work with it to facilitate future growth, classroom space, and expansion at its Charleston campus, which has considerable space to do so, and is directly accessible along the future high capacity transit line proposed for Charleston Blvd.






However, a final missing component must be developed. As described throughout this chapter, a future aspirational need that should be closely studied is the development of City-oriented, mid-tier state college granting 2- and 4-year degrees with specific, targeted programs that will fill workforce development gaps. Such a proposal is not without precedent; in the early 2000’s, the Nevada Legislature

and NSHE studied and eventually established Nevada State College in Henderson. Nevada State has a dedicated campus that was developed in partnership with the City of Henderson; its mission, while similar to that of UNLV and CSN as provide of post-secondary education, is slightly different in focus. As a public state college, its primary degrees serve the local community and workforce, with colleges and programs dedicated toward nursing, teaching, and liberal arts with an emphasis in making the school affordable and accessible to the community’s minority and low-income communities. Given the educational attainment and workforce metrics, the City arguably makes the case for the need, especially if the proposed institution is oriented toward the City’s populations. UNLV and CSN will both continue to play a vital role to Las Vegas; a new NSHE institution, however, would be a potential game-changer for equitable higher education in the future.

Finally, continuing education opportunities must continue to play a role for the residents of Las Vegas. Many private colleges, institutes, and education programs offer classes, certificates, and learning opportunities for those interested in learning a new subject or skill. As part of its land grant mission of teaching, research, and service, the University of Nevada’s Cooperative Extension service is an example of a community partnership in which the City has previously co-promoted its life-long learning opportunities, including 4-H youth development, nutrition, agriculture and horticulture, and STEM programs. Funded in part by the USDA and local property taxes, the City has also collaborated with the University of Nevada to provide space at city parks and facilities for community gardens and urban agriculture; the extension has also opened a knowledge center in the Historic Westside of Downtown Las Vegas. Where possible, the City must continue this and other partnerships and joint use of City facilities for extension and continuing education programs and activities that are of value to the community.

IMPLEMENTATION STRATEGIES

- Expand the role and scope of the Department of Youth Development and Social Innovation as a partner to educate City youth.
 - Continue to advocate for equitable school funding for CCSD’s schools.
- Continue offering and expand supplemental before and after school programs to achieve better K-12 educational outcomes
 - Strengthen opportunities for parental and community involvement in schools
 - Increase funding and resources to support Strong Start early childhood development programs in the community
 - Increase programming and support for Safekey and other after-school activities, tutoring, and extended day programs, especially for students who need additional academic assistance outside of the school day
- Develop an educational support program with underperforming CCSD schools to provide additional resources for students and parents.
 - Support programs and initiatives that narrow the digital divide among households.
 - Increase the number of children served through YDSI programs.
 - Increase social service provisions at schools and community centers to help students and families succeed.
- Reduce licensing and zoning barriers and provide incentives to increase quality and options available for childcare early childhood education providers.
- Implement educational policies and programs that reduce income inequality and increase income mobility.
- Resolve to support continuing education, workforce development, and collegiate program to improve post high school educational outcomes.
 - Partner with CCSD and employers to ensure youth are introduced to opportunities, internships, and apprenticeships in target industries.
 - Empower community centers to offer quality education and workforce development programs and initiatives
- Partner with NSHE to expand UNLV and CSN campuses and siting and development of a new state college campus tailored to City of Las Vegas residents with a dedicated focus on granting targeted and specialized 2 and 4 year degrees to further add teacher capacity.
 - Work with NSHE to expand the CSN Charleston campus
 - Work with UNLV to develop a campus in Downtown Las Vegas.

| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|---|--|---|---|--|
| Every child, regardless of gender, race, socio-economic background, or ability, must be afforded the right to a high quality education. | The City can be a partner with CCSD and NSHE in the provision of supplemental educational programs for students of all ages. | Provision of healthy meals and physical education promotes improved educational outcomes. | The hallmark of every community is having a high quality educational system with high performance student outcomes. | Boosting higher education opportunities will allow for increased contributions to the local workforce and economy. |
|  |  |  |  |  |

I.B LINK SCHOOL FACILITIES TO LAND USE

NRS 278.160.1(e)(6) and NRS 278.180

SUPPORT SCHOOL SITING AND LEARNING ENVIRONMENTS FOR ALL AGES THROUGH THOUGHTFUL LAND USE AND TRANSPORTATION PLANNING

Clark County School District (CCSD) operates and maintains all public schools within the region. Based on the designed capacities, including portable classrooms, there are approximately 100 CCSD schools within the City of Las Vegas:

- 10 high schools (plus 5 others that draw City residents)
- 17 middle schools (plus 5 others that draw City residents)
- 70 elementary schools (plus 8 others that draw City residents)
- 6 additional magnet schools, career and technical academies, and alternative schools

These schools include some of the oldest in the Las Vegas Valley, and over time, some have been rebuilt or replaced with a new school. Historically, the School District has conducted its own capacity and enrollment studies and projections and works with local jurisdictions on school facility siting.

According to CCSD’s estimates, CCSD enrolled 105,000 students districtwide during the 1988-89 school year; thirty years later, district enrollment grew 200% to more than 324,000 students enrolled in all CCSD schools. With that growth, however, there is only enough designed program capacity for 314,000 students, meaning that some schools are overcrowded.

Education must be better because kids have to attend the school you are zoned for. Charter schools are difficult to get into.

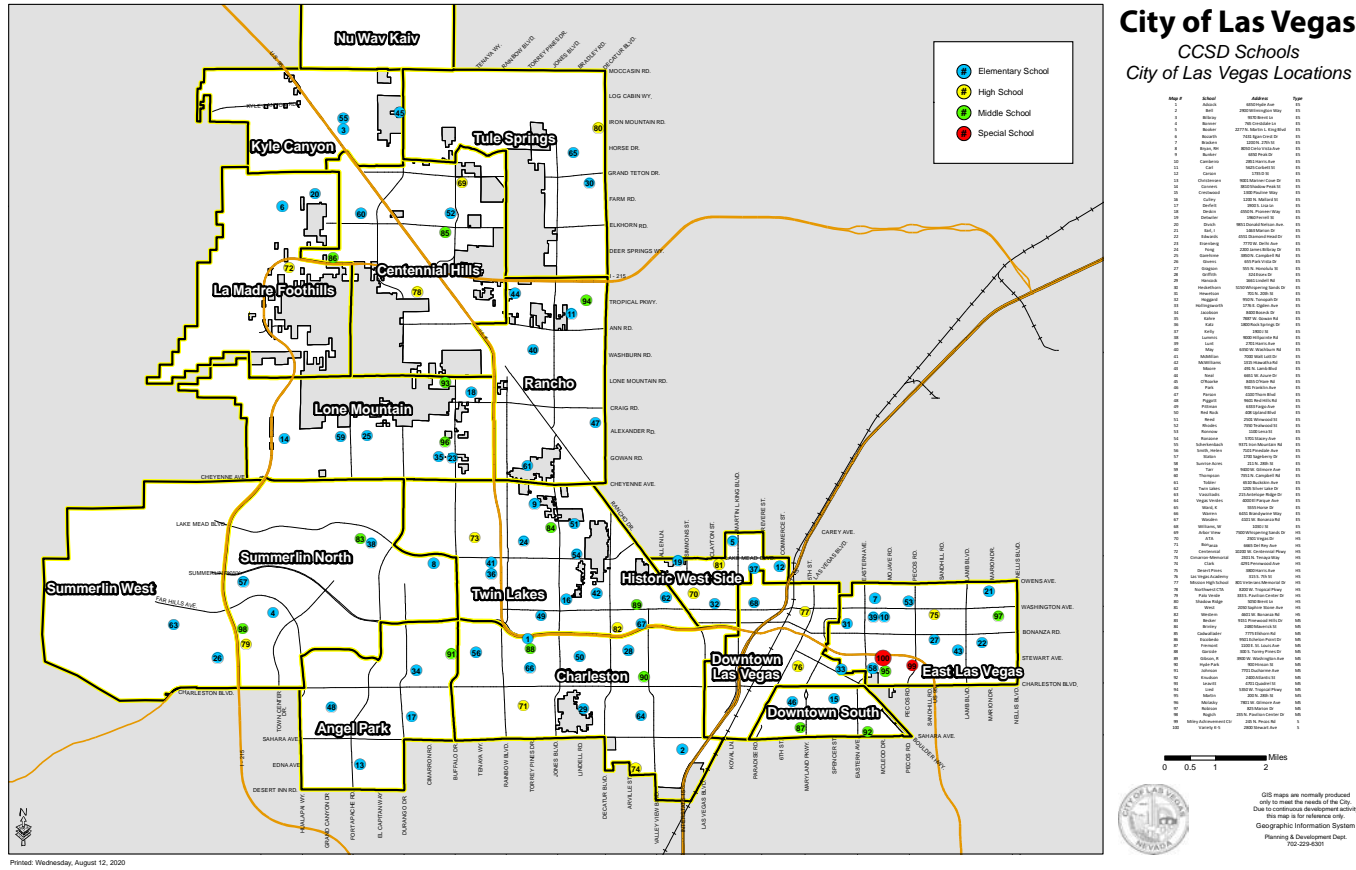
– Mother at East Las Vegas Community Center



OUTCOMES

- No school within the City of Las Vegas will be greater than 125% of its designed capacity by 2025, and no school will be greater than 110% of its designed capacity by 2030.
- The City will work with CCSD to site, permit, and/or construct at least 18 new elementary schools, 3 new middle schools, and 3 new high schools as population increases and space by 2050.
- Percentage of schools within City of Las Vegas meeting the State of Nevada class-size requirements will increase by 50%.

CCSD SCHOOL FACILITIES



KEY ACTIONS

- Coordinate with CCSD on future school and facility needs to better integrate school siting, future student growth, and facility needs in city capital improvement programming
- Resolve to support future bond measures for capital improvement plans that alleviate overcrowding, add classrooms, and eliminate portables
- For future CCSD school facilities, additions, and expansions, partner with CCSD to acquire land or property for schools where overcrowding exists, expedite permitting and construction and ensure optimal locations of schools within master planned communities
- Continue working with CCSD on Safe Routes to School for existing and future schools
- As part of a larger legislative request, coordinate with CCSD to enable additional development funding for school construction
- Work with CCSD to ensure dedicated magnet schools and academies and special and alternative schools are built and equitably distributed so additional seats are available
- Better assess new charter and private school development, while accommodating their construction

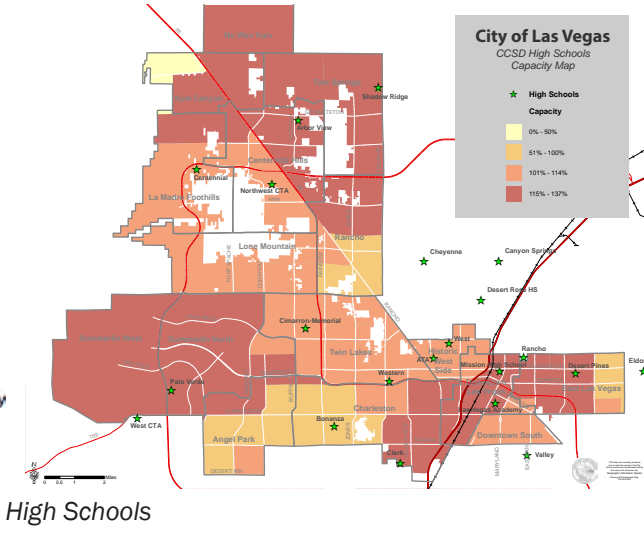
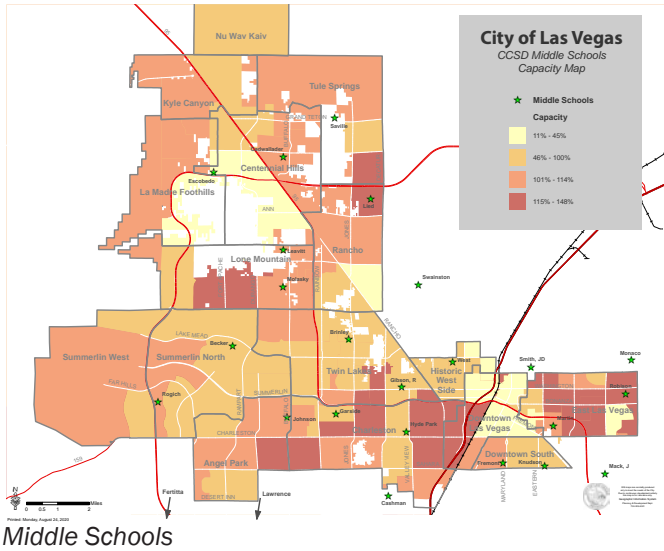
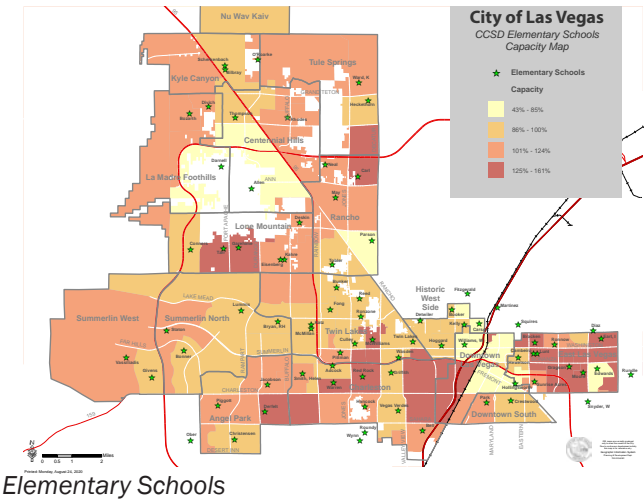
MANY CCSD SCHOOLS COMMONLY FACE OVERCROWDING ISSUES, ESPECIALLY IN GROWING AREAS

School overcrowding has been a common and unfortunate issue that Clark County School District (CCSD) confronts annually. The most recent National Education Association report ranked Nevada as the number 1 state for the most pupils-to-teacher ratio, with 25.86 students enrolled per teacher. In 2019, the Nevada Department of Education (NDE) showed CCSD reporting all three categories for justifying Class Size Reduction (CSR) variances: facility limitations, hiring difficulty, and funding limitations. Each quarter, schools that cannot meet the state’s legally prescribed pupil-to-teacher ratio requirements (16:1 for Kindergarten, 17:1 grades 1 and 2, and 20:1 grade 3) must submit a variance request to the state Department of Education.

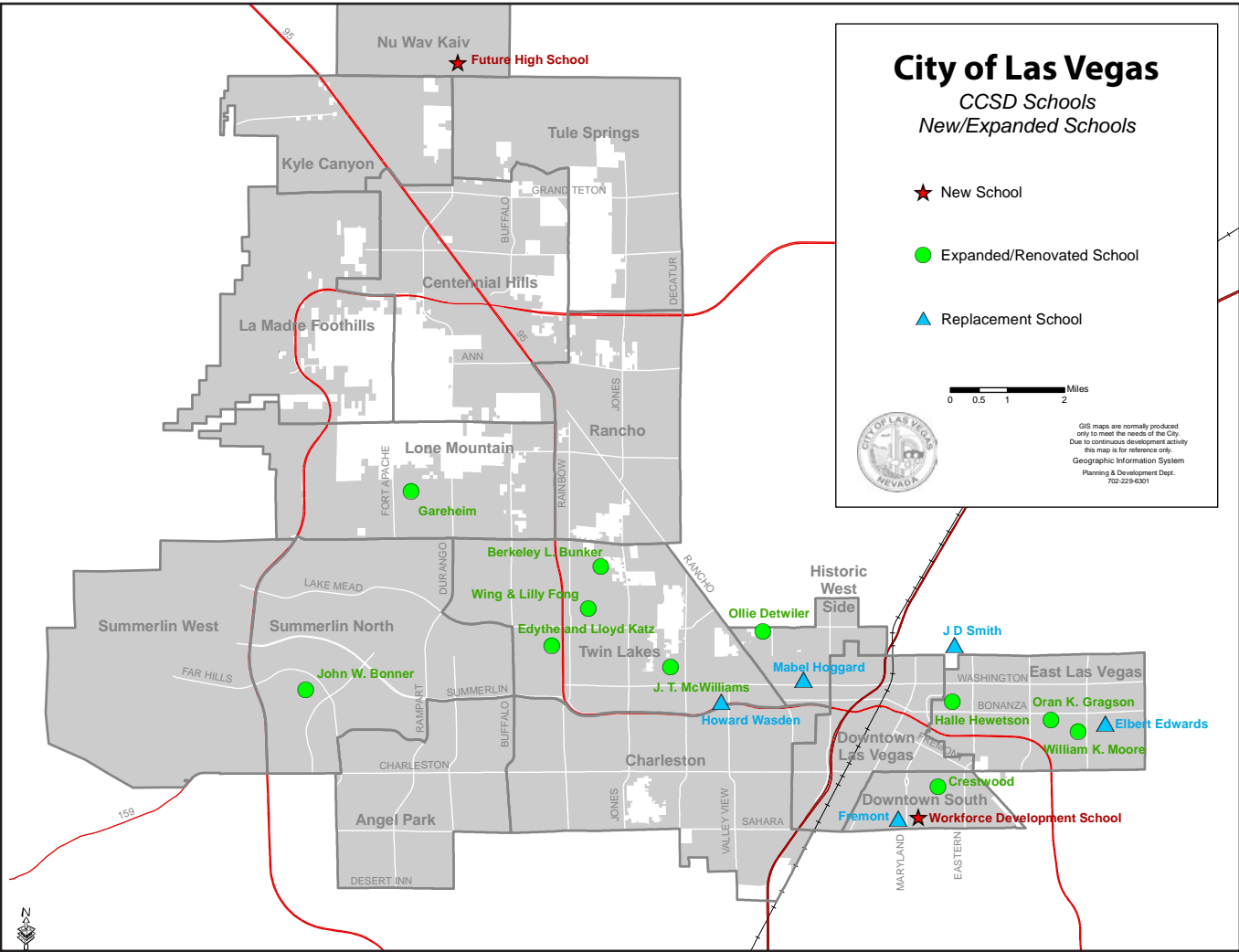
Current overcrowding trends are most apparent in elementary schools and high schools; within developed areas, students zoned for elementary schools in East Las Vegas, Charleston, and Downtown Las Vegas are the most impacted by severe overcrowding; similarly, middle schools that draw students in Charleston are also experiencing overcrowding. Three high schools within the central valley (Clark, Rancho, and Desert Pines, each of which have magnet programs) face major overcrowding. Given the sizes, capacities, and locations of existing schools, as well as the CCSD 2015 CIP, even the addition of more classroom space, facility replacements, alone may not be enough in the short-term. While some school rezoning may help to rebalance student populations, a long-term school construction solution will be needed for these areas.

In developing areas there is the dual challenge of building schools for new development and anticipation of future growth. While new middle schools are not yet needed in these areas, one new high school is slated to be constructed in Kyle Canyon to alleviate overcrowding conditions at Centennial, Shadow Ridge, and Arbor View high schools. Because the City anticipates 300,000 more people living within its boundaries and increased housing density in older neighborhoods to accommodate these additional residents, the City must accurately track the need for additional schools throughout the City and work with CCSD to build new schools or increase capacity at existing schools to improve service and further reduce overcrowding.

CCSD SCHOOL ENROLLMENT AND PERCENTAGE OF CAPACITY



CCSD CAPITAL IMPROVEMENT PLAN (2015): NEW SCHOOLS, REPLACEMENTS, AND CLASSROOM ADDITIONS



THE CITY IS PREPARED TO WORK WITH CCSD ON RECOMMENDED SCHOOL CONSTRUCTION AT LOCATIONS THAT ARE SAFE, ACCESSIBLE, AND EQUITABLE

Given current data and projected student population growth in the future, new schools and classrooms will be required. Because of the projected population growth, not only do new schools need to be constructed, existing zoning must be rebalanced in certain areas. Based on population needs and housing enrollment variables, CCSD will need to fund, construct, and maintain at minimum:

- 4 new high schools
- 5 new middle schools
- 20 new elementary schools

School location is largely dependent upon land availability. While this presents an issue for “infill schools” in developed urban areas, one tool that has allowed for the construction of schools is the Southern Nevada Public Lands Management Act (SNPLMA). Through SNPLMA, the City can work with BLM and CCSD to jointly identify parcels for sale through provisions of the Recreation and Public Purposes Act. At that point, government entities can obtain those lands through lease or at a rate below market value. However, some areas require additional attention, especially within master planned communities, where CCSD may be in competition with developers for parcels for schools.

Infill school locations, which may be needed in the future to further alleviate overcrowding, present a greater challenge. Site constraints, challenges with existing infrastructure, and building requirements may impose additional costs. While the addition of new classrooms and wholesale school replacements have been done in a manner that has avoided additional constraints, the City must further assist CCSD in fast-tracking school construction in these areas, avoiding barriers, and assisting CCSD to get schools built where they will be needed most. Schools themselves can vary widely in terms of size, design, and features. Depending on the type of school, the programs it offers, and the student enrollment. School sizes have typically ranged from 40 acres for a standard high school to a compact 4-acre elementary school site in Downtown Las Vegas. The City must work with CCSD to explore the construction of multi-

grade facilities, non-traditional school designs at locations smaller in acreage, require multi-story school buildings, or be located in existing buildings that must be reconfigured and renovated to comply with applicable standards, regulations, or statutes. An opportunity to attempt or pilot this concept may exist in Downtown Las Vegas.

The challenge in either case is to ensure any new school, whether urban or suburban, is equitable in terms of the facility’s offerings. This issue has a considerable degree of complexity, including the ultimate composition of neighborhoods that feed into a school. The goals contained within the Land Use chapter seek to mitigate neighborhood homogeneity by providing increased housing options, diversity of uses, a range of transportation types and choices, and balanced neighborhood amenities. If, however, individual schools have certain demographic trends, now or in the future, the City and CCSD must work together to ensure neighborhood school zoning does not result in racial or socioeconomic segregation and develop strategies that may address the issues on a case-by-case basis.

Consideration must be made to as to how students safely access schools. The Federally funded Safe Routes to School program ensures safe transport for school children and has thus far helped address challenges and barriers for CCSD students to walk and bike to school. Safe Routes to School works between schools and community partners to identify improvements, programs, and policies through a coordinated action plan. Since Safe Routes to School’s inception, additional laws have been put into place by the Nevada Legislature to address school zone safety, as well as by providing additional enforcement tools and penalties that can be imposed on violators by CCSD police and LVMPD. The City’s Public Works Department works with CCSD to ensure school zones are clearly marked, constructs school flashers, crosswalks, sidewalks, bike lanes and other recommended safety improvements. The closer the proximity of a school to neighborhoods increases the likelihood of students of all ages to walk, bike, or take transit, thus reducing CCSD school bus transportation needs, additional VMT, congestion and unsafe conditions immediately around or near schools. As such, the City must continue to be a partner to implement school action plans and provide necessary infrastructure to ensure existing and future schools all have safe routes.

| Area | Elementary | Middle | High |
|--------------------|--|---|---|
| Angel Park | 1 new school | Rebalance zoning with share of new Charleston MS | |
| Centennial Hills | 2 new schools with large capacities | | |
| Charleston | 2 new scools with large capacities; rebalanced zoning | 1 new school | A new school serving Charleston, Downtown Las Vegas, West Las Vegas, and Downtown South |
| Downtown Las Vegas | New K-12 concept school located in Arts District | Share of Fremont MS replacement (2015 CIP) | 1 new school serving multiple areas |
| Downtown South | 1 new school (2015 CIP: Workforce Development Swing School at Gorman site) | Reutilization of Fremont MS (2015 CIP) | A new school serving Charleston, Downtown Las Vegas, West Las Vegas, and Downtown South |
| East Las Vegas | Rebalance zoning | Rebalance zoning | Rebalance zoning |
| Twin Lakes | Rebalance zoning | Rebalance zoning with share of new Charleston MS | |
| La Madre Foothills | 2 new schools with large capacities | Share of new Kyle Canyon MS | Share of new Kyle Canyon, Lone Mountain HS |
| Lone Mountain | 2 new schools with large capacities | Share of new Rancho MS | 1 new school |
| Kyle Canyon | 1 new school (built as part of Skye Canyon) | 1 new school (built as part of Skye Canyon) | 1 new school |
| Nu Wav Kaiv | 2 new schools | Zone for exising middle school, share of new Kyle Canyon MS | Share of new Kyle Canyon school |
| Rancho | 1 new school | 1 new school | |
| Summerlin North | Rebalance zoning | Rebalance zoning with share of new Summerlin West MS | Rebalance zoning |
| Summerlin West | 3 new schools | 1 new school | 1 new school |
| Tule Springs | 1 new school; rebalance zoning at others | Share of new Rancho MS | |
| West Las Vegas | 1 new school | | A new school serving Charleston, Downtown Las Vegas, West Las Vegas, and Downtown South |

| | 2019-20 ENROLLMENT | DESIGNED CAPACITY | NUMBER OF SCHOOLS | CCSD SCHOOLS WITHIN CLV |
|-----------------------|--------------------|-------------------|-------------------|-------------------------|
| Elementary (K-5) | 148,004 | 142,804 | 229 | 70 |
| Middle (6-8) | 74,920 | 80,249 | 59 | 17 |
| High (9-12) | 98,822 | 88,815 | 49 | 10 |
| Special & Alternative | 1,250 | 2,119 | 19 | - |
| TOTAL | 323,777 | 313,987 | | |

Source: CCSD

ADDITIONAL CAPITAL FUNDING FOR NEW SCHOOLS, RENOVATIONS AND MODERNIZATIONS WILL BE REQUIRED

CCSD’s Capital Improvement Program (CIP) uses voter approved bond funds backed by several funding sources, including property taxes, real estate taxes, and hotel room taxes, that allow the district to address growth. School bond funding can only be used toward CIP projects that construct, replace, or renovate schools. Clark County voters have previously approved bonds allowing for the construction of more than 100 new schools. In 2015 and 2017, the Nevada Legislature authorized a \$4.1 billion extension of the CIP for an additional 10 years to keep pace with population growth. The 2015 CIP was approved by CCSD’s Board of School Trustees to address school overcrowding, replacements, classroom additions, and modernization projects. While the CCSD 2015 CIP is intended to be adaptable, it is clear that new schools and classroom space will be needed in the future beyond what the current bond fund can provide. Additionally, school maintenance for the district’s existing and growing facility footprint will be required into the future; older schools in particular may need routine repairs to critical systems for school operations outside of a major modernization or full-facility replacement and life cycle replacements. The City must be prepared to work with CCSD and legislators to ensure future bonds and school funding is made available.

WORK WITH CCSD TO ENSURE ACCESS TO MAGNET, SPECIAL, AND ALTERNATIVE SCHOOLS

CCSD has a number of special and alternative schools that are provided for gifted and talented education, alternative instruction, or to fulfill a requirement to educate students in atypical situations. A number of these programs and schools are located within the City of Las Vegas. Among them are:

- Magnet and career and technical academies housed in a dedicated “whole school.” In addition to traditional instruction, these schools have their own specialized curricula that fulfils a special education capstone for gifted students or a career pathway. These schools provide the benefit of improving teaching and learning outcomes, school integration, school choice, and

expanding career and post-secondary education opportunities.

- Magnet programs and select schools also exist as a “school within a school” at traditional schools, in which neighborhood zoned students share the school with students accepted districtwide.
- Special and alternative schools provide education to students with behavioral or disciplinary problems, special education to qualifying students, and adults that have dropped out of school.






To ensure continued access and to provide a degree of school choice, the City must work with CCSD to ensure dedicated schools are built and equitably distributed and additional seats are available for gifted students

MORE SCHOOL AND EDUCATIONAL CHOICES CAN HELP BALANCE THE NEED FOR NEW SCHOOLS

A wide range of other school choices must be made available to help balance CCSD’s needs to fund and build new schools. Schools granted a charter from the State Public Charter School Authority can provide traditional school education or virtual or distance education using public funding, but must meet the regulations of the charter and other state and Federal regulations and requirements. Since charter schools were authorized by the Nevada Legislature in 1997, these schools have seen their enrollment slowly grow over time while still ensuring student performance meets state standards. Enrollment at Nevada’s charter schools during the 2019-2020 school year has increased to more than 40,000 students. Most of the 22 charter campuses within the City of Las Vegas are physical campuses with smaller class sizes, student-teacher ratios, and enrollments, and combined grades. Private non-sectarian, college preparatory, and religious schools provide another alternative for parents. As with charter schools, acceptance though an application process is required, and tuition can vary widely. Throughout Clark County, there are 115 private schools serving more than 22,000 students. Demand for these schools is high and often leads to lottery admission and waiting lists; charter school access can also lead to longer commutes by students and parents to drop off their kids at a school. When proposed, the City must work with charter and private school applicants to determine transportation logistics, school siting and design issues.

IMPLEMENTATION STRATEGIES

- Coordinate with CCSD on future school and facility needs pursuant to NRS 278.180 and NRS 278.185:
 - Track density as it increases in neighborhoods and predict when increased population requires the additional identified schools within each respective planning area (TABLE)
 - Work with CCSD to zone City of Las Vegas students with schools geographically located within the City, where possible (TABLE)
 - Better integrate school siting, future student growth, and facility needs in city capital improvement programming
- Resolve to support future bond measures for capital improvement plans that:
 - Construct new schools to alleviate overcrowding
 - Add classrooms to existing schools to increase their capacity
 - Reduce or eliminate portable classrooms in favor of permanent classroom facilities
 - Support adjustments to school bond or construction bond to provide additional classrooms where most needed
- For future CCSD school facilities, additions, and expansions:
 - Partner with CCSD to acquire land or property for schools where overcrowding exists
 - Permit and approve smaller school building designs to provide access to neighborhoods where overcrowding exists
 - Recommend school site locations models for urban areas
- Support CCSD’s direction to build multiple-story schools where appropriate
- Work with CCSD to ensure sustainable and resilient green school design strategies are employed
- Ensure CCSD is positioned to negotiate optimal location of schools within master planned communities
- Continue working with CCSD on Safe Routes to School to ensure individual school plans can be implemented and provide necessary infrastructure to ensure existing and future schools all have Safe Routes
- As part of a larger legislative request with respect to capital improvement funding, coordinate with CCSD to propose a bill draft request at a future session of the Nevada Legislature:
 - To enable a development impact fees for school construction; or,
 - To amend NRS 278B to allow impact fees for new development to be imposed for the purposes of land acquisition or school construction; and,
 - In either case, later authorization of such an impact fee by City Council pursuant to the chapter.
- Work with CCSD to ensure dedicated magnet schools and academies and special and alternative schools are built and equitably distributed so additional seats are available
- Better assess new charter and private school development, while accommodating their construction

| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|---|--|---|---|---|
| As new schools are constructed or as existing schools are rezoned, the City and CCSD must pledge to ensure fair access and school amenities, no matter the location | New schools and existing school campuses must embrace designs and upgrades with sustainable features | An appropriate geographic balance of schools in neighborhoods that reduces distances and encourages students to walk or bike to school safely | Schools, whether new or existing, are sited in a manner that’s accessible and safe for students to access | Development of new types of schools can help ease overcrowding in neighborhoods with high growth and demand |
|  |  |  |  |  |

GOALS

- A. Support diverse employment and entrepreneurship for the existing and future workforce that capitalizes on skills, especially in emerging sectors
- B. Prioritize key redevelopment opportunities, incentivize, and actively promote their reuse
- C. Uphold sound fiscal policies and transparency that increases efficiency in order to provide higher quality of services



II.A

ECONOMIC + WORKFORCE DEVELOPMENT

SUPPORT DIVERSE EMPLOYMENT AND ENTREPRENEURSHIP FOR THE EXISTING AND FUTURE WORKFORCE THAT CAPITALIZES ON SKILLS, ESPECIALLY IN EMERGING SECTORS

Las Vegas has been one of the great economic success stories of the United States. Its rapid growth, particularly in the gaming and tourism industries, has fostered the development of thousands of local jobs and developed a thriving support economy. However, the great recession of 2008 was especially hard on Las Vegas. Fortunately, its recovery has been, in large part, a success, based on a number of economic indicators: unemployment has remained less than 5% in 2019, overall employment and job growth has been increasing, visitation is strong, and in terms of overall GDP in 2017, the region is at \$112,288 (millions of current dollars). One of the top priorities that emerged from the economic downturn was the need to diversify the region's economy, loweing its reliance on gaming, tourism, services and construction.

The City's Department of Economic and Urban Development (EUD) serves as the lead department to support business development, attract new employment opportunities, and focus on overall economic development initiatives for the City. EUD helps to foster new development, infill, and redevelopment through business incentives, coordination between city departments, and specifically targeted projects. Finally, the City's Planning Department licenses and regulates businesses within its jurisdiction, pursuant to Title 6 of Las Vegas Municipal Code. Ultimately, one yield of economic and business development are business licensing fees and taxes, a comparatively small, yet important, source of revenue.

From a state and regional perspective, Nevada's advantage is that it is a business friendly state that has comparatively lower regulations, is geographically well-situated from a transportation and distribution perspective, and has a favorable tax environment, with no personal or corporate income taxes, franchise taxes, or unitary taxes. A number of state and regional organizations and boards play a key role in ensuring successful business and economic development:

- At the state level, the Governor's Office of Economic Development (GOED) leads economic diversification and business attraction efforts through incentive programs , and venture funds for targeted business growth and expansion purposes. The State's Department of Business and Industry and its divisions similarly oversee business development functions.
- The Las Vegas Global Economic Alliance (LVGEA) is the region's economic development authority dedicated to attracting businesses, growing the region's economy, and coordinating strategies. Most importantly, it has led efforts to develop a Comprehensive Economic Development Strategy for Southern Nevada.
- The state's Department of Employment, Training, and Tehabilitation (DETR) runs job placement and training programs (Nevada JobConnect) and offers services for people with disabilities. It works closely with Workforce Connections, the regional Local Workforce Development Board for Southern Nevada.

WHAT DO YOU THINK IS THE BIGGEST BARRIER TO OPENING A BUSINESS?

Foundational banking knowledge

- Latin Chamber of Commerce, 4/26/2019

The city can implement a support toolkit for new/ future business owners

-City Hall 3/20/2019

Financial aid/assistance for startups

- Latin Chamber of Commerce, 4/26/2019



| OUTCOMES | |
|---|--|
| <ul style="list-style-type: none">• The number of businesses and the total employment related to each targeted industry sectors as identified in the Comprehensive Economic Development Strategy increases over time:<ul style="list-style-type: none">- Number of trained workers in each demanded sector- Percentages of creative industries as a share of all businesses• Local and regional econonmic and business indicators improve, maintain positive trends or increases over time:<ul style="list-style-type: none">- At least 20 small businesses per 1,000 residents by 2035- More than half of the region's location quotients- Visitation rates to Las Vegas- Gross domestic product- Number of new business establishments- Number of jobs created by small businesses- Percentage of new startup businesses still active after one year- Percentage of businesses that are minority, female, or veteran owned increases over time | <ul style="list-style-type: none">- Percentage of new startup businesses still active after one year- Percentage of businesses that are minority, female, or veteran owned- Worker productivity index• The City's unemployment rate maintains a negative trend over time and is less than or equal to the national unemployment rate• Equity indicators improve over time:<ul style="list-style-type: none">- By 2050, 80% of City residents are paid or exceed a living wage rate- The Gini Coefficient remains low and decreases over time (0 representing perfect equality and 1 representing perfect inequality)- Percentage of people employed or unemployed are proportional to the City's demographic groups• Wages and personal econonmic indicators improve, maintain positive trends, or increase over time<ul style="list-style-type: none">- The local average wage is greater than the national average wage- Area Median Income- Debt to income ratio |



GAMING AND TOURISM MUST CONTINUE TO REMAIN AN IMPORTANT FOCUS

Since its founding, Las Vegas has built a global brand around gaming and tourism which continues to dominate the economy. In 2018 resorts and casinos in Nevada brought in nearly \$12 billion in revenue – the third largest total in the state’s history. The city is well positioned to take advantage of Downtown’s Gaming Districts comparative advantage regionally. Due in part to redevelopment investments, downtown casinos have led growth in this sector and reports from Nevada Gaming Control Board showed that Downtown Las Vegas casinos showed considerably stronger growth than gaming establishments anywhere else in Nevada, with a 7% growth rate in 2018. Regionally, nearly 150,000 hotel rooms are available, many of which are located on the Las

Vegas Strip, and are typically occupied 88% of the time on average.

Another key factor is the marketing and branding of Las Vegas. The Las Vegas Visitors and Convention Authority (LVCVA), of which the City is a member of, helps promote and attract visitors and conventions to the City. It is also the operator of the Las Vegas Convention Center and the expanding Convention Center District, located just south of Downtown Las Vegas. Through the efforts of LVCVA, 42.1 million people visited Las Vegas in 2018, including 6.5 million convention attendees. Most visitors arrive at McCarran International Airport, which saw 50 million enplanements, while more between 15-20 million arrive by car, the majority of which are from California along I-15. Because Las Vegas is such a globally connected city, visitation is projected to continue to grow to more than 50 million within the next decade. Even as the visitor profile evolves over time, LVCVA and the City must continue to market Las Vegas as a major resort destination to not only recreate, but to do business.

Recent reports from UNLV and the gaming industry have focused on the future of gaming. Their research has found that millennials tend to play traditional casino games less and are preferring experience-based activities. What is promising is LVGEA’s target industries all appear in the American Gaming Association’s nation-wide study on top industries and small business categories supported by casinos. An example of one of these potential growth areas is the video game industry, which a 2017 report from the Entertainment Software Association showed that the video

game industry grew in Nevada. The Center for Gaming Innovation at UNLV also sees the potential of the video game industry growing in Las Vegas. The City’s EUD can facilitate regional goals by encouraging innovation related to its most successful industry and supporting local talent like UNLV’s International Gaming Institute, launched in 2013, which since then has filed 40 patent applications –seven of which have resulted in commercialized products and games.

THE CITY MUST CONTINUE TO DIVERSIFY THE ECONOMY IN EMERGING SECTORS TO REMAIN COMPETITIVE AND “RECESSION”-PROOF

According to LVGEA’s Comprehensive Economic Development Strategy, Las Vegas has prepared to target a handful of appropriate industries for Southern Nevada through a process that must be addressed on a frequent basis. While economic growth and workforce development of the metro area must continue to be coordinated regionally, maintaining future growth, diversification and skill development must be the focus of the City’s efforts over the near and long-term to insulate the region and aid in economic recovery when economic decline cycles change. To compete globally, especially with tourism destinations in the Pacific Rim, gaming and tourism must continue to be Las Vegas’ greatest economic strength. The City must therefore work with LVGEA, GOED, and LVCVA to employ complimentary tourism-based economic strategies to retain and expand our market share in gaming, especially with new innovations in gaming software and technology.

McCarran International Airport, the fifth busiest airport in the US, offers direct non-stop flights nationwide to cities and countries across the world, making Las Vegas a well-connected global city. Both Interstate 15 and the Union Pacific Railroad corridor connect Las Vegas directly to Southern California, its largest market of 24 million residents, as well as to massive ports of Los Angeles and Long Beach. Similarly, the completion of Interstate 11 to full interstate standards will improve speed and connections to both Northern Nevada and Arizona. For these reasons, the City can continue to benefit as a logistics and distribution hub for the regional and global supply chain. To the extent the City can play a role regionally, it must continue to support



KEY ACTIONS

- Participate in the drafting of future iterations of the Comprehensive Economic Development Strategy (CEDs) and develop a strategic plan that specifically aligns and implements the strategy
- Partner with regional organizations to incentivize and attract new businesses with well-paying jobs to targeted sectors
- Foster a low cost and responsibly regulated business environment where small businesses can grow and thrive
- Collaborate, expand, and contribute to regional workforce development efforts with key education stakeholders and providers

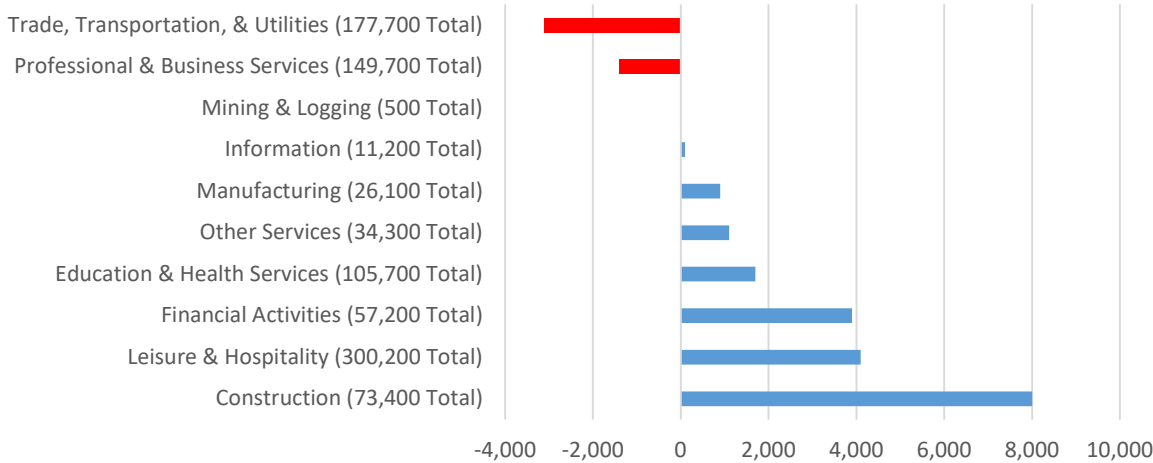
“Diversify economy with technology and manufacturing”

- Kick-Off Event at City Hall

“Small business, entrepreneurship friendly. Need network!”

-City Hall 3/20/2019

ANNUAL JOBS ADDED/LOST BY SECTOR (2019)



Source: Applied Analysis



SEE ALSO CHAPTER 4: Smart Systems

transportation investments that ensure the flow of freight to other parts of the region, state, and country.

According to a study by the University of Nevada, healthcare jobs account for 10 percent of Nevada’s workforce, and will only continue to grow as the population ages, retirees move to Las Vegas, and new residents relocate to Southern Nevada. The City stands to benefit immensely from the full development of the UNLV School of Medicine and substantial investment in the Medical District in Downtown Las Vegas. While Southern Nevada has a wide range of specialty medical services, it continues to lack general practitioner doctors and registered nurses. The City must incentivize and invest in medical workforce training entities, both public and private, that graduate new professionals and aid in the realization of a comprehensive regional health care system. Finally, due to its proximity, future opportunities also exist to make medical tourism a focus, especially for Downtown Las Vegas.

Since the 1940’s, Nevada has played an important role in national defense, both for testing and training for the US Air Force and US Department of Energy. While Cold War-era nuclear testing activities have ceased, the Nevada National Security Site is still a test site for defense and energy technologies. Southern Nevada employs more than 12,500 active-duty and civilian personnel at Nellis and Creech Air Force Bases and an opportunity to commercialize technology like drones, unmanned aerial vehicles, autonomous systems, and robotics has the greatest potential. It will be equally important for Nevada System of Higher Education institutions and workforce development programs to train workers for this future commercial technology. The City can also benefit through the full development of the “Job Creation Zone” in the northwestern Nu Wav Kaiv area along the I-11, where opportunities to leverage light manufacturing and aerospace, UAV, autonomous technologies, and supportive military or defense activities can exist.

| Target Industries and Sectors | Top Associated Occupations |
|-----------------------------------|--|
| Gaming & Tourism | Accountants, auditors, chefs, front line supervisors |
| Health Care | Registered nurses, general practitioners (MD/DO), pharmacists |
| Logistics & Light Manufacturing | Civil and electrical engineers and technicians |
| Clean Energy | Solar installers |
| Defense & Unmanned Aerial Systems | Software developers, IT security, computer systems analysts, aerospace engineers |
| Global Finance | Financial managers, accountants, auditors |

In 2016, the Las Vegas City Council formed an Innovation District within Downtown Las Vegas and created a comprehensive “Smart Vegas” innovation initiative built around public safety, economic growth, mobility, education, social benefit, and health care to become a “Smart City.” Smart Vegas establishes a framework for developing new innovations and emerging technologies to position the City to attract and grow many of the target industries identified by LVGEA.

Among the additional recommendations within Las Vegas, Smart Vegas includes a number of notable recommendations that should be further developed throughout the City:

- Serve as a test-bed and incubator for smart technology, innovations, and the “Internet of Things.”
- Continued development of a fiber network and connected corridors to allow for the deployment and implementation of autonomous and connected vehicle

Southern Nevada has great potential to leverage further development of clean energy. Given Nevada’s expanded renewable portfolio standard and other outcomes listed in this plan, the expertise at UNLV and DRI, Las Vegas has an accessible market for renewable energy development, not only for NV Energy, but to transmit and export to other grids within the region. Given the City’s long-standing commitment to sustainability and resilience, it will continue to be an ideal place to develop and implement this technology in the future.

Finally, it should be noted that other industries and sectors that are not listed as targeted, as well as indirect and supportive occupations that are still important to overall community health and quality of life, may have high need and must be addressed. Notably, public school teachers, construction labor, and medical staffing are among the top skilled occupations that are consistently in high demand. While the rates of demand, pay, and availability based on local and national conditions may vary, these must still be addressed.

Another factor underscoring the need to diversify the economy is the challenge of automation. Predictions on how many jobs will be affected by automation vary, but one report from Ball State University estimates “38% to 65% of jobs in Southern Nevada are at risk of being automated – either part or in full – during the next 10 to 15 years.” This transition is already underway in a number of resort properties on the Las Vegas Strip. Because Las Vegas’ service sector economy shows considerable risk and exposure to job loss, the City must:

- Develop an economic development plan that is consistent and supportive of regional efforts and specifically addresses target industries, sectors, and occupations.
- Invest significant resources to increase employment opportunities in target industries and work with its regional partners to replace those jobs and better prepare the workforce and business community to thrive during economic shifts and downturns.
- Make significant efforts to increase economic activity related in key sectors, including health care and life sciences; business and IT ecosystems; clean technology; defense and unmanned aerial systems; and global finance, banking, and business services.

By further balancing economic sectors, the City and region as a whole will likely suffer fewer economic losses, will be more resilient during periods of economic volatility, and will create and retain good paying jobs in sectors that are needed.



WORKFORCE DEVELOPMENT IS CRUCIAL FOR FUTURE SUCCESS IN EMERGING SECTORS AND MUST CONTINUE TO DIVERSIFY

According to research from Georgetown University’s Center on Education and the Workforce, nationwide demand for good jobs requiring more than a high school diploma, but less than a bachelor’s degree, is rapidly accelerating to meet changing industry dynamics and the skilled workforce that must accompany this evolution. For example, historically, two out of three entry-level jobs required a high school diploma or less. The City’s workforce has been ranked as one of the most diverse in the U.S., especially in the following categories: racial and ethnic diversity, linguistic diversity, and birthplace diversity, making Las Vegas a truly international city. Las Vegas has a rapidly growing workforce that is well-versed in customer service and also one of the nation’s most diverse. Each major Chamber of Commerce, including the Las Vegas Metro Chamber of Commerce, the Urban Chamber, the Latino Chamber, and the Asian Chamber, reported workforce development as a top priority and key to diversifying the region’s workforce.

Unfortunately, according to DETR, the occupations in each identified sector face annual workforce gaps in the foreseeable future. If not addressed, job capacity issues will pose a challenge to attract and sustain economic growth in the identified target industries. Furthermore, to remain competitive with other cities, trained workers that learn skills act as a force in driving employee wage growth. According

“Increase access to education, lower eligibility requirements for licensing by increasing financial options, incorporate debt consolidation/rehabilitation programs for entrepreneurs.”

– Kick-Off Event at City Hall

A DAY IN THE LIFE

NURTURING NEW COMMUNITY LEADERS

Jessica Boudreau, Founder and Executive Director of a Leadership Non-Profit for Local Youth

A Las Vegas resident for more than a decade, Jessica feels a deep attachment to her community. She also has the pleasure of seeing how her work is making a difference in young people’s lives. That said, she knows far too many Las Vegas residents who are struggling simply to get by. And she rarely meets individuals who have risen to positions of leadership within their communities.

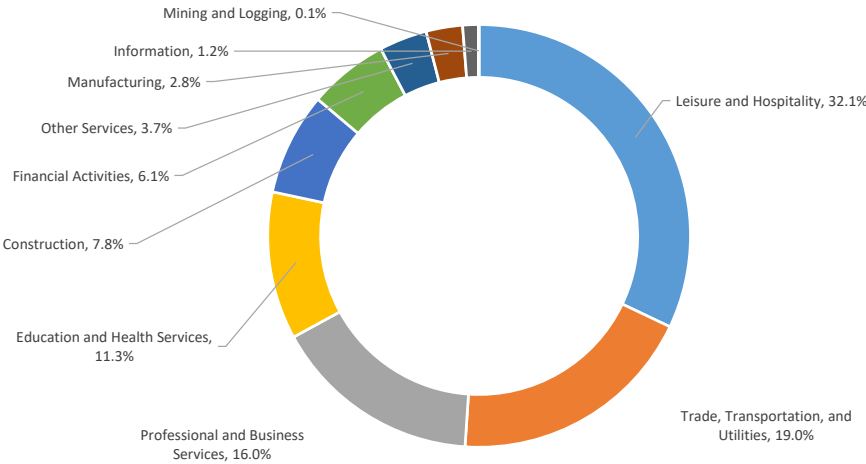
Breaking the cycle of generational poverty is a big obstacle to overcome, she observes. A predominance of tourism-generated, low-growth potential jobs contributes to this long-term challenge. How does someone learn to work their way up the leadership ladder when so few role models exist?

Jessica envisions a Las Vegas in which residents’ basic, everyday needs are met more efficiently. In turn, this will allow them to focus on longer-term goals. More micro-grants and pooling of government finances, along with educational opportunities for business and leadership, could do a lot to help residents move forward.

“When you don’t have people in leadership who come from the community, the residents tend to be poorly represented,” Jessica points out. “People are pretty committed to living here once they decide they like it. They’re self-motivated to make it a better place. They often just need a little guidance.”

- CCSD provides workforce pathway opportunities for students that provide job training to help them become career-ready and require minimal training before moving into the workforce.
- The College of Southern Nevada, the largest institution of NSHE, has a major branch campus in the Charleston planning area that offers two and four year degrees, workforce training certificate programs, and apprenticeships for occupations in identified and high-demand sectors. The City must also work with NSHE on the siting and development of a new state college campus tailored to City of Las Vegas residents. This college would have a dedicated focus on granting targeted and specialized 2 and 4 year degrees to further add to the regional workforce supply and enhance the region’s workforce development capacity.
- As Southern Nevada’s major research university, UNLV plays a specialized role in workforce development by serving as the primary degree-granting institution for those occupations and jobs that require the highest levels of skill development and training, backed by research and support from the university’s tenured faculty. UNLV’s role is also one of business incubator, and can help direct both graduates of Bachelor’s degrees and advanced degrees to businesses that have located in the region to attract graduates. Most notably, UNLV’s William F. Harrah College of Hotel Administration offers degrees for hospitality, gaming, and entertainment, while the Howard Hughes College of Engineering offers a range of majors and minors that serve a variety of the targeted sectors. Several schools, including the Schools of Nursing, Medicine, and Dental Medicine, the Lee Business School, and the Boyd School of Law provide fulfill the need of providing a pathway to fully licensed occupations in critical areas.
- Aside from the Schools of Medicine and Dental Medicine, UNLV lacks a major physical presence within the City of Las Vegas itself. It is therefore important for the City establish a satellite branch campus of UNLV to focus on business development, innovation, and technology within Downtown Las Vegas. The City must also partner with statewide research programs and unique course offerings from the University of Nevada and University of Nevada Cooperative Extension to

EMPLOYMENT BY SECTOR (2019)



Source: Applied Analysis

- further their land-grant mission of teaching, research, and outreach.
- A wide number of private workforce training and education providers exist throughout the region, each catering to specific fields and occupational areas. As the region’s Local Workforce Development Board, Workforce Connections and its partners have focused on growing opportunities and partnerships between these training providers (as well as with CCSD and NSHE institutions) and employers for students. Where it can aid Workforce Connections to match students to jobs, either through local planning efforts, providing training space, or through other economic development efforts, the City must be prepared to take steps now to sustain positive and promising developments in cultivating a skilled workforce that aligns with the needs of industry—particularly for the occupations in greatest demand and those with known labor supply challenges. Because the City is represented on its Local Elected Official consortium board, the City’s elected representative can help guide Workforce Connections policy efforts.

SEE ALSO:

- LVGEA Workforce Blueprint 2.0
- LVGEA Comprehensive Economic Development Strategy
- Workforce Connections Local Plan

Finally, to provide additional opportunities to facilitate the advancement of high-school, continuing education, and workforce development efforts, the City must determine additional strategies to bring opportunities closer to residents, especially for targeted racial and socio-economic groups, sensitive populations, such as seniors, ex-convicts, or homeless individuals. It can do so by designating space within each district as a job training and workforce development zone and partner with CCSD, Workforce Development organizations, and NSHE to offer classes in those spaces.

AS EMPLOYMENT RATES GROW, SO WILL WAGE GROWTH

Total employment has steadily grown within the City and region since the Great Recession; nearly 61,000 non-farm payroll jobs were added in the City of Las Vegas since 2010, increasing the total to 305,000 jobs today at approximately 20,000 businesses. The top non-public agency employers employing more than 1,000 people within the City of Las Vegas are predominantly gaming-tourism and health care companies.

The income distribution and median income of Las Vegas has declined sharply, from about \$73,000 to \$60,000 for a household of three. Median income was actually slightly greater in Las Vegas than in the U.S. as a whole in 1999, but fell below the national median during the Great Recession. Incomes have subsequently shifted back in a more positive

to LVGEA’s Workforce Blueprint, which identifies projected growth across target industries to workforce demands, actual job growth outpaced national averages and exceeded forecasts. As such, the identified high-demand occupations are currently the educational and training areas of focus at NSHE institutions, CCSD, Workforce Connections, and other workforce development programs. The programs these entities provide are essential to feeding workforce supply into the local economy and ensuring gaps are filled:



direction, but have not yet returned to pre-recession levels. In 2019, the Brookings Institution, in collaboration with UNLV, highlighted the need for colleges and cities to contribute towards building the middle class, especially in cities like Las Vegas who was “among the ten metros hit hardest by the Great Recession,” and where middle income earners were “hit hardest of all.” Their findings highlight that in Las Vegas “middle wages (especially the second and third quintiles)... experienced a persistent gap in wage growth through 2016, even as those at the top and bottom kept pace with” areas less-affected by the Recession. In order to build a strong middle class, economic development initiatives must create employment opportunities for various abilities and skill levels ensuring that wages grow for all income levels, including for individuals with barriers to entering workforce. Additionally, successful workforce development initiatives must respond quickly and effectively to the shifting needs of private industry and should use the strategic vision and goals found in the Workforce and Opportunity Act’s Nevada State Plan for guidance.

SMALL BUSINESS DEVELOPMENT AND ENTREPRENEURSHIP WILL BE KEY FOR SUSTAINABLE ECONOMIC GROWTH


Small businesses help contribute to positive increases in the economic health and sustainability of a city. An increase in small business starts, the creation and retention of jobs, and the increased circulation of local capital are all hallmarks of desirable outcomes the City should strive for. Growing the City’s local talent and businesses should include support and resources for entrepreneurs and small businesses. Research consistently shows the critical role that small businesses and entrepreneurs play

in local economies by creating jobs and their resiliency during economic downturns. In Nevada, small businesses employed 42% of the private workforce, and firms with fewer than 100 employees had the largest share of small business employment. In addition, the number of proprietors increased in Nevada by 2.5% year-over-year. A 2018 analysis by Business.org listed Las Vegas as one of the “top 40 start-up cities” factoring criteria like young adult residents, educational attainment of young adults, employment rates, affordability, and start-up surges.

The City must invest and market its local talent and small business community to encourage long-term sustainable economic growth. It must also partner with each Chamber of Commerce and their respective initiatives to foster small-business growth, diversity, and equity goals. The City can support small business development and entrepreneurs directly by offering targeted incentive and financing programs, offering places for new start-ups or live-work areas, such as the Las Vegas Arts District within Downtown Las Vegas, and work on reasonable business-friendly licensing efforts that help ease up-front start-up costs.



SEE ALSO CHAPTER 2:
Land Use Tools: Redevelopment Toolkit

 Catalytic Redevelopment Sites

INFILL AND ECONOMIC DEVELOPMENT OPPORTUNITIES



The Las Vegas Enterprise Park is a 75 acre mixed-use business park developed by the City in the heart of West Las Vegas near Lake Mead and Martin Luther King boulevards. The park is unique in that it features inner city infill and mixed-use development under the city’s zoning standards allowing for modern administrative facilities, research institutions and specialized manufacturing operations. The park has been able to generate new economic development for the area with businesses that include Cox Communications, the Urban Chamber of Commerce, Fresenius Dialysis Medical Center, the FBI, and the US Postal Service. Approximately 10 acres of land remains for development and will soon be accompanied by the Historic Westside Legacy Park, which will exhibit individuals that made significant contributions to the area.

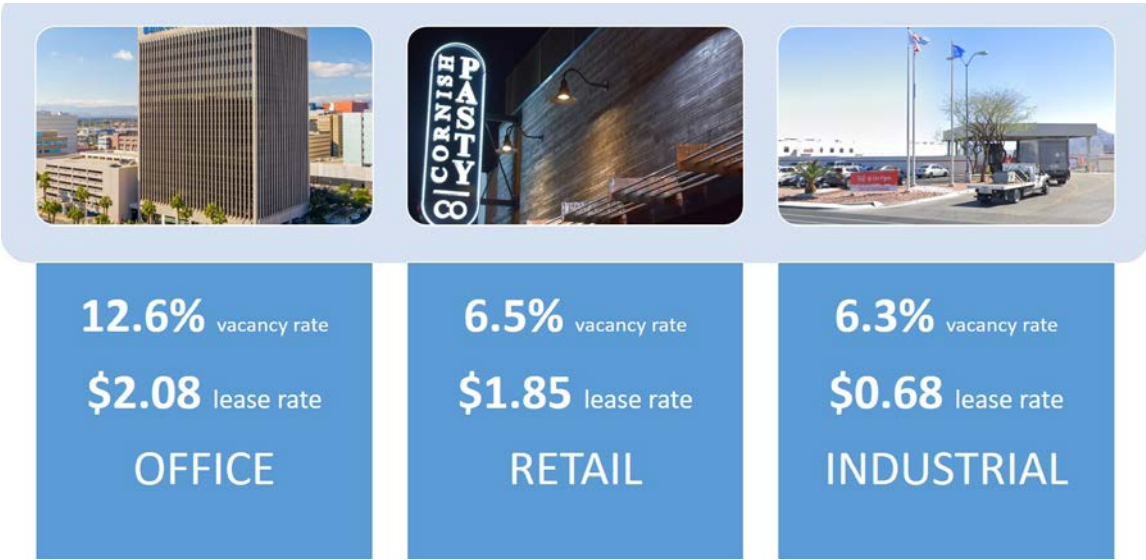







The Cashman Complex represents another large City-owned infill and economic development opportunity. The 50 acres on the northern end of Downtown Las Vegas includes Cashman Center, a multi-use facility, home to the Las Vegas Lights Football Club of the United Soccer League and currently being used for COVID-19 testing. While the Cashman District is envisioned by the Vision 2045: Downtown Las Vegas Masterplan to be a new mixed-use sports and economic development project, it currently features the 10,000 seat stadium, nearly 100,000 square feet of exhibition space and meeting rooms, and a 1,900 seat theater. Because the City’s innovation efforts are ramping up throughout this corridor as part of the Smart Vegas and Innovation District efforts, potential industries could be targeted to locate within this area.

2018-19 LOCAL INDICATORS

- Gini Index: 0.461
- Average Annual Wage: \$34,101
- Median Household Income: \$54,694
- Las Vegas-Henderson-Paradise GDP (2018): \$122,424 (Millions of current dollars, MSA)
- Small businesses per 1,000 residents
- Visitor volume: 45,699,300
- Las Vegas Strip gross gaming revenue: \$6.59 billion
- Total business establishments: 20,232

Source: Applied Analysis, UNLV Center for Business and Economic Research, City of Las Vegas, LVCVA



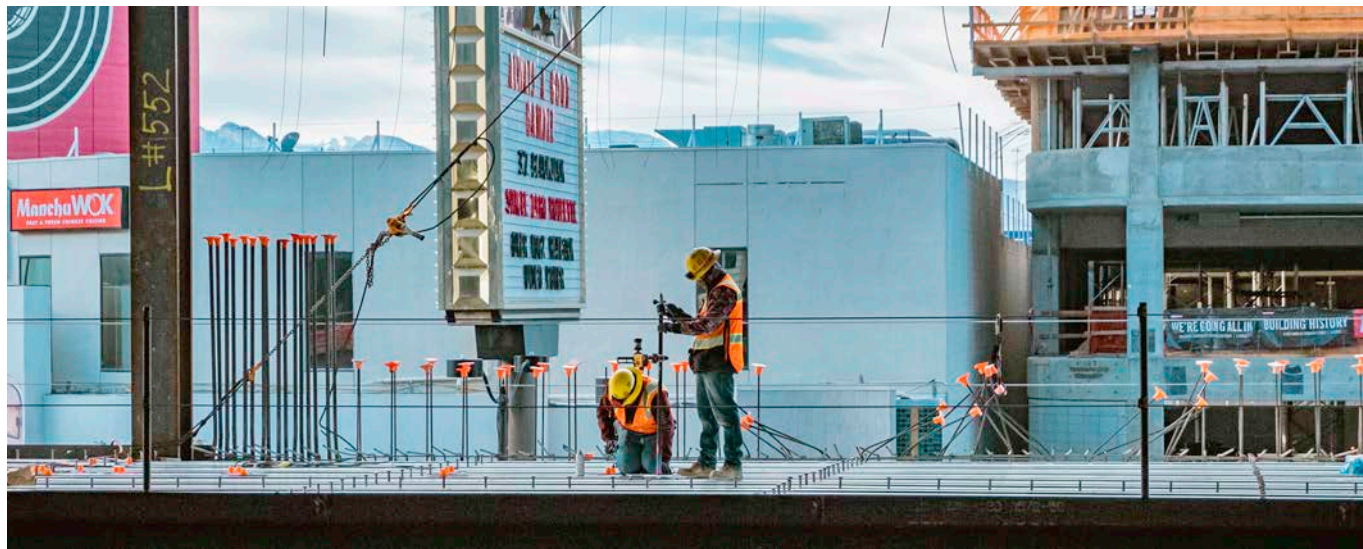
| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|---|---|--|---|---|
| Ensure that the labor force is diversified and that access to good paying job opportunities are available to all. | Diversification in the local economy will allow for Las Vegas to respond faster during economic downturns and reduce their overall severity by being less dependent on a handful of economic sectors. | Fully investing and supporting economic diversification and workforce development efforts on health care, medical education, and supportive occupations is necessary to attract new residents and for the existing population. | Developing both targeted and non-targeted economic development sectors and occupations provide wages, means to do business, and help improve overall quality of life. | Development and implementation of “Smart Vegas” innovation efforts and technology-based sectors will allow Las Vegas to lead the way in the 21 st Century. |
|  |  |  |  |  |

IMPLEMENTATION STRATEGIES

- Participate in the drafting of future iterations of the Comprehensive Economic Development Strategy (CEDs) and develop a strategic plan that specifically aligns and implements the strategy
 - Actively collaborate with GOED, LVGEA, and all local Chambers of Commerce on coordinated economic development initiatives
 - Continuously assess target sectors and top occupations to determine job and economic development trends, workforce and training needs
- Partner with regional organizations to incentivize and attract new businesses with well-paying jobs to targeted sectors
 - Leverage state incentives and tax credits provided through GOED, state agencies, or authorized by Legislative action.
 - Partner with the US Air Force and US Department of Defense to increase economic development around military-related business activity derived from Nellis and Creech Air Force Bases.
 - Actively market Las Vegas and its economic development advantages and geographic and locational attributes to businesses and customers locally, regionally, and globally.
 - Create effective local business marketing campaigns that celebrate local talent, companies, inventions, or products
 - Support and partner with trade and professional associations relevant to target industries.
- Foster a low cost and responsibly regulated business environment where small businesses can grow and thrive
 - Continuously assess business licensing regulations, permitting, and fees, as provided for in Title 6 of Las Vegas Municipal Code.
 - Partner with local chamber groups to create strategies that help grow local small business community and support entrepreneurship.
 - Provide for and support incubator spaces for small businesses.
 - Develop a business support toolkit for new or future City of Las Vegas small business owners
- and entrepreneurs that guides them through the business formation and regulation process
 - Permit and encourage cottage industry and home-occupied businesses.
 - Facilitate the formation of small business and “locally owned” associations
 - Aid in the organization and formation of industry specific business associations
 - Provide micro-loans, technical assistance, and incentives for small businesses, especially those owned by minorities or businesses serving distressed neighborhoods.
- Collaborate, expand, and contribute to regional workforce development efforts with key education stakeholders and providers
 - Work with the Nevada Legislature and NSHE on the siting and development of a new state college campus tailored to City of Las Vegas residents.
 - As contemplated by the Vision 2045 Downtown Las Vegas Masterplan:
 - fully develop the UNLV School of Medicine in Downtown’s Medical District
 - establish a satellite branch campus of UNLV
 - Develop opportunities for targeted programming provided by the University of Nevada and the University of Nevada Cooperative Extension
 - Support expansion of workforce development programs at CCSD schools and NSHE institutions
 - Permit expansion and further development of CSN’s Charleston campus
 - Work with NSHE on the development and build-out of CSN’s planned Centennial Hills campus.
 - Evaluate and designate space within each district, at each community center or other appropriate City facility as a job training and workforce development zone and partner with CCSD, Workforce Development organizations, and NSHE to offer classes in those spaces.
 - Develop an employment rehabilitation and workforce development program for targeted City populations, including the homeless, ex-convicts, and seniors.

II.B REDEVELOPMENT

PRIORITIZE KEY REDEVELOPMENT OPPORTUNITIES, INCENTIVIZE, AND ACTIVELY PROMOTE THEIR REUSE



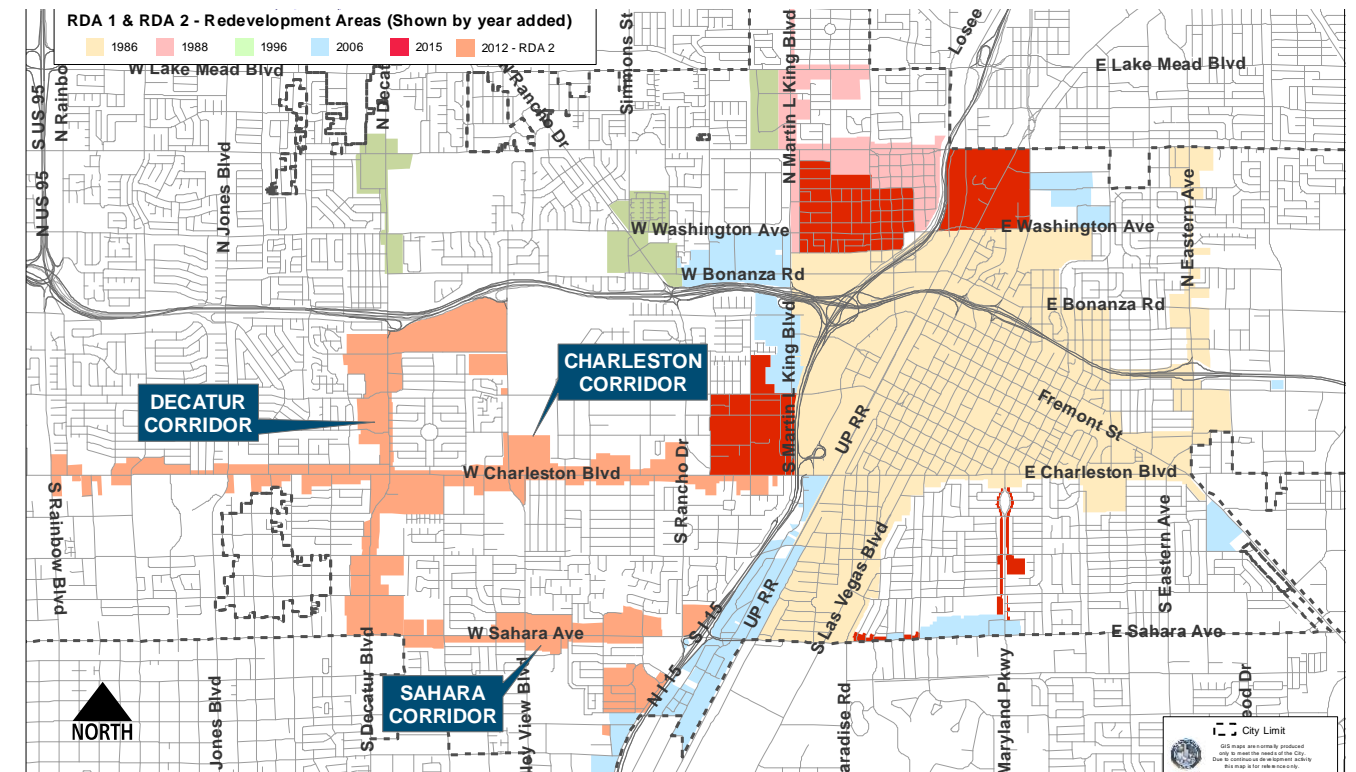
Successful redevelopment efforts require dedicated ingredients for success, including a market, proper locations, good urban design, financing, entrepreneurship, and time. The City's Redevelopment Agency (RDA) was created in 1986, and expanded to two areas covering nearly 5,000 acres within the central areas of Las Vegas. As a separate entity governed by the City Council, its purpose is to reduce blight, generate new business and economic development opportunities, and revitalize downtown Las Vegas and commercial corridors immediately surrounding Downtown. Under the authority of NRS 279 and the City's Charter, the RDA derives its revenue from property tax increment revenue and is enabled with additional tools and incentives that allow it to invest in business development within its designated geographies. Through the aid of the City's RDA, the City can align investment, regulations, and incentives to ensure successful project development.

REDEVELOPMENT AND INFILL MUST BE COORDINATED WITH LAND USE GOALS

The City currently has a total inventory: 48 million GSF; approximately 45% of this total is office, 20% is industrial, and 35% is retail.

The impact of e-commerce over the past decade has been phenomenal, transformative, and disruptive; unfortunately, this has led to consequences that have left a dramatic imprint on the physical landscape of urban areas. As large national retailers, corporate chains, and businesses have felt pressure from consumers and have made decisions to close "brick and mortar" locations as they adapt to rapidly changing economic conditions, commercial properties, shopping centers, and retailers have left a wide range of vacant spaces available. The City's average office, retail, and industrial vacancy rate in 2019 is about 9%; these rate has been stable since the Great Recession, and different submarkets within Las Vegas fluctuate. Similarly, average asking rents have been steadily increasing in each sector. If these spaces are not otherwise reused, repurposed, or redeveloped, blighting conditions will emerge.

Less than 3% of the City's land is zoned for industrial uses, primarily around Downtown Las Vegas, in which it is redeveloping as a Regional Center with form-based zoning; similarly, only a handful of office/business parks are within the City, including Spectrum, Las Vegas Technology Center, and Las Vegas Enterprise Park. As the 2050 land use strategy and general plan amendments are deployed citywide, it is anticipated that 72 million square feet of



new non-residential space may be produced across the recommended range of place types. In coordination with the Planning Department, EUD must work together to:

- Ensure redevelopment and infill development are directed to appropriate locations within those place types once evaluated for compatibility and suitability to job creation.
- Assist new startups, small businesses, or other general commercial and retail find space in locations with new transit-oriented development, mixed-use corridors, and neighborhood centers, especially any jobs or companies with targeted occupations.
- When and where needed, and as any blighting conditions exist, consider creation of new redevelopment areas or expansion of the existing RDA-1 and RDA-2 and further incentivize new business development within those areas.

- Further leverage City, State, and Federal incentives and programs as a tool to attract target economic sectors and companies with desired occupations.

- Direct appropriate defense, UAV, automation, and technology businesses requiring large footprints to the Congressionally designated job creation zone within the Nu Wav Kaiv area in northwestern Las Vegas as infrastructure is developed and extended to the area.

THE RDA MUST REFINE REDEVELOPMENT CRITERIA TO ATTRACT APPROPRIATE DEVELOPMENT

As redevelopment is planned and occurs in the City, it will be critical to evaluate their potential for further redevelopment in the future. The City must continuously identify redevelopment sites (in addition to those highlighted in Chapter 2: Land Use) and package them for marketing and solicitation of developers. In order to prioritize and evaluate the likelihood of redevelopment, the following criteria should be used:

- Size (if there are a number of parcels, the ability to easily assemble)

SEE ALSO CHAPTER 2:

Land Use Tools: Redevelopment Toolkit



Catalytic Redevelopment Sites

- Vacant/building (amount of rehabilitation or demolition needed)
- Rebuild/rehab
- Public/private ownership (if private, willing owner)
- Contamination (remediation could be a challenge to redevelopment)
- Potential to spur further redevelopment
- Obstacles to redevelopment
- Parking availability

Developers typically look for project locations where the potential for success is fairly certain and risks limited. This means that they are attracted to communities with strong markets where the infrastructure is in place, reasonably priced, quality development sites are available, and the development review process is quick. They also look for opportunities to enter a market right before it “takes off” and capture the heavy demand and associated real estate price or rent increases.

There is specific information they look for that will minimize the amount of time it takes to make a go- /no-go decision. For example, is there a market for the type of development being sought by the community? What is the role of the community within the region (i.e. bedroom community,

employment destination, transportation hub, etc.)? Are reasonably priced sites available for development of redevelopment? Is necessary infrastructure in place or will this be needed and add to the cost of the project? How accessible is the development location and how large a market area can they draw from?

These are all vital questions that can be partly answered by the community, making it easier to pique the interest of a developer. Time is money and the less time developers have to commit to looking at a project/community, the more likely they are to dig deeper and hopefully show interest in moving forward. Some of this information might already be available while additional work is needed to gather the remaining data. It is up to the City, RDA, business leaders, and civic associations to work together to assemble developer information and then actively recruit developers and businesses that match the redevelopment vision. Shifting the development model from greenfield subdivisions to infill redevelopment poses extra challenges for developers, so having a unified vision and incentive toolbox is paramount to making redevelopment happen.



IMPLEMENTATION STRATEGIES

- Update and adopt a Redevelopment Plan for both RDA-1 and RDA-2 in alignment with this plan and the Vision 2045 Downtown Las Vegas Masterplan
- Modify the RDA's TIF program for specific identified purposes and to capture added value.
- Consider selective expansion of redevelopment areas consistent with Land Use goals and the 2050 General Plan to ensure redevelopment, small business development, and the ability to attract major large employers that are aligned with the Comprehensive Economic Development Strategy (CEDs)
 - Expand and prioritize job creation zones, including in the Nu Wav Kaiv District.
 - Direct appropriate and qualifying businesses with space needs, especially those in targeted industries, to specific sites within the City, provided they are compatible with
 - Incentivize and subsidize shared housing options that provide quality live-work options for start-ups in target industries.






OUTCOMES

- By 2050, all assessed blighted and deteriorating areas within RDA-1, RDA-2, and other designated infill or redevelopment areas will have been successfully ameliorated
- Over time, an increase of the percentage of all new commercial, residential, mixed-use that occur within RDA-1, RDA-2, and other designated infill or redevelopment areas.
- The RDA's tax increment increases over time

SUCCESSFUL REDEVELOPMENT: SYMPHONY PARK



Over time, the Parkway Center and 61 acre Symphony Park redevelopment projects have successfully transformed the former Union Pacific Railroad yard into a successful repurposing of industrial brownfield land into new assets. Projects have included the Clark County Government Center, Las Vegas Premium Outlets North, World Market Center, Lou Ruvo Center for Brain Health, Discovery Children’s Museum, and Smith Center for Performing Arts. New additions include two new parking facilities with ground-floor retail, a 315,000 square foot Expo Center adjacent to World Market Center, and the 320 unit Auric luxury apartments and 290 unit Aspen Heights mixed-use complex. Several additional developments have been approved that will eventually complete the buildout of the remaining parcels on site

| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|---|--|---|--|--|
| New mixed-use housing projects at infill sites can incorporate affordable housing while respecting existing neighborhoods | Redeveloping land within the City reduces the need to extending infrastructure and expanding the urban footprint into sensitive desert lands | Redevelopment can transform blighted areas into walkable neighborhoods | Repurposing brownfield and greyfield space into livable, communities can add life to repurposed land | The RDA can help attract targeted businesses and sectors into the areas that allow innovation to thrive. |
|  |  |  |  |  |

PUBLIC FINANCE

UPHOLD SOUND FISCAL POLICIES AND TRANSPARENCY THAT INCREASES EFFICIENCY IN ORDER TO PROVIDE HIGHER QUALITY OF SERVICES

The City places a high priority on sound fiscal stewardship and organizational efficiency. While revenues and expenditures fluctuate over time, sound public finance requires adherence to several general principles. Each fiscal year as the City submits its annual budget to Department of Taxation in Carson City, the City strives to ensure that its budget is structurally balanced, that service levels are maintained through economic cycles, and that the priorities and areas of focus of the City Council and City Manager can be enhanced in a way that ensures the budget is balanced and cuts aren't made that impact services in other areas. With these principles, and as described in Chapter 5, this plan can serve as a guide to prioritizing budgets to accomplish the plan's goals, achieve outcomes, and meet the expectations of the public and City leadership.

The Department of Finance guides the budget making process. Finance must carefully account for, monitor, and balance ongoing expenditures and ensure that they do not grow faster than ongoing revenues. In addition, if enhancements are to be made to a City Council priority area, it must find ways to reallocate funding or cut service levels in other areas.

The general fund is the City's main operating fund and accounts for the majority of the City's revenue and

expenditures. The general fund pays for all services not required to be paid for or funded separately and includes the City's most basic services and covers internal services, such as employee salaries and benefits and building and facility operations. The fund also pays for debt service on general obligation (property tax-backed) or revenue bonds that have been issued, typically for capital expenditures. The City is also enabled to create local improvements like roads, drainage, and for which a Special Improvement District is created; bonds issued for the project are repaid by assessments placed on the properties within the district and repaid by the owners. The City maintains a healthy AA bond rating and has issued. Rounding out the budget are special revenue funds created by the City Council for expressed purposes. The Capital Projects Fund includes a dedicated budget that is aligned with the City's Capital Improvement Plan, covering buildings, roads, The city also maintains four enterprise funds that collect user fees and provide services for sewer, parking, building and safety, and golf course activities. Finally, in the event of emergencies, the City maintains a fiscal stabilization fund, targeted at 20 percent of the total budget.

Like many U.S. cities and local governments in Nevada, the City has restrictions that make it difficult to raise revenue, to make expenditures according to community

priorities, and to respond to economic fluctuations. These factors make it difficult from making impactful investments during economic growth periods and make them less resilient during downturns. To the extent that it must, the City will continue its responsible fiscal stewardship in its expenditures, seek stable and equitable revenue streams, and work to attain greater control over its fiscal affairs.

ECONOMIC DIVERSIFICATION IS ESSENTIAL TO STABILIZING REVENUE STREAMS

The City's budget is reliant upon a mix of different revenue sources, most of which are collected and distributed by the Nevada Department of Taxation.

- Consolidated Tax (C-TAX):** Comprised of sales (accounting for more than 80% of the C-TAX), liquor and cigarette excise, real property transfer, and vehicle taxes distributed to Nevada's local governments and special districts by formula. With locally approved options, sales taxes components are split for specific purposes, including for the Regional Flood Control District, RTC and RTC Transit, LVMPD, SNWA, and state education. The cyclical economy of Southern Nevada and its historic dependence on tourism and consumer spending has meant revenue is dependent upon the C-TAX, which accounts for more than half of general fund revenue in any fiscal year. Sales tax is highly sensitive and elastic in that it is more responsive to economic changes than other sources, and may erode over time.
- Property taxes:** Enabled through the City Charter and account for approximately a fifth of the City's revenue. As determined by jurisdiction, the City's overall 2020 rate of 3.2782 is among the higher rates within Southern Nevada. As with the sales tax, portions of the property tax rate are also dedicated toward the City (0.6765) and LVFR (0.0950), while other components are dedicated toward specific purposes, including to the State, Clark County, CCSD, LVMPD, LVCC Library District, indigent persons assistance, and to the University of Nevada Cooperative Extension. Due to the Great Recession, property taxes were capped by the Nevada Legislature and allow little room for growth. Residential property taxes, accounting for 80% of the City, are capped at 3% and commercial property taxes



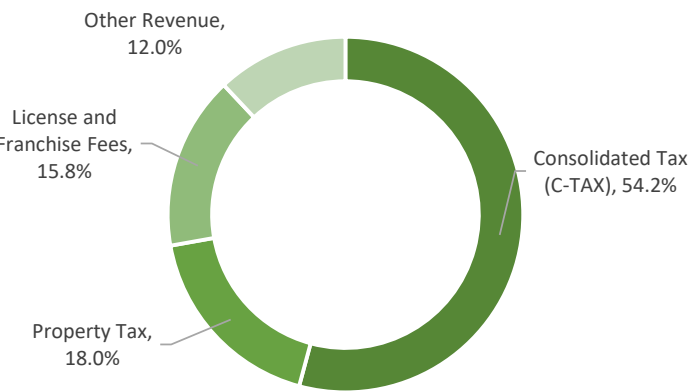
KEY ACTIONS

- Work to attain reasonable legislative changes that permit flexibility in revenue generation.
- Adopt budget savings and government efficiency measures.
- Maintain accessible and transparent budgets, audits, and reviews of City expenditures.
- Resolve to align the annual budget and capital improvement projects to achieve outcomes of the master plan.

OUTCOMES

- Maintain a fiscal reserve of at least 20% of operating costs with sufficient ending cash balances of 10% or prior year's expenditures for operations, 20% for benefits, and 25% for capital projects
- Develop at least one new consensus-based revenue stream
- The per capita amount of competitive Federal grant awards to the City increase over time

TYPICAL GENERAL FUND REVENUES



Source: CLV Finance Department (FY18-20)

are capped at 8%, with additional secondary caps that slow growth of revenue further; most non-residential growth that has largely been occurring within the City’s RDA. While these caps were effective at providing relief to property owners during the economic downturn, the unintended consequence has been that property tax revenues have not been allowed to reasonably recover and has constrained the revenue source. Furthermore, if the City reaches its limit in new subdivision growth over the next thirty years, few new properties will be added to the City’s assessment rolls.

- **Licensing and Franchise fees:** The City is enabled to impose fees for the operation of business and provision of different types of services.
 - The City is enabled to create utilities for which it is authorized to make usage charges. City residents are charged for sewer connections and service.
 - The City is may grant franchises for the provision of utilities and services. Fees are collected from each franchisee for the provision of the service and utilization of the City’s right of way.
 - Other specific user fees may be charged, including for the issuance of building permits, for the use of City parks or for City programs, or for parking. A small amount of revenue may also be derived from tickets, fines, liens, and other civil penalties that violate LVMC.
- **Other statutorily enabled revenue or fees for specific purposes:** Other sources of revenue may include fuel revenue indexing taxes for streets and highways, a residential construction tax for the construction of parks and recreational facilities, traffic signals and transportation improvements per housing unit, and a development fee applied toward the Clark County Desert Conservation Program.
- **Grants:** The City receives revenue in other forms from the Federal or State government, non-profits, or foundations, including through formula grants like the Community Development Block Grant, the proceeds of nominated land sales through SNPLMA, or through one-time competitive grants. To buoy City revenues, the City must also work to increase the overall share of competitively awarded grant funding, especially from Federal funding sources. Nevada especially has had a

historically poor rate of capturing Federal grant money, receiving an average of \$1,475 per capita, one of the lowest rates in the nation. The City must improve upon this and hire specific staff to apply for – and manage – state and Federal grants.

It is important to remember that a number of other taxes may be imposed for state, regional or local services in which the City has no direct control. During each biennium, the Nevada Legislature considers and approves a budget recommended by the Governor. In addition to state sales (slightly less than one third of the state budget), the state’s general fund receives revenue from:

- Gaming taxes
- Mineral proceeds (mining) taxes
- Room taxes
- Live entertainment taxes
- Commerce tax
- Fuel taxes
- Marijuana taxes

These funds collected by the state may then be spent on programs and infrastructure as part of the state general fund, or distributed back to other agencies that provide services, construct capital projects, and administer programs. Of the typical biennial budget, the state general fund and Federal fund represent roughly two thirds of the budget, with the state highway fund, transfers and balances, and other funds accounting for the remainder. Nearly half of the state budget is dedicated toward K-12 and higher education, followed by Health and Human Services, much of which is dedicated toward Nevada’s expanded Medicaid program authorized under the Affordable Care Act. Aside from the state Department of Corrections, all other state departments usually only represent a tenth of total spending.

However, more tax burdens have been shifting from residents to tourists. While this approach has been successful and have helped pay for tourism improvements such as road improvements, Allegiant Stadium, and the Las Vegas Convention Center, it could potentially have adverse affects over time. When coupled with other tourism-based fees and costs, new tourism based taxes may have the

potential of warding away potential visitors or customers, or at the very least, make them less inclined to spend as much as they would, especially if other gaming and tourism destinations are closer, don’t require travel, and have less discretionary expense.

EFFICIENT CITY GOVERNMENT REQUIRES CLOSE ATTENTION TO EXPENDITURES

During each budget cycle, the Finance Department provides City Departments baseline labor and non-labor budgets and guidelines for both discretionary and non-discretionary expenditures. The general fund’s largest budget component is salaries and benefits. Funding must also be dedicated to the LVMPD, whose overall share has been growing faster than other expenditures and is comprised mostly of salaries and benefits. Together with LVMPD, labor totals can total approximately three quarters of a general fund budget during a typical fiscal year. These costs have tended to increase over time, but changes in the labor force, retirements, and collective bargaining agreements with each of the City’s bargaining units have evolved over time. The result has sometimes meant that positions must remain unfilled or frozen. For the first time, a ten-year forecast for the general fund revealed staffing levels may remain flat. Because structural deficits can become a concern during periods of economic uncertainty, and given the revenue constraints on the City, unfunded mandates and dependence on one-time revenues or unanticipated expenditures are often attempted to be avoided, deferred, or mitigated. Additionally, if more money is applied or reallocated to a priority area, reductions must be made to other areas, absent any new revenue.

Nevertheless, the City has put an emphasis on savings and has developed innovative solutions to reducing its

operational costs, eliminating wasteful or duplicative expenditures. In previous years, the City has completed reviews in which employees were encouraged to participate in the process of improving efficiencies and cutting expenditures. The City’s Sustainability Initiative have reduced its utility costs by investing in renewable energy and energy efficiency projects.

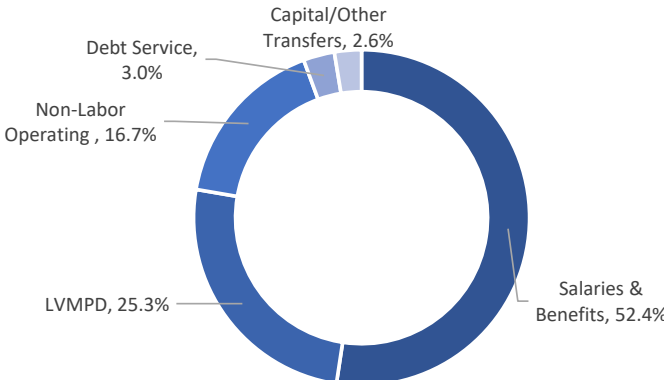
As a best practice, the City has devoted considerable efforts to ensure transparency. Its online open data portal, open checkbook, and open budget allow the public considerable access to how the City spends taxpayer money. In addition, the City Auditor provides an additional level of independent scrutiny on city expenditures. These efforts must be continued into the future and refined in ways that make information even more accessible.

THE CITY WILL NEED TO BALANCE BUSINESS FRIENDLINESS WITH THE RESTRICTED POWERS OF TAXATION CONSTRAIN THE CITY’S REVENUE ALTERNATIVES

Nevada often markets its business friendliness and low tax rates as an economic development tool; Nevada has no personal or corporate income, franchise, inventory, inheritance, unitary, or estate taxes. These have had a positive effect in attracting new businesses and companies into the City and state. However, for more than fifty years, state and local leaders have raised concerns about revenue alternatives. At 6.85%, Nevada has a higher state sales tax rate than many others across the country. When local sales tax options are included, Las Vegas has a rate that is pushing close to 9%. At some point in the future, these issues may come to a head as the City (and state) determine how to generate revenue for increasing governmental service demands and costs.

A number of limitations are placed on taxation and revenue, including restrictions within the Nevada Constitution, and those within NRS. Voter approved constitutional amendments have exempted food, other than prepared food for immediate consumption, and medical equipment from the sales tax and total tax levies cannot exceed five cents per dollar of assessed valuation. Nevada is a “Dillon’s Rule” state, meaning a municipality is granted only those powers expressly authorized by the Nevada Legislature. Furthermore, this means that the City cannot create or increase any taxes that are not otherwise enabled

TYPICAL GENERAL FUND EXPENDITURES



Source: CLV Finance Department (FY18-20)

or authorized pursuant to Nevada Revised Statutes or the City Charter. Any changes to Nevada’s structure have been the cause of much debate or discussion. The subject contains a high degree of sensitivity because of its direct impact to businesses and residents. Supermajority approval is required of both the Assembly and Senate for legislative measures, while approval through the initiative process requires a majority vote of the public. If a change is made to the Nevada Constitution supermajority approval at two legislative sessions and voter approval, or through a Constitutional initiative with approval at two general elections. While these issues have been debated over the decades, the City must examine new revenue alternatives in partnership with other local governments, the business community, and the public.

Some new and revenue enhancement options, either as standalone measures or in combination, may include:

- Modification of the fixed property tax caps to allow the City more flexibility and reliability in annual revenue streams.
- Funding the State Infrastructure Bank and Clean Energy Fund for state-backed project loans to the City.
- Requesting more enabling powers for local governments, specifically, for general law and chartered cities to ensure the revenue stream can be controlled at the municipal level. Because the City Charter acts as a form of self-governance, these could require voter approval for authorization in an effort to ensure proper justification. Similarly, enabling the use of overrides for specific purposes for different taxes and revenue streams could provide exceptions on use, length of terms for a tax, or an increase in the statutory ceiling of the tax rate.
- Expand the use of enabled revenue alternatives and working with legislators and other leaders to develop and reform tax and revenue alternatives that are more progressive and equitable, including some that haven't previously been attempted, including:
 - Land value taxes – these taxes split the property tax into two components – land and buildings. The value of the land, which is taxed at a higher rate, is then assessed in addition to the improvements. The benefit is that land value taxes are more

equitable and economically sustainable, as well as a tool to encourage investment and development and discourage speculation.

- Service based taxes – applying discretionary taxes based on a broad base of services that may be statutorily exempt or otherwise not addressed. This approach is distinguished from direct sales and oriented toward the provision or rendering of services themselves.
- Utilization of special improvement districts (SID) – through its charter and NRS 271, the City can form SIDs for a wide range of infrastructure projects. A special assessment is levied on properties within the district, which back bonds issued by the City. Proceeds from the assessments repay the bonds over time. Thus far, SIDs within the City have typically been limited to a limited number of project types; however, the Legislature has expanded allowable uses to include new types, including tourism and entertainment projects, art, and neighborhood improvements.
- Increased utilization of developer-based contributions, such as impact fees and exactions – The City is currently enabled to create impact fees for new development through NRS 278B and already makes services and infrastructure requirements for new development under development agreements. Additional broad based development fees could be applied so that growth pays for growth.
- Fuel taxes – While Nevada has been progressive with implementing fuel revenue indexing, increasing the state’s motor fuel tax rate, and removing the Constitutional prohibitions of spending revenue. In addition, other transportation revenues should be further developed as fuel efficiency and technology improves and mobility trends shift, such as vehicle miles traveled taxes, congestion pricing and high occupancy tolling user fees, and
- Reductions in sales tax rates – As sales taxes and options have risen, there may be opportunities to make specific reductions as new forms of revenue that are more equitable take place
- Reforms to mining, mineral net-proceeds and gaming taxes – Prior efforts have been made

to modify the rates for mining and gaming taxes, some of which have included increasing the overall rates, and removing established caps. As the value of minerals fluctuates, especially during different economic cycles, modestly higher rates may capture ; similarly, gaming tax rates have been proposed specifically to provide

- Approval and creation of a lottery. Nevada’s Constitution prohibits lotteries, making it one of five states with no state or multi-state lottery and often loses millions in ticket sales. Should a constitutional amendment be approved, a reasonable system could be established to allow both restricted and non-restricted gaming to share in ticket sales, with revenues distributed to state and local general funds.






TO ENHANCE THE BUDGET PREPARATION PROCESS, THE MASTER PLAN CAN BE A TOOL TO ALIGN ANNUAL BUDGETS WITH CITYWIDE PRIORITIES

Planning and budgeting are important to the future of the City, but neither should exist in a vacuum. Both must be closely aligned and reviewed both separately and together for the City to succeed in providing services to its citizens, fulfilling the priorities of the City Council and achieving the goals of this plan. Because the City has finite and constrained resources, the annual budget is a critical part of making sure it allocates funds appropriately for growth and the processes are intertwined. During each budget cycle for both the general fund and the capital improvements plan, this plan recommends conducting a thorough assessment of annual priorities with a direct focus on how a plan outcome

can be achieved as a mean to spend both discretionary or non-discretionary resources. Three elements, described further in Chapter 5, are important to ensure the plan and budget are aligned: ensuring budgetary alignment with the plan’s outcomes, transparency within the City and with the public during the budget making process, and ongoing measurement and evaluation.

IMPLEMENTATION STRATEGIES

- Work to attain reasonable legislative changes that permit flexibility in revenue generation.
 - Coordinate with other local governments, the business community, and the public to propose new or enhanced revenue options to the Legislature
 - Lobby to fund the State Infrastructure Bank and Clean Energy Fund
- Adopt budget savings and government efficiency measures.
 - Hire grant writers and reconstitute an interdepartmental grant management team
 - Implement operational cost savings measures
 - Develop an internal efficiency committee
- Maintain accessible and transparent budgets, audits, and reviews of City expenditures.
 - Hold open budget forums and public review of the budget and CIP
- Resolve to align the annual budget and capital improvement projects to achieve outcomes of the master plan.

| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|---|---|---|--|---|
| The City must explore the development of progressive, broad based revenue streams that are equitable for all residents and fair for business.  | Dedicating a healthy reserve will ensure the City can manage emergencies that require unforeseen expenditures  | During each budget cycle, the financial health of the City will be assessed, with needs of the city and community prioritized  | A disciplined municipal public finance system will ensure adequate services and infrastructure can be provided  | New techniques and tools can help generate new streams of revenue while efficiencies in government can streamline service delivery.  |



HOUSING



GOALS

- A. Increase affordable housing types and choices for all income levels near existing and new employment centers.
- B. Develop services that help the homeless and prioritize the needs of the most vulnerable members of the community

HOUSING CHOICES

NRS 278.160.1(c)

INCREASE AFFORDABLE HOUSING TYPES AND CHOICES FOR ALL INCOME LEVELS NEAR EXISTING AND NEW EMPLOYMENT CENTERS

Housing is a human right and fundamental requirement for residents and our City to thrive. Over the coming decades, housing affordability and availability was ranked as the one of the top issues during the 2050 Master Plan outreach period, as was homelessness. With an estimated 310,000 new residents joining the City’s population by 2050 and existing challenges facing current city residents seeking housing, the City of Las Vegas is developing innovative solutions to ensure housing for all residents. Most importantly, new housing that is constructed will be done by focusing development into identified and targeted infill and redevelopment areas, taking advantage of the place types described in the Land Use and Environment Chapter.

Historically, housing in Las Vegas developed first in the downtown area, followed by western and northwestern expansion. As the City developed and faced the financial crisis during the 2008 recession, housing prices dipped substantially, increased, and continue to increase today. Concurrently, wages in Las Vegas have remained low for

the majority of the population, widening the income gap between low income and mid-to-high wage earners. With a shrinking middle class, economic mobility seems out of reach for many residents as middle class incomes have not caught up to national averages since the 2008 recession.

By focusing on availability, affordability, and access, the City of Las Vegas supports the assumption that upper class residents who can afford market rate housing will have little need for housing assistance while those who are a part of the “missing middle” and lower income levels would benefit from thoughtful, equitable, city-led initiatives.

Today, residents experiencing homelessness, low-income housed residents, and middle and higher income households face extremely diverse opportunities and challenges to obtain and keep a roof over their heads, in addition to meeting the costs associated with education, transportation, employment, healthcare, open space, and well-being. With an increasingly shrinking middle class since the 2008 recession, the stratification between income levels is dramatically shifting; as median household incomes have decreased, the City is at risk of continuing to not have enough affordable housing leading to 2050. As population grows and current trends in household income

change, the City must create more diverse housing options, with leadership and assistance from:

- The private sector, comprised of a sizable economic sector of lenders, builders, and developers that provides market-rate housing for sale.
- Non-profit affordable housing service providers, such as Nevada HAND, that are dedicated to developing high quality, affordable housing for seniors and working families.
- The City, pursuant to its Charter, is authorized to develop and provide affordable housing consistent with state law; however, it is prohibited from imposing taxes unless otherwise authorized. Notwithstanding, several departments play a direct role in the creation of housing opportunities and the administration of housing policy:
 - The City’s Department of Community Services oversees services for neighborhoods, affordable housing, seniors, and for the homeless population. It is also responsible for:
 - » Development of the City’s Five-Year Consolidated Plan that is submitted to the U.S. Department of Housing and Urban Development (HUD). The Consolidated Plan and Analysis of Impediments provide a detailed strategic plan for addressing the affordable housing needs. A Strategic Plan includes building or rehabilitating renter units and includes more than 4,000 “Section 8” vouchers for rental housing provided by the Southern Nevada Regional Housing Authority, opportunities for home ownership through the development or rehabilitation of approximately 300 owner occupied units, and down-payment



KEY ACTIONS






- Diversify and improve housing stock to include a range of building types and “missing middle” housing appropriate for transit-oriented developments
- Integrate affordable housing into the place types identified in the Land Use Chapter through the use of zoning regulations and other enabled policies
- Amend LVMC Title 19 to remove affordability barriers and to allow more mixed residential dwelling unit types in areas of transformation and enhancement, including accessory dwelling units, garage conversions, casitas, or granny flats, with selective applications in areas of preservation:
- Accommodate a population increase of approximately 309,000 new residents by constructing approximately 110,000 new dwelling units, of which 121,000 of the City’s total 366,535 projected units must be affordable or meet HUD’s affordability criteria

OUTCOMES

- The percentage of new residential development that occurs within this plan’s Regional Centers, Mixed-Use Centers, Corridor Mixed-Use, or Neighborhood Center Mixed-Use place types increases over time.
- 80% of City residents spend less than 45% of AMI on housing and transportation costs combined by 2050.
- Beginning in 2021, the City and SNRHA develop affordable housing at a rate of at least 1,000 units annually.
- Beginning in 2023, and annually thereafter,
 - There is no net loss of subsidized affordable units
 - Any loss of subsidized affordable units are replaced with new affordable units
- 33% of total housing available is affordable housing, divided into affordability rates at 80% AMI, 50% AMI, and 30% and below AMI

| | PRESERVE & SUPPORT | INCREASE ACCESS |
|---------------|-----------------------------|-------------------------------|
| HOMEOWNERSHIP | Support existing homeowners | Support first time buyers |
| RENTAL | Support existing renters | Create new affordable housing |

SEE ALSO CHAPTER 2: Neighborhood Toolkit

| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|---|--|---|---|--|
| Housing is a human right; the provision of which must be available for all, regardless of age, race, ethnicity, family status, or income type.  | New and existing housing must be built or upgraded as energy and water efficient dwelling units to ensure the conservation of resource.  | Development of a diverse array of quality housing, including those within transit-oriented developments can help create healthy walkable neighborhoods  | A wide range of affordable housing choices provide options to residents of all-income levels at different locations with close access to amenities  | New affordable housing development techniques can help incentivize the development of new dwelling units.  |



- The Southern Nevada Regional Housing Authority (SNRHA) serves as the primary authority for affordable housing within the region after combining the housing agencies from Las Vegas, Clark County and North Las Vegas in 2010. Organized under Chapter 315 of Nevada Revised Statutes, the SNRHA:
 - Maintains and manages conventional public housing units for applicants who are income qualified.
 - Manages and maintains properties that do not receive Federal aid.
 - Administers the housing choice voucher (“Section 8”) program.
 - Constructs and manages public housing
- The Nevada Housing Division, the state department that oversees the construction and development of affordable housing, including for and placement of manufactured homes, mobile homes and parks.

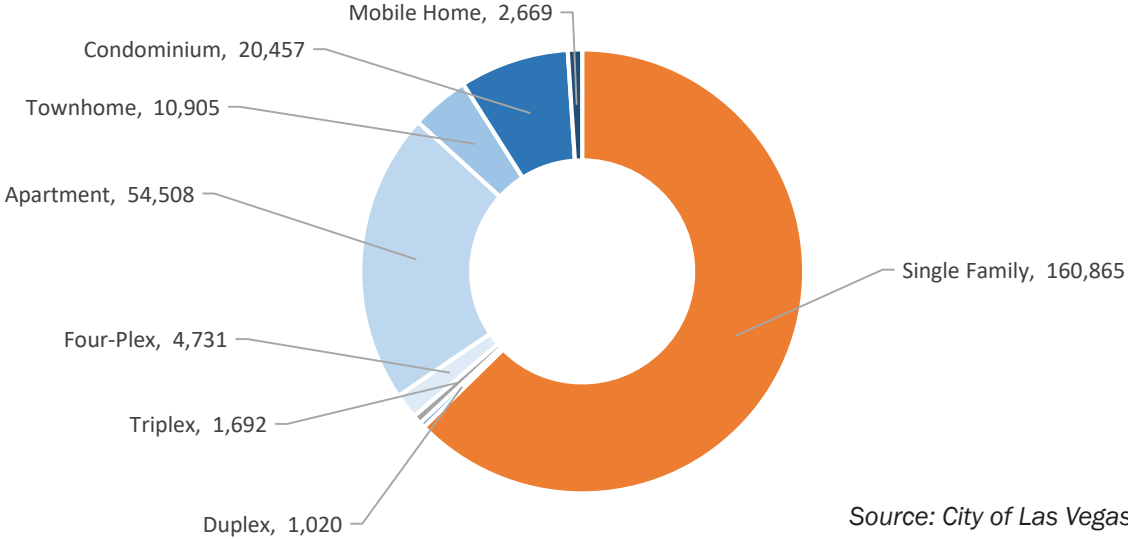
THE CITY LACKS DIVERSITY IN HOUSING TYPES AND CHOICES, BUT FORTUNATELY, MUCH OF THE CITY’S HOUSING STOCK IS NEW AND IN RELATIVELY GOOD CONDITION

The city of Las Vegas is home to approximately 676,000 people living within 257,000 dwelling units. The City’s housing is predominantly low-density single-family residential construction – approximately two-thirds of all dwelling units and City zoned land. A typical Las Vegas home is 1 story, 2,000 square feet, and constructed in 1990’s. Multi-family dwelling unit types are also not diverse; approximately 90% of all multi-family dwelling units are apartments, condominiums, or townhomes, with little diversity of any other type. Of these, approximately 15% were vacant, with the majority being rental properties.

Fortunately, most of the housing stock within the City of Las Vegas is in relatively good condition; because more than 80% of all construction has taken place after the 1980’s, newer building codes have applied, making them code-compliant.

City wide, to ensure good standards and quality housing types, the City’s Building and Safety Department must continue to regularly adopt and update its uniform codes to ensure high quality, structurally safe, and energy and water efficient buildings are built.

DWELLING UNITS BY TYPE



Source: City of Las Vegas

The deterioration of housing, however, can create blighting conditions. A similar geographic pattern can be seen, as well as from Code Enforcement actions taken by the City, and include a high share of planning areas in and around Downtown Las Vegas. The City estimates that about 1,800 housing units were inadequate or substandard. This is due primarily to the age of the housing. The majority of the housing units within the City are considered adequate for the same reason. Approximately 75 percent of the housing in Las Vegas has been built since 1980, making them more likely to be code compliant.

New housing units must be built to be resource efficient. While building new units to a green building standard should be strived for, a number of builders construct above code or resource efficient options; some take advantage of local existing programs, including NV Energy’s solar incentive program or SNWA’s WaterSmart new homes program. For existing building stock, rehabilitations and retrofits, weatherization it required to ensure houses are cost efficient and comfortable for occupants. However, outside of the City utilizing its broad redevelopment powers,

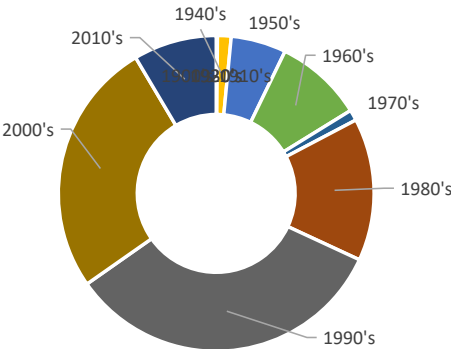
HOUSING TENURE



Source: City of Las Vegas / ACS 5 year estimate

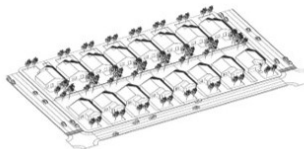
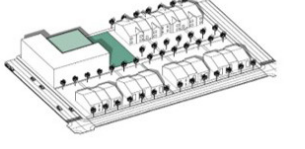
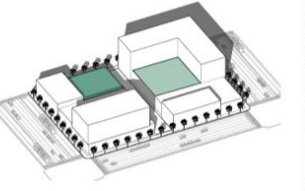
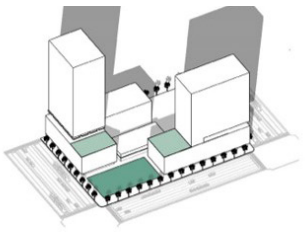
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YEAR OF CONSTRUCTION



Source: City of Las Vegas



| | | | |
|---|---|---|--|
|  |  |  |  |
| DETACHED RESIDENTIAL | TOWNHOMES | LOW/MID-RISE MIXED-USE | HIGH-RISE MIXED-USE |
| RESIDENTIAL DENSITY | RESIDENTIAL DENSITY | RESIDENTIAL DENSITY | RESIDENTIAL DENSITY |
| 4-6 housing units per acre | 12-16 housing units per acre | 20-40 housing units per acre | 40-80 housing units per acre |
| BUILDING HEIGHT | BUILDING HEIGHT | BUILDING HEIGHT | BUILDING HEIGHT |
| 1-2 story | 2-3 story | 3-7 story | 8-30 story |
| USES | USES | USES | USES |
| Single family residential (suburban) | Single/multi-family retail with limited retail | Multi-family residential, mixed-use with office, retail, entertainment | Multi-family residential, mixed-use with office, retail, entertainment and cultural/civic destinations |
| MOBILITY | MOBILITY | MOBILITY | MOBILITY |
| Private vehicle and some bicycle | Private vehicle, bus, bicycle and some pedestrian | Some fixed-rail train, bus rapid transit, bus, shuttle, private vehicle, bicycle and pedestrian | Fixed-rail train, bus rapid transit, bus, private vehicle, bicycle and pedestrian |
| OPEN SPACE | OPEN SPACE | OPEN SPACE | OPEN SPACE |
| Private open space (yards), little public open space | Public open space, some private open space | Public open space, some civic space | Public open space, civic space, multi-modal systems |

Townhomes, Duplex, Triplex, Multiplex, Courtyard, and Live/Work constitute needed forms of missing middle housing, which can be developed within the three right functional typologies

| TOTAL DEVELOPED AND PROJECTED HOUSING UNITS | | | | | | |
|---|------------------------|-----------------------|----------------------|---------------------|-----------------|--------------------|
| Area | Existing Single-Family | Existing Multi-Family | Future Single-Family | Future Multi-Family | Total New Units | Total Units (2050) |
| Angel Park | 12,772 | 10,185 | 531 | 3,290 | 3,821 | 26,778 |
| Centennial Hills | 18,903 | 4,783 | 438 | 7,067 | 7,505 | 31,191 |
| Charleston | 14,693 | 14,422 | 877 | 9,429 | 10,306 | 39,421 |
| Downtown Las Vegas | 1,755 | 12,226 | 83 | 10,191 | 10,276 | 24,255 |
| Downtown South | 4,083 | 1,814 | 136 | 3,312 | 3,448 | 9,345 |
| East Las Vegas | 9,248 | 12,938 | 326 | 3,848 | 4,173 | 26,360 |
| Twin Lakes | 19,932 | 17,343 | 266 | 8,241 | 8,506 | 45,782 |
| La Madre Foothills | 8,967 | 1,484 | 5,995 | 2,246 | 8,240 | 18,692 |
| Lone Mountain | 15,924 | 4,851 | 2,875 | 2,121 | 4,996 | 25,771 |
| Kyle Canyon | 3,894 | 380 | 8,238 | 1,904 | 10,142 | 14,416 |
| Nu Wav Kaiv | 0 | 0 | 3,616 | 2,893 | 6,509 | 6,509 |
| Rancho | 12,868 | 3,235 | 376 | 3,872 | 4,248 | 20,351 |
| Summerlin North | 18,873 | 8,737 | 0 | 1,390 | 1,390 | 29,000 |
| Summerlin West | 6,167 | 538 | 13,255 | 6,976 | 20,231 | 26,936 |
| Tule Springs | 8,908 | 492 | 2,290 | 507 | 2,797 | 12,197 |
| West Las Vegas | 3,698 | 2,846 | 229 | 2,758 | 2,987 | 9,531 |
| TOTAL | 160,685 | 96,274 | 39,531 | 70,045 | 109,576 | 366,535 |

Source: Placebuild Analysis

| TOTAL DEVELOPED AND DEVELOPABLE ACRES OF LAND BY RESIDENTIAL LAND USE TYPE | | | | | |
|--|----------|---------------|----------------------|--------------------------|---------------------|
| Area | | Single-Family | Attached Residential | Multi-Family Residential | Vacant Private Land |
| Angel Park | Existing | 2,243.7 | 72.6 | 480.4 | 80.3 |
| | Future | 2,131.5 | 69.3 | 266.7 | 57.8 |
| Centennial Hills | Existing | 2,584.3 | 32.4 | 213.7 | 558.3 |
| | Future | 2,455.1 | 32.4 | 213.7 | 229.3 |
| Charleston | Existing | 2,981.0 | 111.6 | 563.8 | 141.5 |
| | Future | 2,829.2 | 110.2 | 495.5 | 97.1 |
| Downtown Las Vegas | Existing | 379.3 | 108.2 | 246.7 | 278.4 |
| | Future | 360.8 | 150.0 | 223.7 | 241.4 |
| Downtown South | Existing | 679.0 | 48.4 | 29.8 | 59.7 |
| | Future | 645.0 | 46.0 | 28.5 | 26.1 |
| East Las Vegas | Existing | 1,750.3 | 139.6 | 378.5 | 129.0 |
| | Future | 1,656.3 | 110.7 | 249.6 | 86.9 |
| Twin Lakes | Existing | 2,876.7 | 185.2 | 763.1 | 169.1 |
| | Future | 2,725.3 | 154.4 | 653.9 | 102.4 |
| La Madre Foothills | Existing | 1,043.4 | 0.0 | 55.3 | 3,368.5 |
| | Future | 1,043.4 | 0.0 | 55.3 | 1,478.4 |
| Lone Mountain | Existing | 1,901.6 | 60.9 | 228.2 | 981.4 |
| | Future | 1,806.5 | 57.9 | 206.1 | 0 |
| Kyle Canyon | Existing | 639.3 | 0.0 | 19.1 | 2,766.0 |
| | Future | 607.4 | 0.0 | 19.1 | 0 |
| Nu Wav Kaiv | Existing | 0.0 | 0.0 | 0.0 | 9,485.5 |
| | Future | 0.0 | 0.0 | 0.0 | 7,212.2 |
| Rancho | Existing | 2,598.1 | 25.4 | 109.0 | 284.5 |
| | Future | 2,463.9 | 22.6 | 103.7 | 93.8 |
| Summerlin North | Existing | 3,677.9 | 185.3 | 363.6 | 33.7 |
| | Future | 3,677.9 | 185.3 | 363.6 | 16.6 |
| Summerlin West | Existing | 1,167.0 | 0.0 | 28.5 | 6,843.9 |
| | Future | 1,167.0 | 0.0 | 28.5 | 1,919.6 |
| Tule Springs | Existing | 1,902.9 | 0.0 | 0.0 | 923.5 |
| | Future | 1,807.7 | 0.0 | 0.0 | 198.8 |
| West Las Vegas | Existing | 600.0 | 45.3 | 117.3 | 138.6 |
| | Future | 536.8 | 30.1 | 103.9 | 40.0 |
| TOTAL | Existing | 27,024 | 1,015 | 3,597 | 26,242 |
| | Future | 25,914 | 969 | 3,012 | 10,410 |

Source: Placebuild Analysis

efforts should be taken to further address the rehabilitation and improvement of existing housing, both exterior and on the interior of the structure.

MAINTAINING EXISTING AND DEVELOPING NEW AFFORDABLE HOUSING TO MEET THE NEEDS OF THE COMMUNITY MUST BE MET THROUGH A VARIETY OF STRATEGIES

The City of Las Vegas aims to have a diversity of housing options available so that no residents have to pay more than 30% of their household income on housing itself. From 2010-2017, the City’s percentage of low income households, defined as households earning 80% of less of the Area Median Income (AMI) as household income, remained relatively static while population increased. The same is true for very low income (50% or below AMI) and extremely low income (30% of below of AMI). As a result, more than 82,000 City households qualified for assistance, while 64,000 experienced a household burden like overcrowding or substandard housing conditions.

From a geographic standpoint, most low-income households are located in the core urban districts around Downtown Las Vegas. Notably, these areas also have the highest concentrations of minority households, single heads of household, persons per household, and people with a disability. In 2018, the:

- Median mortgage payment is \$1,295 and 21% of household income; and the
- Average monthly median monthly rent payments are \$1,023 and 25% of household income.

| POVERTY LEVELS | | |
|----------------------------|---------|--------------|
| | 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

Demographically, as the Baby Boomer generation retires, the percentage of residents over the age of 60 is projected to increase, potentially driving demand for “active adult” and senior housing. The Millennial generation, the largest generational cohort, is primarily made up of renters; however, should their household sizes and incomes increase over time, their preferences will drive changes in housing demand away from renting multi-family types to more single-family. Finally, Latinos and Hispanics are projected to account for more than 40% of Las Vegas’s population by 2050. With that increase, national studies have indicated more more of a preference for homeownership, but affordability is a factor. Regardless, growth within this demographic will drive demand for a range of housing types and sizes.

While housing availability is limited in the City of Las Vegas, affordability across household incomes is a challenge. Home ownership rates, which had been increasing steadily since 1990, declined after peaking at 62 percent in 2006



and falling to 57 percent in 2010. Half of the homes sold in Las Vegas a decade ago, during the aftermath of the recession, were affordable to low income households, with nearly all homes sold affordable to households making AMI. The key issue at this point was not so much housing affordability, but the credit worthiness or the ability to make a down payment. However, over time, home values have increased, with median home values across Southern Nevada predicted to reach just below \$300,000 in 2020.

While housing prices are on the rise, so are rental prices. Single family homes have experienced a 6% rent increase in the last year while median apartments rents have increased more than 5% in 2019 alone. As housing prices increase, wages in Las Vegas remain low for the majority of the population. Hourly wages in Las Vegas are 12% below the national average with the majority of occupations paying well below industry national averages. Employees of the tourism and service industries all earn less than 30% of area median income, qualifying those individuals for affordable housing. Because housing and rental prices are increasing and wages are not following in proportion for the majority of occupations in Las Vegas, the income gap between low income and mid-to-high wage earners is predicted to increase dramatically, affecting housing affordability.

Nevada has the largest shortage of affordable housing in the country. For every 100 households earning 30%

or less of AMI, only 19 affordable units are available and affordable. Las Vegas fares even worse than the state of Nevada with only 10 available and affordable units for every 100 households earning 30% or less of AMI. With no current requirements for developers to build affordable housing alongside market-rate housing, affordable housing is facing a major crisis in the City of Las Vegas.

In 2018, 60% of the City of Las Vegas’ population is “housing insecure,” or spending more than 30% of household income on housing costs . With median household incomes ranging from \$37,000 - \$60,000 , the majority of the City’s population lives in the “missing middle,” earning too much to qualify for Federal housing assistance but too little to purchase or rent in a city where cost of living is rising rapidly. In 2019, Las Vegas was identified as having the largest rent increases of any city in the country with housing prices steadily increasing on an annual basis . Rent in the state of NV has increased faster than renter household income over the past 16 years, and home ownership rates have been slow to recover since the Great Recession . For residents who do not earn enough household income to rent or own available housing in the City, increasing wages and/or increasing housing options at diverse price points will ensure housing. Given the City’s geographic, land-locked constraints to building, housing development built in a denser community would allow more people to be housed across the City.

MONTHLY RENT VS. MORTGAGE

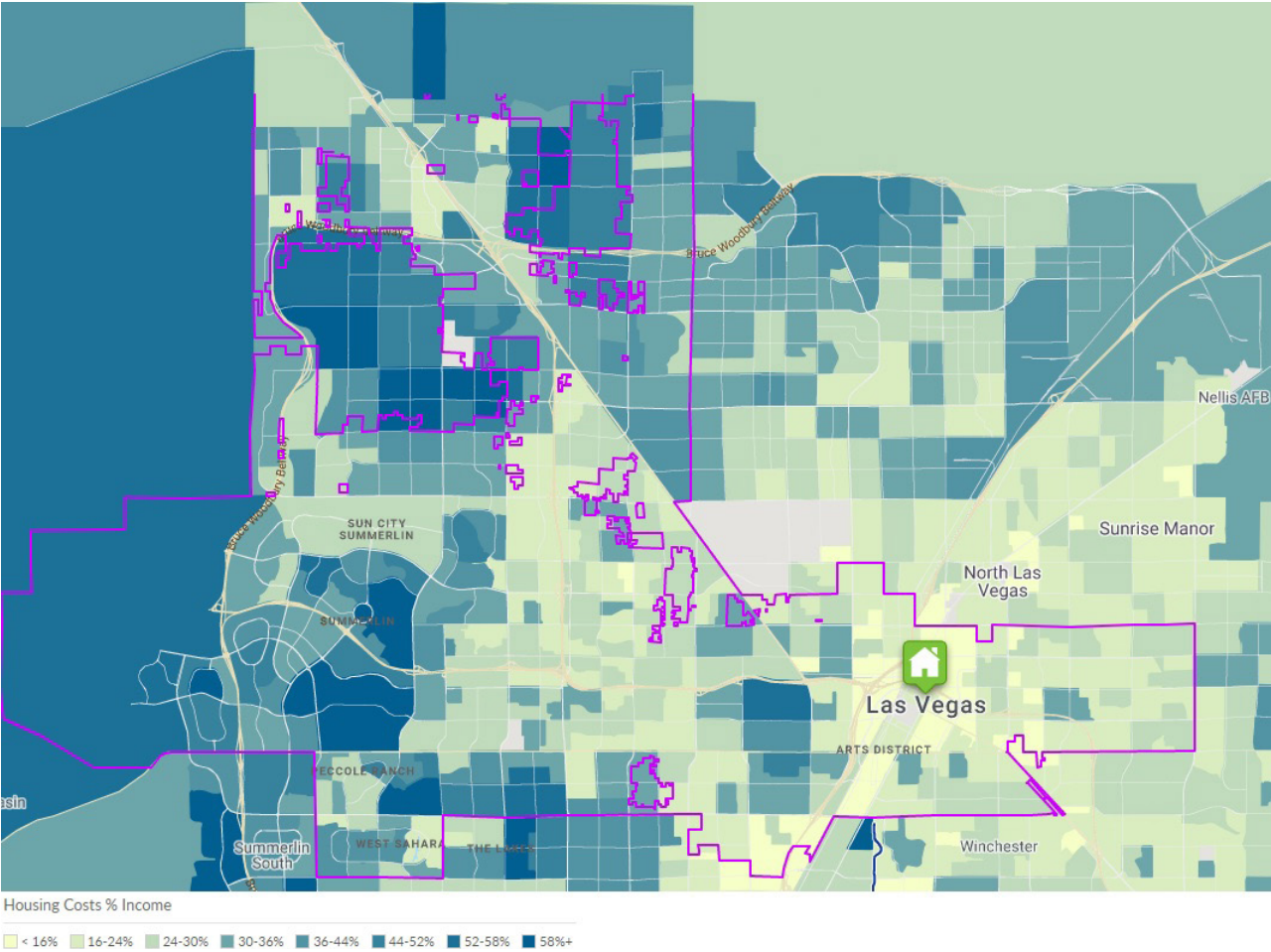


Source: City of Las Vegas / ACS 5 year estimate

| TOTAL ACRES OF LAND USE PLACE TYPES DESIGNATED FOR NEW HOUSING, PRESERVATION, OR RETROFIT | | | | | |
|---|-------------------|--------------------------|----------------------|-----------------|--------------------|
| Area | Mixed Residential | Traditional Neighborhood | Subdivision Retrofit | New Subdivision | Rural Preservation |
| Angel Park | 3.4 | 0.0 | 112.2 | 8.0 | 0.0 |
| Centennial Hills | 0.0 | 0.0 | 129.2 | 0.0 | 0.0 |
| Charleston | 146.9 | 3.9 | 0.0 | 0.0 | 0.0 |
| Downtown Las Vegas | 0.0 | 18.5 | 0.0 | 0.0 | 0.0 |
| Downtown South | 37.6 | 0.0 | 0.0 | 0.0 | 0.0 |
| East Las Vegas | 41.6 | 87.1 | 0.0 | 0.0 | 0.0 |
| Twin Lakes | 22.6 | 60.1 | 0.0 | 0.0 | 0.0 |
| La Madre Foothills | 0.0 | 1,400.8 | 31.9 | 1,927.0 | 680.0 |
| Lone Mountain | 0.0 | 0.0 | 0.0 | 1,684.3 | 101.6 |
| Kyle Canyon | 0.0 | 197.6 | 120.2 | 411.1 | 347.7 |
| Nu Wav Kaiv | 140.0 | 151.4 | 0.0 | 3.9 | 0.0 |
| Rancho | 0.0 | 0.0 | 0.0 | 1,033.3 | 0.0 |
| Summerlin North | 8.1 | 134.2 | 0.0 | 58.9 | 54.7 |
| Summerlin West | 0.0 | 0.0 | 0.0 | 32.2 | 0.0 |
| Tule Springs | 0.0 | 0.0 | 0.0 | 4,596.0 | 0.0 |
| West Las Vegas | 0.0 | 0.0 | 95.1 | 400.5 | 324.2 |
| TOTAL | 400.2 | 2,053.6 | 488.6 | 10,155.3 | 1,508.3 |

| TOTAL ACRES OF RE-DESIGNATED TRANSIT-ORIENTED PLACE TYPES | | | | |
|---|-----------------------|------------------------------------|--------------------------|--------------------------------------|
| Area | Regional Centers (RC) | Transit-Oriented Development (TOD) | Corridor Mixed Use (TOC) | Neighborhood Mixed Use Center (NMXU) |
| Angel Park | 0.0 | 56.4 | 68.5 | 231.7 |
| Centennial Hills | 414.7 | 0.0 | 0.0 | 10.6 |
| Charleston | 0.0 | 175.6 | 161.2 | 57.9 |
| Downtown Las Vegas | 184.5 | 0.0 | 0.0 | 0.0 |
| Downtown South | 0.0 | 43.6 | 33.8 | 26.7 |
| East Las Vegas | 0.0 | 156.8 | 86.4 | 20.9 |
| Twin Lakes | 0.0 | 58.8 | 58.1 | 24.9 |
| La Madre Foothills | 0.0 | 0.0 | 0.0 | 136.0 |
| Lone Mountain | 0.0 | 0.0 | 0.0 | 160.4 |
| Kyle Canyon | 0.0 | 0.0 | 0.0 | 153.0 |
| Nu Wav Kaiv | 0.0 | 175.9 | 148.4 | 68.5 |
| Rancho | 0.0 | 0.0 | 0.0 | 206.7 |
| Summerlin North | 0.0 | 72.6 | 92.6 | 42.5 |
| Summerlin West | 99.3 | 0.0 | 0.0 | 0.0 |
| Tule Springs | 0.0 | 0.0 | 0.0 | 328.3 |
| West Las Vegas | 0.0 | 0.0 | 0.0 | 36.2 |
| TOTAL | 698.4 | 739.7 | 649.0 | 1,504.2 |

HOUSING COSTS AS A PERCENTAGE OF INCOME



Source: CNT - Housing + Transportation Index



Further constraining residents with variable household incomes, state tenant laws are among the most restrictive in the country. Landlords are able to rent on an annual basis, and if a tenant chooses to break a lease, they would be responsible for paying out the remainder of the lease until a new tenant takes over the unit. Additionally, landlords can evict tenants four days after a rent payment is due. These policies can create major financial and housing hardships for residents who are laid off, lose a job, or experience a healthcare challenge.

While current barriers to housing include availability and affordability, the ultimate goal of the City of Las Vegas 2050 Master Plan is to provide recommendations so that every resident is able to thrive. While housing is one very important component of a healthful, successful life, access to other services, such as quality education, gainful employment, legal assistance, reliable public transportation, compassionate healthcare, nutritious food, affordable utilities, open space, and culturally-appropriate financial services all provide opportunities for a resident to live life to the fullest. Working alongside existing service providers and encouraging new businesses with locally-focused corporate philanthropy and social responsibility programs could prove a helpful source of wraparound services for all residents.

To be proactive, the City must invest in shelter space, transitional, and permanent supportive housing to create alternatives to renting and buying a traditional home for diverse populations. Housing options must reflect the

diversity of the City’s community. Without initiatives to create different models of housing ownership for all income levels, the City will not be able to house its residents in a helpful, affordable way.

AFFORDABLE HOUSING OPTIONS ARE LACKING AND IMPEDIMENTS REMAIN, DEMONSTRATING AN OVERALL PROSPECTIVE NEED FOR THE COMMUNITY

There are approximately 10,000 project and tenant based housing vouchers currently in use, while another 2,700 units are available in select sectors. While housing is a multi-dimensional issue, income and availability are amongst the most significant resources determining whether a population is able to access and afford housing options in the area. The City of Las Vegas currently owns 903 affordable housing units for low income and very low income individuals. As a result, the City faces the daunting challenge of creating at least 5,000 affordable housing units in a five year period in order to address the existing lack of affordable housing. While the City can take advantage of the Southern Nevada Public Lands Management Act (SNPLMA) to reserve locations for affordable housing, many locations may not be appropriate for its development, especially when combining housing and transportation costs. As originally determined for the Southern Nevada Strong Regional Plan, the Regional Analysis of Impediments suggested the jurisdictions increase affordable housing by amending zoning standards

| Name | Low income units maintained | Very low income units maintained | Low income units funded or developed | Very low income units funded or developed |
|--|-----------------------------|----------------------------------|--------------------------------------|---|
| Single Family Rehabs | | | 66 | 20 |
| City Impact | | | | 65 |
| Tenaya Senior Apartments | | | 269 | 3 |
| Baltimore and Cleveland Gardens | 199 | 2 | | |
| Wardell Street Townhomes | | | 7 | 54 |
| Ruby Duncan Manor | | 30 | | |
| City TBRA | | | 3 | 45 |
| HOPWA Transitional and permanent housing | | | 9 | 131 |
| TOTAL: 903 | 199 | 32 | 354 | 318 |

Source: City of Las Vegas Office of Community Services

ZONING BARRIERS TO AFFORDABILITY

- Lot-size requirements
- Parking requirements
- Height and density limitations
- Accessory dwelling unit limitations
- Allowing pre-fabricated housing and other non-traditional development models

SEE ALSO CHAPTER 2: LAND USE
Neighborhood Toolkit

Impediments to the development of affordable housing include, but are not limited to the following:

- Community Support: NIMBYism from the community due to perceptions on affordable housing
- Financing for Home Ownership:
- Permit and Plans Review Time
- Costs of construction
- Water connection fees: while these have been steadily increasing for all development types, these fees are especially impactful.

NEW HOUSING TYPES AND LOCATIONS MUST ALIGN WITH THE PLAN’S OVERALL STRATEGY FOR TOD, INFILL, AND REDEVELOPMENT

Infill development in areas with lower infrastructure and service costs must be supported by the City to maximize tax revenue and minimize the provision of service costs. Given current land uses, vacant land within the City could enable the construction of 111,000 convention new housing units within new subdivisions. However, because there is a lack of higher density “Missing Middle” housing potential that can help fill the gap for workforce and lower-income households, an opportunity exists to develop this type of housing, utilizing this plan’s approach and strategy of transit-oriented development (TOD), infill, and redevelopment. The use of regulatory and design strategies contained within the Land Use Chapter will enable the development of compatible infill and redevelopment with a mix of housing types in neighborhoods close to employment centers, commercial

areas, and where transit or transportation alternatives exist.

- For areas of transformation and enhancement, the RC, TOD, TOC, and NMXU place types enable the zoning types that will permit and allow the provision of a wide assortment of housing types.
- Some areas of enhancement and transformation may include existing traditional neighborhoods with mixed types of residential or could undergo subdivision retrofits. Zoning provisions within LVMC Title 19 must be amended to allow more mixed residential dwelling unit types in these areas, including accessory dwelling units, garage conversions, casitas, or granny flats, with selective applications in areas of preservation. The development and implementation of programs to preserve and maintain existing subsidized and unsubsidized affordable housing in transit-served areas, compact and mixed-use areas, and areas with rapidly-rising housing costs may be required.
- There are more than 26,000 acres of vacant land within Las Vegas, much of which are in developing western and northwestern planning areas; there are no impediments to the developing of new subdivisions to currently undeveloped areas within the City other than the cost of the infrastructure itself and the release of land over time.
- Finally, for areas dedicated for preservation, historic neighborhoods will likely be preserved and see no additional alternations or additions; some areas of rural preservation permit (or will continue to permit) low-density, single-family housing types.



| FINANCIAL TOOLS AND STRATEGIES | | |
|--|---|---|
| | Financing Strategies | Policy Changes |
| Developer Assistance Programs | <ul style="list-style-type: none">• Tax-credit initiatives to help offset the cost of development for affordable housing, including developer education for the Low Income Housing Tax Credit.• Joint Venture Development• TIF• Fannie Mae’s Healthy Housing Rewards Program• Affordable Housing Trust Funds• Private equity vehicles. Real estate investment entities use private capital to acquire and rehabilitate multifamily workforce and affordable housing properties, delivering a range of returns to equity investors.• Below-market debt funds. public/private/NGO provides affordable housing developers with low-cost loans• State and local bond initiatives | <ul style="list-style-type: none">• Expand incentives for developers• Partnership between City and private sector in making underused government-owned sites available for affordable housing, such as repurposed rights-of-way, surplus properties, or land- entitlement-swaps• Affordable Housing Bonus Program• Zoning Changes to allow smaller housing types |
| Homeowner Assistance Programs | <ul style="list-style-type: none">• Housing Rehab Grant Programs• Federal Home Loan Bank of San Francisco Affordable Housing Grant Program (plus homeowner education & assistance)• Offer tax abatement to small-rental building owners to offset rehabilitation expenses• Develop mortgage assistance programs | <ul style="list-style-type: none">• Incorporate transit-oriented development by locating housing near public transportation and other amenities• Use rent control as a tool to make older rental properties more affordable for long-term residents, especially the elderly |
| Investor Financing & Assistance Programs | <ul style="list-style-type: none">• Real estate investment trusts (REITs), through which a longstanding mechanism for raising real estate capital for other product types is used expressly to develop and preserve affordable rental units, generating a range of returns• Private equity vehicles, through which real estate investment entities use private capital to acquire and rehabilitate multifamily workforce and affordable housing properties, delivering a range of returns to equity investors• Opportunity zones | |

IMPLEMENTATION STRATEGIES

- Diversify and improve housing stock to include a range of building types and “missing middle housing” appropriate for transit-oriented developments that accommodate population and dwelling unit projections
 - Routinely update and adopt the HUD Consolidated Housing Plan and provide annual assessments to the Nevada Division of Housing, pursuant to NRS 278.235, determining how many housing units are needed, how many are constructed, how many are affordable, and how many affordable units are lost
 - Progressively adopt new building codes that ensure the construction of quality housing
 - Develop and offer a housing rehabilitation and upgrade program to improve the quality of neighborhood building stock
- Amend LVMC Title 19 to remove affordability barriers and to allow more mixed residential dwelling unit types in areas of transformation and enhancement, including accessory dwelling units, garage conversions, casitas, or granny flats, with selective applications in areas of preservation:
 - Through the Site Development Review process, analyze transit access, housing, and transportation costs
 - Provide analysis on the impact of new development and capacity of infrastructure and proximity of services, especially for neighborhoods with housing affordable to low and moderate income households
- Incentivize and actively assist with the construction, development, and financing of affordable housing:
 - Implement recommended financial tools and strategies for developers, homeowners, and investors
 - Reduce or subsidize building permits for affordable housing projects
 - Expedite planning entitlement approval and plans checks for affordable housing projects
 - Lease or sell any acquired City land, other than through eminent domain, to developers exclusively for the development of affordable housing
 - Directly utilize CDBG or other Federal funding
 - Purchase or reserve SNPLMA land at a reduced price, provided that the land is within ¼ mile walking distance of an established RTC Transit route.
- Integrate affordable housing into the place types identified in the Land Use Chapter through the use of zoning regulations and other enabled policies
 - Establish a trust fund and land bank for the acquisition, construction or rehabilitation of affordable housing.
 - Provide in-kind support for affordable housing developments that are financed, wholly or in part, with low-income housing tax credits, private activity bonds or money from a governmental entity
 - Authorize density bonuses or other incentives to encourage an affordable housing component and TOD.
 - Authorize an inclusionary zoning provision for qualified projects, including for TOD place types.
 - Seek authorization for tax abatements and other buyer incentives to incentivize demand in target development areas
 - Create and utilize gap financing mechanisms, such as tax credits, grants, low interest loans, and other subsidies, to enable development of mixed-income developments and build market strength
 - Leverage major employers and anchor institutions to create residential market demand incentives in target development areas
 - Partner with nonprofit or faith-based organization(s) to provide, education, counseling, and financial assistance to homebuyers or renters, particularly minorities, the elderly, and the disabled
 - Develop an inventory of infill, previously developed, brownfield, or greyfield sites of greatest priority and potential for development or redevelopment
 - As part of a larger legislative package, amend the Las Vegas City Charter to enable the ability of the City to raise revenue for the construction or provision of affordable housing

III.B HOMELESSNESS

NRS 278.160.2

DEVELOP SERVICES THAT HELP THE HOMELESS AND PRIORITIZE THE NEEDS OF THE MOST VULNERABLE MEMBERS OF THE COMMUNITY

Homelessness occurs when a combination of an individual’s personal health, economic, or social systems and networks break down, ultimately leading to the loss of their home. Coupled with a variety of economic and social factors, homelessness represents an evolving challenge that has grown over time and has required the City to rise to the challenge in response. Bold action and leadership is required to break the cycle of homelessness within Las Vegas.

During the 2019 Housing and Urban Development (HUD) Point-in-Time Count, Southern Nevada recorded 5,530 unsheltered homeless individuals. The City estimates that more than 60% of this population is concentrated in the districts of Downtown Las Vegas, particularly within Symphony Park, Historic Westside, Cashman, and the Medical District, equaling 2,330 unsheltered homeless individuals. This has a pronounced effect on the health, safety and economic vitality of our community.

For many years, the City has borne the brunt of homelessness, a troubling issue that has been brought to the forefront by previous City administrations. Nevada has the third highest rate of total unsheltered homeless individuals in the U.S. Recent estimates from the homeless Census point-in-time count approximate 15,000 individuals experiencing some form of homelessness in Clark County during the year. More than two-thirds of the individuals experiencing severe, chronic homelessness in Southern Nevada are within the City of Las Vegas, making up nearly 2,500 unsheltered individuals within the City with the majority concentrated around Downtown Las Vegas.

Confronting homelessness has been rated as a top issue by City residents during public outreach for the Master Plan, and it has been a strategic priority of the Mayor and City Council. Despite repeated attempts to quell and address the roots of the issue, homelessness is a multi-faceted challenge layered with complexity. At its heart, homelessness is not a matter the City confronts alone; it must take a renewed approach that pools resources.






Considerable effort, funding, and resources have been placed toward combatting homelessness with the City’s Office of Community Services leading direct efforts. This Master Plan builds upon the existing efforts developed by the City and its Strategic Plan to End Homelessness and includes specific recommendations and comprehensive steps that must be taken that are evidence-based and “Housing First.”

SEE ALSO

- Help Hope Home Plan to end Homelessness
- City of Las Vegas Strategic Plan to End Homelessness
- Southern Nevada Plan to End Youth Homelessness



- Homeless individual outreach with the provision of triage and basic services. This must be a coordinated entry and assessment process that provides rapid, efficient engagement
 - Emergency and traditional shelters; construction of the Courtyard Homeless Resource Center, a location north of Downtown Las Vegas within the “Corridor of Hope,” is one example where homeless individuals can access direct services and resources. Other shelters and resources within the area are concentrated around this area.
 - A range of specialized housing types, including bridge and transitional housing, permanent supportive housing and non-subsidized affordable housing.
- Regional partners have made strides to address homelessness, but as an emerging practice community, the City must be dedicated to disruptive, innovative change with assistance from public, private, non-profit, and faith-based regional partners, including:
- Help Hope Home, the HUD backed Continuum of Care for Southern Nevada, the entity that provides services to individuals and families who are experiencing homelessness and promotes a community-wide commitment to end homelessness. The City

| EQUITABLE | RESILIENT | HEALTHY | LIVABLE | INNOVATIVE |
|--|---|---|---|--|
| Providing resources to the most vulnerable members of society is essential, especially for families, youth, the elderly, LGBTQ, veterans and victims of domestic violence. | Bridge, transitional and rapid rehousing can reduce the region’s overall chronic homelessness rates, allowing residents to quickly recover. | Treating homelessness requires efforts to ensure individuals are not suffering from acute of chronic physical or mental conditions. | Addressing homelessness head-on will not only improve quality of life for homeless individuals, but also for people that live and work throughout the City. | Development and complete build-out of the Courtyard homeless resources center has been an innovative in homeless services provision. |
|  |  |  |  |  |

KEY ACTIONS



- Adopt and annually evaluate the City’s Homeless Strategic Plan designed to guarantee that basic needs are met in the community and ensure it is in alignment with Help Hope Home, the Southern Nevada Continuum of Care and other regional efforts
- Employ direct homelessness prevention measures and a “Housing First” strategy to quickly and efficiently serve at-risk or homeless individuals
- Provide intervention services, to serve as a basic temporary resource and provide a pathway out of homelessness
- Develop sustainable funding streams and resources that can be leveraged and applied to combatting homelessness
- Educate the community and homeless individuals and families on homelessness issues while thoughtfully mitigating impacts of homelessness on the community

collaborates with this regional board and with local non-profits to provide housing and supportive services. It also maintains and updates the regional plan

- Stakeholders within the Corridor of Hope that provide direct assistance, emergency shelter, food, showers, clothing and other basic needs
- County resources, including from the Department of Social Services
- The City’s Homeless Advisory Committee and its subcommittees.
- Public Safety, departments, including Law enforcement, including LVMPD, Las Vegas City Marshals, and paramedics from Las Vegas Fire and Rescue
- The Multi-Agency Outreach and Resource Engagement (MORE) Team, a multidisciplinary group including law enforcement support in addition to key social service providers. The MORE focus is to engage rather than enforce laws to help homeless persons connect to services needed to break the cycle of homelessness

- State resources and legislative committees that can provide direct funding and support for housing and emergency services.

THE CITY SEES FLUCTUATIONS IN THE NUMBER OF INDIVIDUALS EXPERIENCING HOMELESSNESS, BUT WITH A COORDINATED ENTRY AND ASSESSMENT APPROACH, THE CITY CAN BETTER UNDERSTAND WHO’S HOMELESS AND WHY

Each homeless or at-risk individual has a story with unique circumstances; homeless women, children, youth, seniors, and veterans each present different issues or challenges that may require differed targeted interventions. It is important to recognize that each individual and family has rights and that a concerted effort must be made to improve their quality of life, even for those individuals or families that are service resistant.

Understanding the makeup and characteristics of the homeless population helps describe how homelessness occurs and explains some of the trends. Of the 5,530 people found to be experiencing homelessness during the 2019 Point in Time Count:

- more than 70% were men,
- 54% white, 37% black
- 91% were adults over age 18

In addition, more than 550 were veterans, 340 were families with children, and nearly 1,200 were unaccompanied youth or young adults.

40% of those counted were sheltered, with the majority in emergency shelter. Of the remaining 60%, more than half were found on the street, in vehicles, or in encampments. Another 280 were found living in storm drains and 230 were located at the City’s Courtyard Resource Center. Fortunately, this total represents an overall decrease in the number of individuals counted during a given Census, down from a five year count of 7,500 in 2015.

In 2018, Nevada had the highest rate of unaccompanied homeless youth in the nation. The City has been supportive of youth-based initiatives, including the Southern Nevada Plan to End Youth Homelessness. The City must continue align with this vision ensure that homelessness among

unaccompanied youth is rare, brief, one-time and equitably addressed. For those that do experience homelessness, many report the reason linked to being kicked out of their parent’s house, suffered emotional abuse, experienced family dysfunction, have status as LGBTQ, endured domestic violence, aged out of the foster care system, or were displaced from unstable, crowded, living conditions. The Corridor of Hope currently has limited youth services and data representing the experiences of homeless youth, but reports indicate it is a growing problem.

Families also endure homelessness, and the City remains committed to keeping homeless families together, no matter how they are structured. During difficult situations like homelessness, families are separated while experiencing homelessness with members split between men’s only, women’s only, children’s only shelters. The City will strive to ensure families remain together.

The City has seen dramatic decreases in homeless veterans. This was the result of previous national and local efforts to specifically target veteran homelessness to get this group to “functional zero.” The lessons learned for decreasing veteran homeless rates must also be applied to other vulnerable subsets of the homeless population.

Case management efforts are currently in place, however, to the extent that the assessment system can be refined, a uniform and centralized coordinated entry and assessment process must be delivered that provides rapid, efficient engagement with individuals. While different service providers may be involved or play roles in the process, the case management system must include a shared master list



of all individuals, regular conferences to collectively review and plan interventions, and match available resources with demand.

THE ROOT OF MOST HOMELESSNESS STEMS FROM LOSS OF EMPLOYMENT AND INABILITY TO AFFORD BASIC COST OF LIVING EXPENSES

Overall, the reported causes for homelessness vary by subpopulation; however, one of the most important common themes is the loss of a job or source of income. Compounded by a secondary factor, such as substance abuse, loss of familial support, or physical or mental health issue can be a determinant that pushes an individual into homelessness.

REPORTED CAUSES OF HOMELESSNESS

2019 HELP-HOPE-HOME SURVEY RESPONSES

- Top reported factors causing homelessness:
 - Lost job and unemployment
 - Alcohol or drug abuse
 - Mental health issues
- Top reported housing stability factors
 - Lack of employment or income
 - Inability to afford rent
 - Inability to afford up-front “move in” costs
 - Housing not available

- Top causes of homelessness for families with children
 - Lost job and unemployment
 - Divorce or separation
 - Landlord stops renting (loss of home)
- Top causes of homelessness for youth – Nevada has highest incidence rate of youth homelessness in the nation (1/2 black, 1/3 white); 90% male, 16% LGBTQ
 - Kicked out of house by family (or friends)
 - Lost a job
 - Family / domestic violence

A DAY IN THE LIFE

BRIGHTER PROSPECTS

Kai Grayson, Homeless Services Technician

When helping the homeless, she encounters big obstacles, starting with the many restrictions placed on who may qualify for housing and health benefits. If someone has multiple criminal convictions, for example, she notes, certain agencies will disqualify them outright. For others, a bad rental or credit history can be grounds for disqualification. Some people don't make enough money, others too much. Kai believes that loosening restrictions would do a great deal to get more people into stable housing situations more quickly. For that matter, strong financial education programs could help may from becoming homeless in the first place.

Kai would love to see employers use non-traditional means of assessing candidates with spottier pasts. Wouldn't it be great if, in certain situations, employers required only a year's worth of previous work experience? Or if one's job prospects could be based on commitment to a recent training program, or on work ethic more than job or salary history?

Kai envisions a city that feels like it's focused on its residents as much as its tourists. A proposed monorail system represents a good start. Additional transportation systems would help even further. So, too, would more grocery stores, healthier food choices and nutritional education that could help to lower healthcare costs. They're all part of a positive change that, to Kai, feels well within reach.

A variety of barriers face the homeless population, whether chronically homeless, or those that are at-risk.

- For individuals that have lost employment, regaining employment may require an address, the ability to be reached through phone or email, an individual record of stable work history, transportation access to a job, and having no criminal convictions.
- Access to basic health care, including for common medical conditions and prescription drugs, as well as more complex issues, including mental and behavioral health, domestic abuse, trauma assistance, and substance abuse treatment may be another barrier for people experiencing homelessness. Two-thirds of respondents reported at least one disability, while

about 40% have or had a physical disability and 20% needing medical care but are unable to acquire it.

- Special populations, especially women, victims of domestic violence, homeless youth, veterans, LGBTQ, and individuals with HIV/AIDS all confront additional barriers requiring specialized interventions, counseling, or treatment
- Personal safety is a major issue confronted by the homeless population. Not only must individuals confront risks for higher rates of property and violent crime, they may also be vulnerable to risks identified under the Hazard goal of this plan, specifically extreme heat events and, for those keeping shelter in flood control facilities, flash flooding.
- The lack of consistent information for the homeless individuals can also be a challenge in making them aware of the availability of services. To address this, the City and other service providers developed and deployed Multi-agency Outreach Resources Engagement (MORE), and HELP of Southern Nevada's Mobile Crisis Intervention teams, on-street outreach that communicates services, gathers information, and connects individuals to emergency shelters, housing programs and other services.

EARLY AND DIRECT PREVENTION AND DIVERSION MEASURES ARE THE FIRST MEANS OF ENSURING INDIVIDUALS DON'T BECOME HOMELESSNESS

Many individuals at risk of homelessness, or are currently experiencing it often are not directly aware of the resources and supportive services available to prevent it. However, it is an important early step that help is given or obtained, otherwise, the overall long term costs of services will increase. Diversion strategies are temporary measures that assists individuals identify alternative arrangements for housing or employment through committed diversion, conversations with individuals, and creative and innovative approaches that are uniquely tailored to each individual. Ultimately, the City determines a better understanding of who may be at the edge of becoming homeless and why.

Therefore, the City and community stakeholders will continue to make concerted efforts to keep the cost of housing affordable and ensure that existing and future "prevention first" efforts are made available and communicated to



individuals in an accessible manner for individuals to obtain help. Several basic funded and targeted strategies, some of which are described by other goals within this Chapter of the plan, can help prevent housing loss; through the developed and enhanced case management system, the City and its stakeholders must develop and enhance individual prevention with a focus on:

- **Job placement and income** – Because loss of employment is the leading cause of homelessness, employment and re-establishment of income is the most important means of paying for a mortgage or rent. Job history and skill sets must be identified and determined. However, this must be offset through barrier mitigation, especially with respect to work history, the expense or lack of transportation, the need for proper clothing, lack of communication, or criminal convictions. In addition, the City and its stakeholders must work directly with DETR, private employers, and local businesses to hire individuals, and increase the number of those who are willing to become "second chance employers."
- **Workforce Development** - While timing may be an important factor for individuals with situations that are dire, where possible and most applicable, placement in workforce development programs, such as through Workforce Connections and other programs can enable an individual to develop new skills, provided that they translate into a job that provides adequate income.
- **Basic Temporary Financial Support** - As a last resort or supplemental means, direct financial support is proven to avoid, defer, or delay housing loss. Increasing the accessibility to federal and state public assistance and benefits programs can reduce individual household budgetary stress for other cost of living expenses, most directly through:

- Short or medium term housing support, including subsidizedm bridge, transitional, or rapid-rehousing
- Supplemental Security Income and Social Security Disability Insurance
- SNAP, TANF, and Medicaid
- RTC Transit passes for basic transportation needs

Through income replacement and enhancement, housing stability can be attained and homelessness prevented. These efforts must often be delivered quickly and efficiently. To the extent possible, as an individual or family is evaluated, applying preventative assistance rapidly will help avoid further disruptions to their life.

FOR THOSE EXPERIENCING HOMELESSNESS, THE CITY AND OTHER CORRIDOR OF HOPE STAKEHOLDERS AND SERVICE PROVIDERS MUST CONTINUE TO PLAY AN INTERVENTION ROLE, SERVE AS A BASIC TEMPORARY RESOURCE, AND PROVIDE A PATHWAY OUT OF HOMELESSNESS

Prevention and diversion measures may not always be successful for some individuals and circumstances. For other cases, transience and other untracked or new circumstances may result; whatever these cases may be, the provision of a short-term shelter option represents the City's most direct effort to intervene in homelessness in which the City and service have been assisting in getting homeless off the streets and into housing.

The Courtyard Homeless Resources Center is an innovative one-stop shop with access to medical, housing and employment services through a variety partners. As an emergency resource center, it has low-barrier, 24-hour access with few or no access requirements. Its services have helped connect individuals experiencing homelessness with intervention services including:

- Availability for clean, sanitary temporary shelter, including bathroom and shower access
- Laundry facilities
- A clinic with health services that provides basic medical care, screenings and service, including options to intervene and treat substance abuse and mental health
- Short-term storage of small items

- Housing, legal, income and benefit assistance
- Connecting families with child care.
- Employment information and workforce development opportunities.

Modeled after other successfully implemented short-term shelters, the initial phase of the Courtyard opened in 2017 with several expansions anticipated to be completed in 2021. Upon completion, the Courtyard will contain an intake center, new buildings with classrooms, shower and restroom facilities, and case management areas for service providers to assist homeless individuals. The Courtyard also will feature a kitchen, mailboxes and a pet kennel. Other emergency shelters are also located within the Corridor of Hope. Approximately 2,000 beds are available for men, women, and families within this area, some of which may have minimum conditions, such as sobriety. Other non-profit and faith-based service agencies also provide a similar array of supportive services, some of which may be specialized or adapted to a specific mission, need, or focus.

The Courtyard has helped fill an existing service gap for homeless individuals around Downtown Las Vegas. By offering a place for consolidated service delivery, it serves as a “safe zone” where homeless individuals and families can seek respite during the day, and rely on a safe, location to spend the night. While these improvements have been incremental and may be too soon to tell their efficacy, the general framework for providing basic temporary resources, and provide a pathway out of homelessness must be to:

- Increase access to basic need, food, clothing, and shelter, including the overall utilization of the Courtyard Homeless Resource Center

- Continue providing and increase basic medical and mental health care services, as well create, develop, and expand a medical respite and recuperation program
- Coordinate the daytime use of overnight emergency shelters, monitor emergency shelter capacity and look for any emerging trends on the rate of homelessness, especially during periods of extreme heat or cold.
- Over time, reduce dependency on temporary services by decreasing the amount and frequency of users of these services.

The chronically homeless, individuals that have experienced homelessness for at least a year, repeatedly, or have a disabling condition, may present an additional dimension to the overall challenge homelessness. Recent counts have indicated the number of chronically homeless individuals has been increasing over time, with more than 600 chronically homeless on City streets and a quarter living unsheltered. More than half of the chronically homeless have some form of mental illness, while forty percent suffer from a physical or medical condition. Five percent are found to suffer substance abuse.

While the City’s MORE team has provided effective intervention efforts, but a share of the total population may not be willing or able to undergo any form of rehabilitation or desire assistance. However, it is important for the City and community stakeholders and service providers to make reasonable attempts are those individuals. For the chronically homeless and individuals that present more complex problems, treat and address each unique case with measured approaches.

FORTHOSE THAT HAVE LOST A HOME, OR ARE AT RISK OF LOSING A HOME, THE CITY MUST EMPLOY A “HOUSING FIRST” APPROACH TO QUICKLY AND EFFICIENTLY RE-HOUSE INDIVIDUALS

“Housing First” is a strategy to be used for those that have been assessed to be ready for a form of housing immediately, often with few or no preconditions or barriers. Using a robust case management system, Housing First prioritizes individuals and families with the greatest needs and vulnerabilities, and does to in a way that engages the owners of affordable housing. Unfortunately, there is an urgent need for these housing types, especially because of its short supply in Southern Nevada, and because of the number of “extremely low income” households below 30% of AMI.

There are several types of this special subset of affordable housing specifically dedicated and aligned for these populations,withonlyxxxofthesehousingtypesexistingwithin the City from a handful of landlords and service providers:

- **Bridge housing:** provides immediate safe, temporary housing for those awaiting placement, typically no longer than 90 days.
- **Transitional housing:** is temporary supportive housing that bridges the gap from homelessness to permanent housing by offering structure, supervision, support for those with substance abuse, addictions or and mental health issues, life skills, education, job training, and/or workforce development. An important component is to ensure self-sufficiency is maintained while appropriate support and oversight is provided
- **Rapid re-housing:** is a form of housing designed to help individuals and families exit homelessness and return to permanent housing in the form of short or medium term rental assistance to achive and maintain housing stability
- **Permanent Supportive housing:** housing that combines independent living and non-time-limited affordable housing assistance with supportive services. This represents the largest type used to re-house individuals in Las Vegas.

Because of the high demand for permanent supportive housing and rapid re-housing coupled with low supply, a dynamic shortage of these housing types exists. Coupled with the overall lack of affordable and low-income housing in Las Vegas, this remains one of the top challenges in finding places for people to live. While the overall quantity of these types are needed to assist individuals acclimate and transition, these housing types must be dispersed throughout the community at locations that have access to the On Board High Capacity Transit System, substantially subsidized, but close enough for an individual or family to easily access employment, basic services and assistance, and medical care, as needed. Where possible, these dedicated affordable units must be integrated with other dwelling units to provide a mix of incomes.

The City must also continue to work on regional efforts that preserve existing affordable housing inventory and ensure new developments include affordable housing units, as described in both the Housing goal and the Land Use Chapter of this plan. As authorized by the City Charter, it must also make direct investments in these types of

affordable housing, contract for the provision of housing, and as necessary, integrate dispersed affordable housing into new developments through zoning requirements, and request and make specific legislative and policy changes to enable Housing First development intended for homeless individuals and families.

THE CITY MUST WORK TO EDUCATE THE COMMUNITY ON HOMELESSNESS ISSUES WHILE ALSO MITIGATING THE NEGATIVE EFFECT OF HOMELESSNESS ON THE BUILT ENVIRONMENT

While homelessness can be both visible and invisible, the visible effects are what are most noticed. The MORE Team has noted that over time, a wider spread of homelessness and more calls for service to areas outside of the urban core, including suburban planning areas. Unfortunately, the effects, no matter there location have also had the effect of creating blighting conditions and safety concerns. Nowhere is this more pronounced than Downtown Las Vegas and throughout the Corridor of Hope, where the concentrating services, which are predictable and accessible by the population, has also meant a disproportionate share of homelessness conditions, services, and costs fall to the City.

These public concerns are those that cannot simply be ignored, as the ill effects of homelessness, whether loitering, panhandling, or encampments, can infringe

THE MORE TEAM

Calls for service involving the homeless often go to law enforcement for services. However, unless an actual emergency exists or a serious crime has been committed, law enforcement should not be utilized. The MORE Team is an alternative structure established so that homeless calls for service can be accepted, contact made, and transport of individuals offered. Attempts to avoid and reduce incarceration – and instead rely upon the dedicated services for the homeless, provided at the Courtyard and by other Corridor of Hope service providers – must be a best practice communicated to the public. While the MORE team does incorporate public safety officers, this unit frees up resources so LVMPD, Fire and Rescue, paramedics, or other first responders don’t need to.



upon the rights of others, create nuisances, and lead to additional costs borne on the City. The City’s Department of Operations and Maintenance have had to apply additional resources within Downtown Las Vegas and the Corridor of Hope to ensure waste was cleaned up and unsanitary and unhealthy conditions within City streets are properly removed. Should no action be taken by the City, problem areas could be exacerbated, leading to additional blighting conditions, increased waste from food, and the creation of spillover effects into surrounding neighborhoods.

Ultimately, proactive work to address these issues will help keep places clean and safe and positively influence property values. While some encampment clearance and right of way maintenance may be warranted and necessary, it must be done in a responsible, well-coordinated manner, with the MORE Team and other Corridor of Hope stakeholders and done so individuals can access services at the Courtyard Homeless Resources center and other service providers. It is necessary to carefully balance a reasonable concentration of services and affordable housing in Downtown Las Vegas, but at the same time, the City must continue to investigate dispersing resources and affordable housing to other areas of potential need, without creating ill effects in new areas. The City must in turn continue to work with the County, North Las Vegas, and Henderson on their respective solutions, which must incorporate an effort at geographic dispersal, especially so the City doesn’t become a sole receiving source for all other regional homeless issues.

Finally, a key to ending homelessness in the City must include a component that educates and engages the community that provides general information on how the public can provide direct help. A structured program can help place donations, volunteers, and funding where they are needed most. The City has previously provided numerous features through the Office of Community Services and Communications. In the future, it must also implement a recognized and unified initiative to raise awareness and build support for people experiencing homelessness, so the unique problems facing these individuals and families are better understood.

THE CITY LACKS RESOURCES TO ADDRESS HOMELESSNESS ALONE

Because homelessness is widely recognized as a problem that must be addressed and the need for resources so great, fundraising, donations, and charitable contributions are a typical stream and source of revenue for basic service provision. These sources must continue to be developed

and emphasized, especially amongst philanthropic giving. However, because giving has its limits, may be cyclical, and may have restrictions on use, other resources and funding must be relied upon and leveraged. Efforts to implement additional elements of are constrained by financial resources. Housing First strategies require significant capital and operational investments and current resources have not been sufficient to meet the all demanded needs.

Like many municipalities, the City has worked to expand homelessness programs to address growing demands for services. Over time, the City has increased dedicated resources to increase the capacity of its Office of Community Services to address homelessness head on. The Courtyard project itself represents a more than \$20 million investment in new infrastructure and operating costs. However, it is clear that current Federal, state, and local funding sources are inadequate.

Although several funding streams contribute to homeless assistance programs in the city, more are required beyond the City’s General Fund Budget and Capital Improvement Budget. Finding sources of sustainable funding will continue to be a major barrier. The city will expand on its current funding resources and collaborate with stakeholders to leverage resources and sources of funding by:

- Applying for state, pass-through, and Federal funding and grants from HUD, VA, Community Development Block Grant, VA, and other supportive grant funding sources that can be leveraged with privately funded monies, and city resources. This should be done in a coordinated manner or jointly through the Help Hope Home as the region’s Continuum of Care, but where programs include local government involvement, the City can play a role in obtaining these funds
- Request from the Legislature general statutory laws or new enabling power to commit a dedicated source of funds to address homelessness. Because many funding sources may have constraints, flexibility is necessary to allow funding sources to be transferred, prioritized, and better used to meet needs. The ability to apply CDBG, RDA funding, and toward a newly created “End Homelessness” fund that could accomplish those strategies would provided latitude toward aligning money were it is needed and best spent.
- Pursue alternative or initiate new innovative funding sources to support the development of affordable/ homeless housing. The Mayor’s Fund for LAS Vegas LIFE is an example of an effort to apply philanthropic funding toward dedicated projects or issues, such as the Courtyard.

IMPLEMENTATION STRATEGIES

- Adopt and annually evaluate the City’s Homeless Strategic Plan designed to guarantee that basic needs are met in the community and ensure it is in alignment with Help Hope Home, the Southern Nevada Continuum of Care and other regional efforts
 - Formally lead, centralize, and brand the City’s coordinated response to homelessness
 - Monitor and evaluate the quality, comprehensiveness, and effectiveness of homeless services
 - Empower the Homelessness Advisory Committee and subcommittee as a working group to provide ongoing consultation with City departments and agencies responsible for providing services
 - Equip the MORE team and human services personnel with additional resources, skills, and training to effectively improve the well-being of vulnerable populations and communicate resources to the homeless population in coordination with non-governmental service providers
 - Deploy a coordinated entry and assessment program to better understand who’s homeless and why
 - Implement case management to improve client support services and management
 - Share data and meet regularly with service providers
- Employ direct homelessness prevention measures and a “Housing First” strategy to quickly and efficiently serve at-risk or homeless individuals
 - Build, construct, contract for, incentivize or require bridge, transitional and rapid re-housing units
 - Implement the recommended affordable housing strategies enumerated within the Housing goal and the Land Use Chapter of this plan
 - Disperse new affordable housing units in or near new TOD place types to provide access to employment, basic services and assistance, and medical care,
 - Preserve existing affordable housing inventory and ensure no net loss of affordable or very affordable subsidized units
- Provide intervention services, to serve as a basic temporary resource and provide a pathway out of homelessness
 - Continue to monitor and coordinate daytime and overnight use of the Courtyard and other regional emergency shelters
 - Complete construction and build out of the Courtyard Homeless Resources Center
 - Provide dedicated temporary homeless services, including Job and income replacement programs, connections to workforce development, and connections to basic temporary financial support
 - Increase the number of volunteers and donation of resources of basic needs
 - Hire and provide basic medical and mental health care services,
 - Develop and expand a medical respite and recuperation program
- Develop sustainable funding streams and resources that can be leveraged and applied to combatting homelessness
 - Dedicate a grant writer or coordinator to apply for state, pass-through, and Federal funding and grants coordinated manner or jointly through the the Continuum of Care
 - As part of a larger Legislative package, request general laws or new enabling powers within the City Charter governing homelessness, with the ability to dedicate funding streams and the provision of additional dedicated incentives and tax credits for affordable housing
 - Create a flexible “End Homelessness” fund
 - Pursue alternative or initiate new innovative funding sources
- Educate the community and homeless individuals and families on homelessness issues while thoughtfully mitigating impacts of homelessness on the community
 - Establish and support programming and events that inform residents of available human services and connect vulnerable community members to available programs or services
 - Review and amend LVMC and city policies that directly affect the homeless population
 - Ensure waste, unsanitary, and unhealthy conditions within City streets and City property are properly abated
 - When warranted, clear encampments and remove unsafe conditions using a transparent, well-coordinated approach using the MORE Team and other Corridor of Hope stakeholders