SOUTHERNNEVADASTRONG

DATE:	March 26, 2025
TO:	SNS Economic Development Task Group
FROM:	RTC & ECOnorthwest
SUBJECT:	Economic Development Task Group Meeting #1 Agenda

Date: March 26, 2025
Time: 10:00AM – 11:30AM PST
Location: RTC Administration Building, Room 108

Welcome and Introductions

Time: 10 minutes

- Welcome remarks and introduction to consultant team from the RTC
- **Participant introductions:** Name, organization, and role.
- **Icebreaker question:** *What's the most important thing we need to do to bring more high-paying jobs to Southern Nevada over the next 25 years?*

Overview of the Southern Nevada Strong (SNS) 2050 Plan

Time: 10 minutes

- Background
- Regional Economic Challenges
- Economic Development Task Group's Purpose and Scope

SWOT Analysis Exercise

Time: 45 minutes

- **Introduction to SWOT Analysis**: Strengths, Weaknesses, Opportunities, and Threats related to economic development.
- **Breakout Groups**: Participants will analyze and document barriers and opportunities.
- **Group Presentations**: Summary of breakout group discussions and key findings.

What's Next: Activity Centers Analysis

Time: 20 minutes

- Introduction
- Methodology and Economic Indicators Discussion
- Economic, Workforce, and Infrastructure Factors
- Group Discussion and Feedback

Next Steps and Action Items

Time: 3 minutes

Open Forum and Adjournment

Time: 2 minutes

- Questions, comments, and additional input from participants.
- Closing remarks and meeting adjournment.

Resources:

- Economic Development Meeting #1 Summary (to follow)
- Economic Development Task Group Meeting #1 Presentation Slides (to follow)
- Economic Development Factsheet

Economic Development Task Group

MEETING #1 SUMMARY

Wednesday, March 26, 2025
10:00-11:30 AM

RTC Administration Building, Room 108
600 S Grand Central Pkwy #350, Las Vegas (RTC Offices)

Overview

The RTC has launched the Southern Nevada Strong (SNS) 2050 Regional Plan Update, a new plan driven by our community to bring housing we can attain, higher-paying jobs, and better ways to get around the region for everyone. To support this effort, a dedicated Economic Development task group was established to help shape the role of economic development in the plan update.

The first task group meeting focused on understanding regional strengths, barriers, and opportunities related to economic development. The meeting also introduced the methodology for an Activity Centers Analysis, which will help identify key community and economic hubs in the region.

Participants

Economic Development Task Group members in attendance included representatives from:

- Clark County (Aviation Department, Economic Development)
- City of Las Vegas
- City of North Las Vegas
- City of Henderson
- Las Vegas Global Economic Alliance (LVGEA)
- Governor's Office of Economic Development
- Governor's Office of Small Business Strategy
- University of Nevada, Las Vegas (UNLV) – Lincy Institute
- AAPI Leadership Team

Agenda

- Welcome and Introductions
- Overview of the SNS 2050 Regional Plan Update
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Exercise
- Introduction to Activity Centers Analysis
- Next Steps and Action Items

Welcome and Introductions

Michelle Larime (RTC) welcomed participants and provided an overview of the meeting's purpose and agenda. Participants introduced themselves and responded to an icebreaker prompt:

"What's the most important thing we need to do to bring more high-paying jobs to Southern Nevada over the next 25 years?"

Responses emphasized a need to invest in education, improve business infrastructure, and expand industry diversity.

Overview of the SNS 2050 Plan

Tyler Bump (ECOnorthwest) provided an overview of the Southern Nevada Strong (SNS) 2050 Regional Plan Update, highlighting how economic development fits within the broader topic of regional planning, such as transportation, climate and housing. He noted that the update builds on the 2015 SNS Plan and aims to respond to a rapidly evolving regional context marked by shifting demographics, economic uncertainty, and growth-related challenges.

The presentation emphasized several key trends expected to shape Southern Nevada's economic future:

- Clark County employment is projected to grow by 20% by 2050, with the strongest gains anticipated in education and health services, a 47% increase over the planning horizon.
- Las Vegas GDP growth has remained strong compared to peer metros since 2011, suggesting a solid economic foundation to build upon.

♦ Forecasted population growth and regional development pressures are driving the need for more coordinated investment in infrastructure, workforce development, and land use planning.

The plan update process includes several interrelated components related to economic development, scenario planning for future growth, an analysis of activity centers, and identifying opportunity sites across the region, which will work together to identify strategies for creating a more resilient, future-ready region.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Exercise

Facilitated by ECOnorthwest, task group members participated in a SWOT analysis to identify Strengths, Weaknesses, Opportunities, and Threats related to Southern Nevada's economic development landscape. Participants were divided into small groups, each supported by a facilitator and notetaker. The discussion was framed by the following prompt:

"What does an ideal economic future for Southern Nevadans look like in 2050? What strengths, weaknesses, opportunities, and threats help facilitate or create barriers for achieving that vision?"

The exercise built on pre-populated SWOT boards, with participants identifying what was missing and reflecting on local realities from policy, development, service, and advocacy perspectives. Each group shared report-outs highlighting emerging priorities and tensions. Insights included:

Strengths: What regional attributes have facilitated strong economic growth and household prosperity? What competitive advantages or infrastructure assets exist? How has collaboration supported past development? Insights included:

♦ Strong aviation and logistics infrastructure (including a new airport in planning)
♦ Emerging industries in film, sports, and entertainment
♦ Tourism office and global visibility
♦ Engineering programs at UNLV and trade programs in construction
♦ Young and diverse population

Weaknesses: What factors are currently hindering economic diversification and resilience? What barriers exist to inclusive growth?

♦ Limited higher education retention and graduate opportunities

- Lack of commercial banking access and angel investment
- Occupational licensing and regulatory hurdles
- Capacity constraints at McCarran International Airport
- Overreliance on legacy industries like gaming

Opportunities: What new resources, policies, or partnerships could accelerate regional prosperity? Where are the leverage points for strategic investment and reform?

- Expansion of UNLV School of Medicine and health-related industries
- Apprenticeship programs and workforce training
- Smart regional land use and transportation coordination
- Policy reform around occupational licensing and interstate collaboration
- Strong foundations for attracting new sectors like biotech or advanced manufacturing

Threats: What internal or external forces could jeopardize long-term economic stability or household well-being? How might regulatory, fiscal, or environmental factors limit progress?

- Rising cost of living and housing affordability challenges
- Outmigration of skilled workers to neighboring states
- Weak coordination structures at the regional level
- Limited natural resources (e.g., land, water)
- Federal funding gaps and infrastructure investment barriers

Activity Centers Analysis

Tyler Bump and Justin Sherrill (ECOnorthwest) introduced the forthcoming Activity Centers Analysis, which will help identify strategic areas for targeted infrastructure, housing, and economic investment as part of the SNS 2050 Plan Update. While there was limited time for a full group discussion during the meeting, participants were asked to consider several key questions and invited to follow up with additional input:

- What existing or emerging regional centers should be considered?
- What assets define an economic activity center?
- What's missing from current methods and metrics?

Participants were encouraged to reflect on how local industry clusters, connectivity, and alignment between jurisdictions, RTC, and land use agencies might shape future activity center planning. Ongoing feedback from task group members will inform the next phase of this analysis.

Next Steps and Action Items

- ECOnorthwest and RTC will synthesize the SWOT findings and launch the Activity Centers Analysis.
- Participants were encouraged to continue providing input on regional assets and priorities.

The date for the next meeting will be determined shortly and shared with members.

Agenda

- **Welcome and Introductions** (10 mins)

- **Overview of the Southern Nevada Strong (SNS) Regional Plan Update** (10 mins)

- **SWOT Analysis Exercise** (45 minutes)

- **Activity Centers Analysis** (20 mins)

- **Next steps and action items** (3 mins)

- **Open forum and adjournment** (2 mins)

Meeting Objectives

- Get to know members of the Task Group

- Understand what SNS is and why we are updating the plan

- Understand high level trends that impact economic development

- Think about changes across Southern Nevada that might impact economic development over the next 25 years

- Discussion of opportunities and barriers to meeting economic development needs in the future

Together We Know a Lot

We have something to learn from everyone in the room

WAIT (Why Am/Aren't I Talking)

Actively participate and share your perspective with the group and be sure to create space for others to do the same

Seek Commonality

We will disagree—which is okay—but will be guided by our shared commitment

Don't Make Assumptions

Come to discussion with an open mind and ask clarifying questions to confirm understanding

Practice Holding Multiple Truths

All experiences are valuable and contribute to our shared understanding

Welcome and Introductions

Welcome! Let's get to know each other.

Introduction Round-Robin:

Each person, please share:
- *Your Name*
- *Your Organization*
- *Your Role*
- *Your Answer to the Icebreaker Question*

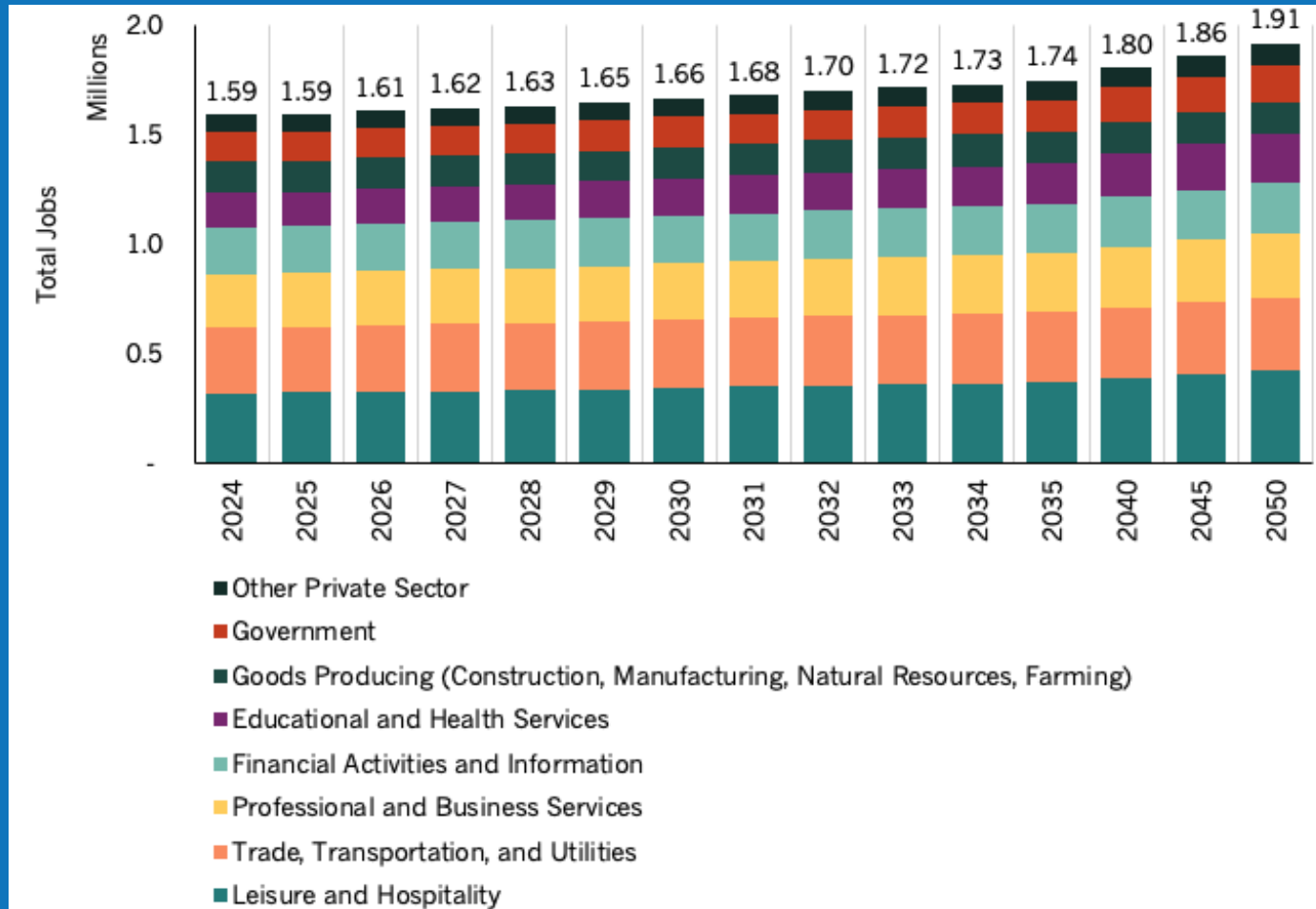Let's take a moment to connect and learn more about each other before we dive in!

Icebreaker Question

What's the most important thing we need to do to bring more high-paying jobs to Southern Nevada over the next 25 years?

Overview of Southern Nevada Strong (SNS)

Regional Plan Update

Why Are We Here?

Clark County Employment Projections by Industry, 2024 to 2050

- Clark County employment is expected to **grow 20%** by 2050

- Education and health services is projected to have the strongest future growth, with a **47% increase**

University of Las Vegas 2024-2060 Population Forecasts, Prepared for Regional Transportation Commission of Southern Nevada

Why Are We Here?

LVGEA Vision 2050 – GDP Growth

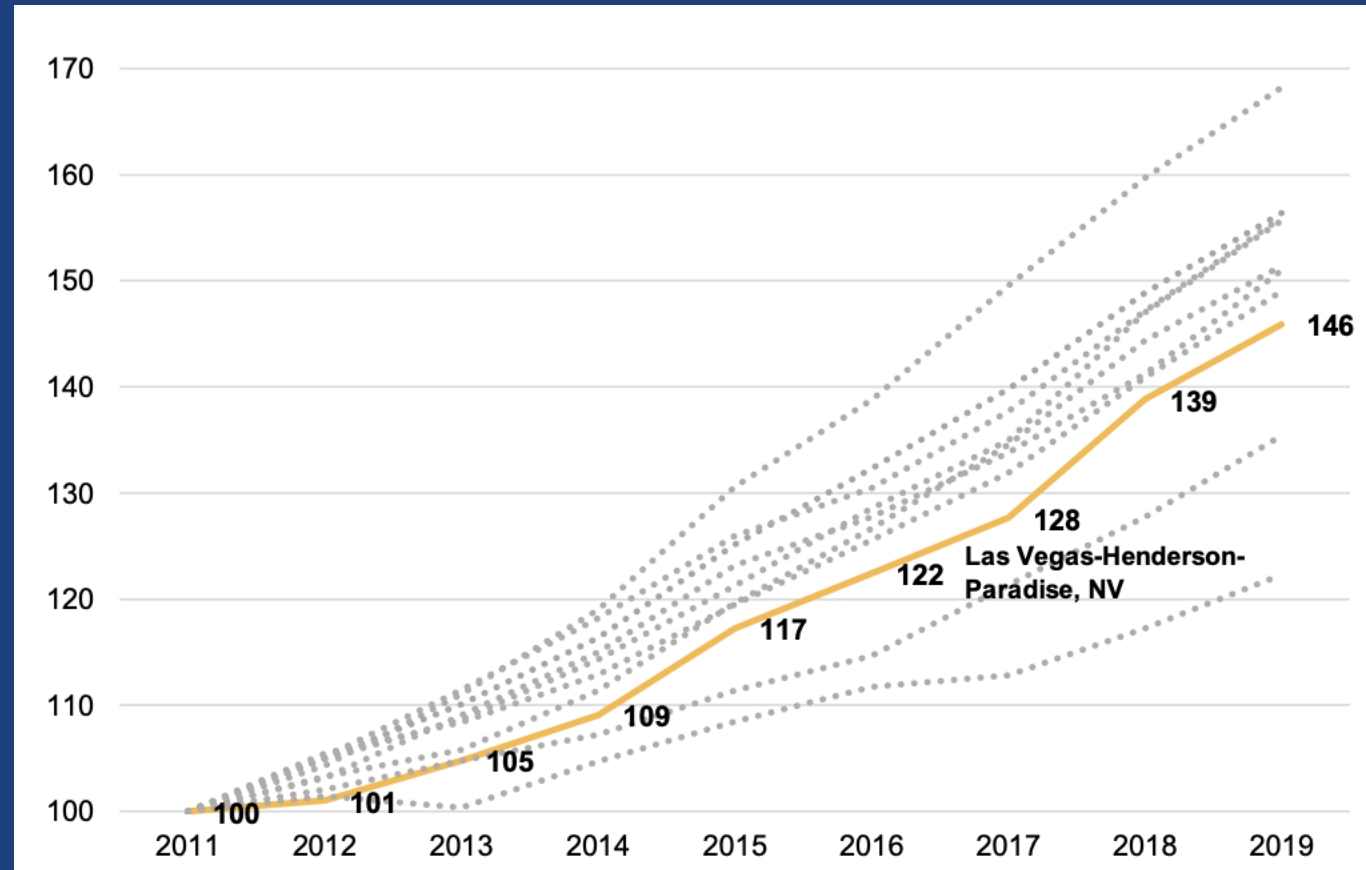*Figure 3: Index of GDP growth for Las Vegas and peer metros (2011=100). Source: Bureau of Economic Analysis, Federal Reserve Bank of St. Louis.*

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Why Are We Here?

Promote a Resilient & Diverse Economy

Connect People, Businesses, & Ideas

Support the Emergence & Maturation of Southern Nevada's New Target Industries

Strengthen & Reimagine Regional Collaboration

Stimulate a Future-Ready Workforce

Evolving RTC's Role in Regional Planning

- **Adopted the Southern Nevada Strong (SNS) Regional Policy Plan** in 2015 to support growth.

- **SNS Plan promotes regional coordination to** tackle shared challenges and enhance quality of life.

- **RTC's MPO oversees the SNS Plan**, integrating transportation with housing, land use, and economic planning.

- **Plan update aims to** address challenges, strengthen coordination, and implement the 10-year update.
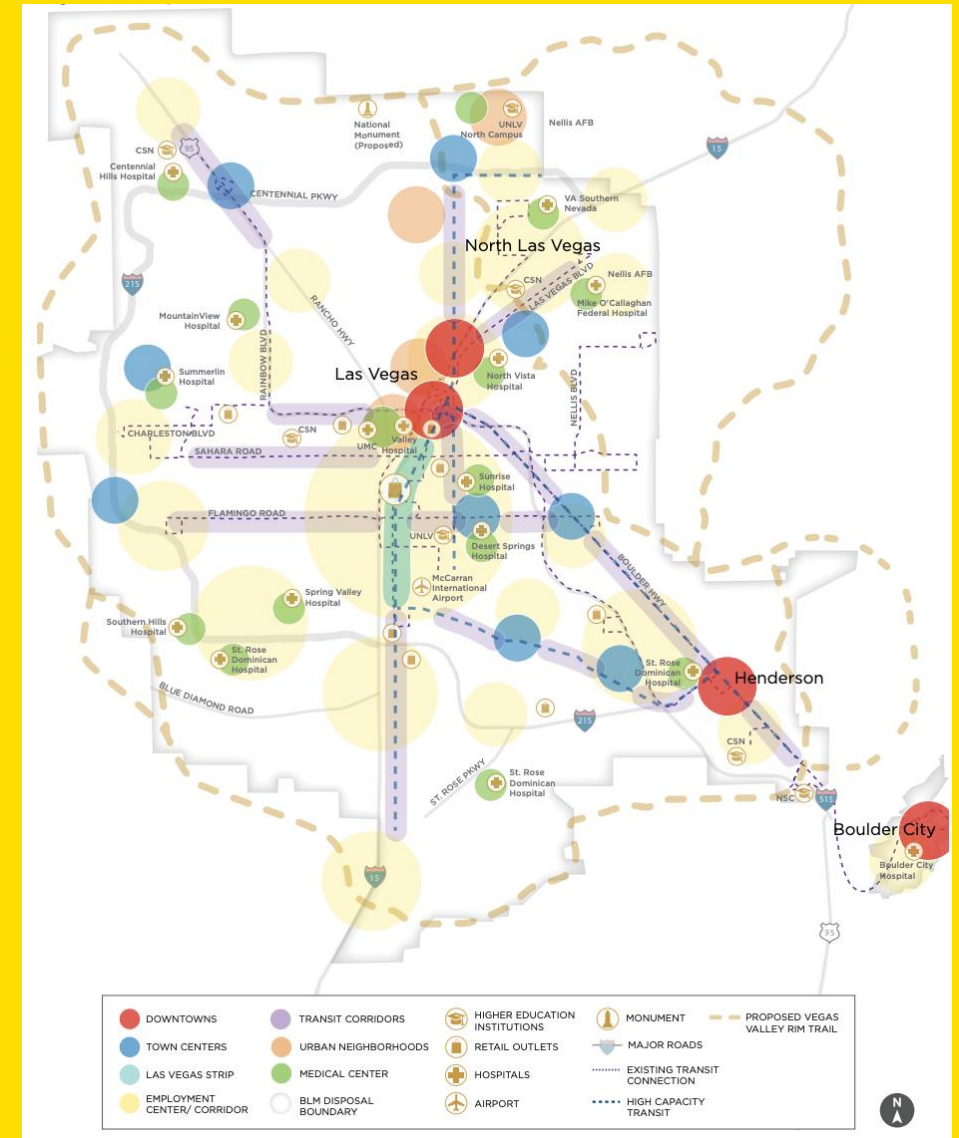
Overview of SNS 2050 Process

We're Here!

Phase I: Existing Conditions	Phase II: Scenario Planning	Phase III: Implementation Plan	Phase IV: Final SNS 2050 Plan
FEB - JULY 2025	**JULY – SEP 2025**	**SEP 2025 - FEB 2026**	**FEB - SEP 2026**

TASKS SUPPORTED

◆ SWOT Analysis ◆ Activity Centers Analysis ◆ Housing Market & Needs Assessment	◆ Evaluation Criteria and Assumptions ◆ Baseline & Future Scenarios Development	◆ Strategic Actions ◆ Policy Growth Areas ◆ Regional Housing Strategy ◆ RTP Integration ◆ Governance & Monitoring Program	◆ Draft & Final Regional Plan ◆ Presentations

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Overview of Economic-Development-Related Tasks

- **Activity Centers Analysis:** Identifies key hubs for development and infrastructure planning.

- **Scenario Planning:** Evaluates future outcomes to guide resilient decision-making.

- **Priority Growth Areas:** Zones for focused, sustainable development.

- **Opportunity Sites:** High-potential areas for redevelopment and investment.

- **Strategic Action Plan:** Defines goals and steps for long-term growth.

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Role of the Economic Development Task Group

The **Economic Development Task Group** will help our team develop a regional housing strategy and regional plan for Southern Nevada.

SNS Steering Committee

Task Groups

Housing

Economic Development

Community Engagement

Scenario Planning

- Attend meetings every few months to provide input and reviewing key deliverables related to activity centers, scenario planning, and policy development. Up to 6 Meetings.

SWOT Analysis Exercise

Understanding SWOT Analysis

A **SWOT Analysis** is a strategic planning tool used to assess an organization, project, or region by identifying key internal and external factors that impact success. It helps organizations make informed decisions and develop strategies for growth.

The Components of today's **SWOT Analysis** include:

Opportunities	Threats

BREAKOUT GROUP #1

- **Shani Coleman**
- **David Damore**
- **Kyle Duthie**
- **Dorian Stonebarger**
- **Becky Miller**
- **Carlos Gomez**

BREAKOUT GROUP #2

- **Dina Babsky**
- **Jen Bambao**
- **Steve Neiger**
- **Terri Sheridan**
- **Sean Robertson**
- **Denise Daniels Fanning**

Staffing
- **Breakout #1: Tyler & Josie**
- **Breakout #2: Lee Ann & Justin**

STRENGTHS

- What regional attributes have facilitated strong regional economic growth and household prosperity?

WEAKNESSES

- What regional factors are hindering strong regional economic growth and household prosperity?

OPPORTUNITIES

- What new resources, policies, or partnerships (within the region or beyond) can encourage strong regional economic growth and prosperity?

THREATS

- What challenges (within the region or beyond) could cause economic stagnation and reduce household prosperity?

Activity Centers Analysis

Introduction

An Activity Centers Analysis
maps different regional destinations
that contain a concentration of different assets.

The Goal is to Explore Key Hubs for Regional Growth

By understanding how these centers function, communities can make informed decisions that enhance their economic competitiveness, connectivity, and quality of life.

Relationship to Economic Development

Activity Centers & Economic Development

Activity centers are key hubs of jobs, housing, and transit, driving regional economic growth.

Analyzing them helps:

Target Investment

Boost Job Access

Attract & Retain Businesses

Promote Sustainable Growth

Introduction

What is an **Activity Center**?

Activity centers are key hubs of economic, social, and transportation activity. This analysis explores their function, growth potential, and strategies to improve connectivity, sustainability, and economic vitality.

Define

How do we define an Activity Center in *technical terms*?

Zones of spatially concentrated assets:

- Commercial uses
- Cultural landmarks
- Concentrated infrastructure
- Economic activity

Brookings Method:

- Five types of assets: community, tourism, consumption, institutional, and economic
- Three types of centers: mono, secondary, and primary

Identify

Brookings Method

Five Types of Assets:

Community   Tourism   Consumption   Institution   Economic

- Calculate presence of assets in Census block groups
- Presence can be density, or binary, depending on asset
- Normalize presence as location quotient

Identify

 Brookings Method

Three Types of Centers:

PRIMARY

Two or more location quotient scores above 98th percentile

SECONDARY

Two or more CT scores above 95th percentile, but doesn't qualify as primary center

MONO

One CT scores above 98th percentile, but doesn't qualify as primary or secondary center

Pre-Discussion

What are some of the regional activity centers we have here in the region now?

What areas have the potential to be activity centers in the future?

What assets should we account for in our analysis?

What assets contribute to our activity centers in the region?

Overview of the Workplan

Define

What is an Activity Center?

Identify

Source data from public, administrative, and qualitative sources

Combine asset indicators and score block groups

Validate/ Contextualize

Do complimentary datasets on population and visitation confirm our findings?

What can they tell us about who lives in or near Activity Centers vs. who visits/works there?

Evaluate

What are the regional opportunity implications of our findings?

Do all regional residents benefit from centers equally?

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Identify

Proposed Method

"**Amended Brookings**" method:

- Still **quantify centers** by both prevalence **and** mix of assets. Retain the "Density" LQ method

- **Expand economic category** with local administrative data (assessor) if possible

- **Amend:** Replace, where possible, datasets with local admin data. Replace/add asset data based on stakeholder data. Replace public datasets that are already or may be likely to be phased out (i.e. HIFLD).

- **Improve** upon statistical methods (i.e. treat binary indicators differently from density indicators).

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Validate/Contextualize

✓ **Centering Opportunity**

Validate/Contextualize findings

- **Quantify "daytime" and "nighttime" populations to understand:**
  - Do our centers see sustained populations throughout the day (indicating people live/work/play there), or only one?
- **Examine high-level demographic data on visitors to a center to understand:**
  - Exclusivity or inclusivity of various centers.

Evaluate

 Evaluating the Region

Block Groups will be evaluated based on their:

- **Access / Connectivity**
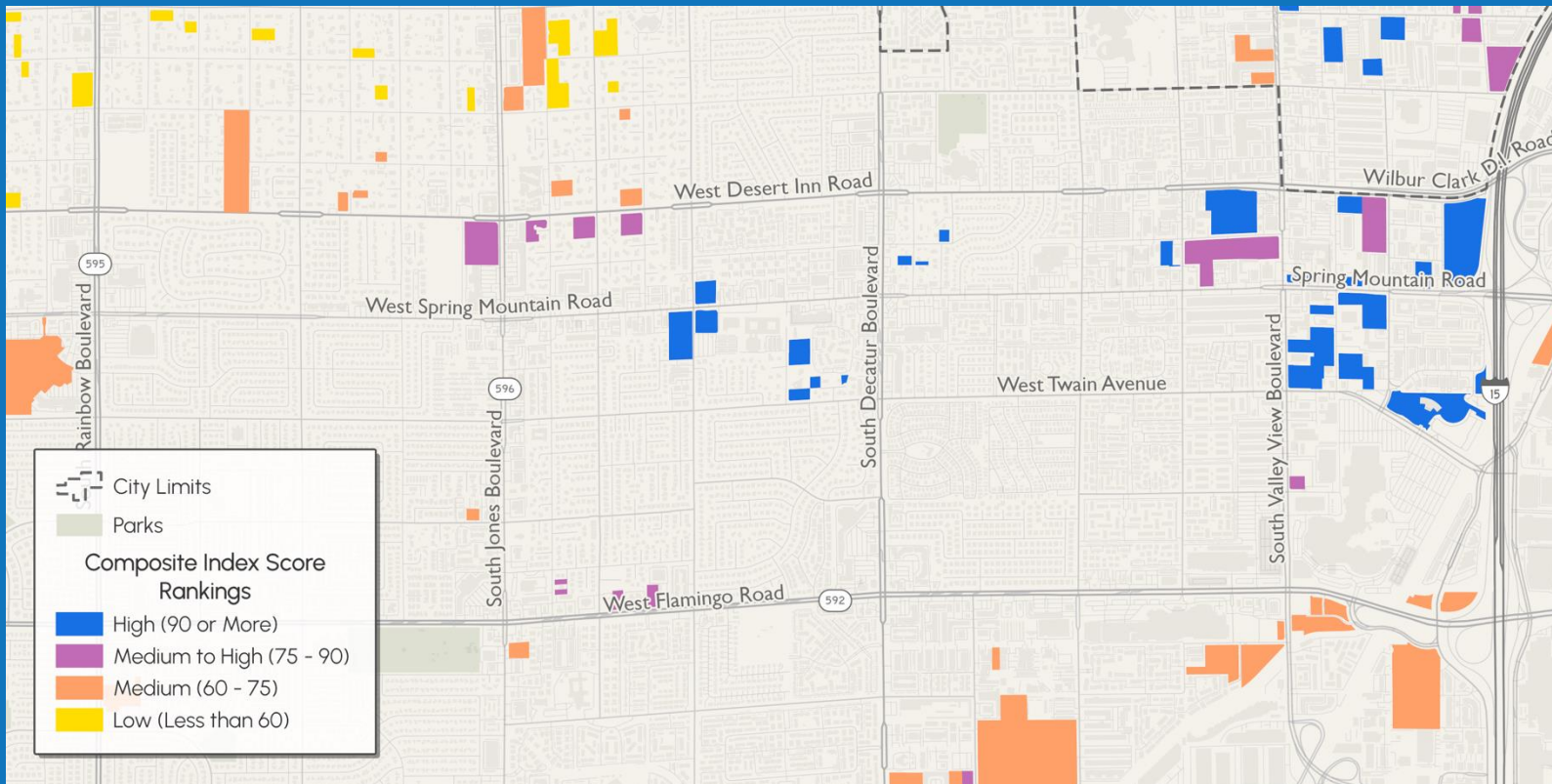- **Typology & Demographics**
- **Development Opportunities**

Water Street, Henderson

Evaluate

Integrating SNS Opportunity Site Analyses

Composite Index Score Rankings
- City Limits
- Parks
- High (90 or More)
- Medium to High (75 - 90)
- Medium (60 - 75)
- Low (Less than 60)

- Align with preliminary evaluation of opportunity sites from underutilized land inventory (ULI) work.

- Evaluate activity relative to composite index of development opportunity from the land inventory.

- Build on conversations with stakeholders around where they want to see growth.

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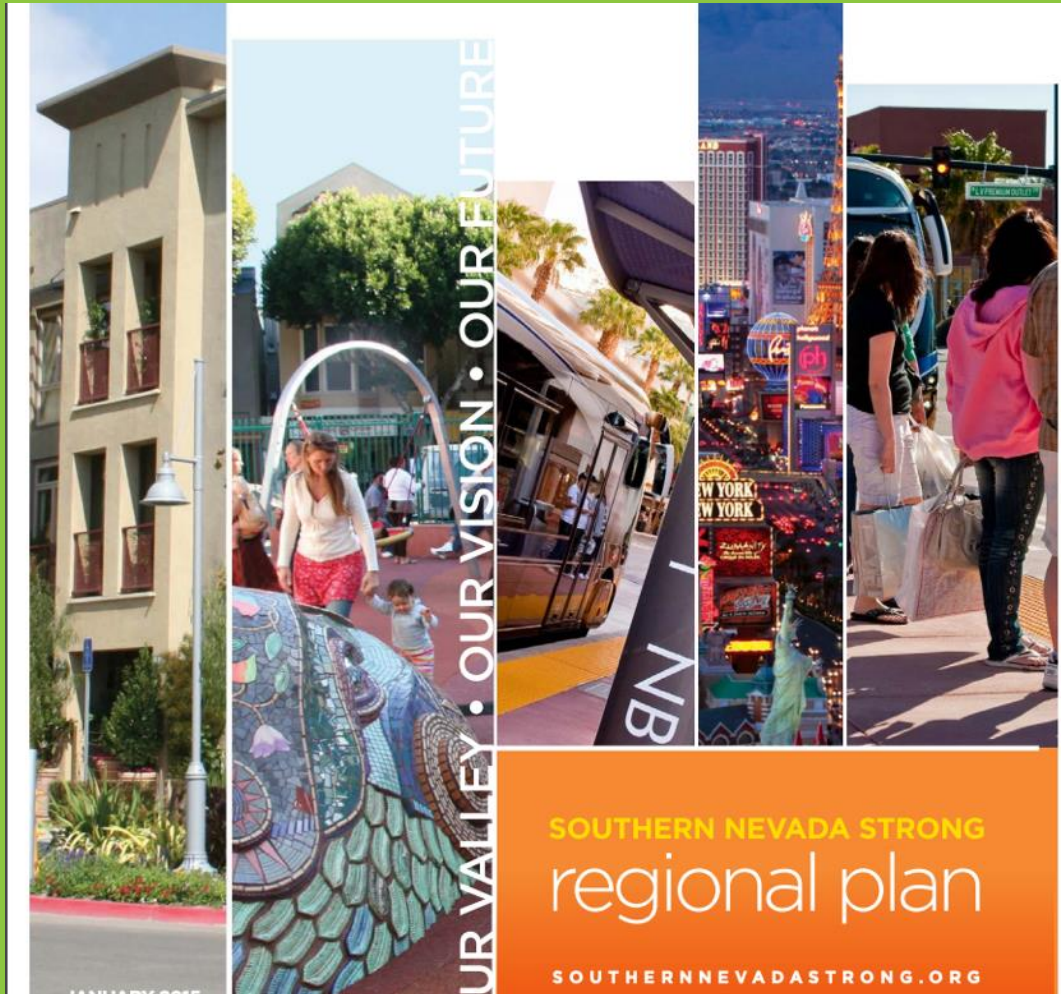
Existing Examples

Prior Examples
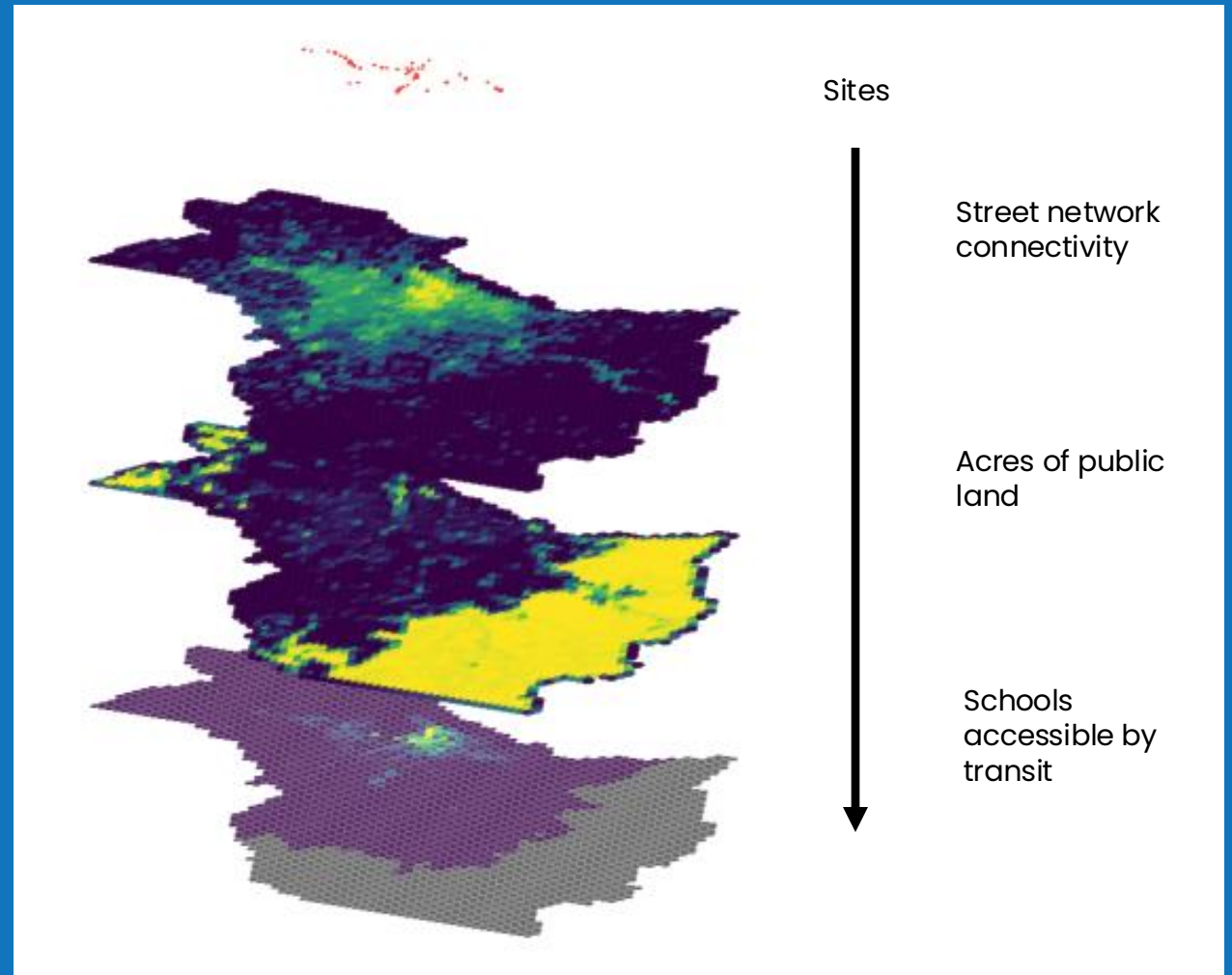
Tucson Corridors Market Analysis

Analyzing development trends and asset-related metrics to group major city corridors into market typologies

Cumulative Permitted Valuation

- BROADWAY BLVD - DOWNTOWN ($214,567,059)
- SPEEDWAY BLVD - MIDTOWN ($153,767,123)
- N ORACLE RD ($81,879,288)
- BROADWAY BLVD - EAST ($77,361,947)
- 22ND ST - MIDTOWN ($74,641,785)

Issued Year

Source: City of Tucson
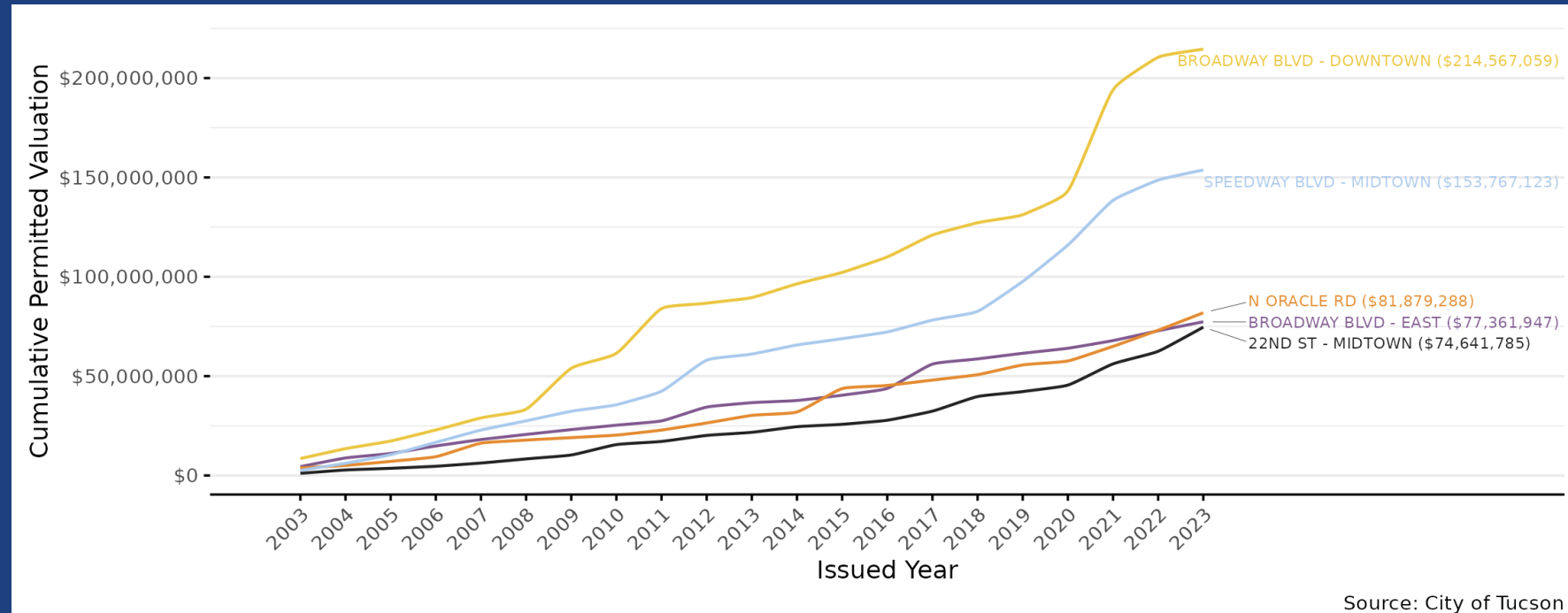
Next steps

- **Coordinate** with LVGEA

- **Take the Phase I survey** when it becomes available

- **Review results** from Activity Centers Analysis

- **Review scenario planning results** with an eye towards economic development, job growth, and real estate development for growth capacity

- **Growth strategies focus** on Economic development and land capacity

- **Next meeting** in August (joint with the Housing Task Group!)

Thank you!

Tyler Bump, Project Director – bump@econw.com

Project Manager, Lee Ann Ryan – ryan@econw.com

Technical Manager, Justin Sherrill – sherrill@econw.com

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RTC

ECO northwest