



Economic Development Task Group

MEETING #2 SUMMARY

Wednesday, July 30, 2025
8:00-9:30 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 second task group meeting explored the connection between housing and economic development, emphasizing how affordability and location influence workforce access and regional competitiveness. Participants also reviewed a draft map of Activity Centers, providing feedback on missing hubs and future development areas, helping refine the spatial framework for regional planning. Participants also provided feedback on how economic development priorities might be evaluated during Scenario Planning. Finally, the task group discussed how MPOs can support economic development.

Participants

Economic Development Task Group members in attendance included representatives from:

- ◆ Clark County
- ◆ City of Las Vegas
- ◆ City of North Las Vegas
- ◆ City of Henderson
- ◆ Las Vegas Global Economic Alliance (LVGEA)
- ◆ Governor's Office of Economic Development

- ◆ Brookings Institute
- ◆ University of Nevada, Las Vegas (UNLV) – Kirk Kerkorian School of Medicine
- ◆ Workforce Connections
- ◆ Boys & Girls Club of Southern Nevada
- ◆ SNV Building Trades Union
- ◆ Community Members
- ◆ Asian American and Pacific Islander Chamber of Commerce

Agenda

- ◆ Welcome, Introductions, & Agenda Overview
 - ◆ Housing and Economic Development
 - ◆ Preliminary Activity Centers Analysis
 - ◆ Link to Scenario Planning
 - ◆ MPO Regional Economic Development Role
 - ◆ Next Steps and Action Items
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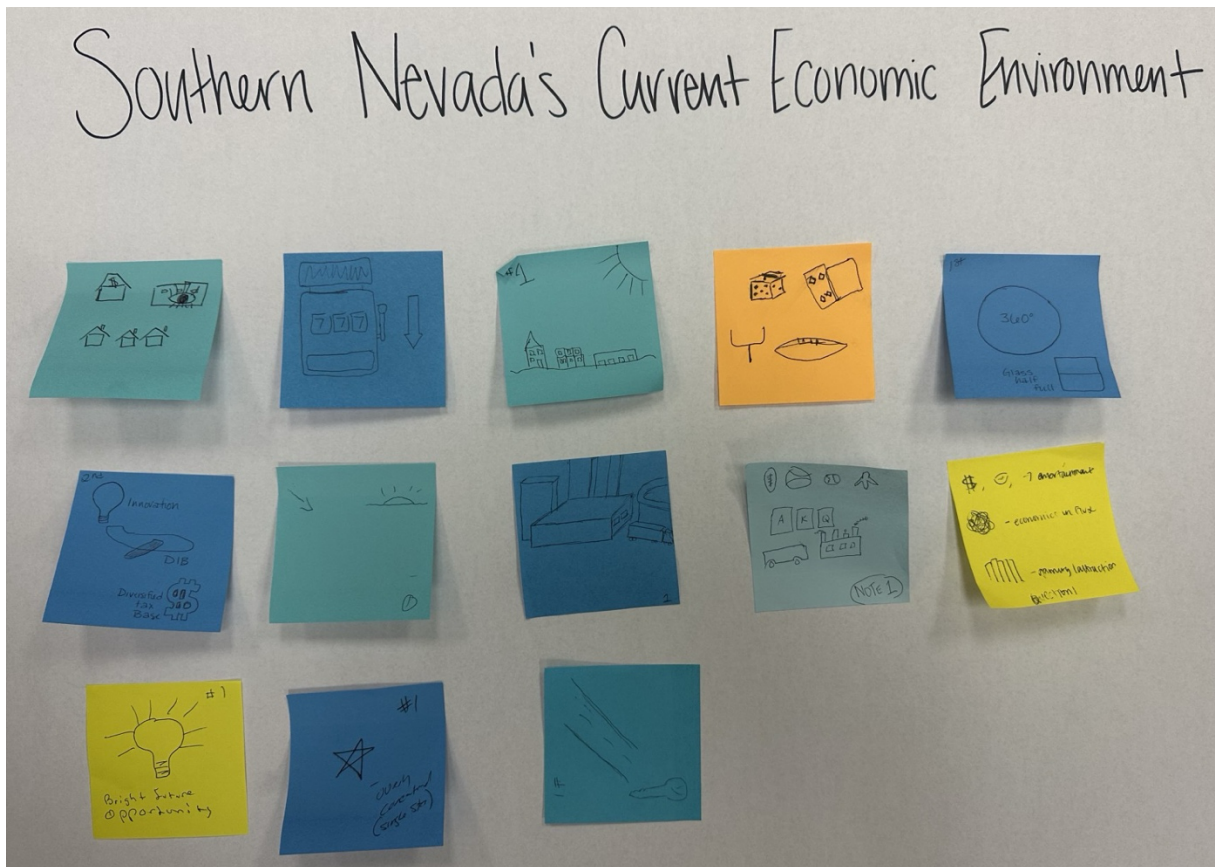
Welcome and Introductions

Tyler Bump (ECONorthwest) welcomed participants and provided an overview of the meeting's purpose and agenda. Participants introduced themselves and participated in an icebreaker activity:

“Draw 1-3 things that characterize what you think Southern Nevada’s current economic environment is about.”

Drawings emphasized an overconcentration in gaming and tourism, but also acknowledged sports, manufacturing, and transportation. Drawings also emphasized positive momentum and optimism, while acknowledging that more tools and collaboration are needed. See image below.

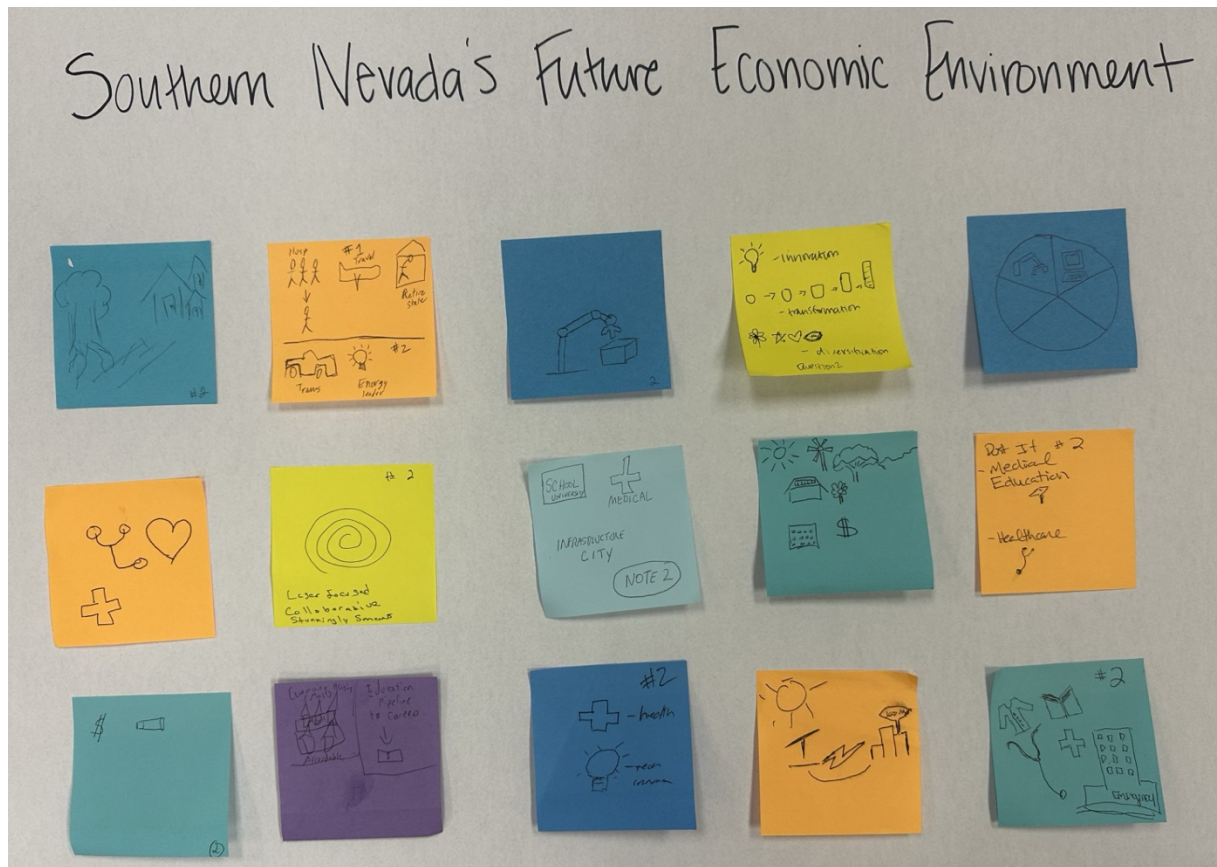
Exhibit 1. Steering Committee Workshop Icebreaker Activity Question #1



“Draw 1-3 things that you want to see Southern Nevada become known for in the future”

Drawings emphasized a healthy diversification in areas such as healthcare, clean energy, manufacturing, innovation, and resiliency. Discussion also highlighted infrastructure needs to support desired job growth. Additionally, participants shared that success will come through innovation, collaboration, and focus. See image below.

Exhibit 2. Steering Committee Workshop Icebreaker Activity Question #2



Housing and Economic Development

Tyler Bump (ECONorthwest) provided an overview of the Housing Needs Assessment (HNA) findings. The discussion emphasized the critical role that housing plays in supporting Southern Nevada's economic development goals, particularly in relation to workforce attraction, job access, and business retention. Participants highlighted how housing affordability and availability intersect with employment trends and regional competitiveness.

Several key themes emerged from the conversation:

- ◆ Housing affordability remains a top barrier to employment access, particularly for lower-income residents who face compounded challenges from both housing and transportation costs.

- ◆ For large-scale employers, insufficient local housing options often necessitate workforce relocation, making housing availability a critical factor in site selection and talent retention.
- ◆ Medical residents and hospital staff are increasingly impacted by high housing costs, leading to concerns that recent graduates may leave the region rather than remain and contribute to the local workforce.

The conversation also explored current misalignments between job centers and housing costs:

- ◆ While Southern Nevada has historically benefited from more affordable housing compared to coastal peers, rising costs have raised questions about whether current job offerings generate sufficient income to keep pace with the cost of living.
- ◆ Business owners relocating from other states are often forced to live in different communities than where their businesses operate, illustrating a spatial mismatch between jobs and housing.
- ◆ North Las Vegas was cited as a more affordable alternative, potentially more aligned with service-sector job concentrations, though limited infill opportunities and a focus on greenfield development in areas like Apex present planning challenges.

Additional insights raised during the discussion included:

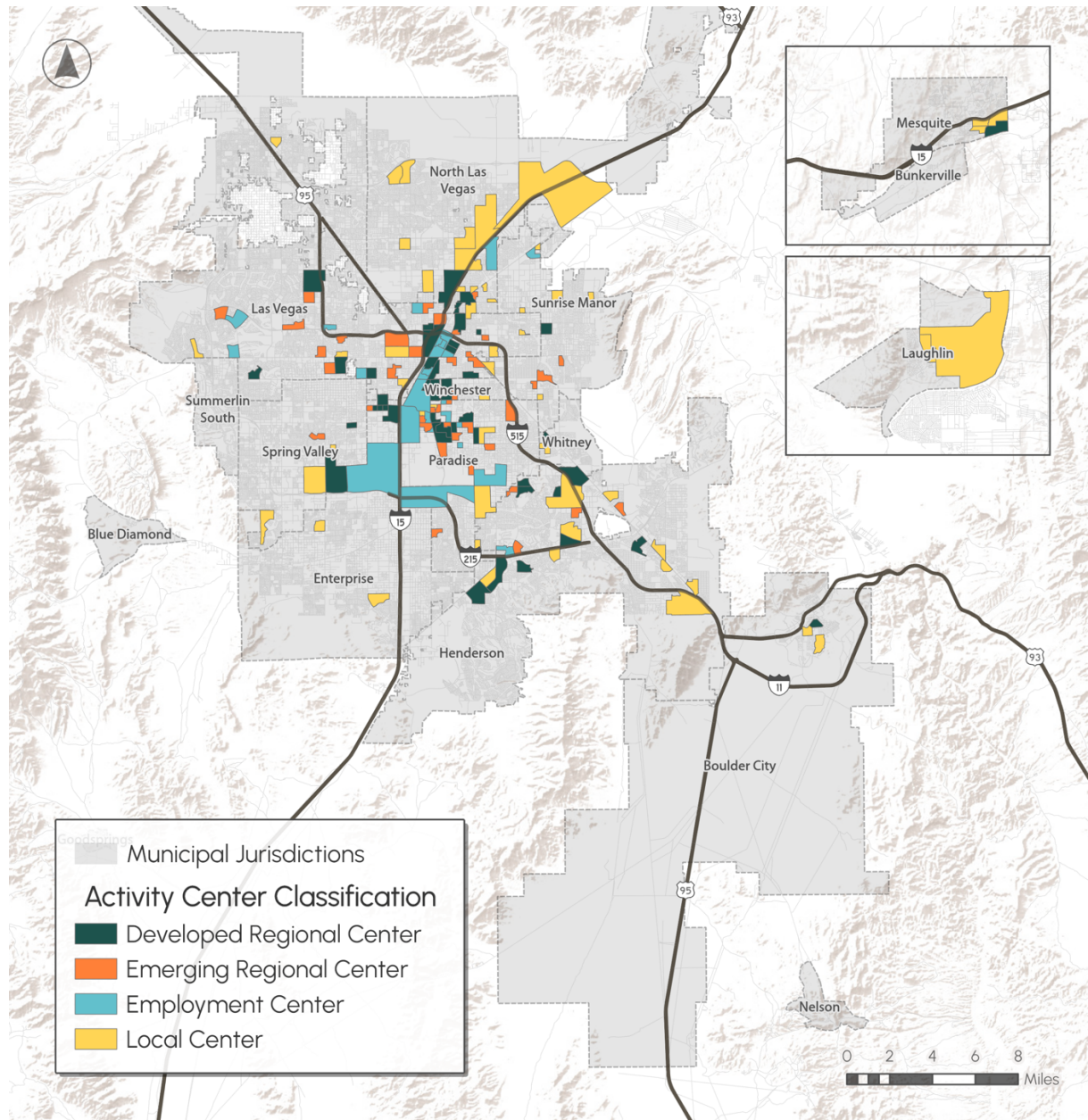
- ◆ Relocating professionals often weigh school quality heavily in their decision-making process.
- ◆ Access to services, including affordable childcare, was a recurring theme, with participants noting that young professionals frequently spend more on childcare than on housing, signaling a broader affordability issue beyond shelter costs.

Preliminary Activity Centers Analysis

As part of the regional planning process, EConorthwest facilitated a discussion with task group members to review and provide feedback on the preliminary analysis of activity centers across Southern Nevada. Participants evaluated a draft map (shown in Exhibit 3 below) identifying current and emerging hubs of economic, transportation, and community activity and were prompted to consider:

“What places are showing up as activity centers today, and which ones are missing? How well does this spatial analysis reflect what’s happening on the ground, and where is there room for refinement?”

Exhibit 3. Draft Map of Activity Centers within Southern Nevada Region



Source: ECONorthwest

Participants raised several key insights and questions around the data and visualizations presented:

- ◆ Las Vegas emerged as the only jurisdiction with a full spectrum of services, reinforcing its role as the region's primary economic and service hub.
- ◆ Several areas that participants expected to see represented, such as areas along the 215 Beltway and master-planned communities like Summerlin, appeared to be missing from the map. Suggestions included adding more geographic markers (e.g., major roadways like the 215) and service area overlays to improve map readability and contextual accuracy.
- ◆ Airports such as Harry Reid International, North Las Vegas, and Henderson Executive were notably absent, despite their importance as employment and mobility centers. Participants expressed skepticism about their omission.
- ◆ Participants questioned how future-oriented developments were being accounted for in the analysis. Proposed or emerging districts like the Clark County Innovation District, the Brightline high-speed rail corridor, supplemental airport, and areas near Allegiant Stadium and the Las Vegas Raiders were mentioned as potentially underrepresented.
- ◆ Several attendees noted there was concern that reliance on census geography may skew results, leading to a call for "ground truthing" and flexibility in adjusting spatial boundaries based on local insight.

Link to Scenario Planning

As part of the economic development framework for the SNS 2050 Regional Plan Update, task group members participated in a facilitated conversation to help shape the direction of upcoming scenario planning efforts. The discussion explored the drivers, priorities, and policy levers that should be evaluated to understand potential economic futures for Southern Nevada.

Participants were asked, through live polling exercise, which drivers they thought will most impact regional economic growth. The options participants could select included:

- ◆ Economic diversification
- ◆ Transit-oriented development
- ◆ Housing affordability incentives
- ◆ Employment land supply
- ◆ Technological changes
- ◆ Transportation investments for goods and workers
- ◆ Aging population

The top three responses were:

- ◆ Economic diversification
- ◆ Employment land supply
- ◆ Housing affordability incentives

Participants also reflected on what key elements may be missing from the current approach. Questions emerged around whether there is a clear vision for the types of jobs and industries the region hopes to attract, and how major infrastructure investments and “big projects” are being factored into the scenario development process.

Additional priorities raised for inclusion in future scenario modeling included:

- ◆ The role of political cohesion in enabling long-term planning success
- ◆ Employment geography, with a focus on redevelopment versus continued sprawl
- ◆ Integration of infrastructure investments and other catalyst projects already planned by local jurisdictions and partner agencies

Participants emphasized that many of the industries the region is aiming to attract may be in the early stages of growth and may not immediately generate high-wage jobs. There was also a call to better engage residents directly in shaping economic development priorities, ensuring that community preferences are reflected in both scenario design and implementation strategies and to explore what policies can most move the needle.

MPO Regional Economic Development Role

The discussion explored how the Regional Transportation Commission (RTC), in its role as the Metropolitan Planning Organization (MPO), could more effectively support local and regional economic development efforts. Participants reflected on key areas of influence, current gaps, and the potential for stronger coordination.

ECONorthwest provided an overview of how MPOs in some peer cities support economic development, including:

- ◆ Embedding economic development into their Regional Planning Vision and Framework.
- ◆ Facilitating or developing a regional Comprehensive Economic Development Strategy (CEDS).

- ◆ Coordinating various committees or working groups focused on alignment across growth, land use, economic development, and transportation sectors.

Through a live poll, participants identified three top ways the MPO could contribute to regional economic prosperity. The options participants could select included:

- ◆ Promote Activity Centers
- ◆ Support Complete Communities
- ◆ Coordinate Funding for Growth
- ◆ Advance Workforce Transportation Access
- ◆ Support a Diverse Business Environment

The top three responses were:

- ◆ Coordinate Funding for Growth
- ◆ Advance Workforce Transportation Access
- ◆ Support Complete Communities

In addition to these priorities, several areas were identified as missing or needing further attention:

- ◆ Technical expertise and interagency coordination, particularly related to infrastructure planning, infill development, and legislative alignment.
- ◆ Support for protective services, including more explicit engagement with the medical community.
- ◆ Improved systems for youth mobility, ensuring children can safely and reliably move between home, school, and activities, which is essential for working families.

A related conversation emerged around the concept of “complete communities.” Some participants raised concerns about the MPO’s role in shaping the alignment between housing, transit, and employment. While it was noted that local jurisdictions primarily address this through their master plans, there was acknowledgment that the MPO could serve as a convener and facilitator to help coordinate efforts across jurisdictions and sectors.

Next Steps and Action Items

- ◆ Distribute the housing and supportive efforts report to participants.

- ◆ Share survey information with the group for distribution among their stakeholders and constituents.

Participants also expressed interest in holding a joint meeting between the Housing Task Group and the Economic Development Task Group to support deeper collaboration moving forward.

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

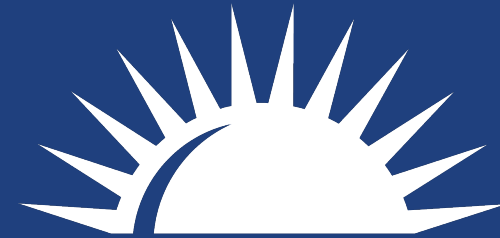
Southern Nevada Strong

Regional Plan Update



Economic Development Task Group

Meeting #2 – July 30, 2025



SOUTHERNNEVADASTRONG

LET'S GROW OUR FUTURE TOGETHER

Agenda



- **Welcome and Introductions**
(15 minutes)
- **Housing Needs and Economic Development** (15 minutes)
- **Preliminary Activity Centers Analysis**
(20 minutes)
- **Link to Scenario Planning** (15 minutes)
- **MPO Regional Economic Development Role** (20 minutes)
- **Next steps & Adjournment** (5 minutes)



Meeting Agreements



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*

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

**Icebreaker
Activity**

Ice Breaker Activity

- *POST-IT Note 1*
*Draw 1-3 things that characterize what you think **Southern Nevada's current economic environment** is about.*
- *POST-IT Note 2*
*Draw 1-3 things you want to see **Southern Nevada become known for in the future.***

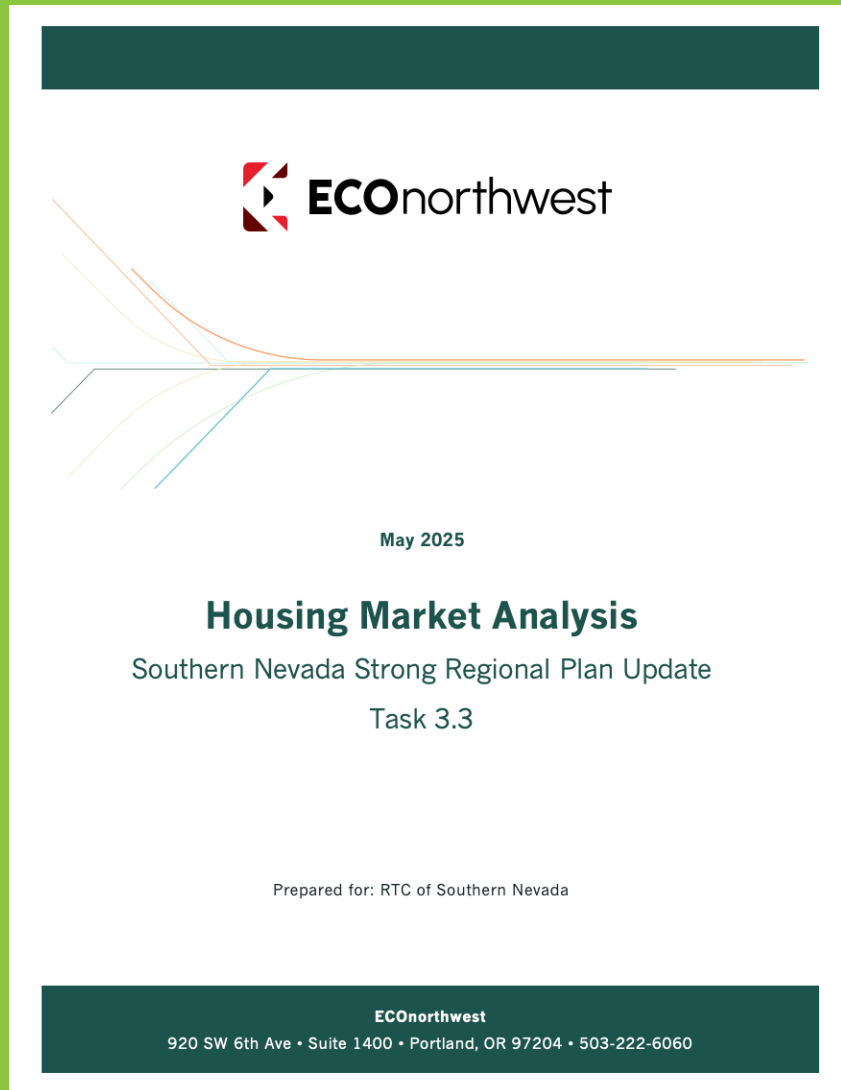
Housing & Economic Development

Why Housing Matters for Economic Development

- Diverse housing **supports a diverse workforce**
- Housing affordability **attracts & retains workers**
- Housing development **increases the tax base**
- Housing affordability **increases residents' disposable income**
- Housing affordability is a **key strategy for sustaining economic growth**

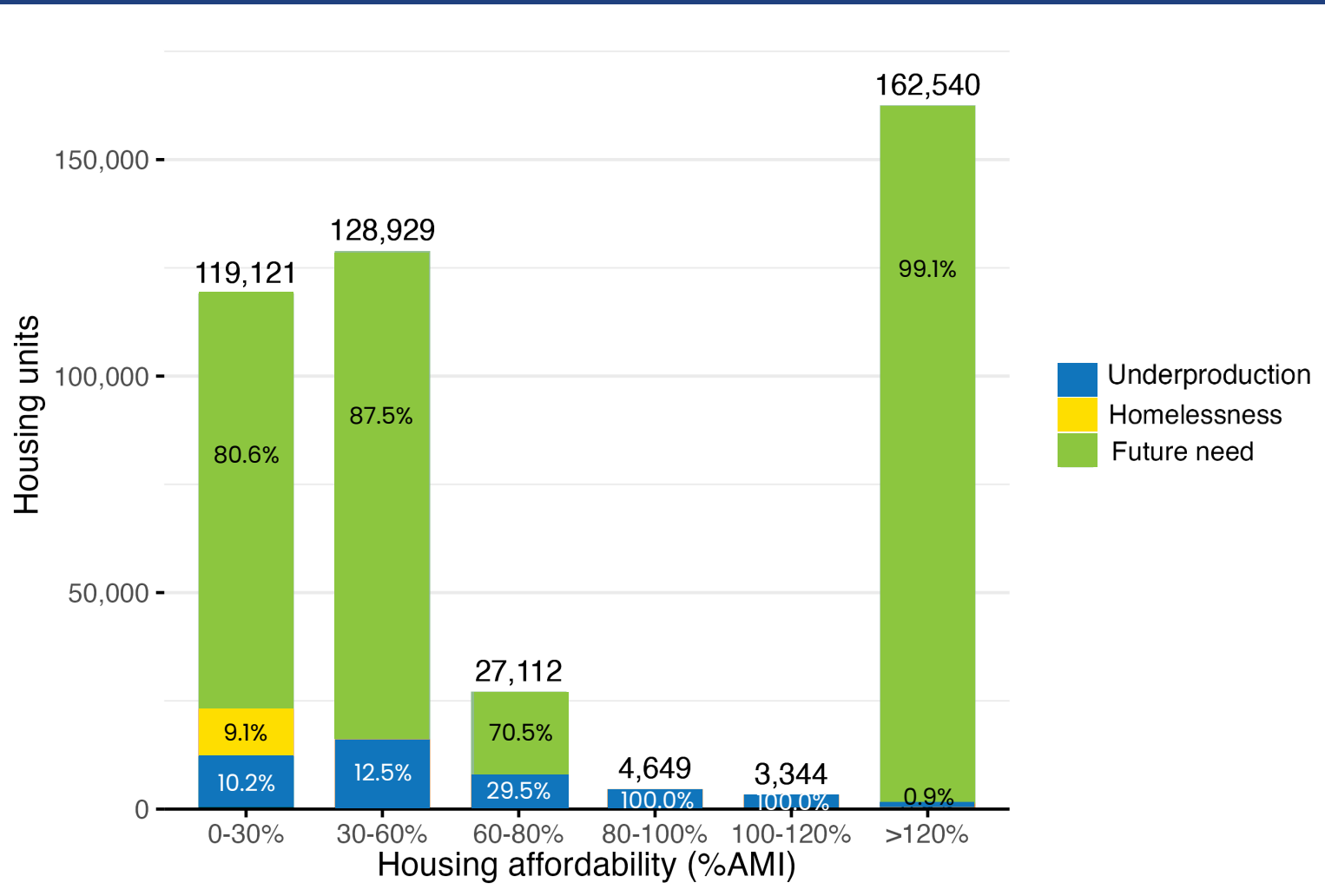


Housing Market Report Key Findings



- More housing at a **wider range of price points** is needed.
- **More housing diversity** is needed.
- **Housing needs exist** across the income spectrum.
- **445,000 new units are needed by 2050.**

DRAFT Regional Housing Needs



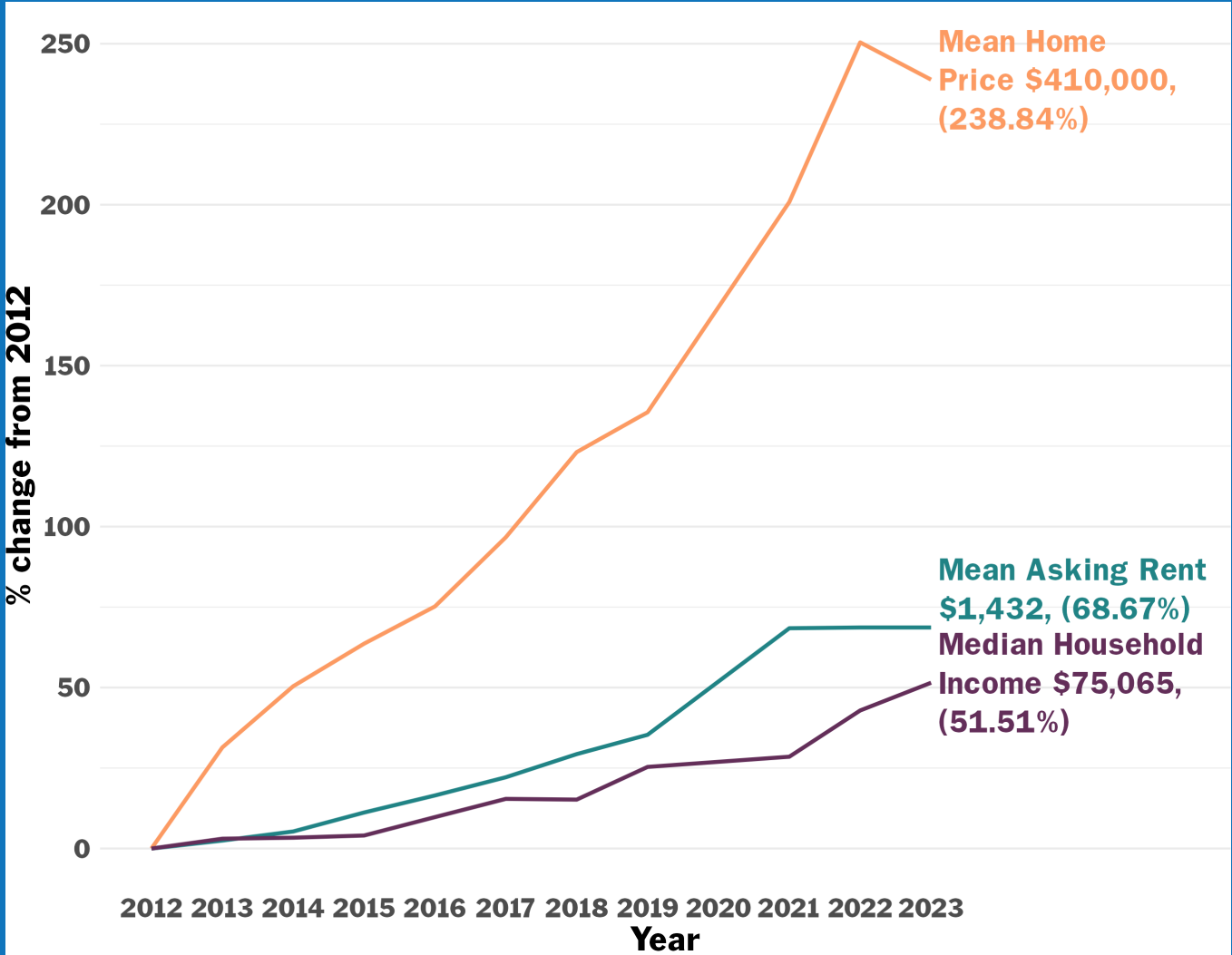
Around **445,000** total new units needed by 2050

- Population growth: **388,993**
- Underproduction: **44,493**
- Houselessness: **12,209**

Source: UNLV, RTC, EConorthwest

Housing Costs and Wages

Housing Costs and Wage Comparison, Clark County, 2012–2023

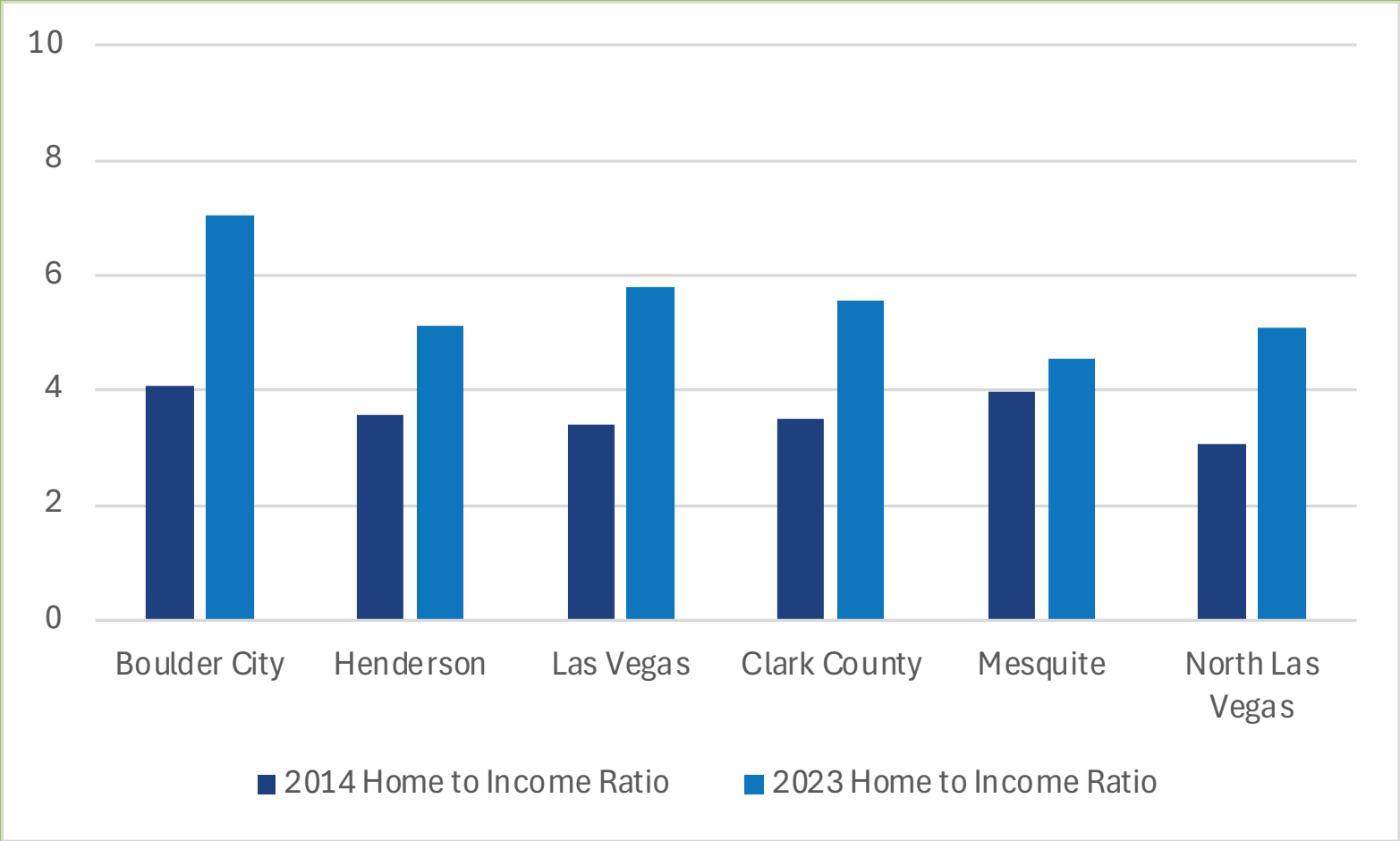


Source: ACS 1-Year Tables, Redfin, and CoStar



Household Incomes Related to Housing Costs

Home Price to Income Ratio, 2014 and 2023

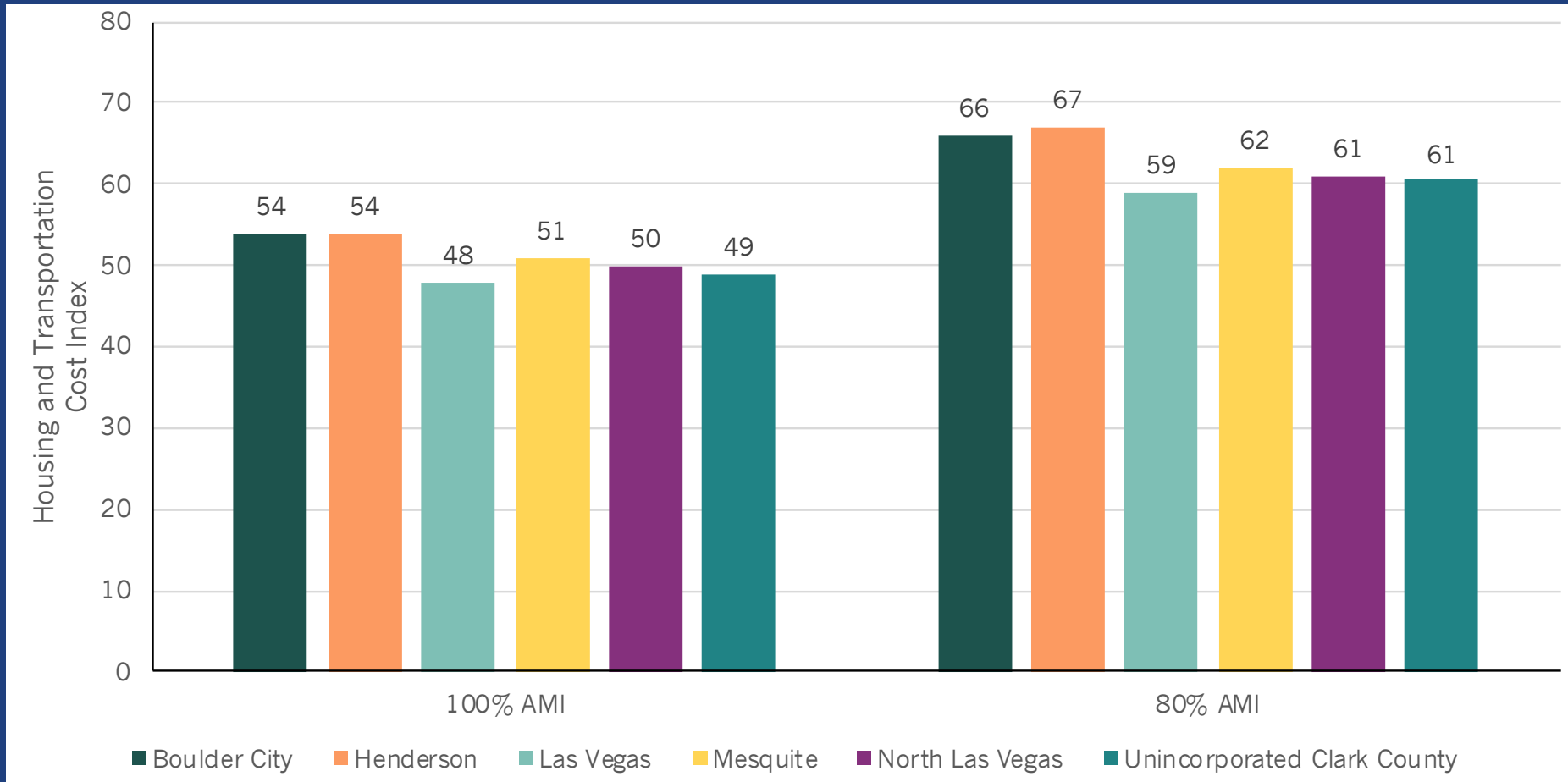


Source: Redfin, CoStar, ACS, and ECONorthwest
Note: For this calculation, ECONorthwest used median income and median home sales price



Housing and Transportation Costs

Housing and Transportation Affordability Index by Jurisdiction, 2022



Source: Housing and Transportation Affordability Index

Discussion

Why is housing important for economic development in your work?

How are jobs aligning (or not) with housing costs? Is this different at the regional level and the local level?

Where do you see mismatches or gaps between job locations and housing affordability in the region today?

Preliminary Activity Centers Analysis



What is an **Activity Center**?

Activity centers are key hubs of economic and community activity.



Brookings Method

Five Types of Assets:



Community



Tourism



Consumption



Institution



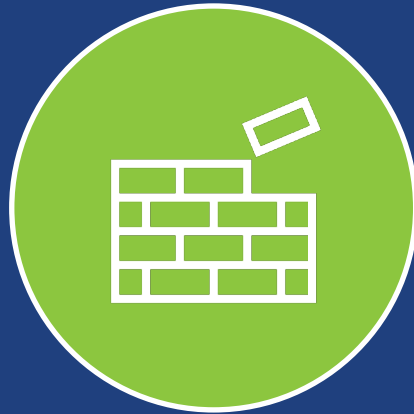
Economic

Types of Regional Centers:



DEVELOPED

Examples:
**UNLV, Chinatown,
Civic Center/Las
Vegas Boulevard**



EMERGING

Examples:
**Fremont East,
Water Street,**



EMPLOYMENT

Examples:
**Las Vegas Medical
District,
Boulder Junction,
Las Vegas
Corporate Center**



LOCAL

Examples:
**Neighborhood
level commercial**

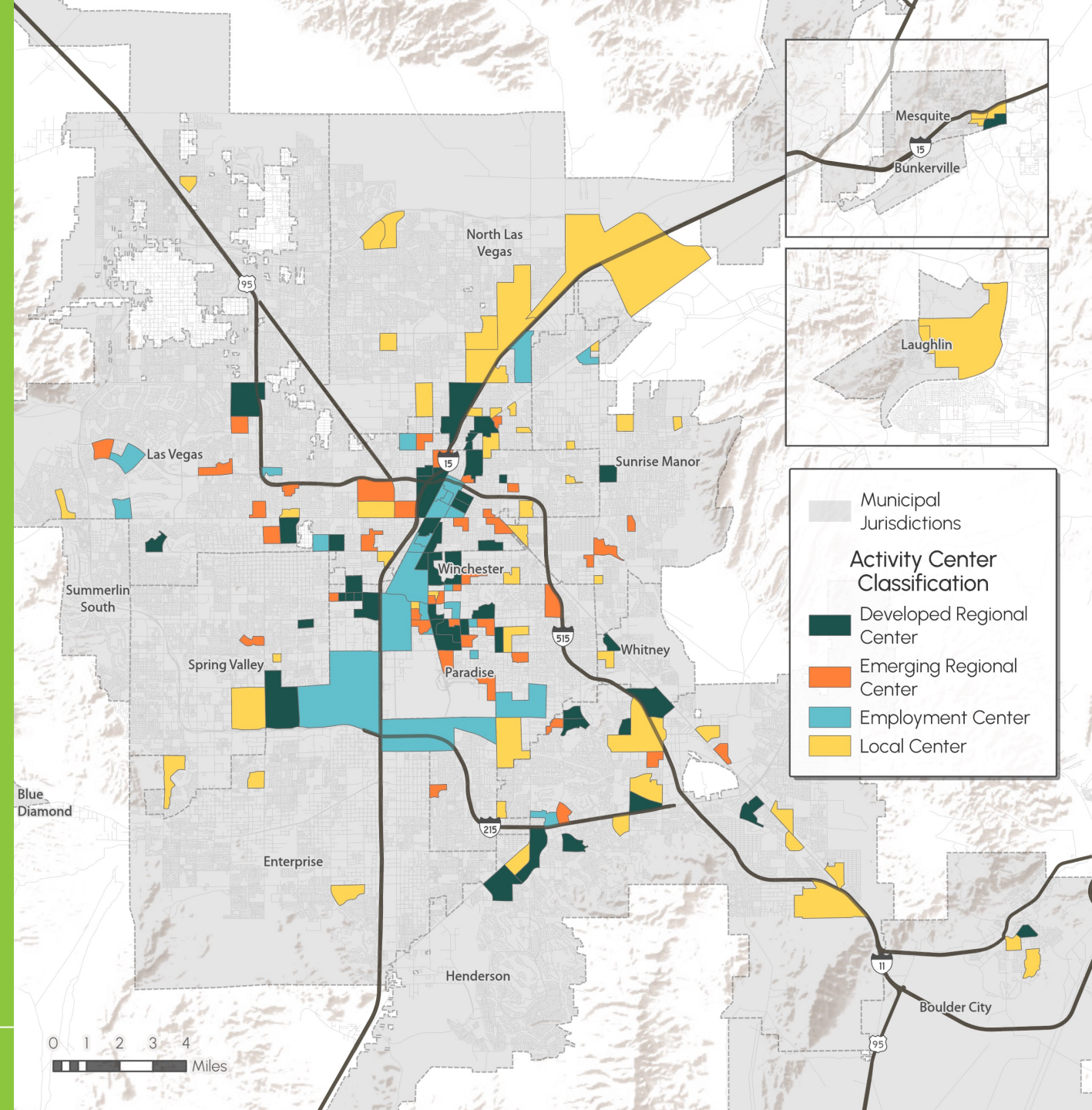
Preliminary Map of Activity Centers

Developed centers have 2+ assets

Emerging centers have 1 asset

Employment centers have heavy employment as the primary asset type

Centers that do not meet regional destination threshold



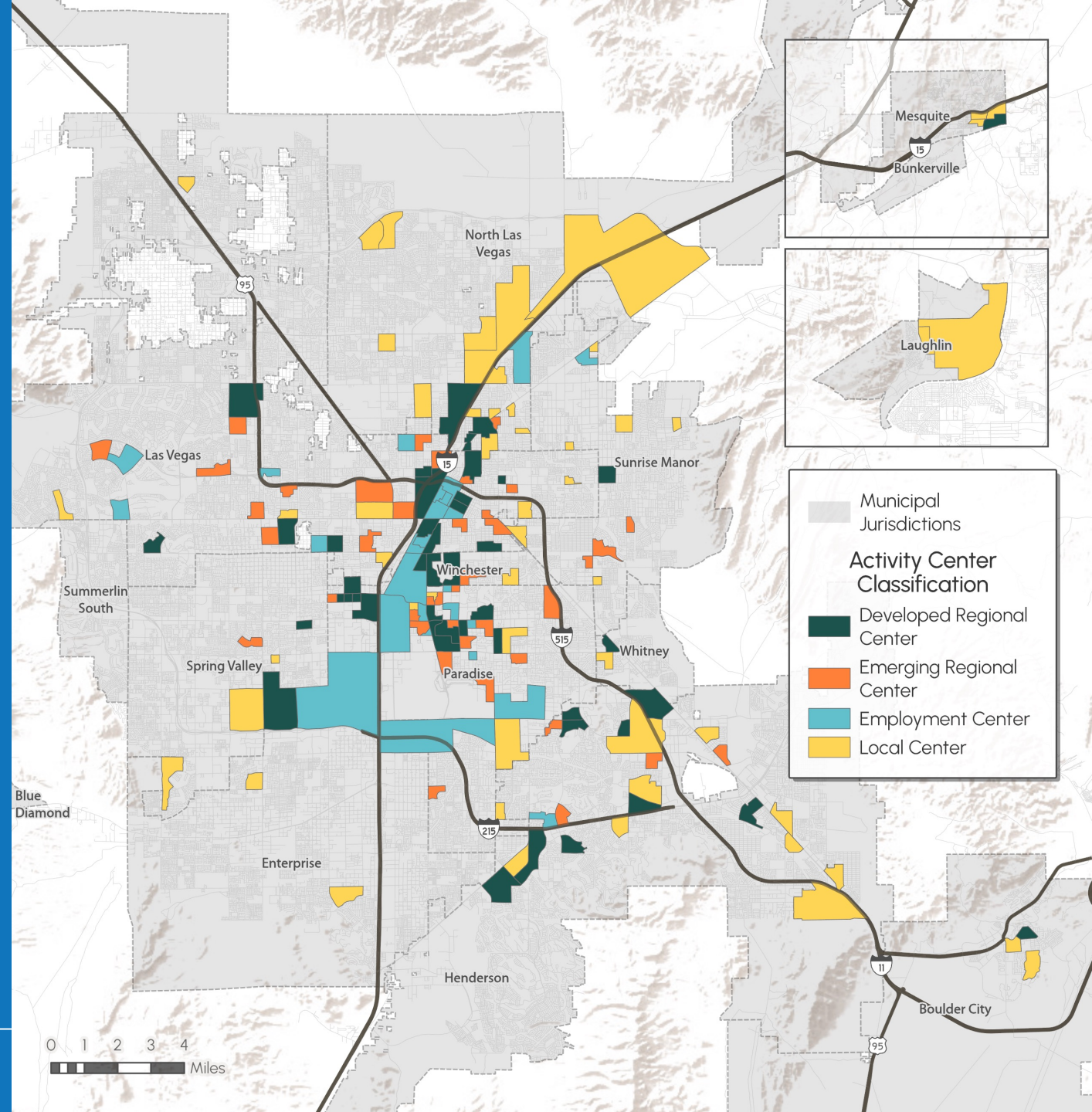
Discussion

Is there anything surprising about the places that show up?

What's missing from the map?
Areas that you expected to see?

Why do we think some places are not showing up?

What assets might not be well captured in the data?



Link to Scenario Planning

SCENARIO PLANNING PROCESS

We're
Here!

1

Data
Acquisition



2

Baseline &
Business-
As-Usual
Scenario



3

Create &
Evaluate
Future
Scenarios



4

Create One
or More
Preferred
Scenarios



5

Policy and
Implement-
ation Plan



PUBLIC ENGAGEMENT

Understand
Values

Share
Alternatives
for Input

Evaluate
Policies

Relationship to Economic Development

Scenario Planning & Economic Development

- Test how activity centers are key hubs of jobs, housing, and transit, driving regional economic growth.
- Evaluate how infrastructure investment can support economic development outcomes



Target
Investment



Boost Job
Access

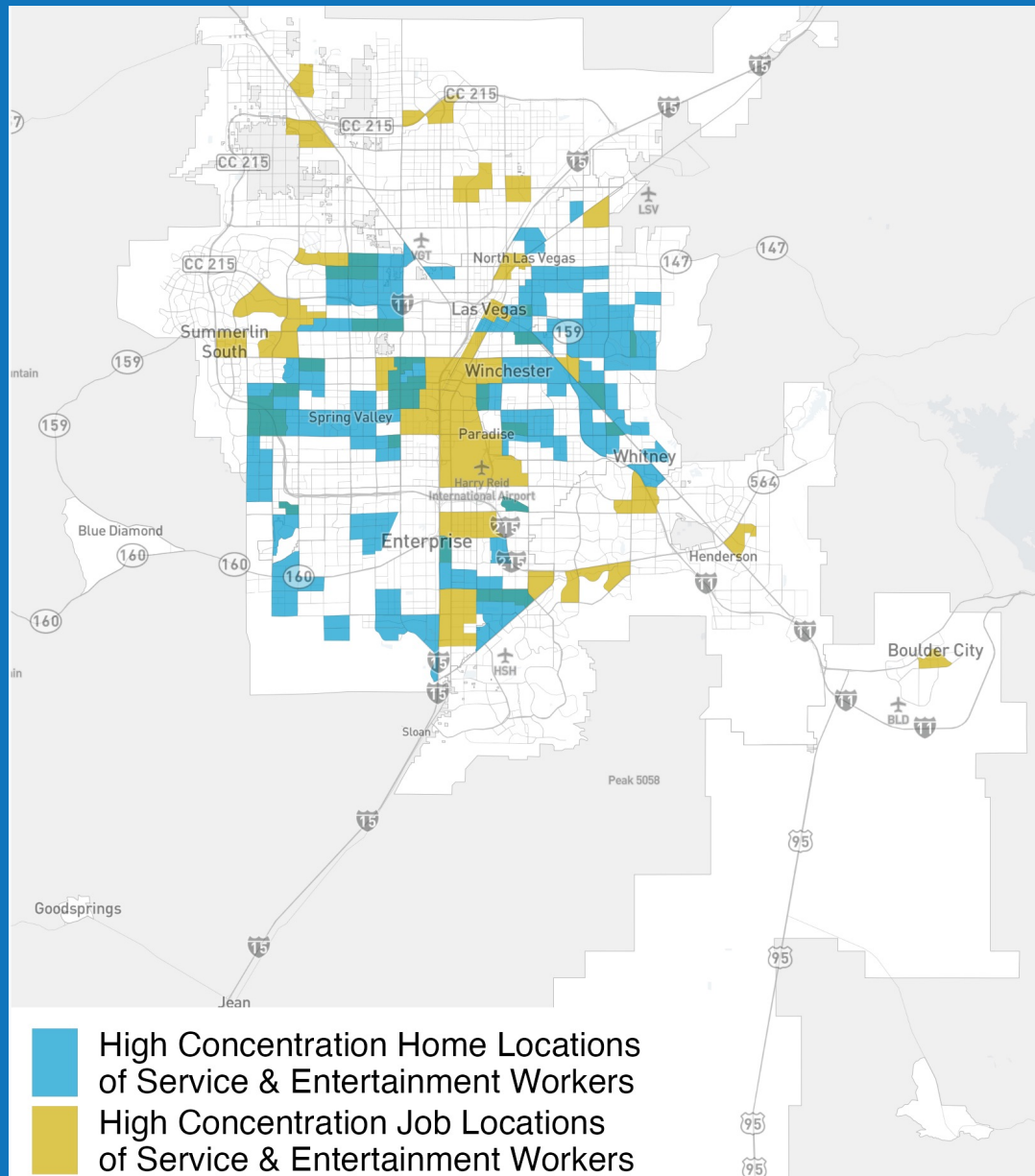


Attract &
Retain
Businesses



Promote
Sustainable
Growth

Example: Integrating job locations and housing affordability for service sector workers throughout the region into scenario planning



Scenario “Drivers” Relevant to Economic Development

- Economic diversification
- Transit-oriented development
- Housing affordability incentives
- Employment land supply
- Technological changes, aging population
- Transportation investments for goods and workers

Which drivers will most impact regional economic growth?

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Economic diversification

Transit-oriented development

Housing affordability incentives

Employment land supply

Technological changes

Transportation investments for goods and workers

Aging population



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Preparing Results

Economic diversification

Transit-oriented development

Housing affordability incentives

Employment land supply

Technological changes

Transportation investments for goods and workers

Aging population

RESULTS SLIDE

Discussion

What economic development priorities should be tested in scenarios?

What policies or investments would most move the needle?

MPO Role in Regional Economic Development

Regional Roles Overview

- *Traditional roles of MPOs around economic development generally focus on transportation.*
- *RTC MPO primarily operates in this way through coordination of infrastructure investments and service to help move workers to jobs and destinations throughout the region.*



MPO Economic Development Work in Peer Cities

MPOs support economic development in peer cities by:

- Embedding economic development into their Regional Planning Vision and Framework.
- Facilitating or developing a regional Comprehensive Economic Development Strategy (CEDS).
- Coordinating various committees or working groups focused on alignment across growth, land use, economic development, and transportation sectors.



Economic Development in SNS 2050

How could RTC MPO potentially support your organization's efforts in economic development?

- Promote Activity Centers
- Support Complete Communities
- Coordinate Funding for Growth
- Advance Workforce Transportation Access
- Support a Diverse Business Environment

*Do you agree with these potential roles?
Is anything missing?*

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Question slide

Promote Activity Centers

Support Complete Communities

Coordinate Funding for Growth

Advance Workforce Development

Support a Diverse Business Environment



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Join at: **vevox.app**

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Preparing Results

Promote Activity Centers

Support Complete Communities

Coordinate Funding for Growth

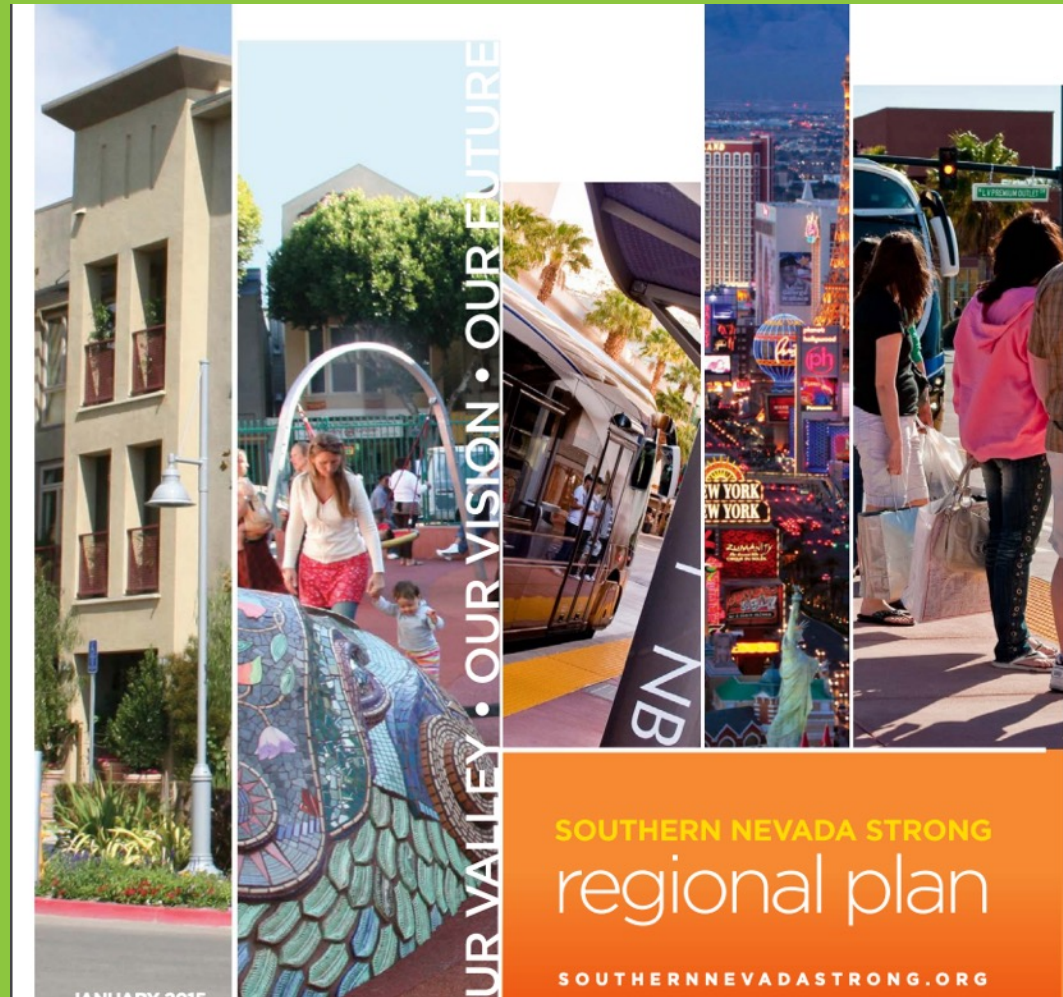
Advance Workforce Development

Support a Diverse Business Environment

RESULTS SLIDE

Next Steps & Adjournment

Next steps





Thank you!

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