

REGIONAL TRANSPORTATION COMMISSION
OF SOUTHERN NEVADA

Notice and Agenda of Public Meeting



**SOUTHERN NEVADA STRONG
STEERING COMMITTEE**

Thursday, July 31, 2025, at 1:00 PM

**Desert Research Institute
Rogers Building, Room 106/Rogers Auditorium
755 E. Flamingo Rd, Las Vegas, NV 89119
Please note the meeting location change
(702) 676-1500**

The Regional Transportation Commission of Southern Nevada (RTC) encourages citizen participation at its public meetings. During the initial Citizens Participation, any citizen may address the Southern Nevada Strong Steering Committee (Committee) on an item featured on the agenda. During the final Citizens Participation, any citizen may address the Committee on matters within the Committee's jurisdiction, but not necessarily featured on the agenda. No vote can be taken on a matter not listed on the posted agenda; however, the Committee can direct that the matter be placed on a future agenda. The Chair must recognize each citizen. When called on by the Chair, the citizen is asked to approach the microphone at the podium, to state his or her name, and to spell the last name for the record. Comments will be limited to three minutes for both citizens participation comment periods. The RTC appreciates the time citizens devote to be involved in this important process.

Please note that the RTC will no longer read aloud public comments received via email. Any public comments received via email will be included only in the written record. Written public comments relating to the RTC may be submitted via email to PublicComments@rtcsonv.com to be included in the written record of the meeting.

The RTC keeps the official record of all proceedings of the meeting. In order to maintain a complete and accurate record, copies of documents used during presentations should be submitted to the Recording Secretary.

The meeting room is accessible to the disabled. Assistive listening devices are available for the hearing impaired. A sign language interpreter for the deaf will be made available with 48 hours advance request to the RTC offices. Additional language interpretation services are available upon request with a 48-hour advance notice to the RTC. Phone: (702) 676-1500 or TDD: (702) 676-1834.

This agenda, including the supporting materials, is available at the RTC Administration Building, 600 S. Grand Central Parkway, Las Vegas, Nevada, 89106; the RTC's website, www.rtcsonv.com; or by contacting Jennifer King by calling (702) 676-1698 or by email at kingj@rtcsonv.com.

In compliance with Nevada Revised Statute 241.035(4), the RTC shall create an audio and/or video recording of the meeting and retain such recording(s) for the required period of time.

This meeting has been properly noticed and posted in the following locations: at the RTC Administration Building, 600 S. Grand Central Parkway, Las Vegas, Nevada, 89106; on the RTC Website at www.rtcsonv.com; and on the Nevada Public Notice site at <https://notice.nv.gov>.

Please be advised that the Southern Nevada Strong Steering Committee has the discretion to take items on the agenda out of order, combine two or more agenda items for consideration, remove an item from the agenda, or delay discussion relating to an item on the agenda any time.

1. Conduct a comment period for citizens participation
[Initial Citizens Participation-Jul 31 2025 - Pdf](#)
2. Approve the Minutes: Meeting of April 24, 2025 (FOR POSSIBLE ACTION)
[SNS Minutes 2025-04-24](#)
[MINUTES BACKUP: Item 5 - SNS 2050](#)
[MINUTES BACKUP: Item 6 - SNS Partner Update United Way of Southern Nevada](#)
[MINUTES BACKUP: Item 7 - SNS Partner Update COH](#)
3. Receive a presentation on the draft Housing Needs Assessment and Supportive Efforts Reports, which are part of the Southern Nevada Strong 2050 Regional Plan update, for input and discussion by the Southern Nevada Strong Steering Committee (FOR POSSIBLE ACTION)
[Southern Nevada Strong Regional Plan-Jul 31 2025 - Pdf](#)
4. Receive an update on the Southern Nevada Economic Development and Conservation Act and, through a panel discussion, learn about potential implications for regional growth and planning (FOR POSSIBLE ACTION)
[Public Lands Panel and Federal Legislation Update-Jul 31 2025 - Pdf](#)
5. Receive Southern Nevada Strong Steering Committee feedback on the July 31, 2025, meeting, and identify future meeting(s) and agenda items (FOR POSSIBLE ACTION)
[SNS Steering Committee Meetings and Agenda Items-Jul 31 2025 - Pdf](#)
6. Conduct a comment period for citizens participation
[Final Citizens Participation-Jul 31 2025 - Pdf](#)

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

Agenda Item

Subject:	Initial Citizens Participation
Petitioner:	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
Recommendation by Petitioner:	Conduct a comment period for citizens participation
Goals:	Support regional planning efforts to improve economic vitality and education and invest in complete communities
Meeting:	Southern Nevada Strong Steering Committee - Jul 31 2025

FISCAL IMPACT:

None by this action

BACKGROUND INFORMATION:

In accordance with State of Nevada Open Meeting Law, the Regional Transportation Commission of Southern Nevada (RTC) Southern Nevada Strong (SNS) Steering Committee shall invite interested persons to make comments. For the initial Citizens Participation, the public should address items on the current agenda. For the final Citizens Participation, interested persons may make comments on matters within the SNS Steering Committee's jurisdiction, but not necessarily on the current agenda.

No action can be taken on any matter discussed under this item, although the SNS Steering Committee can direct that it be placed on a future agenda.

MINUTES
SOUTHERN NEVADA STRONG STEERING COMMITTEE
REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA
APRIL 24, 2025

*These minutes are prepared in compliance with NRS 241.035. Text is in summarized rather than verbatim format.
For complete contents, please refer to meeting recordings on file at the Regional Transportation Commission of Southern Nevada.*

**THIS MEETING WAS PROPERLY NOTICED AND POSTED
IN THE FOLLOWING LOCATIONS ON APRIL 17, 2025**

RTC	RTC Website	Nevada Public Notice
600 S. Grand Central Pkwy.	www.rtcnv.com	https://notice.nv.gov
Las Vegas, NV 89106		

CALL TO ORDER

Outgoing Chair Zane Marshall, Southern Nevada Water Authority, called the meeting to order at 10:33 a.m. in Meeting Room 108 of the Regional Transportation Commission of Southern Nevada Administration Building.

MEMBERS PRESENT:

Tick Segerblom, Chair, Regional Transportation Commission of Southern Nevada Board Liaison
Seth Floyd, Vice Chair, City of Las Vegas
Lauren Boitel, ImpactNV
Nathan Bouvet, Governor's Office of Economic Development
Nicole Bungum, Southern Nevada Health District
Daniel Catron, City of Mesquite (Alternate)
Ariel Choinard, Desert Research Institute
David Damore, The Lincy Institute and Brookings Mountain West
Chris Dingell, Clark County School District
Elizabeth "Betsy" Fretwell, Las Vegas Global Economic Alliance
Shawn Gerstenberger, University of Nevada Las Vegas
Mario Gomez, Nevada Department of Transportation (Alternate)
Zane Marshall, Southern Nevada Water Authority
M.J. Maynard-Carey, RTC
Alfredo Melesio, City of North Las Vegas
Maurice Page, Nevada Housing Coalition
Janet Quintero, United Way of Southern Nevada
Sami Real, Clark County
Jackie Spicer, Nevada Environmental Justice Coalition
Rick Van Diepen, Nevada Chapter of the American Institute of Architects
Annamarie Smith, City of Henderson (Alternate)
Minjia (Minja) Yan, Urban Land Institute

MEMBERS ABSENT:

Michael Mays, City of Boulder City
Kathi Thomas, Southern Nevada Regional Housing Authority
Rachel Skidmore, Las Vegas Metropolitan Police Department
Vacant, Conservation District of Southern Nevada
Vacant, Southern Nevada Regional Planning Coalition

RTC STAFF:

Deb Reardon, Manager of Regional Planning

Agenda Item #2.

Minutes – Southern Nevada Strong Steering Committee
Meeting of April 24, 2025
Page 2 of 14

RTC Staff (CONTINUED):

Michelle Larime, Senior Regional Planner
Laura Sida, Transportation Planner
Halley Metcalfe, Marketing and Communications Coordinator
Jennifer King, Management Analyst

INTERESTED PARTIES:

David Armour, Sierra Club
Carolyn Clark, Senator Jacky Rosen
Dedra Edmond Drew, Jackson Street Alliance
Aaron Harris, Sierra Club
Laura Henkel, United Way of Southern Nevada
Sabina Malik, University of Nevada Reno Extension
Grant McCandless, Social Impacts Consultants
Kirk Niemand, City of Henderson
Marco Velotta, City of Las Vegas (Alternate)
Melvin Valentine, Jr., City of Las Vegas
Amie Wojtech, City of Henderson

Item:
1. Conduct a comment period for citizens participation
Comments: Ms. Dedre Edmond-Drew made the following comment: <i>Good morning, everyone. My name is Dedre Edmond-Drew. I'm the CEO of the Jackson Street Alliance in the Historic West Side. Thank you for allowing 'bringing your children to Work' Day. So, I have my granddaughter, who is why I do what I do, and why we are absolutely dead set on revitalizing Jackson Street, bringing it back, bringing it as a tourist destination as well as keeping the history and the culture and the flavor alive because I want her to inherit the property that I inherited from my grandparents, so pass it down to her generational wealth. We are looking to form alliances with any and everybody that shares our vision, that can help us bring this thing to life and uh we're working very, very hard with the city, with the state, EDA, everyone, and any alliance that's a good alliance is an alliance that we want to be a part of. So, thank you.</i>
Motion: No motion was necessary.
Vote/Summary: No vote was taken.

Item:
2. Approve the Minutes: Meeting of February 27, 2025 (FOR POSSIBLE ACTION)
Comments: No comments were made.
Motion: Mr. Tick Segerblom, Regional Transportation Commission of Southern Nevada Board Liaison, motioned to approve the minutes.
Vote/Summary: 22 Ayes. 0 Nays. The motion carried.

Ayes: Zane Marshall, Sami Real, Lauren Boitel, Nathan Bouvet, Nicole Bungum, Daniel Catron, Ariel Choinard, David Damore, Chris Dingell, Seth Floyd, Elizabeth “Betsy” Fretwell, Shawn Gerstenberger, Mario Gomez, M.J. Maynard-Carey, Alfredo Melesio, Maurice Page, Janet Quintero, Tick Segerblom, Jackie Spicer, Rick Van Diepen, Annamarie Smith, Minjia (Minja) Yan

Nays: None

Absent: Michael Mays, Kathi Thomas, Rebecca Skidmore

Item:

3. Build understanding of the Southern Nevada Strong Steering Committee role and welcome new Steering Committee members (FOR POSSIBLE ACTION)

Comments:

Chair Zane Marshall, Southern Nevada Water Authority, said that before proceeding with the agenda, he wanted to recognize and welcome several new members to the Southern Nevada Strong Steering Committee. New members included Mr. Nathan Bouvet, Governor’s Office of Economic Development; Mr. Daniel Catron, City of Mesquite; Ms. Ariel Choinard, Desert Research Institute; Ms. Jackie Spicer, Nevada Environmental Justice Coalition; and Ms. Lauren Boitel, ImpactNV.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

Item:

4. Elect a Chair and Vice Chair for 2025 - 2026 (FOR POSSIBLE ACTION)

Comments:

Outgoing Chair Zane Marshall, Southern Nevada Water Authority, commented that he had served as Chair for approximately four years and that it was time for a leadership transition.

Ms. Deb Reardon, Manager of Regional Planning for the Regional Transportation Commission of Southern Nevada (RTC), thanked Chair Marshall for his leadership, recognizing his ability to keep meetings on track and serve as a neutral facilitator in building consensus. She also acknowledged the prior leadership of Ms. Sami Real and Mr. Martin Gies from Clark County.

Ms. Reardon explained that the Southern Nevada Strong Steering Committee was slightly behind schedule in appointing new officers, a process typically conducted in October. As a result, staff proposed that the incoming officers serve through October 2026. Staff recommended Mr. Tick Segerblom, RTC Board Liaison, as Chair, and Mr. Seth Floyd, City of Las Vegas, as Vice Chair.

Motion:

Ms. Annamarie Smith, City of Henderson, motioned to elect Mr. Tick Segerblom, Regional Transportation Commission of Southern Nevada Board Liaison, as Chair, and Mr. Seth Floyd, City of Las Vegas, as Vice Chair.

Vote/Summary:

22 Ayes. 0 Nays. The motion carried.

Ayes: Tick Segerblom, Seth Floyd, Lauren Boitel, Nathan Bouvet, Nicole Bungum, Daniel Catron, Ariel Choinard, David Damore, Chris Dingell, Elizabeth “Betsy” Fretwell, Shawn Gerstenberger, Mario Gomez, Zane Marshall, M.J. Maynard-Carey, Alfredo Melesio, Maurice Page, Janet Quintero, Jackie Spicer, Sami Real, Annamarie Smith, Rick Van Diepen, Minjia (Minja) Yan

Nays: None

Absent: Michael Mays, Kathi Thomas, Rachel Skidmore

Item:

5. Receive a presentation on Southern Nevada Strong 2050 and stakeholder input provided thus far and provide input on key policy themes and priority outcomes that will inform the development of urban growth scenarios (FOR POSSIBLE ACTION)

Comments:

Following a detailed PowerPoint presentation [attached], Mr. Tyler Bump, ECONorthwest, provided an update on the Southern Nevada Strong (SNS) 2050 plan. He reviewed progress to date, summarized feedback received during the recent kickoff week and outlined key emerging themes from task group sessions and SNS Steering Committee workshop breakouts held during the kick-off week.

Mr. Bump highlighted the primary goals of the meeting, which included the following: to revisit input collected thus far, evaluate emerging policy themes and priority outcomes, and provide the consultant team with direction for advancing the next phases of the project. He noted that trade-offs between competing priorities would need to be considered as the plan evolves.

Mr. Bump then reviewed the structure of stakeholder engagement, with the SNS Steering Committee at the top and four topic-specific task groups: housing, economic development, community engagement, and scenario planning. These stakeholders are shaping key technical efforts, including the activity centers analysis, regional housing market and needs assessment, and scenario planning evaluations. He emphasized that this early feedback is being used to preliminarily define evaluation criteria and explore potential future growth strategies, with particular attention to regional housing needs by income level, access to jobs and services, and transportation connections. He asked the SNS Steering Committee to reflect on whether the emerging priorities align with their lived and professional experiences across the region, and to provide input on how those priorities should guide strategic action moving forward.

Mr. Bump continued with an update on current and upcoming community engagement efforts. He shared that ECONorthwest would soon launch an online survey and that culturally specific subconsultants would conduct direct outreach across the region. Feedback from these efforts will be integrated into the next project phase alongside stakeholder input.

Mr. Bump then presented key findings from the project's initial strengths, weaknesses, opportunities, threats (SWOT) analysis, beginning with economic development. Strengths included robust aviation and logistics infrastructure, growth in film and entertainment industries, international visibility, strong academic and trade programs, and a diverse and youthful population. Weaknesses centered on challenges in retaining higher education graduates, limited access to startup capital, regulatory hurdles, capacity issues at McCarran International Airport (now known as Harry Reid International Airport), and overreliance on legacy sectors like gaming. Opportunities included expanding healthcare and workforce training, smart land use and transportation coordination, policy reforms, and attracting emerging industries like biotech and advanced manufacturing. Identified threats included rising housing costs, outmigration of skilled workers, limited natural resources, and gaps in federal infrastructure funding.

On the housing front, Mr. Bump noted strengths such as access to federally controlled land, informal interjurisdictional collaboration, and regional planning capacity. Weaknesses included overreliance on federal funding, shortages in affordable housing and preservation efforts, and a disconnect between incentives and housing supply. Opportunities included cross-sector partnerships, redevelopment of underutilized land, and leveraging housing needs assessments. Threats ranged from volatility in federal housing support to rising construction costs and the absence of a unified regional strategy.

Mr. Bump concluded with scenario planning insights, describing regional growth challenges and opportunities. Strengths included tourism, a multicultural regional identity, labor presence, and a commitment to long-term planning. Weaknesses reflected fragmented coordination, inconsistent leadership buy-in, funding constraints, and development pressures outside the urban core. Opportunities involved university partnerships, workforce development, scenario modeling for resilience, regional policy alignment, and transit investment to support growth and connectivity. Threats included extreme heat, federal land uncertainty, and the lack of funding tools to support implementation.

Mr. Bump then invited SNS Steering Committee members to identify any missing elements, unexpected findings, or perceived tensions and trade-offs between regional priorities and constraints.

Ms. Minjia Yan, Urban Land Institute, emphasized the need to address naturally occurring affordable housing, noting that units not subsidized by public funds, such as older condos, apartments, and homes in areas like Chinatown, East Las Vegas, and the Historic Westside, represent the largest share of affordable housing stock. She warned these units are disappearing faster than new ones can be built and urged inclusion of a preservation strategy or dedicated study in the regional housing plan.

Mr. David Damore, The Lincy Institute and Brookings Mountain West, raised the issue of institutional housing ownership and investment. Mr. Bump noted that while it came up during the workshops, there was no clear consensus on the extent of its impact. Mr. Damore added that related legislation was being discussed at the state level.

Mr. Maurice Page, Nevada Housing Coalition, underscored the economic consequences of the housing shortage, referring to a study estimating more than \$1 billion in lost economic activity tied to the insufficient housing supply. He stressed the urgency of tracking corporate investor activity, labor shortages, and uncompetitive wages, which are exacerbating housing affordability challenges.

Vice Chair Seth Floyd, City of Las Vegas, observed that regional collaboration had been identified as both a strength and a weakness, and recommended a deeper look at where coordination efforts are succeeding and where they are falling short.

Ms. Yan further suggested that Nevada's housing policy focuses on new development, without preservation, and resembles "filling a bathtub with the drain open." She also encouraged shifting from a traditional business attraction strategy to one that strengthens existing local businesses. Using Chinatown as an example, she advocated for asset-based economic development models that build on locally owned businesses without relying on tax abatements or public subsidies. On the topic of transportation, she requested a more detailed discussion of investment categories, distinguishing between transit funding and roadway construction.

Ms. M.J. Maynard-Carey, Regional Transportation Commission of Southern Nevada (RTC), clarified that current statutes prevent Motor Vehicle Fuel Tax revenue from being used for public transit, resulting in separate funding streams. She noted that the RTC is facing a fiscal cliff in public transit funding and intends to pursue a ballot initiative to address it. She highlighted that despite limited resources, the RTC operates the 12th busiest bus system in the nation, with 80 percent of riders commuting to work, and emphasized transit's essential role in the regional economy. Mr. Bump agreed, noting that transportation infrastructure, like housing, is a critical pillar of economic development.

Ms. Jackie Spicer, Nevada Environmental Justice Coalition, noted a tension between scenario planning priorities and economic development opportunities. She pointed out that while smart regional land use coordination was identified as a key opportunity, scenario planning and housing materials also cited federal land availability as a strength, suggesting a need to reconcile these potentially competing priorities as the plan evolves.

Mr. Bump resumed the presentation by introducing a set of draft priority outcomes that will guide the next phase of scenario planning. He explained that these outcomes are intended to serve as the foundation for evaluation metrics, which will be used to compare different growth scenarios for the region. He emphasized that scenario planning is a tool to assess how well various strategies align with regional priorities and to test their implications for housing, transportation, infrastructure, and economic development. He further noted that these outcomes were directly informed by prior stakeholder engagement and SWOT analysis findings. Mr. Bump reviewed several draft outcomes for the SNS Steering Committee's consideration, including strengthening regional coordination and governance, growing in ways that maximize infrastructure efficiency and account for climate impacts, supporting inclusive growth and shared prosperity, increasing the housing supply through land use innovation, expanding affordable and workforce housing, diversifying housing types with access to services and transit, and stabilizing housing funding sources. Additional outcomes included supporting economic diversification and resilience, improving workforce development and retention, expanding sustainable transportation options and infrastructure funding, addressing utility and climate-related infrastructure constraints, integrating land use with sustainability and resilience goals, and developing implementation tools and measurable indicators of progress.

Mr. Bump invited the SNS Steering Committee to reflect on the proposed outcomes, offering space for feedback on what resonated, what might be missing, and where there may be trade-offs or tensions. He encouraged members to consider how these outcomes aligned with their experiences, organizational missions, and regional needs.

Ms. Yan recommended explicitly incorporating the concept of preservation into the housing-related outcomes, suggesting language such as "create and preserve affordable housing supply."

Mr. Shawn Gerstenberger, University of Nevada, Las Vegas, encouraged the inclusion of health as a central theme, noting that many of the proposed outcomes, such as active transportation and housing, are directly linked to public health. He recommended referencing health explicitly to reflect its relevance across all categories. Ms. Yan supported this idea, suggesting that health could be added to the shared prosperity outcome.

Mr. Marco Velotta, City of Las Vegas, acknowledged the importance of the full list of outcomes but suggested consolidating or refining them to create fewer, more descriptive metrics that would be more actionable for implementing agencies. He noted the value of aligning outcomes with practical implementation tools that jurisdictions can adopt. Mr. Bump agreed, noting that the consultant team's goal is to narrow the list to a set of five to nine key metrics for use in scenario planning and ongoing implementation tracking. He welcomed input from SNS Steering Committee members on which priorities might be most relevant for regional coordination and local adoption.

Ms. Janet Quintero, United Way of Southern Nevada, asked for clarification on which types of organizations would be expected to engage in implementation and whether outcome metrics would be adopted more broadly by community partners. She highlighted the potential role of nonprofits and the importance of aligning health and workforce-related metrics with the capacities of organizations beyond government. Mr. Bump responded that while the RTC and SNS Team are leading the effort, implementation will involve a variety of partners, including public, nonprofit, and private entities. He emphasized the importance of clearly identifying lead organizations for each strategic action in later phases of the plan.

Mr. Page expressed concern about the use of the term "affordable workforce housing," noting that workforce housing spans a broad range of incomes and should not be limited to the 80 to 120 percent area median income (AMI) bracket. He emphasized the need for clarity in distinguishing between affordability and workforce housing and encouraged greater private-sector involvement in housing solutions, including investments in accessory dwelling units (ADU), manufactured housing, and rental subsidies.

Chair Tick Segerblom, RTC Board Liaison, suggested incorporating water availability into scenario planning, proposing the use of water consumption per person as a factor in evaluating growth strategies.

Ms. Yan clarified the industry definition of "missing middle housing," describing it as medium-density housing, such as duplexes and fourplexes, that fill the gap between single-family and high-rise developments. She commended the City of Boulder City's recent zoning reforms and recommended adding a focus on fiscal impacts and infrastructure costs associated with development to the priority outcomes.

Ms. Ariel Choinard, Desert Research Institute, emphasized the economic costs of extreme heat, citing its effects on energy bills, workforce productivity, and health. She encouraged the SNS Steering Committee to incorporate these factors into discussions around economic resilience.

Ms. Elizabeth "Betsy" Fretwell, Las Vegas Global Economic Alliance (LVGEA), noted that economic development was underrepresented in the draft outcomes. She highlighted the need to better address workforce readiness and target industry strategy, emphasizing that the lack of a skilled workforce is a greater deterrent to business attraction than housing. She suggested these topics be revisited in future discussions and mentioned that the LVGEA would soon release a target industry study to help inform these conversations. Mr. Bump said the consultant team would work to refine the economic development section. He also shared that upcoming task group meetings would include a presentation from the LVGEA on industry trends and opportunities. He acknowledged the need to

balance industry-specific cluster strategies with support for small businesses and essential services throughout the region.

Mr. Bump thanked participants for their insights and confirmed that the project was transitioning from Phase 1 to Phase 2. He noted that upcoming task group meetings on housing and economic development would help shape the next steps, and that the SNS Steering Committee would continue to be closely involved as the plan progresses. He invited members to follow up with him and the RTC with additional questions or input.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

Item:

6. Discuss the potential impacts of federal funding changes on Southern Nevada’s non-profit sector and identify next steps (FOR POSSIBLE ACTION)

Comments:

Following a detailed PowerPoint presentation [attached], Ms. Janet Quintero, United Way of Southern Nevada, discussed the potential impacts of recent and ongoing federal funding changes on Nevada’s nonprofit sector. She noted that this issue has significant implications for regional planning efforts and asked SNS (SNS) Steering Committee members to consider how these changes intersect with their own organizations’ work and the goals of the SNS initiative.

Ms. Quintero described United Way of Southern Nevada’s role as a community convener and facilitator, particularly during moments of crisis. She shared that United Way has played this role previously during events such as 9/11, the Great Recession, and COVID-19 pandemic. The current federal funding environment, she explained, poses similar challenges, marked by uncertainty, administrative burden, and growing service disruptions. The presentation was intended not as a political statement or policy advocacy, but as a factual overview of the situation as it currently stands, based on real-time data and statewide coordination with partner organizations.

Ms. Quintero explained that Nevada’s nonprofit sector is closely tied to federal funding. One-third of the state budget comes from federal sources, and much of that funding supports nonprofits either directly or via pass-throughs from state and local agencies. Ms. Quintero cited data from the Nevada Grant Lab indicating that more than 46,000 Nevadans are employed in the nonprofit sector and that over 600 nonprofits currently operate in the state, providing \$2.4 billion in services annually. The current challenges began in January 2025, when the federal Office of Management and Budget (OMB) issued a memorandum requiring agencies to review and possibly pause certain financial assistance programs. Within 24 hours of that memorandum’s release, United Way of Southern Nevada, the Sierra Club, Nevada Grant Lab, ACLU of Nevada, and the Legal Aid Center of Southern Nevada, convened more than 350 nonprofit representatives to share information and begin organizing a response. Since then, coordination efforts have continued through recurring calls and partnerships with the newly established Office of Federal Assistance (OFA), which is conducting similar outreach with state agencies. Ms. Quintero emphasized that this is an evolving issue with many unknowns, but that nonprofits are already experiencing short-term impacts, including the loss or suspension of

services to key community groups. Anecdotally, several organizations have been forced to reduce programming or shut down altogether.

Ms. Quintero shared data collected through surveys of nonprofit organizations, noting that each of the 160 responses corresponds to a federal grant, not an individual nonprofit, many of which manage multiple grants. Among the results, 38 percent of responding grants reported temporary shutdowns of reimbursement portals, six percent had received new compliance requirements or notices, and a majority of nonprofits lacked sufficient cash reserves to absorb reimbursement delays that put them at risk of staffing cuts and program closures.

Ms. Quintero underscored that while much is still unknown, these early disruptions are already affecting service delivery for children, families, seniors, and people with disabilities.

Ms. Quintero noted the survey also asked nonprofits to assess the likelihood of future funding losses across various service areas. Housing, food, and utility programs emerged as top concerns, with 33 percent of respondents anticipating cuts and another 55 percent indicating uncertainty. She stressed that while the data is self-reported and not yet statistically representative, it provides valuable insight into real-time challenges being faced by service providers.

Ms. Quintero also highlighted United Way of Southern Nevada's efforts to categorize and assess programs in terms of essential services, sustainability, and resiliency, in anticipation of state budget planning and the upcoming Economic Forum. She invited the SNS Steering Committee to consider how this information might inform long-term planning, not only for nonprofits but for the region as a whole. In addition to data collection and coordination, United Way of Southern Nevada and its partners are advocating for reforms in how state grants are administered. Specifically, they are recommending practices like advance payments and prompt reimbursements to help stabilize nonprofit cash flow. She noted that discussions around accountability and partnership reform are ongoing and that nonprofit organizations are committed to strengthening their role as reliable partners to both state agencies and local governments.

Ms. Quintero concluded by inviting SNS Steering Committee members to participate in continued conversations, both as individual organizations and as a collective body. She emphasized the importance of cross-sector collaboration and expressed a willingness to share further data, tools, and updates as the situation evolves. She also noted that United Way of Southern Nevada would be hosting an additional coordination call later that afternoon and welcomed participation from any interested members.

Chair Tick Segerblom, Regional Transportation Commission of Southern Nevada Board Liaison, asked whether the data presented included nonprofit organizations that partner with Clark County. Ms. Quintero responded that she could not say definitively, noting that many nonprofits chose to submit survey responses anonymously due to concerns about sharing identifiable information. She emphasized that the 160 responses received likely represent only a fraction of the sector's true scope and impact. She added that United Way of Southern Nevada plans to redeploy the survey and invited SNS Steering Committee members to help distribute it within their networks to improve participation and capture a more complete picture.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

Item:

7. Receive a presentation on the City of Henderson’s implementation of Assembly Bill 356, a state law requiring the removal of non-functional turf, and impacts related to urban heat

Comments:

Following a detailed PowerPoint presentation [attached], Mr. Kirk Niemand, City of Henderson, presented an overview of the City of Henderson’s (City) ongoing implementation of Assembly Bill (AB) 356, a state law mandating the removal of non-functional turf and its implications for water conservation and urban heat mitigation. He was joined by Ms. Amie Wojtech, City of Henderson.

Mr. Niemand described the City’s multipronged approach to conservation, which includes turf removal, grass conversion, smart irrigation systems, infrastructure upgrades, and thoughtful park planning that maintains usable green space while reducing water usage. The City’s irrigation systems are centrally controlled and responsive to environmental conditions, including rain and wind events. Mechanical systems have been upgraded to allow for early leak detection and more precise water management. Currently, over 95 percent of the City’s park sites are controlled centrally by three dedicated irrigation technicians.

Mr. Niemand detailed the City’s strategy to preserve green space where needed, such as in sports fields or areas for passive recreation, while replacing turf along perimeters and roadside edges with xeriscape and other water-efficient landscaping. New amenities such as shade structures, trees, cornhole courts, and picnic tables are being integrated into redeveloped park areas to preserve usability and improve community access.

Mr. Niemand reviewed the City’s park master plan updates and community engagement efforts to guide the design of future parks. He provided historical context for how older parks were designed with turf extending to sidewalks and roadways and described how the City is now rethinking that approach.

Mr. Niemand reported that, as of the presentation, the City had converted or replaced approximately 2.1 million square feet of fescue turf, saving more than 24 million gallons of water annually. An additional 1.4 million square feet of turf have been converted from fescue to Bermuda grass, which is more drought-tolerant, with an expected annual savings of over 29 million gallons. Early data indicate that actual water savings are trending higher than projected.

Highlighting specific projects, Mr. Niemand shared before-and-after images of turf removal and landscape redesigns at several parks including:

- Cinnamon Ridge Park, where six ash trees were replaced with 17 new drought- and heat-tolerant trees, and amenities like picnic tables and cornhole courts were added.
- Wells Park, where nearly 39,000 square feet of turf were removed, and fitness equipment was installed in place of declining turf.
- Sunridge Park, where turf was removed from a sloped roadside embankment, improving irrigation efficiency and pedestrian safety for nearby middle school students.

- Anthem Hills Park and Puccini Park, where turf removal projects were paired with tree replacement and other upgrades.

Mr. Niemand emphasized that new park designs incorporate lessons learned from these projects. While reducing non-functional turf, the City is prioritizing tree planting and shaded gathering spaces to help mitigate the urban heat island effect, especially as required by AB 356.

Mr. Niemand concluded by highlighting that 23 of the 50 identified turf removal projects have been completed to date and reiterated the City's commitment to balancing conservation goals with the community's need for accessible and enjoyable park spaces.

Chair Tick Segerblom, Regional Transportation Commission of Southern Nevada Board Liaison, asked whether the City had evaluated the use of artificial turf as an alternative to natural grass and how that comparison factored into project decisions. Mr. Niemand responded that artificial turf had been used sparingly, primarily in areas with steep slopes or near amenities where natural grass or xeriscaping would be impractical, such as around basketball courts, bounce house pads, and adjacent to a playground at Anthem Hills Park. He noted that one major concern with artificial turf is heat retention, which can make the surface too hot for comfortable use during the summer unless shaded.

Chair Segerblom revisited the topic of turf selection, asking whether the City had reached any definitive conclusions regarding the use of natural grass versus artificial turf in park settings. Mr. Niemand stated that the City continues to favor natural turf in most park settings. He added that sports teams tend to prefer natural grass, especially when choosing between adjacent fields with similar features. The decision-making process continues to prioritize community feedback and site-specific suitability.

Ms. Wojtech provided additional context on the City's conservation and heat mitigation efforts, highlighting a research partnership launched in 2022 with the Desert Research Institute (DRI). The study aimed to analyze the thermal impacts of turf conversions at six parks. Due to project timing, full pre- and post-installation analysis was completed for two of those parks. DRI used drone imaging to capture thermal data and flight patterns for accurate, consistent measurement. Ms. Wojtech reported that the study's results reinforced the importance of increasing shade in park spaces. In response, the City is integrating more trees into its turf removal projects, an initiative informed by both public feedback and scientific data. Another key takeaway was that larger, lighter-colored rock materials reduce heat absorption more effectively than smaller "chat" gravel. The City is now incorporating these findings into its park design guidelines to support long-term cooling strategies.

Mr. Rick Van Diepen, American Institute of Architects, asked for clarification on the comparative performance of chunkier rock versus standard chat gravel. Ms. Wojtech confirmed that larger rock performs better in terms of cooling and noted that the City uses gold-colored rock as its standard. Mr. Niemand added that visual comparisons in parks further highlight temperature differences between material types.

Chair Segerblom inquired about the tree irrigation strategy. Ms. Wojtech confirmed that all new trees are supported with drip irrigation systems. In planned future collaboration with DRI, she explained that the City's contract with DRI concluded at the end of 2024. Ms. Ariel Choinard, DRI, noted that the

original study was initiated by Dr. Eric Wilcox and predated the establishment of DRI's heat lab. She expressed interest in sharing additional shade modeling results and continuing collaborative research in the future. Ms. Choinard also asked about tree survivability following turf conversion. Mr. Niemand responded that all trees are monitored and irrigated, and to date, survivability has been high.

Chair Segerblom asked whether parks departments from different jurisdictions coordinate regularly. Mr. Niemand replied that while agencies do connect during statewide conferences, there is no standing interagency working group. Ms. Sami Real, Clark County, added that regional planning directors have begun meeting frequently and that similar collaboration among parks staff could be beneficial. She also shared that Clark County conducted a similar study, which found that turf surrounding trees contributed to root cooling and hydration. As a result, Clark County is analyzing potential trade-offs between water savings and tree health when turf is removed.

Mr. Zane Marshall, Southern Nevada Water Authority, commended the City and its regional partners for their compliance with AB 356 and for their irrigation management and turf conversion efforts. He noted that the conversion from cool-season to warm-season grasses is a key component of the region's broader conservation strategy. Mr. Marshall also highlighted the Southern Nevada Arborist Group as a valuable resource for best practices in tree protection during turf removal projects.

Ms. Minjia Yan, Urban Land Institute, asked about new alternative turf materials that are both drought-resilient and effective in mitigating heat. Mr. Marshall explained that while no formal new program exists, turf growers have developed new drip-irrigated groundcover materials, such as dichondra and clover, that may serve as alternatives in non-park settings like business landscaping, Homeowners Association (HOA) areas, and public grounds. These materials, while visually similar to turf, are less durable and may not be appropriate for high-traffic park environments, but they do comply with AB 356 guidelines.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

Item:

8. Discuss organizational successes, work plan activities, or State legislative priorities that further the implementation of the Southern Nevada Strong Regional Plan

Comments:

This item was not discussed due to time constraints.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

Item:

9. Identify future meeting(s) and agenda items

Comments:

This item was not discussed due to time constraints.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

Item:

10. Conduct a comment period for citizens participation

Comments:

Mr. Aaron Harris made the following comment:

Hi everyone, my name is Aaron Harris. I just want to call out today that there was only one empty chair in the audience today, so we have a great turnout. There's quite a lot of interest here because what we're talking about is of vital importance to people that live here. However, one of the things that is also the case is I have to use vacation time to come here. You know, I could be off in some, you know, Tahiti village or, you know, some fancy locale, but I'm here because I think this is really important to us, and I'm gonna renew my calls to make, uh, the activities of Southern Nevada Strong more accessible to more people. Beyond just surveys, we want to have people be able to participate and listen on what's going on here. I think we need to have live streaming. I think we need to have hybrid meetings, I think we need to have opportunities to be involved that are not just during the work day but also after work and before work. So I want to ask, you know, when are we going to make the policy changes to actually achieve the goals that we set out for ourselves in this forum. When I go to the planning commission, you know, we talk about housing diversity and all this great stuff, when I go to the planning commission meeting, um, it's all kind of the same tired single family home developments on tinier and tinier lots. You know, they go for the zoning variants, they increase the density, but they're still building the same types of housing. You know, and the truth is we're not gonna be able to achieve our goals through special initiative, special initiatives, special tax abatements, or even public private partnerships, although these are vital, vitally important for setting the right direction. The various government agencies, quite frankly do not have the capacity to specifically manage every single housing project that promises to provide affordable and attainable housing. Nevada may be a bastion of libertarianism, we want to be and let be, we have the most restrictive zoning codes for a metropolitan area of our size. We also have some of the most dangerous roadway designs in the country as well. Minneapolis, Austin, and dozens of other cities have been able to stem the bleeding when it comes to runaway housing costs. They changed their policy. They afforded the capability to build ADUs by right. They eliminated the exclusionary single family zoning that restricts a lot of new development. But they didn't lose the neighborhood. They made it easier to build the good stuff, and they build it harder to build the more inefficient stuff. This is what we mean by changing the policies that way we're building a new status quo. We can't and don't need to wait for the state legislature to make these changes. Zoning and residential roadway design are the purview of our local government. We can turn our parking mandates into parking guidelines. I'll give you an example. I had a friend visiting recently from out of town, but his car engine failed and it would be in the shop for 2 weeks. For a lot of people, losing access to your car means losing access to your mobility and your livelihood. He decided instead to get an Airbnb downtown where he wouldn't have to drive [inelligible] for those 2 weeks. I'll also mention that he was also working for part of those 2 weeks. He could have stayed with me for free, but if he did, he would have been essentially stranded at my house. But he wanted to stay downtown where he could walk and be able to be functioning without needing a car. I can't help but laugh when I go downtown and I see these massive empty parking structures or even these over overly tall condo towers that are 80 ft taller simply because the 1st 6 stories are the parking garage. The truth is that these parking garages make an area feel more hollow and lifeless. Ground

level retail and having apartments above them makes a place to feel more lived in. We don't need to provide so much parking when so much of it is already sitting empty. From a water perspective, you know, we talked about water today. A single family house uses 4 times as much water than a comparable apartment. OK, sure. In our mind, we think, OK, we could support 4 times as many apartments in Las Vegas as housing. But when you count that 99% of indoor water use is recycled, all of a sudden you're talking about being able to support 10 to 20 times more apartment units than, single family homes when it comes to consumptive water use. Finally, the thing that we talk about is revitalizing existing neighborhoods. One of the things I want to talk about is the average housing size is actually going down. But when we talk about housing diversity, we have to acknowledge that it means density diversity at the street level. Right now we'll zone a single, uh, a certain amount of density at a residential neighborhood, right? A developer will seek some kind of zoning variances to let them build town homes in this one area, but then the entire neighborhood is town homes, and those town homes are in an area with no public transit access, and then people complain that there's too much traffic and not enough parking. But you go one neighborhood over and there's wide roads, uh, and plenty of parking. When we talk about revitalizing neighborhoods, this means leveling an entire street of single family homes to build duplexes. That means making it OK to build a duplex or a triplex surrounded by single family homes. Form-based codes ensure that these higher density buildings fit into the existing neighborhood where we have the capacity to support additional residents. Over 80% of our land is zoned for single family homes, and we can fit more people by allowing for progressive density in our existing neighborhoods rather than forcing all new neighborhoods to necessarily have to be high density. I also think that \$1 billion in lost economic revenue is probably an underestimate. When you look at where Fortune 500 companies are locating, it's almost exclusively in areas with high capacity transit: Seattle, Denver, and Atlanta. To recap, we need to start considering policies today that are actually going to remake the city we want to build, instead of continuing along our existing status quo. So we need to change the status quo. Thank you.

Motion:

No motion was necessary.

Vote/Summary:

No vote was taken.

ADJOURNMENT

The meeting adjourned at 12:11 p.m.

Respectfully submitted,

DocuSigned by:

Jennifer King

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Jennifer King, Recording Secretary

DocuSigned by:

Marek Biernacinski

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Marek Biernacinski, Transcription Secretary

Southern Nevada Strong

Regional Plan Update



Steering Committee

April 24, 2025



SOUTHERNNEVADA STRONG
LET'S GROW OUR FUTURE TOGETHER

SouthernNevadaStrong.org



1

Agenda



- Overview and recap of kickoff week events (2 mins)
- Presentation of key findings and emerging themes (10 mins)
- Discussion on key findings and themes (10 minutes)
- Presentation of draft priority outcomes (5 mins)
- Discussion on draft priority outcomes (15 mins)
- Next Steps (3 mins)



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2

Meeting Objectives



- Steering committee review and understand key themes from first task group meetings, stakeholder committee workshops, and kickoff party.
- Understand housing, economic development, and scenario planning/growth strategy key themes and discussion points.
- Review how community engagement is working in tandem with stakeholder feedback
- Review draft priority outcomes - discussion and direction
- Start to consider tradeoffs between priorities and outcomes

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3

Role of the Southern Nevada Strong Steering Committee

The **SNS Steering Committee** will help our team develop a regional housing strategy and regional plan for Southern Nevada.



4

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4

Overview of SNS 2050 Process



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5

Overview of SNS 2050 Process

Stakeholder AND Community Engagement



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6

Key findings and emerging priorities from stakeholder engagement and kickoff week

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7

Economic Development

Strengths

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

8

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Economic Development

Strengths

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

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

9

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Economic Development

Opportunities

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

10

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10

Economic Development

Opportunities

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

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

11

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11

Housing

Strengths

Availability of federally controlled land (with caveats)

Collaboration among jurisdictions

Institutional capacity in regional planning and housing programs

12

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12

Housing

Strengths

Availability of federally controlled land (with caveats)

Collaboration among jurisdictions

Institutional capacity in regional planning and housing programs

Weaknesses

Over-reliance on federal funding for affordable housing (e.g., LIHTC, HOME, vouchers)

Shortage of vouchers and affordable housing preservation efforts

High cost and limited availability of land

Disconnect between housing supply and development incentives

13

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13

Housing

Opportunities

Cross-sector partnerships between institutions and housing entities

Alignment between housing and economic development goals

Redevelopment of underutilized land

Housing Needs Assessments as tools to push back on NIMBY opposition

14

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14

Housing

Opportunities

Cross-sector partnerships between institutions and housing entities

Alignment between housing and economic development goals

Redevelopment of underutilized land

Housing Needs Assessments as tools to push back on NIMBY opposition

Threats

Federal funding volatility (risk to vouchers and tax credits)

Land constraints and rising construction costs

Lack of a unified regional strategy to preserve and expand affordable stock

15

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15

Scenario Planning

Strengths

Strong tourism and multicultural identity

Presence of organized labor and union strength

Federal land availability (with caveats)

Commitment to long-term planning within jurisdictions

16

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16

Scenario Planning

Strengths

Strong tourism and multicultural identity

Presence of organized labor and union strength

Federal land availability (with caveats)

Commitment to long-term planning within jurisdictions

Weaknesses

Limited affordable housing

Fragmented regional coordination and leadership buy-in

State-level constraints on transportation funding

Development pressure beyond urban boundaries

Dependence on gaming and tourism industries

17

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17

Scenario Planning

Opportunities

Partnerships with universities and school districts

Workforce development innovation

More intentional scenario modeling of environmental and financial resilience

Regional policy alignment and cross-jurisdictional planning

Expand transit investment to support both transportation and development

18

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18

Scenario Planning

Opportunities

Partnerships with universities and school districts

Workforce development innovation

More intentional scenario modeling of environmental and financial resilience

Regional policy alignment and cross-jurisdictional planning

Expand transit investment to support both transportation and development

Threats

Unpredictability around federal land use decisions

Extreme heat and climate-related risks

Lack of implementation tools and funding strategies

Rising development costs and affordability pressures

19

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19

Key Themes Discussion

Is anything missing?

What is surprising to you?

Where are the tensions and tradeoffs?



20

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20

Draft Priority Outcomes

21

WHAT IS SCENARIO PLANNING?



EXPLORATION
Identify
possibilities



ANALYSIS
Evaluate
metrics



PLANNING
Strategize for
the future

22

DRAFT Priority Outcomes

- **Strengthen regional coordination and governance**
- **Grow in ways that maximizes efficiencies of infrastructure investments and accounts for an increasingly hotter region**
- **Growth should be inclusive and the region should support shared prosperity**
- **Increase housing supply through land use innovation**
- **Expanded supply of affordable and workforce housing**
- **Create diversified housing supply that meets the demand current and future residents with access to services, schools, and transportation options**
- **Diversify and stabilize housing funding**

23

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23

DRAFT Priority Outcomes

- **Support diversification and resilience of the regional economy**
- **Increase workforce development outcomes and retain a skilled and educated workforce**
- **Create sustainable transportation options and secure infrastructure funding**
- **Address Infrastructure, utility, and Climate-Related Constraints**
- **Integrate resilience, sustainability, and land use**
- **Develop clear implementation tools and metrics for progress**

24

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24

Priority Outcomes Discussion

Do these make sense to you?

What is missing?

Do you agree with these priorities?



25

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25

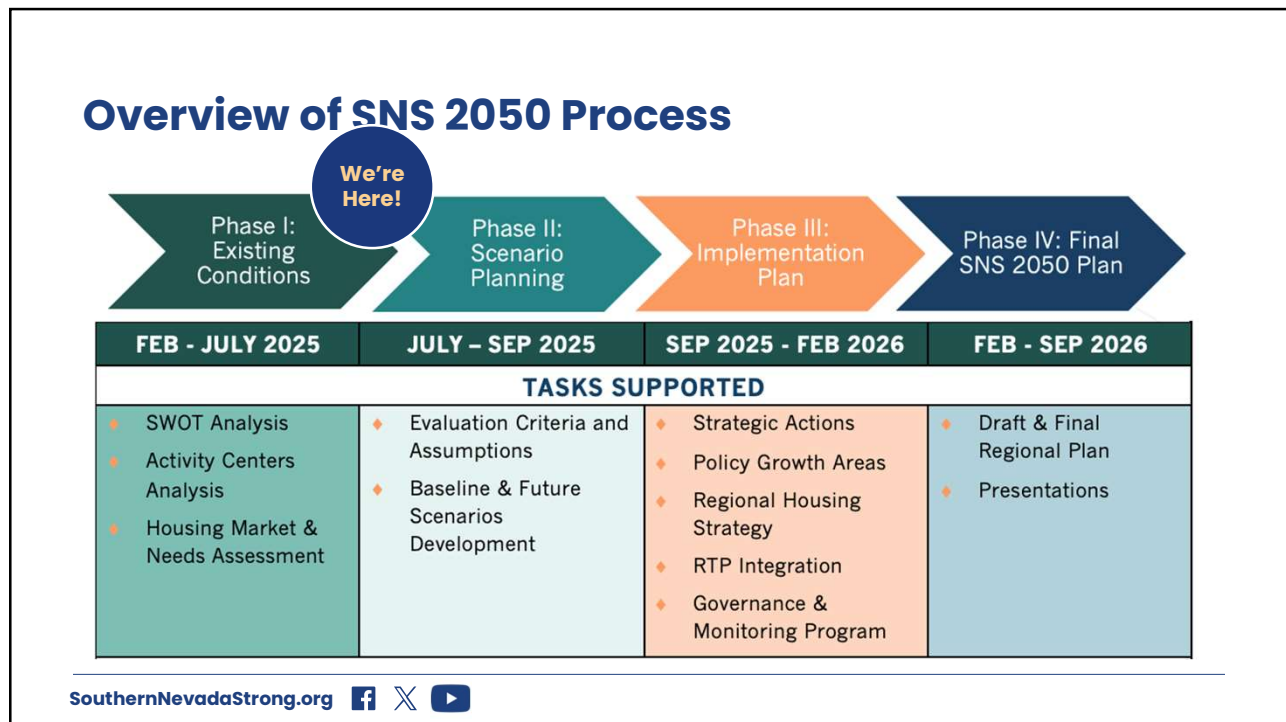
Next Steps

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26

27



Tyler Bump, Project Director – bump@econw.com



Overview of Federal Funding and Impact to Nonprofit Sector

Presented for the Southern Nevada Strong Steering Committee

United Way of Southern Nevada

April 24, 2025

1

United Way Southern Nevada Role

United Way is a community convener and serves as a facilitator to the nonprofit sector and community-based organizations. The information presented today is representative of **our state-wide coordination and collaboration.**

Goals for today:

- Share current collaboration amongst state-wide nonprofit sector
- Share what we know and what we don't know
- Consider next steps to take as a region and cross-sector collaboration

2

What We Know

- Nonprofit sector plays a pivotal role in the delivery of social services in Nevada
- There is a spectrum of impact to the social service sector and local communities
- Nonprofits are experiencing uncertainty in the way they manage their programs
- Short-term effects of changes to federal funding

What We Do Not Know

- Long-term impact of federal funding changes to the nonprofit sector and the communities they serve
- Severity of impact to the social service sector and the communities they serve
- The overview is not a statistical analysis, this is self-reported real time data from nonprofit organizations requested.

3

State of the Nonprofit Sector in Nevada

- **Federal Dollars Impact to Nevada**

- 1/3 of the state budget comes from federal funding
- Nonprofits receive a portion of these funds through grants, subgrants, contracts, direct billing, and other methods to provide vital services in every corner of our state.

Overview provided by National Council of Nonprofits

- **Nonprofit Sector Partnership with Government Agencies**

- Nonprofits know their sector and the communities they serve
- Government would have to increase direct services to fulfill the needs that are being met by the nonprofit sector
- Foundations and individual giving can not fill in gaps if there are cuts in government funding. Nationwide 31% of the nonprofit sector's revenues come from funds earned under government grants and contracts.
- Only about 13% of revenues come from foundations, individuals, and corporations

Overview provided by Nevada GrantLab – Nonprofit Sector Analysis (2023)

- **Nonprofit Sector Impact in Nevada**

- Nonprofits employ over 46,000 people in Nevada
- There are about 625 actively operating nonprofits in the state providing more than \$2.4 billion in programs and services for our community
- According to a 2023 study commissioned by Nevada GrantLab, the sector remains much smaller by workforce and assets compared to similar regions

4

Timeline for Nonprofit Sector Coordination

- **1/27/25** - Office of Management and Budget (OMB) released a memo that required "Federal agencies to identify and review all Federal financial assistance programs and supporting activities consistent with the President's policies and requirements," and to **suspend distribution of this funding while the review was underway.**
- **1/28/25 & 1/29/25** - United Ways of Nevada hosted a rapid response call in partnership with Nevada GrantLab with over **350 nonprofits and community leaders.**
- **1/29/25** - OMB memo rescinded, but federal funding review continues.
- **2/12/25** - ACLU, Legal Aid Center of Southern Nevada, Nevada GrantLab, and United Ways of Nevada partnering together to continue to provide communication, technical support, and legal insights to the nonprofit sector.
- **2/21/25** - UWSN met with the Office of Federal Assistance (OFA) to collaborate on data gathering to gain a full understanding of the impact of federal funds to State Agencies & Nonprofit Sector staffing, and individuals impacted by services.
- **2/26/25** - United Ways of Nevada launched a second survey and **received 160 entries**, each representative of a federal funding program and **presented to the Joint HHS Legislative Committee.**
- **3/19/2025** - Hosted **Nonprofit Day at the Legislature** and addressed shared state and federal priorities.
- **3/20/25** - Hosted nonprofit roundtable with **Senator Cortez Masto** to share immediate, short-term impact of federal funding changes.
- **4/24/25** - ACLU, Legal Aid Center of Southern Nevada, Nevada GrantLab, and United Ways of Nevada partnering to host a **rapid response virtual call to continue supporting sector with federal funding changes.**

5

Executive Orders Or Actions Affecting Nonprofits

Executive Orders Affecting Charitable Nonprofits

Updated April 17, 2025

New updates are highlighted in beige.

After his January 20th inauguration, President Trump signed dozens of Executive Orders (EOs) covering a broad range of issues, including diversity, equity, and inclusion programs; government grants and contracts; civic engagement; immigration; and certain nonprofit subsectors. **Some of the EOs won't take effect immediately, and many are expected to be immediately challenged in court.** This chart outlines some of the EOs that may affect nonprofits directly or indirectly.

This document will be updated frequently, so please use this link to see the most up-to-date version: <https://www.councilofnonprofits.org/files/media/documents/2025/chart-executive-orders.pdf>

Help us track the impacts of the recent Executive Orders on the nonprofit sector by sharing your stories of observed impacts on your work and the people you serve: <https://www.councilofnonprofits.org/form/effects-executive-actions-nonprofits>

Background Resources

- National Webinar: Executive Actions and their Impact on Charitable Nonprofits (57:38) [recording](#) and [slides](#), National Council of Nonprofits, Feb. 7, 2025
- [The Impacts of the Recent Executive Orders on Nonprofits](#), National Council of Nonprofits.
- [Presidential Actions](#), White House.
- [What Is an Executive Order?](#), American Bar Association, Jan. 25, 2021.

Table of Contents

- [Diversity, Equity, and Inclusion](#)
- [Federal Government](#)
- [Immigration](#)
- [LGBTQ+](#)
- [Environment](#)
- [Census](#)
- [Civic Engagement](#)
- [House of Worship/Faith-Based Groups](#)
- [Other](#)

The content provided in this chart is provided in good faith for informational purposes only and is neither intended to be nor should be construed as legal or tax advice. Please consult an attorney for the latest and most accurate information. The National Council of Nonprofits makes no representations or warranties as to the accuracy or timeliness of the information contained herein.



- As of April 17th, the National Council of Nonprofits has reported **42 Executive Orders or Actions affecting nonprofits**
- List is constantly updated on their [website](#).

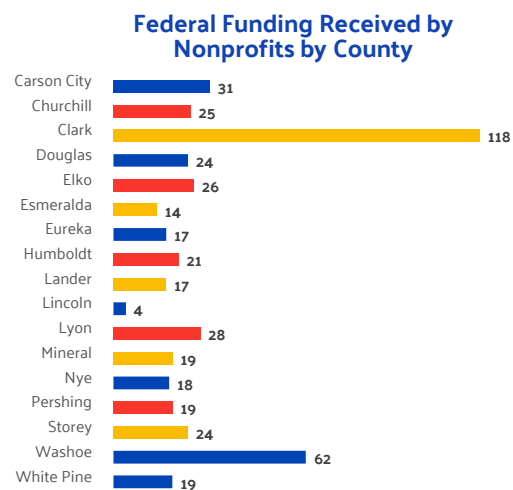
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Federal Changes and Data from the Nonprofit Sector

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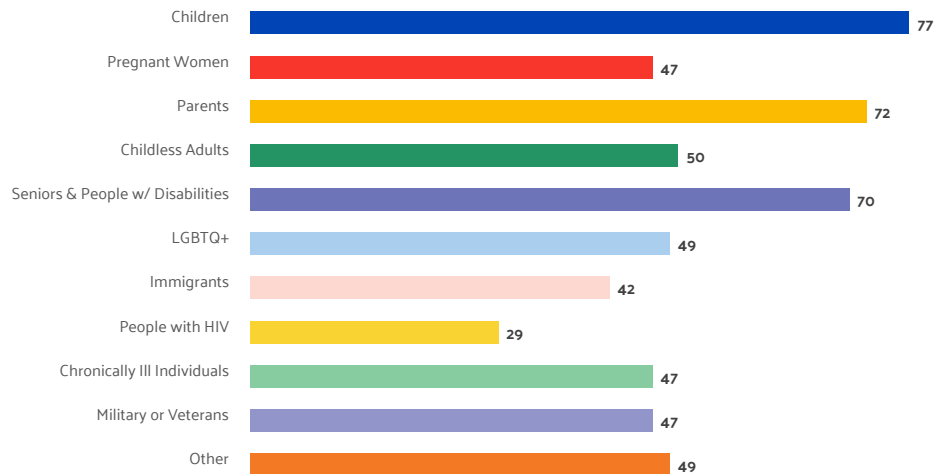
Survey Overview: Impact by County

- **We received 160 responses**
 - We asked organizations to submit data for every individual grant received from the federal government
- **Highlights from self-reported data:**
 - **From the reported \$214 Million in Federal Programs (direct or pass-through)**
 - **Directly impacting over one hundred thousand Nevadans**
 - Serve every single county in our state



8

Survey Overview: Constituencies Most Impacted

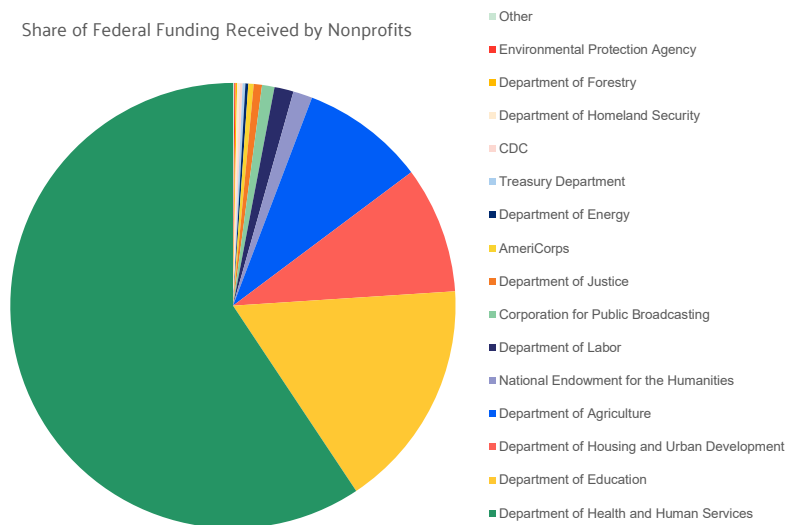


9

Survey Overview: Source of Funding by Federal Agency

- 65% of reported grants are received through a state department or municipality
- The largest funder is the Department of Health and Human Services followed by the Departments of Agriculture and Education

Share of Federal Funding Received by Nonprofits



10

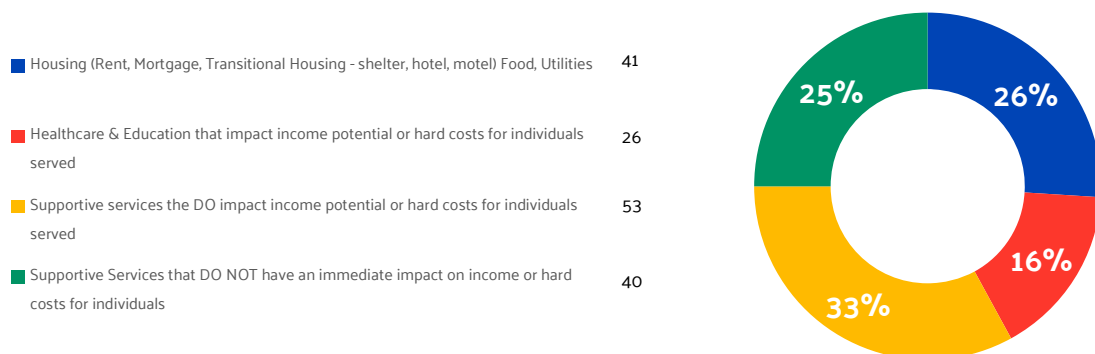
Survey Overview: Administrative Impacts to Nonprofits

- In the days following the release of the OMB Memo:
 - **38% of self-reported grants had their reimbursement portal temporarily shut down and their funding frozen**
- In the weeks following federal funding review directives:
 - **6% of grants** have received compliance notices or requests to modify their budget to align with the President's Executive Orders or lose funding
 - **8% of grantees reported** an immediate impact on full-time staff
 - Some nonprofits have also reported longer reimbursement times or lack of communication from grant managers.
- Why this is important:
 - **Many nonprofits do not have the cash-on-hand to sustain prolonged periods of delays in reimbursement without missing payroll or reducing services.**
 - Even 24 or 48 hours in withholding payment translates into the same delay in giving families rental, food, or health care assistance.

11

Survey Overview: Services Provided to Communities

What kind of services do you provide through this funding?

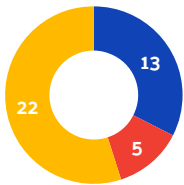


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Survey Overview: Federal Funding Sustainability

Long-term sustainability of the funding. Do you anticipate this funding to be at risk?

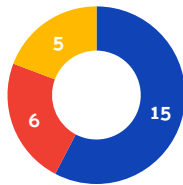
Housing, Food, and Utilities



■ Yes ■ No ■ Maybe

33% indicate 'yes'
55% indicate 'maybe'
to anticipated cuts

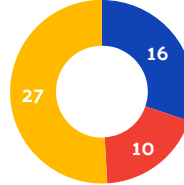
Healthcare & Education



■ Yes ■ No ■ Maybe

58% indicate 'yes'
19% indicate 'maybe'
to anticipated cuts

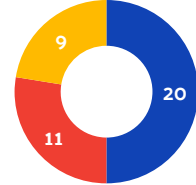
Supportive Services that
DO Impact Income Potential or
Hard Costs for Individuals
Served



■ Yes ■ No ■ Maybe

30% indicate 'yes'
51% indicate 'maybe'
to anticipated cuts

Supportive Services that
DO NOT Impact Income
Potential or Hard Costs for
Individuals Served



■ Yes ■ No ■ Maybe

50% indicate 'yes'
23% indicate 'maybe'
to anticipated cuts

13

Survey Overview: Potential Long-Term Impacts

When nonprofits were asked if they thought their funding was at risk and why, they responded:

- 41% - Yes, due to the federal funding freeze
- 39% - Yes, due to Congressional spending cuts
- 20% - No anticipated impact

Other impacts:

- 54% of nonprofits report the freeze could negatively impact full-time employee staffing, in the long-term
- 80% of respondents report feeling uncertain in the longevity of their federal funding

14

How Nonprofit Sector Is Responding

- Data Driven Decisions
- Convening and Collaboration
- Reform to state grants process through AB 442 – Advance and Prompt Payment

What are some opportunities for cross-sector collaboration?

15

Thank You!

For further questions, please don't
hesitate to contact us:

VP of External Affairs Janet Quintero at
janetq@uwsn.org

16

HENDERSON™

Parks and Recreation

**Conservation
Efforts**

1



2

COH Parks and Recreation Critical Conservation Plan and Goals

HENDERSON™

3

COH Parks and Recreation Critical Conservation Plan and Goals

Priorities:

- 💧 Identify areas for water reduction (Et based xeriscape irrigation) and turf reduction in conjunction with AB356
- 💧 Identify new technologies that will reduce our environmental footprint and increase efficiency
- 💧 Have all irrigation sites with controllers linked to a central control
- 💧 Provide a high-quality experience for patrons and be visually appealing
- 💧 Get feedback from stakeholders and partners



4

COH Parks and Recreation Critical Conservation Plan and Goals

What we have done (before AB356):

- From 2003-2022 the City of Henderson has converted/replaced 2.1 million square feet fescue turf and converted almost a million square feet. The water savings exceeds 134 million gallons of water annually. And for perspective, 134 million gallons of water is equal to 202 Olympic sized swimming pools
- LED Lights installed inside City buildings and parks
- Increased Recycling Opportunities
- Built new parks with water conservation in mind



5

COH Parks and Recreation Critical Conservation Plan and Goals

Department Drought Response Plan: Implemented a Turf Reduction/Replacement Program to identify non-functional turf for removal and conversion of cool season to warm season turf grasses

Recent turf reduction projects:

- 2022-2025 – 20 Parks of 50 Parks identified completed.
- Over 439,276 square feet of grass removed equals over 24 million gallons of anticipated water savings annually so far in project.

Recent Cool season to Warm season conversions:

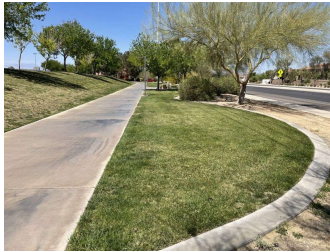
- 2022 – 2025 – 20 Parks of 27 Identified completed
- Over 1.4 million square feet converted equals over 29 million gallons of anticipated water savings annually so far in project.



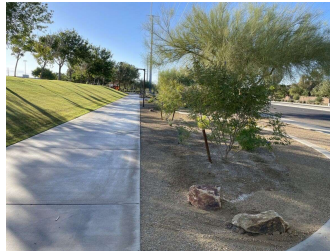
6

Turf Removal at Cinnamon Ridge Park

Before



After



15,713 sq ft of turf replacement
with anticipated water savings of
864,215 gallons per year.

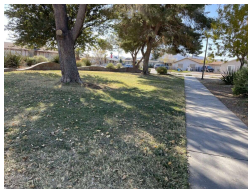
Trees Removed: 6
Trees Replaced: 17
Completed: 5/9/23-6/2/2023

HENDERSON

7

Turf Removal at Wells Park

Before



38,952 sq ft of turf replacement
with anticipated water savings of
2,142,360 gallons per year.

Trees Removed: 14
Trees Replaced: 34
Completed: 12/15/23-2/8/24

After



HENDERSON

8

Turf Removal at Sunridge Park

Before



After

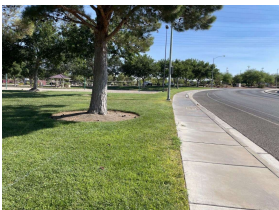


HENDERSON

9

Turf Removal at Anthem Park

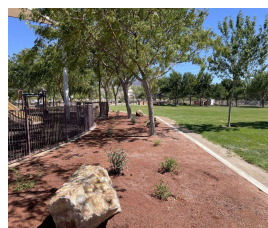
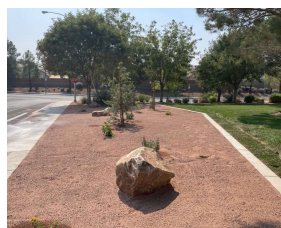
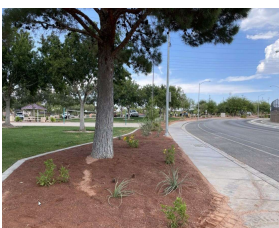
Before



22,196 sq ft of turf replacement
with anticipated water savings of
1,220,780 gallons per year.

Trees Removed: 4
Trees Replaced: 30
Completed: 7/8-9/11/24

After



HENDERSON

10

Turf Removal at Puccini Park

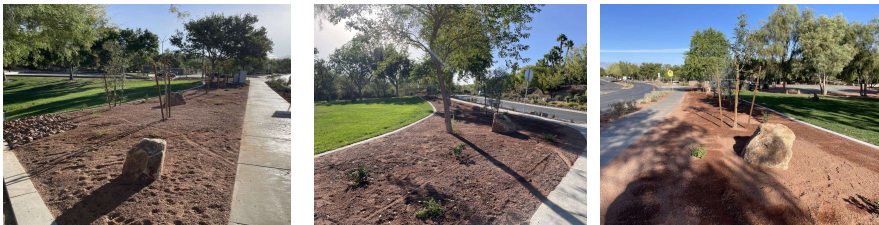
Before



7,450 sq ft of turf replacement
with anticipated water savings
of 409,750 gallons per year.

Trees Removed: 3
Trees Replaced: 15
Completed: 9/23-10/21/24

After



HENDERSON

11

Turf Removal at Burkholder Park

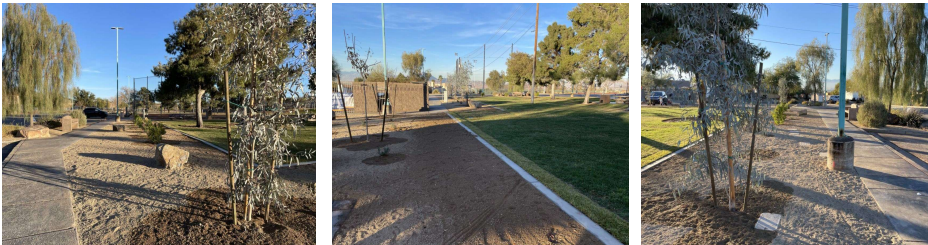
Before



20,323 sq ft of turf replacement
with anticipated water savings of
1,117,765 gallons per year.

Trees Removed: 8
Trees Replaced: 32
Completed: 12/2/24-1/22/25

After



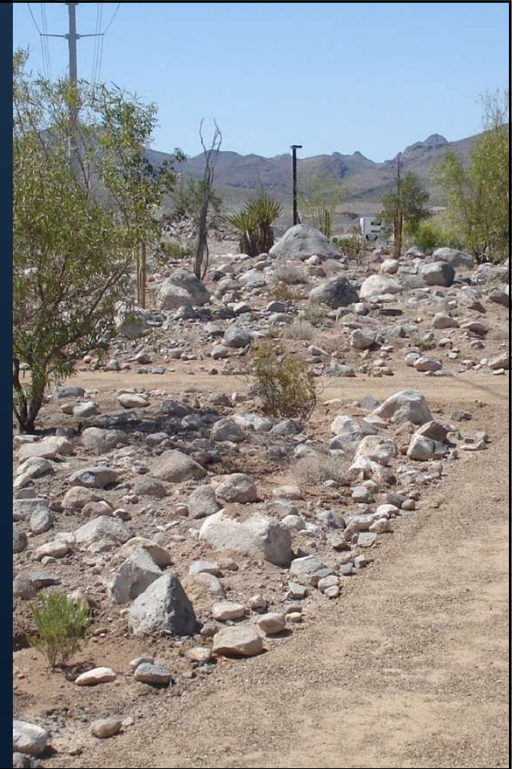
HENDERSON

12

COH Parks and Recreation Critical Conservation Plan and Goals

Desired Results:

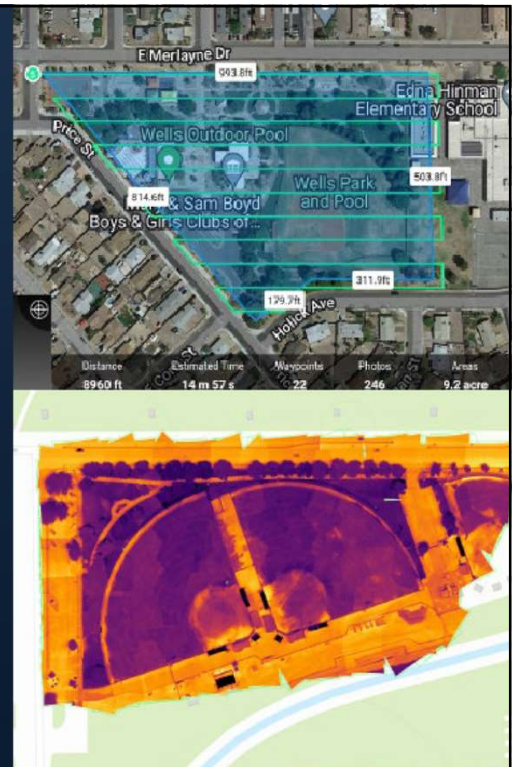
- Have all the non-functional turf out of the parks by end of 2026
- Reduce water consumption
- Design and construct new parks and facilities with conservation in mind
- Total water savings estimated to exceed 288 million gallons annually



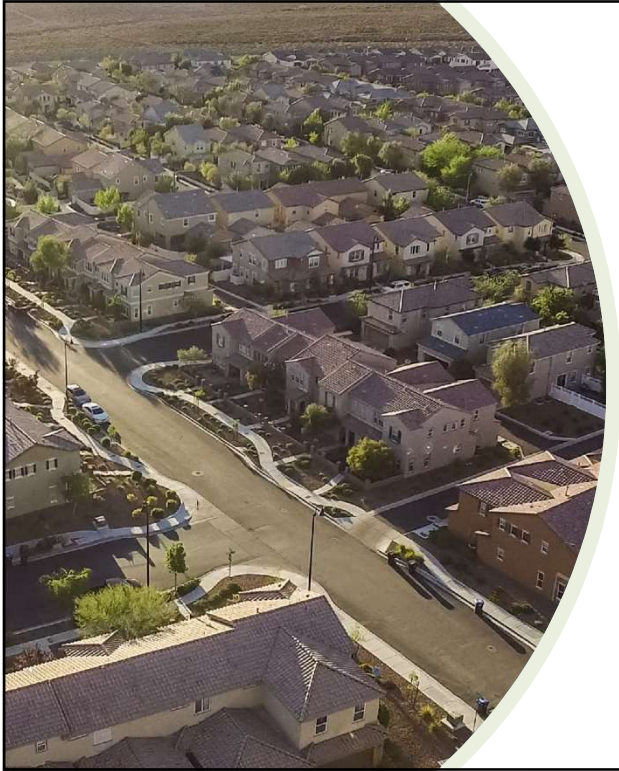
13

DRI Study

- In 2022, City of Henderson partnered with Desert Research (DRI) to conduct a study of parks that would undergo turf conversion.
- Six parks were included in the study for pre-work. Only two were included for post-work as contract ended.
- Drone data provided statistics with each park.
- Study revealed helpful information that can be incorporated into the Design Guidelines. Shade was a big takeaway.



14



THANK YOU

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

Agenda Item

Subject:	Southern Nevada Strong Regional Plan
Petitioner:	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
Recommendation by Petitioner:	Receive a presentation on the draft Housing Needs Assessment and Supportive Efforts Reports, which are part of the Southern Nevada Strong 2050 Regional Plan update, for input and discussion by the Southern Nevada Strong Steering Committee (FOR POSSIBLE ACTION)
Goals:	Support regional planning efforts to improve economic vitality and education and invest in complete communities
Meeting:	Southern Nevada Strong Steering Committee - Jul 31 2025

FISCAL IMPACT:

None

BACKGROUND INFORMATION:

The 2015 Southern Nevada Strong (SNS) Regional Plan (Plan) was created as a vision to manage expected growth in Southern Nevada, which is projected to reach a population of over three million people by 2050. The Plan is a blueprint for a diversified economy and sustainable, transit-oriented communities that revitalize existing neighborhoods. Since its development, the Regional Transportation Commission of Southern Nevada's (RTC) Metropolitan Planning Organization (MPO) has served as the Plan administrator, a role that also includes leading Plan updates.

Recognizing the many environmental, economic, demographic, and public policy changes that have occurred over the last decade, the SNS Steering Committee directed MPO staff to initiate a plan update. The Plan update, which is now titled SNS 2050, is presently underway.

The SNS Steering Committee received the draft Housing Needs Analysis and Supportive Efforts reports as backup documentation for review and input, which are part of the existing conditions' deliverables under Task 3 of the contract scope. Key findings from each report will be presented to the SNS Steering Committee for discussion.

Key findings from the Housing Needs Assessment include the following:

- The region currently needs approximately 57,702 housing units.
- Approximately 445,000 new housing units are needed across the region by 2050.
- The region needs more housing, more types of housing, and a wider range of price options, especially for lower incomes.
- All of the jurisdictions in Southern Nevada have housing needs across all income levels.

Key findings from the Supportive Efforts Report include the following:

- A review of recent planning efforts across the region finds that the majority of plans significantly align with the 2015 SNS Regional Policy Plan goals, but some gaps and tensions exist in the following areas: how we grow (greenfield development versus infill); community concerns around

digital access, food security, and public safety are underexplored in many plans; special district alignment across the region; and inconsistent implementation capacity.

- A review of recent community engagement efforts shows that several community priorities identified during the 2015 SNS planning effort are still highly relevant today, including housing affordability, transportation access and mobility options, neighborhood revitalization and safety, and access to community services.
- The same review finds that new community priorities include extreme heat, digital access, utility burdens, flexible mobility options, food security, community safety, and trust and representation in planning processes.

SNS 2050 task group members identified strengths, weaknesses, opportunities, and threats (SWOT) for the region. These include the following:

- Strengths: Culture of regional collaboration, strategic land use and planning capacity, multimodal transportation and accessibility, diverse and resilient communities, and economic and lifestyle assets.
- Weaknesses: Workforce and housing mismatches, planning fragmentation and governance gaps, infrastructure, land, implementation barriers, transportation and mobility limitations, and environmental and economic vulnerabilities.
- Opportunities: Federal and state policy tools, population growth, infrastructure and mobility innovations, economic diversification and innovation hubs, and revitalization and infill opportunities.
- Threats: Economic volatility and fiscal risk, climate change and environmental pressures, governance and institutional barriers, housing affordability, social and demographic challenges.
- Some topics were viewed as both promising and problematic. This included the federal lands bill, population growth, transit investment, and cost of living.

A peer review of the Wasatch Front Regional Council, Metropolitan Council, Broward MPO, and Denver Regional Council of Governments provides insight into policies and practices that can inform SNS 2050 strategies related to scenario planning, regional governance and MPO authorities, and the integration of housing, land use, economic development, and transportation.

The presentation will also include information on other Plan progress since the last SNS Steering Committee meeting. These updates will include progress made on the Phase 1 community engagement efforts, key findings, and summary feedback on the second Housing, Scenario Planning, Economic Development task groups, and Steering Committee workshop meetings.

Finally, a discussion on the current conditions (existing baseline) and outside factors that can influence future growth scenarios for upcoming scenario planning work will also occur.

ATTACHED:

[SNS 2050 Update DRAFT Supportive Efforts Report](#)

[SNS 2050 Update DRAFT Housing Market Analysis Report](#)



DATE: July 15, 2025
TO: RTC SNS Regional Planning Team
FROM: EConorthwest & MIG
SUBJECT: DRAFT Supportive Efforts Report

Introduction

The Southern Nevada Strong (SNS) 2050 Regional Policy Plan (2050 SNS Plan) update presents an important opportunity to reflect on the region's progress since the adoption of the original SNS Regional Policy Plan in 2015 and to chart a collaborative path forward. SNS serves as a unifying framework for regional planning in Southern Nevada, guiding collaboration among local jurisdictions, agencies, and community stakeholders to address shared challenges and advance collective goals. It provides the strategic foundation for aligning land use, transportation, housing, and economic development efforts across jurisdictional boundaries, so the region can grow in a more equitable, resilient, and coordinated manner.

To help lay the foundation for the 2050 SNS Plan, the Supportive Efforts Task aims to identify progress made, emerging priorities, and opportunities to strengthen regional coordination and policy alignment for sustainable regional growth over the next 25 years. This report summarizes findings from this task, which includes:

- Assessment of local and regional planning efforts, focusing on the priorities and areas of emphasis pursued by jurisdictions over the past decade
- Summary of recent public engagement efforts to understand public values and priorities
- Summary of a collaborative SWOT (strengths, weaknesses, opportunities, and threats) exercise conducted during project task group meetings to identify challenges and opportunities within the region today
- Review of regional planning peer organizations to identify best practices in governance, plan structure, and implementation that can inform the SNS 2050 Plan

Together, these insights offer a valuable foundation for defining future priorities, actions and ideas for continuing regional planning and coordination in Southern Nevada.



Southern Nevada Strong Regional Policy Plan Themes & Goals

The 2015 Southern Nevada Strong (SNS) Regional Policy Plan established a shared vision for a more sustainable, equitable, and economically resilient region. Grounded in extensive community engagement and interagency collaboration, the plan outlines specific goals across land use, transportation, housing, economic development, and education. To anchor the findings of this report, the table below summarizes the core goals that have guided many of the local and regional planning efforts since the SNS’s adoption.

Exhibit 1: 2015 Southern Nevada Strong Regional Policy Plan Themes & Goals

THEME	GOALS	SUMMARY
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DRAFT



1. Improve Economic Competitiveness and Education	1.1 Align land use and transportation plans with regional economic development plans	Ensure that future development supports target industries and employment growth.
	1.2 Ensure a variety of place types	Offer diverse living and working environments to attract talent and investment.
	1.3 Support small businesses and entrepreneurs	Provide flexible land uses and support systems for innovation and revitalization.
	1.4 Align economic development with education	Foster collaboration across agencies to build a skilled workforce.
	1.5 Improve educational environments through planning	Use land use and transit decisions to support better learning outcomes.
2. Invest in Complete Communities	2.1 Stabilize and strengthen neighborhoods	Promote placemaking and reinvestment in existing communities.
	2.2 Ensure housing diversity	Offer housing options by type, tenure, price, and density.
	2.3 Support access to healthy community services	Improve proximity and access to food, health care, parks, and community assets.
	2.4 Improve neighborhood safety and environmental health	Reduce exposure to hazards and enhance community well-being.
	2.5 Promote resource-efficient development	Encourage compact, sustainable growth and infill development.
3. Increase Transportation Choice	3.1 Develop a modern transit system	Integrate high-capacity transit with vibrant nodes and corridors.
	3.2 Enhance bike and pedestrian facilities	Connect active transportation infrastructure across the region.
	3.3 Maintain a multimodal road network	Design roadways to accommodate a variety of modes and users.



Local & Regional Peer Review

Since the adoption of SNS, local and regional jurisdictions, agencies and community partners have advanced a wide range of planning, policy, and investment initiatives that align with the 2015 SNS Plan vision. This vision is expressed as a vibrant, unique region characterized by a resilient economy, excellent educational opportunities, urban and natural amenities, and integrated transportation networks.

The local and regional plan review task was conducted as part of the broader Phase I Existing Conditions analysis to understand the breadth and focus of local planning activities, understand their alignment with SNS goals, and identify emerging themes, gaps, and tensions that will be important to address through the 2050 SNS Plan update. The project team distributed a survey to local governments, requesting their input on which existing plans, policies, and guiding documents should be included in the review and emphasized the importance of capturing documents that reflect current local and regional priorities. In addition to the survey responses, RTC staff compiled regional plans and studies. The plans and studies cover a range of relevant topics, including transportation, climate resilience, housing, and economic development.

This review supports several key components of the SNS 2050 Plan update:

- ◆ Refines the existing conditions analysis components by providing policy and planning context to inform and complement the translation of technical data and community input.
- ◆ Informs the scenario planning process by grounding discussions in current planning frameworks, priorities and emerging opportunities.
- ◆ Guides strategy development by identifying areas for regional coordination, highlighting areas of policy alignment and gaps.

The table below summarizes the local and regional plans reviewed as part of this task, including each plan’s jurisdiction, title, year of adoption, planning horizon, and primary focus areas. This collection provides a foundation for understanding how jurisdictions

SNS REGIONAL VISION FOR THE FUTURE, 2015

» **In 2035, the Southern Nevada region has a strong entrepreneurial spirit sustaining its high quality of life. This vibrant, unique region is characterized by a resilient economy, excellent educational opportunities, urban and natural amenities, and integrated transportation networks.**



across Southern Nevada have approached key policy areas relevant to the SNS 2050 Plan update.

Exhibit 2: Local and Region Plans Reviewed

JURISDICTION	PLAN	ADOPTION	HORIZON
RTC	Access 2050 Regional Transportation Plan	2021	2050
RTC	Let's Go 2050 Regional Transportation Plan	2025 (Draft)	2050
RTC	On Board Mobility Plan	2020	2040
RTC	Southern Nevada Extreme Heat Vulnerability Analysis	2021	N/A
RTC	Southern Nevada Coordinated Transportation Plan	2024	2028
Clark County	All-In Clark County Community Sustainability & Climate Action Plan	2023	2050
Clark County	Transform Clark County Master Plan	2021	2040
Clark County & Henderson	DRAFT Ivanpah Valley Gateway Future Land Use Study	2024	2045
City of Las Vegas	2050 Master Plan	2022	2050
City of Las Vegas	Master Plan Annual Report	2024	N/A (Annual)
City of North Las Vegas	Comprehensive Master Plan	2011	2030
City of North Las Vegas	Deer Springs District Livable Center	2020	2030-2040
City of North Las Vegas	Realize Downtown North Las Vegas Redevelopment Feasibility Study	2023	2028-2033
City of Henderson	Henderson Strong Comprehensive Plan	2022	2040
City of Henderson	Housing & Community Development Strategy	2020	2040
City of Henderson	East Henderson Investment Strategy	2020	2035-2040
City of Henderson	University Area Livable Centers Study	2024	N/A
Boulder City	Master Plan	2015	2035
City of Mesquite	Master Plan	Elements Vary	Elements Vary
LVGEA	Target Industries Report	Additional plans to be included in final plan review	
SNWA	Water Resource Plan (Chapter 4: Meeting Future Demands)		
SNHD	Community Health Assessment		
SNHD	Community Health Improvement Plan 2022-2025		
SNHD	2025 Health Equity Status Report		
GOED	5-Year Comprehensive Economic Development Strategy 2023		
RTC	Maryland Parkway TOD		
RTC	Boulder Highway Plan		



Summary of Key Themes

The following section highlights shared themes and regional insights drawn from the review. These key takeaways reflect how jurisdictions across Southern Nevada are responding to common challenges and opportunities related to growth, housing, mobility, sustainability, and equity. More detailed summaries for each plan are included in Appendix A. Each summary provides an overview of the plan's purpose, timeline, policy focus areas, geographic emphasis, and alignment with the 2015 SNS Plan, offering a deeper look at how each jurisdiction is advancing local planning within the regional framework.

Several key themes emerged across the plan review

- Growth Management and Sustainable Development
- Housing Diversity and Affordability
- Economic Development and Diversification
- Transportation and Connectivity
- Land Use Planning and Redevelopment
- Environmental Sustainability and Climate Resilience
- Access to Opportunity and Community Well-Being
- Regional Strategies and Coordination

These themes were broadly addressed across most plans. Exhibit 3 below is a summary table intended to briefly highlight *how* each plan addresses these themes, helping to illustrate areas of alignment and surface topic-specific priorities across jurisdictions.

Exhibit 3: Summary of Key Themes by Plan

Local & Regional Plans	Growth Management and Sustainable Development	Housing Diversity and Affordability	Economic Development and Diversification	Transportation and Connectivity	Land Use Planning and Redevelopment	Environmental Sustainability and Climate Resilience	Access to Opportunity and Community Well-Being	Regional Strategies and Coordination
RTC Access 2050 Regional Transportation Plan	Smart growth, infill, & coordinated land use & transportation	TOD, aligned transportation investment	Invest in high-capacity transit & freight infrastructure	Expand multimodal networks	Compact, mixed-use development	Reduce VMT, improve air quality	Access to jobs, services, & amenities	Aligns with SNS & coordinates transportation investments across all Clark County jurisdictions
RTC Let's Go 2050 Regional Transportation Plan	TOD & multimodal investments	Affordable housing within high-capacity transit corridors	Freight corridor improvements, inland port development, infrastructure for business, tourism, & recreation access.	Multimodal system expansion, safety improvements, & technology investments	Pedestrian infrastructure & TOD	Reduce VMT, invest in active transportation, promote air quality compliance	Access to jobs, education, & healthcare	Aligns SNS & coordinates with all Clark County jurisdictions through a regional advisory working group
RTC On Board Mobility Plan	Development near high-capacity transit for walkable communities	TOD with public-private partnerships	Transit to employment hubs to increase access to jobs, economic competitiveness, & tourism	Building a 200-mile high-capacity transit network	Integrated urban form & mixed-use development aligned with transportation	Zero-emission transit vehicles & strategies to reduce personal vehicle reliance	Improve transit accessibility for underserved populations	References SNS & coordinates with all Clark County jurisdictions on a unified regional transit vision
RTC Southern Nevada Extreme Heat Vulnerability Analysis		Weatherization, energy-efficient retrofits, and expanded cooling assistance		Shade & cooling technologies/services for transit stops, ped infrastructure & pavement	Green infrastructure, climate adaptation planning & design standards to address urban heat island effect	Reducing heat vulnerability for climate adaptation	Prioritizes historically marginalized communities	
RTC Southern Nevada Coordinated Transportation Plan		Align affordable housing efforts with transit systems	Workforce mobility & access to job training through expanded transit services	Neighborhood connectivity so homes, jobs, and services are close	Expanding transit services, enhancing safety and amenities & integrating better technology		Coordinated service delivery & funding for marginalized communities	Encourages formalized collaboration across agencies & alignment with broader SNS efforts to address systemic gaps
All-In Clark County Community Sustainability & Climate Action Plan		Energy-efficient retrofits & green building incentives, mixed-income and TOD	Green & clean energy careers, sustainable industries, & innovation in renewable energy	Complete streets, expanded BRT, micromobility, & first/last mile solutions	Compact, infill development, smart growth, protecting natural areas & integrating green infrastructure	GHG reduction targets, climate adaptation strategies, green infrastructure, & water conservation	Access to clean transportation, affordable housing & resilient infrastructure	Engaged all jurisdictions in the planning process and established the All-In Climate Collaborative, which created an interlocal agreement signed by all agencies.
Transform Clark County Master Plan	Encourages infill over sprawl through density management & preservation of open spaces	High-density & workforce housing & suburban infill	Tourism, industrial employment areas, & redevelopment to stimulate economic activity & job creation	Multimodal improvements, transit coordination with RTC	Balance conservation & development	Natural resource preservation, flood management, & infrastructure resilience	Access to parks, trails & public amenities	
Clark County & Henderson Ivanpah Valley Gateway DRAFT Future Land Use Study		Range of housing types integrated into mixed-use	Job creation in logistics, advanced manufacturing, and retail w/i economic hubs	Bike & pedestrian infrastructure	Mix of land uses, placemaking strategies, & integration of open space			
CLV 2050 Master Plan & Master Plan Annual Report	Reducing sprawl & guiding growth through mixed-use activity centers & corridors	TOD, infill development, & affordable housing production	Growth in healthcare, tech, green energy, & manufacturing. Includes small business support,	Multimodal infrastructure, complete Streets, TOD along key corridors	Redevelopment of underutilized areas, especially downtown & major corridors	Energy conservation, water management, green space expansion & urban forestry	Targets underserved neighborhoods for investment in housing, education & infrastructure	Identifies SNS Regional Plan as a guiding document & integrates its core principles



Local & Regional Plans	Growth Management and Sustainable Development	Housing Diversity and Affordability	Economic Development and Diversification	Transportation and Connectivity	Land Use Planning and Redevelopment	Environmental Sustainability and Climate Resilience	Access to Opportunity and Community Well-Being	Regional Strategies and Coordination
			downtown revitalization & workforce development					
CNLV Comprehensive Master Plan	Compact urban development, infill & smart growth strategies while preserving rural areas	All income levels, affordable programs & revitalization	Logistics, tech, and small business support; promotes job creation through business attraction & downtown revitalization	Multimodal transportation system, complete streets, bike & pedestrian infrastructure, congestion management	Mixed-use, transit-oriented development, master-planned communities & preservation of industrial and rural land	Water conservation, compact development & resource-efficient infrastructure	Equitable housing distribution, access to parks & amenities, and workforce education & training	SNS alignment, coordinated planning for economic and housing growth & participation in joint infrastructure & transportation efforts
CNLV Deer Springs District Livable Center		Range of housing types targeted across demographic spectrum	Leverages JCZ and VA Medical Center for job growth, support light industrial & medical uses , & mixed-use commercial development	Complete Streets principles & TOD concepts	Mixed-use development, flexible zoning & form-based code	Green infrastructure, reduced vehicle dependency	Access to housing, jobs, & public amenities; emphasizes placemaking, community health, & safety through urban design	SNS alignment promotes regional coordination on TOD, multimodal transportation & infrastructure with RTC, Clark County & economic development partners
Realize Downtown North Las Vegas Redevelopment Feasibility Study		Mixed income & affordable housing, including LIHTC projects and ADUs	Revitalization of key commercial sites & support for emerging businesses with micro-business suites	Streetscape improvements, expanded transit options & proposals for TOD & trail systems	Adaptive reuse, consolidation of underutilized parcels, & infill		Invests in community resource center & other public spaces that foster safety & engagement	SNS alignment & promotes coordination with RTC, Clark County & state agencies on transit, infrastructure & funding
Henderson Strong Comprehensive Plan	Compact, efficient development that conserves natural resources	Diverse housing options, including affordable, workforce & senior housing	Healthcare, technology & advanced manufacturing; downtown revitalization, support for small businesses	Public transit, pedestrian & bike paths, Complete Streets, and regional transportation systems	Efficient, mixed-use land use patterns, preservation of employment lands	Water conservation, natural resource protection & integration of sustainable design	Invests in parks, recreation, education & healthcare access to enhance livability & promote community health	Serves as Henderson’s implementation of SNS & emphasizes collaboration with regional agencies & infrastructure
Henderson Housing & Community Development Strategy		ADUs, LIHTC, housing trust funds & incentives for mixed-income and TOD	Employer-assisted housing, live-work developments, small business incubation	Reduce commuter costs & improving multimodal access	TOD, adaptive reuse & mixed-use urban centers. Aligns public land use (e.g., SNPLMA) with housing development & emphasizes infill in opportunity areas	Green building practices	Neighborhood revitalization, anti-displacement, & access to services	Aligns with the SNS Regional Plan & advances coordinated regional housing efforts & promotes collaboration with the SNVHA, local jurisdictions & state agencies
East Henderson Investment Strategy		Infill & TOD near opportunity sites, homeownership, preservation, and tenant protections	Revitalization of commercial corridors, adaptive reuse of vacant properties, small business support & workforce development	Multimodal improvements through Complete Streets & infrastructure upgrades	Land use regulations with redevelopment priorities, targeting six high-potential opportunity sites		Access to parks, services & healthy natural spaces	Aligns with the SNS & promotes coordination with RTC & NDOT on corridor improvements & with regional partners on housing, workforce development & reinvestment
Henderson University Area Livable Centers Study		Mixed-income & student-oriented housing, near NSU & along transit corridors	Business attraction (retail and services) geared toward students & faculty. Collaboration w/ institutions & “commercial village”	New streets, crosswalks & streetscape improvements for multimodal mobility	Pedestrian-friendly design, integration of civic spaces & redevelopment of vacant city-owned parcels as catalysts	Sustainable urban design, trail connections & green space improvements	Placemaking - public space design & improved connectivity to essential services	Aligns with SNS & promotes coordination with RTC on TOD and multimodal efforts & partnerships w/ NSU & regional workforce agencies



Local & Regional Plans	Growth Management and Sustainable Development	Housing Diversity and Affordability	Economic Development and Diversification	Transportation and Connectivity	Land Use Planning and Redevelopment	Environmental Sustainability and Climate Resilience	Access to Opportunity and Community Well-Being	Regional Strategies and Coordination
Boulder City Master Plan		Affordable housing through incentives, infill development & partnerships for city-owned land	Redevelopment in the CBD, adaptive reuse, airport-related industry expansion & support for home-based enterprises	Pedestrian & bike infrastructure, improved street connectivity & expanded regional transit	Prioritizes infill & mixed-use development, guides growth to preserve open space, protect scenic resources	Controlled growth to preserve natural landscapes & viewsheds, encourages renewable energy development & prioritizes water conservation & resource efficiency		Does not explicitly reference SNS. Supports regional coordination with RTC and NDOT on transportation infrastructure & collaboration w/ regional utility providers
Mesquite Master Plan	Focuses growth in areas with existing infrastructure & protects scenic landscapes	Infill development, land dedication, & public-private partnerships	Assets like the Mesquite Technology & Commerce Center & downtown revitalization to support business attraction & retention	Trail networks, pedestrian-friendly streets & regional connectivity, improvements to I-15 & surrounding corridors	Infill, master-planned communities & redevelopment of vacant land	Energy-efficient housing, preservation of open space & natural resources, low-impact development	Connectivity b/t neighborhoods & services, invests in recreation & public space & supports inclusive housing	Acknowledges SNS & supports coordination with RTC and NDOT & state and regional agencies on utility infrastructure, water management
LVGEA Target Industries Report	Additional plans to be included in final plan review							
SNWA Water Resource Plan (Chapter 4: Meeting Future Demands)								
SNHD Community Health Assessment								
SNHD Community Health Improvement Plan 2022–2025								
SNHD 2025 Health Equity Status Report								
GOED 5-Year Comprehensive Economic Development Strategy 2023								
RTC Maryland Parkway TOD								
RTC Boulder Highway Plan								



Growth Management and Sustainable Development

- ◆ **Managed and Compact Growth:** Many plans focus on infill development, downtown revitalization, and mixed-use centers to promote efficient land use and reduce sprawl.
- ◆ **Balancing Growth with Conservation:** Plans emphasize balance between accommodating growth while preserving open space, sensitive lands, and natural resources.
- ◆ **Long-Range Planning for Growth:** Most plans emphasize long-term growth horizons (2040–2050) and the need for coordinated regional planning, particularly with frameworks like SNS, to align infrastructure, housing, economic development, and service delivery with projected population increases.

Housing Diversity and Affordability

- ◆ **Need for Diverse Housing Options:** All plans acknowledge the need for more diverse housing types, including missing middle, workforce, and affordable housing, with particular attention to infill and TOD opportunities.
- ◆ **Focus on Affordability Challenges:** Affordability is a common challenge region-wide, with several plans identifying the rising cost burden on low- and moderate-income households.
- ◆ **Incentives and Partnerships:** Many plans propose incentives, public-private partnerships, and zoning reforms to support affordable housing production.
- ◆ **Safe and Accessible Housing:** Many plans emphasize the need for accessible, age-friendly housing, along with targeted investments for home upgrades and repairs related to energy efficiency and accessibility, particularly in neighborhoods with vulnerable populations.

Economic Development and Diversification

- ◆ **Diversifying the Economy:** There is a strong focus on economic diversification beyond tourism, with emphasis on sectors like logistics (e.g., freight, warehousing and distribution, etc.), advanced manufacturing, healthcare, and green industries.
- ◆ **Support for Job Hubs and Employment Centers:** Several plans promote the creation of designated employment hubs and job centers and note the importance of proximity and transportation access to them.



- ◆ **Revitalization:** Many plans prioritize revitalizing aging retail corridors and promote adaptive reuse of commercial properties and fostering small business growth.

Transportation and Connectivity

- ◆ **Transit-Oriented Development and Multimodal Systems:** All plans emphasize TOD along major corridors (e.g., Maryland Pkwy, Boulder Hwy, North 5th St, Charleston Blvd), multimodal transportation investments, and Complete Streets to reduce vehicle dependency and improve connectivity.
- ◆ Several plans note key priorities for future regional **transportation infrastructure improvement projects**:
 - RTC transit expansions & high-capacity transit projects (BRT or future light rail corridors).
 - New highway interchanges & road expansions, particularly in Laughlin, Ivanpah, and North Las Vegas.
 - Freight & logistics investments, especially in industrial corridors.
- ◆ **Better Connectivity:** Many plans include strategies to better connect neighborhoods to activity centers, and employment hubs with transit and active transportation choices, acknowledging the need for convenient local transportation options.

Land Use Planning and Redevelopment

- ◆ **Focus on Special Districts and Mixed-Use Hubs:** Many plans emphasize redevelopment of aging corridors and special districts into walkable, mixed-use centers.
- ◆ **Master-Planned Communities:** Master-planned communities remain a key development approach for integrating housing, commercial, and recreational uses. Many emphasize the importance of using Public-Private Partnerships (PPPs) for funding and implementation.
- ◆ There is an emphasis on using **special districts** to designate specific areas for growth, such as:
 - Medical Districts (Las Vegas, Henderson)
 - Resort & Entertainment Corridors (Downtowns, Mesquite, Las Vegas Strip)
 - Industrial & Logistics Zones (North Las Vegas, Ivanpah Valley, West Henderson)
 - Tech Corridors & Business Parks (Cheyenne Tech Corridor, Henderson Innovation District, Las Vegas Innovation District)



Environmental Sustainability and Climate Resilience

- ♦ **Climate Action and Water Conservation:** Climate mitigation, including energy-efficient buildings, water conservation, and heat resilience and protection is integrated into many plans.
- ♦ **Urban Heat Mitigation and Environmental Justice:** Plans identify the need to address environmental inequities and enhance climate resilience, especially for heat vulnerable communities.

Bridging the Gap Between Policy and Lived Climate Impacts

While many local plans incorporate sustainability goals and address climate mitigation strategies such as energy efficiency and water conservation, these approaches tend to be technical and infrastructure focused. In contrast, community engagement feedback more strongly emphasized the lived impacts of climate change, particularly extreme heat exposure, utility burdens, and safety concerns in transit and public spaces. This difference highlights an opportunity for the SNS 2050 Plan to bridge policy with public experience by elevating climate resilience strategies that reflect both system-level and community-level realities.

Access to Opportunity and Community Well-Being

- ♦ **Access to Opportunity:** Many plans emphasize the need to improve access to services and amenities, in particular, ensuring underserved areas receive infrastructure investments, parks, and public facilities.
- ♦ **Complete Communities and Placemaking:** Many plans aim to foster complete communities with integrated housing, jobs, services, and amenities, ensuring neighborhoods are walkable, safe, and healthy.

Regional Strategies and Coordination

- ♦ **Consistent Reference to 2015 SNS Plan:** Most plans explicitly reference the 2015 SNS Plan as a guiding framework, recognizing its role in promoting integrated planning and regional coordination.
- ♦ **Continued Need for Cross-Jurisdictional Collaboration:** The need for alignment across local jurisdictions, RTC, and state agencies is a consistent theme across all plans for achieving regional mobility and coordinated infrastructure investments.



Relevance to the 2025 SNS Plan Update

The review of local and regional plans provides critical context for understanding how jurisdictions across Southern Nevada have advanced the goals of the 2015 Southern Nevada Strong (SNS) Regional Policy Plan—and how this work can inform the plan update. The findings reveal broad alignment with the original SNS vision while also surfacing important gaps and tensions that will shape future regional planning.

Alignment with 2015 SNS Plan Goals

Across the plans reviewed, there is clear momentum in advancing the core goals of the 2015 SNS Plan:

- ◆ **Improving Economic Competitiveness & Education:** Many plans support economic diversification strategies, promote job centers, and encourage land use policies aligned with employment growth. Some also emphasize connections between housing, education, and workforce development.
- ◆ **Investing in Complete Communities:** Jurisdictions have advanced mixed-use and infill development, improved access to parks and services, and promoted placemaking initiatives that support neighborhood vitality and public health.
- ◆ **Increasing Transportation Choice:** Almost all plans stress the importance of multimodal connectivity, transit-oriented development (TOD), and investments in Complete Streets, particularly along priority corridors like Maryland Parkway and Boulder Highway.
- ◆ **Building Capacity for Regional Implementation:** Several plans reference Southern Nevada Strong as a guiding framework, underscoring its role in promoting cross-jurisdictional coordination and long-term planning horizons (2040–2050).

Gaps and Tensions

Despite alignment in several areas, the review also highlights emerging tensions and gaps:

- ◆ **Growth vs. Sustainability:** While many plans promote compact growth and redevelopment, some also propose greenfield expansion that may conflict with regional goals around limiting sprawl, vehicle dependency, and infrastructure costs.
 - **Federal Land Uncertainty:** Scenario planning will need to account for uncertainty related to federal land availability, particularly where greenfield development depends on future expansions.
- ◆ **Topic and Equity Gaps:** Issues such as digital access, food security, and public safety that deeply affect vulnerable populations are underexplored in many plans yet



emerge as community concerns in engagement themes highlighted in the next section.

- ◆ **Special District Alignment:** Economic development efforts such as medical districts and innovation districts often operate in silos across jurisdictions. Without coordinated planning, these place-based investments risk competing for limited resources, infrastructure, and talent. Strategic alignment—particularly in defining distinct roles, geographic connections, and shared goals—will be necessary to maximize impact and avoid undermining the performance potential of each district.
- ◆ **Inconsistent Implementation Capacity:** While planning frameworks often align with SNS themes and goals, the level of implementation varies by jurisdiction—driven in part by differing resources, leadership priorities, and community engagement practices.

Implications for Scenario Planning and Strategy

Findings from the plan review have implications for how the SNS 2050 Plan update can approach **a few areas**:

- ◆ **Scenario development** should be grounded in local realities, addressing areas where progress has been made and where it's been limited. As part of the Plan Review effort MIG produced a map indicating the major spatial components of adopted plans. The resulting spatial data is summarized in the following map, which depicts locations of various land use types (Residential, Commercial, Mixed Use, etc.), redevelopment focus areas, activity centers, historic districts, and other plan elements. This information can be found in source documents and is available in a [DRAFT \(as of 7/15/25\) interactive map](#) to support scenario planning efforts. Some context for what can be seen in Exhibit 4:
 - "Activity Centers" can be found in the RTC On Board Mobility Plan as "Major Activity Centers" along with "Potential Future Centers by 2040".
 - "Urban Centers" are identified in Henderson Strong.
 - "Employment" areas are identified in Henderson Strong and the City of North Las Vegas Deer Springs District Report.
 - "Priority Area" is identified in Henderson Strong.
 - "Redevelopment Areas" are from Henderson Strong and the City of Las Vegas Master Plan.
 - "Regional Centers" and "Mixed-Use Centers/Corridors" are from the City of Las Vegas Master Plan.

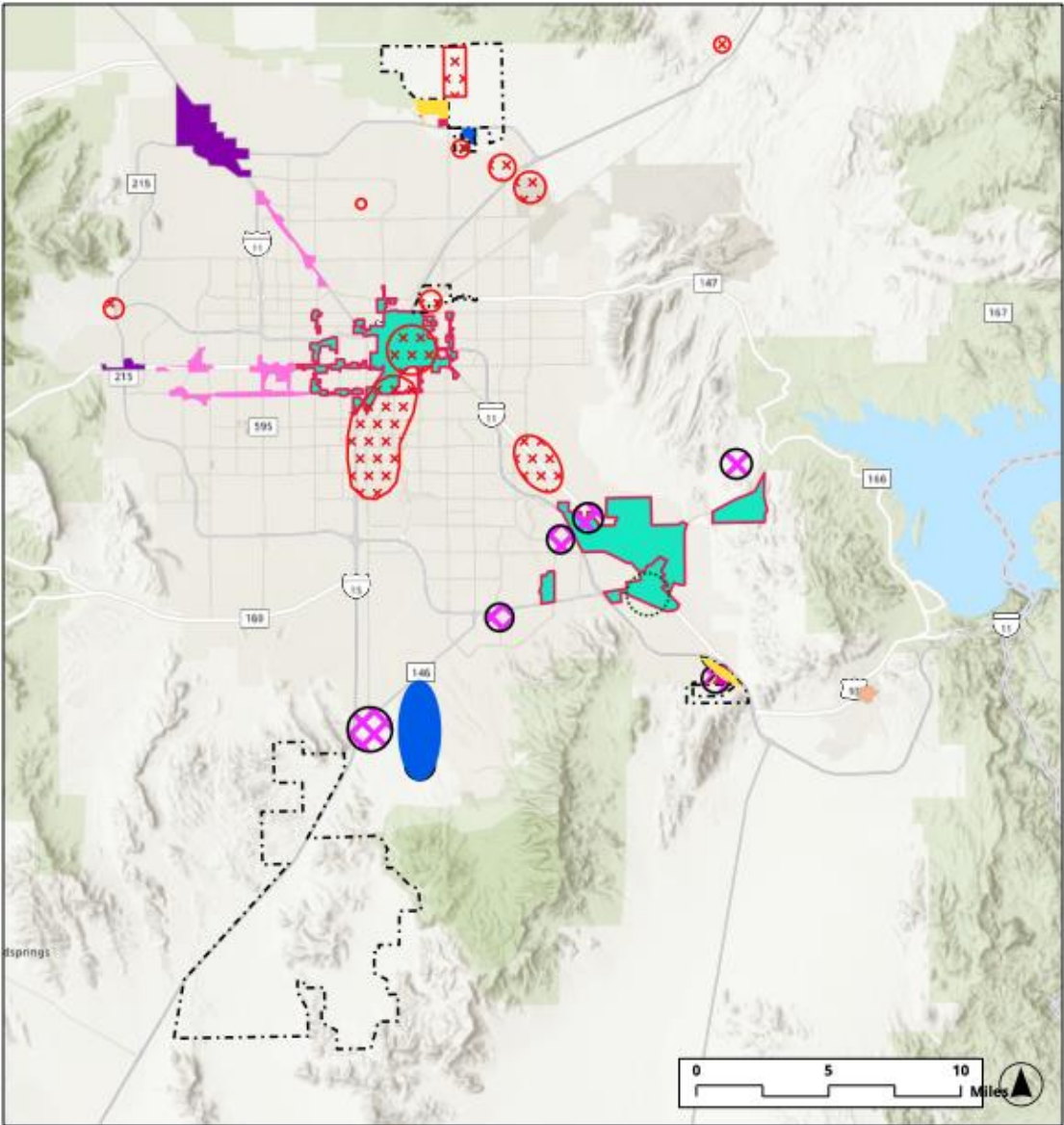


Note: Please note that the items shown in the map legend—such as "Activity Centers," "Priority Areas," and similar designations—are based on place names and classifications found in existing local government plans. These designations reflect past and current planning efforts by local jurisdictions and are not tied to the future activity centers analysis currently being conducted by ECONorthwest as part of the SNS 2050 Plan Update's existing conditions work.

DRAFT



Exhibit 4: Major Spatial Components of Adopted Local and Regional Plans, Southern Nevada



Source: MIG



- ◆ **Regional coordination** should focus on shared priorities like climate resilience, housing affordability, and transportation access and create space for local variations in land use strategies to address priorities. More consensus around infrastructure investment and growth management may be necessary throughout the process.
- ◆ **Strategic engagement** may be necessary to address gaps in both topic coverage and community representation, especially to better understand concerns raised through public input that are not yet well-reflected in existing planning documents, particularly from historically underrepresented communities.

The local plan review affirms the importance of maintaining and evolving an already strong regional framework that is responsive to both jurisdictional achievements and evolving challenges. The SNS 2050 Plan can build upon this foundation to strengthen collaboration, elevate under-addressed issues, and guide future growth that reflects shared values and priorities across Southern Nevada.

Understanding Public Values

The SNS 2050 planning process builds upon a decade of community engagement and regional planning efforts. Since the original SNS Plan was adopted in 2015, engagement activities have occurred across the region and across a wide range of topics, including housing affordability, transportation, climate resilience, public health, and neighborhood revitalization, that offer insights into community values, priorities, and the lived experiences of Southern Nevadans.

The project team conducted a review of key public engagement outcomes from local, regional, and neighborhood-scale efforts, as well as broader public values research, to understand how these inputs can shape the SNS 2050 Plan in a way that honors past input, targets engagement resources effectively, and responds to both longstanding aspirations and emerging challenges.

This review serves multiple purposes:

- ◆ **Provides essential context** for the plan update so the process builds upon (rather than duplicates) previous community conversations, honoring the time community members have put into past efforts.
- ◆ **Informs the development of the plan's engagement strategy**, vision refinement, and scenario development, highlighting emerging priorities along with topics and communities that may require more focused understanding and outreach.
- ◆ **Identifies consistent values and concerns** that have surfaced across engagement efforts, such as stability without displacement, more strategic infrastructure investment, and the desire for well-connected, future-ready communities.



Summary of Themes from 2015 SNS Plan

To help contextualize recent engagement findings, it is important to reflect on the themes that emerged during the development of the 2015 SNS Plan. The table below summarizes engagement sentiments identified through that process. This summary provides a reference point for understanding where current community input aligns with or diverges from the values and concerns expressed a decade ago.

Exhibit 5: Summary of Engagement Sentiments, 2015 SNS Plan

THEME	SUMMARY
Community Vision	Residents envisioned a future where their children could thrive—emphasizing strong schools, good jobs, safe and affordable housing, and vibrant neighborhoods with access to parks, transit, and services.
Common Regional Concerns	Shared concerns across the region included poor education outcomes, lack of affordable and diverse housing options, disconnected transportation systems, overreliance on tourism-based jobs, and limited access to healthcare and healthy food.
Complete, Connected Neighborhoods	Residents expressed strong interest in walkable, mixed-use neighborhoods where homes, jobs, schools, and services are within easy reach, and where safety and environmental health are prioritized.
Regional Coordination & Ongoing Engagement	Participants called for stronger collaboration across jurisdictions and agencies and stressed the need for ongoing community involvement to ensure accountability and long-term success of the plan.

The table below provides an overview of the community engagement reports and public values research reviewed.

Exhibit 6: Engagement Summaries Reviewed

NAME	SUMMARY
Nevada Environmental Justice Coalition (NEJC) Survey Report - 2024	Findings from a climate survey conducted by NEJC. The findings guide advocacy and legislative efforts for the 2025 legislative session.
Marble Manor Resident Survey – Resident Meeting Presentation - 2022	Summarizes survey results from Marble Manor residents. Collected as part of the Choice Neighborhoods Planning Grant. The findings inform housing, neighborhood, and service improvement plans for the Historic Westside community.
Nevada Climate Equity Status Report - 2024	Report by NEJC highlighting the impact of climate change on frontline communities in Nevada. It synthesizes findings from 19 listening sessions and a survey of 1,070 respondents to inform advocacy and policy recommendations.



NAME	SUMMARY
Let's Go 2050 Regional Transportation Plan (RTP) Engagement Summary - 2024	Summarizes the public's input on transportation needs, priorities, and concerns that informed the Let's Go 2050 plan.
Hundred Plan in Action: Aligning the Implementation Strategy for the Historic Westside – Phase I - 2020	Phase I implementation of The Hundred Plan, a community-driven revitalization strategy for the Historic Westside in Las Vegas.
Southern Nevada HOPE Grant Microtransit Study - 2022	This RTC study assessed the feasibility of on-demand microtransit services in low-income areas to improve mobility options for disadvantaged communities
RTC Travel Surveys - 2023	Household, transit, and visitor surveys. RTC's primary source of travel data about residents, transit behavior and the demographic characteristics of transit users in the region and travel behavior by visitors to the region

Key Themes

The following section summarizes key themes that emerged across the recent community engagement efforts and public values research reviewed. These themes reflect the priorities, concerns, and aspirations shared by residents and stakeholders across Southern Nevada on topics such as housing, transportation, climate resilience, and neighborhood livability. The table below shows a high-level overview that demonstrates which engagement summaries address each of the topics.

Exhibit 7: Topics Addressed Across Engagement Summaries

Community Topics		NEJC	Marble Manor*	Climate Equity Report	Let's Go RTP	Hundred Plan*	HOPE Grant	RTC Travel Survey
Regional	Housing & Affordability	X	X	X	X	X		
	Transportation	X	X	X	X	X	X	X
	Climate, Extreme Heat, Sustainability	X		X	X	X		
	Food Access & Public Health		X	X	X	X	X	
	Public Safety		X		X	X	X	
	Accessibility & Barriers		X		X		X	
Local	Economic Development		X			X		
	Redevelopment & Preservation		X			X		



Note: “Regional” refers to topics addressed across broader, multi-jurisdictional or countywide efforts, while “Local” refers to topics that were primarily addressed at the neighborhood or city-specific level.

Housing

- ◆ **Affordability & Displacement:** Rising rents, home prices, and fears of displacement were consistently voiced across engagement efforts. The shortage of affordable, quality housing and the pressures of gentrification were key concerns.
- ◆ **Supply & Location:** Nevada faces an acute shortage of affordable housing. The lack of affordable units near transit corridors exacerbates economic and transportation burdens on working families.
- ◆ **Mixed-Income & Infill Development:** Communities expressed a preference for mixed-income housing that promotes stability without displacement, with specific interest in rehabilitating existing housing and infill development to preserve neighborhood character and affordability.

Transportation & Mobility

- ◆ **Transit Reliability & First/Last Mile Access:** Across multiple studies, participants highlighted long travel times, unreliable service, and limited first/last mile connections as key barriers. Some residents in particular noted transportation gaps that limit access to services.
- ◆ **Equity in Mobility Options:** There is a strong demand for equitable transportation access, especially for seniors, low-income residents, people with disabilities, rural residents, and those living in car-free or transit-dependent households.
- ◆ **Safety & Comfort:** Safety concerns related to unlit bus stops, crime near transit areas, and pedestrian safety on high-crash corridors were frequently raised. Additionally, **heat exposure at bus stops, especially during extreme heat events, where the lack of shelter, shade, and cooling amenities exacerbates health risks for transit users.**
- ◆ **Multimodal Demand:** Participants expressed support for more multimodal options—including improved pedestrian, bicycle, and transit networks—to address congestion, improve health outcomes, and expand mobility choices.

Climate, Heat, and Sustainability

- ◆ **Extreme Heat & Heat Islands:** Extreme heat was identified as the deadliest climate hazard for Southern Nevada, with communities citing both health impacts and high



utility costs as significant strains, particularly for outdoor workers, transit users, and vulnerable populations.

- ◆ **Water Scarcity & Equity:** Water scarcity and the over-allocation of resources were top concerns, especially among rural residents and those reliant on groundwater. Participants feared that unchecked development could exacerbate water insecurity.
- ◆ **Disproportionate Impacts:** Engagement efforts emphasized the disproportionate burden of climate hazards on frontline communities, particularly communities of color, low-income neighborhoods, and historically disinvested areas.

Food Access & Public Health

- ◆ **Food Deserts & Affordability:** Many low-income neighborhoods lack access to affordable, fresh food. Residents expressed interest in local food solutions such as co-op grocery stores, community farming, and microtransit connections to food retailers.
- ◆ **Health Outcomes:** Poor air quality, driven by extreme heat and wildfire smoke, was a recurring public health concern, especially for communities already facing high rates of chronic diseases.

Public Safety & Neighborhood Livability

- ◆ **Crime & Safety in Public Spaces:** Residents expressed fears about crime and the lack of safe, well-maintained public spaces. Improving lighting, public realm activation, and police-community relations were key suggestions.
- ◆ **Infrastructure & Activation:** Residents expressed safety concerns related to underutilized public spaces with high crime rates, alongside issues with poorly maintained streets, inadequate lighting, and pedestrian safety hazards, highlighting the need for investment in both public realm activation and infrastructure improvements to enhance community safety.

Economic Development & Opportunity

- ◆ **Workforce & Job Access:** Residents stressed the need for job training, employment services, and affordable childcare to support economic mobility. Economic disparities were highlighted as critical issues.
- ◆ **Support for Small Businesses:** The lack of commercial investment and public-facing businesses in communities was seen as a barrier to local economic revitalization. There was strong interest in small business incubation, incentives, and infrastructure investments to support small businesses.



Accessibility, Technology, & Services

- ♦ **Digital Divide:** Limited internet access creates barriers to accessing transportation services, information, and community resources. Residents emphasized the need for non-digital ways to access services and transit options.
- ♦ **Barriers to Community Services:** Residents described barriers to accessing community services due to lack of awareness, inconvenient hours, transportation challenges, and unclear eligibility.

Implications for the SNS 2050 Plan

The community engagement review affirms that several priorities identified during the 2015 SNS planning process remain highly relevant and require continued emphasis in the SNS 2050 Plan update, some with a new or more focused lens.

Exhibit 8: Alignment Between Recent Engagement and SNS Engagement Sentiments

THEME	2015 SNS PLAN ENGAGEMENT	RECENT ENGAGEMENT	NOTES
Housing Affordability	✓ Emphasized concerns about rising costs and limited options for working families.	✓ Frequently cited in surveys and meetings, with added focus on displacement, housing stability, and rent burden.	The concern has deepened and become more urgent across demographics.
Transportation Access & Mobility Options	✓ Called for more transit choices, walkability, and bike infrastructure.	✓ Transit reliability, dignity, and first/last mile challenges remain top issues, especially among lower-income riders.	Consistent emphasis, now with stronger equity framing.
Neighborhood Revitalization & Safety	✓ Strong desire for safe, well-maintained, mixed-use neighborhoods.	✓ Residents continue to prioritize safety, lighting, maintenance, and public investment in underserved areas.	Stability without displacement is a growing focus.
Access to Community Services	✓ Interest in locating services like parks, groceries, and healthcare near homes.	✓ Continued concern, especially regarding food deserts, healthcare, and supportive services.	Remains important, with food access more explicitly raised.

New or Emerging Priorities Since 2015 & Areas with Less Emphasis Today

The review also highlights evolving areas of concern that have emerged or deepened since the original plan:



Exhibit 9: Evolving Areas of Concern

THEME	NOTES
Extreme Heat	Not a central focus in 2015. Now a pressing public health and livability crisis, especially for outdoor workers, transit users, seniors, and those without cooling access.
Digital Access Barriers	Absent in 2015 engagement. Recent efforts reveal that lack of internet or smartphone access limits mobility, engagement, and access to services.
Utility Burdens	Concerns about housing now include the strain of energy costs and lack of heat-mitigating infrastructure.
Flexible Mobility for Work	Employment access was discussed in 2015, but recent feedback puts more emphasis on microtransit and nontraditional commute needs.
Food Security and Systems	Noted in the original plan but has been further elevated as a critical health and equity issue.
Community Safety	Identified neighborhood safety and public space improvements as priorities in 2015. Recent efforts call to expand strategies by centering community-led safety approaches and investments in public space activation.
Representation and Trust	Several recent engagement efforts identified a lack of trust in planning processes and a feeling of underrepresentation, particularly among communities of color, youth, seniors, and rural residents.

Exhibit 10: Themes with Less Emphasis Today

THEME	NOTES
School Facility Planning & School Programs	Was an important aspect of the 2015 SNS Plan but does not feature prominently in current regional engagement efforts. ¹
Macro-Level Economic Development	2015 emphasized attracting industry and aligning with workforce systems. Current conversations focus more on neighborhood-scale economic resilience, job access, and affordability. However, recent Task Group meetings have reflected deep concerns on workforce development challenges and infrastructure planning.

TOPICS WELL COVERED ACROSS RECENT ENGAGEMENT EFFORTS

Several topics consistently surfaced across engagement activities and were addressed in nearly all recent engagement efforts:



Housing and Affordability: Engagement emphasized affordability challenges, displacement concerns, and the need for mixed-income and infill development.



¹ While education and school facility planning were emphasized in the 2015 SNS Plan they have featured less prominently in recent engagement efforts perhaps due to the limited role regional agencies play in direct education policy and infrastructure decisions, as well as the more urgent focus on affordability, climate, and mobility raised by communities today.



Transportation: Participants frequently discussed first/last mile issues, transit reliability, and the need for safer, multimodal travel options.



Climate, Heat, and Sustainability: Community members raised concerns about extreme heat, water scarcity, and disproportionate climate impacts on frontline communities.

TOPICS LESS FREQUENTLY ADDRESSED

Some important topics were raised in only a few recent efforts:

- ◆ **Economic Development:** Few efforts included discussions around job creation, workforce access, or support for small businesses.
- ◆ **Redevelopment and Preservation:** These topics were primarily mentioned in a limited number of neighborhood-scale efforts.

The review of past community engagement efforts confirms that several of the regional priorities identified during the 2015 SNS planning process remain highly relevant, while also revealing new and evolving community needs. Specifically, the findings underscore the importance of the SNS 2050 Plan update process doing the following:

- ◆ **Reaffirm and elevate persistent priorities** such as housing affordability, transportation equity, and neighborhood stability, by grounding strategies in the lived experiences of historically underserved communities, including those most impacted by displacement, disinvestment, and access barriers.
- ◆ **Integrate emerging concerns** that have gained urgency in recent years, particularly around extreme heat, digital access, utility cost burdens, and food insecurity, as these issues reflect the intersection of climate, infrastructure, and equity.
- ◆ **Build trust and inclusion** by expanding engagement to include voices often absent from planning processes, such as youth, Indigenous residents, rural communities, and frontline workers and create new pathways for co-creation throughout plan development.

Use scenario planning and visioning processes to test trade-offs and expand the set of solutions that respond to both long-standing goals and contemporary challenges, while also helping to clarify how different planning choices impact future outcomes and align with the public values identified through recent and ongoing community engagement. These insights will help refine the structure and focus of engagement throughout the SNS 2050 Plan update process, so outreach efforts are both inclusive and strategic.

While the SNS 2050 Plan update process cannot fully address every topic or speak to the needs of every community in detail, it provides an important opportunity to elevate regional priorities and set the stage for more focused future planning across other projects as well,



whether local or regional. SNS should serve as a foundation for ongoing and future engagement efforts, particularly those that are more targeted in scope or audience by identifying key gaps, along with shared goals and priorities regardless of the topic area.

SWOT Analysis Summary

To support the SNS 2050 Plan Update, the project team conducted a series of SWOT (Strengths, Weaknesses, Opportunities, and Threats) exercises during early 2025 task group meetings. These sessions engaged staff from local jurisdictions, regional agencies, and community organizations to assess the region's planning landscape and identify institutional and policy challenges that could shape the updated plan.

The primary goal was to confirm shared challenges and opportunities, reflect on implementation progress, and inform future strategies that are grounded in local realities and aligned with regional goals. The exercises also surfaced emerging trends that may require new or enhanced regional coordination.

The SWOT discussions took place across multiple topic-focused task groups, scenario planning, housing, and economic development. Participants identified:

- » **Strengths that support effective regional planning and policy implementation.**
- » **Weaknesses that limit implementation, coordination, capacity, or impact.**
- » **Opportunities that could be leveraged through the SNS 2050 Plan Update.**
- » **Threats that pose risks to successful plan implementation or regional alignment.**

Facilitated in-person and virtually using interactive tools and live discussions, the exercises encouraged candid insights. Participants included a diverse mix of public sector staff, agency leaders, and community and nonprofit partners, ensuring that findings reflected a wide range of perspectives across jurisdictions and disciplines.

Summary of Findings

This section summarizes some common themes across all task groups, offering a snapshot of shared insights that will help guide future strategy development and scenario planning. Images of the SWOT analysis boards are included in Appendix B.

Strengths

- ♦ **Culture of Regional Collaboration**



- Strong cross-jurisdictional efforts, including joint grant applications, shared data, and informal coordination.
- Increasing willingness among agencies and sectors to collaborate on shared goals.
- Fewer jurisdictions than many peer regions, enabling more streamlined collaboration.
- Elected officials are more accessible given the close-knit nature of the region.
- ◆ **Strategic Land Use and Planning Capacity**
 - Regional access to scenario modeling tools and a strong foundation in long-range planning.
 - Historically development-friendly policies, available land, and relative affordability (though these conditions are evolving).
 - A strong university system supports planning, research, and innovation.
- ◆ **Multimodal Transportation and Accessibility**
 - Established transit ridership provides a strong base for expanding multimodal investments.
 - Regional accessibility through a robust transportation system.
- ◆ **Diverse and Resilient Communities**
 - Thought leadership in water conservation—Southern Nevada Water Authority is recognized as a national model.
 - Rich demographic diversity and multicultural population enhance community engagement and representation in planning.
 - Strong local identity and “big ideas” ethos, supported by an engaged creative economy and innovation hubs like UNLV’s Medical School.
 - Strong labor and union presence supports workforce resilience.
- ◆ **Economic and Lifestyle Assets**
 - Dynamic film, sports, and entertainment industry with global recognition.
 - Global tourism brand and infrastructure.
 - Access to outdoor amenities supports livability, recreation, and wellness.

Weaknesses

- ◆ **Workforce and Housing Mismatches**



- Lack of housing diversity and affordability is an issue affecting both residents and employers.
- Availability of affordable housing remains insufficient, especially for lower-income and vulnerable populations.
- Workforce development pipelines are underdeveloped; skills training often doesn't align with regional economic goals.
- High unemployment and persistent poverty in certain areas continue to strain social and economic systems.
- ◆ **Planning Fragmentation and Governance Gaps**
 - Local planning departments face limited staffing and resources to engage consistently in regional efforts.
 - Competing jurisdictional goals and siloed government structures hinder coordinated implementation.
 - Nevada's part-time legislature (meets biennially) and Southern Nevada's physical distance from Carson City challenge effective state-level advocacy.
 - Political representation does not always translate to action on community-supported priorities.
- ◆ **Infrastructure, Land, and Implementation Barriers**
 - Infrastructure (e.g., water, electricity, roadways) in some areas cannot accommodate projected growth, particularly in fast-growing jurisdictions like North Las Vegas.
 - Fragmented or federally controlled land limits strategic development and complicates planning.
 - Bureaucratic permitting and development processes slow down implementation.
 - Reliable funding for affordable housing remains elusive, with heavy reliance on competitive federal dollars.
- ◆ **Transportation and Mobility Deficits**
 - Lack of comprehensive multimodal infrastructure makes many communities car-dependent and limits mobility for transit-reliant populations.
 - Food deserts persist in underserved areas, exacerbated by limited transportation options.
 - Limited transit resources here for expanding service frequency and service area
- ◆ **Environmental and Economic Vulnerabilities**



- Extreme heat and climate-related risks present mounting threats to public health and infrastructure.
- Southern Nevada's economy is vulnerable to national economic shocks due to its reliance on tourism and service sectors.
- Cost of living is rising, particularly in housing, utilities, and transportation.
- Public support for raising taxes or fees to fund new infrastructure and services (e.g., roads, transit, water, and public safety) is often limited.

Opportunities

◆ **Leverage of Federal and State Policy Tools**

- Federal Lands Bill, state housing legislation, and planned transit investments present strategic opportunities for coordinated growth and development.
- Legislative reforms around tax abatements and development incentives can be aligned with regional goals around equity, sustainability, and affordability.

◆ **Population Growth and New Residents**

- Rapid in-migration presents a "blank slate" moment to reimagine community investment, services, and identity.
- Growing density (if well-planned) can create economies of scale for public services, transit, and local business ecosystems.

◆ **Infrastructure and Mobility Innovations**

- The planned Brightline high-speed rail connection to Southern California could redefine regional accessibility and support economic growth.
- Technological advancements in cooling systems, energy, and mobility platforms offer scalable solutions to heat, congestion, and sustainability concerns.

◆ **Economic Diversification and Innovation Hubs**

- Emerging sectors like clean tech, advanced healthcare, and creative industries (film, esports, tourism) provide potential to broaden and stabilize the regional economy.
- Partnerships with innovation anchors (e.g., UNLV, the Kirk Kerkorian Medical School) and tech incubators can attract talent and investment.

◆ **Revitalization and Infill Opportunities**

- Interest in redeveloping aging commercial corridors, vacant parcels, and underutilized land positions the region for smart, infill-oriented growth.



- Housing coalition building and partnerships could unlock land and funding opportunities for affordable and mixed-use housing projects.

Threats

◆ **Economic Volatility and Fiscal Risk**

- Rising development costs, labor shortages, and increasing utility and energy expenses challenge affordability and the feasibility of infrastructure and housing projects.
- Labor costs to build and operate essential services like housing and transit remain high, and there are too few workers trained in skilled trades.
- Lack of diverse funding mechanisms (e.g., limited taxing authority, reliance on federal funds) restricts regional self-determination.
- Federal Lands Bill, state housing legislation, and planned transit investments present strategic opportunities for coordinated growth and development.

◆ **Climate Change and Environmental Pressures**

- Extreme heat, water scarcity, and power reliability concerns pose growing risks to human health, infrastructure, and economic growth.
- Environmental threats are compounded by sprawling land use patterns, which increase infrastructure costs and strain natural resources.

◆ **Governance and Institutional Barriers**

- Mismatched timelines between long-term planning and short-term political cycles hinder sustained implementation.
- The Lands Bill was flagged as a major policy uncertainty, creating ambiguity for land use planning that could also lead to status quo development.
- Lack of diversity in decision-making roles and skepticism around public participation processes (e.g., “planning fatigue”) erode public trust and equitable engagement.

◆ **Housing Affordability**

- The growing cost of living, especially in housing, threatens workforce retention and stability.
- Insufficient supply of housing vouchers and limited affordable housing options disproportionately impact low-income and vulnerable populations, including seniors.
- Land availability constraints, especially in high-demand areas, limit infill opportunities and exacerbate sprawl.



♦ Social and Demographic Challenges

- New residents may lack deep local roots, making it more difficult to foster a shared sense of community investment or civic engagement.
- Rising senior population presents increasing needs for accessible housing, health care, and transportation.
- Low educational attainment across parts of the region constrains workforce readiness, economic mobility, and limit's ability to recruit businesses to the region.

Emerging Tensions

A few topics emerged with conflicting implications, viewed by stakeholders as both promising and problematic. Below are examples of some tensions that will require careful navigation as the region moves forward with the SNS 2050 Plan.

- » **Federal Lands Bill** can unlock land for more housing but could facilitate sprawl and strain limited resources.
- » **Population Growth:** Brings energy, diversity, and economic momentum, but new residents may lack civic ties, challenging long-term community investment. With a significant portion will be aging adults, creating increased demand for healthcare, accessible housing, and senior services as well.
- » **Transit Investment:** Region has a strong ridership base, but limited staffing, long-term funding gaps, and rising construction/operating costs raise concerns about the feasibility of service expansion.
- » **Cost of Living:** The region has benefited from relative affordability in the past, but growth has created more urgent affordability challenges that make the region an expensive place to live for many households.

Implications for the SNS 2050 Plan Update

The SWOT analysis findings offer actionable insights that can help develop the structure, strategy, and implementation framework of SNS 2050. Task group input emphasized that while Southern Nevada has made progress in some important areas, longstanding challenges and emerging pressures underscore the need for a more coordinated, nimble, and capacity-building approach moving forward.



INFORMING SCENARIO PLANNING

Task group members expressed both enthusiasm and caution about the use of scenario planning in regional decision-making. While many recognized it as a powerful tool for visualizing land use, infrastructure, and policy trade-offs, some raised concerns about their capacity to meaningfully engage and implement resulting recommendations. The SNS 2050 Plan Update can strengthen this process by:

- ◆ Use scenario planning to surface tangible trade-offs (e.g., infill vs. greenfield development or housing affordability vs. infrastructure cost) and assess their implications for water resources, access to opportunity, resilience, economic sustainability, and more. Demonstrating the different implications of scenarios can help the region navigate some of the tensions that arise around growth management and resource provision.
- ◆ Designing scenarios that reflect a realistic range of growth, climate, and economic conditions and are grounded in local implementation capacity. Targeted technical assistance, coordinated communications, and strong interagency partnerships can equip local jurisdictions to translate regional goals into actionable, locally tailored strategies.

GUIDING DEVELOPMENT OF IMPLEMENTATION STRATEGIES

The SWOT exercises revealed significant disparities in implementation readiness across jurisdictions. While some agencies have advanced policy and investment strategies aligned with SNS goals, others lack staffing, tools, or political alignment to do so. To address this, the plan update should:

- ◆ Identify high-impact strategies that build from existing local efforts and are scalable across the region with clear roles and support mechanisms for implementation.
- ◆ Highlight funding and legislative levers (e.g., Federal Lands Bill, housing incentives) that can be used to support shared priorities.
- ◆ Offer flexible implementation pathways that allow jurisdictions to align with regional goals while adapting to local constraints and opportunities.

STRENGTHENING INSTITUTIONAL PARTNERSHIPS AND GOVERNANCE

Governance surfaced as a key component that will influence multiple factors of regional planning and implementation. Participants flagged misalignment in planning timelines, fragmented decision-making, and a need for clearer regional coordination mechanisms.

The plan update can support institutional alignment by:



- ♦ Defining the roles and responsibilities of regional partners in plan implementation, monitoring, and reporting.
- ♦ Encouraging shared data platforms and communication channels to support more consistency and transparency and to build a system for more direct collaboration.
- ♦ Exploring governance structures or advisory bodies that can help facilitate cross-agency alignment, particularly for infrastructure investment and land use decisions.

The SWOT findings underscore the need for coordinated, resource-sensitive strategies that reflect both shared regional goals and the varying capacities of individual jurisdictions. They also highlight opportunities for greater alignment through long-range planning, funding strategies, and technical support.

Peer Region Review: Lessons from Other MPOs

The previous chapters of this report focused on reviewing local and regional planning activity, community engagement efforts, and stakeholder perspectives through SWOT analysis. Together, those sections offer important insights for where Southern Nevada stands today, what's working, where gaps remain, and what stakeholders envision for the future. To complement this internal reflection, this chapter shifts focus outward: examining how other regions have approached the challenge of implementing long-range, cross-jurisdictional plans like Southern Nevada Strong.

The peer region review explores how other Metropolitan Planning Organizations (MPOs) have structured their regional plans, coordinated regional governance, integrated across topic areas, used scenario planning, and advanced implementation strategies. The goal is to provide RTC and its partners with a broader perspective on what's possible and to surface practical insights that can inform the structure, vision, and delivery model for SNS 2050.

This review centers on three MPOs selected for their relevance in scale, structure, and planning innovation:

- » Wasatch Front Regional Council (WFRC) – **Salt Lake City region, Utah**
- » Metropolitan Council (Met Council) – **Twin Cities region, Minnesota**
- » Broward MPO – **Fort Lauderdale region, Florida**
- » **Denver Regional Council of Governments (DRCOG) – Denver, CO (will be included in final draft)**



Overview of Peer Regions

To ground the peer region, review in concrete examples, this section provides a detailed overview of three Metropolitan Planning Organizations (MPOs) selected for their relevance to Southern Nevada's planning context. Each represents a different geographic setting, governance structure, and approach to integrating transportation, land use, and regional priorities. By examining how these MPOs organize their regional plans, coordinate with local governments, and approach implementation, the SNS 2050 Plan Update can draw practical insights to strengthen regional alignment, scenario planning, and long-term strategy delivery in Southern Nevada.

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Exhibit 11: Peer Region Summary

REGION	PLAN	POPULATION	KEY TRAITS	RELEVANCE TO SOUTHERN NEVADA
Wasatch Front, Utah Wasatch Front Regional Council (WFRC)	Wasatch Choice Vision (WC2050)	~2.6 million (6-county area)	<ul style="list-style-type: none"> ◆ Council of governments model. ◆ Strong use of scenario planning. ◆ Aligns housing policy with transportation funding (via SB34). ◆ Uses voluntary collaboration, data tools, and grants (TLC program). ◆ Focuses on compact centers and multimodal options. 	<ul style="list-style-type: none"> ◆ Also a fast-growing, geographically constrained region. ◆ Faces housing affordability and infrastructure capacity challenges. ◆ Similarly lacks formal land use authority but uses funding and partnerships. ◆ Suggests potential for SNS to use technical assistance and incentives to align local plans with regional growth visions.
Twin Cities Metro, Minnesota Metropolitan Council (Met Council)	Thrive MSP 2040 / Imagine 2050	~3.7 million (7 counties)	<ul style="list-style-type: none"> ◆ Unique governance: appointed board with broad authority. ◆ Mandates alignment of local plans with regional system plans. ◆ Operates transit, sewer, and parks; allocates housing targets. ◆ Deep integration of equity, climate, housing, and land use. 	<ul style="list-style-type: none"> ◆ Offers a best-case model for what coordinated governance can achieve. ◆ Although SNS lacks similar authority, strategies like housing coordination, voluntary alignment agreements, and regional grant programs (akin to Livable Communities) are applicable. ◆ Grapples with economic disparities and rapid growth.
Broward County, Florida Broward MPO	Commitment 2045 MTP	~1.95 million (1 county)	<ul style="list-style-type: none"> ◆ Traditional MPO with growing progressive practices. ◆ Focused on infill and resilience. ◆ Housing Committee and Compact Development scenario to link land use and transit. ◆ Uses evaluation dashboard and Vision 2100 extension. 	<ul style="list-style-type: none"> ◆ Strong peer to Southern Nevada: both are MPOs in fast-growing Sunbelt metros with major tourism economies. ◆ Like RTC, Broward MPO lacks land use control but shows how to influence policy through soft power (committees, guidance, voluntary actions).



REGION	PLAN	POPULATION	KEY TRAITS	RELEVANCE TO SOUTHERN NEVADA
Denver, Colorado Denver Regional Council of Governments (DRCOG)	Metro Vision	~3 million (9 counties)	<ul style="list-style-type: none"> ♦ Council of governments model with voluntary compliance structure. ♦ Ties transportation funding priorities to infill and multimodal investments. ♦ Uses scenario planning (e.g., Infill and Centers Scenarios) to evaluate growth patterns. ♦ Provides planning grants and technical assistance through Livable Centers program. 	<ul style="list-style-type: none"> ♦ Like RTC, DRCOG lacks land use authority but advances regional priorities through collaboration, funding alignment, and shared vision ♦ Demonstrates how voluntary agreements (e.g., Mile High Compact) can foster alignment around compact growth without mandates. ♦ Offers practical tools—scenario planning and Urban Center incentives—that SNS can adapt to guide infill and redevelopment.

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Wasatch Front Regional Council (WFRC) – Utah

REGIONAL GOVERNANCE AND MPO AUTHORITY

The Wasatch Front Regional Council (WFRC) serves as the federally designated MPO for Utah's Wasatch Front, coordinating transportation planning across six counties and dozens of cities. Structured as a council of governments, its governing board includes elected officials as well as representatives from Utah Department of Transportation (UDOT) and Utah Transit Authority (UTA). While WFRC's formal authority is limited to transportation planning and programming, it has effectively extended its influence through strategic partnerships, policy alignment, and its role as a regional convener.² Through legislation like Utah's, which ties transportation funding eligibility to local housing planning, WFRC plays a role in encouraging integration between housing and transportation.³ Its collaboration with neighboring MPO Mountainland Association of Governments (MAG) in the development of the Wasatch Choice Vision demonstrates its influence beyond its own boundaries.⁴

In addition to transportation, WFRC supports broader regional planning by staffing the Wasatch Front Economic Development District, facilitating a regional Comprehensive Economic Development Strategy (CEDS), and coordinating various committees focused on growth, land use, and active transportation.⁵ While WFRC does not have regulatory land use authority, it uses collaboration, data sharing, and funding incentives to align local plans with regional priorities, demonstrating that informal authority, when paired with coordination and shared vision, can drive impactful regional planning.

BEST PRACTICES FOR CONSIDERATION

- » **Use incentives and partnerships in a governance environment without mandates.**
- » **Advocate for state-level policies that drive regional goals and outcomes.**
- » **Offer technical assistance programs to help local partners update plans to align with regional vision to build local buy-in and implementation capacity.**

² Wasatch Front Regional Council (WFRC). "About." <https://wfrc.org/about/>

³ U.S. Department of Transportation, Federal Highway Administration. Wasatch Front Regional Council: A Case Study in Regional Transportation Planning. https://www.planning.dot.gov/documents/Wasatch_CaseStudy_Final.pdf

⁴ Wasatch Choice. "Vision Map." <https://wasatchchoice.org/vision-map/#mapList=vision.transportation.landuse.econdev.recreation.olympics&selectedMap=vision&sideBarClosed=false&x=-12457000&y=4977000&scale=288895>.

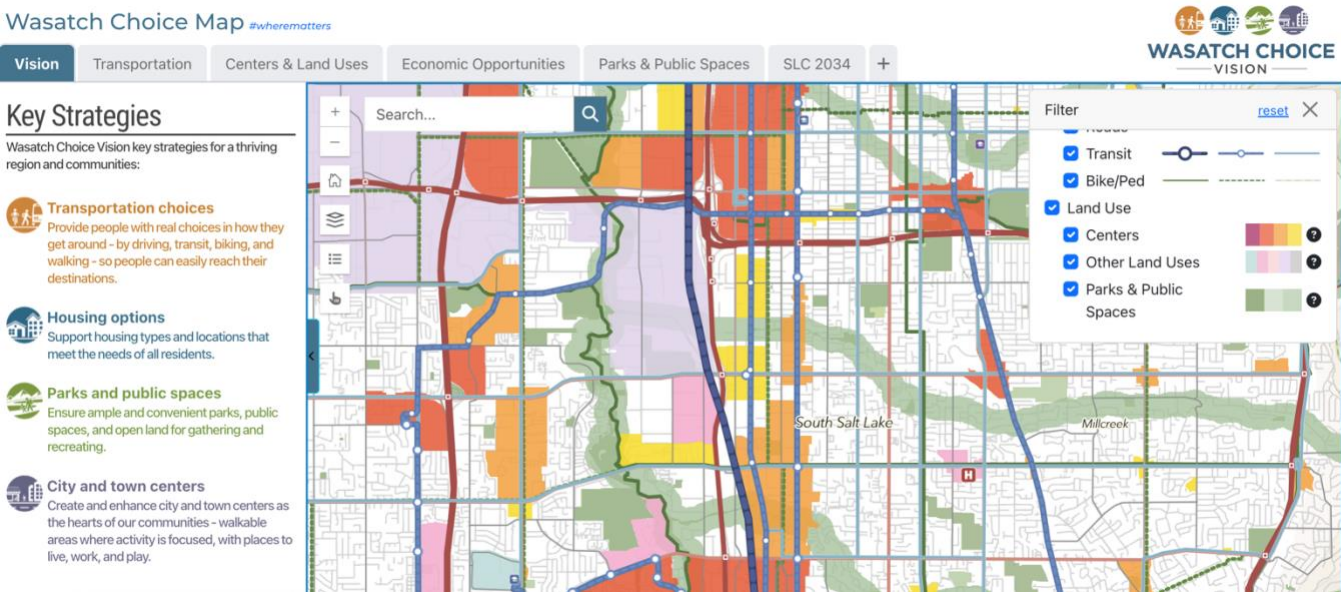
⁵ Wasatch Front Regional Council (WFRC). "Wasatch Front Economic Development District." <https://wfrc.org/programs/wasatch-front-economic-development-district/>.



CORE REGIONAL PLAN STRUCTURE AND VISION

The Wasatch Front Regional Council’s (WFRC) core planning product is the **Wasatch Choice Vision**, a long-range regional framework that integrates land use, transportation, housing, and economic development. Built around four clear and publicly resonant strategies: transportation choices, housing options, parks and public spaces, and city and town centers. The Vision sets a unifying direction for growth across the region. Its centerpiece is a **vision map** that identifies priority development centers (e.g., urban, town, and metropolitan centers), transit corridors, and areas for environmental preservation. These mapped centers serve as the foundation for population and employment forecasts, making land use strategy central to transportation planning.⁶

Exhibit 12: Wasatch Vision Choice Map



Source: wasatchchoice.org/vision-map

⁶ Wasatch Front Regional Council. “Wasatch Choice Vision”. <https://wfr.org/wasatch-choice-regional-vision-wcrv/>



The **Regional Transportation Plan (RTP)** functions as the transportation implementation arm of the Vision, with project prioritization explicitly tied to how well investments advance regional goals like access to jobs, multimodal options, and center-based growth.⁷ Beyond the plan itself, WFRC provides scenario planning tools, model ordinances, and best practices to help local governments align their policies with the regional framework. This integrated structure that links vision, spatial strategy, RTP, and supportive tools, illustrates how WFRC has translated its values into a tangible and actionable regional growth model.

BEST PRACTICES FOR CONSIDERATION

- » **RTC's approach to SNS 2050 closely aligns with WFRC's unified vision framework by integrating transportation, housing, land use, and economic development strategies so they work in tandem to advance shared regional goals. Like the Wasatch Choice Vision, SNS 2050 will serve as an integrated umbrella that brings together related strategies, including a regional housing framework and strategic areas for growth that maximize the relationship between mobility, housing and economic development.**
- » **Looking ahead, RTC may consider more directly integrating the Regional Transportation Plan (RTP) into the SNS framework, further aligning investments with the region's long-term vision.**

INTEGRATION OF HOUSING, LAND USE, ECONOMIC DEVELOPMENT, AND TRANSPORTATION

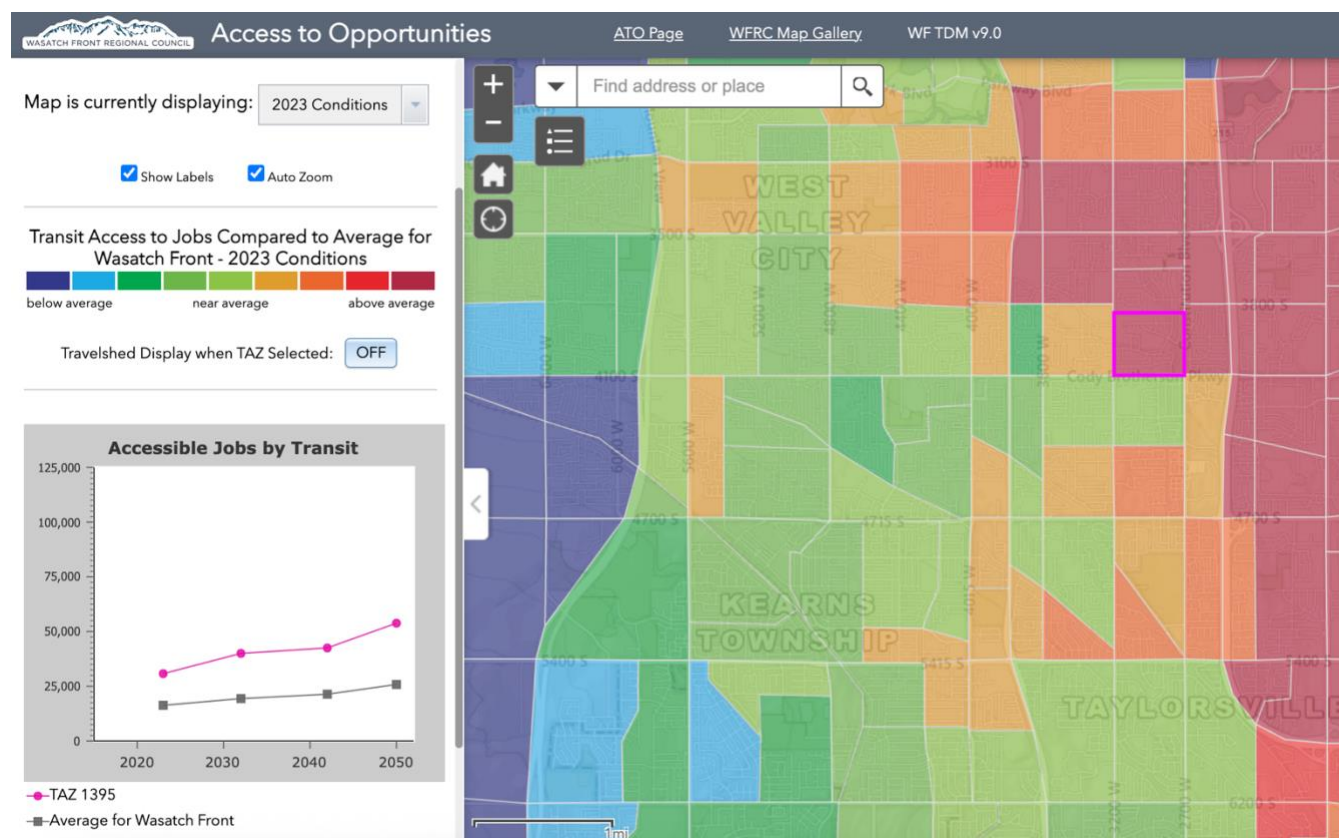
WFRC's integrated planning approach brings together housing, land use, transportation, and economic development under a single, cohesive vision. Rather than treating transportation forecasts as independent of land use, WFRC's Regional Transportation Plan (RTP) was built around a "Vision Scenario" that emerged from joint scenario planning and extensive public engagement on growth and housing preferences. This integration is reinforced through Utah's SB34, which ties city eligibility for transportation funding to their adoption of affordable housing strategies. WFRC plays a direct role in this alignment by embedding housing compliance into transportation project scoring and offering technical

⁷ U.S. Department of Transportation, Federal Highway Administration. Wasatch Front Regional Council: A Case Study in Regional Transportation Planning.
https://www.planning.dot.gov/documents/Wasatch_CaseStudy_Final.pdf



tools like the Access to Opportunity Calculator to help cities evaluate housing sites based on proximity to jobs, transit, and services.⁸

Exhibit 13: Access to Opportunities, Jobs Accessible by Transit



Source: <https://wfr.org/ato-map/>

Although WFRC has no formal land use authority, it shapes local planning through its Wasatch Choice Vision map and its Transportation and Land Use Connection (TLC) program, which has supported dozens of local plans and zoning reforms that reinforce regional growth priorities.⁹ Economic development is also embedded in this framework, both through WFRC's management of the region's CEDS and its emphasis on connecting workers to job centers, supporting infill, and protecting open space to sustain Utah's recreation economy.¹⁰

⁸ U.S. Department of Transportation, Federal Highway Administration. Wasatch Front Regional Council: A Case Study in Regional Transportation Planning.

https://www.planning.dot.gov/documents/Wasatch_CaseStudy_Final.pdf

⁹ Wasatch Front Regional Council. "Transportation and Land Use Connection."

<https://wfr.org/programs/transportation-land-use-connection/>.

¹⁰ Wasatch Front Regional Council (WFRC). "Wasatch Front Economic Development District."

<https://wfr.org/programs/wasatch-front-economic-development-district/>.



USE OF SCENARIO PLANNING AND EVALUATION

WFRC's scenario planning process is central to shaping its long-range vision and investment decisions. Building on the groundwork laid by the Envision Utah initiative, WFRC developed a range of land use and transportation scenarios, spanning from dispersed, low-density growth to compact, center-based development and quantified the impacts of each. These scenarios were used not only to illustrate trade-offs and performance outcomes but also to evaluate how specific transportation projects would function across different growth patterns, helping identify investments that are most robust under varying futures. Public engagement played a critical role: widespread community input on the scenarios gave elected officials the confidence to support a coordinated growth strategy, lending the Vision political legitimacy. The final "Vision Scenario" was selected based on both technical analysis and public support, ensuring it was grounded, plausible, and actionable.¹¹

BEST PRACTICES FOR CONSIDERATION

- » **Use scenario planning to evaluate trade-offs between different growth patterns, helping to illustrate the benefits of more coordinated, compact, or transit-focused development.**
- » **Involve the public early in scenario development and selection—making community members part of the visioning process fosters trust and long-term buy-in.**
- » **Apply scenario outcomes to guide resource allocation—use the data to help prioritize transportation, housing, and land use investments that best support regional goals.**
- » **Choose evaluation metrics that resonate locally (e.g., water use, affordability, job access) to build support for the preferred scenario and ensure the final plan reflects both community values and technical insights**

Metropolitan Council – Minnesota

REGIONAL GOVERNANCE AND MPO AUTHORITY

The Metropolitan Council (Met Council) is a nationally unique regional governing body that combines broad planning authority with direct operational responsibilities. Appointed by

¹¹ U.S. Department of Transportation, Federal Highway Administration. Wasatch Front Regional Council: A Case Study in Regional Transportation Planning.
https://www.planning.dot.gov/documents/Wasatch_CaseStudy_Final.pdf



the Governor of Minnesota, its 17-member board oversees the Twin Cities seven-county region with a mandate to act in the region's collective interest. Unlike traditional MPOs, Met Council not only manages transportation planning but also operates Metro Transit, regional wastewater systems, regional parks, and housing programs. This vertical integration has enabled the Council to align long-range visioning with the funding, construction, and operation of major infrastructure systems. As a result, the Met Council has become a nationally recognized model for regional coordination, credited with advancing transit-oriented development, preserving natural resources, and delivering major infrastructure investments with a consistent regional framework.

Under state law, all local governments must align their comprehensive plans with the Council's regional development guide (e.g., Thrive MSP or Imagine 2050), which gives the agency significant influence over local land use, including setting minimum densities in areas served by regional infrastructure. Its financial authority includes levying property taxes, allocating federal and state funds, and administering the Livable Communities Act, a grant program that ties affordable housing goals to funding. As the region's data hub, the Council also produces official forecasts and publishes trend analyses to support consistent and data-informed decision-making.¹²

Many of the MET Council's successful outcomes are often attributed to its statutory authority to ensure local comprehensive plan consistency, its control of both capital and operating funding streams, and its internal organizational capacity for integrated planning.¹³ However, this broad scope of authority and the governor-appointed board has prompted periodic scrutiny. Concerns have been raised that the Council's structure lacks direct democratic accountability, especially given its ability to levy taxes. A 2011 report from the Minnesota Office of the Legislative Auditor recommended restructuring the Council's governance, citing the need for greater transparency and stronger links to local government representation.¹⁴ More recently, amid controversy surrounding cost overruns and delays on projects like the Southwest Light Rail Transit line, the 2023 Metropolitan Governance Task Force, authorized by the Minnesota Legislature, evaluated multiple governance alternatives, including hybrid boards, local nomination processes, direct elections, or even replacing the Council with a council-of-governments model, but no decisions on reform have been made to date.¹⁵

¹² Metropolitan Council. "Met Council Adopts Landmark Imagine 2050 Regional Development Guide." <https://metrocouncil.org/News-Events/Planning/Newsletters/Met-Council-adopts-landmark-Imagine-2050-Regional.aspx>.

¹³ Orfield, M. W. Jr., & Orfield, M. W. (2010). *Region: Planning the Future of the Twin Cities*. University of Minnesota Press.

¹⁴ Minnesota Office of the Legislative Auditor (2011). *Evaluation Report: Governance of Transit in the Twin Cities Region*. <https://www.lcc.mn.gov/mgtf/09132023/Governance.of.Transit.report.pdf>

¹⁵ CBS News Minnesota. (2024, January 11). Task force evaluating Met Council's governing structure will send 6 recommendations to Legislature. <https://www.cbsnews.com/minnesota/news/task-force-evaluating-met-councils-governing-structure-will-send-6-recommendations-to-legislature/>



CORE REGIONAL PLAN STRUCTURE AND VISION

The Metropolitan Council's regional planning framework is anchored in its long-range development guide, Thrive MSP 2040, which outlines five core outcomes—stewardship, prosperity, equity, livability, and sustainability—supported by principles of integration, collaboration, and accountability. Rather than functioning as a single, static document, Thrive guides a suite of aligned system and policy plans, including transportation, water resources, parks, and housing. This structure ensures that diverse regional services and strategies work toward common goals. The 2015 Housing Policy Plan marked a significant step forward in advancing equity and housing integration across the region.¹⁶ Building on Thrive, the Imagine 2050 initiative updated the Council's regional vision by elevating issues like climate resilience, public health, and community safety, while reaffirming equity as a central pillar. These plans set the direction, but implementation occurs locally: cities and counties develop their comprehensive plans in response, which the Council reviews for consistency—creating a powerful structure where regional priorities guide localized

BEST PRACTICES FOR CONSIDERATION

- » **Future updates could consider a shift in structure where SNS acts as the overarching, guiding vision and individual policy plans implement the broader vision (e.g., Regional Housing Strategy, Regional Transportation Plan, etc.)**
- » **Encourage and incentivize local plans to align with regional strategies to reinforce consistency across jurisdictions.**

action.¹⁷

¹⁶ Metropolitan Council. "Thrive MSP 2040." <https://metro council.org/Planning/Imagine-2050/Thrive-2040.aspx>.

¹⁷ Metropolitan Council. "Met Council Adopts Landmark Imagine 2050 Regional Development Guide." <https://metro council.org/News-Events/Planning/Newsletters/Met-Council-adopts-landmark-Imagine-2050-Regional.aspx>.



INTEGRATION OF HOUSING, LAND USE, ECONOMIC DEVELOPMENT, AND TRANSPORTATION

Integration is where the Metropolitan Council's model is most distinctive, enabled by its statutory authority and broad operational scope.¹⁸

- **Housing:** The Council requires cities to plan for housing needs—including affordability—and ties that responsibility to infrastructure and transit investments. Through tools like Housing Performance Scores and the Livable Communities Act, it directly connects funding eligibility to housing and land use outcomes, including Transit-Oriented Development (TOD). Every decade, the Council allocates housing need targets to cities and requires them to show zoning capacity for those units in their comprehensive plans, ensuring inclusive growth across the region. Below is an overview of Met Council's key housing programs.
 - **Rental Assistance:** The Metropolitan Council's Housing and Redevelopment Authority (Metro HRA) runs state's largest **Section 8 voucher program, serving over 7,200 low-income households** in the Twin Cities region.¹⁹ **Livable Communities Act (LCA)** Programs, which includes three components:
 - **Local Housing Incentives Account (LHIA):** Provides capital grants for construction and preservation of affordable rental and ownership housing; requires local matching and community participation.²⁰
 - **Livable Communities Demonstration Account (LCDA):** Funds housing projects that integrate jobs, transit, services, parks, and trails for more equitable, compact, and sustainable development.²¹
 - **Transit-Oriented Development (TOD) Grants:** A subset of LCDA focused on high-density, mixed-use development near transit stations.

¹⁸ Metropolitan Council. "Policy Plan Index." <https://metro council.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>.

¹⁹ Metropolitan Council Metro HRA Rental Assistance Programs. <https://metro council.org/Housing/Services/Metro-HRA-Rental-Assistance.aspx>

²⁰ **Metropolitan Council Local Housing Incentives Account** <https://metro council.org/Communities/Services/Livable-Communities-Grants/LCA-Programs/Local-Housing-Incentives-Account.aspx>

²¹ Metropolitan Council Livable Communities Demonstration Account [https://metro council.org/Communities/Services/Livable-Communities-Grants/LCA-Programs/Livable-Communities-Demonstration-Account-\(LCDA\).aspx](https://metro council.org/Communities/Services/Livable-Communities-Grants/LCA-Programs/Livable-Communities-Demonstration-Account-(LCDA).aspx)



- **Housing Performance Scores (HPS):** An annual scoring system that evaluates local jurisdictions on affordable housing production, preservation, policies, and services. The HPS is used to prioritize grant funding and included in regional transportation funding scoring.²²

The Metropolitan Council has established one of the most effective regional housing frameworks among MPOs, combining **plan mandates with performance incentives** to drive results. Local governments are not left on their own, tools like the **Livable Communities Act** and **Housing Performance Scores** give them funding and technical assistance to follow through. In 2021, the region set a 34-year record by adding **22,327 units**—the highest annual total since 1987 reflecting strong multifamily construction activity that supports affordability.²³

Through Metro HRA, the Council administers thousands of Section 8 vouchers. This program guarantees a stable source of rental income for private landlords, potentially encouraging participation and keeping more units available within the program's guidelines, limiting the rent burden for thousands of households across the region even if market rents are high.

- ♦ **Economic development:** Economic development is embedded in the Met Council's regional planning approach and Imagine 2050 includes the Regional Economic Framework which provides an overview of the region's economic conditions, needs and opportunities. It also develops the region's CEDS. It deals with topics related to racial economic equity, workforce development and retention, job growth, innovation, mobility and affordability.²⁴ The Council also administers the **Tax Base Revitalization Account (TBRA)**, a grant program that funds environmental site assessments and cleanups to support redevelopment of contaminated sites to unlock land for job-creating commercial, industrial, and mixed-use developments.²⁵ Additionally, the Council supports local governments through data tools such as **employment forecasts**.
- ♦ **Environment:** Environmental integration is also core: land use planning is coordinated with sewer and water infrastructure via the Metropolitan Urban Service Area (MUSA) boundary, helping direct growth to areas that can support it and avoiding sprawl-related costs and impacts.

²² Metropolitan Council Housing Performance Scores

<https://metro council.org/Handbook/Files/Resources/Fact-Sheet/HOUSING/Housing-Performance-Scores.aspx>

²³ Axios Twin Cities. (2022, October 25). Apartments fuel Twin Cities housing growth.

<https://www.axios.com/local/twin-cities/2022/10/25/apartments-fuel-twin-cities-housing-growth>

²⁴ Metropolitan Council Regional Economic Framework <https://metro council.org/Planning/Projects/Thrive-Regional-Economy/Regional-Economic-Framework.aspx>

²⁵ Metropolitan Council Tax Base Revitalization Account (TBRA)

[https://metro council.org/Communities/Services/Livable-Communities-Grants/LCA-Programs/Tax-Base-Revitalization-Account-\(TBRA\).aspx](https://metro council.org/Communities/Services/Livable-Communities-Grants/LCA-Programs/Tax-Base-Revitalization-Account-(TBRA).aspx)



- ♦ **Equity:** Across all systems, equity is woven in from scoring transportation projects based on benefits to underserved communities, to encouraging affordable housing in affluent suburbs.

USE OF SCENARIO PLANNING AND EVALUATION

BEST PRACTICES FOR CONSIDERATION

- » **Promote concurrent planning—plan land use and housing alongside transportation investments. For example, coordinate zoning and infrastructure improvements as high-capacity transit corridors or new job centers are identified.**
- » **Develop a regional housing strategy that sets goals, identifies opportunity areas, and aligns with economic and infrastructure plans.**
- » **Tie transportation funding to housing outcomes by prioritizing projects in jurisdictions that are advancing housing production, affordability through policies, programs, zoning reform, or development commitments.**
- » **Encourage local commitments to zone for housing in priority areas, supported by technical assistance and incentives.**

The Metropolitan Council advanced its scenario planning in the Imagine 2050 process by formally embracing uncertainty and exploring a range of plausible futures. Unlike past single-forecast approaches, the Council developed five scenarios by varying two key dimensions: the region's overall growth rate and the spatial distribution of that growth. Each scenario was analyzed for its impacts on land use, housing, transportation, water, infrastructure, and natural systems, highlighting, for example, how dispersed development patterns would increase infrastructure costs and make affordable housing more difficult to deliver. Equity considerations were embedded throughout by asking how each scenario would affect different communities and emphasizing the need for anti-displacement strategies.

Rather than selecting a preferred scenario, the Council used insights from all five to develop a set of robust strategic directions, like investing in transit access, infill development, and land conservation that would benefit the region across future conditions.



This work was paired with a strong performance monitoring system, including system evaluations, housing production tracking, and regional livability indicators.²⁶

- **System Statements:** Customized regional plan implementation guidance issued to each city and township, triggering comprehensive plan amendments within nine months when necessary.²⁷
- **Housing Production Tracking:** Local jurisdictions submit annual affordable housing production data via the Housing Performance Scores (HPS) survey, which is then used to assess how local development aligns with regional targets.²⁸
- **Regional Livability and Outcome Measures:** These include indicators for housing capacity, infrastructure, equity, environmental health, and mobility, tracked in tools like the **Community Profiles** and Imagine 2050's **Outcomes Measurement** framework.²⁹

²⁶ Metropolitan Council. "Scenario Planning Consolidated Findings and Connections to Policy." Information Item presented at the Metropolitan Council meeting, March 27, 2024.

<https://metc1new.metctest.state.mn.us/Council-Meetings/Committees/Metropolitan-Council/2024/3-27-2024/INFO-1.aspx>.

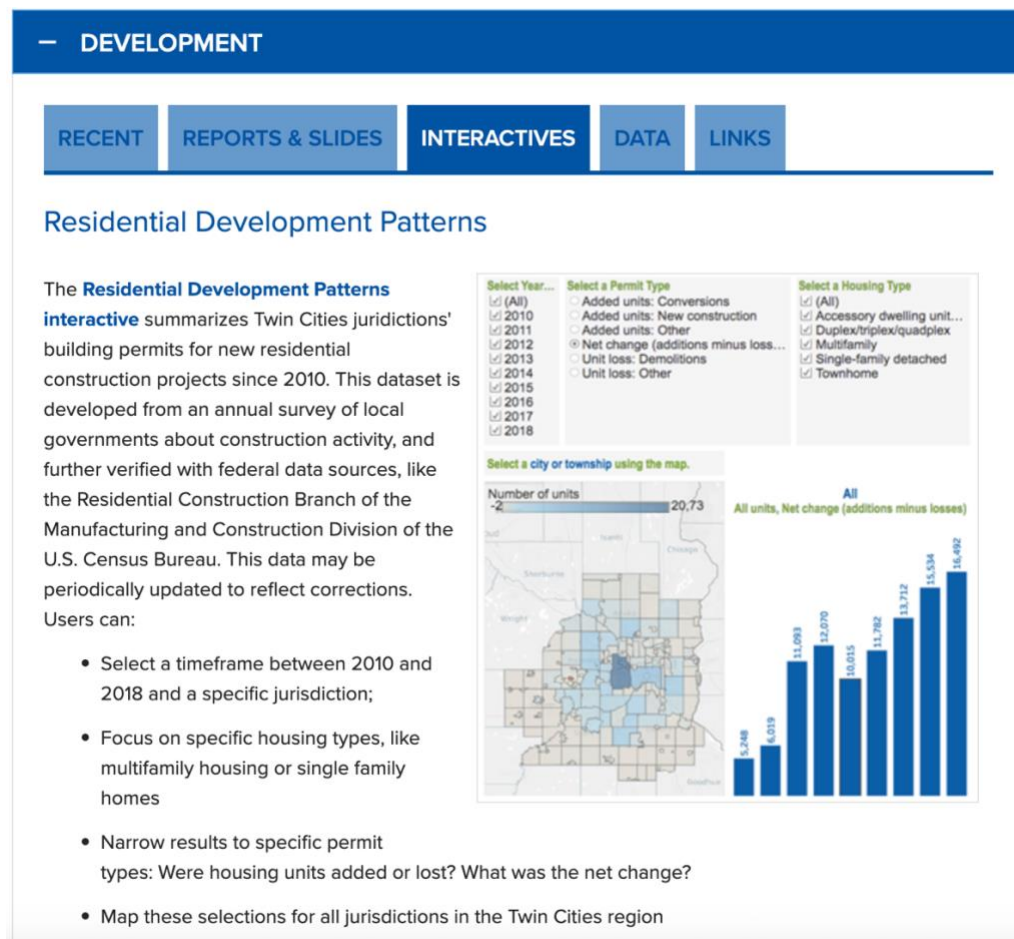
²⁷ Metropolitan Council System Statements <https://metro council.org/Communities/Planning/Local-Planning-Assistance/System-Statements.aspx>

²⁸ Metropolitan Council Housing Policy and Production Survey <https://metro council.org/Housing/Planning/Affordable-Housing-Measures/Housing-Policy-and-Production-Survey.aspx>

²⁹ Metropolitan Council Research by Topic <https://metro council.org/Data-and-Maps/Research-and-Data/Research-by-topic.aspx>



Exhibit 14: Published Data Online



Source: metro council.org/Data-and-Maps

This system is overseen by Council staff and reported publicly through periodic publications such as **annual Performance Evaluation Reports** to the Minnesota Legislature, along with **System Statement updates** and **Housing Policy Plan** publications. When performance falls short, such as failure to meet housing targets or align plans, the Council utilizes several tools:

- **Comprehensive Plan Review:** The Council can require cities to revise their zoning or policies to comply with regional objectives.
- **Funding Incentives & Technical Assistance:** Underperforming communities may receive prioritized technical support but receive **lower priority** for Livable Communities Act grants and other funding.
- **Public Reporting:** Performance Evaluation and HPS scores are publicly available, creating scrutiny and peer pressure for underperforming jurisdictions.



Exhibit 15: Example Score Criteria, Methodology for the Housing Performance Scores

Table 1: New Affordable and Mixed-Income Housing in last 10 years

Item and description	Points
N1. New units affordable to households at or below 30% of Area Median Income (AMI) as a share of all housing units built over the last ten years	3 points per percentage point
New units affordable to households earning between 31% and 50% of AMI as a share of all housing units built over the last ten years	1.5 points per percentage point
New units affordable to households earning between 51% and 60% of AMI as a share of all housing units built over the last ten years	1.25 points per percentage point
New units affordable to households earning between 51% and 80% of AMI as a share of all housing units built over the last ten years	1 point per percentage point
New owner-occupied units affordable to households between 81% and 115% of AMI as a share of all housing units built over the last ten years	0.5 point per percentage point
N2. New units affordable to households at or below 30% of Area Median Income (AMI)	0.5 points each
New units affordable to households earning between 31% and 50% AMI	0.25 points each
New units affordable to households earning between 51% and 80% AMI	0.15 points each
New owner-occupied units affordable to households between 81% and 115% of AMI	0.10 points each
N3. Each local official control adjusted, waived, or used enabling affordable housing*	0.15 points each
N4. New mixed-income project (at least 5% of the units must be affordable to households earning 60% AMI)	7 points, one time only
N5. Direct local financial contribution* to affordable or mixed-income development, including the estimated value of local controls waived or adjusted	1 point for each percentage point contributed of the Total Development Cost, up to 6 points per project
N6. Issuance of housing revenue bonds for construction of affordable or mixed-income housing (e.g., bonds to be paired with 4% tax credits or bonds for age- and income-restricted senior developments)	5 points



Source: [Detailed Scoring for Housing Performance Scores: Methodology for the Housing Performance Scores](#)

BEST PRACTICES FOR CONSIDERATION

- » Use scenario planning to explore a range of growth rates and development patterns—even with simplified models—to clarify trade-offs.
- » Translate scenario insights into clear policy direction—connect “what if” analysis to “what we’ll do.”
- » Prioritize actions with long-term value, such as infrastructure efficiency, water conservation, or economic diversification that perform well across all plausible futures.

Broward MPO – Florida

REGIONAL GOVERNANCE AND MPO AUTHORITY

The Broward MPO operates as a federally designated transportation planning agency under Florida law, serving a diverse and densely urbanized county. Its board includes representatives from all 31 cities in Broward County, County Commissioners, and regional transportation stakeholders like the South Florida Regional Transportation Authority (SFRTA), with participation from Florida Department of Transportation (FDOT).³⁰ While the MPO has no direct control over land use, it coordinates closely with **Broward County Land Use Plan (BCLUP)**, which is created and overseen by the **Broward County Planning Council**. The BCLUP is a legally binding, countywide framework that guides growth, infrastructure, and environmental priorities.³¹ The MPO’s primary authority lies in its role managing the Metropolitan Transportation Plan (MTP) and Transportation Improvement Program (TIP), where it prioritizes federal and state transportation funding.³²

³⁰ Broward Metropolitan Planning Organization. Commitment 2045 Metropolitan Transportation Plan Executive Summary. Fort Lauderdale, FL: Broward MPO, March 6, 2020. https://www.browardmpo.org/images/WhatWeDo/2045_MTP/MTP_Executive_Summary_030620.pdf.

³¹ Upon adoption by the County Commission, the BCLUP becomes **effective in all municipalities**; local plans must be **certified by the Planning Council** for “substantial conformity” to remain valid. Cities and towns must submit their local land use plans for **formal certification**, ensuring they don’t exceed density caps or conflict with the BCLUP’s policies.

³² Goodison, Crystal, Isabelle Thomas, Tyler Tornese, and Andrea Galinski. Integrating Resiliency into the Transportation Planning Process: Current State of the Practice for Florida MPOs Resiliency Efforts. Gainesville,



Although it cannot compel cities to align projects with regional goals, it can withhold funding for projects that conflict with MTP priorities—giving it meaningful influence through consensus and incentives. Broward also distinguishes itself with innovative governance practices, such as creating dedicated committees focused on housing and human services transportation, recognizing the intersection of mobility, affordability, and access for vulnerable populations.³³ This structure illustrates a model of MPO leadership that advances regional objectives through collaboration, funding influence, and cross-sector engagement.

BEST PRACTICES FOR CONSIDERATION

- » **Leverage “soft power” by formalizing working groups to address integrated topics like housing, resilience, and public health that build trust and alignment across sectors.**

CORE REGIONAL PLAN STRUCTURE AND VISION

Commitment 2045, Broward MPO’s long-range transportation plan, lays out a 25-year vision to “move people & goods, create jobs, and strengthen communities.” Its structure is notable for combining scenario planning, multimodal project investments, and clear policy direction.^{34,35} The plan was shaped by a hybrid scenario approach, drawing from multiple growth patterns and technological futures to guide strategy, and included an aspirational “Broward Vision 2100” that anticipates transformative technologies.³⁶ It prioritizes a mix of transit improvements, complete streets, greenways, and operational roadway upgrades, while emphasizing sustainability and resilience. Beyond projects, the plan integrates policy recommendations on land use, climate adaptation, and transportation demand management—positioning the MPO as a regional convener for broader planning issues. Performance measures tied to equity, safety, mobility, and environmental goals are tracked through a public-facing dashboard.³⁷ While it is not a regional development plan per se,

FL: University of Florida GeoPlan Center, May 2022.

https://sls.geoplan.ufl.edu/content/pdfs/Integrating_Resiliency_Final_Report.pdf.

³³ Florida Department of Transportation. *Incorporating Housing into the Long-Range Transportation Planning Process*. Tallahassee, FL: Office of Policy Planning, April 14, 2023.

³⁴ Broward Metropolitan Planning Organization. *Commitment 2045 Metropolitan Transportation Plan Executive Summary*. Fort Lauderdale, FL: Broward MPO, March 6, 2020.

https://www.browardmpo.org/images/WhatWeDo/2045_MTP/MTP_Executive_Summary_030620.pdf.

³⁵ Broward Metropolitan Planning Organization. “Broward MPO: Innovative Regional Transportation Planning.” ArcGIS StoryMaps. <https://storymaps.arcgis.com/stories/aff54b3642af4da9b76e609c43f45b0d>.

³⁶ Broward Metropolitan Planning Organization. “Vision 2100.” <https://www.browardmpo.org/vision-2100>.

³⁷ Broward Metropolitan Planning Organization. “Performance Measures.” <https://www.browardmpo.org/major-initiatives/performance-measures>.



Commitment 2045 acknowledges that transportation goals depend on supportive land use and housing decisions.

Exhibit 16: Commitment 2045, Vision 2100 Story Map



Source: <https://express.adobe.com/page/A6mT26PA5jhiM/>

BEST PRACTICES FOR CONSIDERATION

- » SNS can adopt a similar approach of testing scenarios and forming a preferred scenario that might combine elements.
- » Include an action plan or policy recommendations for what localities can do to help achieve regional goals.
- » Inspire long-term thinking through a “Beyond 2050” vision section that could be explored during keystone engagement events such as Life Cube to document bold ideas that emerge.

INTEGRATION OF HOUSING, LAND USE, ECONOMIC DEVELOPMENT, AND TRANSPORTATION

While the Broward MPO lacks formal authority over housing and land use, Commitment 2045 demonstrates a strong focus on integrating these areas with transportation planning.



Through its Compact Development Scenario and the collaborative development of a 2045 Future Land Use Map, the MPO worked with local governments to explore how concentrating growth in corridors and centers could improve transportation performance and reduce household costs.³⁸ The MPO's establishment of a Housing Committee signals its intent to break traditional silos, promoting ideas like affordable housing near transit.³⁹

On the economic front, the MPO incorporated access to job centers and support for key industries, such as tourism and logistics, into project evaluation. Collaborations with the Greater Fort Lauderdale Alliance ensure transportation investments advance regional economic development. Broward also stands out for advancing Complete Streets and context-sensitive designs, offering technical assistance to cities and linking street improvements to redevelopment goals. Commitment 2045 includes voluntary "Local Policy Actions" encouraging cities to integrate land use, sea level rise adaptation, and mixed-use zoning in transit areas. Finally, the MPO aligns closely with Broward County's land use framework, coordinating around designated Activity Centers and Transit-Oriented Development areas to ensure land use and mobility strategies reinforce each other at the regional level.

BEST PRACTICES FOR CONSIDERATION

- » **Embed voluntary policy recommendations in the plan to guide local decisions—these can provide a regional rationale for actions like TOD, giving planners and elected officials cover to advance bold ideas.**
- » **Coordinate land use and transportation by aligning investments with designated activity centers. The SNS 2050 Plan Update is already advancing this approach through its activity centers analysis.**

USE OF SCENARIO PLANNING AND EVALUATION

Scenario planning played a central role in the development of Commitment 2045. The Broward MPO designed five distinct scenarios—Trend, Compact Development, Technology, Resiliency, and Community Vision—each reflecting different assumptions about future land use, mobility technologies, climate adaptation, and community values. These scenarios

³⁸ Broward Metropolitan Planning Organization. Commitment 2045 Metropolitan Transportation Plan: Technical Report #13 – Needs Assessment. Fort Lauderdale, FL: Broward MPO, December 2, 2019. https://www.browardmpo.org/images/WhatWeDo/2045_MTP/Final_Technical_Reports/Tech_Report_13_Needs.pdf.

³⁹ Florida Department of Transportation. Incorporating Housing into the Long-Range Transportation Planning Process. Tallahassee, FL: Office of Policy Planning, April 14, 2023. https://fdotwww.blob.core.windows.net/sitefinity/docs/default-source/planning/policy/metrosupport/resources/housing-quick-guide_2023-04-14.pdf.



were evaluated against six criteria: Accessibility, Mobility, Safety, Equity, Economic Vitality, and Environmental Stewardship, using measurable performance indicators. Rather than selecting a single scenario, the MPO synthesized elements from each to form a hybrid preferred scenario that balanced technical analysis with public input.⁴⁰⁴¹ Following adoption, Broward committed to a performance-based approach, launching a Performance Measures Dashboard and producing State of the System reports to track real-world progress against scenario expectations.⁴² This continuous evaluation framework ensures that the plan remains grounded in current conditions while being responsive to emerging trends.

Exhibit 17: Summary of Scenario Planning Analysis Results

TREND	COMPACT DEVELOPMENT	RESILIENCY	TECHNOLOGY	COMMUNITY VISION
<ul style="list-style-type: none">• Reflects historical investments.• Established baseline for comparison.	<ul style="list-style-type: none">• Transit investments only.• Growth redirected to transit corridors.• Travel demand increased.• Best performing scenario for transit use.• Accessibility to jobs by transit improved.• Roadway congestion worsened with lack of investment.	<ul style="list-style-type: none">• Intent was to limit future non-resiliency investments in vulnerable infrastructure.• Could not be modeled, as no additional improvements were proposed for those facilities.• Identified need for additional study of vulnerable facilities to address projected impacts.	<ul style="list-style-type: none">• Mix of roadway and transit investments, including AV/CV assumptions.• Travel demand reduced slightly.• Accessibility to jobs improved.• Best performing scenario for congestion and safety improvements.	<ul style="list-style-type: none">• Mix of roadway and transit investments.• Travel demand remained similar to trend.• Transit mode share increased.• Best performing scenario for job accessibility.• Roadway congestion improved.• Safety remained similar to trend.

⁴⁰ Goodison, Crystal, Isabelle Thomas, Tyler Tornese, and Andrea Galinski. Integrating Resiliency into the Transportation Planning Process: Current State of the Practice for Florida MPOs Resiliency Efforts. Gainesville, FL: University of Florida GeoPlan Center, May 2022.
https://sls.geoplan.ufl.edu/content/pdfs/Integrating_Resiliency_Final_Report.pdf.

⁴¹ Broward Metropolitan Planning Organization. Commitment 2045 Metropolitan Transportation Plan: Technical Report #13 – Needs Assessment. Fort Lauderdale, FL: Broward MPO, December 2, 2019.
https://www.browardmpo.org/images/WhatWeDo/2045_MTP/Final_Technical_Reports/Tech_Report_13_Needs.pdf.

⁴² Broward Metropolitan Planning Organization. "Performance Measures." <https://www.browardmpo.org/major-initiatives/performance-measures>.



Source: Commitment 2045 Metropolitan Transportation Plan, Technical Report #13 Needs Assessment

BEST PRACTICES FOR CONSIDERATION

- » Include the public's voice as one of the scenarios, not just technical ones.
- » Manage potentially conflicting goals by mixing scenario components (e.g., economic growth vs. environmental protection balanced through hybrid scenario). Broward's model of not picking one scenario but blending them might also appeal if SNS stakeholders have multiple priorities.

Denver Regional Council of Governments – Colorado

REGIONAL GOVERNANCE AND MPO AUTHORITY

The Denver Regional Council of Governments (DRCOG) functions as both the council of governments (COG) and the federally designated MPO for the Denver metropolitan region, coordinating transportation and regional planning across 59 member jurisdictions.⁴³ Its governing structure centers on a Board of Directors composed of elected officials from cities, towns, and counties, creating a broad base of local representation. While DRCOG does not possess statutory authority to compel land use or zoning changes, its influence stems from coordination, convening, and voluntary agreements. One landmark example is the *Mile High Compact*, a pioneering intergovernmental agreement in which member governments committed to aligning local plans with the region's *Metro Vision* goals—a nationally recognized model of regional collaboration without mandates.⁴⁴

⁴³ Denver Regional Council of Governments (DRCOG) Member Governments <https://www.drcog.org/about-drcog/member-governments>

⁴⁴ Denver Regional Council of Governments (DRCOG) About Metro Vision <https://www.drcog.org/growth-development/metro-vision/about-metro-vision>



DRCOG's collaborative model also extends to its partnerships with the Colorado Department of Transportation (CDOT) and the Regional Transportation District (RTD), with formal coordination facilitated through memoranda of agreement.⁴⁵ Key bodies like the Transportation Advisory Committee and Regional Transportation Committee (a subset of the board) guide technical reviews and funding decisions, such as the Transportation Improvement Program (TIP). While DRCOG's planning framework lacks enforcement powers, its strength lies in its ability to build consensus, foster shared ownership of regional priorities, and align local decision-making through voluntary cooperation.

BEST PRACTICES FOR CONSIDERATION

- » **Formalize voluntary planning compacts among jurisdictions to foster alignment with regional goals in a non-mandated governance environment, modeled on DRCOG's Mile High Compact.**
- » **Build shared regional ownership through a broad-based board of elected officials, using consensus-driven processes that reflect local priorities while advancing regional outcomes.**
- » **Establish standing interagency coordination agreements (e.g., MOUs with state DOTs or transit agencies) to strengthen cross-sector collaboration on transportation, land use, and funding decisions.**

CORE REGIONAL PLAN STRUCTURE AND VISION

DRCOG's plan, Metro Vision, is a long-range, values-driven framework guiding the region's growth, infrastructure investment, and quality of life through 2040, with extensions underway to 2050. Adopted in 2017, Metro Vision is organized around five core themes: efficient and predictable development, a connected multimodal region, a safe and resilient environment, healthy and inclusive communities, and a vibrant regional economy.⁴⁶ Together, these themes articulate a unified systems-level vision that integrates land use, housing, transportation, environmental sustainability, and economic development.

⁴⁵ Denver Regional Council of Governments (DRCOG) Planning for the Future
<https://www.drcog.org/transportation-planning/planning-future>

⁴⁶ Denver Regional Council of Governments (DRCOG) Metro Vision Regional Plan
<https://www.drcog.org/sites/default/files/acc/RPD-RP-METROVISION-EN-ACC-24-06-20-V1.pdf>



Exhibit 18: DRCOG Metro Vision, 2017



Source: www.drcog.org

Each theme is supported by 14 aspirational outcomes and measurable performance targets to track progress. These targets signal regional ambition and accountability—for example, aiming to locate 25% of all housing and 50% of jobs in Urban Centers by 2040, significantly increasing density and accessibility. Other targets include a 25% increase in regional population density and a 60% reduction in per capita transportation-related greenhouse gas emissions, reinforcing the region’s commitment to compact, sustainable growth.⁴⁷

⁴⁷ Denver Regional Council of Governments (DRCOG) Metro Vision: Place – Performance Measures <https://www.drcog.org/growth-development/metro-vision/place#:~:text=Performance%20measures>



Metro Vision is notable for its non-regulatory, partnership-based implementation approach. While DRCOG does not mandate local compliance, the plan provides a shared framework and “ideas for local implementation,” empowering jurisdictions to contribute to shared outcomes at their own pace.⁴⁸ This flexible, collaborative model ensures broad buy-in while maintaining alignment around common goals. The structure and content of Metro Vision reflect DRCOG’s commitment to integrated regional planning that is ambitious, data-informed, and grounded in local context.

BEST PRACTICES FOR CONSIDERATION

- » **Structure the regional plan around values-based themes and measurable outcomes to maintain clarity of vision while enabling transparent progress tracking.**
- » **Use ambitious but achievable performance targets (e.g., infill housing, GHG reduction, job/housing concentration) to align investments and policy with long-term regional goals.**
- » **Provide “ideas for local implementation” rather than mandates, encouraging voluntary alignment while respecting local control.**
- » **Adopt a systems-level approach that integrates land use, housing, transportation, economic vitality, and environmental sustainability into a unified regional framework.**

INTEGRATION OF HOUSING, LAND USE, ECONOMIC DEVELOPMENT, AND TRANSPORTATION

The Denver Regional Council of Governments (DRCOG) has intentionally expanded the scope of Metro Vision beyond traditional transportation planning to address land use, housing, economic development, environmental quality, and public health in an integrated regional framework. The 2017 update introduced new plan elements—“Economy” and “Community Livability”—which elevated issues like housing affordability, community wellness, social equity, and climate resilience to core strategic priorities.⁴⁹

⁴⁸ Denver Regional Council of Governments (DRCOG). 2050 Metro Vision Regional Transportation Plan – Appendix F: 2050 small-area forecast & scenario planning analysis. May 2024.

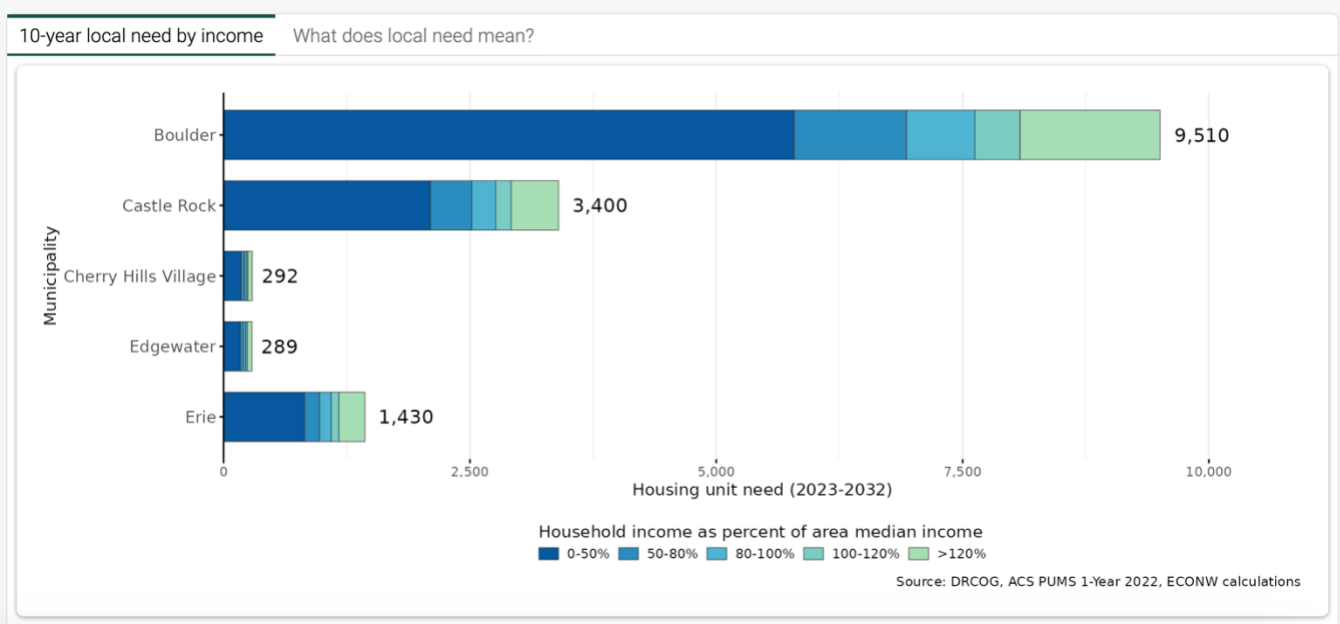
<https://drcog.org/sites/default/files/acc/TPO-RP-2050RTPAPPXF-EN-ACC-24-05-16-V1.pdf>

⁴⁹ Clarion Associates DRCOG Metro Vision Regional Plan Update <https://clarionassociates.com/work-projects/drcog-denver/#:~:text=DRCOG%20board%20and%20a%20series.updated%20plan%20in%20January%202017>



Metro Vision’s housing component encourages diverse housing choices near transit and in designated Urban Centers, with DRCOG’s Regional Housing Needs Assessment serving as a non-regulatory tool to guide local planning.⁵⁰ DRCOG is also in the process of developing its first formal Regional Housing Strategy, which is expected to be adopted in 2026. The plan's Comprehensive Economic Development Strategy (CEDS) is directly aligned with these land use and transportation goals, reinforcing the importance of coordinated infrastructure investment for a resilient regional economy.⁵¹

Exhibit 19: Denver Region Housing Needs Profiles



Source: drcog.shinyapps.io/denver_regional_housing_need

The Urban Centers initiative is a clear embodiment of DRCOG’s integration efforts. Participating jurisdictions collectively commit to focusing future growth in Urban Centers and along multimodal corridors to achieve transportation efficiency, environmental goals, and improved economic access. DRCOG operationalizes this strategy by linking its

⁵⁰ Denver Regional Council of Governments (DRCOG). Regional Housing Needs Assessment. <https://www.drcog.org/growth-development/regional-housing-needs-assessment>

⁵¹ Denver Regional Council of Governments (DRCOG) Comprehensive Economic Development Strategy (CEDS). <https://www.drcog.org/growth-development/comprehensive-economic-development-strategy>



transportation funding to Urban Center outcomes—prioritizing projects that enhance transit access, support walkability, and strengthen community livability.⁵²⁵³

Tools such as the Livable Centers program (which provides planning assistance in high-impact locations), the Metro Vision Idea Exchanges, and a suite of data resources further equip local governments to integrate regional goals into their plans.⁵⁴ DRCOG also encourages comprehensive plans to designate Urban Centers, ensuring that local and regional visions remain aligned.

BEST PRACTICES FOR CONSIDERATION

- » Incorporate housing, economic development, public health, and equity into the regional transportation vision to foster a more holistic and impactful planning framework.
- » Designate regional growth areas (like Urban Centers) and link funding eligibility to outcomes in those areas to encourage compact, transit-oriented development.
- » Develop and use non-regulatory tools like Regional Housing Needs Assessments and economic development strategies to guide local action in alignment with regional goals.
- » Provide technical assistance and planning grants to support local implementation of integrated regional strategies, particularly in transit station areas and high-impact growth nodes.
- » » Use convenings like Idea Exchanges and shared data resources to build local capacity and promote alignment around shared regional priorities.

⁵² Denver Regional Council of Governments (DRCOG). Urban Centers. <https://www.drcog.org/growth-development/urban-centers#:~:text=Through%20Metro%20Vision%2C%20local%20governments,greatest%20local%20and%20regional%20impact>

⁵³ Handy, S., & McCann, B. (2020). The role of regional planning in promoting sustainable communities: Insights from DRCOG's Metro Vision. Cities, 105, 102814. <https://doi.org/10.1016/j.cities.2020.102814>

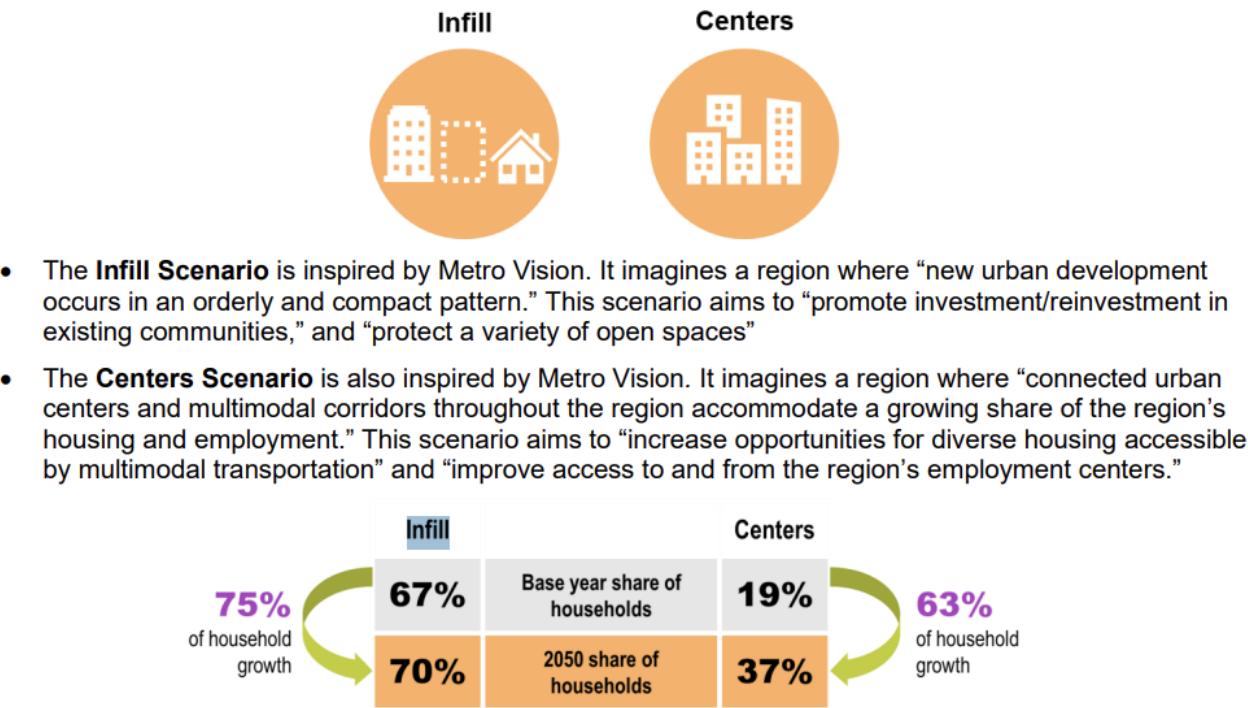
⁵⁴ Denver Regional Council of Governments (DRCOG). Livable Centers Small Area Planning Set-Aside. <https://www.drcog.org/growth-development/livable-centers-small-area-planning-set-aside#:~:text=The%20Livable%20Centers%20Small.derived%20from%20Metro%20Vision%20to>



USE OF SCENARIO PLANNING AND EVALUATION

Scenario planning has long been central to DRCOG’s approach for shaping regional growth, dating back to its early “Vision Framework” in the 1990s. Rather than prescribing a single future, DRCOG consistently uses scenarios to explore how different land use patterns and policy strategies could affect the region’s trajectory. In the 2050 Metro Vision Regional Transportation Plan, DRCOG modeled multiple land use futures—such as an “Infill Scenario” and a “Centers Scenario”—to evaluate the transportation and environmental implications of compact growth, transit-oriented development, and reinvestment in existing communities. These scenarios were directly inspired by Metro Vision’s principles and tested against a baseline trend, using metrics like vehicle miles traveled (VMT), congestion delay, and non-auto travel share.⁵⁵

Exhibit 20: Centers v Infill Scenarios, RTP 2050



Source: DRCOG 2050 small-area forecast & scenario planning analysis

The results clearly illustrated the benefits of smart-growth strategies, reinforcing the value of concentrating development in urban centers and expanding multimodal access. DRCOG emphasizes that scenario planning is not a regulatory tool, but rather a method for helping

⁵⁵ Denver Regional Council of Governments (DRCOG). 2050 Metro Vision Regional Transportation Plan – Appendix F: 2050 small-area forecast & scenario planning analysis. May 2024. <https://drcog.org/sites/default/files/acc/TPO-RP-2050RTPAPPXF-EN-ACC-24-05-16-V1.pdf>



jurisdictions understand trade-offs and identify multiple pathways toward shared regional outcomes. This high-level, outcomes-based approach strengthens local buy-in while reinforcing the Metro Vision framework through data-informed policy direction.

BEST PRACTICES FOR CONSIDERATION

- » **Use scenario planning to test and illustrate alternative land use and transportation futures, helping stakeholders understand trade-offs and build consensus around compact, equitable growth.**
- » **Align scenario modeling with core regional plan principles, using performance metrics like VMT, mode share, and congestion to evaluate outcomes across multiple futures.**
- » **Communicate scenario results in terms of outcomes—not mandates—to build local support and promote data-informed decision-making at both regional and local levels.**
- » **Leverage scenarios to reinforce regional goals (e.g., TOD, reinvestment, urban centers) by showing tangible impacts of different strategies on infrastructure costs, equity, and environmental sustainability.**





Appendix A: Plan Review Summaries

The plan summaries included in this appendix serve as documentation of the local and regional plan review process. These summaries provide an overview of the purpose, focus areas, and key themes of each reviewed plan and offer insight into how jurisdictions across Southern Nevada have addressed regional priorities such as housing, transportation, economic development, and sustainability.

Boulder City Master Plan

Timeline: Adopted December 2003, updated February 2015

Planning Horizon: 20 years/2035ish

Purpose: The Boulder City Master Plan is designed to guide the city's development and policy decisions over a 20-year period. Its purpose is to preserve Boulder City's small-town charm, historical heritage, and unique identity while proactively addressing community needs and enhancing the quality of life for residents. The plan outlines goals and strategies across various areas, including prudent financial stewardship, infrastructure investment, growth and development management, historic preservation, and sustaining high levels of public safety services.

Key Policies

HOUSING:

- ◆ Encourage Residential Infill Development
 - Promote infill and redevelopment in areas with existing infrastructure to maximize land use efficiency.
 - Remove regulatory barriers, such as adjustments to parking, setbacks, and lot sizes, to facilitate denser housing development.
 - Use incentives to encourage infill.
- ◆ Expand Housing Variety & Affordability
 - Support a mix of single-family homes, multifamily units, and mixed-use developments.



- Encourage affordable housing initiatives, including subsidies for impact fees or other incentives and expedited approvals for affordable projects.
- Explore public-private partnerships to develop affordable housing on city-owned land.
- ◆ Senior Housing
 - Prioritize senior housing projects and developments that integrate universal design principles.

ECONOMIC DEVELOPMENT:

- ◆ Strengthen Local Businesses & Tourism
 - Retain and expand existing businesses, particularly in tourism, small business, and public sector employment.
 - Improve tourism marketing efforts and enhance visibility through signage, gateway features, and expanded visitor accommodations.
 - Promote the development of arts, cultural, and recreational venues to attract visitors.
- ◆ Encourage Infill & Redevelopment in Commercial Areas
 - Focus on revitalizing the Central Business District, Highway 93 Corridor, and manufacturing districts.
 - Encourage redevelopment of vacant buildings and underutilized properties and incentivize adaptive reuse of historic buildings.
 - Work with property owners and businesses to enhance the commercial mix and appeal to both residents and tourists.
- ◆ Expand Employment & Industry Diversity
 - Support the expansion of airport-related commercial uses to increase economic opportunities.
 - Retain and grow government agency offices and facilities within the city.
 - Continue to promote home-based occupations and “cottage” industries

LAND USE:

- ◆ Sustainable Growth Management
 - Maintain controlled growth policies to preserve open space and natural resources.
 - Guide land use planning to protect scenic views and environmental assets while accommodating future development.



- ◆ Mixed-Use Development & Urban Design
 - Support the integration of residential, commercial, and recreational uses in strategic areas.
 - Implement urban design guidelines to ensure walkable commercial and mixed use districts.
 - Encourage mixed-use development near major road corridors and in the Central Business District.
- ◆ Special Planning Areas:
 - Old Airport Subarea
 - Downtown Core
 - Highway 93 Corridor (Uptown)
 - Bootleg Canyon
 - Eldorado Valley

TRANSPORTATION:

- ◆ Multimodal Transportation System
 - Develop a balanced and integrated transportation network that supports bicycles, pedestrians, personal vehicles, and regional public transit.
 - Improve street and sidewalk connectivity between neighborhoods, schools, parks, and business districts, especially the CBD and Hwy 93 corridor.
- ◆ Regional Coordination & Infrastructure Investments
 - Continue participation in regional planning efforts with the RTC, NDOT, and other agencies to improve mobility.
 - Work with the RTC to expand bus services to Boulder City and explore local shuttle options.
 - Support the US Highway 93 Bypass Project while limiting unnecessary interchanges to preserve local traffic patterns.

Spatial Summary for Mapping

DOWNTOWN CORE

Policies & Goals

- ◆ Promote mixed-use development with retail, office, and residential spaces.



- Encourage adaptive reuse of historic buildings to maintain character while supporting modern economic activity.
- ◆ Improve walkability and streetscapes to enhance pedestrian activity and local business growth.

Land Use Recommendations

- ◆ Mixed-Use Commercial: Integrating housing, office, and retail to support a vibrant business district.
- ◆ Public Spaces: Improve parks, plazas, and gathering areas to create a community-friendly environment.

HIGHWAY 93 CORRIDOR (UPTOWN BOULDER CITY)

Policies & Goals

- ◆ Strengthen the corridor as a regional commercial hub while maintaining Boulder City's small-town character.
- ◆ Enhance multi-modal transportation connections and improve traffic flow.
- ◆ Encourage tourism-friendly businesses and services along the corridor.

Land Use Recommendations

- ◆ Commercial & Mixed-Use Development: Supporting retail, office, and lodging to attract visitors and serve residents.
- ◆ Transit-Oriented Improvements: Ensuring safe pedestrian access and transit connections.

OLD AIRPORT SUBAREA

Policies & Goals

- ◆ Redevelop the area with a focus on employment, commercial, and industrial uses.
- ◆ Ensure compatibility with surrounding land uses, including residential and commercial zones.
- ◆ Improve infrastructure and connectivity to support future industrial and commercial investments.

Land Use Recommendations

- ◆ Industrial & Business Park Development: Attracting businesses that support regional economic growth.



- ◆ Infrastructure Improvements: Upgrades to roads and utilities to accommodate future development.

BOOTLEG CANYON

Policies, Goals & Land Use

- ◆ Protect and enhance outdoor recreation opportunities for residents and visitors.
- ◆ Encourage eco-tourism and sustainable development near the canyon.
 - Preserve natural landscapes while allowing limited recreational infrastructure improvements.

Policies & Goals

- ◆ Maintain the area primarily for renewable energy projects, conservation, and recreation.
- ◆ Limit residential and commercial development to protect the natural environment and maintain the area as a natural buffer.

Land Use Recommendations

- Energy Production & Open Space: Designated for solar farms and other renewable energy facilities.
- Environmental Conservation: Restricting high-impact development to preserve the valley's ecological integrity and minimize impacts to air quality.

Connection/Reference to 2015 SNS Plan

- ◆ Yes, the plan mentions compliance with SNS but the reference is outdated (2000 regional policy plan)
- ◆ The plan generally references the importance of regional collaboration for coordinated land use, transportation, and environmental policies with other agencies.

Summarized Appendices

Appendices include:

- ◆ Maps
 - Provides maps illustrating existing land use, property ownership, and environmental resources.
 - Includes infrastructure maps, such as water systems, power distribution, and road networks.
- ◆ Existing Conditions:



- Physical characteristics
 - Details the biotic environment, including vegetation communities and wildlife habitats.
 - Discusses topography, geology, seismicity, hydrology, and soil composition relevant to land development.
 - Provides an assessment of water resources and their availability for future growth.
- Socioeconomic characteristics
 - Contains population demographics, housing trends, and employment statistics.
 - Reviews housing affordability, income levels, and labor market conditions.
 - Forecasts future population growth and its impact on city infrastructure.
- Community facilities and services
 - Reviews public safety services, including fire protection and law enforcement.
 - Discusses education facilities, such as local schools and the community college system.
 - Provides information on hospital and healthcare services available in Boulder City.
- Public utilities
 - Describes the city's water supply, wastewater treatment, and solid waste disposal systems.
 - Discusses future expansion plans for water storage and power infrastructure.
 - Provides solid waste projections and recycling program details.
- ◆ Recommended Plant Materials
 - Lists approved tree and shrub species suitable for Boulder City's climate.
 - Provides guidelines for drought-resistant landscaping to promote water conservation.
- ◆ Urban Design Concepts



- Covers design principles for major corridors, historic districts, and public spaces.
- Includes guidelines for gateway enhancements and streetscape improvements.
- Discusses institutional landscaping requirements for public buildings.
- ◆ Bootleg Canyon Recreation Area Master Plan (2008)
 - Details a separate recreation plan for Bootleg Canyon, focusing on trail systems, conservation, and tourism development.
 - Includes amendments to the Future Land Use Map to incorporate outdoor recreation and environmental protection policies.
 - Approved and adopted by the Boulder City Council and Southern Nevada Regional Planning Coalition in 2008.

City of North Las Vegas Deer Springs District Livable Center Final Report

Timeline: January 2020

Planning Horizon: The report outlines strategies and recommendations intended to guide development over the next 10 to 20 years, emphasizing phased implementation.

Purpose: to create a comprehensive plan for transforming the Deer Springs District in North Las Vegas into a vibrant, mixed-use Livable Center. The report serves as a strategic framework to guide public and private investments that promote walkability, multimodal transportation, economic development, diverse housing options, and a strong sense of place. Specific Objectives Include:

- Enhancing Connectivity and Mobility: Develop a pedestrian- and bike-friendly environment with integrated transit and trail networks to reduce reliance on cars.
- Encouraging Diverse Housing Options: Introduce a variety of housing types to cater to a wide demographic range, including families, young professionals, and seniors.
- Stimulating Economic Growth: Leverage assets like the Job Creation Zone (JCZ) and VA Medical Center to attract businesses, foster job creation, and support a mix of uses.
- Promoting Sustainable Development: Incorporate green infrastructure, Complete Streets principles, and flexible zoning to ensure resilient and environmentally conscious growth.
- Fostering a Sense of Community: Create vibrant public spaces and design elements that prioritize community health, safety, and engagement.



Implemented Policies

Policies That Have Been Implemented – Housing

- ◆ Development of Single-Family Housing
 - Implementation: Growth of single-family housing stock with ongoing addition of garden-style multifamily units.
 - Spatial Context: Throughout the Deer Springs District, including planned neighborhoods near Village Four of the Villages of Tule Springs.

Policies That Have Been Implemented - Economic Development

- ◆ Job Creation Zone (JCZ)
 - Implementation: Land designated for office, commercial, and light industrial uses to promote job growth.
 - Spatial Context: 150-acre JCZ at Pecos Road and the Bruce Woodbury Beltway.
- ◆ VA Medical Center Development
 - Implementation: The VA North Las Vegas Medical Center serves as an anchor for the district.
 - Spatial Context: Adjacent to the JCZ in the southeast Deer Springs District.

Policies That Have Been Implemented - Land Use

- ◆ Connectivity Standards
 - Implementation: Minimum connectivity index requirements to promote walkability and connectivity in residential and mixed-use developments.
 - Spatial Context: Applied across all new developments within the district.

Policies That Have Been Implemented – Transportation

- ◆ Existing Shared-Use Paths
 - Implementation: The Upper Las Vegas Wash Regional Trail as an existing shared-use path within the district.
 - Spatial Context: Runs through Deer Springs District, connecting it regionally.
- ◆ Transit Service
 - Implementation: Limited service provided by the DVX Highway Express and Route 105.
 - Spatial Context: Serving stops at Centennial Parkway, North 5th Street, and Deer Springs Town Center.



Future Implementation

Policies That Have Not Yet Been Implemented – Housing

- ◆ Diverse Housing Typologies
 - Proposal: Plans for attached single-family units, alley-loaded homes, and medium-density developments to encourage walkable neighborhoods.
 - Spatial Context: Proposed transition areas between core and suburban neighborhoods.
- ◆ Affordability Initiatives
 - Proposal: Increase affordable housing options to attract diverse demographics, including seniors and professionals.
 - Spatial Context: Throughout new developments in the district.

Policies That Have Not Yet Been Implemented - Economic Development

- ◆ Development of the JCZ as a Medical District
 - Proposal: Integrate medical offices, research facilities, and green infrastructure.
 - Spatial Context: JCZ and surrounding properties.
- ◆ High-Density Commercial Development
 - Proposal: Incentivize development of walkable commercial areas with mixed-use buildings.
 - Spatial Context: Core areas of the district and near the JCZ.

Policies That Have Not Yet Been Implemented - Land Use

- ◆ Zoning Adjustments
 - Proposal: Introduce flexible setback and density regulations to encourage varied building types and transit-oriented developments.
 - Spatial Context: Core areas and transition zones.
- ◆ Landscaping and Wall Design
 - Proposal: Modify perimeter wall designs for better visual appeal and connectivity.
 - Spatial Context: Throughout residential areas.

Policies That Have Not Yet Been Implemented – Transportation

- ◆ High-Capacity Transit Integration
 - Proposal: Implement curbside running transit and cycle tracks along Deer Springs Way.
 - Spatial Context: Deer Springs Way and connecting streets.



- ◆ Bicycle and Pedestrian Networks
 - Proposal: Extend the Northern Beltway Trail and add high-comfort cycle tracks and bike lanes.
 - Spatial Context: Trails linking the Deer Springs District with the Beltway and internal routes.

Spatial Summary for Mapping

- ◆ Core Areas: Proposed as dense, mixed-use town centers with transit-oriented developments along Deer Springs Way and adjacent to the JCZ.
- ◆ Transition Zones: Areas blending core density with suburban layouts, incorporating medium-density housing and local retail.
- ◆ Edge Areas: Suburban neighborhoods with low-density developments.
- ◆ Connectivity Nodes: Trailheads, transit stops, and pedestrian-friendly corridors.

Connection/Reference to 2015 SNS Plan

The "Deer Springs District Livable Centers Study" includes direct references to the Southern Nevada Strong (SNS) Regional Plan. Specifically, the Deer Springs document acknowledges its alignment with the SNS vision, emphasizing principles such as multimodal transportation, diverse housing, and fostering vibrant neighborhoods and employment centers. This alignment highlights the goal of incorporating regional transportation and land use strategies outlined in the SNS plan.

For detailed integration of policies, including those related to housing and transportation, the document outlines challenges (e.g., car dependency and inadequate bike/pedestrian facilities) and opportunities (e.g., developing safe, efficient multimodal networks) that mirror SNS objectives

Summarize Appendices

The appendices of the Deer Springs District Livable Center Final Report offer supporting details and additional insights that enhance the previously summarized policies. Below is a breakdown of the relevant findings from the appendices:

- ◆ Housing
 - Planned Housing Diversity: The appendices reiterate the emphasis on creating diverse housing options, including garden-style multifamily units, alley-loaded homes, and townhouses, to attract a range of demographics from families to young professionals.



- Landowner and Developer Feedback: Interviews highlight interest in phased development of residential areas and the potential for mixed-income housing to support walkability and connectivity.
- ◆ Economic Development
 - Job Creation Zone (JCZ) Development: Stakeholder feedback emphasizes the importance of attracting an initial anchor tenant, such as a medical or educational institution, to catalyze further economic activity in the JCZ. Phased development is recommended to ensure flexibility and long-term value.
 - Retail and Restaurants: Suggestions were made to prioritize walkable retail and dining options in core areas, leveraging the district's planned streetscape improvements to enhance appeal and economic vibrancy.
- ◆ Land Use
 - Phased Land Use Strategy: Stakeholder discussions suggest prioritizing interim land uses that can be intensified as the district develops. This includes balancing residential, commercial, and open spaces in the short term while leaving room for future high-density uses.
 - Walkability and Streetscape Design: Design standards for the district emphasize the integration of street-facing retail and pedestrian amenities, such as landscaped sidewalks and seating, to create an active public realm.
- ◆ Transportation
 - Transit and Multimodal Connectivity: The appendices highlight plans to leverage the district's proximity to regional transit corridors and include recommendations for transit-oriented development (TOD) nodes. Feedback underscores the need to align development timelines with transit infrastructure investments.
 - Trail Enhancements: Stakeholder feedback supports prioritizing the completion of the Northern Beltway Trail and internal bike/pedestrian connectivity to ensure accessible and safe alternatives to driving.
- ◆ Spatial Considerations
 - Core Commercial Area: Priority is given to mixed-use development near the JCZ and along Deer Springs Way.
 - Transition Areas: Feedback supports creating medium-density residential zones that bridge the high-density core and suburban neighborhoods.
 - Trail and Transit Nodes: Connections between trails, parks, and transit stops are emphasized as critical for long-term livability and accessibility.



City of North Las Vegas Downtown Redevelopment Feasibility Study

Timeline: August 2023

Planning Horizon: Outlines strategies and projects expected to be implemented and supported over the next **5 to 10 years**, with an emphasis on actions to be carried out in the near term

Purpose: The purpose of the "Downtown Redevelopment Feasibility Study" is to evaluate and outline actionable strategies for the redevelopment of Downtown North Las Vegas. It aims to create a revitalized, economically vibrant, and community-focused downtown area by addressing current challenges and leveraging opportunities. Specifically, the document:

- ◆ Refines Previous Plans: Builds upon the 2009 Downtown Master Plan and the 2015 Southern Nevada Strong Implementation Strategies Report, updating their findings to reflect current economic and social conditions.
- ◆ Focuses on Feasibility: Differentiates itself from a Downtown Master Plan by emphasizing practical, implementable actions grounded in economic and market realities.
- ◆ Provides a Vision: Updates the community's vision for Downtown, emphasizing walkability, unique identity, and integration of housing, transportation, and economic development.
- ◆ Guides Action: Prioritizes policies and projects that support economic vitality, housing diversity, transportation connectivity, and the creation of community amenities.
- ◆ Engages Stakeholders: Incorporates feedback from stakeholders, residents, and businesses to shape a targeted and actionable implementation plan.

Implemented Policies

Policies That Have Been Implemented - Housing

- ◆ Agora's Downtown Project
 - Implementation: A mixed-use master-planned development is underway, including retail, medical office, and multifamily housing.
 - Spatial Information: Western entry to Downtown North Las Vegas, encompassing 28 acres near North 5th Street and Lake Mead Boulevard.



◆ Increase in Rental Housing Stock

- Implementation: Over the past years, the Downtown Redevelopment Area (DRA) has seen increases in rental housing stock, although at a slower pace.
- Spatial Information: Primarily along North 5th Street and surrounding residential zones in the DRA.

Policies That Have Been Implemented - Economic Development

◆ Retail Redevelopment at Fiesta Plaza

- Implementation: Agora Realty redeveloped Fiesta Plaza, adding major tenants like La Bonita Supermarket and national chains.
- Spatial Information: Near the intersection of North 5th Street and Lake Mead Boulevard.

◆ City Hall Construction

- Implementation: Consolidation of city offices and community services into a new building, creating a civic anchor in the area.
- Spatial Information: North 5th Street and Hunkins Drive.

Policies That Have Been Implemented - Land Use

◆ Infill and Adaptive Reuse

- Implementation: Adaptive reuse of buildings like the Historic Washington School into office spaces.
- Spatial Information: Central and southern portions of the DRA.

Policies That Have Been Implemented - Transportation

◆ Major Infrastructure Improvements

- Implementation: Expanded North 5th Street and reconfigured I-15 and Lake Mead Boulevard interchange to improve access.
- Spatial Information: Key connectors such as Lake Mead Boulevard and North 5th Street.

◆ Streetscape Improvements

- Implementation: Streetscape elements like roundabouts and pedestrian-friendly enhancements near the intersection of North 5th Street and Las Vegas Boulevard.
- Spatial Information: Central Downtown North Las Vegas.

Future Implementation

Policies That Have Not Yet Been Implemented – Housing



- ◆ Affordable Housing Development
 - Proposals: Plans to partner with developers for Low-Income Housing Tax Credit (LIHTC) projects targeting families and seniors.
 - Spatial Information: Residential areas along North 5th Street and underutilized parcels near Maya Cinemas and Silver Nugget.
- ◆ Accessory Dwelling Units (ADUs)
 - Proposals: Policy changes to allow for ADUs to support multigenerational housing.
 - Spatial Information: Throughout residential neighborhoods in the DRA.

Policies That Have Not Yet Been Implemented - Economic Development

- ◆ Business Improvement District (BID)
 - Proposals: Establishing a BID for clean and safe programs, marketing, and operational services.
 - Spatial Information: Core Downtown area, including major commercial and civic properties like Jerry's Nugget, Silver Nugget, and City Hall.
- ◆ Support for Emerging Businesses
 - Proposals: Initiatives to provide grants and micro-business spaces for local entrepreneurs within Agora's Downtown Project.
 - Spatial Information: Retail areas within Agora's 28-acre development.

Policies That Have Not Yet Been Implemented - Land Use

- ◆ Consolidation of Underutilized Parcels
 - Proposals: Explore redevelopment opportunities for underutilized land, including large parking areas at Jerry's Nugget and Silver Nugget.
 - Spatial Information: Along Las Vegas Boulevard and surrounding casino properties.
- ◆ Development of a Community Resource Center
 - Proposals: Creating a centralized facility for community resources and activities.
 - Spatial Information: Proposed within the civic area near North 5th Street.

Policies That Have Not Yet Been Implemented – Transportation

- ◆ Transit-Oriented Development (TOD)
 - Proposals: Establish TOD nodes connecting key destinations with pedestrian and transit-friendly designs.



- Spatial Information: Corridors along North 5th Street and Las Vegas Boulevard.
- ◆ Greenway Trail System
 - Proposals: A trail system with water-wise landscaping and public art along major corridors like North 5th Street.
 - Spatial Information: Proposed connections through the Downtown Redevelopment Area.

Spatial Summary for Mapping

- ◆ Central Focus Areas: Core DRA with emphasis on North 5th Street, Lake Mead Boulevard, and Las Vegas Boulevard. Includes civic anchors like City Hall and significant retail/commercial nodes like Agora's Downtown Project and Fiesta Plaza.
- ◆ Residential Zones: Northern and southern edges of the DRA, including infill opportunities and planned affordable housing projects.
- ◆ Key Corridors: Major roads like North 5th Street, Las Vegas Boulevard, and Lake Mead Boulevard for transportation improvements and TOD initiatives.
- ◆ Commercial/Cultural Sites: Jerry's Nugget, Silver Nugget, Maya Cinemas, and Agora's mixed-use development.

Connection/Reference to 2015 SNS Plan

The "Downtown Redevelopment Feasibility Study" explicitly references and builds upon the 2015 Southern Nevada Strong Regional Plan. This connection is reflected in several ways:

- ◆ Alignment of Goals: The study supports key themes from the Southern Nevada Strong (SNS) Plan, including economic development, complete communities, transportation choices, and regional collaboration.
- ◆ Implementation of SNS Priority Areas: It includes actions and projects in areas identified as priority locations in the SNS Plan, such as Downtown North Las Vegas.
- ◆ Policy Guidance: The study draws upon strategies outlined in the SNS Plan to guide land use, transportation improvements, and housing initiatives aimed at supporting regional economic competitiveness.

Summarize Appendices

The appendices in the North Las Vegas Downtown Redevelopment Area Report (2023) provide complementary insights that build on previously summarized policies. Here's a synthesis of



relevant information from the appendices, categorized by policy area, implementation status, and spatial focus.

◆ Housing

➤ Implemented Policies

- Development of Affordable Housing:
 - Rose Gardens (2017): A 120-unit affordable senior housing development within the Downtown Redevelopment Area.
- Mixed-Income Housing:
 - The Rome Pines Apartments and Sunrise Diamond Creek developments provide additional housing options that balance affordability and market-rate rentals.

➤ Unimplemented Policies

- Residential Infill Opportunities:
 - Vacant parcels in neighborhoods north and south of the core commercial area (e.g., Tonopah neighborhood) are identified as suitable for infill housing, potentially accommodating townhomes and apartments.

➤ Spatial Focus

- Housing developments are concentrated near the Downtown Redevelopment Area and within identified high-priority opportunity sites (Figure 16, page 38).

◆ Economic Development

➤ Implemented Policies

- Agora's Downtown Project:
 - Progress on this project includes commercial and mixed-use development, such as medical offices and retail establishments.
- Fiesta Plaza Revitalization:
 - Expanded retail offerings (e.g., La Bonita Market, Ross, and Conn's HomePlus), creating an economic anchor for downtown.

➤ Unimplemented Policies

- Micro-Business Suites:
 - Planned integration of small business spaces (150–450 sq. ft.) into Agora's Downtown Project remains under construction.
- High-Priority Sites for Commercial Use:



- Jerry's Nugget area is highlighted as a potential site for a hotel project or other economic anchor.
- Spatial Focus
 - Economic development is centered on parcels along Lake Mead Boulevard and North Fifth Street, including the Agora redevelopment zone (Figure 16).
- ◆ Land Use
 - Implemented Policies
 - Redevelopment Opportunities:
 - Soft parcel analysis identified underutilized sites that have been cleared for redevelopment, focusing on mixed-use and commercial projects.
 - Unimplemented Policies
 - Civic or Community Uses:
 - Old City Hall and the former police headquarters are proposed for reuse as civic spaces or community centers.
 - Spatial Focus
 - Vacant and underutilized parcels identified through the soft parcel analysis (e.g., Maya Cinemas area) present land use opportunities.
- ◆ Transportation
 - Implemented Policies
 - Streetscape Improvements:
 - Efforts to enhance walkability along Lake Mead Boulevard and North Fifth Street include landscaping, lighting, and pedestrian-friendly intersections.
 - Unimplemented Policies
 - Transit-Oriented Development:
 - Proposals for transit-supportive housing and commercial uses near existing transit routes.
 - Spatial Focus
 - Focused improvements on arterial roads, particularly Lake Mead Boulevard, to facilitate multimodal connectivity.



All-In Clark County - Community Sustainability & Climate Action Plan

Timeline: Adopted April 2023

Planning Horizon: 2050 with GHG targets at 2030 and 2050

Purpose: The purpose of the *Clark County Community Sustainability & Climate Action Plan (CSCAP)* is to guide the county's efforts to reduce greenhouse gas (GHG) emissions, enhance sustainability, and improve climate resilience. The plan serves as a strategic roadmap for implementing policies and programs that support clean energy, efficient transportation, water conservation, and sustainable development.

- ◆ Near-term target (2030): 32% reduction in GHG emissions from a 2019 baseline.
- ◆ Long-term target (2050): Net-zero emissions goal, aligned with state and national climate objectives.

Implementation Timeline:

- The plan provides a phased approach for reaching sustainability goals
- Progress will be tracked through annual reports and performance metrics to ensure accountability

Key Policies

Housing:

- ◆ Promote Energy-Efficient & Resilient Housing
 - Support energy efficiency retrofits in existing housing stock to reduce emissions (PACE financing programs)
 - Incentivize solar and green building practices in new residential developments.
- ◆ Expand Affordable & Sustainable Housing Options
 - Encourage mixed-income and transit-oriented development (TOD)

Economic Development:

- ◆ Develop Green Jobs & Workforce Training
 - Invest in renewable energy, water conservation, and sustainability-focused job sectors and businesses
 - Promote the regions as a hub of innovation for sustainable manufacturing and economic development
 - Provide workforce training for clean energy and building efficiency careers.



- ◆ Support Local Businesses & Sustainable Industries
 - Support energy efficiency retrofits and green building practices for existing and new commercial development
- ◆ Promote a Circular Economy
 - Promote reduction of single-use plastics, zero waste business practices, and food diversion programs

Land Use:

- ◆ Encourage Sustainable, Compact Development
 - Prioritize infill development and smart growth strategies to reduce sprawl.
 - Enhance and protect parks, open spaces, and environmentally sensitive lands.
- ◆ Integrate Green Infrastructure & Green Building Practices
 - Expand drought-tolerant plantings and heat mitigation strategies, particularly in high-risk areas.
 - Support water quality and stormwater management through green infrastructure
 - Require aggressive water conservation in new development and promote water consumption reduction across all development.

Transportation:

- ◆ Enhance Multimodal Transportation & Public Transit
 - Implement Complete Streets policies to improve pedestrian, bike, and transit infrastructure.
 - Expand bus rapid transit (BRT) to ensure equitable access to public transit and to reduce reliance on single occupancy vehicles.
 - Promote and invest in infrastructure to support micromobility transportation and first/last mile options.
- ◆ Promote Low-Carbon Mobility & Vehicle Electrification
 - Incentivize broad electric vehicle (EV) adoption and expand charging station networks, especially for underserved communities.
 - Incentivize and support broad-scale de-fossilization of all transportation, including Harry Reid International Airport, government fleets and school buses, tourism transportation, freight, etc.

Spatial Summary for Mapping

- ◆ n/a



Connection/Reference to 2015 SNS Plan

- ◆ Yes, the plan acknowledges SNS as a foundational plan that influenced the development of the Clark County CSCAP
- ◆ The plan also specifically references SNS' extreme heat vulnerability analysis

Clark County Master Plan

Timeline: November 2021

Planning Horizon: The **Clark County Master Plan** has a planning horizon of **20 years**, extending through **2041**.

Purpose: Provide a comprehensive framework for guiding growth, development, and conservation across the unincorporated areas of Clark County. The plan aims to balance the needs of a rapidly growing population with environmental stewardship, infrastructure management, and economic development. Key Objectives:

- ◆ **Manage Growth and Development:** Promote efficient and sustainable land use to accommodate anticipated population and economic growth.
- ◆ **Ensure compatibility between different land uses** to maintain neighborhood character and quality of life.
- ◆ **Enhance Mobility and Transportation:** Develop a multimodal transportation network to improve connectivity, reduce congestion, and support transit-oriented development.
- ◆ **Support Housing Diversity:** Encourage a mix of housing types and affordability levels to meet the needs of diverse demographics, including families, seniors, and workforce residents.
- ◆ **Foster Economic Development:** Identify opportunities for job creation, business growth, and tourism while preserving industrial and commercial areas.
- ◆ **Preserve Natural Resources:** Protect open spaces, wildlife habitats, and natural features while addressing issues like water conservation and flood management.
- ◆ **Promote Livability and Community Resilience:** Enhance access to parks, trails, and public facilities.
- ◆ **Build resilience to climate change, natural disasters, and other challenges** through smart planning and infrastructure investments.

Implemented Policies

Policies That Have Been Implemented – Housing



- ◆ Preservation of Neighborhood Character (Enterprise): Existing zoning regulations in Ranch Estate Neighborhoods support large-lot residential development, ensuring compatibility with surrounding uses.
- ◆ Affordable Housing Initiatives: Integration of high-density residential units in areas like Laughlin's Riverwalk District supports live-work opportunities and reduces regional commuting pressures.

Policies That Have Been Implemented - Economic Development

- ◆ Tourism Development in Laughlin: Projects such as the Riverwalk District have implemented mixed-use development, including casinos, restaurants, and public amenities along the Colorado River, fostering tourism.
- ◆ Arden Employment Area (Enterprise): Light-industrial and employment uses have been established to provide job opportunities along Highway 215 and Interstate 15.

Policies That Have Been Implemented - Land Use

- ◆ Preservation of Open Lands and Habitat: Areas such as Duck Creek and the La Madre Mountains have been identified for preservation and integrated with park and open space systems.

Policies That Have Been Implemented – Transportation

- ◆ Infrastructure Upgrades (Enterprise): Improvements to major streets and railroad crossings to enhance connectivity and safety have been initiated, such as overpasses and bike/pedestrian facilities.
- ◆ Transit Coordination: Collaboration with the Regional Transportation Commission of Southern Nevada (RTC) has expanded transit services in urban planning areas.

Future Implementation

Policies That Have Not Yet Been Implemented – Housing

- ◆ Future Infill Development: Goals to promote compatible infill housing in suburban and rural neighborhoods, particularly in areas like Lone Mountain and Northeast County, are pending.
- ◆ Workforce Housing (Laughlin): High-density residential projects to support workforce housing remain partially unfulfilled.

Policies That Have Not Yet Been Implemented - Economic Development

- ◆ Redevelopment of Mojave Generating Station Site: The site is proposed for community-supportive uses but remains undeveloped.
- ◆ Agricultural Tourism (Northeast County): Plans for expanding agricultural tourism activities, such as farm stays and corn mazes, are yet to be implemented.

Policies That Have Not Yet Been Implemented - Land Use



- ◆ Trail and Open Space Connectivity: Proposals for integrated equestrian and recreational trails in areas like Moapa Valley are still in the planning stages.
- ◆ Density Management (Laughlin): Strategies to promote compact development and limit sprawl are ongoing.

Policies That Have Not Yet Been Implemented – Transportation

- ◆ Second Bridge Over the Colorado River: Plans for a second bridge between Laughlin and Bullhead City are under development.
- ◆ Needles Highway Enhancements: Long-term upgrades to support traffic and safety remain incomplete.

Spatial Summary for Mapping

- ◆ Enterprise Area: Policies related to large-lot preservation, multimodal transportation enhancements, and industrial employment are geographically concentrated in the southwest quadrant of the Las Vegas Valley.
- ◆ Laughlin Area: Tourism and mixed-use developments are focused along the Colorado River, with ongoing plans for the Riverwalk District and adjacent residential projects.
- ◆ Northeast County: Agricultural uses and rural preservation dominate the Moapa Valley, with pending recreational and economic development initiatives.
- ◆ Lone Mountain Area: Efforts to maintain suburban lifestyles and infrastructure improvements are primarily targeted at unincorporated regions bordering the City of Las Vegas.

Connection/Reference to 2015 SNS Plan

The Clark County Master Plan does not explicitly reference the Southern Nevada Strong 2015 Regional Plan by name in the snippets reviewed. However, there are indirect alignment between the two plans based on shared goals of regional collaboration, sustainable land use, economic development, and multimodal transportation planning.

The Southern Nevada Strong 2015 Regional Plan outlines priorities for housing diversity, economic growth, and transit-oriented development to address regional challenges like housing affordability and transportation access. Similarly, the Clark County Master Plan emphasizes integrated land use, multimodal transportation networks, and housing for diverse incomes, which reflect priorities identified in the SNS plan.

Clark County PUDs



Purpose: Planned Unit Developments (PUDs), master-planned communities, or other special area plans that influence or reflect broader regional goals

Summerlin South

The Summerlin South Planned Unit Development (PUD) encompasses approximately 7,099 acres on the western edge of the Las Vegas Valley, bounded by Charleston Boulevard to the north, Russell Road to the south, Hualapai Way to the east, and the Red Rock National Conservation Area to the west.

Location: Summerlin South is situated on the western edge of the Las Vegas Valley, bordered by:

- ◆ Charleston Boulevard to the north
- ◆ Russell Road to the south
- ◆ Hualapai Way to the east
- ◆ Red Rock National Conservation Area to the west

Project Timeline:

- ◆ The Summerlin South Land Use and Development Guide was initially approved on June 21, 1995, and updated on June 22, 2005.
- ◆ The Development Agreement was approved on February 7, 1996, for a 30-year period and amended on June 8, 2005.
- ◆ As of 2008, several villages were in various stages of development:
 - Villages 14A and 14B were mostly complete, with some remaining commercial development along the Beltway.
 - Infrastructure for Village 13 East and Village 18 had been constructed.
 - Villages 13 West, 15A, 18 (south of the R4 Channel), 19, and 16 were in planning, design, and development stages.

Development Overview

- ◆ Residential: 4,234 acres
- ◆ Commercial/Retail: 393 acres
- ◆ Mixed Use: 332 acres
- ◆ Employment: 540 acres
- ◆ Open Space (including golf courses): 1,070 acres
- ◆ Right-of-Way: 1,070 acres



Residential Units: The project permits a maximum of 32,600 residential dwelling units. As of November 18, 2008, building permits had been issued for 8,811 single-family residences and 1,454 apartment and condominium units.

Housing Types: The development includes single-family homes, apartments, and condominiums.

Additional Facilities: The plan includes three hotel/casino sites located at:

- ◆ Charleston Boulevard and I-215
- ◆ Town Center Drive and Flamingo Road
- ◆ Tropicana Avenue and Town Center Drive
- ◆ Up to 90 holes of golf are planned within the open space allocation.

Connection to Regional Goals

To determine how the Summerlin South PUD influences or reflects broader regional goals in Clark County, we can analyze its policies and development framework in relation to regional planning priorities, such as those found in the Clark County Master Plan and Southern Nevada Strong Regional Plan.

Alignment with Broader Regional Goals

- ◆ Housing
 - Regional Goal: Promote diverse housing options to meet the needs of a growing population.
 - Summerlin South Influence: The PUD includes a wide range of housing types, such as single-family homes, apartments, and condominiums, which align with the regional goal of providing diverse housing to accommodate varying income levels and lifestyles.
- ◆ Economic Development
 - Regional Goal: Support mixed-use developments and create employment hubs to strengthen the local economy.
 - Summerlin South Influence: The PUD designates 540 acres for employment uses and includes commercial and retail areas, as well as three hotel/casino sites. These features contribute to local economic growth and tourism, consistent with regional goals.
- ◆ Land Use and Open Space
 - Regional Goal: Preserve open space and prioritize sustainable development.
 - Summerlin South Influence: With 1,070 acres allocated for open space, including golf courses, the PUD supports environmental sustainability while enhancing the quality of life for residents. Its mixed-use land design ensures efficient and sustainable land utilization.



- ◆ Transportation
 - Regional Goal: Develop multimodal transportation networks that reduce traffic congestion and enhance connectivity.
 - Summerlin South Influence: The PUD's integration with major arterial roads like Charleston Boulevard and the Beltway supports regional transportation connectivity. However, additional specifics about transit or pedestrian infrastructure would further strengthen its alignment with multimodal goals.

Key Regional Reflections

- ◆ Growth Management: By integrating housing, economic opportunities, and open spaces, Summerlin South reflects Clark County's emphasis on planned, sustainable growth.
- ◆ Tourism and Employment: The inclusion of hotel/casino sites and employment zones supports Southern Nevada's regional economy, which relies heavily on tourism and diversified job creation.
- ◆ Environmental Considerations: Proximity to the Red Rock National Conservation Area and large open-space allocations demonstrate alignment with the region's goals of environmental stewardship and sustainability.

Mountains Edge

The Mountain's Edge Master Planned Community is a significant development within the unincorporated town of Enterprise, located in the southwest portion of the Las Vegas Valley. The project area encompasses approximately 2,500 acres, situated south of Blue Diamond Road and west of Rainbow Boulevard.

- ◆ Mountain's Edge is located in the unincorporated town of Enterprise, southwest Las Vegas Valley.
- ◆ The community is generally bounded by:
 - Blue Diamond Road to the north.
 - Rainbow Boulevard to the east.
 - The southern halves of Sections 21 and 22.
 - Most of Section 29, and all of Sections 27, 28, and 34 of Township 22 South, Range 60 East

Project Timeline:

- ◆ The Mountain's Edge Master Planned Community received initial approval from the Board of County Commissioners in September 2002.



- ◆ Development has progressed over the years, with significant portions of the residential, commercial, and public facility areas completed.
- ◆ In January 2022, the Board of County Commissioners canceled the Mountain's Edge Development Agreement.
- ◆ Currently, development within the community is reviewed for conformance with the County's Master Plan and Title 30 regulations.

Development Overview

Land Use Allocation:

- ◆ Approximately 2,150 acres designated for residential uses.
- ◆ 114 acres allocated for office uses.
- ◆ 150 acres dedicated to commercial development.
- ◆ Around 700 acres reserved for public facilities, including parks, schools, and a fire station.

Housing Units:

- ◆ The community comprises a variety of housing types, including single-family homes and multi-family residences.
- ◆ Specific details regarding the total number of units and the breakdown of unit types are not provided in the available documentation.

Connection to Regional Goals

The Mountain's Edge Master Planned Community reflects and contributes to broader regional goals in Clark County as outlined in the Clark County Master Plan and Southern Nevada Strong (SNS) Regional Plan. Here's how the community aligns with these goals:

- ◆ Housing
 - Regional Goal: Provide diverse housing options to meet the needs of a growing and diverse population.
 - Mountain's Edge Influence:
 - Incorporates a mix of housing types, including single-family homes and multi-family residences, catering to families, professionals, and retirees.
 - Contributes to the housing supply in the southwest Las Vegas Valley, addressing regional housing demand.



◆ Economic Development

- Regional Goal: Create economic opportunities by supporting commercial and mixed-use development.
- Mountain's Edge Influence:
- Allocates 150 acres for commercial uses and 114 acres for office development, supporting local businesses and job creation.
- By integrating public facilities like schools and parks, the community attracts residents and investments that contribute to the local economy.

◆ Land Use and Environmental Sustainability

- Regional Goal: Encourage sustainable development patterns and preserve open spaces.
- Mountain's Edge Influence:
 - Reserves significant acreage for public facilities and parks, promoting recreation and green space preservation.
 - Adheres to master planning principles that prioritize efficient land use and minimize environmental impact.

◆ Transportation

- Regional Goal: Enhance connectivity through multimodal transportation networks and reduce reliance on single-occupancy vehicles.
- Mountain's Edge Influence:
 - The community's layout supports walkability and includes provisions for schools and parks within residential areas, reducing vehicle trips for local errands.
 - Strategic location near major arterials such as Blue Diamond Road improves regional accessibility.

◆ Key Contributions to Regional Vision

- Planned Growth: As a master-planned community, Mountain's Edge embodies the county's goals for well-organized, sustainable urban expansion.
- Livability: By integrating housing, commercial uses, and public facilities, the development enhances the livability and self-sufficiency of the Enterprise area.
- Alignment with SNS Principles: The community aligns with Southern Nevada Strong's emphasis on mixed-use neighborhoods, housing diversity, and sustainable growth.



Rhodes Ranch

The Rhodes Ranch Planned Unit Development (PUD) is a master-planned community located in the southwestern part of the Las Vegas Valley, within the unincorporated town of Spring Valley, Clark County, Nevada.

Project Timeline:

- ◆ The Rhodes Ranch Specific Plan was initially approved by the Clark County Board of County Commissioners on October 16, 1996, and subsequently amended on November 22, 2006.
- ◆ The Second Amendment to the Development Agreement was approved on July 16, 2008, extending the agreement through July 30, 2028.
- ◆ As of the latest available information, the development is ongoing, with various residential, commercial, and public facility components completed or under construction.

Location: Geographical Boundaries: Rhodes Ranch is situated in the southwest Las Vegas Valley, bordered by:

- ◆ North: Approximately 1.5 miles south of Tropicana Avenue.
- ◆ East: Roughly 1 mile west of Durango Drive.
- ◆ South: Near the Southern Beltway (I-215).
- ◆ West: Adjacent to the undeveloped lands leading to the Spring Mountains.

Development Overview

Land Use Allocation:

- ◆ Residential: Approximately 81.5% of the development, including single-family homes and a golf course.
- ◆ Mixed Use (Multi-Family & Limited Commercial): 8.2%.
- ◆ Limited Resort: 4.7%.
- ◆ Community Shopping: 2.7%.
- ◆ Public Facilities: 2.9%.

Housing Units: The development agreement limits the residential unit cap to 12,621 units, excluding an additional 1,000 residential units approved for the hotel/casino site.

Housing Types: The community offers a variety of housing options, including single-family residences and multi-family units within mixed-use areas.



Connection to Regional Goals

The Rhodes Ranch Planned Unit Development (PUD) reflects and advances several broader regional goals outlined in the Clark County Master Plan and the Southern Nevada Strong (SNS) 2015 Regional Plan. Here's how this development aligns with these overarching goals:

- ◆ Housing
 - Regional Goal: Ensure a diverse range of housing options to accommodate a growing population and provide housing affordability.
 - Rhodes Ranch Influence:
 - Offers a mix of housing types, including single-family homes and multi-family units within mixed-use areas, catering to various income levels and household types.
 - The residential cap of 12,621 units contributes to meeting the region's demand for housing while maintaining planned densities.
- ◆ Economic Development
 - Regional Goal: Encourage mixed-use developments to support job creation and local commerce.
 - Rhodes Ranch Influence:
 - Includes a mixed-use commercial and residential area, with approximately 8.2% of the community's land allocated for multi-family housing and limited commercial uses.
 - Designates land for a hotel/casino site, which has the potential to generate jobs and drive economic activity in the region.
- ◆ Land Use
 - Regional Goal: Promote sustainable land use patterns that integrate residential, commercial, and recreational spaces.
 - Rhodes Ranch Influence:
 - Balances residential development with public facilities, open spaces, and commercial uses, creating a self-contained community that reduces urban sprawl.
 - Preserves open spaces through its golf course and landscaping, aligning with the county's commitment to sustainability.
- ◆ Transportation
 - Regional Goal: Enhance multimodal connectivity and reduce reliance on cars.
 - Rhodes Ranch Influence:



- Located near the Southern Beltway (I-215), the community has excellent regional connectivity, supporting access to major employment and commercial hubs in the Las Vegas Valley.
- Walkable mixed-use areas within the development encourage local trips without the need for vehicles, contributing to reduced traffic congestion and improved air quality.

◆ **Key Contributions to Regional Goals**

- **Master Planning:** Rhodes Ranch exemplifies Clark County's emphasis on master-planned developments that integrate housing, recreation, and commercial facilities.
- **Community Amenities:** The inclusion of parks, a golf course, and shopping areas contributes to creating a vibrant, livable community that aligns with regional livability goals.
- **Regional Housing Goals:** The variety of housing options within the development supports regional objectives for housing diversity and affordability.
- **Economic Integration:** With designated areas for commercial uses and a hotel/casino, Rhodes Ranch contributes to the broader goal of economic diversification and tourism promotion in Southern Nevada.

Southern Highlands

The **Southern Highlands Planned Unit Development (PUD)** is a master-planned community located in the southern portion of the Las Vegas Valley, encompassing approximately 2,299 acres.

Project Timeline:

- ◆ **Approval Dates:**
 - Development Agreement and zone change approved on November 18, 1998
 - Amendment approved on December 8, 1999

Development Status (as of December 31, 2002):

- ◆ Building permits issued for 3,571 single-family residential units and 340 apartment units
- ◆ Construction of public facilities, including a fire station and parks, underway
- ◆ Elementary school at Broken Top and Starr Hills under construction, scheduled to open in Fall 2003

Location: Boundaries:

- ◆ East: Interstate 15
- ◆ North: Cactus Avenue



- ◆ West: Jones Boulevard
- ◆ South: Larson Lane

Development Overview

Land Use Allocation:

- ◆ Residential (Single-Family): 1,549 acres
- ◆ Residential (Medium Density): 128 acres
- ◆ Golf Course: 230 acres
- ◆ Community Commercial: 43 acres
- ◆ Regional Commercial: 450 acres
- ◆ Public Facilities (Parks): 129 acres

Residential Units:

- ◆ The development is approved for a maximum of 8,500 residential units, comprising single-family homes and medium-density housing.

Additional Features:

- ◆ One private golf course
- ◆ Potential hotel/casino site, subject to future approvals
- ◆ Public facilities including parks, a fire station, and contributions toward a future Metro substation

Connection to Regional Goals

The Southern Highlands Planned Unit Development (PUD) reflects and supports broader regional goals outlined in the Clark County Master Plan and the Southern Nevada Strong (SNS) Regional Plan through its approach to housing, economic development, land use, and transportation. Here's how Southern Highlands aligns with these overarching goals:

- ◆ Housing
 - Regional Goal: Provide diverse housing options to meet the needs of a growing population and create vibrant communities.
 - Southern Highlands Influence:



- Approved for 8,500 residential units, including single-family homes and medium-density housing, the PUD supports housing diversity within the Las Vegas Valley.
- Its inclusion of medium-density housing contributes to regional efforts to provide options for various income levels and family structures.
- ◆ Economic Development
 - Regional Goal: Foster job creation and support mixed-use developments to promote economic growth.
 - Southern Highlands Influence:
 - Includes 43 acres for community commercial uses and 450 acres for regional commercial development, supporting local commerce and providing employment opportunities.
 - Designated land for a potential hotel/casino site demonstrates alignment with Clark County's emphasis on diversifying and enhancing the regional economy.
- ◆ Land Use and Sustainability
 - Regional Goal: Promote sustainable and well-integrated land use patterns that preserve open spaces and natural resources.
 - Southern Highlands Influence:
 - The community's master plan integrates residential, commercial, and recreational spaces, reducing urban sprawl and ensuring efficient land use.
 - Features 230 acres for a private golf course and 129 acres for public parks, supporting environmental stewardship and community recreation.
- ◆ Transportation
 - Regional Goal: Improve connectivity and reduce reliance on single-occupancy vehicles.
 - Southern Highlands Influence:
 - Its location along Interstate 15 and near major roadways ensures strong regional connectivity.
 - Internal community planning, including proximity to schools, parks, and commercial centers, promotes walkability and reduces local car trips.
- ◆ Key Contributions to Regional Vision
 - Planned Growth: Southern Highlands exemplifies the region's goal of well-organized, sustainable urban expansion.



- **Livability:** The community balances housing, recreation, and commerce to create a self-sufficient, vibrant neighborhood.
- **Economic Integration:** By designating land for commercial and resort uses, Southern Highlands supports regional economic development initiatives.
- **Open Space Preservation:** The inclusion of extensive parks and a golf course aligns with the SNS and Master Plan goals to preserve green spaces and enhance residents' quality of life.

City of Las Vegas 2050 Master Plan

Timeline: Amended 2022

Planning Horizon: 30ish years - 2050

Purpose: The **CLV 2050 Master Plan** serves as a comprehensive and long-term guide for the sustainable development of Las Vegas. Its purpose includes the following objectives:

- ◆ **Guiding Future Growth:**
 - Establishes policies and strategies for land use, housing, transportation, and economic development to address anticipated growth and changing community needs through 2050.
 - 5 key guiding principles: equitable, resilient, healthy, livable, innovative
- ◆ **Promoting Sustainability:**
 - Prioritizes environmentally responsible practices, resource conservation, and resilience against climate challenges.
- ◆ **Enhancing Quality of Life:**
 - Focuses on creating livable neighborhoods with access to affordable housing, green spaces, and community amenities.
- ◆ **Aligning Regional Efforts:**
 - Integrates local priorities with broader regional plans, such as the Southern Nevada Strong Regional Plan, to ensure coordinated development and infrastructure investment.
- ◆ **Encouraging Economic Vitality:**
 - Supports initiatives for job creation, economic diversification, and workforce development tailored to the city's evolving economy.
- ◆ **Improving Transportation Choices:**



- Promotes a multi-modal transportation system to enhance connectivity, reduce dependency on automobiles, and support transit-oriented development.

Key Policies

Housing:

- ◆ Diverse Housing Options:
 - Promote mixed-use developments integrating residential, commercial, and recreational uses.
 - Encourage the development of affordable and workforce housing to address housing shortages.
 - Incentivize missing middle housing development
- ◆ Infill Development:
 - Prioritize housing in underutilized urban areas to reduce sprawl and maximize infrastructure investments.
 - Incentivize redevelopment of vacant lots and aging properties.
- ◆ Transit-Oriented Development (TOD):
 - Support higher-density housing near transit hubs to enhance accessibility and reduce vehicle dependency.
 - Reduce Homelessness by 50% with functional zero homelessness

Economic Development:

- ◆ Job Creation and Economic Diversification:
 - Attract industries in technology, green energy, and healthcare.
 - Enhance business support programs for small businesses and entrepreneurs.
- ◆ Regional Economic Alignment:
 - Integrate local goals with the Southern Nevada Strong Regional Plan to align land use and transportation with economic priorities.
 - Target strategic investment in downtown areas for revitalization.
- ◆ Workforce Development:
 - Partner with educational institutions and training programs to align workforce skills with emerging job markets.
 - Equitable Education

Land Use:

- ◆ Mixed-Use Development:



- Encourage compact, walkable neighborhoods with a mix of residential, commercial, and recreational spaces.
- Promote sustainable land use patterns to preserve open spaces and reduce environmental impact.
- ◆ Activity Centers and Corridors:
 - Focus development along major corridors and in designated activity centers to enhance connectivity and services.
- ◆ Equitable Land Use:
 - Prioritize investments in underserved neighborhoods to reduce disparities in access to amenities and infrastructure.
- ◆ Historic Preservation
- ◆ Urban Forest
- ◆ Environmental Justice
- ◆ Enhance, Increase, and Connect Parks
- ◆ Sustainability/Resource & Energy Conservation

Transportation:

- ◆ Multi-Modal Transportation:
 - Expand public transit options, including bus rapid transit and light rail, to improve connectivity.
 - Develop infrastructure for pedestrians and cyclists to encourage active transportation.
- ◆ Complete Streets:
 - Redesign streets to accommodate all users, including pedestrians, cyclists, and transit riders, alongside vehicles.
- ◆ Smart Transportation Systems:
 - Integrate technology to enhance traffic management, reduce congestion, and improve transit efficiency.

Spatial Summary for Mapping

- The land use plan creates 16 unique areas within the City - detailed area planning/mapping is part of implementation
- Several Master Planned communities - info on page 2-20/2-21
- ◆ Downtown:



- Transform into a high-density mixed-use hub with a focus on residential, commercial, and cultural developments.
- Improve pedestrian infrastructure and enhance public spaces to foster community engagement and attract visitors.
- Prioritize transit-oriented development to reduce automobile dependency.
- ◆ Medical District:
 - Expand healthcare facilities and medical education opportunities, including partnerships with the Kirk Kerkorian School of Medicine at UNLV.
 - Develop housing options near medical facilities to support healthcare professionals and students.
 - Improve multi-modal transportation to enhance connectivity within the district.
- ◆ Northwest and Centennial Hills:
 - Preserve open spaces and encourage sustainable growth patterns.
 - Develop suburban centers with improved access to public transit and community amenities.
 - Support master-planned communities that integrate housing, recreation, and services.
- ◆ Resort Corridor (the Strip):
 - Enhance mobility and reduce congestion through improved public transit and pedestrian access.
 - Diversify economic activities to reduce reliance on gaming and tourism.
 - Strengthen connections between the Resort Corridor and surrounding neighborhoods.
- ◆ Major Transportation Corridors (Maryland Parkway, North 5th Street, and Charleston Boulevard):
 - Promote transit-oriented development and high-density housing along these corridors.
 - Invest in infrastructure improvements to support bus rapid transit (BRT) and future light rail systems.
 - Encourage mixed-use developments to balance residential, commercial, and recreational needs.
- ◆ Underserved Neighborhoods:
 - Address disparities by investing in housing, schools, and community facilities in historically neglected areas.



- Encourage equitable development through affordable housing incentives and job creation programs.
- Implement place-based strategies to stabilize neighborhoods and foster economic growth.

Connection/Reference to 2015 SNS Plan

The **CLV 2050 Master Plan** references and aligns with the **Southern Nevada Strong (SNS) Regional Plan** in several areas. The SNS Plan, which focuses on regional collaboration to address issues such as economic diversification, housing, transportation, and sustainable land use, serves as a foundational framework for many of the strategies in the CLV 2050 Master Plan.

- ◆ Alignment with Regional Goals:
 - Both plans emphasize the need for regional coordination to promote sustainable growth and economic development.
 - The CLV 2050 Master Plan reflects SNS's principles of transit-oriented development (TOD) and complete communities.
- ◆ Focus on Housing and Transportation:
 - The CLV 2050 Plan incorporates SNS's recommendations for increasing housing diversity and affordability while integrating housing with transportation options to reduce dependency on personal vehicles.
 - Policies promoting multi-modal transportation and high-density development along transit corridors align with SNS strategies.
- ◆ Economic Development:
 - Shared emphasis on diversifying the regional economy by attracting industries beyond tourism and gaming.
 - The plans encourage workforce development and collaboration with educational institutions to align with emerging job market needs.
- ◆ Land Use and Sustainability:
 - Both plans advocate for efficient land use, reducing urban sprawl, and prioritizing infill development.
 - Environmental sustainability and resource conservation are central to the strategies outlined in both documents.

Summarize Appendices

- N/a no attached appendices



2024 Annual Report

Population and Growth Projections

- ◆ The city anticipates more than 300,000 new residents by 2050, increasing its population to over 900,000, and the regional population to more than 3 million.
- ◆ Infrastructure demands include 100,000 new housing units, 72 million square feet of commercial space, and significant expansions in public services like schools and law enforcement.
- ◆ 2020-2023 Demographic Shifts:
 - Greatest increase in population: Summerlin West
 - Oldest demographics: Summerlin North
 - Largest households: East Las Vegas
 - Greatest increase in SF homes: Kyle Canyon
 - Greatest increase in MF homes: Summerlin West
 - Lowest median hh income: Downtown
 - Highest median rent increase: Summerlin West
 - Highest median mortgage increase: Summerlin West
 - Lowest housing tenure: Downtown
 - Highest unemployment rate: Downtown
 - Greatest housing and population density: East Las Vegas
 - Generally becoming more diverse

Implementation Progress

- ◆ The **“Fifty by ‘50” goals** serve as benchmarks for progress, focusing on equity, resilience, health, livability, and innovation.
 - Land Use & Environment:
 - 6 indicators are trending positively
 - 5 indicators are trending negatively
 - 1 indicator is neutral/the same
 - Economy & Workforce:
 - 8 indicators are trending positively
 - 7 indicators are trending negatively
 - 1 indicator is neutral/the same



- Systems & Services:
 - 12 indicators are trending positively
 - 5 indicators are trending negatively
 - 5 indicators are neutral/the same
- Specific/Special plans for 16 areas underway:
 - 2045 Downtown Las Vegas Masterplan (complete)
 - East Las Vegas Special Area Plan (complete)
 - La Madre Foothills Special Area Plan (in-progress)
 - Kyle Canyon Special Area Plan (in-progress)
 - Charleston Special Area Plan (in progress)
 - Twin Lakes Special Area Plan (budgeted for 2024-25)
 - Angel Park Special Area Plan (budgeted for 2024-25)
- Key Policy Focus Areas
 - Housing:
 - Affordable housing production increased, but challenges remain in reaching targets of 33% affordable housing stock by 2050.
 - Infill housing developments are emphasized and new housing development in Summerlin West and Kyle Canyon
 - Economic Development:
 - The city continues to diversify its economy by attracting jobs in healthcare, technology, and manufacturing.
 - Major gains were reported in professional services, trade and transport jobs, health care and education, construction, and manufacturing.
 - Transportation:
 - Complete Streets initiatives are progressing, with a focus on reducing the share of drive-alone commuters to 40% by 2050.
- Transit ridership is down and RTC faces significant operations cuts but high-capacity projects are in progress, including Maryland Pkwy and Charleston Blvd.
 - Land Use and Environment:
- Significant strides were made in urban forestry, with nearly 10% of the city now covered by tree canopy, aiming for 25% by 2050.



- Parks and recreational facilities are expanding, with a goal to have 85% of housing within 0.5 miles of parks.
- Steadily increasing development in mixed-use place type areas, with the need to update the UDO around Maryland Pkwy and Charleston Blvd for TOD.
- Challenges and Areas for Improvement
 - Housing Affordability:
 - Despite progress, affordability remains a major concern, with fewer units meeting affordability targets for residents earning below 80% of the area median income.
 - Transit and Connectivity:
 - While progress is being made on transit-oriented development, the transit mode share remains below 3%, reflecting challenges in shifting reliance away from automobiles.
 - Economic Equity:
 - Unemployment rates and income disparities persist, with particular challenges for certain demographic groups.
 - Upcoming Projects and Focus Areas
 - Civic Plaza: Enhancing downtown redevelopment.
 - RTC Maryland Parkway BRT Project: Improving transit connectivity.
 - Safe Streets for All
 - Advancing Vision Zero strategies and priorities
 - Development upcoming - Desert Pines, Upper Las Vegas Wash, Skye Summit, Downtown, Symphony Park, Arts District, Historic Westside, Area 15
 - Expansion of parks, trails, and recreational facilities.
 - Legislative priorities include securing funding for housing, water policy, and transportation.

City of Henderson East Henderson Investment Strategy

Timeline: Adopted 2020 (update to 2008 strategy)



Planning Horizon: 15-20 years (2035/40) - aligns with lifespan of Eastside Redevelopment Area (dedicated funding for East Henderson)

Purpose: The purpose of the *East Henderson Investment Strategy* is to guide investment, revitalization, and development efforts in East Henderson over the next 15-20 years. It aims to revitalize aging neighborhoods, attract new investment, expand housing options, and improve transportation infrastructure, ensuring sustainable and equitable growth in the area. The strategy provides a framework for the Henderson Redevelopment Agency (RDA) and the Community Development & Services Department (CD&S) to prioritize funding, infrastructure improvements, and economic development initiatives.

- The strategy focuses on 13 near-term priority actions (1-3 years) and additional long-term investments (15-20 years).
- It includes six opportunity sites identified for targeted investment and redevelopment.
- The strategy will be monitored and updated periodically to align with changing market conditions and community needs.

Key Policies

Housing:

- ◆ Increase Housing Diversity & Affordability
 - Encourage mixed-income housing development
 - Promote a variety of housing choices, including for low- and moderate-income residents.
 - Identify and promote development incentives and establish guidelines for effective public funding support
- ◆ Housing Preservation, Opportunity & Stability
 - Promote homeownership through best practices and advertising existing supportive programs.
 - Explore a rental housing licensing and inspection program to improve housing quality and tenant protections.
 - Explore neighborhood beautification programs and property upkeep.
- ◆ Strategic Land Use
 - Leverage Bureau of Land Management (BLM) lands and city-owned properties to incentivize and provide housing and achieve development goals.
 - Support infill development, TOD, and ensure that housing is well connected to jobs, services, transportation, etc.



- Use six opportunity sites as catalysts + ongoing opportunity site portfolio strategy (vacant/underutilized)

Economic Development:

- ◆ Encourage Business Growth & Job Creation
 - Support attraction and retention for new businesses and target industries expansion, particularly for vacant buildings and identified opportunity sites.
 - Provide incentives and advertise existing programs that support small business development, retention, and entrepreneurship.
 - Support redevelopment and adaptive reuse of vacant commercial properties.
 - Emphasize key partnerships for workforce development, including UNLV, College of Southern Nevada, NSU, philanthropic foundations, nonprofits, etc.
- ◆ Revitalize Commercial Corridors
 - Improve the Boulder Highway corridor with zoning updates that encourage mixed-use developments.
 - Support public-private partnerships to revitalize retail, office, and industrial spaces.
 - Address physical and economic blight
- ◆ Leverage Funding & Incentives
 - Utilize Community Development Block Grants (CDBG), Low-Income Housing Tax Credits (LIHTC), and New Market Tax Credits (NMTC) to finance housing and commercial projects.
 - Establish clear guidelines for public funding and investment priorities to attract private capital.
 - Encourage opportunity zone investments in key redevelopment areas.

Land Use:

- ◆ Align Land Use Regulations & Plans
 - Update zoning and land use regulations to mitigate conflicting land uses and allow for more redevelopment/adaptive reuse/infill that is supported by the market.
 - Prioritize revitalization of older neighborhoods such as Pittman and Valley View.
 - Identify and develop six opportunity sites with high redevelopment potential.



- Support implementation for existing plans and investments - Boulder Highway Investment Strategy, Eastside Redevelopment Area, Cadence, and Union Village
- Harness opportunities and mitigate challenges for each of the 6 East Henderson subareas (Pittman Nbrhd, Valley View, Northwest Sunset Corridor, Boulder Highway South)
- ◆ Healthy, Livable Communities
 - Ensure that neighborhoods have safe, convenient multimodal access to essential goods, services, jobs, and recreation/healthy natural spaces.
 - In particular, expand access to Bird Viewing Preserve from Pittman neighborhood
 - Promote compact, connected development that reduces reliance on personal vehicles
 - Implement 10-minute walk strategy (identify new park locations)
 - Create community garden at Drake Street (former ball park)

Transportation:

- ◆ Complete streets and infrastructure improvements in Pittman Neighborhood
- ◆ Upgrade Pabco Road to improve transition between older Pittman and newer Cadence neighborhoods
- ◆ Connectivity improvements for Sunset Rd and Lake Mead Pkwy
- ◆ Support Boulder Highway Plan and associated TOD

Spatial Summary for Mapping

- ◆ Recent transformative developments: Credence and Union Village
- ◆ subareas (Pittman Nbrhd, Valley View, Northwest Sunset Corridor, Boulder Highway South)
- ◆ 6 Opportunity Sites:
 - Boulder Highway & Gibson
 - East Boulder Highway & Sunset
 - West Boulder Highway & Sunset
 - Warm Springs & Lake Mead
 - Boulder Highway Campus
 - Boulder Highway & Pueblo Drive



Connection/Reference to 2015 SNS Plan

- ◆ Yes, the *East Henderson Investment Strategy* explicitly references the Southern Nevada Strong (SNS) Regional Plan as a guiding framework for its development.
 - The *East Henderson Investment Strategy* works in conjunction with the Southern Nevada Strong Regional Plan and the Henderson Strong Comprehensive Plan to support regional and local planning priorities.
- ◆ Many of its policies and action items serve as local implementations of regional SNS priorities. It ensures that East Henderson's growth aligns with broader regional sustainability, economic development, and transportation goals.

Summarize Appendices

- ◆ Not attached but list includes:
 - Comprehensive Action Sheets for 13 priority actions and 6 opportunity sites
 - Existing Conditions Report
 - Transportation and Land Use Framework for Eastside Redevelopment Area
 - Incentives Analysis & Best Practices memo
 - Public Engagement Summary

Southern Nevada Extreme Heat Vulnerability Analysis (RTC)

Timeline: Adopted 2021

Planning Horizon: n/a - informational

Purpose: The purpose of the Extreme Heat Report is to identify areas in Southern Nevada where populations are most vulnerable to extreme heat and to provide insights that can help public health officials, city planners, and service providers develop strategies to mitigate heat-related health risks.

- ◆ Assess vulnerability
- ◆ Support public health and emergency response
- ◆ Inform urban planning and policy
- ◆ Address environmental and social justice issues



Key Policies

Housing:

- ◆ Improving Housing Resilience to Heat
 - Emphasizes the need for weatherization and energy-efficient retrofits for low-income households.
 - Highlights mobile homes as particularly vulnerable due to poor insulation and lack of air conditioning.
 - Calls for expanded cooling assistance programs to support heat-vulnerable renters and homeowners.
- ◆ Equity Considerations
 - Identifies historically underserved neighborhoods as more vulnerable due to lower incomes, aging housing stock, and historical investment and land use trends (redlining), and sometimes greater isolation.
 - Recommends coordination/advocacy services for renters to work with property owners for weatherization, etc.

Economic Development:

- ◆ Heat-Resilient Infrastructure
 - Promotes investment in cooling centers and shaded public spaces to provide refuge for vulnerable populations, including outdoor workers.
 - Promotes public and private investment in cool infrastructure and building materials, such as reflective roofs, trees, splash pads, cool pavement, and shade structures - all of which allow for greater productivity and comfort for residents, workers, and visitors.

Land Use:

- ◆ Mitigating Urban Heat Island Effect
 - Promotes more green infrastructure and varied building forms to increase air flow and ventilation.
- ◆ Addressing Historical Inequities
 - Promotes targeted investment and climate adaptation resources to historically disadvantaged areas and future planning and design that is more equitable in mitigating extreme heat threats.

Transportation:

- ◆ Public Transit & Heat-Resilient Infrastructure



- Recommends enhancing public transportation stops with shade structures and cooling features.
- Encourages microtransit services and small-scale circulators to limit heat exposure in areas with high pedestrian activity.
- Encourages mobile cooling, including air-conditioned transit, and vehicles specifically deployed during extreme heat events.
- ◆ Reducing Heat Exposure for Pedestrians & Cyclists
 - Advocates for shaded walkways, tree-lined streets, and pedestrian-friendly infrastructure in high-exposure areas.
 - Supports cool pavement technology to reduce ground temperatures and improve comfort for pedestrians.

Spatial Summary for Mapping

- Have heat vulnerability maps - indicate greatest vulnerability in eastern and southern Las Vegas/Spring Valley/Paradise

Connection/Reference to 2015 SNS Plan

The “Southern Nevada Extreme Heat Vulnerability Analysis” helps advance several strategies in the regional plan that aim to address the region’s warming climate and the negative impacts associated with it.

Appendix A: Indicators

- ◆ Lists 18 key indicators used to assess extreme heat vulnerability in Southern Nevada.
 - Organized into three components:
 - Exposure (e.g., land surface temperature, vegetation, elevation, developed land).
 - Sensitivity (e.g., age, chronic diseases like diabetes, respiratory illness).
 - Adaptive Capacity (e.g., poverty, race, disability, vehicle access).
 - These indicators were selected based on literature review and consultation with local experts.

Appendix B: Spatial Analysis Details



- Describes the methodology used to create the Extreme Heat Vulnerability Index (EHVI).
- ◆ Explains the use of statistical regression analysis to weight indicators.
 - Data was normalized using min-max scaling and mapped in a grid-based spatial model.
- ◆ Hot spot analysis was conducted to highlight clusters of high vulnerability.
- ◆ An interactive GIS-based heat vulnerability map was developed.

Appendix C: Project Factsheets

- ◆ Includes public outreach materials summarizing the project's goals and findings.
- ◆ Early preliminary research findings and final study results are provided in separate factsheets.
- ◆ Designed to be used by policymakers, community organizations, and residents.

Appendix D: Mesquite Analysis

- A follow-up analysis focused on the Mesquite/Bunkerville area (conducted in July 2022).
- Adapted the Southern Nevada EHVI methodology to identify heat-vulnerable populations in Mesquite.
- ◆ Found that lower-income households, older adults living alone, and limited vehicle access contributed to higher vulnerability.
- ◆ Used a 1,000-meter grid instead of the 100-meter grid used in Southern Nevada due to data availability limitations.

City of Henderson Housing & Community Development Strategy

Timeline: Adopted 2020

Planning Horizon: Based on Henderson Strong: 20-year horizon, through 2040ish

Purpose: serves as a guiding framework to address housing challenges, promote diverse housing options, and align development with the city's long-term vision. It is a direct response to City Council's request to encourage "missing middle housing" and provides a roadmap for ensuring Henderson remains an affordable, diverse, and economically strong community, while balancing growth with sustainability and quality of life improvements. Its purpose includes:



- ◆ Address housing supply, affordability, and accessibility and promote sustainable and inclusive development
- ◆ Implement Henderson Strong and regional plans (namely SNS) and support federal and state housing policies, programs, and requirements (incl. Consolidated Plans)
- ◆ Guide policy, funding, and implementation strategies (housing programs, land use decisions, public-private partnerships, etc.)
- ◆ Ensure compliance with Nevada statutes on affordable housing requirements

Key Policies

Housing:

- ◆ Increase Housing Diversity & Affordability
 - Encourage mixed-income developments, especially near jobs, transit, and services.
 - Expand affordable and workforce housing for low- and moderate-income residents.
 - Promote “missing middle” housing, such as townhomes, ADUs, and micro-housing.
 - Develop spatial analysis of high opportunity based on proximity to services underserved areas
- ◆ Regulatory & Financial Incentives
 - Offer density bonuses, land discounts, and financial incentives for affordable housing.
 - Streamline zoning and permitting processes to facilitate new housing developments.
 - Expand and facilitate partnerships to encourage creative housing solutions and development outcomes.
- ◆ Housing Preservation Revitalization & Stability
 - Expand rehabilitation programs for low-income homeowners and seniors and in historically disinvested areas.
 - Support permanent supportive housing for vulnerable populations, including the homeless.
 - Monitor and maintain existing affordable housing stock to prevent displacement.

Economic Development:

- ◆ Employer-Assisted Housing



- Partner with large employers (e.g., hospitals, universities, major businesses) to develop workforce housing.
- ◆ Workforce & Business Development
 - Align housing policies with the city's Economic Development Strategy to attract skilled workers.
 - Support mixed-use developments that create live-work spaces for small businesses and entrepreneurs.
 - Support economic self-sufficiency for community members through programs, training, and resources.
- ◆ Affordable Housing Financing & Investment
 - Establish an affordable housing trust fund to finance new housing projects.
 - Utilize federal and state funding sources (e.g., HOME, CDBG, LIHTC, Opportunity Zones, etc.) to support housing and economic development

Land Use:

- ◆ Align funding with existing city plans and planned investment areas
- ◆ Transit-Oriented & Mixed-Use Development
 - Prioritize higher-density housing near future transit improvements (e.g., Boulder Highway).
 - Support adaptive reuse of vacant or underutilized commercial spaces for housing.
 - Develop urban centers (official designation from Comp Plan) with retail, housing, and public amenities to create complete neighborhoods.
- ◆ Public Land Utilization
 - Reserve and rezone Bureau of Land Management (BLM) lands for mixed-income housing through SNPLMA.
 - Use land banking strategies to secure affordable housing sites in high-opportunity areas.
- ◆ Sustainability & Smart Growth
 - Promote energy-efficient, green building practices in new housing developments.
 - Support Crime Prevention Through Environmental Design (CPTED) to enhance safety.

Transportation:

- ◆ Multimodal & Transit-Connected Housing



- Develop denser housing near planned transit improvement areas.
- Improve pedestrian and bike infrastructure to promote complete communities and connect housing with jobs and services.
- Locate housing within close proximity of goods, services, and activities (½ mi to transit, schools, parks, retail, healthcare, etc)
- ◆ Reducing Commuter Costs & Housing Burden
 - Support transit-oriented policies that lower transportation costs for residents.
 - Encourage mixed-use developments to reduce the need for long commutes.

Spatial Summary for Mapping

- ◆ Concentrated development near transit
- ◆ Walkable Urban Centers - mixed use complete communities
- ◆ Strategic development of SNPLMA lands (BLM)
 - Improved connections between key areas (neighborhoods, urban centers, NSU, etc.)
- ◆ Spatially distributed housing diversity and opportunity
- ◆ Revitalization of older neighborhoods, specifically near major corridors
- ◆ Align economic development and employment hubs with new housing opportunity

Specific Locations Mentioned:

- ◆ Boulder Highway Corridor - TOD/mixed use, affordable housing, multimodal enhancements, commercial revitalization, CBDG funds
- ◆ Downtown Henderson (Water Street District) - mixed use urban housing expansion, incl. Family housing, adaptive reuse, walkability and connectivity, infill, public-private partnerships
- ◆ Pittman Neighborhood - neighborhood revitalization, access to essential services, land banking
- ◆ SNPMLA lands (BLM) - mixed income, mixed use development, ensure proximity to goods and services, integrate green space and sustainable infrastructure, maximize use of public lands through development incentives
- ◆ Opportunity Zones/TIF to attract investment

Connection/Reference to 2015 SNS Plan

- ◆ Yes, the *Henderson Housing & Community Development Strategy (HHCDs)* references the Southern Nevada Strong (SNS) Regional Plan multiple times. The strategy



acknowledges SNS as a guiding framework for housing, economic development, land use, and transportation planning in Henderson and the broader Southern Nevada region and has many overlapping goals and priorities.

- ◆ The strategy is designed to implement key SNS recommendations at the local level, ensuring that Henderson's housing policies support regional growth and sustainability.
- ◆ It aligns with SNS's regional planning and land use goals to create vibrant, complete communities.

Summarize Existing Conditions & Needs Information

SUMMARY:

- ◆ Henderson's rapid population growth and increasing housing costs have created a significant affordability challenge.
- ◆ Lower-income and middle-income households face the greatest cost burdens, with a growing shortage of affordable units.
- ◆ More diverse housing options—including multifamily, mixed-use, ADUs, and senior housing—are needed to support residents at different income levels.
- ◆ Transit-oriented and workforce housing strategies can help reduce commuting costs and improve economic mobility.

Population Growth & Demographics

- ◆ Henderson is one of the fastest-growing cities in the U.S., with a population of over 316,943 residents (as of 2020).
- ◆ The city has seen increasing racial, ethnic, and socioeconomic diversity over the past two decades.
- ◆ The senior population (65+) has grown significantly, increasing demand for age-friendly housing.
- ◆ Henderson's residents have higher median incomes and educational attainment compared to other areas in Southern Nevada.

Cost of Living & Housing Market Trends

- ◆ Henderson's cost of living is 6% higher than the Las Vegas Valley average and 28% higher than the national average.
- ◆ The median single-family home price exceeded \$400,000 in 2017, reflecting rapid appreciation in property values.
- ◆ Average market-rate apartment rents exceed \$1,100 per month, making Henderson the most expensive rental market in Southern Nevada.



- The majority of Henderson's housing stock (70%) consists of single-family homes, leading to low-density development patterns.

Housing Affordability & Cost Burden

- ◆ 30% of households are cost-burdened (spending more than 30% of income on housing).
- ◆ 15,000 households spend more than 50% of their income on housing, putting them at high risk of displacement.
- ◆ Lower-income renters are most affected, with nearly 80% of households earning under \$50,000 considered cost-burdened.
- ◆ There is a shortage of 11,000 units priced between \$900 and \$1,200 per month, affecting middle-income workers.

Shortage of Affordable & Middle-Income Housing

- ◆ Henderson has an undersupply of affordable units for residents earning \$35,000-\$60,000 per year (teachers, nurses, police officers, etc.).
- ◆ In 2017, there was a shortage of 28 affordable housing units per 100 middle-income households; by 2028, this shortage is projected to grow to 75 per 100 households.
- ◆ A surplus of affordable housing does not exist until incomes reach \$75,000+ per year, indicating a significant affordability gap.

Increasing Demand for Diverse Housing Types

- The city's predominantly single-family housing stock does not accommodate the needs of young professionals, seniors, and low-income families.
- ◆ Alternative housing options, such as townhomes, accessory dwelling units (ADUs), and mixed-use developments, are needed to increase density and affordability.
- ◆ Transit-oriented development (TOD) and mixed-income communities are key strategies to address housing shortages while promoting economic growth.

Workforce & Senior Housing Needs

- ◆ Many essential workers (e.g., healthcare, education, service industry) cannot afford to live in Henderson, creating a jobs-housing imbalance.
- ◆ Seniors require more affordable and accessible housing options, including assisted living, age-friendly apartments, and universal design features.

Housing & Transportation Costs

- ◆ While homeownership costs are high, transportation costs also contribute to financial burdens for low- and moderate-income households.



- ◆ Many residents live far from work, leading to longer commutes, higher transportation expenses, and increased congestion.
- ◆ Expanding multimodal transportation options (transit, biking, walking) near affordable housing developments is a critical need.

City of Henderson Strong Comprehensive Plan

Timeline: initially adopted in May 2017 and later amended in October 2022

Planning Horizon: 20 years

Purpose: The **Henderson Strong Comprehensive Plan** serves as the city's overarching policy document to guide long-term growth, development, and resource management. Its purpose is to ensure that Henderson remains a vibrant, sustainable, and livable community. Key objectives include:

- ◆ Vision and Strategy for Growth
 - Define a 20-year vision for Henderson's future, addressing the needs of a growing population while maintaining a high quality of life.
 - Guide physical development to accommodate an additional 100,000 residents by 2037.
- ◆ Regional and Local Alignment
 - Integrate local priorities with regional strategies, especially those outlined in the Southern Nevada Strong Regional Plan, to enhance regional competitiveness and sustainability.
 - Leverage partnerships with local stakeholders, businesses, and government agencies.
- ◆ Sustainable Land Use and Resource Management
 - Promote efficient and balanced land use to reduce urban sprawl and protect natural resources.
 - Address environmental challenges such as water conservation, air quality, and heat island effects.
- ◆ Housing and Economic Development
 - Provide a diverse range of housing options to meet the needs of residents across income levels and life stages.



- Support economic diversification to attract high-quality jobs and reduce the jobs-to-housing imbalance.
- ◆ Transportation and Connectivity
 - Enhance transportation infrastructure with a focus on multi-modal systems, including public transit, bike paths, and pedestrian-friendly streets.
 - Support Complete Streets and Safe Routes to Schools policies to improve safety and accessibility for all users.
- ◆ Community Identity and Quality of Life
 - Preserve Henderson's unique character while fostering inclusivity and engagement through community-driven planning.
 - Invest in parks, open spaces, and recreational facilities to promote health and wellness.
- ◆ Implementation and Predictability
 - Provide a clear framework for decision-making to ensure predictability and fairness in land use and development.
 - Include an Implementation Matrix to align policies with actionable goals, funding strategies, and timelines.

Key Policies

Housing:

- ◆ Diverse Housing Options:
 - Promote a mix of housing types, including single-family, multi-family, and senior housing, to address the needs of residents across all income levels and life stages.
 - Encourage affordable and workforce housing development through incentives and more flexible development regulations.
- ◆ Infill Development & Complete Communities:
 - Focus on infill projects within established neighborhoods to optimize infrastructure and reduce urban sprawl.
 - Integrate housing and transit, education, parks, trails, retail, jobs, healthy food, and other amenities and services.
- ◆ Design and Sustainability:
 - Advocate for high-quality, sustainable designs that incorporate energy efficiency and align with Henderson's character.



◆ Preserving Neighborhood Integrity:

- Protect existing neighborhoods from incompatible development while encouraging rehabilitation and modernization.

Economic Development:

◆ Job Creation and Diversification:

- Attract industries such as healthcare, technology, hospitality, tourism, and retail, headquarters and global finance, and advanced manufacturing to diversify the economy and focus on target industries where growth is promising.
- Leverage the city's proximity to regional transportation routes to foster industrial growth.
- Coordinate and align educational and workforce development with key industries and economic development.

◆ Mixed-Use and Transit-Oriented Development:

- Encourage higher intensity and mixed-use development within specific nodes, including within a half mile of existing or planned transit service

◆ Downtown Revitalization:

- Invest in the revitalization of Henderson's downtown area to create a vibrant urban center with cultural, retail, and entertainment options.

◆ Support for Small Businesses:

- Provide resources and incentives for small businesses and entrepreneurs to thrive within the community.

Land Use:

◆ Efficient Land Use:

- Promote compact and mixed-use development patterns to minimize infrastructure costs, conserve resources, and reduce environmental impacts.
- Preserve open spaces and natural resources, particularly in environmentally sensitive areas.

◆ Protect and Strengthen Employment Areas

- Strategically reserve and market commercial and industrial lands for employment growth and economic development.

◆ Equitable Development:

- Focus on equitable access to amenities, infrastructure, and services across all neighborhoods, particularly underserved areas.

◆ Priority Growth Areas:



- Direct growth to priority areas identified in the plan, such as transit hubs the downtown core, and West Henderson
- ◆ Planned Communities:
 - Encourage the development of master-planned communities with integrated housing, amenities, and services.

Transportation:

- ◆ Complete Streets:
 - Design streets to accommodate all users, including pedestrians, cyclists, and transit riders, alongside vehicles.
- ◆ Multi-Modal Transportation:
 - Expand public transit options and infrastructure for walking and biking to improve connectivity and reduce dependency on automobiles.
- ◆ Transit-Oriented Development (TOD):
 - Support higher-density residential and commercial developments near transit stops to encourage public transit use and reduce traffic congestion.
- ◆ Regional Connectivity:
 - Collaborate with regional partners to enhance transportation systems that connect Henderson to the broader Las Vegas Valley.

Spatial Summary for Mapping

West Henderson

- ◆ **Vision:** A premier destination for economic development and livable neighborhoods.
- ◆ **Policies:**
 - Preserve land for employment uses, leveraging proximity to the Henderson Executive Airport.
 - Integrate mobility solutions, recreation amenities, and diverse housing opportunities.
 - Align development with the West Henderson Land Use Plan, focusing on sustainability and economic growth.

Downtown Henderson and Water Street

- ◆ **Vision:** A vibrant urban core with cultural, retail, and economic opportunities.
- ◆ **Policies:**
 - Invest in redevelopment projects to revitalize the area and attract businesses.



- Enhance walkability and create public spaces for community events and activities.
- Promote mixed-use development

Urban Centers

- ◆ Notable Areas:
 - Nevada State College, Boulder Highway Opportunity Site, Inspirada Town Center, and St. Rose Parkway.
- ◆ Policies:
 - Designate additional Urban Centers to support mixed-use developments.
 - Encourage transit-oriented development (TOD) to increase connectivity and reduce reliance on automobiles.

Boulder Highway Corridor

- ◆ **Vision:** Transform the corridor into a multi-modal transportation hub.
- ◆ Policies:
 - Develop high-density residential and commercial spaces along the corridor.
 - Enhance safety and accessibility for pedestrians and cyclists.

Medical Districts

- ◆ **Notable Areas:** Henderson Hospital and other healthcare-focused zones.
- ◆ Policies:
 - Concentrate complementary uses in medical districts to support healthcare industry growth.
 - Promote housing and amenities for healthcare professionals.

Connection/Reference to 2015 SNS Plan

- Yes, the Henderson Strong Comprehensive Plan makes explicit connection to Southern Nevada Strong, noting alignment between goals and policies, particularly related to regional collaboration, integrated housing, transportation, jobs, and amenities (complete communities), sustainability and resilience, and economic diversification while maintaining emphasis on target/base industries.



Summarize Appendices

➤ n/a

City of Henderson University Area Livable Centers Study - Development Framework

Timeline: Adopted 2024

Planning Horizon: Unspecified

Purpose: serves as a planning framework for enhancing the area surrounding NSU and the Maryland Parkway corridor. Its primary purpose is to guide sustainable development, improve multi-modal transportation options, and foster economic and community growth. This document lays the foundation for a more walkable, transit-friendly, and economically vibrant University Area, setting the stage for long-term growth and community development. Key Objectives include:

- ◆ **Enhance Economic Development:** Foster job growth and new business attraction and retention in the university district to create a complete community.
- ◆ **Improve Transportation and Connectivity:** Increase accessibility through transit-oriented development and multi-modal transportation networks.
 - **Support Housing Diversity:** Promote mixed-income housing and student-oriented residential developments to meet demand.
 - **Encourage a Sustainable Mixed-Use Community:** Prioritize compact, walkable neighborhoods with mixed-use development to reduce congestion and sprawl.
- ◆ **Promoting Health:** Sustainable and health-focused design, particularly encouraging physical activity and access to essential goods and services.
- ◆ **Strengthen Community Identity and Public Spaces:** Encourage placemaking initiatives that enhance the cultural and social vibrancy of the district.

Key Policies

Housing:

- ◆ Expand housing options for students, faculty, and residents by incentivizing multi-family and mixed-use developments.
- ◆ Encourage affordable housing near transit corridors and university facilities.

Economic Development:



- ◆ Enhance retail and commercial offerings to support the student population and local workforce (central “commercial village”).
- ◆ Encourages collaboration between the city, private developers, and educational institutions to stimulate investment and business growth.

Land Use:

- ◆ Promote mixed-use developments to create a vibrant, pedestrian-friendly environment.
- ◆ Transit-and Trail-Oriented Development (TOD): Focuses on creating a pedestrian-friendly, higher-density area with strong transit and trail connections.
- ◆ **Green & Open Spaces:** Integrates parks, community gathering areas, and pedestrian-oriented public spaces to enhance livability.
- ◆ **Civic and Institutional Uses:** Encourages the development of civic spaces and institutional buildings to complement NSU’s expansion plans.

Transportation:

- ◆ Multimodal Connectivity: Enhances bicycle and pedestrian infrastructure with new trails, sidewalks, and crosswalk improvements as well as other key infrastructure and amenities like lighting, benches, and landscaping to create a safer, more inviting environment.
- ◆ Support Enhanced Transit Service: Supports current and planned transit (Boulder Hwy) and existing shuttle services linking NSU to nearby areas through streetscape and bus stop improvements and adding key connections.
- ◆ Roadway & Street Improvements: Plans for new road connections and streetscape enhancements to improve accessibility, safety, and traffic calming.

Spatial Summary for Mapping

- ◆ City-owned land between NSU and Harry UPRR Trail:
 - Strategically develop city-owned land that is currently vacant as a catalyst site - mobility mixed-use hub
- ◆ Boulder Highway Corridor:
 - Support planned high-capacity transit enhancement and by encouraging nearby TOD with key connections between the two
- ◆ Harry Reid UPRR Trail & River Mountains Loop Trail
 - Improve trail connections to better integrate University Area with surrounding neighborhoods and enhance safety and comfort through amenities like lighting, signage, and shade.



Connection/Reference to 2015 SNS Plan

While the document does not explicitly mention SNS in the provided excerpts, it incorporates several key themes promoted by SNS, such as:

- ◆ **Transit-Oriented Development (TOD):** Emphasizing mixed-use, walkable communities with enhanced public transit options.
- ◆ **Complete Communities:** Encouraging the integration of housing, economic development, and civic spaces to support a diverse and sustainable urban environment.
- ◆ **Multimodal Transportation:** Prioritizing pedestrian, bicycle, and public transit infrastructure to reduce car dependency, reduce GHG emissions, and improve air quality.
- ◆ **Economic Development:** Supporting job growth and business expansion, particularly in coordination with Nevada State University (NSU).
- ◆ Livable Centers program is an initiative of RTC

Summarize Appendices

- ◆ n/a

City of Henderson & Clark County DRAFT Valley Gateway Future Land Use Study

Timeline: Adopted September 2024

Planning Horizon: 20+ years/2044ish +

Purpose: The purpose of the *Ivanpah Valley Gateway Future Land Use Study* is to provide a framework for potential future development in southern Clark County if the Southern Nevada Public Lands Management Act (SNPLMA) Disposal Boundary is expanded. The study acts as a policy tool to guide responsible growth while addressing land use, transportation, sustainability, and economic development goals.

Key Objectives of the Study

1. Provide a Blueprint for Future Growth

- Establishes land use recommendations for nearly 31,000 acres of unincorporated land near Henderson and Jean.



- Focuses on sustainable and well-integrated development within the regional context.

2. Support Collaborative Regional Planning

- Aligns with Clark County, City of Henderson, and regional stakeholders to coordinate land use policies.
- Seeks public and stakeholder input to ensure balanced decision-making.

Implementation & Timeline

- ◆ The study operates on a 20+ year planning horizon but acknowledges that development will depend on regulatory changes, infrastructure investments, and market conditions.
- ◆ Serves as a guiding document should the SNPLMA Disposal Boundary be expanded, ensuring proactive and sustainable planning.
- ◆ Plan for Economic Development & Employment Centers
 - Supports the creation of new job centers in advanced manufacturing, logistics, and other emerging industries.
 - Encourages a balanced mix of residential, commercial, industrial, and open space uses.
- ◆ Ensure Housing Diversity & Affordability
 - Promotes a spectrum of housing options, including attainable, workforce, and affordable housing.
 - Encourages complete communities that reduce the need for long commutes and support local services.
- ◆ Enhance Regional Mobility & Transportation Infrastructure
 - Recommends multimodal transportation options, including transit, biking, and pedestrian networks.
- ◆ Incorporate Sustainability & Resource Conservation
 - Focuses on low-impact development, climate resilience, and water conservation strategies.
 - Encourages green infrastructure and smart growth policies.
- ◆ Support Collaborative Regional Planning
 - Aligns with Clark County, City of Henderson, and regional stakeholders to coordinate land use policies.
 - Seeks public and stakeholder input to ensure balanced decision-making.



Key Policies

Housing:

- ◆ Create Housing Diversity & Affordability
 - Develop a spectrum of housing options, including market-rate, workforce, and affordable housing.
 - Ensure residents can live within a reasonable commuting distance of future job centers.
 - Coordinate residential development with public transit and active transportation options to improve accessibility.
- ◆ Incorporate Mixed-Use Residential Developments
 - Encourages complete communities that reduce the need for long commutes and support local services.
 - Encourage higher-density housing near retail and employment centers to create vibrant, walkable communities.

Economic Development:

- ◆ Support Job Creation & Industrial Development
 - Prioritize industrial sector growth in designated zones, given its high revenue impact per acre.
 - Develop business headquarters, office parks, logistics and distribution facilities, and advanced manufacturing centers to diversify the economy and capitalize on the area's strategic location.
- ◆ Encourage Retail & Commercial Growth
 - Promote neighborhood-serving retail strategically mixed with residential and office uses to strengthen business viability.
 - Prioritize smaller retail footprints over large, single-use shopping centers.
- ◆ Create Economic Hubs & Phased Development
 - Focus on early development of economic centers (e.g., mixed-use hubs, manufacturing districts) to generate demand for residential and retail growth.
 - Align planning efforts with public-private partnerships to ensure sustainable, well-integrated development.

Land Use:

- ◆ Develop a Balanced Land Use Framework
 - Establish a mix of residential, commercial, industrial, and open space to create a well-planned community.



- Prioritize placemaking and urban design to create distinct neighborhoods and community hubs.
- ◆ Promote Sustainability & Smart Growth
 - Implement low-impact, water-efficient development strategies to reduce resource consumption.
 - Encourage green infrastructure and energy-efficient buildings to align with regional conservation efforts.
- ◆ Preserve Open Space & Natural Resources
 - Integrate trails, parks, and conservation areas into the land use plan.
 - Ensure buffer zones between development and environmentally sensitive areas.

Transportation:

- ◆ Multimodal Transportation & Connectivity
 - Develop a multimodal and well-connected transportation network that balances personal and freight vehicles, provides dedicated bike lanes and pedestrian-friendly streets, and is coordinated with future local and regional transit service.
 - Encourage transit-oriented development (TOD) and complete communities to reduce vehicle dependency.
- ◆ Major Roadway & Infrastructure Investments
 - Upgrade the I-15 corridor with two new interchanges to accommodate future development.
 - Expand Las Vegas Boulevard South to support increased traffic flow and economic activity.
- ◆ Enhance Regional & Local Mobility
 - Establish a comprehensive trail network to promote non-motorized transportation.
 - Ensure safe and efficient roadway designs to support residential and commercial access.

Spatial Summary for Mapping

- ◆ East of I-15: primarily employment and production uses.
- ◆ Northern study area: protected open space, residential neighborhoods, and mixed-use/entertainment districts that connect to Henderson to the north



- ◆ Central study area: protected open space for recreation and conservation
- ◆ Souther study area: mix of residential neighborhoods (west), and mixed-use/entertainment districts and employment hubs (east), capitalizing on proximity to future Southern Nevada Supplemental Airport to the south.

Connection/Reference to 2015 SNS Plan

- ◆ Yes, the plan explicitly references SNS as an input that informed the plan and the importance of alignment and coordinated regional collaboration for sustainable growth, transportation, and economic development.

Summarize Appendices

provide supplemental information, technical analysis, and supporting data that inform the study's recommendations.

- ◆ Glossary of terms and abbreviations
- ◆ Summary of Plans Governing the Area (including SNS)
- ◆ Land Demand & Market Analysis:
 - Analyzes population growth, employment trends, and future land demand in Ivanpah Valley.
 - Projects housing needs by housing types
 - Evaluates employment and services-based land demand, including anticipated market shares from regional forecasts
- ◆ Infrastructure & Utilities Analysis:
 - Assesses existing infrastructure conditions, including:
 - Transportation networks (I-15, Las Vegas Boulevard, planned interchanges).
 - Stormwater, sewer, and potable water infrastructure, plus estimated water demand.
 - Electrical infrastructure

City of Mesquite Master Plan

Timeline: Each element appears to be developed and adopted independently.

- ◆ Land Use Element adopted January 2023
- ◆ Population Element adopted May 2012



- There are two versions of the housing element in this PDF (one adopted May 2009, one did not date)
- ◆ Transportation Element adopted February 2014
- ◆ Bikeways Development Plan is a separate planning document included in the plan PDF (adopted February 2014)
- ◆ Public Services & Facilities Element adopted January 2021 (this content is duplicated in the PDF)
- ◆ Parks, Trails & Open Space Element adopted August 2019

Planning Horizon: 20 years, through 2040ish

Purpose: to establish a comprehensive framework for the city's development, guiding land use, housing, transportation, economic growth, and sustainability to ensure the city's future aligns with its unique characteristics and opportunities. The plan emphasizes:

- Vision focuses on retaining a small-town feel, recreation access and tourism, sports hospitality industry, and family-oriented.
- ◆ **Smart Growth and Sustainability:**
Encouraging development that balances the need for economic expansion with resource conservation, recognizing Mesquite's limited natural resources and rural character.
- ◆ **Economic Development:**
Fostering a diversified economy through targeted initiatives, including attracting industries suited to Mesquite's location, infrastructure, and available land (balance commercial, industrial, leisure, recreation/sports, etc.)
- ◆ **Community Identity:**
Preserving and enhancing the unique cultural and natural aspects of Mesquite while promoting quality of life for residents and protecting against negative impacts of growth.
- ◆ **Regional Coordination:**
Working regionally for a cohesive approach to safety and response, recreation and trails, etc.

The Plan includes long-term regional goals, focusing on sustainable and responsible growth, infrastructure investment, and addressing local challenges such as economic disparities and resource constraints. It prioritizes strategies for infrastructure, housing, services, economy, and resource management.



Key Policies

Housing:

- ◆ Diverse Housing Options:
 - Encourage a mix of housing types, including single-family homes, townhomes, and multi-family units, to accommodate various income levels, family sizes, and growing senior needs.
 - Promote affordable housing developments and preservation to meet the needs of the local workforce, including inclusionary housing.
 - Dedicate land (esp. city-owned) for affordable housing.
- ◆ Quality and Sustainable Development:
 - Implement design standards that ensure high-quality construction and multi-modal spaces and encourage energy efficiency.
- ◆ Infill Development:
 - Encourage housing preservation, rehabilitation, and infill development.

Economic Development:

- ◆ Business Attraction and Retention:
 - Develop strategies to attract new businesses, particularly in tourism, clean industries, light manufacturing and research.
 - Develop housing that supports business and employee attraction.
 - Leverage the Mesquite Technology and Commerce Center (MTCC) to create jobs and boost the local economy.
 - Enhance Mesquite's identity as a destination for sports tourism, outdoor recreation, and gaming.
 - Support development of hotels, restaurants, and entertainment venues to complement existing attractions.
 - Develop facilities and amenities to position Mesquite as a premier destination for sports tourism, including youth, amateur, and professional sports events.
 - Partner with private stakeholders to enhance infrastructure and coordinate efforts to host tournaments and competitions.
- ◆ Downtown Revitalization (CBD) and Mesquite Blvd:
 - Enhance the downtown area as an active hub for retail, dining, tourism, offices, education, and living.
 - Encourage mixed-use development and higher density multifamily housing within the CBD.



- Implement design standards that ensure high-quality construction and multi-modal spaces and encourage energy efficiency.

Land Use:

- ◆ Much new development is PUD, with special focus in plan on Riverside PUD
 - Encourage high-quality, master-planned communities with a focus on integrated amenities, services, and recreation, as well as architectural quality.
 - Ensure these communities are designed with connectivity and accessibility in mind.
- ◆ Balanced Land Use Planning:
 - Maintain a harmonious mix of residential, commercial, industrial, and recreational areas to support a vibrant community.
 - Preserve open spaces, agricultural land, and natural landscapes to maintain the city's scenic beauty and small-town character.
 - Protect environmentally sensitive areas, such as Flat Top Mesa.
 - Encourage development where existing infrastructure and facilities can be appropriately extended.

Transportation:

- ◆ Multi-Modal Connectivity:
 - Develop trail systems and pedestrian-friendly infrastructure to connect neighborhoods with parks, schools, and commercial areas.
 - Encourage roadway improvements to enhance mobility and reduce congestion.
 - Encourage alternative modes of transportation and increase mobility options.
- ◆ Coordinated Land Use & Managed Capacity:
 - Appropriately plan for and maintain safe and efficient roadway operations and access as growth occurs.
 - Ensure compatibility between land use decisions and the transportation system, including evaluation of future impacts.
 - Support improvements to Interstate 15 and surrounding transportation corridors to facilitate regional connectivity and economic activity.

Spatial Summary for Mapping

- ◆ Downtown Mesquite
 - Policy Focus: Revitalization as a central hub for economic and cultural activities.



- Recommendations:
 - Promote mixed-use development to integrate residential, commercial, and civic uses.
 - Enhance pedestrian accessibility and public spaces to attract businesses and visitors.
 - Invest in streetscape improvements and connectivity to surrounding neighborhoods.
- ◆ Employment Centers
 - Key Locations: Industrial zones near Interstate 15 and other major transportation corridors.
 - Policy Goals:
 - Attract industries in logistics, manufacturing, and clean energy to these areas.
 - Improve infrastructure, including roads and utilities, to support business growth.
 - Preserve adequate land for future industrial and commercial development.
- ◆ Residential Neighborhoods
 - Policy Goals:
 - Focus on infill development to optimize the use of vacant parcels within city limits.
 - Encourage diverse housing types, including affordable housing, in established neighborhoods.
 - Promote sustainable housing designs with energy-efficient construction.
- ◆ Open Spaces and Recreational Areas
 - **Key Areas:** Parks, trails, and natural reserves within and surrounding Mesquite.
 - Recommendations:
 - Protect natural landscapes and open spaces from urban sprawl.
 - Expand the city's trail network to improve connectivity between neighborhoods and recreational facilities.
- ◆ Major Transportation Corridors
 - **Key Focus:** I-15 Corridor



- Strategies:
 - Enhance accessibility for freight and passenger traffic to support economic activity.
 - Develop transit-oriented nodes near key intersections to encourage mixed-use and higher-density development.
- ◆ Gateway Areas
 - **Key Locations:** Entry points to Mesquite along I-15 and other major roads.
 - **Policy Recommendations:**
 - Create visually appealing gateways with landscaping and signage.
 - Focus on commercial developments that capitalize on visitor traffic and tourism.

Connection/Reference to 2015 SNS Plan

The **Mesquite Master Plan** aligns many of its goals with regional priorities, including:

- ◆ Smart growth, infill, compact development, complete communities
- ◆ Leveraging tourism and attracting logistics/clean energy industries (regional economic development)
- ◆ Enhancing connectivity and multimobility (transportation choice) + reduced SOV dependence
- ◆ Management of scarce natural resources, unique rural opportunities and needs
- ◆ Commitment to regional collaboration, partnership with RTC, LVGEA, etc.

Summarize Appendices

Housing Needs Assessment (2019):

- ◆ Current Housing Supply
 - Housing Diversity: The assessment highlights the dominance of single-family housing in Mesquite, with limited availability of multi-family units and other housing types.
 - Affordability Issues: A significant portion of residents faces challenges related to housing costs, particularly for rental housing.
- ◆ Projected Housing Demand
 - Based on population and employment growth projections, the city will need to expand its housing stock to accommodate:
 - A growing senior population requiring accessible housing.



- Workforce housing to support local industries like tourism and healthcare.
- ♦ Challenges Identified
 - **Land Availability:** Limited parcels for residential development, exacerbated by the city's geographical constraints.
 - **Affordability Gaps:** Rising housing costs create barriers for low- and moderate-income households.
 - **Infill Development:** Encouraging the use of vacant or underutilized parcels requires addressing market and regulatory barriers.
- ♦ Policy Recommendations
 - **Encourage Housing Diversity:** Promote mixed-use and multi-family developments to diversify housing stock.
 - Affordable Housing Strategies:
 - Incentivize affordable housing through density bonuses or tax credits.
 - Partner with nonprofit and private developers to increase affordable housing supply.
 - Infill and Redevelopment:
 - Focus on utilizing vacant parcels within city limits for new housing developments.
 - Streamline permitting processes for infill projects to reduce costs and timelines.
 - Senior and Accessible Housing:
 - Develop housing designed for seniors and residents with mobility challenges.
 - Prioritize accessible housing in proximity to healthcare facilities and services.
- ♦ Sustainability Focus
 - Encourage energy-efficient housing developments to reduce costs for residents and promote environmental sustainability.

North Las Vegas Comprehensive Master Plan

Timeline: Adopted Nov 2006, Amended Feb 2011



Planning Horizon: 20 years - through 2025

Purpose: The **North Las Vegas Comprehensive Master Plan** serves as a long-term policy document designed to guide the physical, social, and economic development of the city. Its primary purpose is to provide a framework for decision-making by city leaders, staff, and community stakeholders to achieve the city's desired future over a 20-year planning horizon.

- ◆ Define the City's Vision:
 - Establishes a shared vision for the city's growth and development, reflecting community aspirations for a safe, sustainable, and vibrant community.
 - Vision emphasizes choice, amenities, and people
 - Guide Land Use and Development & High-Quality Design:
 - Provides a blueprint for how land within the city should be used, balancing residential, commercial, industrial, and recreational needs.
 - Specific planning areas
- ◆ Promote Economic Development:
 - Supports strategies to diversify the city's economy, attract businesses, and create jobs for residents.
- ◆ Enhance Quality of Life:
 - Focuses on improving housing, transportation, parks, public facilities, and services to make North Las Vegas a desirable place to live, work, and play.
- ◆ Encourage Sustainability and Smart Growth:
 - Advocates for sustainable practices, resource conservation, and the efficient use of land and infrastructure.
- ◆ Align with Regional and State Policies:
 - Ensures compliance with Nevada Revised Statutes and regional planning initiatives, such as the Southern Nevada Regional Policy Plan.
- ◆ Coordinate Infrastructure and Services:
 - Guides the development of transportation networks, water and wastewater systems, and public safety services to support current and future populations.
- ◆ Provide a Tool for Decision-Making:
 - Serves as a reference for evaluating proposed developments, setting priorities for public investments, and adopting regulations and policies.
- ◆ Implementation
 - The plan is implemented through city policies, zoning regulations, capital improvement plans, and collaboration with public and private entities. It



emphasizes community involvement and regular updates to remain responsive to evolving needs.

Key Policies

Policies collectively aim to enhance the city's livability, economic vitality, and sustainability while promoting equity and smart growth.

Housing:

- ◆ Diverse Housing Options:
 - Promote a variety of housing types, including single-family, multi-family, and mixed-use developments, to meet the needs of residents at all income levels and life stages.
- ◆ Affordable and Attainable Housing:
 - Develop programs to preserve and expand affordable housing.
 - Use density bonuses and incentives to encourage affordable housing construction.
 - Support workforce housing initiatives for essential workers.
- ◆ Neighborhood Revitalization and Infill Development:
 - Focus on redeveloping existing neighborhoods to preserve housing stock and enhance livability.
 - Promote infill development to efficiently use vacant parcels in established areas.
- ◆ Sustainable and Quality Design:
 - Encourage energy-efficient housing and resource-conserving construction methods.
 - Establish guidelines for attractive, pedestrian-friendly neighborhoods with amenities like parks and trails.

Economic Development:

- ◆ Economic Diversification:
 - Strengthen the city's industrial and business base by attracting research, technology, and logistics companies.
 - Promote small business development and entrepreneurship.
- ◆ Business Retention and Attraction:
 - Develop strategies to retain existing businesses and attract regional, national, and international companies.



- Focus on areas like the Cheyenne Technology Corridor and Northern Development Area as key employment hubs.
- Employment corridors along Losee Rd, Lamb Blvd, Craig Rd.
- ◆ Downtown Revitalization:
 - Redevelop downtown into a vibrant, mixed-use area that serves as a central hub for commerce, culture, and community activities.
 - Offer business incentives and implement beautification projects.
- ◆ Lifelong Learning:
 - Collaborate with higher education institutions to enhance workforce skills and provide job training opportunities.
 - Quality primary/secondary ed

Land Use:

- ◆ Balanced Land Use Mix:
 - Promote a mix of residential, commercial, and industrial uses to support sustainable development and quality of life.
 - Preserve industrial land to meet future employment needs.
 - Urban agriculture
- ◆ Mixed-Use Development:
 - Encourage high-quality mixed-use developments, particularly along transit corridors and in activity centers.
 - Implement design guidelines to ensure aesthetic and functional integration of uses.
- ◆ Smart Growth and Sustainability:
 - Utilize principles of smart growth, such as compact development and conservation of natural resources.
 - Protect existing rural neighborhoods through density transition guidelines.
- ◆ Master-Planned Communities:
 - Promote the development of master-planned communities with integrated housing, parks, and commercial areas.
 - High quality design
- ◆ Promote Infill Development
- ◆ Water Conservation



Transportation:

- ◆ Multi-Modal Transportation System:
 - Develop an integrated system of mass transit, pedestrian pathways, bike lanes, and roadways.
 - Promote connectivity between neighborhoods and commercial centers.
 - Reduce VMT, improve air quality.
- ◆ Transit-Oriented Development (TOD):
 - Support higher-density, mixed-use developments near transit stops to encourage public transit use.
 - Implement the North 5th Street Transit Supportive Concept Plan.
- ◆ Complete Streets:
 - Design streets to accommodate all users, including pedestrians, cyclists, transit riders, and motorists.
 - Enhance pedestrian and bike amenities like shelters, bike racks, and wayfinding signage.
- ◆ Traffic Management:
 - Work with regional agencies to mitigate congestion, such as incorporating High Occupancy Vehicle (HOV) lanes on major highways.
 - Use traffic modeling tools to inform infrastructure planning.

Spatial Summary for Mapping

- ◆ Economic Development:
 - Focus business retention and attraction on areas like the Cheyenne Technology Corridor and Northern Development Area as key employment hubs + Employment corridors along Losee Rd, Lamb Blvd, Craig Rd.
 - Redevelop downtown into a vibrant, mixed-use area that serves as a central hub for commerce, culture, and community activities.
- ◆ Land Use:
 - Encourage high-quality mixed-use developments, particularly along transit corridors and in activity centers.
 - Protect existing rural neighborhoods through density transition guidelines.
 - Implement the North 5th Street Transit Supportive Concept Plan.

For mapping purposes, these spatial policies suggest a focus on:



- Overlaying transit corridors, key employment districts, and redevelopment areas.
- Highlighting areas for affordable housing initiatives, especially near transit and employment hubs.
- Identifying industrial preservation zones and their adjacency to other uses.
- Mapping the location of planned and existing master-planned communities and mixed-use nodes.

Specific Locations Mentioned:

- ◆ Downtown North Las Vegas
 - Policy Focus: Revitalization and redevelopment into a mixed-use urban center.
 - Recommendations:
 - Foster high-density housing integrated with commercial and civic uses.
 - Encourage transit-oriented development (TOD) to support public transit and walkability.
 - Promote beautification projects and business incentives to attract investments.
- ◆ Cheyenne Technology Corridor
 - Policy Focus: Employment and industrial development.
 - Recommendations:
 - Preserve industrial land for future employment uses.
 - Enhance infrastructure to support logistics, manufacturing, and technology companies.
 - Coordinate with regional transportation agencies to ensure connectivity.
- ◆ North 5th Street Transit Corridor
 - **Policy Focus:** Transit-oriented development and connectivity.
 - **Recommendations:**
 - Develop mixed-use, higher-density housing near transit stops.
 - Create pedestrian and bicycle infrastructure to enhance accessibility.
 - Plan for commercial hubs along the corridor to support residential growth.
- ◆ Northern Development Area
 - **Policy Focus:** Master-planned communities and employment centers.



- **Recommendations:**
 - Support large-scale developments that integrate residential, commercial, and recreational uses.
 - Preserve open space and plan for adequate infrastructure to support long-term growth.
- Attract businesses in healthcare, education, and logistics sectors.
- ◆ **Craig Road Corridor**
 - **Policy Focus:** Commercial and retail development.
 - **Recommendations:**
 - Enhance the corridor with mixed-use developments to reduce sprawl.
 - Prioritize pedestrian and transit accessibility to support businesses.
 - Incentivize redevelopment of aging retail centers.
- ◆ **Rural Neighborhood Preservation Areas**
 - **Policy Focus:** Protecting rural character and land use.
 - **Recommendations:**
 - Establish buffer zones and density transition guidelines to minimize conflicts with urban development.
 - Support agricultural activities and low-density residential uses.
 - Maintain natural landscapes and open spaces.
- ◆ **Employment Land along Beltway and Highways**
 - **Policy Focus:** Industrial and large-scale employment hubs.
 - **Recommendations:**
 - Designate land near major highways (I-15, I-215) for industrial and logistics operations.
 - Provide adequate infrastructure for freight and regional transportation needs.
 - Coordinate with regional economic development strategies.

Connection/Reference to 2015 SNS Plan

The North Las Vegas Comprehensive Master Plan demonstrates strong alignment with the Southern Nevada Strong Regional Plan through shared goals and complementary policies. This connection ensures that the city's growth strategies are not only locally impactful but also contribute to the broader regional vision for Southern Nevada.



- ◆ The North Las Vegas Comprehensive Master Plan was developed in alignment with the Southern Nevada Regional Policy Plan (SNRPP), the precursor to the SNSRP.
- ◆ The plan adheres to the SNSRP's principles, particularly in land use, transportation, and housing strategies that emphasize regional coordination and smart growth principles.
- ◆ The plan recognizes the importance of regional collaboration in areas such as infrastructure development, air quality improvement, and water resource management, consistent with SNSRP's regional sustainability focus.
- ◆ Also have similar/aligning policies on:
 - TOD, mixed use, compact urban development, reducing sprawl
 - Multi-modal transportation, creating high-capacity transit corridors that connect key employment/residential areas
 - Improving access to housing and employment
 - Complete Streets
 - Economic diversification (target industries in tech, healthcare, logistics)
 - Mixed income neighborhoods, affordable housing preservation (equitable housing distribution)

RTC Access 2050 Regional Transportation Plan for Southern Nevada

Timeline: Adopted 2021

Planning Horizon: 2021-2050 (20ish years)

Purpose: The Access 2050 document is the Regional Transportation Plan (RTP) for Southern Nevada, developed by the Regional Transportation Commission of Southern Nevada (RTC). It serves as both a federally required and state-required transportation plan, guiding transportation investments and policies for the region from 2021 to 2050.

Key components include:

- ◆ Transportation vision & goals
- ◆ Primary & secondary strategies
- ◆ Investment programs
- ◆ Future transportation forecasts



Key objectives include:

- ◆ Enhance mobility & transportation planning
- ◆ Support economic growth & development
- ◆ Improve safety & reduce congestion
- ◆ Promote sustainable & multimodal transportation
- ◆ Ensure equity & environmental justice
- ◆ Plan for future transportation needs (population growth, emerging technologies, etc.)
- ◆

Key Policies

Housing: Objective: Ensure housing accessibility and affordability by aligning transportation investments with residential development.

- ◆ Transit-Oriented Development (TOD):
 - Integrate land use planning with transit planning to encourage more housing opportunity and housing choice for a variety of needs near transit
- ◆ Infill Development & Smart Growth:
 - Leverage transportation investments in existing urban areas to encourage infill and redevelopment rather than outward expansion
 - Support a multimodal transportation system that increases access by connecting neighborhoods with jobs and amenities.
- ◆ Equity in Housing & Transportation:
 - Improve mobility access to and between essential services (housing, jobs, healthcare, education, and amenities) for all residents, including intentional benefits for disadvantaged or underserved populations (Environmental Justice framework for transportation projects prioritization).

Economic Development: Objective: Use transportation investments to attract businesses, create jobs, and sustain regional economic competitiveness.

- ◆ Invest in High-Capacity Transit to Support Growth:
 - Develop regional light rail, express bus services, and high-speed rail (e.g., XpressWest to California) to attract business, development, workers, residents, and visitors.
 - Create jobs through transportation-related projects.



◆ Freight & Logistics Enhancements:

- Maintain and improve freight corridors to support goods movement and supply chain efficiency, especially as e-commerce and on-demand industries expand.
- Balance freight movement needs with quality of life and safety considerations for residents, workers, and visitors.

◆ Job Accessibility & Workforce Mobility:

- Improve public transit connections between jobs and homes to reduce time and financial costs associated with transportation in a growing metro

Land Use: Objective: Integrate land use and transportation planning to create efficient, connected, and sustainable communities.

◆ Encourage Smart Growth Principles:

- Promote TOD and compact, mixed-use development that supports active transportation.
- While most growth and increase in travel activity is anticipated in outlying areas of the metro, the plan promotes multimodal investments to encourage more infill and redevelopment to alleviate anticipated congestion on roads.

◆ Align Transportation with Local Master Plans:

- Promote coordinated transportation projects with land use planning at the local and regional level to ensure seamless and integrated urban growth.

Transportation: Objective: Build a multimodal, safe, and efficient transportation network that supports long-term regional growth.

◆ Expand Public Transit & Reduce Traffic Congestion:

- Explore ways to increase funding for bus rapid transit (BRT), light rail & high-speed interstate rail.
- Create a seamless multimodal network where travelers can choose from a variety of mobility options.
- Reduce and manage traffic congestion by promoting alternative modes, RTC's FAST program, strategically adding capacity where needed, and using smart technologies.

◆ Enhance Bicycle & Pedestrian Infrastructure:

- Develop an extensive network of bike lanes, trails, and complete streets.
- After total buildout of the Regional Bike and Pedestrian Plan, 46% of all non-freeway, collector and above roadways will be comfortable enough for a typical person to ride a bike (14%-17% currently)



- ◆ Future-Proof the Transportation System:
 - Integrate flexibility to plan for and adapt to emerging transportation technologies, trends, and habits, including autonomous vehicles, electric vehicles, etc.
 - Support the Las Vegas Convention Center underground People Mover project and other innovative transit solutions.
- ◆ Promote health through transportation:
 - Reduce vehicle miles traveled (VMT) through carpool incentives and mixed-use development (air quality benefits)
 - Encourage active transportation by developing more bike and pedestrian infrastructure.

Spatial Summary for Mapping

- ◆ The plan has a map that shows investment focus areas with the amount of funding allocated to each area (page 34)
- ◆ The plan notes alignment with other local and regional plans and specific local transportation priorities and goals
- ◆ High speed rail project (private) proposed for I-15 corridor south to CA
- ◆ Several other specific location projects mentioned throughout

Connection/Reference to 2015 SNS Plan

Explicitly references SNS & RTC's role in leading implementation of both plans

RTC Let's Go 2050 Regional Transportation Plan for Southern Nevada

Timeline: Adopted 2025

Planning Horizon: 2025-2050 (25 years)

Purpose: Let's Go 2050 is the Regional Transportation Plan (RTP) for Southern Nevada for the years 2025-2050, developed by the Regional Transportation Commission of Southern Nevada (RTC). It serves as the region's long-term transportation vision, guiding policies, investments (federally required fiscally constrained plan), and infrastructure development over the next 25



years. It addresses population growth (3 million residents by 2050) and future transportation needs.

Key Policies

Housing: Objective: Address affordability and accessibility by aligning transportation investments with housing development.

- ◆ Affordable Housing & Transit-Oriented Development (TOD):
 - Promote affordable housing within high-capacity transit corridors to improve accessibility.
 - Expand public transportation networks to connect housing with employment, healthcare, and education.
- ◆ Integrating Housing & Transportation Planning:
 - The Southern Nevada Strong Regional Plan update will further promote housing affordability and integration with transportation.
 - Collaborate with housing agencies to align housing data with transportation planning decisions.
- ◆ Equity in Housing & Access:
 - Contribute to lowering living costs and improving quality of life by increasing low-cost transportation options
 - Focus investments in communities of concern, ensuring equitable transportation options for residents who have greater exposure risks (heat, health, etc) and have been historically marginalized.

Economic Development: Objective: Use transportation investments to support job growth, business expansion, and regional competitiveness.

- ◆ Enhancing Freight & Logistics:
 - Improve freight corridors to support the region's growing manufacturing and logistics industries.
 - Support the development of an inland port to boost freight movement and supply chain efficiency.
- ◆ Infrastructure to Support Business & Tourism:
 - Expand transit and road networks to improve access and connectivity between neighborhoods and major existing and planned employment hubs.
 - Invest in mobility solutions that support the unique demands of a tourism-driven economy, including multimodal access to surrounding public lands and recreation.



Land Use: Objective: Encourage pedestrian- and transit-oriented development patterns

- ◆ Growth Management & Demand:
 - Address anticipated growth both in the urban core of the region and farther out.
 - Focus transportation investments on community priorities of safety and multimodal connectivity, rather than roadway capacity (planning scenarios),
 - Plan for growth in a manner that preserves and enhances quality of life and successfully accommodates visitors

Transportation: Objective: provide a world-class transportation system that offers a variety of safe, convenient, and accessible travel choices to all members of the community (plan vision)

- ◆ Emerging Technologies
 - Responsibly invest in AI and smart technology for transportation to improve systems
 - Invest in zero-emission transportation technologies, including charging infrastructure and fleet conversions
- ◆ Safety & Accessibility Enhancements:
 - Expand bike lanes, pedestrian paths, and complete streets for multimodal connectivity.
 - Support Vision Zero, Safe Streets for All, Safe Routes to School and other initiatives to increase safety and reduce traffic fatalities.
- ◆ Environmental Sustainability & Air Quality Compliance:
 - Reduce vehicle miles traveled (VMT) by prioritizing investment in active transportation and public transit (60,000 annual trips converted to active transportation and reduce average annual VMT by 6,700).
 - The Plan is required to promote strategies that will keep the region in compliance with federal air quality standards
- ◆ Key Investment Objectives
 - Multimodal connectivity
 - Improve safety
 - Maintain infrastructure
 - Manage congestion
 - Support economic development



Spatial Summary for Mapping

- ◆ Investment projects maps on page 53

Connection/Reference to 2015 SNS Plan

- Yes, explicitly defines connection with SNS as RTC oversees both plans - note that SNS is the key tool to align and integrate transportation, housing, economic development, etc.

RTC On Board Mobility Plan

Timeline: Adopted in 2020

Planning Horizon: 2040 (20 years)

Purpose: The On-Board Mobility Plan is designed to guide transportation and mobility investments in Southern Nevada over the next two decades. The plan outlines short-term (1-5 years), medium-term (6-10 years), and long-term (10-20 years) strategies. The plan is focused on high-capacity transit (HCT) and other public transportation investments to modernize the way people travel in Southern Nevada and increase transportation options.

Key Policies

Housing & Land Use:

- ◆ **Transit-Oriented Development (TOD)** – Encourage housing development along high-capacity transit corridors to improve transit accessibility (emphasis on public-private partnerships).
 - **Affordable Housing Near Transit** – Support policies to increase affordable housing options near transit to improve access for low-income residents and reduce transportation costs, including strategic funding to support affordable housing from certain transportation taxes (e.g. rideshare tax).
- ◆ **Zoning and Land Use Reforms** – Support changes to zoning laws to allow for and guide more development near HCT lines and transit station areas.
- ◆ **Walkability** – Support integrated land use and street design to encourage safe, comfortable, and convenient first/last mile access to public transit.



Economic Development:

- ◆ **Job Access and Workforce Mobility** – Expand and improve transit services to new high demand areas and fill first/last mile or circulation gaps to maximize access to jobs, ensuring workers have reliable transportation options and to remain a competitive, innovative, and attractive place for workers to live.
- ◆ **Transportation Investment to Spur Development** – New investments in public transit services, infrastructure, and technology will support regional economic growth.
 - **Connections to Major Destinations** – Invest in key connections to the Resort Corridor, McCarran Airport, and Downtown Las Vegas, which are the largest employment centers in the region and also key destinations that support tourism.

Transportation:

- ◆ **High-Capacity Transit Network** – Establish 200 miles of HCT corridors, connecting residential areas with employment hubs and major destinations.
- ◆ **Equitable & Complete Transit Access** – Expand bus service hours, coverage, and frequency as well as innovative first/last mile and gap filler alternatives to improve accessibility for all users, including seniors, veterans, and people with disabilities.
- ◆ **Technology-Driven Mobility** – Promote smart transit technologies, such as real-time tracking, contactless payments, and demand-responsive transit services.
- ◆ **Sustainability and Emissions Reduction** – Encourages transition to zero-emission transit vehicles and transit investments that reduce reliance on personal vehicles and lower greenhouse gas emissions.

Spatial Summary for Mapping

- ◆ Various maps with existing & recommended HCT services, etc.
- ◆ Key corridors and destinations mentioned include:
 - The Strip
 - Maryland Parkway
 - North 5th Street
 - Charleston Boulevard
 - Boulder Highway
 - Craig Road & Eastern Avenue
 - Downtown Las Vegas
 - McCarran Airport



Connection/Reference to 2015 SNS Plan

- The plan makes a passing reference to SNS as a previous effort that defined regional priorities for transportation and housing.

Summarize Appendices

- ◆ Describes funding sources, including potential new innovative sources:
 - Increased sales tax
 - VMT charges
 - Employer payroll tax
 - Parking fees

RTC Southern Nevada Coordinated Transportation Plan

Timeline: Adopted 2024

Planning Horizon: 2024-2028 (4 years)

Purpose: This plan aims to improve mobility and access to transportation services for older adults, people with disabilities, and individuals with low incomes in Southern Nevada. It serves as a guiding framework to coordinate efforts among social service providers, transportation agencies, and community organizations to enhance mobility options for underserved populations.

- Required by Federal Transit Admin. for funding eligibility (Enhanced Mobility for Seniors and Individuals with Disabilities Program - Section 5310).
- All federal funding from this program in southern Nevada goes to partransit
- Identify and address mobility challenges and barriers for specific vulnerable or disadvantaged populations
- ◆ Guide funding decisions and policy development
- ◆ Improve coordination between agencies and service providers
- ◆ Support equity and accessibility in transportation
- ◆ Advance transportation technology and prioritize infrastructure improvements



Key Policies

Housing: Objective: Improve transportation accessibility to affordable housing areas and ensure housing developments align with transit investments.

- ◆ Address Rising Costs and the Connection Between Housing & Transportation
 - Recognize that housing costs are increasing dramatically and often impact low-income communities the most
 - Recognize that planning and investments are necessary to ensure that housing and transportation can be affordable to all households and leave household income for other important costs that support health and quality of life.

Economic Development: Objective: support equitable benefits of regional growth by enhancing transportation options and access to jobs, education, and training.

- ◆ Expand Workforce Mobility:
 - Pilots rideshare and microtransit programs for disadvantaged people who do not have access to regular public transit, especially for those traveling long distances to work.
 - Acknowledge that higher-paying jobs or job training may be inaccessible due to transportation barriers and access.
- ◆ Support Community Education Through Public Transit Access
 - Review, improv, and expand the RTC Ride-On program and other school district transportation programs
 - Promote Safe Routes to School

Land Use: Objective: ligh land use planning with transportation investments to increase access.

- ◆ Support Broader Land Use Planning Efforts
 - Support and align with Southern Nevada Strong 2050 to ensure better neighborhood connections to public transportation, jobs, and services.
 - Support land use planning where homes, jobs, and services are close to one another.
 - Ensure that stakeholders from the Coordinated Plan process participate in SNS 2050.

Transportation: Objective: expand safe and reliable transportation options that serve all community members, particularly to meet the unique needs of those who are most vulnerable or disadvantaged.

- Expand Microtransit Services & Improve Public Transit Experience:



- Support recommendations from the HOPE Study to expand microtransit (RTC On-Demand services) and the Community Mobility Project in underserved areas. (and increase awareness)
- Expand outreach and education to help the community understand the public transit system
- ◆ Improve Accessibility & Safety for Transit Riders, Particularly for Women:
 - Expand bus stop safety features, such as better lighting, shade structures, and security monitoring.
 - Improve sidewalk infrastructure and pedestrian safety around transit stops.
 - Expand real-time reporting and oversight tools to ensure and address safety.
- ◆ Use Technology to Enhance Transit Access:
 - Expand and improve fare payment innovations (RTC Tap & GO) to ensure that partner funds can be easily accessed by recipient's transit.
 - Implement real-time bus tracking and AI-driven transit management to improve reliability.
 - Explore new apps and tools or ways to improve existing ones to be more accessible and user-friendly.
- ◆ Secure & Expand Transportation Funding:
 - Maintain and increase funding for specialized transportation services under Section 5310 grants and the Community Mobility Project.
 - Establish a formal statewide transit association to improve transportation service coordination and funding advocacy.

Spatial Summary for Mapping

- ◆ Maps illustrate existing conditions - access/transit network overlaid with disadvantaged population densities.
 - Focus seems to be mostly on bridging gaps on the outskirts but the need is everywhere (most concentration centrally)

Connection/Reference to 2015 SNS Plan

- ◆ Yes, the Plan specifically points to the SNS plans (mostly SNS 2050) to guide better integration of housing, jobs, and transportation to addressing growing gaps and rising costs.



DRAFT



Appendix B: SWOT Analysis Boards

The following notes and images capture the input from participants during the first task group meetings held in March and May of 2025. These boards reflect the diverse perspectives and collaborative thinking that informed the group's assessment of regional strengths, weaknesses, opportunities, and threats.

To develop the summary of strengths, weaknesses, opportunities, and threats (SWOT) across multiple task group meetings, EConorthwest conducted the following:

- ◆ Identification broad categories: After compiling all SWOT inputs from notes, we identified broad topic categories. Within each category, we nested more specific takeaways to reflect the range and nuance of feedback.
- ◆ Review of meeting notes: Each task group breakout had a notetaker. We reviewed the detailed meeting notes and key takeaways were extracted and tagged to the appropriate SWOT category to capture both explicit and nuanced input from participants.
- ◆ Review of SWOT boards: During each meeting, participants used sticky notes to record observations on the SWOT boards, either physically or through virtual collaboration tools. These notes were incorporated into our summary as well and given context where possible from meeting notes.

SWOT: Scenario Planning – Combined

Strengths

RTC pre-filled:

- Ongoing experience of strong regional coordination in water resource management and planning.

Task Group:

- Accessibility is huge: airport, highways, tax structure.
- Growth boundary: not easy to expand beyond current boundary, as opposed to other regions (SNPLMA).
- Density along many major corridors that can support high volume transit.
- Strong foundation of transit ridership for real investments.
- Despite lack of investments, strong transit ridership on available service.
- Is focusing on young people a strategy?
- Need to think big about future proofing funding sources.



- Housing affordability / cost of living used to be growth driver, but no longer.
- People to job growth matters.
- Transportation needs to explore innovative funding opportunities, especially as we move away from fuel dependency.
- Fewer jurisdictions (municipalities) than most regions our size.
- Buy in at SDXs for SNS through existing plans + policies.
- Smaller + (socially) well connected region for conversations.
- RTC does not realize how important it is. Does not understand role in planning.
- Economic opportunity drives people wanting to be here.
- Central valley has growing interest in multi-modal transportation - demand from changing demographic.
- Outdoor amenities increasingly of value - COVID reinforced value of regional trails + open space.
- Lands bill / no lands bill will drive scenario planning approach.
- NV is an innovator in water conservation. Can they be innovative in other areas?
- Opportunities with the university workforce to develop
- LV GEA bringing new industries - adhoc basis right now
- Legislative perspective: land bills, different boards
- ROST is a good model for success: marketing, outreach, and planning
- Easy to gather data among local jurisdictions
- Collaboration of a broader range of topics forthcoming
- Water authority model for resource planning
- Transition of elected officials both strength and weaknesses related to funding gap
- Good coordination at the staff level – no major willingness to work together
- Nimble as a community to respond to things
- Identity what Southern Nevada does really well and how to expand on those areas
- Strong tourism, branding, lots (40 mil) of visitors annually.
- Diversity, multiculturalism.
- New stadium and event spaces: Allegiant, Sphere, Lee's Forum/Arena, Correction Center
- Big ideas.
- Strong union / labor organizing, big membership, politically involved and powerful.
- Like-minded missions and visions.
- Smart + capable people working on these things.
- Closely-knit community, elected officials are pretty accessible.
- Strong regional sustainability planning/coordination.

Weaknesses

Existing:

- Misalignment of transportation, economic development, and housing investments



Input:

- Misalignment of transportation, economic development, and housing investments.
- Is focusing on young people a strategy?
- Housing affordability / cost of living used to be growth driver, but no longer.
- RTC does not realize how important it is. Does not understand role in planning.
- Lands bill / no lands bill will drive scenario planning approach.
- Lack of multi-modal infrastructure.
- People do not want to pay for things.
- Some communities were built to discourage multi-modal transportation.
- If undeveloped land is available, little impetus to change.
- Food deserts.
- Planning role at RTC needs more juice – has no teeth.
- Funding for transit, roadways, traffic is there (has been) but not as much focus on housing / land use.
- RTC leadership needs to know that they represent the people, not politicians.
- Political representation → organizational momentum.
- School system limitations: focus on choice, people will drive for everything.
- Can't plan around fuel tax: efficiency + EV.
- Car-dependent region.
- LV GEA bringing new industries - adhoc basis right now
- Highly vulnerable to national dynamics as a tourism economy
- Education
- Funding gap
- Funding
- Transition of elected officials both strength and weaknesses related to funding gap (sometimes too siloed)
- Limited water supply
- Tough to engage with Carson City due to distance
- Water
- Challenges in economy
- Challenges with environment
- Lack of enforcement/awareness/training to push implementation and priorities set in city planning
- NV Assembly only meets every other year
- Need for dedicated staff at the regional level
- Affordability of the valley. How do you keep the workforce?
- Need to strengthen education – practical and K-12
- State budget + NV's overreliance on gaming.
- Federal land vs. private land.
- Poverty - lack of resources to address root causes.
- Reliant on federal funds



- Building code / dev. code on energy.
- Rural communities participating - feel like outsiders.
- Public may not know how to voice opinions (arbitrary government borders).
- Siloed governments - own visions, own development code, politics, etc.
- Cost of living.
- Unemployment.
- Mixed-use is just a suggestion. Plan → development code.
- Lack of housing availability/affordability.
- Contract redlines.
- Extreme heat.

Opportunities

RTC pre-filled: (NONE)

Task Group:

- How do we attract young people?
- More people coming - growth.
- What does transit beyond LRT look like? Future proof transit infrastructure. How to plan ahead?
- Growing region where “anything is possible.”
- Density can create opportunities for service.
- Lands bill / no lands bill will drive scenario planning approach.
- Tax structure attracts people.
- What are new infrastructure investments? Move away from “catching up.”
- What are case studies of regional transit funding? STS, Fast Tracks, LA Metro.
- Better understand why people come to the valley + how that relates to values/priorities.
- We need more frequency of transit for current funding but also find more transit funding.
- Need better transit AND more density built form to support.
- Great local staff who are interested in SNS outcomes.
- Climate adaptation for the region.
- Demographics drive community values. Are there more young people coming? Schools.
- Priorities:
- Housing (affordable) near transit.
- Adaptation for heat and lower water availability.
- Urgency - discomfort will happen.
- Survive and thrive for hotter world with less water.
- Increasing transit service hours per capita.
- Tax structure – no state tax, desirable plan for retirees
- Once the COG is up and running, there could be broader coordination



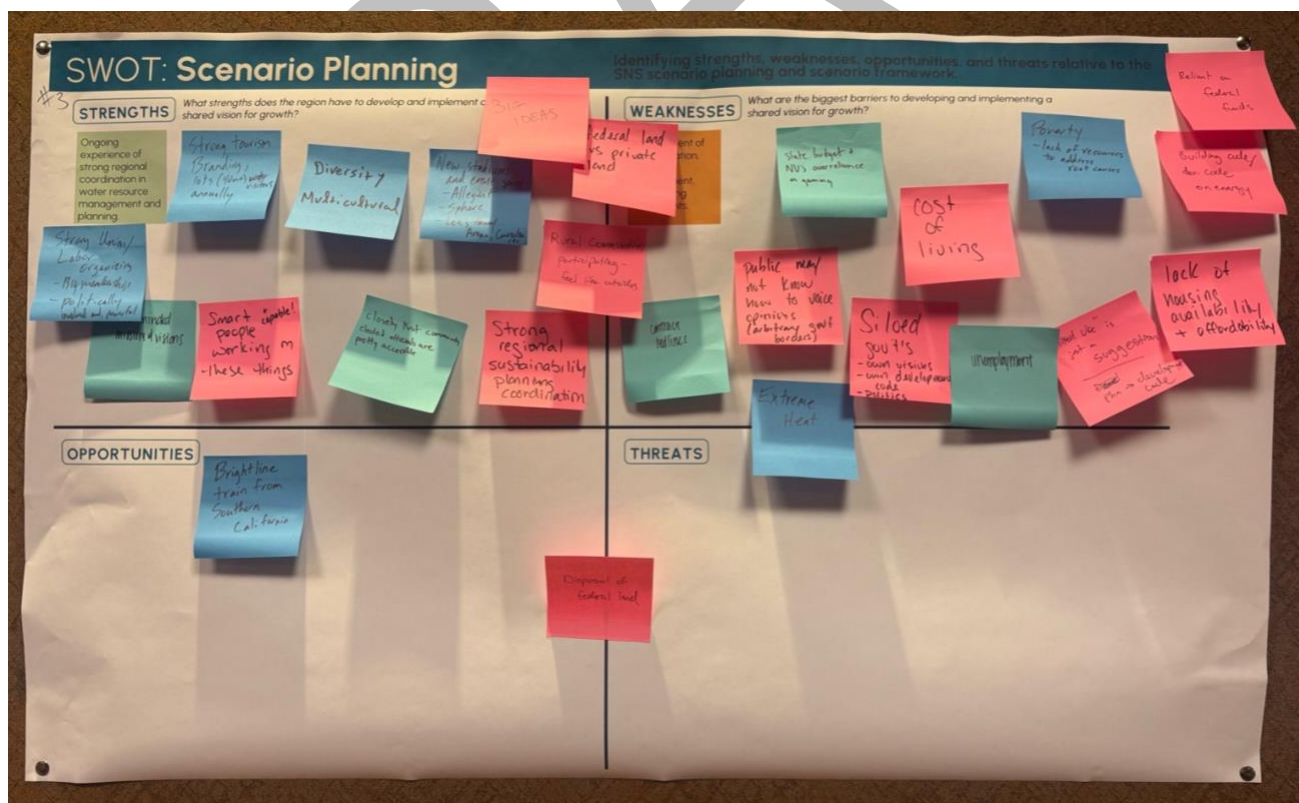
- Collaboration with other national universities
- Professional orgs are being topped by assembly members
- More diverse committees – are these different groups communicating up to the regional level?
- City planning with community engagement and expertise
- Southern Nevada trade school to help with construction industry (9-12)
- Need to connect the community to the university (too much of a commuter university)
- Fast growing community
- Made a list of advancement through the university and away from tourism workforce only
- Reporting from Carson City as bills drop as an example of communication
- Brightline train from Southern California.
- Disposal of federal land.

Threats

RTC pre-filled: (NONE)

Input:

- Lands bill / no lands bill will drive scenario planning approach.
- We need more frequency of transit for current funding but also find more transit funding.
- Need better transit AND more density built form to support.
- Demographics drive community values. Are there more young people coming? Schools.
- Labor costs to operate transit.
- Equity impacts of land use decisions.
- Lack of diversity + demographics in decision-making roles.
- Less “roots” - fewest people born here and living here for many years than other regions.
- More people coming to the region - growth.
- Lower rates of college grads / higher ed attainment than most.
- Fast growing community
- Made a list of advancement through the university and away from tourism workforce only
- Supply and demand issues delivering energy to new development – takes time to deliver energy
- Climate as a threat to livability infrastructure. Need to improve urban forest.
- Skill trades needed - education
- Have young people committed to vision in the face of affordability issues?
- Lack staff to implement the vision – regional staff is too topic specific
- Implementation falls flat for planning
- Sometimes a lack of education on long-term vs current planning
- Disposal of federal land.





- Federal land
- State and city support for housing (+ affordability)
- Shared bond cap from Henderson to rural homeowner program
- Vouchers work well (but federal funding is a threat)
- There are only five jurisdictions in the region.



Weaknesses

RTC pre-filled:

- Stringent building codes, zoning, and land use controls limit developable land.
- NIMBY attitudes towards affordable development.
- ~~Tax policy constraints on land development. (Was struck through in marker.)~~
- Unclear or insufficient local policies for adaptive re-use (not a core issue but something future-oriented).
- Insufficient public transit service and infrastructure to enhance connections.
- Long distances to social services, jobs, and other community opportunities.
- Perceptions of crime and stigma towards established neighborhoods (not the affordable ones). Barrier for market rate.
- Outdated or non-existent utility infrastructure increases development costs. Maybe too focused on the lender aspect. Timing emphasized.
- Little interest from lenders in mixed-use and innovative development types.
- Not enough social service providers or experienced nonprofit organizations.
- Insufficient public funding to make affordable housing development profitable.
- Lack of enforcement of fair housing rules. Not a barrier for development.
- Outdated evictions process with limited tenant protections.

Task group:

- Land costs + availability.
- Lack of utility infrastructure
- BLM land process & SNPLMA
- Funding for affordable housing is federal
- Not enough out of state affordable developers
- Shared bond cap from Henderson to rural homeowner program
- Tax limitations for local government funding

Opportunities

RTC pre-filled:

- Collaboratively prepare model ordinances for adaptive re-use to streamline adoption.

Task Group:



- Momentum to be efficient with federal land disposition
- Investment in public transit
- Streamline process for affordable market rate (cost)
- Core of the valley – policies to make it easier for infill
- Standards and building codes need to be modernized
- Partnership opportunities for housing groups
- Attract more innovative developers (role for RTC?)
- Incentivizing preservation of affordable housing
- Tax incentives
- Aligning and collaboration in housing discussions and processes
- Public-private partnerships
- Formalize collaboration that is already happening between jurisdictions and RTC
- Permanent supportive housing service needs for folks facing homelessness
- Add transit to support density
- Services/transit not near new housing (West Henderson as an example)
- Aligning more between economic development and workforce housing.
- Align economic development w/ housing needs
- Untapped excess land @ institutions (university, city, local government, churches).
- Appetite for efficiency in the federal government.

Threats

RTC pre-filled:

- Loss of federal funding to support affordable housing development.

Task Group:

- Federal government (funding, bonds) for affordable housing
- Water
- Energy code changes (impact on load demand and availability)
- Efficiency of existing transportation network
- Costs of affordable housing getting up to 400k+
- Senior population (changing demographics at regional and city level)
- High cost of land (for housing development)
- Limiting/Defunding project-based Section 8 + vouchers.
- Loss of federal programs/funding (HOME/LIHTC).
- Decreasing land availability.



- Migration.
- Higher interest rates.
- Lower wage growth - decreasing in savings / disposable income - increase in rents / decrease in savings.

SWOT: Housing

Identifying housing strengths, weaknesses, opportunities, and threats relative to the future vision of housing in Southern Nevada.

STRENGTHS	WEAKNESSES
<p>What existing assets can encourage the creation of more housing options and stability?</p> <ul style="list-style-type: none"> Multiple layers of funding can allow more development flexibility. High demand and rapid population growth. Thousands of vacant and underutilized lots. Growing participation from out-of-state developers. Clarity in water resource management and planning. 	<p>What are the biggest barriers preventing the creation of more housing options and stability?</p> <ul style="list-style-type: none"> Stringent building codes, zoning and land use controls limit developable land. Heavy attitudes towards affordable development. Long distances to social services, jobs, and other community opportunities. Insufficient public funding to make affordable housing development profitable. Outdated or inconsistent utility infrastructure increases development costs. Lack of enforcement of fair housing rules. Outdated eviction process with limited tenant protections. Unclear or insufficient local policies for adaptive re-use. Little interest from lenders in mixed-use and innovative development types. Not enough local service providers or experienced nonprofit organizations. LACK OF UTILITY INFRASTRUCTURE FUNDING FOR AFFORDABLE HOUSING IS FEDERALLY FUNDED. Not enough out-of-state affordable developers.

OPPORTUNITIES

What new resources, policies, or partnerships (within the region or beyond) could create more housing options and stability?

- Collaboratively prepare model ordinances for adaptive re-use to streamline adoption.
- Investment in PUBLIC TRANSIT
- Streamline process for AFFORDABLE - MARKET RATE - COST
- Partnership opportunities for housing groups
- How to attract more investment developers role for RTC?
- Vouchers work well, but few funds threat.
- INCENTIVIZING PRESERVATION OF AFFORDABLE HOUSING - TAX INCENTIVES
- ALIGNING + COLLABORATION IN HOUSING - MIXED USE - Cap from Nevada Program
- PARTNERSHIP PRIVATE - PUBLIC PRIVATE - PRIVATE
- For limitations for local government funding.

THREATS

What challenges (within the region or beyond) could exacerbate limited housing options and stability?

- PSH service near for folks facing homelessness
- FEDERAL GOVERNMENT - FUNDING - BOND FOR AFFORD. HOUS.
- WATER
- ENERGY COST CHANGES Impact on new building + maintenance
- Efficiency of existing train network add transit to new up to working
- Costs of affordable housing either becoming either up to working
- PUBLIC benefit requirements of aff. housing - energy - per. usage
- NOT ENOUGH VOUCHERS COMPARED TO POPULATION
- NO FUNDING TO SUPPORT VOUCHERS
- Do local or regional funding source for afford.
- PRESERVATION OF EXISTING AFFORDABLE HOUSING - COST TO REEL
- LAND AVAILABILITY
- SENIOR POPULAT. (changing demog. at regional AND city level)
- HIGH COST OF LAND (from HOUSING DEVELOPMENT)
- Services/ transit not near new housing (Mr. Henderson) example



SWOT: Housing

Identifying housing strengths, weaknesses, opportunities, and threats relative to the future vision of housing in Southern Nevada

STRENGTHS	WEAKNESSES
Multiple layers of funding can allow more development flexibility.	Stringent building codes, zoning and land use controls limit developable land.
High demand and rapid population growth.	NIMBY attitudes towards affordable development.
Thousands of vacant and underutilized lots.	Tax policy constraints on land development.
Growing participation from out-of-state developers.	Unclear or insufficient local policies for adaptive re-use.
Clarity in water resource management and planning.	Insufficient public transit service and infrastructure to enhance connections.

OPPORTUNITIES

What new resources, policies, or partnerships (within the region or beyond) can create more housing options and stability?

THREATS

What challenges (within the region or beyond) could exacerbate limited housing options and stability?

Handwritten notes on sticky notes:

- STRENGTHS:** Federal law, STATE + CITY SUPPORT FOR HOUSING (~AFFORDABLE)
- WEAKNESSES:** Long distances to social services, jobs, and other community opportunities; Outdated or nonexistent utility infrastructure increases development costs; Little interest from lenders in mixed-use and innovative development types; Not enough social service providers or experienced nonprofit organizations; LACK OF UTILITY INFRASTRUCTURE - TIME; Funding for affordable housing is federally funded; Not enough out-of-state affordable developers.
- OPPORTUNITIES:** Collaboratively prepare model ordinances for adaptive re-use to streamline adoption; Streamline process for affordable - MARKET RATE - COST; INVESTMENT IN PUBLIC TRANSIT; How to attract more investment w/ federal land disposition; Vouchers work well, but for funding threat; INCENTIVIZING PRESERVATION OF AFFORDABLE HOUSING - TAX INCENTIVES; ALIGNING + COLLABORATION IN HOUSING - REGIONAL - Shared Bond Cap from Henderson to rural housing program; PARTNERSHIP OPPORTUNITIES FOR HOUSING GROUPS; How to attract more investment w/ federal land disposition; Vouchers work well, but for funding threat; INCENTIVIZING PRESERVATION OF AFFORDABLE HOUSING - TAX INCENTIVES; ALIGNING + COLLABORATION IN HOUSING - REGIONAL - Shared Bond Cap from Henderson to rural housing program; PARTNERSHIP PRIVATE - PUBLIC PRIVATE - PRIVATE; For limitations for local government funding; RTC? (only); PSH service new for folks forcing housing stress; Federal government - funding - bonus for afford. hms; WATER; ENERGY CODE CHANGES; Efficiency of existing network add transit is not drasing; Costs of affordable housing other than up to 100k; NOT ENOUGH VOUCHERS COMPARED TO POPULATION; NO FUNDING TO SUPPORT VOUCHERS; No local or regional funding source for afford.; PRESERVATION OF EXISTING AFFORDABLE HOUSING - COST TO PRES.; LAND AVAILABILITY; PUBLIC BENEFIT requirements of aff. housing - energy - per. wage; Not enough vouchers compared to population; NO FUNDING TO SUPPORT VOUCHERS; No local or regional funding source for afford.; PRESERVATION OF EXISTING AFFORDABLE HOUSING - COST TO PRES.; LAND AVAILABILITY; SENIOR POPULAT. changing dem. at regional AND city level; HIGH COST OF LAND (FOR HOUSING DEVELOPMENT); Services from st. not new housing (w/ Henderson) Example.

SWOT: Economic Development – Combined

Strengths

RTC pre-filled:

- Accessible policymakers
- Rapid population growth enabled by domestic migration
- Thriving hospitality industry and increased visitors' spending power
- Competitive cost-of-living, especially vis-à-vis Western regions
- Las Vegas as a globally recognized brand
- Strategic geographic location and multimodal connections to adjacent metro areas
- Unionization has increased wages and homeownership
- Regional coordination in water resources management and planning
- Parcels of land available at a comparatively low cost
- Comparatively low taxes for individuals and businesses

Task Group:



- Aviation system
- Film, sports, emerging business sectors
- UNLV in some areas – engineering
- UNR as asset – state level
- Tourism office
- Nevada brand
- Nature opportunities
- Quality of life
- Global brand
- Rapidly innovative. Can do things quickly.

Weaknesses

RTC pre-filled:

- Innovation resources and activity have comparatively small outputs
- Not enough workforce development pipelines to high-paying jobs
- Dependence on tourism and hospitality makes us more vulnerable to national economic shocks
- Intraregional competition stifles regional cooperation in business recruitment
- Service jobs are prone to automation and worker displacement
- Scarcity of job opportunities in science and engineering
- Comparatively low educational attainment

Task Group:

- Lack of university/academic training available
- Over-regulation of tech or limited angel investing
- Capacity constraints for airport
- Lack of general contractors due to regulations
- Retain grads to stay and work in Southern Nevada
- Healthcare
- Land
- High barriers to entry-level employment (training)

Opportunities

RTC pre-filled:

- Inventory vacant and underutilized parcels and needed infrastructure improvements

Task Group:



- On the job training – apprenticeships
- UNLV School of Medicine
- Commercial banking to attract and invest in new businesses
- Working on occupational licensing in Governor's office
- Retain grads to stay and work in Southern Nevada
- Medical (jobs – opportunity) – incubate and incentivize
- High school training in construction, trades – Northeast Career & Technical Academy
- New airport planning near California border
- Regional planning for transit + transportation
- Sports industry
- UNLV 2,000 acres (North Las Vegas)
- Regional land use / smart planning
- More consistency between local government for businesses
- Reciprocity on professional/occupational certification
- Better inter-jurisdictional coordination. (Is RTC the right convener? LVGEA?)
- SNRP / RTC / LV GEA / regional housing – who is convening?
- Professional reciprocity
- AI – SB199

Threats

RTC pre-filled:

- Another economic recession could increase unemployment due to reliance on tourism and hospitality

Task Group:

- Rising cost-of-living
- Strip/Gaming perception – overshadows other areas
- Land costs rising
- Regulations + interstate contracts
- Occupational licensing
- Other competitive regions: St George, Pheonix, Austin, Salt Lake City
- Low Education
- Lack of home rule and weak state government
- Water resources and land
- Higher minimum wage is both good and challenging for attraction
- Lack of alignment between workforce and economic development



- Funding low tax constraints program and infrastructure funding
- Lack of federal funding
- Barriers for coordination: costs, funding, and politics
- RTC has been really good at getting federal funding. Good at creative but one time funding cracks continuity challenges.
- AI – SB199





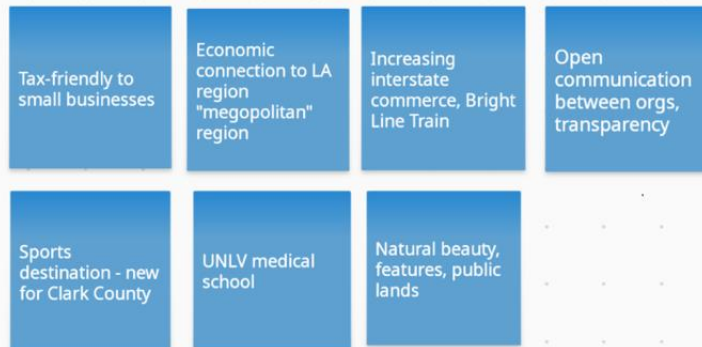
SWOT: Economic Development

Identifying strengths, weaknesses, opportunities, and threats relative to the future vision of economic development in Southern Nevada.

STRENGTHS				WEAKNESSES							
What regional attributes have facilitated strong regional economic growth and household prosperity?				What regional factors are hindering strong regional economic growth and household prosperity?							
Accessible policymakers	Rapid population growth enabled by domestic migration	Thriving hospitality industry and increased visitors' spending power	Competitive cost-of-living, especially vis-à-vis Western regions	Las Vegas as a globally recognized brand	Innovation resources and activity have comparatively small outputs	Not enough workforce development pipelines to high-paying jobs	Dependence on tourism and hospitality makes us more vulnerable to national economic shocks	Intrasectoral competition stifles regional cooperation in business recruitment	Service jobs are prone to automation and worker displacement		
Strategic geographic location and multimodal connections to	Unionization has increased wages and homeownership rates	Regional coordination in water resource management and planning	Parcels of land available at a comparatively low cost	Comparatively low taxes for individuals and businesses	Scarcity of job opportunities in science and engineering	Comparatively low educational attainment	Health care				
Global Brand				LAND				HIGH BARRIERS TO ENTRY - LEVEL EMPLOYMENT (STAGNATION)			
Inventory vacant and underutilized parcels and needed infrastructure improvements				Another economic recession could increase unemployment due to reliance on tourism and hospitality				LACK OF ALIGNMENT BETWEEN WORKFORCE + ECONOMIC DEV.			
More consistency between local govts and businesses				New competition regions: St. George, Provo, Austin, SLC				Funding: Low tax constraints program/initiative funding			
Reciprocity on prof/occup. certification				Low education				LACK OF FEDERAL FUNDING			
Professional Reciprocity				Loss of home rule & weak state gov't				Food Bankers to construction/infrastructure			
Better intra-jurisdictional coordination. Is RTC the right consumer? LVGEAT				Water Resources Limits				RTC has been really good at getting federal funding. Good to have state be one-time funding creates instability			
SARPC/RTC/LVGEA/Regional housing/looks is competing				Higher minimum wage is both good & challenge for attractions							
Re-Development /infill				AI SMY							

Strengths

Prompt: What formal or informal partnerships are working across the region today? What regional characteristics or capabilities give it a competitive advantage? What regional characteristics or capabilities give it a competitive advantage?



Weaknesses

Prompt: What gaps, limitations, or challenges are hindering the region's progress? Where do you see inefficiencies or persistent barriers?



Opportunities

Prompt: What emerging trends, partnerships, resources, or changes can the region leverage to improve outcomes? Where do you see untapped potential for innovation or collaboration?



Threats

Prompt: What external pressures, risks, or future trends could undermine the region's progress? What concerns do you have about the region's ability to adapt to change?



Strengths

Prompt: What formal or informal partnerships are working across the region today? What regional characteristics or capabilities give it a competitive advantage?

partnerships through creating additional services (such as fire, parks, etc.)

Diversity of population

Diversity in age

Las Vegas and Southern Nevada is great at being able to market itself to create more investment and economic opportunity.

Ability for Las Vegas to reinvent and attract other economic opportunities

Development friendly

Local strategic plans related to housing - enhance support for affordable housing.

Federal, state, regional, and local / public - private organization working towards finding land for affordable housing, including reducing barriers, advancing infrastructure.

Weaknesses

Prompt: What gaps, limitations, or challenges are hindering the region's progress? Where do you see inefficiencies or persistent barriers?

Affordability of goods, entertainment, housing, services

Transportation options - mass transportation opportunities

education system

Culture

Close access to goods services, and jobs.

Bureaucracy inherent in development, design, construction

Housing Affordability

Commute times

Land availability - land clean-up near floodways in order to create more opportunities for sites for future development.

Sprawl

Opportunities

Prompt: What emerging trends, partnerships, resources, or changes can the region leverage to improve outcomes? Where do you see untapped potential for innovation or collaboration?

Land availability

Not overly developed

Able to create diverse neighborhoods composed of multiple generations and income levels and connect them across the Valley

Wide roadway ROW to restructure roadway configurations

Regional collaboration for advancing affordable/attainable housing opportunities to take local policy beyond jurisdictional boundaries.

Threats

Prompt: What external pressures, risks, or future trends could undermine the region's progress? What concerns do you have about the region's ability to adapt to change?

Water

Big City issues like crime

Increase in heat

Excessive numbers of developer tax breaks (incentives)

Multi-species habitat plan highlighting endangered species and impacting how quickly land can be sold from the federal governments.

will additional markets be needed in addition



Strengths

Prompt: What formal or informal partnerships are working across the region today? What regional characteristics or capabilities give it a competitive advantage? What regional characteristics or capabilities give it a competitive advantage?

Large land owners are important to understand goals. Relationship between land owners and JDXs is important

New sports organizations are important to the future. Make sure we engage with them long term in formal way.

SNRPC - What is the role as they of through transition with RTC as the MPO? Good platform for how JDXs engage together

Appreciation of the indigenous community and the environment.

Location is amazing. You can't replicate that. Proximity to natural assets. You can't import from somewhere else.

Casino industry and relationship to the county and cities. Is it working well?

LVGEA relationship to selling the region.

Diverse region is a strength and asset to leverage. We are open, not closed.

When businesses come to LV it feels open. Regulatory and tax environment seems accessible. Keep that top of mind for industry leaders

Affordability and availability go together. More of retirement and casino. Availability of housing needs to be prioritized for all ages.

Relative affordability is an asset, but increasingly not getting affordable

Weaknesses

Prompt: What gaps, limitations, or challenges are hindering the region's progress? Where do you see inefficiencies or persistent barriers?

We have made progress on economic diversification, but that is still a risk.

Land availability.

Housing diversity has been a weakness. Haven't have the right mix of housing/ location/amenities

Infrastructure to support new development on federal/ vacant lands is a challenge

Is being focused on low tax impeding the focus on people and services?

Opportunities

Prompt: What emerging trends, partnerships, resources, or changes can the region leverage to improve outcomes? Where do you see untapped potential for innovation or collaboration?

Federal lands bill

Economic diversification is really important.

Really think about the spectrum of housing needs over the course of someone's life. Graduate from one housing type/environment to another. Touching all these cycles would stabilize/support the economy.

What is RTC's role in implementing?

Balancing the need for economic competitiveness and tax environment with services for people in the region.

Leverage plans to support availability and diversity of housing and kinds of places to support different age cohorts.

Each city has strengths and how do we leverage their specific strengths and fueling the gaps from a region

Not everyone has to be everything, how do we build off the unique strengths of the cities?

Threats

Prompt: What external pressures, risks, or future trends could undermine the region's progress? What concerns do you have about the region's ability to adapt to change?

School quality and funding

Water supply and power. Lack of multistate solution to the Colorado river issue.

State coordination needed on water and power.

increasingly not getting affordable. Especially for younger people.

Cost of construction. Las Vegas development costs are the same as SoCal but rents in the valley are not there to support those costs.

Uncertainty of federal policy and funding decisions

Broader challenges of possible material supply chain disruption



Strengths

Prompt: What formal or informal partnerships are working across the region today? What regional characteristics or capabilities give it a competitive advantage? What regional characteristics or capabilities give it a competitive advantage?

- BLM land disposal boundary limits the footprint of the Valley, making some aspects of transportation & land use more efficient.
- Fewer jurisdictions than most regions our size; as opposed to CA, not comprised of dozens of small cities in a metro region.
- Coordination between private and public industries - especially related to ed dev
- Ed dev oriented folks have a sense of what's working well and what's not
- Partner with other jurisdictions/nonprofits - affordable housing and support services
- Data sharing across jurisdictions and public availability of plans and reports that highlight best practices and what works/challenges.
- Capacity sharing/ building bt jurisdictions
- Embraced need for economic diversification - no longer taboo to discuss
- Don't have as many jurisdictions as other larger regions - only 5 with three major cities
- Co-apply for grants across jurisdictions
- Clark county plan - all in - sharing information
- Less fragmented region - easier to coordinate between jurisdictions and the private industry

Opportunities

Prompt: What emerging trends, partnerships, resources, or changes can the region leverage to improve outcomes? Where do you see untapped potential for innovation or collaboration?

- Better technology on cooling - as a country but definitely in region
- NAIOP - breakfast program - sprawl and density - more proactive in the region on the cooling conversation/ conservation than other regions
- What industries do we want to target - need to better define targeted industries and them identify skillsets needs - opportunity to define these right now
- Capturing sunlight - opportunity but not a current strength
- Aggressively pilot programs to improve outcomes - Nevada grants lab - testing out solutions through grant opportunities - develop the healthcare workforce
- Update workforce metrics - transferrable skills provided - what jobs are we growing and how are we transferring skills
- Is the current tax abatement structure working for us? Are there opportunities to change that up?
- Some ingredients for increased transit success: strong arterial roadway grid, mostly moderate densities, all-day demand, and well-utilized (relative to investment), cost-effective bus system currently.

Weaknesses

Prompt: What gaps, limitations, or challenges are hindering the region's progress? Where do you see inefficiencies or persistent barriers?

- Inability to recruit companies who pay higher wages than current primary industry
- Current major industry wages cant keep up with cost of housing
- Don't have the land to recruit companies who can pay higher wages - everyone on GOED + LVGEA
- Housing affordability - need housing thats accessible to varying income levels and are locate near areas of growth
- Lack of funding for public services (significantly below national average & peers)
- Having a nearby workforce continues to be a challenge
- College-educated & above percentage of residents is significantly below national average; affects wages, civic engagement, etc
- Not being able to diversify the economy beyond tourism and gaming - attract a more diverse workforce
- Hard to attract different types of employees to the region because lack of opportunity for different jobs
- There are a lot of transferrable skills between industries but not a lot of pathways to change careers
- Hard to break down barriers between different career opportunities
- Cost to deliver power to prospective development sites (the developers responsibility to bear) is not currently affordable in most cases in order for most development/product types to proceed. This is exacerbated for the power needs of high density projects, given they
- No aligned vision on strengths of municipalities for industry location

Threats

Prompt: What external pressures, risks, or future trends could undermine the region's progress? What concerns do you have about the region's ability to adapt to change?

- Economic downturn - decrease in gaming tax - cant withstand short term downturn
- Gap in idealism vs reality of market right now - fee increases
- Uniquely vulnerable to economic downturns





DATE:	July 15 th , 2025
TO:	RTC – SNS Regional Planning Team
FROM:	ECONorthwest
SUBJECT:	Revised DRAFT SNS Regional Plan Update - Housing Market Analysis Report

1. Introduction

The Southern Nevada Strong (SNS) 2050 Plan Update presents an opportunity to reflect on regional progress, reassess priorities, and plan collaboratively for a more equitable and sustainable future. Housing—central to quality of life, economic opportunity, and community well-being—is a cornerstone of this effort. This Housing Market Analysis, conducted as part of Task 3.3 of the Plan Update, provides a foundational assessment of housing conditions, challenges, and opportunities across Southern Nevada.

Southern Nevada is experiencing increasing housing pressures as the region faces sustained population growth, rising housing costs, and incomes that have not kept pace. Housing production has fallen behind demand, making it harder for many residents to find affordable homes. At the same time, land use and zoning policies that don't reflect emerging housing needs, investor activity, and historical patterns of exclusion shape who has access to affordable and stable housing—for renters and homeowners alike. Addressing these issues requires a clear understanding of the factors impacting housing stability and access, and the steps needed to meet current and future housing needs. Creating a more balanced, affordable, and sustainable housing future depends on continued thoughtful, coordinated regional planning and policy action.

To support the goals of the SNS 2050 Plan Update, this report includes a collection of publicly available data, original analysis by ECONorthwest, and relevant findings from local and regional housing efforts conducted in recent years. Together, this information provides context for understanding how housing dynamics are evolving in Southern Nevada and where gaps remain.

Purpose and Scope

This analysis fulfills the directive outlined in Task 3.3 of the Southern Nevada Strong (SNS) 2050 Regional Plan update project scope. The findings will help identify where housing needs are not being met, where mismatches between jobs and housing persist, and what



strategies may be needed to promote more inclusive and responsive housing outcomes. The report is organized into the following key research areas:

- » **Regional Growth and Demographic Trends:** Understanding how population growth, demographic shifts, and economic change influence housing demand.
- » **Housing Supply & Development:** Evaluating development trends, housing types, tenure, and geographic variation across jurisdictions.
- » **Housing Market Dynamics:** Assesses trends in prices, rents, and investor activity to understand affordability and market pressures.
- » **Regional Housing Needs:** Estimates housing shortfalls by income level, accounting for underproduction, future growth, houselessness, and housing insecurity.
- » **Structural & Policy Barriers to Housing Stability:** Identifies zoning, land use, and historical patterns of exclusion that limit housing access and development.
- » **Implications for Regional Strategy:** Connecting findings to the development of a regional housing strategy and informing future scenario planning and implementation tools.

This analysis is intended not only to inform technical work, but to support cross-jurisdictional and sector coordination on policy alignment throughout the SNS 2050 Plan Update process.

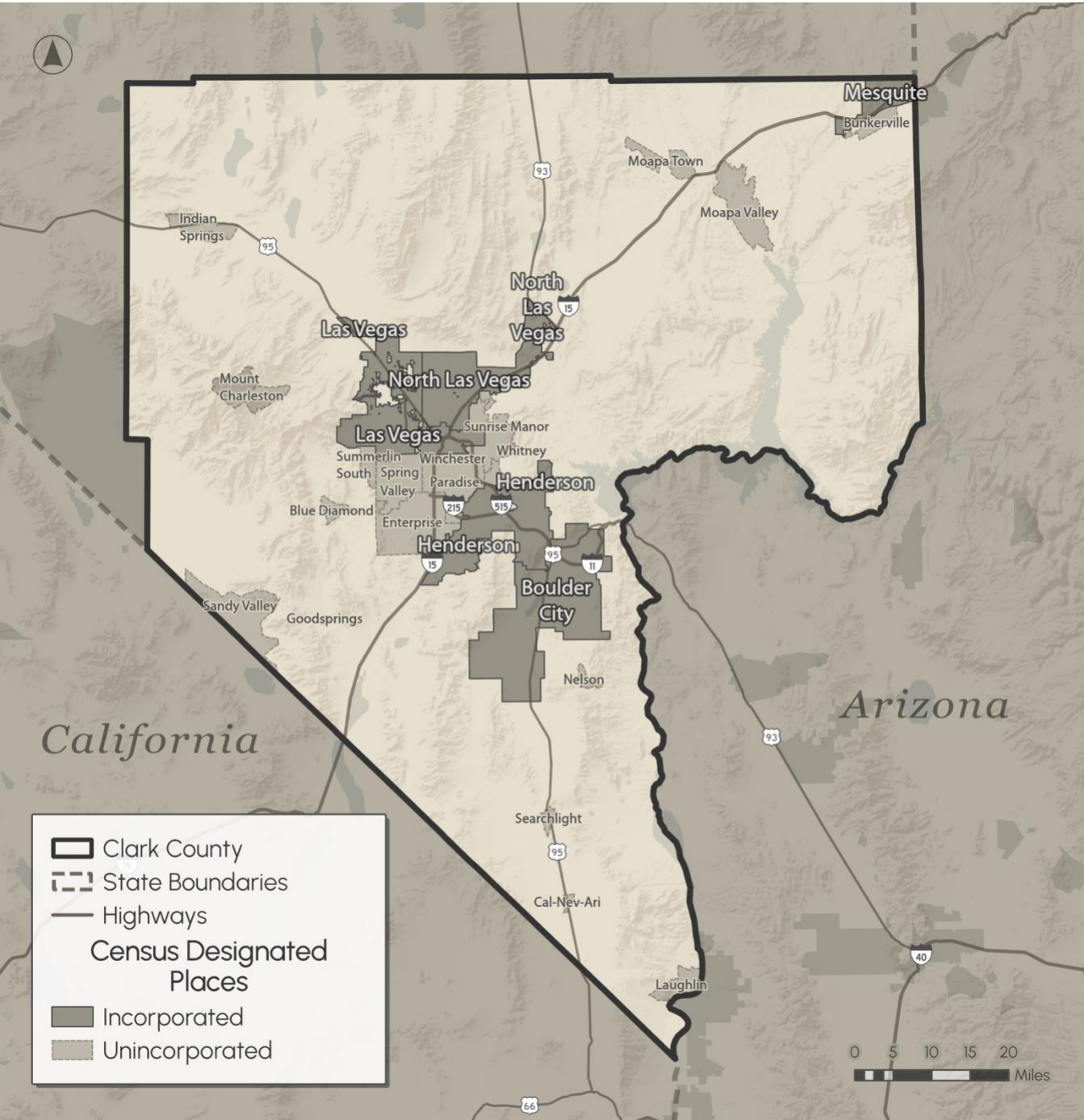
Study Area

This report focuses on the Southern Nevada region shown in

Exhibit 1. The study area includes all of Clark County, encompassing both incorporated and unincorporated communities. For the purposes of this analysis, jurisdictions are defined as the following areas: the incorporated cities of Las Vegas, North Las Vegas, Henderson, Boulder City, and Mesquite, and unincorporated Clark County which includes rural areas along with census designated places such as Enterprise, Paradise, Spring Valley, Winchester, Sunrise Manor, Whitney, and Moapa Valley. Exhibits throughout the report often reference both “Clark County” and “Unincorporated Clark County”. “Clark County” refers countywide averages, including both incorporated and unincorporated areas. “Unincorporated Clark County” refers to those parts of the county not included within any incorporated city boundaries.



Exhibit 1. Map of Study Area



Source: EConorthwest



2. Regional Growth and Demographic Trends

Southern Nevada's housing needs cannot be understood without first examining the region's broader demographic shifts. The region is in the midst of transformation. Population growth, aging residents, rising diversity, and variation in income levels across communities are all changing the demand for housing; the types of units needed, where they are located, and who can afford them. These patterns are not only shaping current conditions but also signaling where pressures may intensify in the future, particularly for affordable and workforce housing options. While many of these trends reflect broader national forces, they also highlight the unique trajectory of Southern Nevada.

As the population grows and changes, so do the needs of residents. An aging population, a rising share of residents of color, and increasing income disparities have implications not only for housing, but also for transportation, workforce development, and the delivery of public services. Understanding where and how growth is occurring, and who is affected by it, is essential for crafting policies that promote opportunity, resilience, and long-term prosperity.

This chapter offers a snapshot of the key demographic and economic shifts shaping housing needs in Southern Nevada, both today and in the decades ahead.

Most cities in Southern Nevada have experienced population growth

Southern Nevada has experienced sustained population growth over the past decade, with most cities adding new residents at a steady pace. Growth has varied across the region though, with some jurisdictions expanding more rapidly than others.

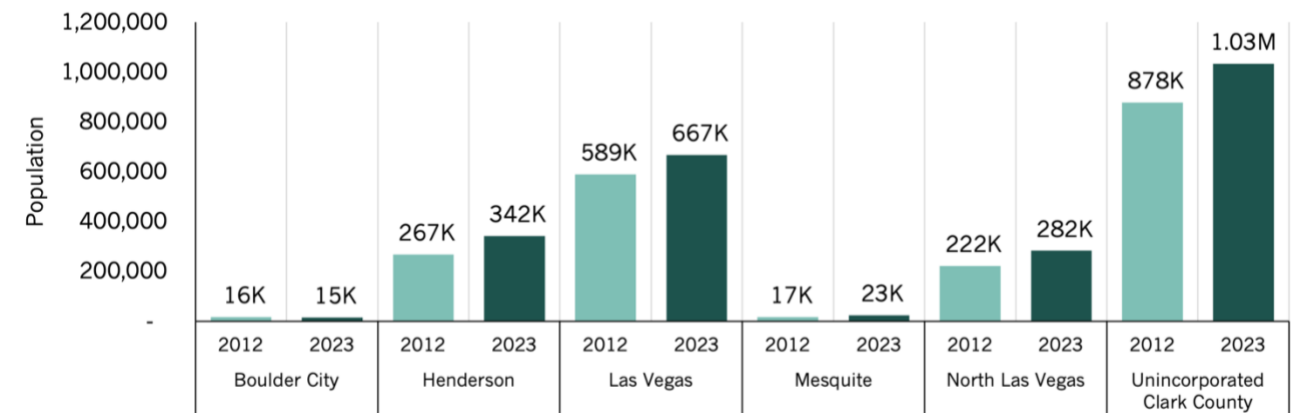
Between 2012 and 2023, Southern Nevada's population grew from just under two million to **approximately 2.4 million**, an increase of 22 percent or nearly 500,000 residents. It's important to note that over one million Southern Nevada residents **live in the unincorporated areas of Clark County**.

Exhibit 2 shows that between 2012 and 2023, unincorporated Clark County added approximately 150,000 residents, about an 18 percent increase. The cities of Mesquite, North Las Vegas, and Henderson recorded the most rapid growth, with population increases of 35 percent, 27 percent, and 28 percent, respectively. The city of Las Vegas experienced a more modest population increase of 13 percent and Boulder City has experienced a decline in population since 2012 of about 800 residents. This decline is likely due to a



combination of factors, including relatively flat housing unit production due to their controlled growth ordinance, a lack of diversity in that production, an aging population, and changes in household composition over time.

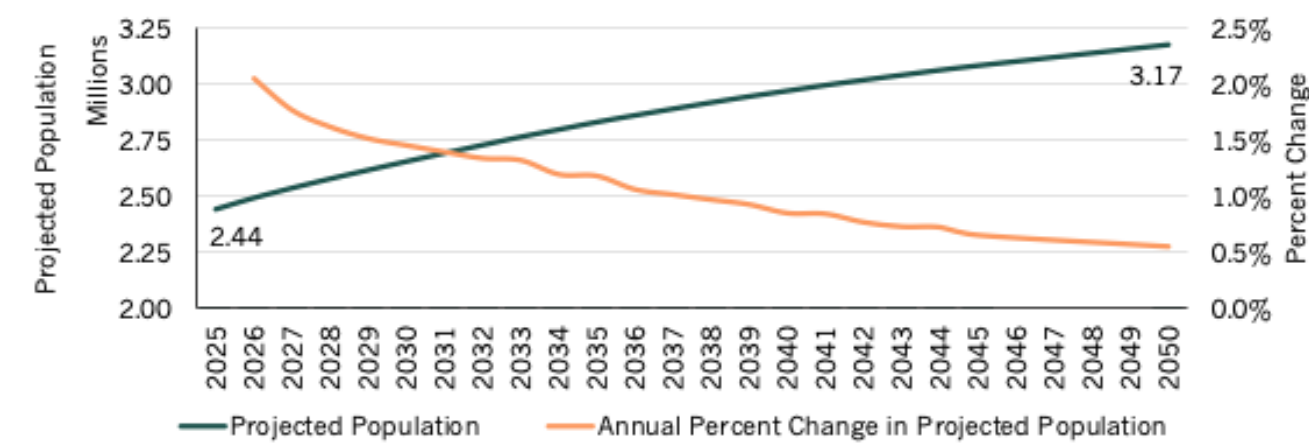
Exhibit 2. Population by Jurisdiction, 2012 to 2023



Source: Nevada Department of Taxation, Population of Nevada’s Counties and Incorporated Cities – Governor’s Certified Series, 2023

Southern Nevada’s population is projected to increase by 30 percent over the next 25 years, with an estimated 731,000 additional residents expected between 2025 to 2050. Exhibit 3 shows that while this represents substantial growth, forecasts indicate that the rate of population growth is expected to slow over time.

Exhibit 3. Population Projections, Southern Nevada, 2025 to 2050



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

Note: Projections are not available for 2046, 2047, 2048, and 2049.



- **Continued growth in the region will place mounting pressure on the housing market, intensifying the need for homes that can accommodate the influx of new households moving to Southern Nevada.**

Southern Nevada's population is aging and becoming more diverse

Southern Nevada continues to attract new residents, many of whom are older adults relocating for affordability, climate, and quality of life. This trend is contributing to a steady aging of the population across Southern Nevada.

Exhibit 4 shows the age distribution by jurisdiction in 2023 and Exhibit 5 shows the percent change in age distribution between 2012 and 2023. The largest share of residents in each jurisdiction are between the ages of 34 and 64, with the exception of Mesquite, where 45 percent of the population is age 65 and older.

From 2012 to 2023, the share of residents aged 65 or older grew in all jurisdictions between 3 and 19 percent. The share of residents 19 or younger fell in all jurisdictions except Boulder City over the same time period. This trend is expected to continue in the coming years, with the share of residents under 19 in Southern Nevada projected to decrease by 3 percentage points by 2043.¹

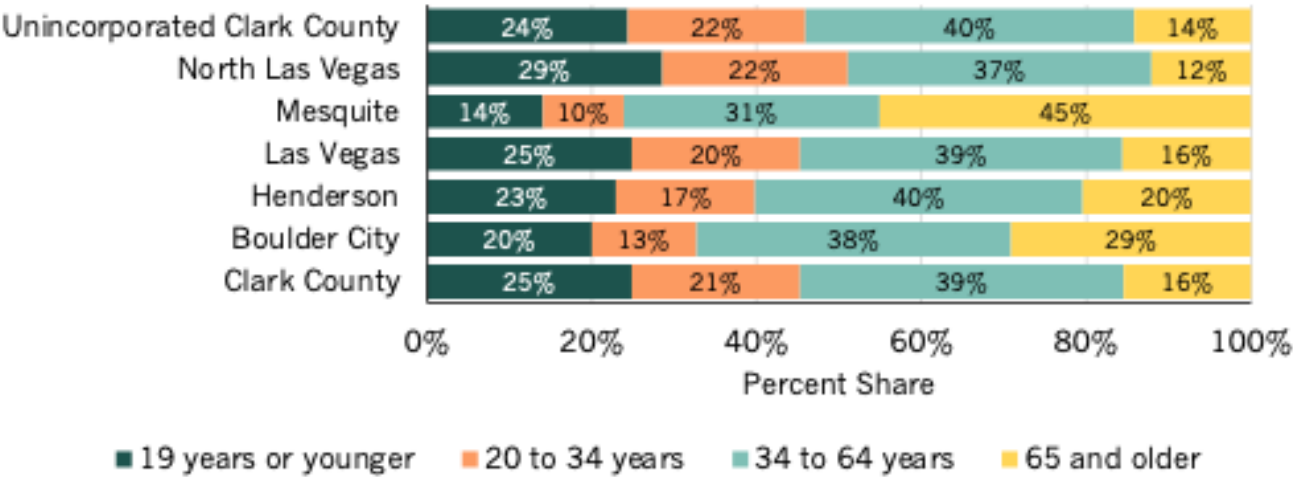
Over the next decade, this pattern is expected to accelerate, with projections showing that the retirement-age population will grow faster than any other age group. From 2024 to 2043, the region is anticipated to see an increase of about 165,000 residents who are over the age of 65.²

¹ Nevada Department of Taxation, Nevada County Age, Sex, Race, and Hispanic Origin Estimates and Projections 2024 to 2043.

² Nevada Department of Taxation, Nevada County Age, Sex, Race, and Hispanic Origin Estimates and Projections 2024 to 2043

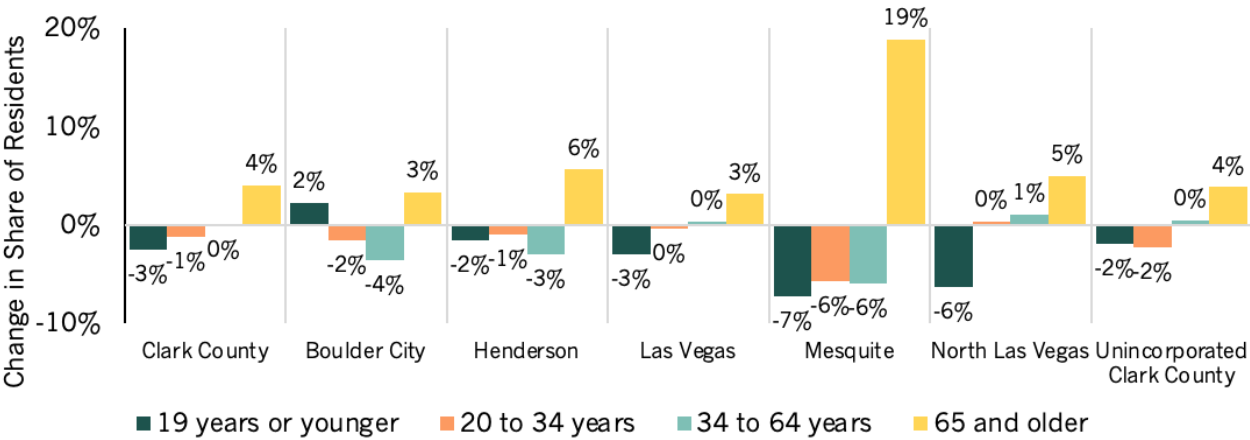


Exhibit 4. Age Distribution by Jurisdiction, 2023



Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

Exhibit 5. Change in Age Distribution by Jurisdiction, 2012 to 2023



Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

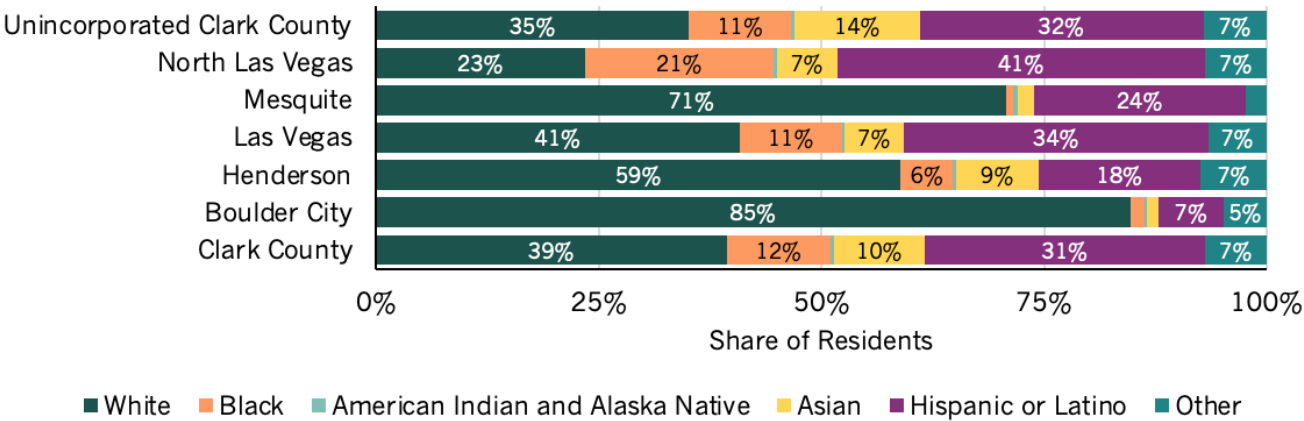
- **An increase in the retirement-age population, coupled with a decline in younger residents across most jurisdictions, may signal future changes in household composition and housing preferences. Older adults are expected to drive greater demand for accessible, single-level, or supportive housing located near services and transportation.**

Southern Nevada continues to grow more racially and ethnically diverse. Exhibit 6 shows that as of 2023, 61 percent of residents identify as Black or African American, American Indian or Alaska Native, Asian, Hispanic or Latino, or another race or ethnicity other than



non-Hispanic White. Among these groups, Hispanic or Latino residents represent the largest share of the region’s racially and ethnically diverse population at 31 percent.

Exhibit 6. Race and Ethnicity by Jurisdiction, 2023



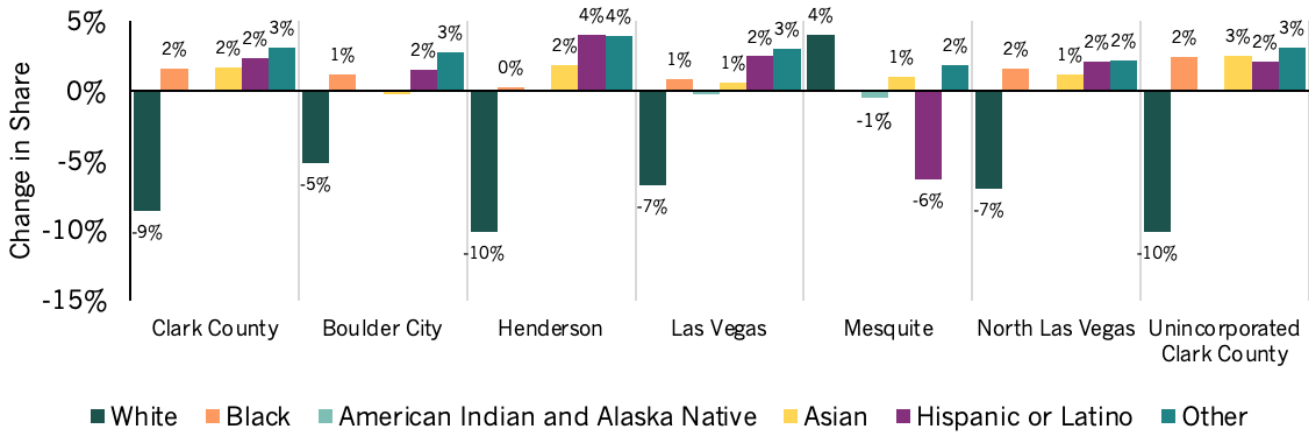
Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

Since 2012, the combined share of residents identifying as Black or African American, American Indian or Alaska Native, Asian, Hispanic or Latino, or another race or ethnicity other than non-Hispanic White increased by 9 percentage points across Southern Nevada. This upward trend was observed in all jurisdictions except for Mesquite. Looking ahead, the share of racially and ethnically diverse residents is projected to continue rising, from 59 percent in 2025 to 64 percent by 2045. Hispanic or Latino residents are expected to become the largest racial or ethnic group in the county during this period. ³

³ Nevada Department of Taxation, Nevada County Age, Sex, Race, and Hispanic Origin Estimates and Projections 2024 to 2043



Exhibit 7. Change in Race and Ethnicity Distribution by Jurisdiction, 2012 to 2023



Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

➤ **Shifts in race and ethnicity will have implications for housing policy, access to opportunity, and the need for culturally responsive community planning across jurisdictions.**

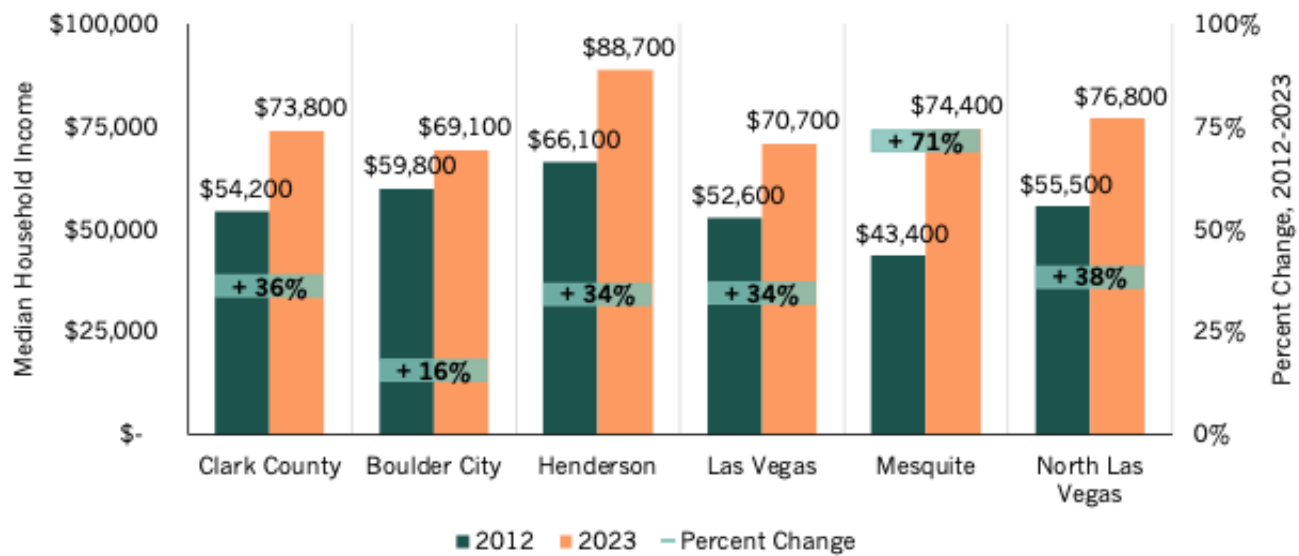
Incomes have increased throughout Southern Nevada

Household incomes have risen throughout Southern Nevada, but the rate of change has not been uniform across jurisdictions. The countywide median household income reached \$73,800 in 2023, reflecting a 36 percent increase since 2012. Henderson, North Las Vegas, and Mesquite have higher median household incomes than the countywide median, while Boulder City and Las Vegas fall below the county median.

Exhibit 8 shows the change in median household income by jurisdiction over the last decade. Between 2012 and 2023, median household income growth varied significantly across jurisdictions, ranging from 16 percent to 71 percent.



Exhibit 8. Change in Median Household Income by Jurisdiction, 2012-2023

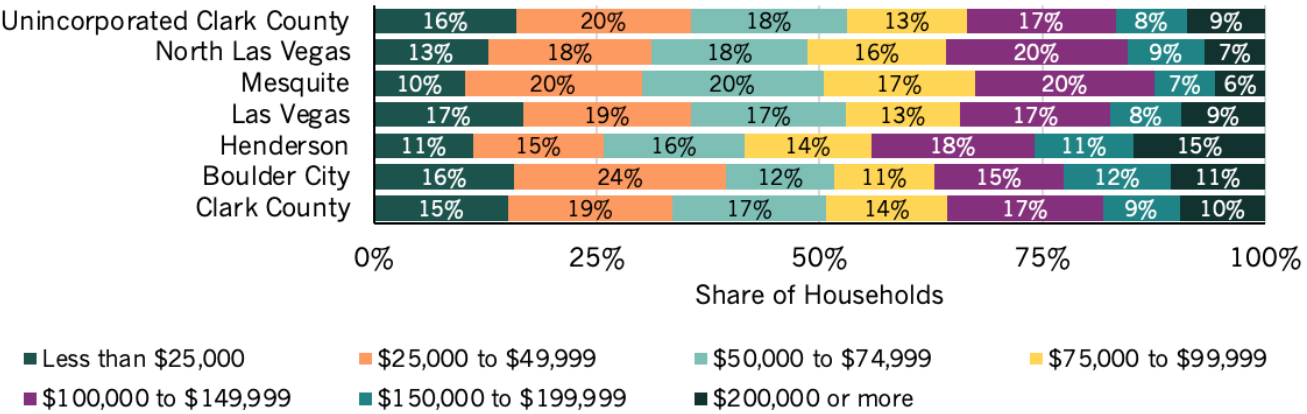


Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

Exhibit 9 shows the income distribution by jurisdiction. Income levels in Southern Nevada communities vary significantly. The proportion of lower-income households, those earning less than \$50,000 annually, ranges from 26 percent in Henderson to 40 percent in Boulder City.

Conversely, the share of higher-income households, earning \$100,000 or more, ranges from 33 percent in Mesquite to 44 percent in Henderson. These differences highlight the economic diversity among jurisdictions within Southern Nevada.

Exhibit 9. Median Household Income Distribution by Jurisdiction, 2023



Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023



- **While rising median incomes can signal increasing economic mobility and changes in overall housing income distribution, the high share of lower-income households in many jurisdictions points to continued need for increased affordable options across the region. Jurisdictions with rapidly rising median incomes will face housing affordability challenges for long-time or lower-wage residents.**
- **This variation in income distribution suggests that a one-size-fits-all housing strategy will not meet the needs of all Southern Nevada communities. In addition to regional guidance, localized solutions are needed to address distinct affordability challenges.**

Economic and Employment Trends

Southern Nevada's economy is undergoing changes that will have implications for future housing demand and job access, requiring coordinated planning efforts across housing, transportation, and economic development. Although employment is expected to grow, it will likely lag behind population increases. This slower employment growth is partially due to demographic shifts, including an aging population and the in-migration of retirees, which contribute to population growth without a corresponding increase in labor force participation. Additionally, people relocate for reasons other than work, such as quality of life, affordability, or proximity to family. The region's industry makeup may also be a contributing factor, though further analysis from LVGEA is forthcoming.

This imbalance raises important questions about how well the region's workforce and industry needs align, whether residents have adequate access to training and employment opportunities, and how effectively jobs and housing are connected at both city and regional scales. At the same time, Southern Nevada remains heavily reliant on service-based industries, particularly leisure, hospitality, and trade-related sectors. These industries are central to the region's identity and economic output but also present challenges due to their vulnerability to external shocks and their concentration in lower- and moderate-wage occupations. Efforts like the Target Industry Study led by the Las Vegas Global Economic Alliance are creating a roadmap for the region's future to better understand not only which industries are growing, but where the region should focus based on fit, infrastructure readiness, and workforce alignment.

Patterns of where workers live and work also highlight growing spatial mismatches. With most employees commuting from outside the city in which they work, the disconnect



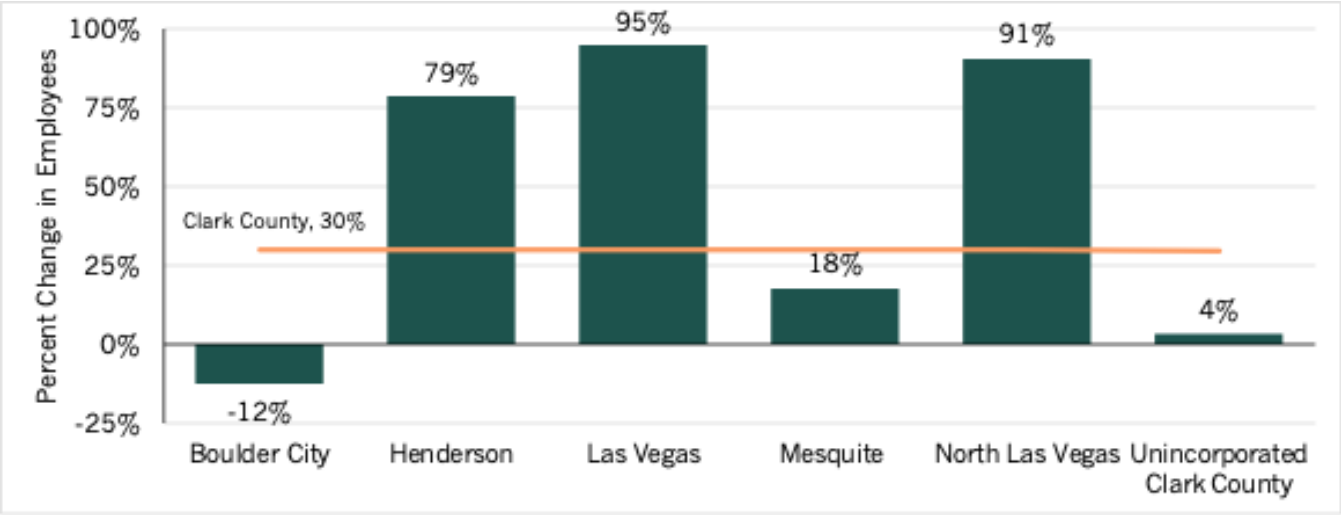
between housing supply and job centers is becoming increasingly apparent, especially for lower income workers.⁴

Las Vegas, North Las Vegas, & Henderson have driven regional employment growth

Together, these three cities have roughly half of the county’s total employees. From 2012 to 2022, these cities added approximately 227,000 employees, representing 92 percent of new employees in the region.

Overall, employment in Southern Nevada grew by about 30 percent, or just under 250,000 employees over the same time period.

Exhibit 10: Change in Employees by Jurisdiction, 2012 to 2022



Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD) Data, 2012-2022

Employment will grow while industry composition remains stable

Employment growth in Southern Nevada is expected to lag behind population growth. While the population is projected to increase by 30 percent by 2050, total employment is expected to grow by only 20 percent over the same period.

Despite this growth, Southern Nevada’s industry composition is anticipated to remain relatively stable. Exhibit 11 shows the employment projections by industry. The region’s economy currently remains heavily dependent on service-oriented sectors, particularly leisure and hospitality and trade, transportation, and utilities. As of 2024, the largest employment sectors in Southern Nevada are leisure and hospitality, which accounts for 20

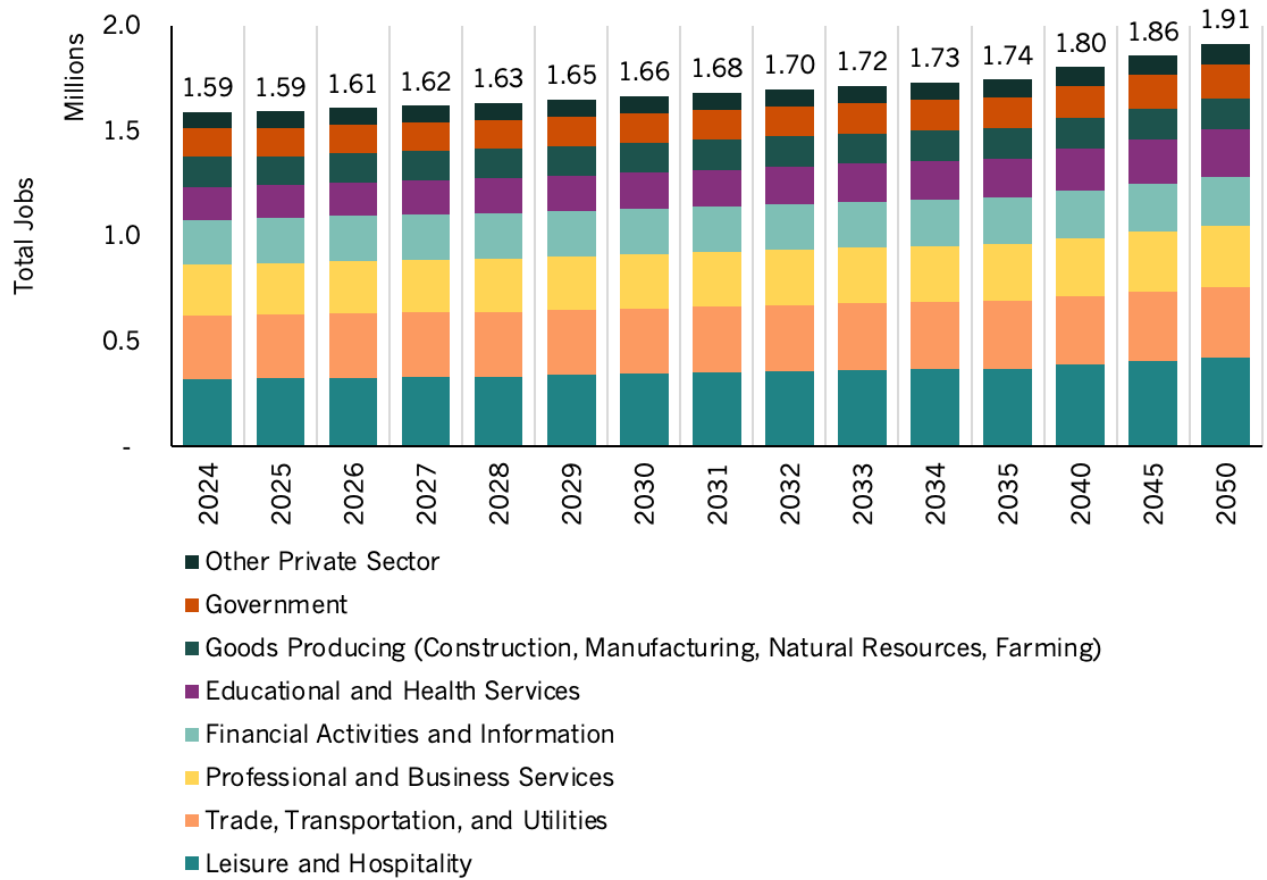
⁴ U.S. Census Bureau LEHD Origin-Destination Employment Statistics (LODES)



percent of all jobs, and trade, transportation, and utilities, which makes up 19 percent. Together, these two sectors account for nearly 40 percent of all jobs in the county

The sector composition reflects the region’s role as a global tourism and logistics hub. However, such concentration presents economic vulnerabilities, especially during times of economic disruption. The leisure and hospitality sector, in particular, has historically been sensitive to fluctuations in travel, public health, and consumer demand, challenges that became especially apparent during the Great Recession and COVID-19 pandemic.

Exhibit 11. Southern Nevada Employment Projections by Industry, 2024 to 2050



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

Housing costs outpace income growth in Southern Nevada

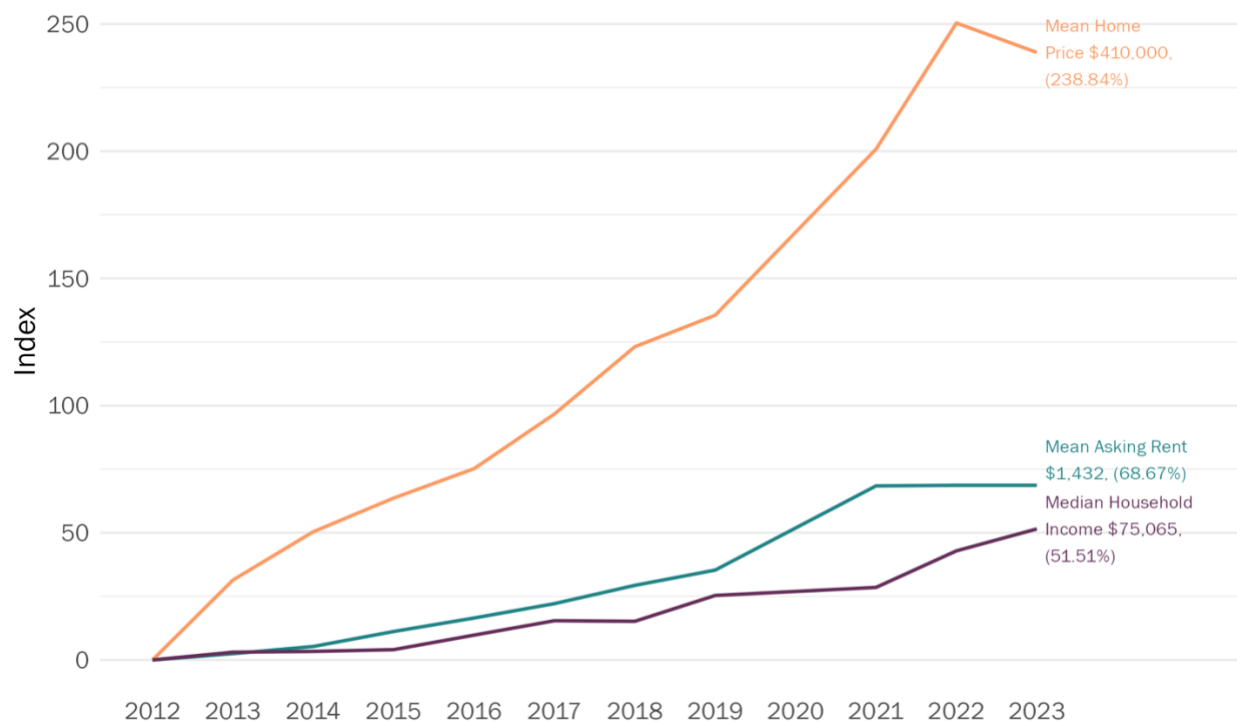
Exhibit 12 shows indexed trends in Clark County from 2012 to 2023, comparing changes in mean home prices, average asking rents, and median household incomes. While all three indicators have increased over the past decade, housing costs, especially home prices, have risen at a much faster pace than incomes. Since 2012, the average home price has



increased by nearly 240 percent, far outpacing the growth in asking rents (87 percent) and median household income (51 percent).

These affordability challenges are compounded by Southern Nevada's employment landscape which is dominated by lower-wage jobs, many of which do not keep pace with the region's rapidly rising housing costs.

Exhibit 12. Housing Costs and Wage Comparison, Clark County, 2012-2023



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

There is a growing gap between jobs and housing

A large portion of Southern Nevada's workforce commutes from outside the city where they are employed, suggesting a possible mismatch between housing availability, affordability, and the location of major employment centers. About 32 percent of employees in Southern Nevada's incorporated cities live in the same city as their workplace, which has decreased by 3 percent since 2012.⁵

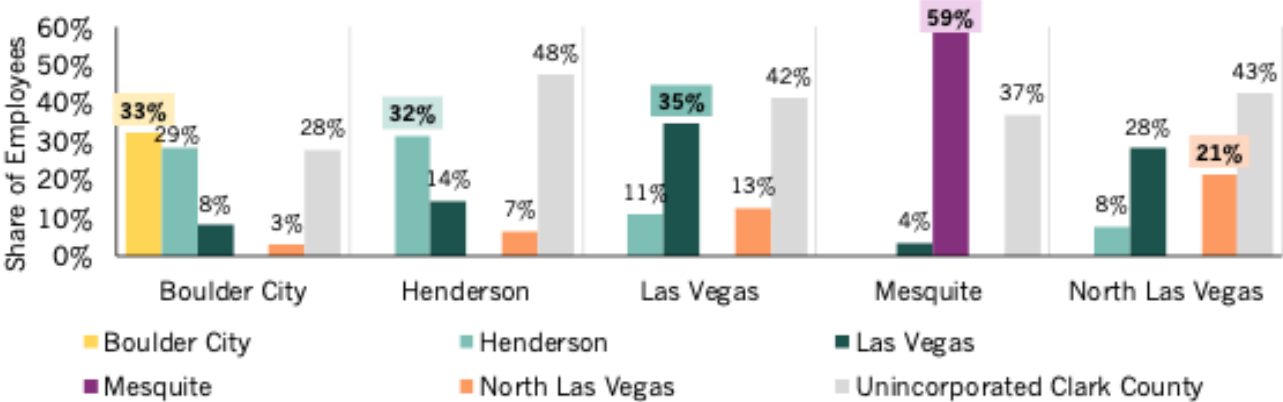
Exhibit 13 shows where employees live by jurisdiction of employment. The share of employees who both live and work in the same city ranges from 21 percent to 35 percent in Boulder City, Henderson, Las Vegas, and North Las Vegas. Mesquite is a notable exception, with most employees both living and working in the city, likely due to its geographic

⁵ U.S. Census Bureau LEHD Origin-Destination Employment Statistics (LODES)



isolation from the rest of the county. These commuting trends underscore the importance of planning for housing options that are affordable and accessible to local workers with a wide range of incomes. Reducing the disconnect between where people live and work could help ease transportation pressures, lower commute time, and support broader regional climate and sustainability goals.

Exhibit 13. City of Residence for Employees by Jurisdiction, 2022



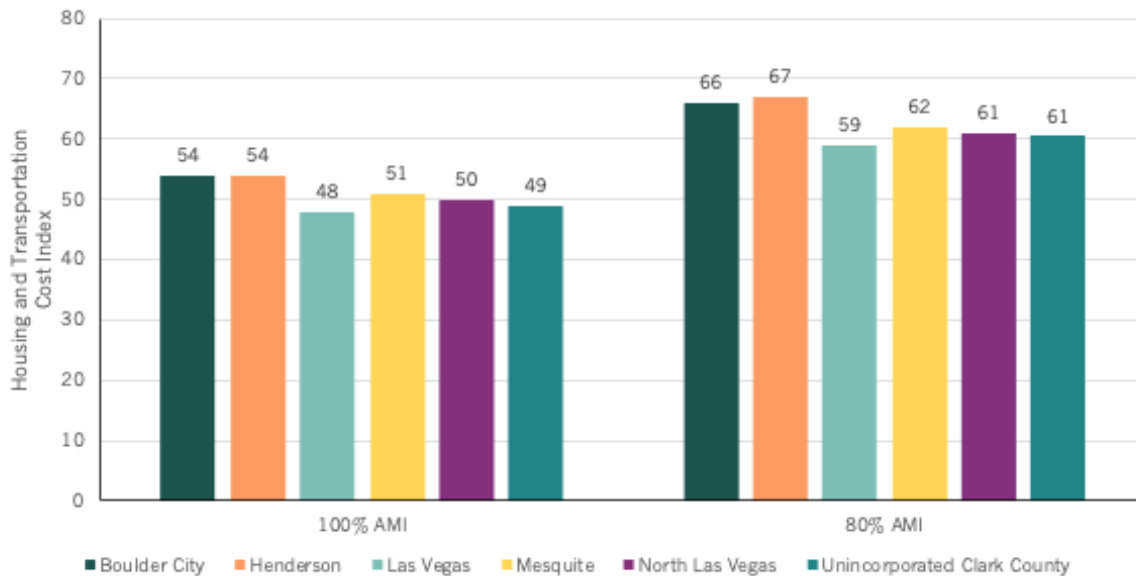
Source: U.S. Census Longitudinal Employer-Household Dynamics (LEHD) Data, 2012-2022

Note: In this chart, “Unincorporated Clark County” refers to residents who commute from the jurisdiction noted below into unincorporated areas of Clark County for work. Unincorporated Clark County includes the Las Vegas Strip and other popular Las Vegas tourist areas that have a high concentration of employment.

Moderate-income households face rising housing and transportation burdens across Southern Nevada

Exhibit 14 illustrates the combined cost burden of housing and transportation (H+T) for households across Southern Nevada jurisdictions, comparing those earning 100 percent and 80 percent of Area Median Income (AMI) in 2022. The Housing and Transportation Affordability Index considers a location affordable when H+T costs are 50 percent or less of household income. Bars above 50 on the index indicate cost burdens exceeding this threshold.

At 100 percent AMI, most jurisdictions remain close to or slightly above the 50 percent affordability benchmark. However, at 80 percent AMI, the cost burden increases in every jurisdiction, signaling that even modest declines in income can make housing and transportation unaffordable.

**Exhibit 14. Housing and Transportation Affordability Index by Jurisdiction, 2022**

Source: Housing and Transportation Affordability Index. <https://htaindex.cnt.org/>

- **Continued reliance on service-based sectors has important implications for workforce development, economic resilience, and housing affordability. Many of the jobs in these industries—particularly in hospitality and retail—tend to offer lower to moderate wages, making it difficult for workers to afford housing in close proximity to their jobs. When affordable housing is not located near employment centers or transit, workers often face long commutes and rising transportation costs, compounding their cost-of-living burdens.**
- **This disconnect not only impacts household budgets but also places strain on regional transportation systems and undermines sustainability goals. Aligning housing, transportation, and economic development strategies will be key to improving long-term stability, reducing cost burdens, and enhancing the quality of life for the region’s workforce.**



3. Housing Supply & Development

As Southern Nevada continues to grow and become more diverse in population, the region's housing stock must adapt to meet the needs of an evolving population. Trends in development patterns, housing types, investor activity, and the age of the housing stock all reveal key challenges in aligning supply with demand. These dynamics shape where and how people can access housing, and whether that housing is affordable, available, and suitable for households of different sizes, incomes, and life stages.

This chapter explores how development activity, housing form, and ownership trends are responding to, and falling short of, regional demographic and economic shifts. Understanding these trends is critical for addressing Southern Nevada's long-term housing challenges.

Key Trends in Housing Supply

Permitting activity highlights uneven growth

Exhibit 15 shows that from 2014 to 2023, Mesquite, Henderson, and North Las Vegas led the region in new development when looking at total permitted units relative to their total housing stock. Newly permitted units accounted for approximately 28 percent, 24 percent, and 21 percent, respectively, of the total housing stock in those cities. By comparison, units permitted during the same period represented only about 10 percent of Las Vegas's housing stock and just 4 percent in Boulder City⁶. As one of the region's largest jurisdictions, Las Vegas shows a lower percentage of total housing stock added because its substantial existing inventory makes recent production appear modest by comparison.

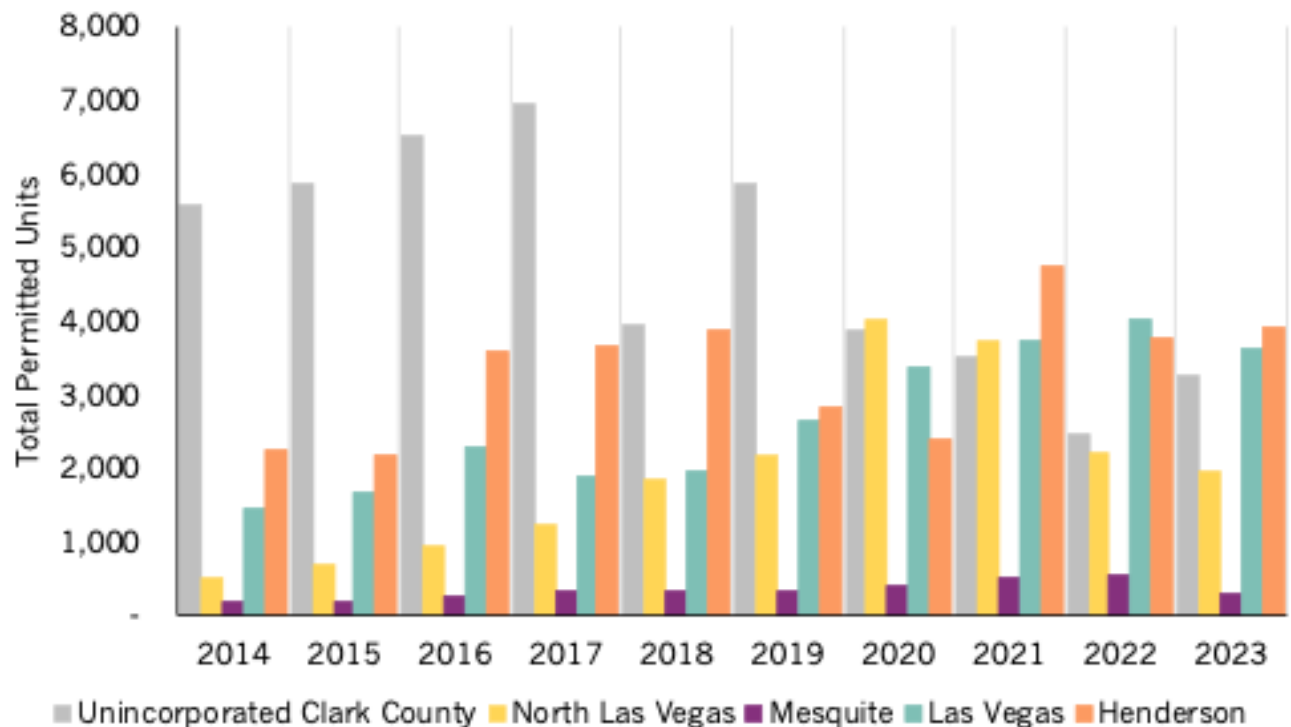
⁶ Limited development of new units in Boulder City is due in part to the City's Controlled Growth Management Plan, which is intended to limit growth to less than 3 percent per year. The Ordinance limits the number of allotments for dwellings for each construction year to one hundred twenty (120) dwellings (BCC Title 11, Chapter 41).

**Exhibit 15. Total Permitted Units and Housing Units by Jurisdiction, 2014-2023**

Jurisdiction	Total Permitted Units	Total Housing Units	Percent of Total Housing Stock
Boulder City	280	7,305	4%
Henderson	33,247	136,901	24%
Mesquite	3,391	11,905	28%
North Las Vegas	19,352	91,524	21%
Las Vegas	26,663	263,958	10%
Unincorporated Clark County	47,851	424,367	11%

Source: Department of Housing and Development, State of the City Data Systems, Building Permits, 2014-2023 and ACS 5-Year Data 2019-2023.

Exhibit 16 shows the number of housing units built annually by jurisdiction between 2014 and 2023. Unincorporated Clark County played a major role in housing production until a decline after 2018. North Las Vegas ramped up production once the economy began recovering after the Great Recession in 2008 but has seen a decline over the last couple of years. Henderson has maintained a relatively consistent role in housing production in the region, becoming the top producer by in 2021 and 2023.

Exhibit 16. Number of New Housing Units by Jurisdiction, 2014-2023

Source: Department of Housing and Urban Development, State of the Cities Data Systems

**Exhibit 17: Total Number of Annual Permits by Jurisdiction, 2014-2023**

Year	Boulder City	Henderson	Las Vegas	Mesquite	North Las Vegas	Unincorporated Clark County
2014	15	2,256	1,453	196	522	5,594
2015	22	2,165	1,666	202	696	5,854
2016	3	3,597	2,280	246	938	6,513
2017	21	3,678	1,881	329	1,222	6,942
2018	74	3,883	1,973	340	1,840	3,934
2019	33	2,826	2,665	317	2,178	5,884
2020	34	2,391	3,356	397	4,030	3,892
2021	40	4,743	3,748	512	3,746	3,518
2022	20	3,780	4,025	551	2,221	2,469
2023	18	3,928	3,616	301	1,959	3,251
Total	280	33,247	26,663	3,391	19,352	47,851

Source: Department of Housing and Urban Development, State of the Cities Data Systems

Note: Boulder City is not shown due to limited permits; from 2014 to 2023 the City issued 280 permits, an average of 28 per year. Over the time period, Boulder City did not issue any multifamily permits.

Exhibit 18 shows the number of multifamily permits issued by jurisdiction between 2014-2023. Multifamily permitting has remained a relatively stable component of new development, averaging around 25 percent of total permitted units countywide.

Unincorporated Clark County permitted the highest overall share of multifamily housing, with 32 percent of units in structures containing two or more units, though this share has declined in recent years. In Henderson, Las Vegas, and North Las Vegas, multifamily units comprised approximately 28 percent, 25 percent, and 25 percent of all permitted units, respectively. Mesquite began adding multifamily units around 2019, with a major delivery in 2022. Boulder City did not produce any multifamily units during this time period.

Exhibit 18. Total Number of Multifamily Permits by Jurisdiction, 2014-2023

Year	Boulder City	Henderson	Las Vegas	Mesquite	North Las Vegas	Unincorporated Clark County
2014	0	992	0	0	51	2,184
2015	0	469	4	0	66	2,261
2016	0	1,374	826	0	144	2,428
2017	0	1,280	276	0	306	2,399
2018	0	1,510	179	0	272	362
2019	0	512	780	12	344	2,213
2020	0	127	1,415	36	990	1,494
2021	0	1,387	1,048	20	911	785
2022	0	1,299	1,024	125	1,134	285
2023	0	416	1,026	26	530	988
Total	0	9,366	6,578	219	4,748	15,399

Source: Department of Housing and Urban Development, State of the Cities Data Systems



- **The geographic concentration and pace of development matter because they influence who has access to new housing, and where. If new supply is not keeping up with population growth or isn't reaching areas with the greatest need, housing shortages and affordability challenges are likely to intensify.**

WHAT CAN IMPACT HOUSING UNIT PRODUCTION?

Housing development, particularly in urban areas, depends on a complex mix of factors that determine whether building new units is feasible:

- » **Land availability & cost – Scarcity of land close to jobs and transit inflates land values, making projects financially riskier.**
- » **Zoning & regulations – Limits on density, height, parking, plus lengthy approvals raise costs and slow delivery.**
- » **Infrastructure – Adequate utilities and roads are prerequisites—missing these can stall development or increase the cost substantially.**
- » **Market demand vs. costs – Developers only pursue projects where expected revenues outweigh land, labor, and materials costs.**

Single unit detached homes dominate the housing supply

Exhibit 19 shows the current distribution of housing type by jurisdiction. Southern Nevada's housing landscape is dominated by single-unit detached homes, which make up just under two-thirds of the county's total housing stock. While this type of housing meets the needs of many household types, an overreliance on single-detached homes can constrain housing options and compromise affordability, as they require more land, resources, and infrastructure compared to more compact forms of housing. It also contributes to urban sprawl, which increases transportation costs, reduces environmental efficiency, and limits the availability of land for other uses.

About 62 percent of the housing stock across the region is single unit detached.

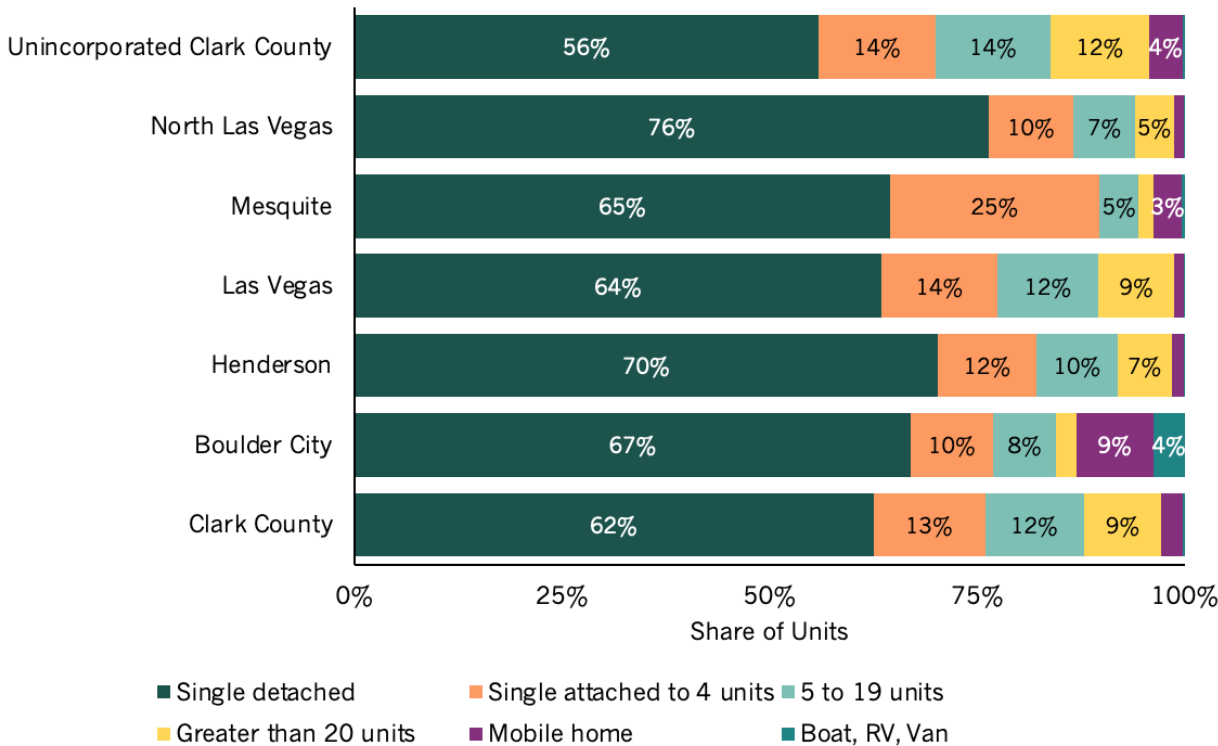
Multifamily housing units in buildings with five or more units makes up 21 percent of all housing across Southern Nevada. About 13 percent is considered "middle housing," including single-attached homes, duplexes, triplexes, and fourplexes.



Housing type distributions vary by jurisdiction:

- ◆ North Las Vegas has the highest share of single-detached homes.
- ◆ Unincorporated Clark County has the lowest share of single-detached homes and the highest share of multifamily housing.
- ◆ Mesquite stands out with the highest proportion of middle housing (attached and small multi-unit structures).
- ◆ Boulder City has the largest share of other housing types, such as mobile homes, boats, or vans.

Exhibit 19. Housing Type Distribution by Jurisdiction, 2023



Source: American Community Survey 5-Year Data Tables, 2019-2023

Exhibit 20 shows housing tenure by unit type across jurisdictions. While single-detached homes are the predominant choice for homeowners in all jurisdictions, renters tend to live in a broader mix of housing types, including multifamily and attached units.

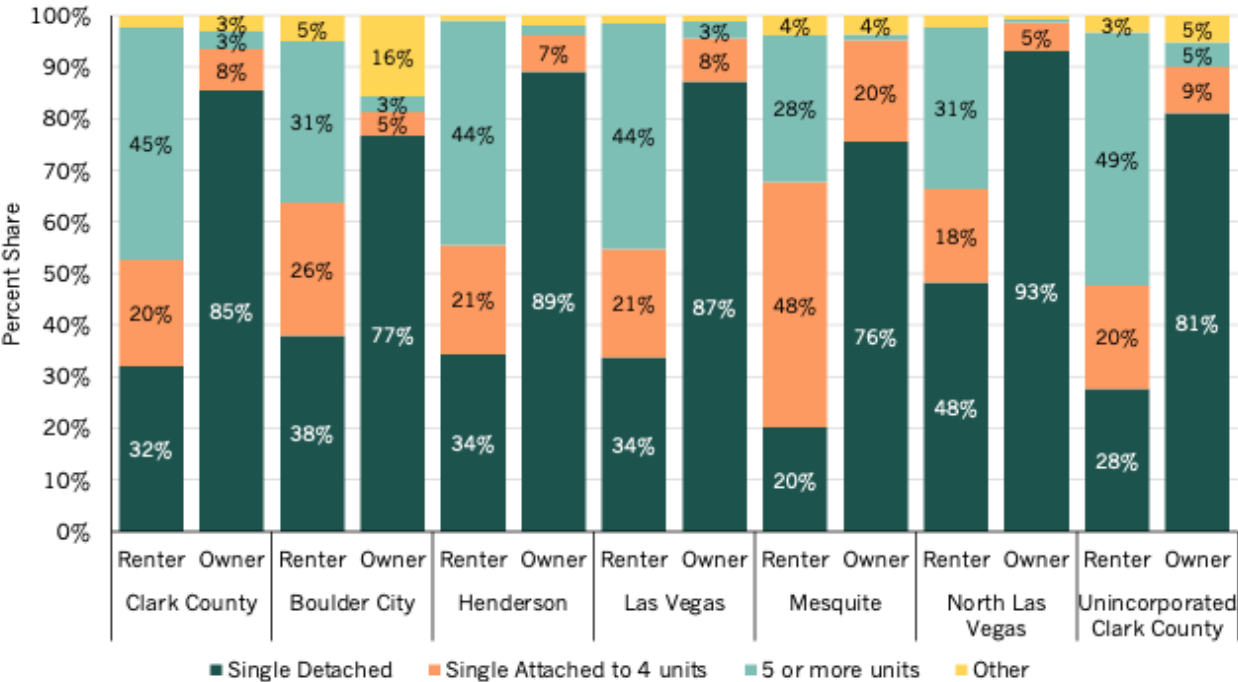
Notably, North Las Vegas has the highest share of homeowners living in single-detached homes (93 percent) and a substantial portion of renters as well (48 percent). Boulder City and Mesquite have a higher presence of middle housing types (e.g., duplexes, cottages, townhomes, and other small multifamily units) occupied by both renters and owners.



Boulder City also stands out for having the largest share of homeowners in "other" housing types, potentially including manufactured homes.

These patterns underscore the need for diverse housing options to accommodate a range of household types, preferences, and incomes across the region.

Exhibit 20. Tenure by Unit by Jurisdiction, 2023



Source: American Community Survey 5-Year Data Tables, 2019-2023

➤ **As household types and income levels diversify across the region, a more varied housing stock is increasingly necessary. The current dominance of single-family homes limits flexibility and leaves gaps in the market for smaller households, lower-income renters, and aging residents seeking alternatives to large-lot homes. Lack of housing options that can meet the needs of a growing workforce can also impact employee attractions and economic growth and diversification.**

Aging supply can play a key role in affordability

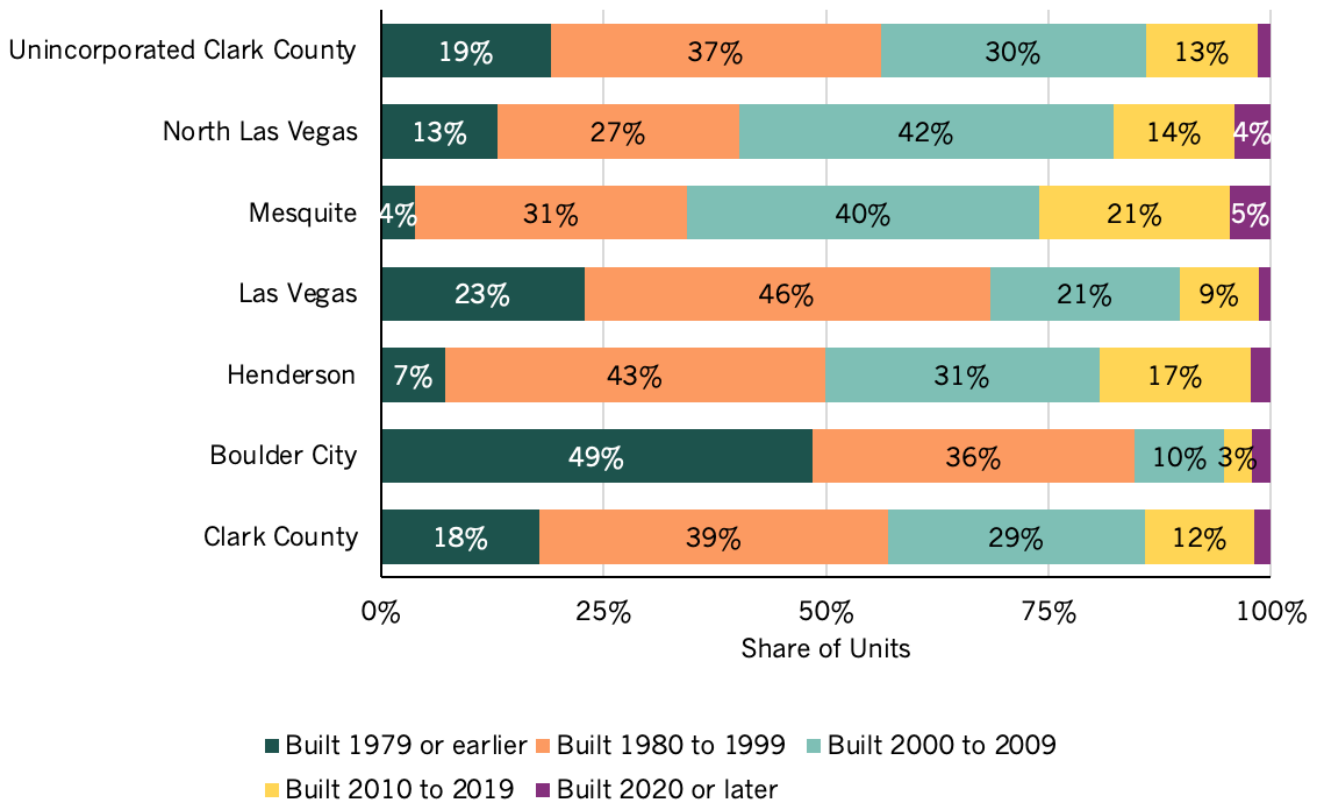
Exhibit 21 shows the age of the county’s housing stock by jurisdiction. Much of Southern Nevada’s housing was built several decades ago, with 57 percent of all housing units constructed prior to 2000, and 18 percent built before 1980. More recent development has



been limited: just 14 percent of the housing stock was built after 2009, and only 2 percent was constructed in 2020 or later.

The age of housing varies across jurisdictions. Boulder City has the oldest housing stock in the region, with approximately half of all units built before 1980. On the other end of the spectrum, Mesquite has experienced the newest development, with over one-quarter of its housing stock built after 2010. Henderson and North Las Vegas also have relatively newer housing inventories, with a higher share of homes constructed in recent years compared to other jurisdictions.

Exhibit 21. Distribution of Housing, Year Built by Jurisdiction, 2023



Source: American Community Survey 5-Year Data Tables, 2019-2023

- **The region’s aging housing stock plays a vital role in supporting lower-income households, particularly in areas with slower development. While older homes may offer lower purchase prices or rents, they often come with higher maintenance costs, outdated systems, and lower energy efficiency. Preserving this stock as safe, efficient, and livable will require targeted investments in rehabilitation and modernization.**



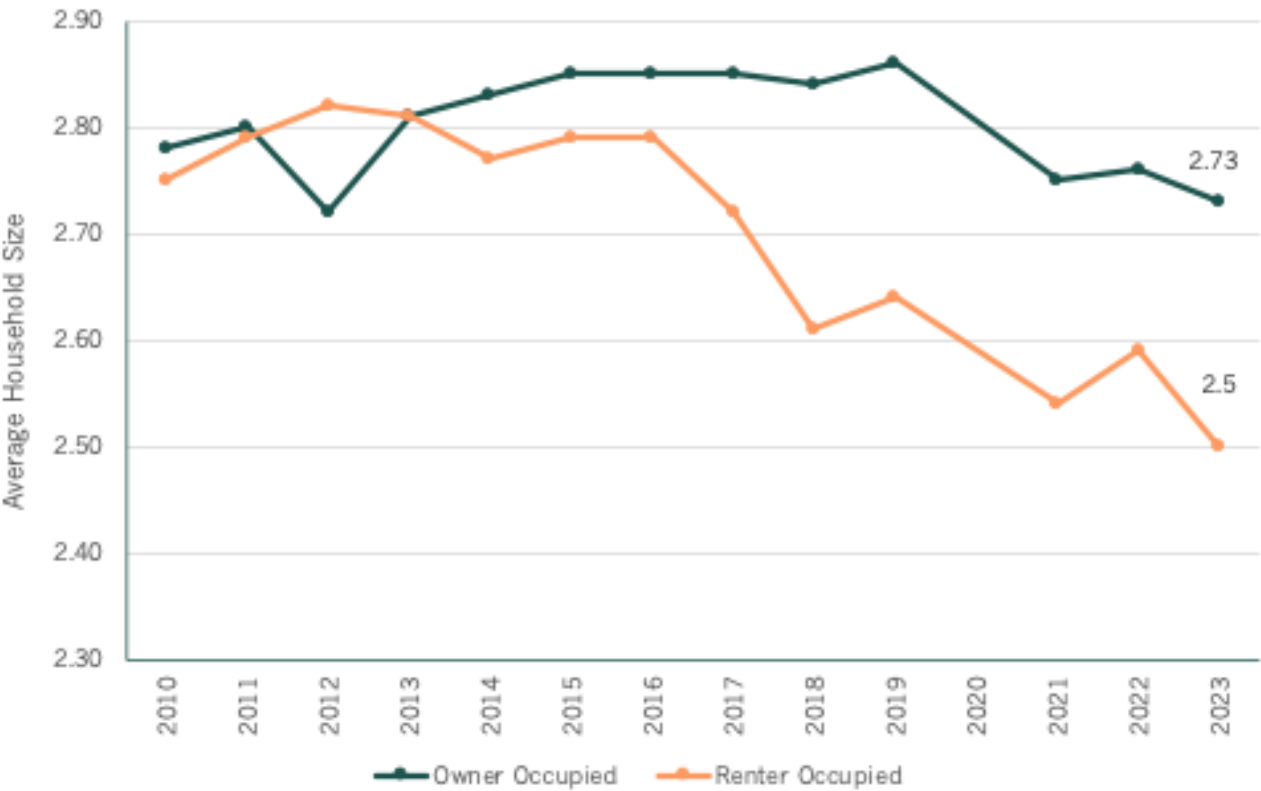
- **These improvements are essential not only for maintaining affordability and neighborhood stability, but also for addressing growing concerns around extreme temperatures and long-term housing viability.**

Average household size is getting smaller for both owner and renter occupied units

Exhibit 22 shows average household size overtime for both owner- and renter-occupied units in Southern Nevada. Average household size has declined for both owner- and renter-occupied units over the past decade. While owner-occupied units have steadily had larger average household size than that of renters, both have started to rapidly decrease since 2019.

The age-cohort changes summarized in Exhibit 5 of this report indicate that there are multiple factors influencing the decrease in average household sizes including a growing share of people over 65, fewer people in the 20-64 age cohort, and fewer youth under 19.

Exhibit 22. Average Household Size by Tenure, Clark County, 2010-2023



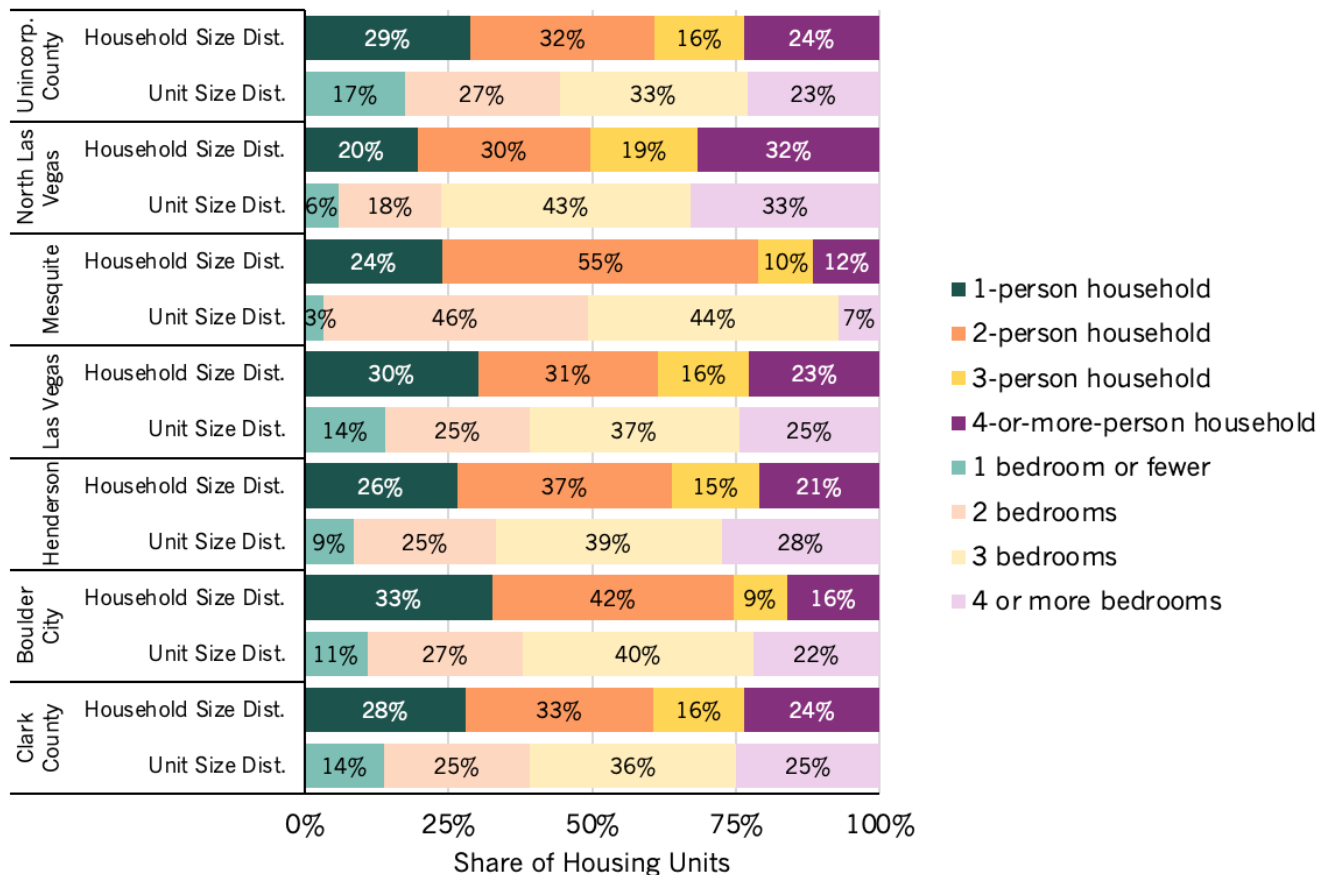
Source: American Community Survey 5-Year Data Tables



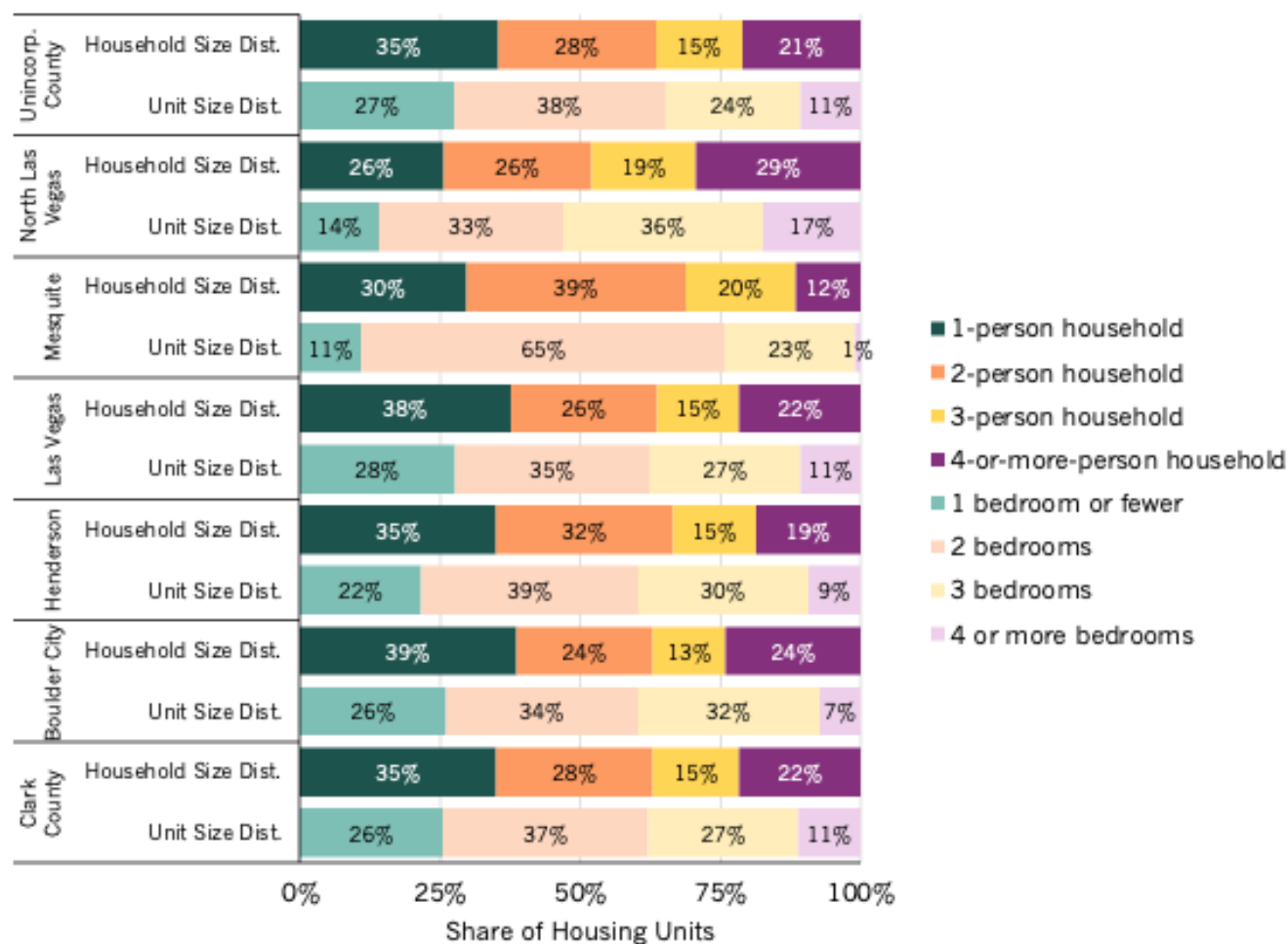
There's a mismatch between unit sizes and household sizes

Across Southern Nevada, there is a clear mismatch between the size of housing units and the size of households them. Historical development patterns have been shaped by consumer preferences for larger homes and lots, contributing to the relative undersupply of smaller housing units in the region today. Exhibit 23 shows household size relative to housing unit distribution. In all jurisdictions, the majority of housing units have three or more bedrooms, yet the median household size in the region is 2.6 persons per household.⁷ The mismatch is most pronounced in North Las Vegas, Boulder City, Henderson, and Mesquite, where small households are common, but larger homes dominate the housing stock. Unincorporated Clark County shows the smallest gap between unit size and household size. Mesquite has the highest share of one- or two-person households and the largest share of small-unit housing, though a gap still exists. It's important to note that most two-person households reflected in this data are couples, many of whom can comfortably reside in a one-bedroom unit.

⁷ American Community Survey 5-Year Data Tables, 2019-2023

**Exhibit 23. Household Size and Unit Size Distribution, 2023**

Across Southern Nevada, renter households tend to be smaller in size, yet the housing stock is predominantly made up of larger units. One- and two-person households make up the majority of renters in all jurisdictions, but one-bedroom or smaller rental units are limited. In Boulder City and Henderson, for example, over sixty percent of renter households are one- or two-person, while the majority of rental units have two or more bedrooms. Las Vegas shows a more balanced distribution, though a mismatch persists. Mesquite demonstrates the closest alignment between household and unit size, with nearly half of units offering one or two bedrooms and a high share of small households, but even there, many units are likely larger than needed. This disconnect suggests that the region lacks adequate smaller rental units, which may force small households into larger, costlier units, which can contribute to regional affordability pressures.

**Exhibit 24: Renter Household Size and Rental Unit Size Distribution, 2023**

Source: American Community Survey 5-Year Data Tables, 2019-2023

- **When unit sizes and household sizes are out of sync, housing inefficiencies arise. Smaller households may be forced to occupy larger, more costly units, driving up their housing expenses, while larger families may struggle to find appropriately sized homes, especially if those units are in short supply or unaffordable.**



4. Housing Market Dynamics

Population increases, driven by both retirees and working-age households, have placed significant pressure on the region's housing supply, especially in areas with limited development activity or mismatched housing types. These trends have contributed to rising home prices and rents, shifting demand patterns, and deeper disparities in housing access. This section explores how these shifts are influencing affordability, stability, and accessibility across the housing continuum, from ownership and rental costs to eviction, housing insecurity, and homelessness.

Rising Costs and Affordability Challenges

As shown in Exhibit 25 over the past decade, housing costs in Southern Nevada have risen sharply, outpacing wages and straining household budgets. While trends vary by jurisdiction, both homeowners and renters are facing increasing challenges related to affordability. This section highlights how home prices, rents, and cost burdens have evolved in response to regional growth, and what these changes mean for housing access, choice, and stability.

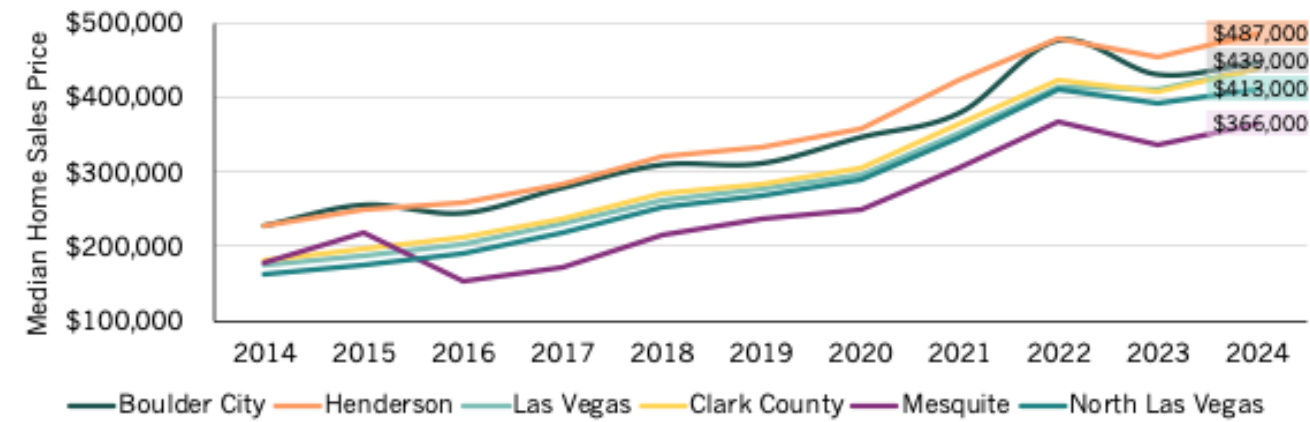
Home prices are rising rapidly across Southern Nevada

Home sale prices have climbed sharply across Southern Nevada over the past decade, outpacing wage growth and placing increased pressure on housing affordability. Exhibit 25 shows median home price trends between 2014 and 2024. During this time, the median home price in Southern Nevada more than tripled, rising by 263 percent. However, this is in the context of steep declines in housing prices after the 2008 recession, the financial crisis, and the resulting impact on the housing market across the Valley.⁸

⁸ According to the Case-Shiller Home Price Index, home values in the Las Vegas metropolitan area declined by approximately 59 percent from their peak in 2006 to the market bottom in mid-2011. This sharp drop significantly depressed baseline home prices, meaning that the substantial growth observed over the past decade reflects both recovery from the Great Recession and more recent appreciation.



Exhibit 25. Median Home Price by Jurisdiction, 2014-2024



Source: Redfin

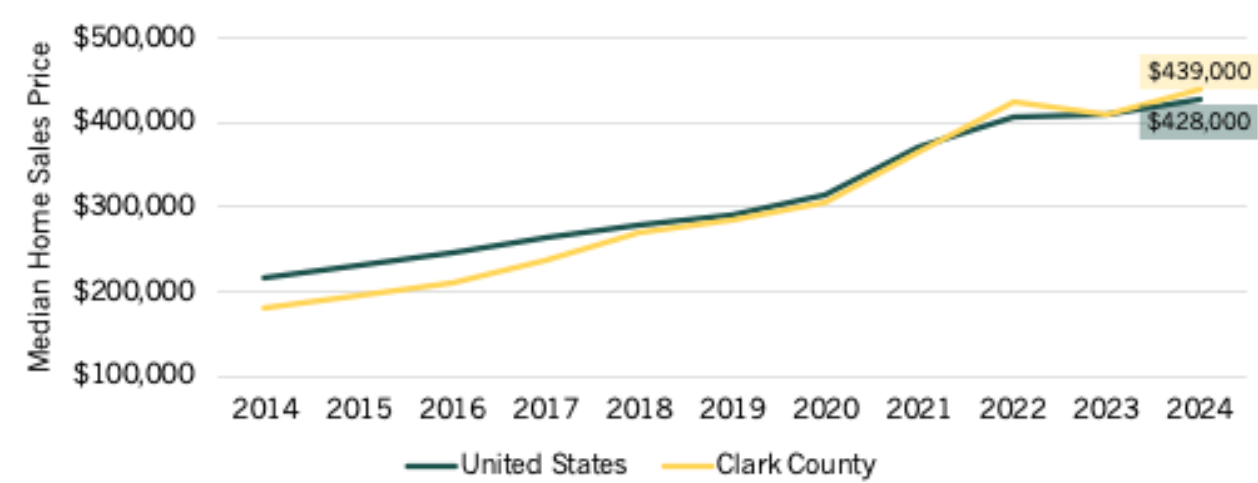
Within the region, Henderson has the highest median sales price at \$487,000, while Mesquite has the lowest at \$366,000. North Las Vegas experienced the steepest price escalation, with home values increasing by nearly 300 percent between 2014 and 2024. Even in Boulder City, where price growth was more modest, the 155 percent increase over the same period means that home prices have more than doubled.

Southern Nevada home prices have rose rapidly over the past couple of years and has stabilized above the national average

Exhibit 26 shows the median home price trends in Southern Nevada compared to the national median home price in the United States from 2014 and 2024. From 2014 to 2022, Southern Nevada’s home prices rose faster than the national average, peaking in 2022. Since then, prices in Southern Nevada have leveled off, dipping slightly below the national median in 2023, but still the median home price in Southern Nevada is higher than the national median as of 2024.



Exhibit 26. Median Home Price, Clark County and the United States, 2014-2024



Source: Redfin

Development Costs

Development costs are complex and are impacted by economics of material pricing, labor, land price and availability, and regulations, including zoning. Land prices, in turn, respond to trends in broader housing demand. The rapid escalation in housing prices in Southern Nevada has been driven by both local factors and national trends such as a limited housing supply and the surge in housing demand during and after the COVID-19 pandemic. The increased prevalence of hybrid and remote work since the COVID-19 pandemic exacerbated housing shortages, as remote work drove populations into previously lower-cost areas.⁹ The shutdowns during the COVID-19 pandemic also led to volatility in availability of materials and increases in labor cost.

One national trend that has had a significant role in housing prices is the rising cost of construction. According to a recent survey from the National Association of Home Builders, the average cost of construction of a typical single-family home in 2024 was \$428,215, or approximately \$162 per square foot.¹⁰ This is an increase of 57 percent from ten years prior, in 2015, when the cost of construction per square foot was \$103, and is a record high since the inception of this survey in 1998. Construction costs are also responsible for an increasing a share of total housing sales price. On average in the 2024 NAHB survey, 64.4 percent of the final house price was attributable to construction costs. In previous years of this survey (1998-2022), construction costs represented between 50-61 percent of

⁹ [Jenny Schuetz](https://www.brookings.edu/wp-content/uploads/2023/09/Schuetz_testimony_9.12.23.pdf), “How the federal government can encourage innovative housing policies that improve supply and affordability”, September 12, 2023, https://www.brookings.edu/wp-content/uploads/2023/09/Schuetz_testimony_9.12.23.pdf

¹⁰ Eric Lynch, Cost of Constructing a Home-2024 (National Association of Home Builders (NAHB). January 20, 2025).



the sales price.¹¹ These rising costs have been driven by inflation, particularly in building materials, and construction wage growth driven by shortages of labor. These findings suggest construction costs are a significant driver in the increasing costs of new home prices nationally.

The median income cannot afford median home sale prices

These dramatic increases in home prices highlight growing barriers to homeownership across Southern Nevada. As prices rise faster than incomes, many households are priced out of the market, particularly first-time buyers and moderate-income families. Exhibit 27 shows the incomes needed to purchase median home sale prices in each jurisdiction and rounded affordable purchase price. The area median income cannot afford the median home sales price for any jurisdiction in Southern Nevada.¹²

Exhibit 27. Income Needed to Purchase Median Home Sales Price and Rounded Affordable Purchase Price in 2024

Jurisdiction	Existing Median Home Price	Existing Median Income	Income Needed to Purchase	Rounded Affordable Purchase Price	Percentage of AMI to Purchase
Boulder City	\$ 447,000	\$ 69,100	\$ 124,167	\$ 290,000	180%
Henderson	\$ 487,000	\$ 88,700	\$ 135,278	\$ 381,400	153%
Las Vegas	\$ 440,000	\$ 70,700	\$ 122,222	\$ 293,700	173%
Clark County	\$ 439,000	\$ 73,800	\$ 121,944	\$ 314,100	165%
Mesquite	\$ 366,000	\$ 74,400	\$ 101,667	\$ 318,400	137%
North Las Vegas	\$ 413,000	\$ 76,800	\$ 114,722	\$ 324,100	149%

Source: Redfin, ACS, and ECONorthwest

This trend underscores the need to expand the supply of attainable ownership options, including smaller for-sale units, townhomes, and other “missing middle” housing types.

- **Creating more accessible entry points to homeownership can support wealth-building opportunities and improve long-term housing stability for a broader range of residents.**

¹¹ The NAHB Cost of Constructing a Home-2024 report advises using caution when comparing data across years in as trends may be affected by the survey’s sample size limitations and the fact that a different set of builders responds to the survey each time.

¹² To calculate the income needed to purchase the median home sales price, ECONorthwest assumed the household would spend no more than 30% of their gross income on housing costs, including mortgage costs, property taxes, and insurance. Property tax data was pulled from the Clark County Treasurer’s Office, <https://treasurer.co.clark.nv.us/TaxRate-District/>. Due to data availability, ECONorthwest used 2023 median income data, and 2024 median home sales price data. However, trends are relatively consistent between the two data points.

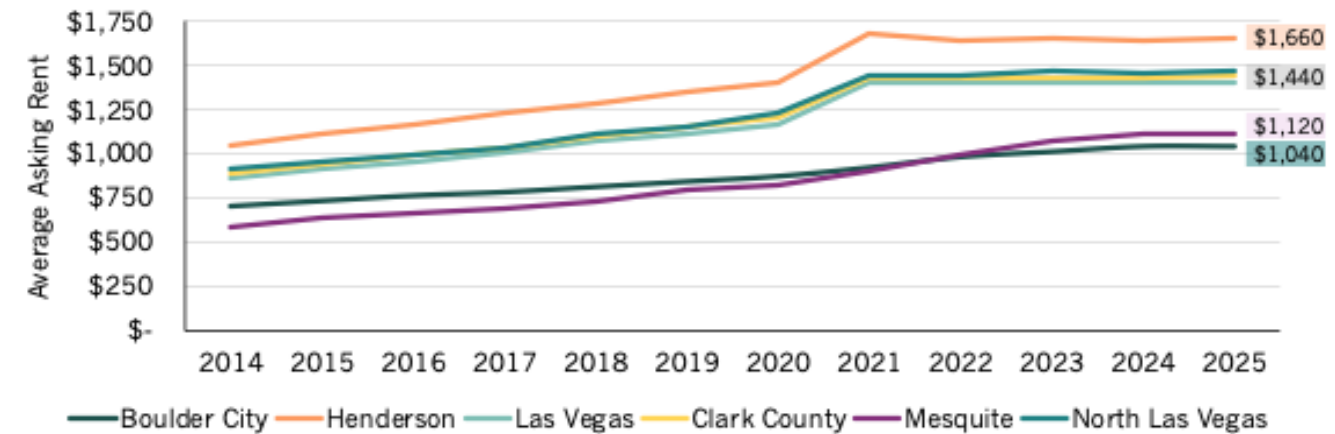


Rent growth has slowed, but affordability pressures remain

Exhibit 28 shows the average asking rent by jurisdiction between 2014-2024. Over the past decade, rents in Southern Nevada increased significantly, rising by 62 percent between 2014 and 2025. However, rent prices have slowed in recent years, with only a 1 percent increase from 2021 to 2025, a sign that the market may be stabilizing following a period of sharp increases. As shown in Exhibit 18, multifamily development accounted for roughly a quarter of new housing development in most jurisdictions in Southern Nevada.

Despite this recent slowdown, affordability remains a challenge for many renters across the region. Henderson has the highest average asking rent at \$1,660, followed by North Las Vegas and Las Vegas, where rents average \$1,440, roughly in line with the countywide average. Mesquite experienced the largest percentage increase in rent over the past decade but still maintains relatively lower rents at \$1,120. Boulder City had both the smallest overall rent increase and the lowest average rent, at \$1,040.

Exhibit 28. Average Asking Rent by Jurisdictions, 2014-2025



Source: CoStar

The long-term rise in rental costs continues to strain household budgets, especially for those without access to stable or subsidized housing. For many renters, this means making trade-offs between housing quality, location, and affordability.

- These trends point to a growing need for expanded rental housing options, particularly for low- and middle-income households, and a stronger focus on preserving affordability in both new and existing rental stock.

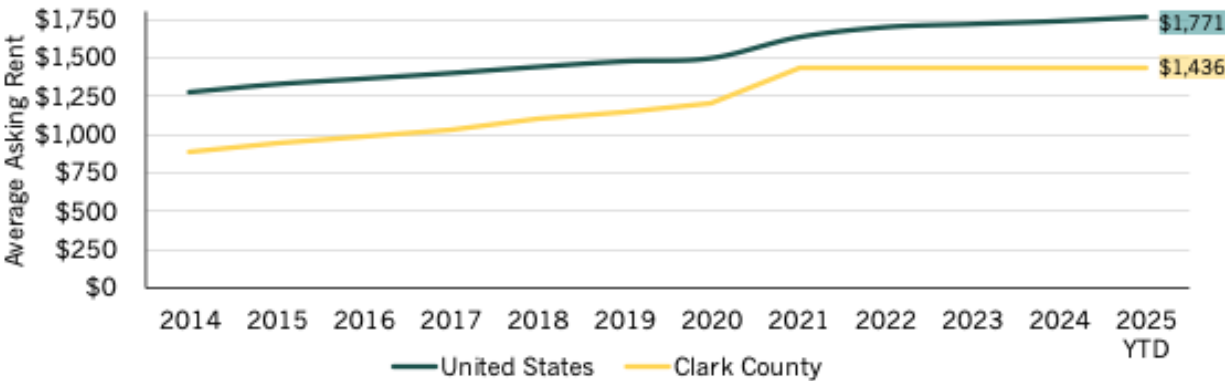


Rent growth in Southern Nevada accelerated during the pandemic but remains below the national average

Exhibit 29 shows trends in average asking rents from 2014 to 2025 (YTD) for Southern Nevada compared to the national average. While rents have increased steadily across the U.S., Southern Nevada saw particularly sharp growth from 2020 to 2021. This spike reflects pandemic-era shifts in demand, rising construction costs, and ongoing housing supply constraints in the region.

Despite this accelerated growth, Southern Nevada’s average asking rent remains approximately \$300 per month lower than the national average. As of 2025 year-to-date, average asking rent in Clark County reached \$1,436, compared to \$1,771 nationwide. This gap highlights the region’s relative affordability in the national context, though local wage levels and cost burden trends suggest that many residents still face significant housing challenges.

Exhibit 29. Average Asking Rent, Clark County and the United States, 2014-2025



Source: CoStar

Despite broader housing cost pressures, most Southern Nevada jurisdictions offer rents that align with local median incomes

An analysis of existing median rent prices and incomes across jurisdictions in Southern Nevada reveals that overall, rental housing in the region remains relatively affordable when compared to area median income (AMI) benchmarks. Exhibit 30 shows the income needed to afford the median rent price for each jurisdiction in Southern Nevada.¹³

¹³ To calculate the income needed to afford the median rent price, ECONorthwest assumed the household would spend no more than 30% of their gross income on housing costs. Due to data availability, ECONorthwest used 2023 median income data, and 2024 median rent price data. However, trends are relatively consistent between the two data points.



Exhibit 30. Income Needed to Afford Median Rent, 2024

Jurisdiction	Existing Median Rent Price	Existing Median Income	Income Needed to Afford Rent	Needed Income as Share of AMI
Boulder City	\$ 1,040	\$ 69,100	\$ 41,600	60%
Henderson	\$ 1,660	\$ 88,700	\$ 66,400	75%
Las Vegas	\$ 1,400	\$ 70,700	\$ 56,000	79%
Clark County	\$ 1,430	\$ 73,800	\$ 57,200	78%
Mesquite	\$ 1,120	\$ 74,400	\$ 44,800	60%
North Las Vegas	\$ 1,460	\$ 76,800	\$ 58,400	76%

Source: CoStar, ACS, and EConorthwest

Note: Figures for Unincorporated Clark County are not available due to data limitations.

All jurisdictions listed have a ‘Needed Income as Share of AMI’ below 80 percent, which indicates that households earning at or near the AMI can generally afford the median rent. This aligns with the standard affordability threshold, which suggests housing costs should not exceed 30 percent of a household’s gross income. While this suggests relative affordability at the regional scale, many lower-income households still struggle to find housing that meets their basic needs at a price they can afford.



Nevada's lowest-income renters are working, aging, and caring and struggling to afford housing. From the National Low Income Housing Coalition "Housing Needs by State: Nevada"

Across Nevada, there is a shortage of rental homes affordable and available to extremely low-income households, whose incomes are below the poverty guideline or 30 percent of the area median income (AMI). Many of these households are severely cost burdened, spending more than half of their income on housing.

Extremely low-income renter households in Nevada represent a diverse cross-section of the population, many of whom face significant barriers to stable housing. According to 2023 ACS PUMS data, the largest share (31 percent) of these households are actively in the labor force, followed by 29 percent who are seniors and 23 percent who identify as disabled. Smaller proportions include individuals enrolled in school (2 percent) and single adult caregivers (3 percent).

Additional data shows that 13 percent of extremely low-income renter households include a single adult caregiver, and more than half (53 percent) of those caregivers usually work at least 20 hours per week. Similarly, 11 percent of extremely low-income renter households include someone enrolled in school, nearly half (48 percent) of whom also work 20 or more hours weekly.¹⁰¹¹

This data, although reflective of Nevada as a whole, underscores that a substantial portion of Nevada's lowest-income renters are either working, caring for dependents, or aging in place, highlighting the need for housing strategies that recognize both economic vulnerability and workforce participation.

Investor activity in Southern Nevada could be impacting affordability and homeownership opportunities

Investor activity in a housing market can affect both current residents and those looking to move to a region. High rates of investor involvement in the single-family market can sometimes lead to increases in home prices and rents, making it harder for first-time homebuyers and low- to moderate-income households find affordable housing. Investors are often able to buy homes based on the potential rental value rather than fair market value, outbidding potential homebuyers. In certain instances, speculative activity by investors can lead to housing bubbles and increased market volatility, while properties left vacant can worsen housing shortages.



According to research by the University of Las Vegas (UNLV), Las Vegas ranks among the top five cities with the highest proportion of investor-purchased homes. According to this research, investors could own at least 15 percent of Southern Nevada's housing stock and up to 25 percent in North Las Vegas. As of 2024, the study estimated investors were buying just under a quarter (23 percent) of homes in the region. Investors are likely drawn to increasing housing costs and rents in the area, driven in part by population growth and limited housing production which results in underproduction. Investors primarily buy single-family homes to convert into long-term rentals.¹⁴

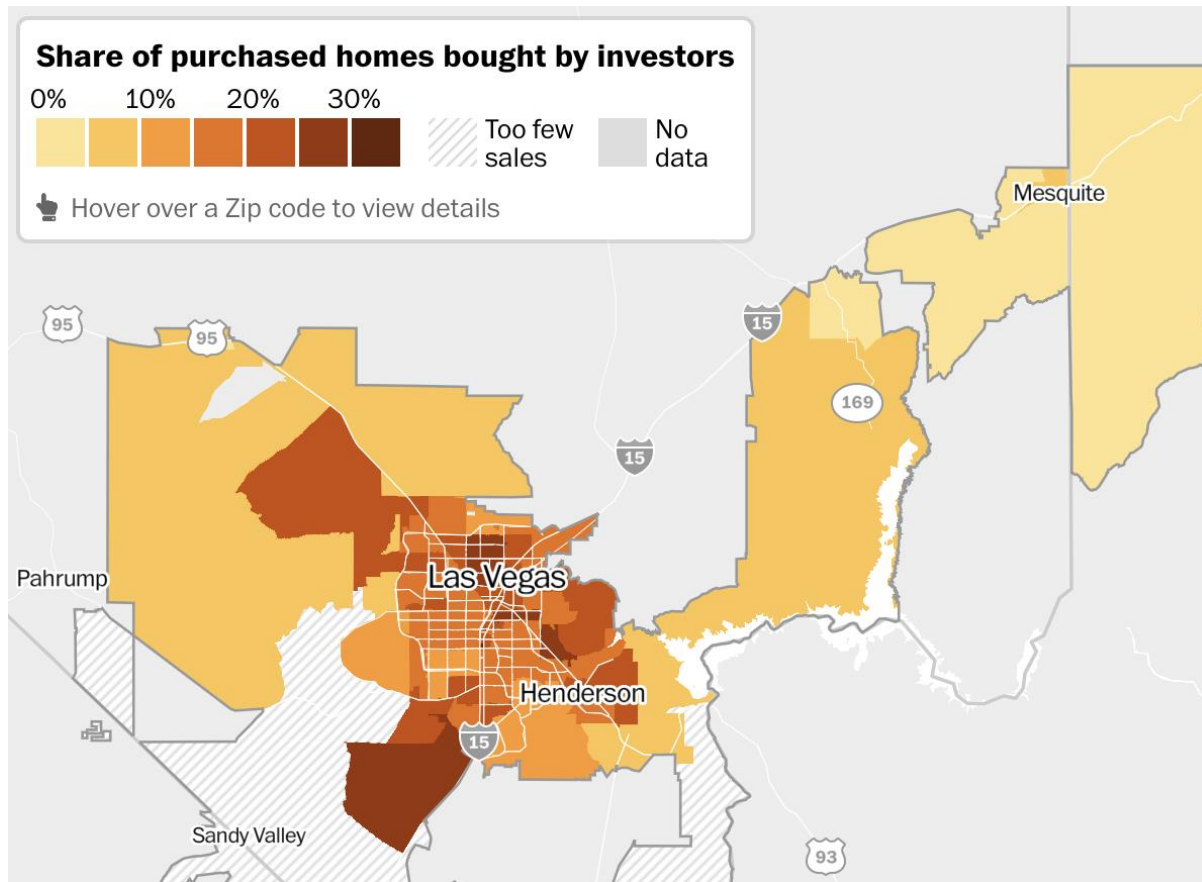
In 2022, the Washington Post analyzed investor activity across the U.S. using 2021 Redfin data. The Post found that Las Vegas is one of the top cities for investor activity and estimated that investors purchased 18 percent of homes in the Las Vegas metro area (Boulder City was not included in their analysis). Additionally, the Post found that across the U.S., majority-black neighborhoods were more heavily targeted, with investors purchasing nearly 30 percent of homes, compared to 12 percent of homes in other zip codes. Purchasing patterns in Las Vegas are shown in Exhibit 31. In the Westside neighborhood, investors purchased nearly a quarter of homes in 2021.¹⁵

¹⁴ Shawn J. McCoy and Nathan B. Irwin, Investor Purchases of Single-Family Residential Property (Las Vegas: Lied Center for Real Estate, University of Nevada, Las Vegas, 2023), <https://www.leg.state.nv.us/Session/82nd2023/Exhibits/Senate/JUD/SJUD701W.pdf>

¹⁵ The Real Deal. "Investors Snap Up Single-Family Homes in Las Vegas." September 2024. Patrick Blennerhassett. "Investors have Bought 131K Homes in Las Vegas Valley Since 2000." Las Vegas Review-Journal, December 2024. Kevin Schaul and Jonathan O'Connell. "Investors bought a record share of homes in 2021. The Washington Post, February 2022.



Exhibit 31. Share of Purchased Homes Bought by Investors, Clark County, 2021



Source:

Kevin Schaul and Jonathan O'Connell. "Investors bought a record share of homes in 2021. The Washington Post, February 2022.

- **Investor activity may be exacerbating affordability issues in areas already facing population pressures and limited housing supply. This is especially concerning in historically marginalized neighborhoods, where speculative buying may displace longtime residents or make homeownership unattainable for younger and lower-income households.**

Second and vacation home have little impact on Southern Nevada's housing stock

While some regions do experience housing market constraints caused by an elevated presence of second homes and vacation rentals, that is not the case for Southern Nevada. In 2000, 2010, and 2020, Southern Nevada's stock of second and vacation homes went from 8.4K, to 22K, before falling back down to 17.3K. As of 2020, that total number



represented 1.8 percent of all housing units in Southern Nevada, below the national rate of 3.1 percent in the same year. However, Mesquite in particular has a somewhat elevated share of housing that is used for second and vacation homes, rising as high as 16.6 percent of its stock in 2010, before dropping back to 9.9 percent in 2020.¹⁶ Nevada overall ranks 36th in the US by percent of housing stock used as second and vacation homes (2.1 percent), according to the Census.

THE PRESSURES SHAPING HOUSING IN SOUTHERN NEVADA

Together, the trends presented in this section reveal a region experiencing rapid change, and a housing system under pressure to keep pace with demand and shifting market conditions. Population growth, aging demographics, increasing diversity, and shifting income patterns are reshaping demand for housing across Southern Nevada. At the same time, the region's supply response has been uneven. While some jurisdictions have permitted substantial new development, others have lagged, and single-family homes continue to dominate the landscape. The prevalence of older housing, growing investor activity, and limited diversity in housing types further compound affordability and access challenges.

Housing Accessibility and Stability

This section examines patterns of affordability, cost burden, homeownership, and housing insecurity, shedding light on who has access to stable housing and who remains at risk of displacement or exclusion.

Cost burden remains high for most renter households

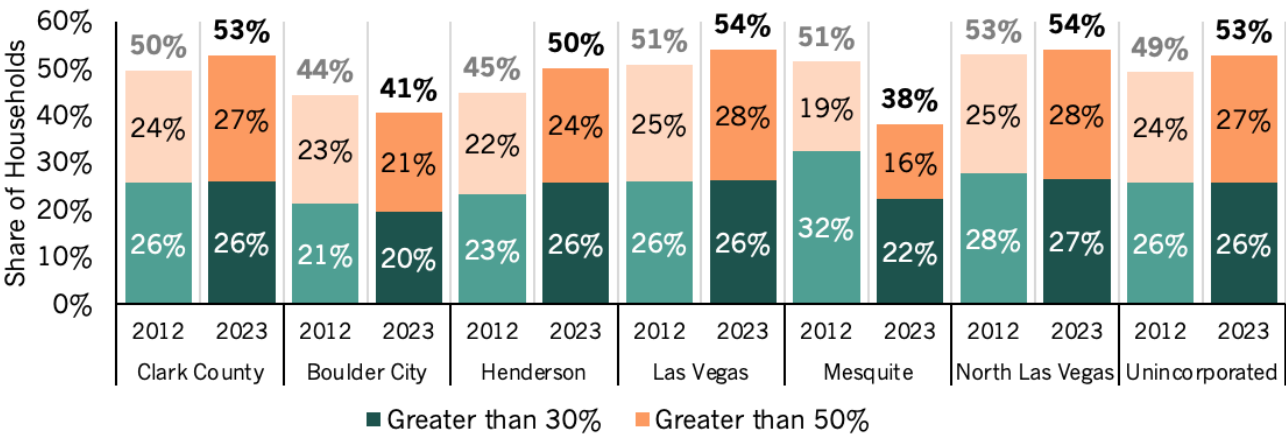
Housing affordability continues to be a major concern for Southern Nevada's renters. Exhibit 32 shows cost burden of renters by jurisdiction. As of 2023, 53 percent of renter households were cost-burdened, spending more than 30 percent of their gross income on housing. Of those, 27 percent are severely cost-burdened, spending more than 50 percent of their income on rent, placing them at heightened risk of housing instability.

While overall cost burden rates remained relatively stable from 2012 to 2023, trends varied across jurisdictions. Henderson, Las Vegas, North Las Vegas, and unincorporated Clark County all saw increases in the share of cost-burdened renters. In contrast, Boulder City and Mesquite experienced slight decreases over the same period.

¹⁶ U.S. Census Bureau. (2001, 2011, 2023). Decennial Census Summary File 1 & Demographic and Housing Characteristics File, Tables H005 (2000 & 2010) and H5 (2020): Housing Units by Occupancy Status.



Exhibit 32. Renter Cost Burden Rates by Jurisdiction, 2012-2023

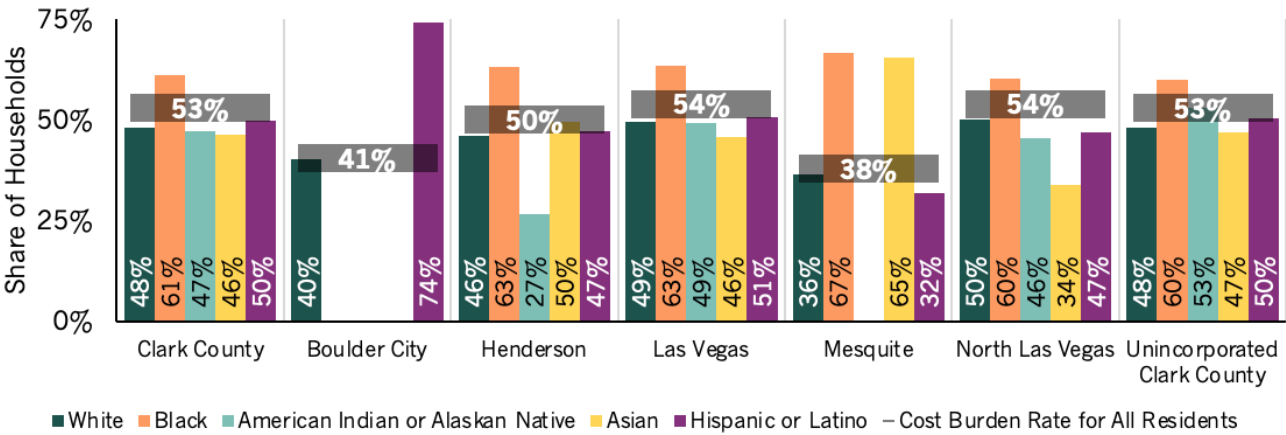


Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

Cost burden rates also vary significantly by race and ethnicity

Exhibit 33 shows renter cost burden by race. Across all jurisdictions, Black renter households are more likely to be cost-burdened than the average renter household, ranging from 60 to 67 percent. This highlights persistent disparities in housing affordability and access across demographic groups.

Exhibit 33. Renter Cost Burden by Race, 2023



Source: American Community Survey 5-Year Data Tables, 2008-2012 and 2019-2023

Note: Some data is unavailable due to lack of observations or margins of error.



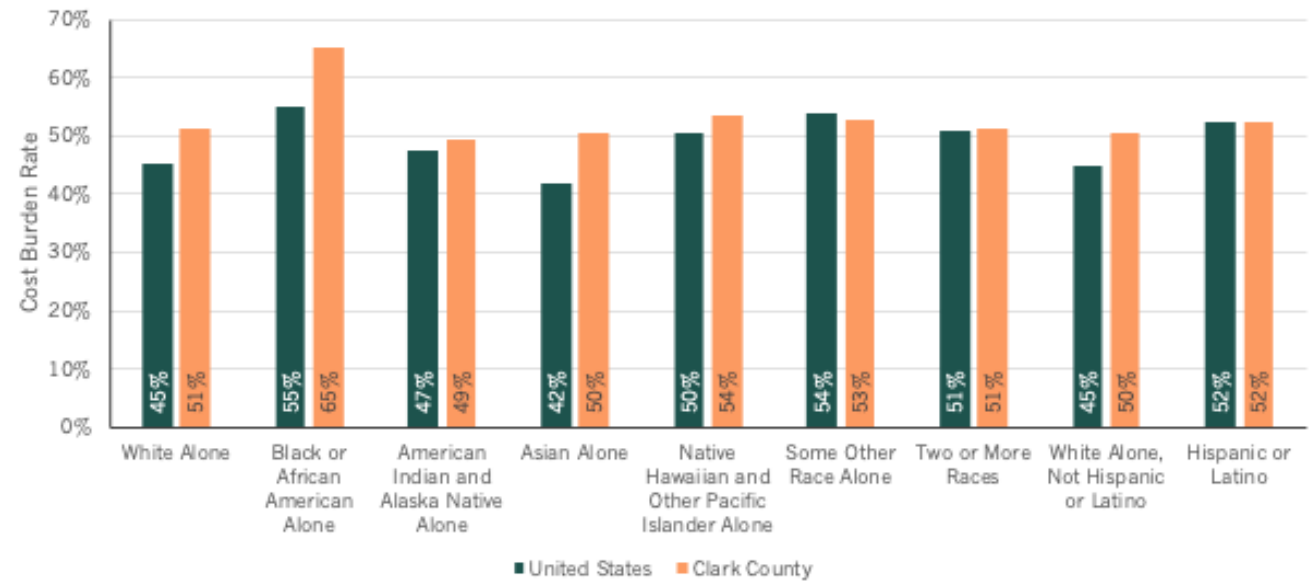
- **These patterns reinforce the need for targeted affordability strategies, including expanding access to income-restricted housing, preserving naturally affordable units, and addressing structural barriers that continue to disproportionately affect communities of color.**

Exhibit 34 presents cost burden rates by race and ethnicity, comparing Southern Nevada to the national average. Across nearly all groups, cost burden rates are higher in Southern Nevada.

The disparity is especially pronounced for Black or African American households, who face 65percent cost burden rate in Southern Nevada, compared to 55percent nationally: the highest group in either geography. Other groups, such as Asian and White (non-Hispanic) households, also face higher rates of cost burden locally, though to a lesser degree.

These figures point to persistent racial disparities in regional housing affordability and suggest a need for more targeted strategies in Southern Nevada to reduce financial strain on communities of color.

Exhibit 34. Cost Burden Rate by Race and Ethnicity, United States and Clark County, 2023



Source: American Community Survey 5-Year Data Table, 2019-2023

There are racial disparities in homeownership in Southern Nevada

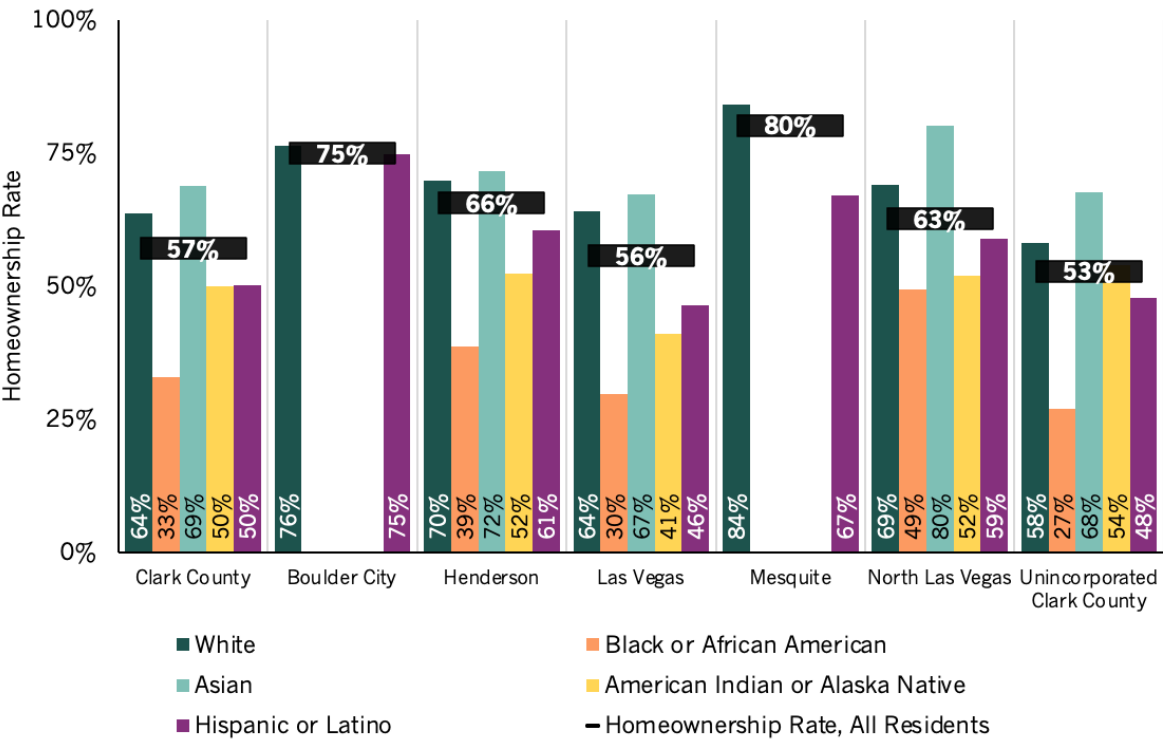
Homeownership remains one of the primary pathways to building wealth and achieving housing stability, but access to homeownership is not equitably distributed across racial and ethnic groups in Southern Nevada. Exhibit 35 shows homeownership rates by race and



ethnicity in the region. The black label by jurisdiction indicates the homeownership rate overall.

Across all jurisdictions, Black households have the lowest homeownership rates, reflecting long-standing barriers to mortgage access, credit, and generational wealth. American Indian or Alaska Native and Hispanic or Latino households also tend to have homeownership rates below the countywide average, pointing to broader structural challenges related to income, affordability, and access to financing.

Exhibit 35. Homeownership Rates by Race and Ethnicity and Jurisdiction, 2023



Source: American Community Survey 5-Year Data Tables, 2019-2023

Note: Some data is unavailable due to lack of observations or margins of error.

- **These disparities highlight the need for strategies to expand homeownership opportunities, such as down payment assistance, credit access reforms, and housing supply options that support first-time and moderate-income buyers in historically more exclusive communities.**

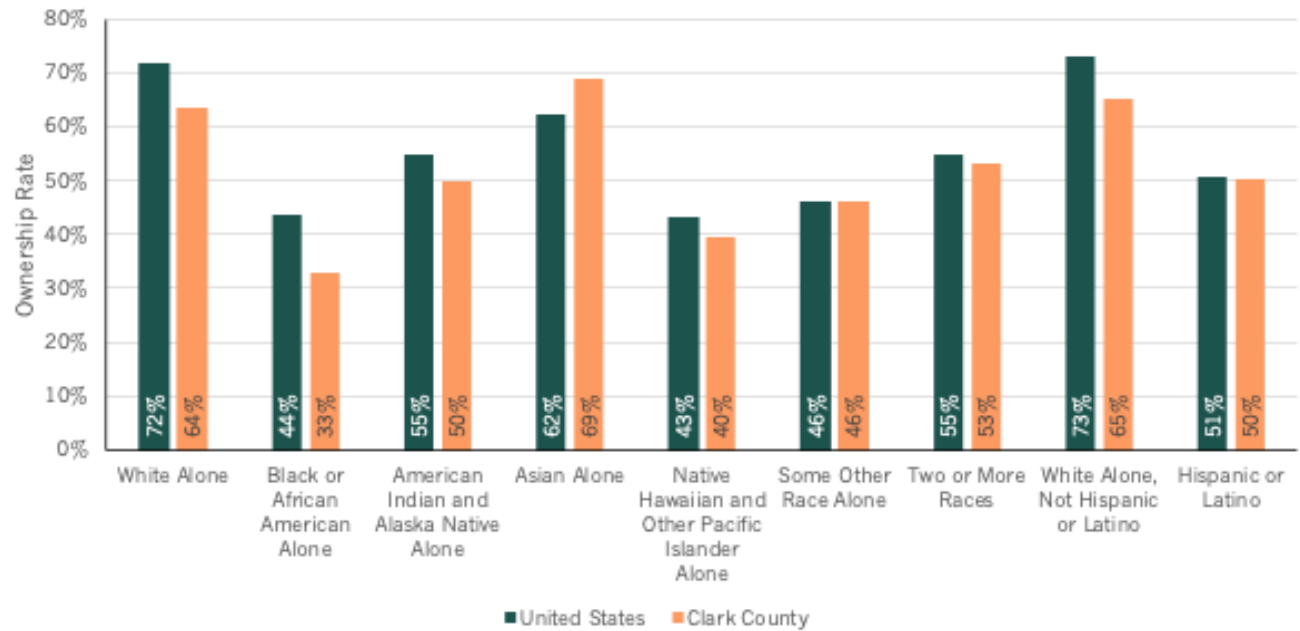


Exhibit 36 shows homeownership rates by race and ethnicity in Southern Nevada compared to national averages. Across nearly all racial and ethnic groups, Southern Nevada has lower homeownership rates than the U.S. overall. The disparity is especially notable for Black or African American households, where the homeownership rate is just 33 percent in Southern Nevada, compared to 44 percent nationally.

Asian households are the only group with a higher homeownership rate locally (69 percent vs. 62 percent nationally). Ownership gaps persist for Hispanic or Latino households, who have a 50 percent ownership rate in Southern Nevada, slightly below the national figure of 51 percent.

These patterns highlight persistent racial and ethnic disparities in access to homeownership and point to the need for targeted strategies to create for homeownership opportunities for a broader range of households in Southern Nevada.

Exhibit 36. Homeownership Rate by Race and Ethnicity, United States and Clark County, 2023



Source: American Community Survey 5-Year Data Tables, 2019-2023

Eviction filings have surged in recent years

Eviction filings in Southern Nevada have risen sharply since the COVID-19 pandemic, reflecting heightened housing instability for renters across the region. Exhibit 37 shows eviction filings between 2014 and 2019 were increasingly slightly, but relatively stable,

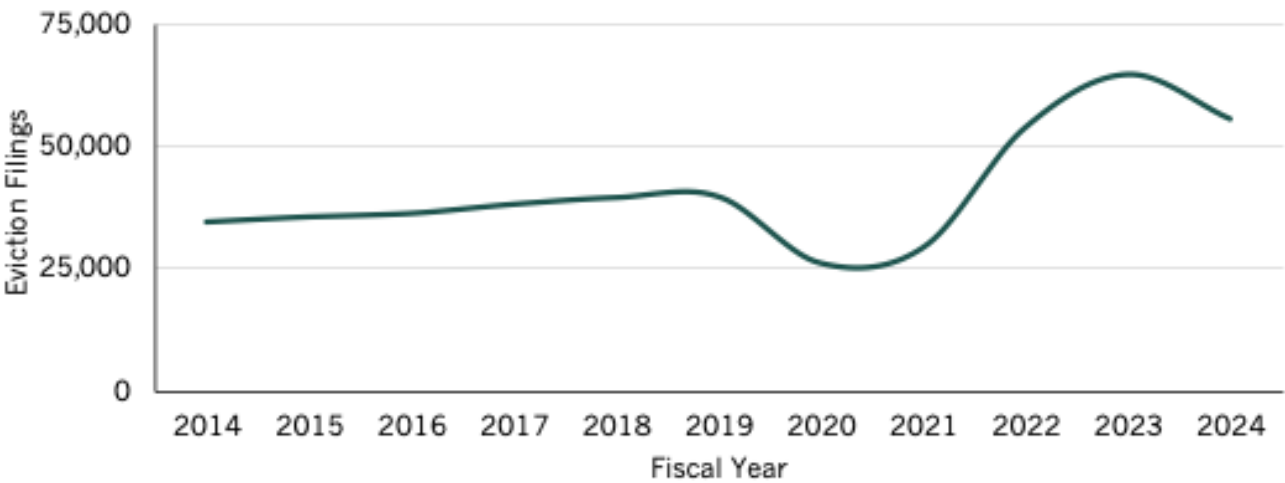


ranging from approximately 34,500 to 39,700 filings per year. This period was followed by a sharp decline in 2020 and 2021, during which filings dropped substantially, likely due to emergency rental assistance, eviction moratoria, and pandemic-related court closures.¹⁷

However, beginning in 2022, eviction filings rebounded significantly. That year there were over 53,700 filings, and in 2023, filings spiked to almost 64,600, the highest number in the 10-year period. While filings decreased slightly in 2024 to 55,532, the number remains far above pre-pandemic levels. Over the 10-year period from 2014 to 2024, a total of 453,184 eviction filings were filed in Southern Nevada.¹⁷

It’s important to note that an eviction filing does not always result in a tenant being removed, but these figures signal a growing vulnerability in the rental market.

Exhibit 37. Eviction Filings, Clark County, 2014-2024



Source: Supreme Court of Nevada Annual Reports (2014-2018; 2019-2024), Annual Report Appendix;
https://nvcourts.gov/supreme/reports/annual_reports

- **The sustained increase in filings since 2022 underscores the urgent need for more upstream resources such as eviction prevention services and rental assistance programs to support households at risk of displacement.**

Many Southern Nevada households are enrolled in Medicaid

Medicaid is a joint federal and state program that provides health insurance to low-income individuals and families, including eligible children, pregnant people, older adults, and

¹⁷ Supreme Court of Nevada Annual Reports (2014-2018; 2019-2024), Annual Report Appendix;
https://nvcourts.gov/supreme/reports/annual_reports

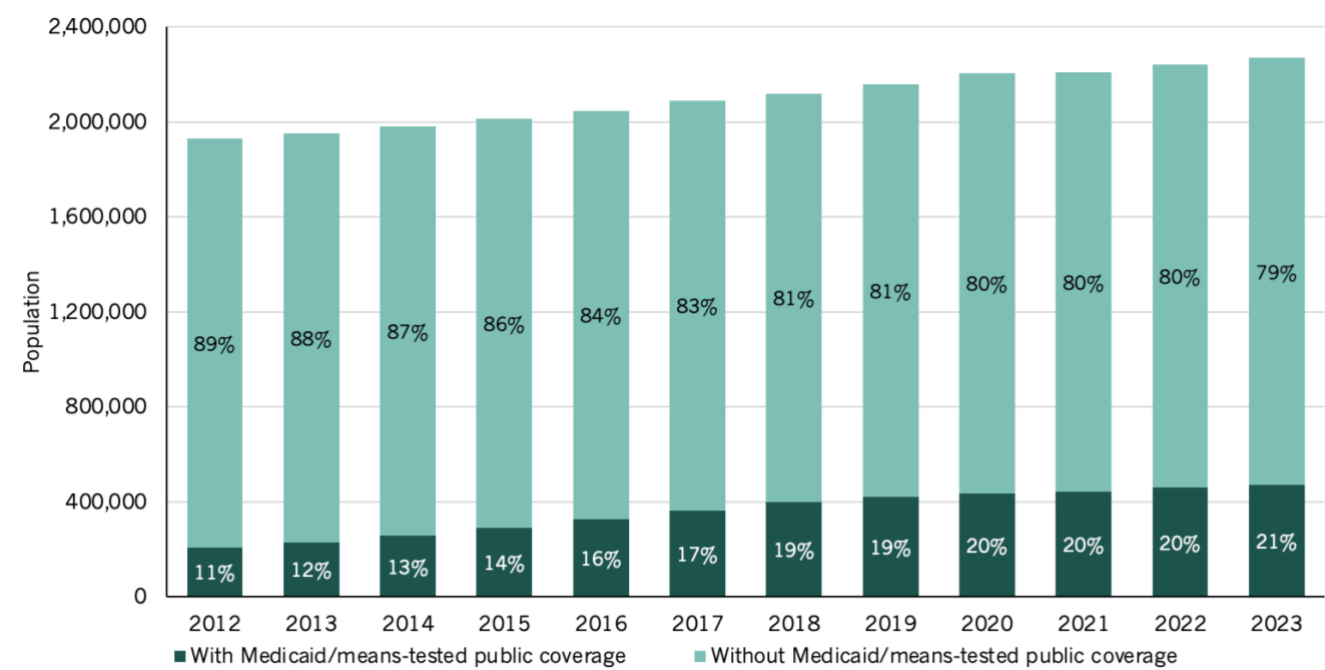


people with disabilities. It covers a range of services such as doctor visits, hospital care, long-term care, and preventive services, and eligibility and benefits can vary by state.¹⁸

The number of households enrolled in Medicaid can offer a useful indicator of housing instability, as it reflects broader patterns of low income and financial vulnerability. Medicaid households may be more likely to face cost burden, health-related housing challenges, and limited access to affordable or supportive housing. High enrollment may indicate regional affordability challenges and can also signal increased demand for public services and highlight areas where housing and health systems must work together to support stability.

Exhibit 38 shows the share of Southern Nevada’s population enrolled in Medicaid. Between 2012 and 2023, the share of Southern Nevada’s population enrolled in Medicaid increased by 10 percent. Although the overall population grew during this period, Medicaid enrollment grew at a faster rate, particularly between 2012 and 2018. This notable increase also likely reflects the impact of the Affordable Care Act, enacted in 2010, which expanded Medicaid eligibility. Since 2019, enrollment has remained relatively stable, fluctuating between 19 percent and 21 percent of the population. While the number of individuals enrolled in Medicaid has continued to outpace overall population growth since 2019, the rate of increase has been more modest compared to the earlier years.

Exhibit 38. Share of Population with Medicaid, Clark County, 2012-2023



Source: American Community Survey 5-Year Tables, 2012-2023

¹⁸ <https://www.medicaid.gov/medicaid>

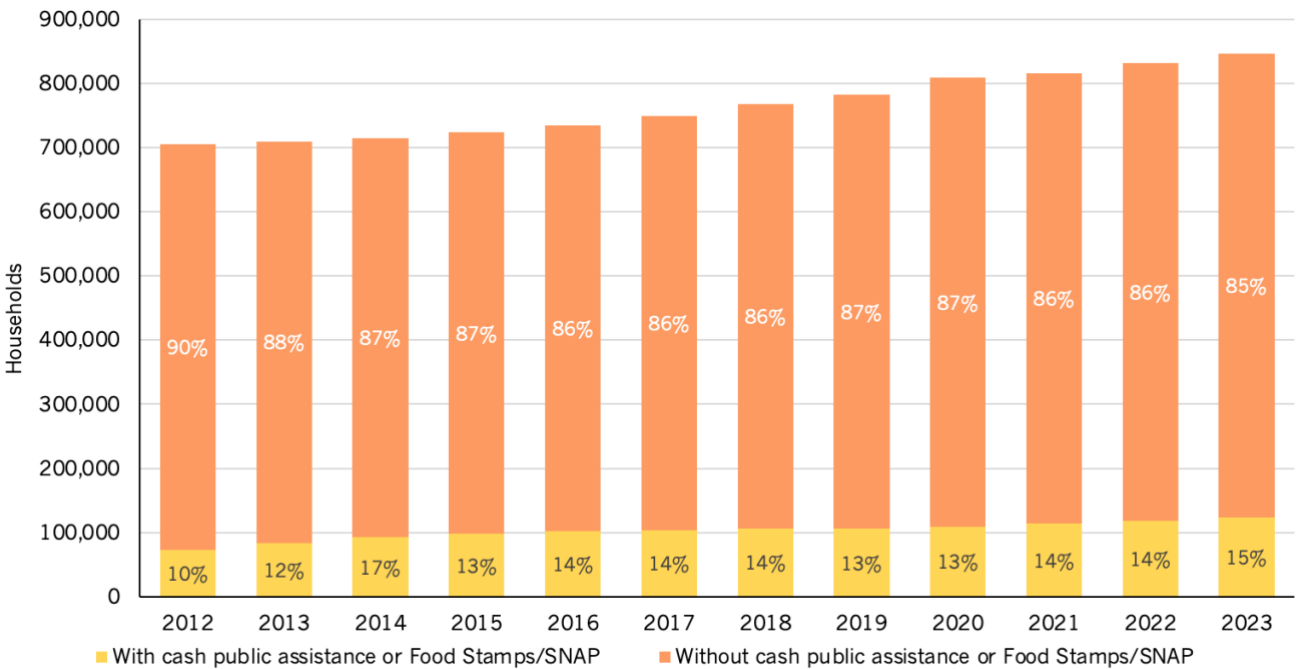


A moderate share of Southern Nevada households are enrolled in SNAP

SNAP (Supplemental Nutrition Assistance Program) is a federal program that provides monthly food assistance to eligible low-income individuals and families to help them purchase groceries. SNAP is administered by states and funded by the federal government. Since eligibility is income-based, a high number of SNAP recipients can indicate household financial insecurity in a region. Households that rely on food assistance may also struggle to afford rent, face a higher risk of eviction, or live in unstable or overcrowded housing.

Exhibit 39 shows the share of Southern Nevada’s population that receive public assistance, including SNAP. The share of households receiving cash public assistance or food stamps/SNAP rose sharply from 10 percent in 2012 to a peak of 17 percent in 2014. This spike was followed by a notable decline to 13 percent in 2015, after which the rate stabilized, fluctuating between 13 and 14 percent through 2022, before rising to 15 percent in 2023. Throughout this period, the number of households receiving assistance generally grew faster than did the overall number of households with a few exceptions.

Exhibit 39. Share of Population with Cash Public Assistance or Food Stamps/SNAP, Clark County, 2012-2023



Source: American Community Survey 5-Year Tables, 2012-2023



- **While the trends in Medicaid and SNAP enrollment may not appear dramatic, it is important to recognize that 21 percent and 15 percent of households enrolled in these programs could be experiencing some level of financial instability which can be driven by or exacerbated by regional housing affordability issues.**

Southern Nevada's housing insecure and unhoused population has increased, but so has shelter capacity

The most commonly cited source of data on houselessness is the Point-in-Time Counts (PIT) organized by the U.S. Department of Housing and Urban Development (HUD). Conducted by local Continuums of Care (CoCs), HUD requires a count of the total number and characteristics of all people experiencing houselessness in each CoC's region on a specific night in January. CoCs count people living in emergency houseless shelters, transitional housing, and Safe Havens every year, and count unsheltered, unhoused persons every other year.

In January 2024, Southern Nevada recorded 7,906 unhoused people during its annual Point-in-Time (PIT) count, a 20 percent increase from the previous year. While this rise is concerning, there are also signs of progress. The number of people staying in emergency shelters grew by over 33 percent, reflecting the region's efforts to expand shelter capacity following the 2023 count, when 60 percent of the unhoused population was unsheltered.¹⁹

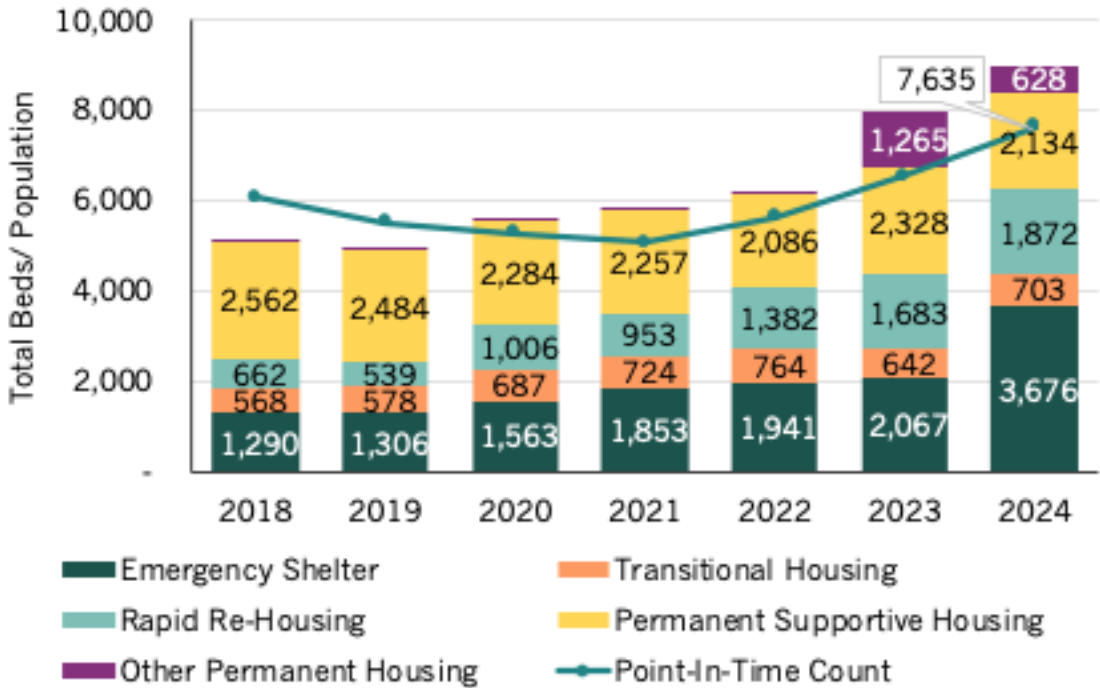
To address this need, Southern Nevada significantly increased its supply of non-congregate shelter beds by 1,670 beds which have enabled more individuals and families to access safe, appropriate shelter, particularly those in vulnerable subpopulations.

The current inventory of available beds is nearly evenly split, with 51 percent allocated to permanent housing and 49 percent to shelters. Between 2023 and 2024, the unsheltered, unhoused population still rose by seven percent, but the parallel growth in shelter use suggests that expanded shelter access is helping meet some of the increased demand.

¹⁹ Southern Nevada Homelessness Continuum of Care Census Report, 2024



Exhibit 40. Total Bed Count by Program and Point-in-Time Count for Southern Nevada Homelessness Continuum of Care, 2018-2024



Source: Department of Housing and Urban Development, Point-in-Time (PiT) Counts by CoC, 2018-2023

Note: Some data is unavailable due to lack of observations or margins of error.

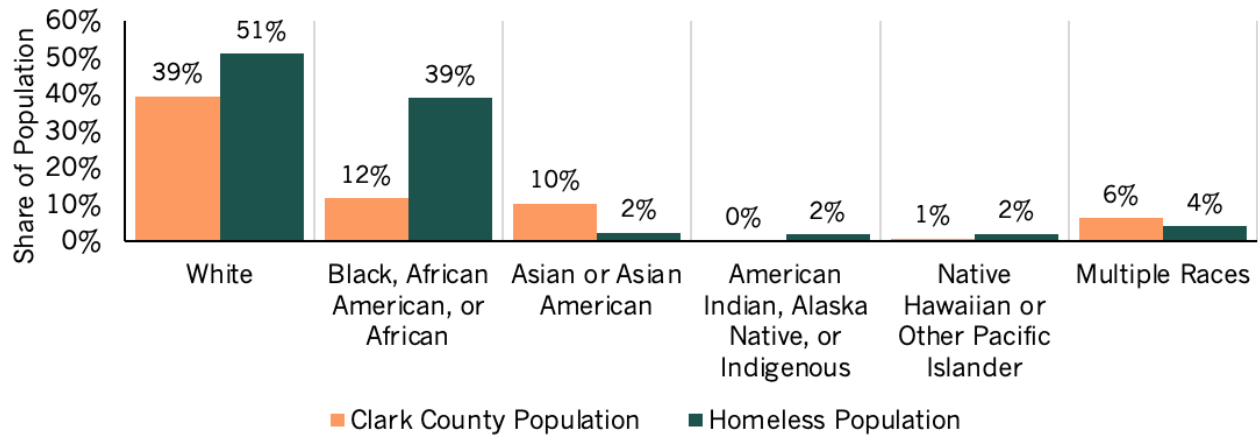
Houselessness in Southern Nevada reflects racial disparities

According to data from the Southern Nevada Homelessness Continuum of Care (CoC), Black residents are significantly overrepresented among the region’s unhoused population. Exhibit 41 shows that although Black individuals make up only 12 percent of the general population, they account for nearly 40 percent of those who are unhoused. Of note, the 2024 PIT count data, constituted 42 percent of the unhoused population, an increase over the 2023 data presented below.

White residents are also overrepresented, though to a lesser extent. While they comprise just under 40 percent of the total population, they represent slightly more than 50 percent of the unhoused population served by the CoC.



Exhibit 41. Population Shares by Race, Southern Nevada General and Homeless Population, 2023



Source: Department of Housing and Urban Development, Point-in-Time (PiT) Counts by CoC, 2023

Note: Some data is unavailable due to lack of observations or margins of error.

Students facing houselessness in Southern Nevada remain high

The McKinney-Vento Homeless Assistance Act is a federal law that ensures educational rights and protections for children and youth experiencing houselessness. Administered through state and local education agencies, the program guarantees that students without a fixed, regular, and adequate nighttime residence can enroll in and attend school, even if they lack documents such as proof of residency or immunization records. It also provides support services like transportation, tutoring, and school supplies to help students succeed and remain in a stable learning environment.²⁰

The Title I HOPE program, which implements the McKinney-Vento Homeless Assistance Act in Southern Nevada, reported 13,526 students experiencing houselessness during the 2023–2024 school year. This reflects a steady increase from the previous year and marks a return to pre-pandemic levels. Over the past decade, the number of students identified under McKinney-Vento has consistently exceeded 10,000 annually.

The majority of these students were living in doubled-up arrangements, meaning they were temporarily staying with others due to housing loss or economic hardship. While fewer students were in shelters, unsheltered situations, or hotels/motels, those categories still represent over 2,600 youth facing extreme housing instability.

²⁰ <https://www.ed.gov/teaching-and-administration/supporting-students/identifying-and-supporting-students-experiencing-homelessness-from-pre-school-to-post-secondary-ages-us-department-of-education>



Exhibit 42: McKinney-Vento, Clark County School District, 2014-2024

Nighttime Stay Location	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023-2024
Shelter	719	1,285	1,354	1,161	897	812	518	547	671	809
Doubled-Up	8,206	10,906	7,666	11,608	10,575	10,262	8,623	9,833	10,286	10,874
Unsheltered	217	181	172	183	180	178	159	160	229	287
Hotels/Motels	2,111	2,226	1,699	2,067	2,192	2,035	1,525	1,543	1,405	1,556
Total	11,253	14,598	10,891	15,019	13,844	13,287	10,825	12,083	12,591	13,526

Source: Clark County School District

- **Without meaningful investments in deeply affordable housing, eviction prevention, and inclusive economic opportunity, houselessness risks may continue to grow despite programmatic gains.**

DATA LIMITATIONS FOR UNDERSTANDING THE SCALE OF HOUSELESSNESS & HOUSING INSTABILITY IN SOUTHERN NEVADA

- » Houselessness data is among the most difficult to collect and coordinate due to the transient nature of the population, reliance on self-reporting, and fragmented data systems. Regions with tightly coordinated Continuums of Care (CoCs), strong networks of service providers, and a centralized data-collection agency tend to produce more complete and reliable data. In conversations with key housing service agencies, ECONorthwest and RTC heard a consistent message: the lack of coordination in Southern Nevada makes it harder to fully understand the scope of houselessness and housing instability compared to other regions with more integrated systems. For this reason, this report draws on multiple data sources to help weave together a more complete picture of housing stability in the region.

Southern Nevada is a housing market under pressure

Rapid population growth, shifting household sizes, and widening disparities have driven up demand, while constraints on housing supply have limited the market's ability to respond. The result is a housing system marked by rising prices, unequal access, and increasing instability. For some households, these trends result in cost burden or displacement. For others, they contribute to housing instability and houselessness. Rising eviction filings and persistent affordability gaps highlight the need for coordinated strategies that address both near-term pressures and long-term challenges. Ensuring a stable, accessible, and resilient housing system will require continued investment in affordable housing, protections for vulnerable households, and a broader range of housing choices to meet the needs of a growing and increasingly diverse population.



5. Regional Housing Needs

While earlier sections highlighted recent permitting trends and development patterns across Southern Nevada, the data makes clear that overall housing production has not kept pace with population growth or evolving household needs. Much of the recent construction has favored single-family, for-sale homes, leaving gaps in the supply of rental housing, smaller units, and homes affordable to lower-income residents.

This section provides a regional housing needs assessment to help quantify those gaps. It examines how well the current housing supply aligns with demand across income levels. By identifying where the mismatches are most acute, this analysis offers a clearer picture of who is being left behind and what types of housing are most urgently needed for more strategic intervention.

UNDERSTANDING AB213: A SNAPSHOT OF HOUSING NEEDS TODAY

- » **Assembly Bill 213 (AB213), enacted in 2023, is Nevada's new statewide framework for collecting consistent, detailed data on housing needs, development activity, and land availability. It requires cities and counties to submit annual housing progress reports to the state, including information on affordable housing shortfalls, infrastructure capacity, and potential development sites. These reports paint a real-time picture of current housing challenges and help highlight where people are struggling to find adequate housing today.**
- » **How is this different from the needs assessment in this report? This HNA approach is an evaluation of how housing supply, price, and vacancy rates interact and how the market can respond over the 25-year planning period, while AB 213 centers on near-term shortages.**

Components of Housing Need

Regional Housing Needs Assessments utilize data on key demographic factors, housing stock characteristics, market trends, and forecasted population and job growth to understand the number of housing units an area will need to produce to meet current and future housing need over a specified planning period. Such assessments also offer regionwide insights into housing needs for households across the income spectrum, which allows for a strategic approach targeted at this range of diverse needs.



This Regional Housing Need Assessment estimates the number of households across Southern Nevada that will need dwelling units affordable to them between 2023 and 2050. This estimate of needed housing is created using Census data on population and housing, regional population forecasts, and other local data sources.

At a high level, the method used in this Regional Housing Needs Assessment has three primary components:

- ◆ **Future need:** To project future housing need, the analysis uses data from UNLV for Clark County's projected population levels by age cohort in 2050. ECONorthwest uses 2023 1-year PUMS data to calculate headship rates (persons per household) and household income distributions (in percent of Area Median Income "bins" – 0-30 percent, 30-60 percent, 60-80 percent, 80-100 percent, 100-120 percent, >120 percent) for each age cohort. We then apply these headship rates and income distributions to the age cohort population projections, converting them to total Clark County 2050 households by income level.
- ◆ **Underproduction:** This component accounts for the *housing shortage* in the region, or the number of housing units needed to meet the current demand from existing households in the region. Our approach identifies the number of units that would be needed to achieve a sufficient balance of units to current residents, including households that have not formed due to limited housing options, and then categorizes those units across the current distribution of household income. This approach recognizes that underproduction in a housing market results in greater cost burdening for lower-income households.
- ◆ **Unhoused need:** This component is the calculation of units needed for the population who is currently unhoused. ECONorthwest uses estimates provided by HUD through Point-in-Time count data and supplemented by McKinney-Vento data to determine the total number of housing units needed to accommodate unhoused households.²¹

²¹ We begin with homeless households captured in the most recent year of HUD Point-in-Time (PiT) counts for Clark County. Homeless individuals in families are converted to households using the Clark County persons-per-household rate as found in PUMS, while the remainder (individuals not in families) are treated as one-person households. McKinney-Vento tracks homeless school-age children. We assume that children who are doubled-up (living with another family) would likely not already be captured in the PiT counts and therefore convert this total number of children to households based on the average number of children per household (among households with children) also using PUMS. These three subtotals together equal the total housing units needed.



NOTE ON CALCULATING FUTURE NEED

- » Age drives affordability demand. With some exceptions, young households (under 25) tend to earn the lowest, prime working age households (25 to 64) tend to have the highest incomes, and elder households (65+) tend to fall somewhere between the two. Our model uses age cohort population projections so that we can make important assumptions about the regional household income distribution in the future. We do so by using current ACS PUMS data to calculate income distributions by age cohort (in % AMI) and assigning these distributions to the future regional population cohorts. This means that large demographic shifts, such as a region getting significantly older or younger, would skew the overall income distributions lower, and therefore demand for more affordable units higher.
- » The current housing supply is projected into 2050, accounting for unoccupiable units and those lost to demolitions. The projection assumes a 0.125 percent annual demolition rate, and the target housing supply is calculated by multiplying future households by a 1.072 (or roughly a 7 percent vacancy rate) household-to-housing unit ratio. The difference between the target supply and the projected future supply is the total future housing need. By enabling greater mobility within the market, this vacancy rate would expand the range of housing options available to households, allowing them to make decisions that align with their individual and changing needs, such as proximity to transit or job opportunity.

Regional Results

The analysis shows the Southern Nevada **will need to produce just over 445,000 new housing units between 2023-2050** to address current need, driven by underproduction and unhoused people, and future need, driven by anticipated population growth. A breakdown by component of the total housing need through 2050 in Southern Nevada is shown in Exhibit 43 below.

Exhibit 43: Summary of Housing Need by Component, 2023–2050

COMPONENT	0-30% AMI	30-60% AMI	60-80% AMI	80-100% AMI	100-120% AMI	>120% AMI	TOTAL
Homelessness	12,209	-	-	-	-	-	12,209
Underproduction	10,870	16,149	8,000	4,649	3,344	1,482	44,493
Future need	96,042	112,781	19,111	-	-	161,059	388,993
Total	119,121	128,929	27,112	4,649	3,344	162,540	445,695



Source: EConorthwest analysis; UNLV Population Projections by County, RTC RTP Population and Employment Projections by Jurisdiction; ACS 1-year 2023 PUMS estimates; 2024 HUD PiT Counts; McKinney-Vento Doubled Up Students, LEHD 2022.

Total Housing Need by Income

The Regional Housing Needs Assessment allocates total housing needs by 2050 based on different income levels, recognizing that households across the income spectrum need affordable housing options. Exhibit 43 shows the distribution of total needed units by income and housing need component.

Housing needs for Southern Nevada are heavily skewed towards lower income households. An estimated 248,000 housing units for households earning 0–60 percent of the Area Median Income are needed to meet current and future demand, including housing for the unhoused. The private market typically fails to deliver housing affordable to these income levels, as they require a patchwork of financial subsidies to build and maintain. Just under 171,000 units serving higher earning households above 80 percent of Area Median Income are also needed. The market can potentially produce housing for these income levels on its own, assuming supportive local policies are in place.

Distributing Regional Need Among Local Jurisdictions

EConorthwest created a model for distributing the housing needs assessment results among the six local communities (incorporated and unincorporated) based on criteria that reflect both current and expected future conditions needs. At a high level, the categories and rationale behind the criteria are as follows:

- ◆ **Current population and “added population”:** Housing need corresponds directly to population size.
- ◆ **Current jobs and “added jobs”:** Employment is a driver of housing demand. Better matching of job and housing locations creates more options for housing, shortens commute times and distances, and eases congestion and vehicle travel on the region’s transportation systems.

Exhibit 44 shows the local share of the 2050 forecast year estimate of total regional need by income bracket. These local housing allocations reflect total need including current underproduction and future need. These distributions reflect the assumptions and methods, discussed above, that allocate all units to address houselessness to the lowest income categories, distribute the units to address underproduction proportional to the current distribution of cost-burdened renter households, and accounts for the Regional Transportation Plan (RTP) population forecasts (2025 to 2050) for Clark County’s



jurisdictions and unincorporated areas local projections.²² Because housing markets are regional, demand for housing at different levels of affordability exists in all jurisdictions. The affordability distributions seen in Exhibit 44 are roughly comparable to the regional affordability distributions seen in Exhibit 43 because our model does not allocate based on local incomes or any other weight that may skew the affordability of needed in any way. However, because jurisdictions have different levels of current and future jobs and populations, they are allocated different levels of current and future need. Because current and future housing need have different affordability distributions, when totaled up, result in slight shifts in the overall distribution of housing affordability.

Exhibit 44. Summary of Local Jurisdiction Share of Regional Need by Income Level

	0-30%	30-60%	60-80%	80-100%	100-120%	>120%	TOTAL
Unic. Clark County	37,816	39,077	9,183	2,262	1,627	45,305	135,271
North Las Vegas	28,165	31,728	6,024	571	411	42,657	109,556
Henderson	26,419	29,880	5,613	486	349	40,416	103,163
Las Vegas	25,860	27,373	6,077	1,270	914	33,193	94,687
Mesquite	510	516	127	35	25	574	1,787
Boulder City	351	355	87	24	17	395	1,230
Total	119,121	128,929	27,112	4,649	3,344	162,540	445,695

Source: EConorthwest analysis; UNLV Population Projections by County, RTC RTP Population and Employment Projections by Jurisdiction; ACS 1-year 2023 PUMS estimates; 2024 HUD PiT Counts; McKinney-Vento Doubled Up Students, LEHD 2022.

Key Trends Driving Regional Housing Need

While there are many factors shaping current and future housing needs, a few key trends are important for understanding why housing needs for the Southern Nevada are heavily skewed towards lower income households.

AGING POPULATION

Population projections indicate that through 2050, older adults over the age of 65 will become a larger share of the population than they are currently. From 2024 to 2043, the region is anticipated to see an increase of 164,637 residents who are over the age of 65.²³

²² <https://www.rtcnv.com/projects-initiatives/wp-content/uploads/sites/4/2020/12/Appendix-D-Regional-Forecasts-Planning-Variables.pdf>

²³ Nevada Department of Taxation, Nevada County Age, Sex, Race, and Hispanic Origin Estimates and Projections 2024 to 2043



Since retirement often coincides with fixed or lower incomes compared to working years, the growth in the senior population will contribute to a rise in the share of lower-income households overall. The expected growth in this segment of the population greatly contributes to the pressing need for more affordable housing options that also meet the mobility needs of older adults across Southern Nevada. It also underscores the importance of homeowners having the option to age in place, where they have stable monthly housing costs and the possibility of paying off their mortgage.

EXISTING HOUSING SUPPLY AND UNDERPRODUCTION

In a growing region, new housing supply is needed to accommodate new households arriving to the area, natural population growth, changing preferences, and natural turnover and vacancy. New housing supply is essential to allow households the option to move and self-sort into the neighborhoods, housing types, and affordability levels that meet their needs and optimize their regular travel behaviors. Housing markets in growing markets in the west like Southern Nevada need ample and well-distributed new supply. In a well-supplied housing market, households can move through the stock via a process called “filtering” or the “housing ladder.” Over time, housing ages and depreciates, becoming relatively more affordable for different households.

New market-rate housing is typically priced for and occupied by higher income households, while new subsidized housing is usually priced for low-income households. Many higher income households move into newly constructed units from older, smaller or more affordable housing, which is then vacant and available for households with moderate incomes. When there is an adequate supply of new housing for a region’s population, this dynamic creates a steady, though slow, process of increasing the supply of affordable housing through “filtering” as properties age (Exhibit 45). Some properties will eventually be demolished if they age or depreciate until they are no longer habitable or the cost of needed renovations exceeds the value. In under-supplied markets, however, this filtering process can slow further, stop, or move in reverse. In very tight housing markets, with steep competition for housing units, higher income households will occupy older or lower-cost units, causing a “mismatch” between what those households can afford and their actual housing costs. At the same time, lower income households will experience this “mismatch” by having to pay a larger share of their income toward housing as competition increases rents. Renovations can also reposition lower cost units for higher income households. When competition and demand concentrate in specific locations, these dynamics contribute to neighborhood gentrification and the loss of affordable housing units.



Exhibit 45: Illustration of Housing Market Filtering



Source: EConorthwest

Housing production in Southern Nevada has not been occurring at rates fast enough to meet demand resulting in under production and the existing housing stock does not support the diversity of housing needs across all income levels and household types. This has created a mismatch between household income and housing costs, where households are occupying housing units that generally cost less than the household can afford or they're likely occupying housing units that cost more than their income can afford, demonstrating a substantial need for more affordable housing options for lower income households making between 0–60 percent of Area Median Income and a need to continue delivering market-rate units that more adequately meet the demand for middle and higher-income households.

Even when filtering is occurring and housing is becoming relatively more affordable over time, local governments still must invest in building new regulated affordable units to meet the needs of lower income residents. This type of housing almost always needs government intervention and public subsidy to be developed.



6. Structural & Policy Barriers to Housing Stability

Southern Nevada's ability to meet current and future housing needs is shaped not only by market forces, but also by long-standing structural barriers embedded in local policies, zoning codes, and planning frameworks. These barriers influence where and what types of housing can be built, how quickly projects can move forward, and who ultimately has access to stable, affordable homes.

This section explores the policy and regulatory conditions that limit housing production, diversity, and affordability, particularly in areas best positioned for infill and transit-oriented development. It also examines how these frameworks have contributed to persistent racial and economic disparities in housing outcomes, reinforcing patterns of exclusion that continue to shape the region's housing landscape today.

Together, these factors reveal that many of the region's housing challenges are not simply the result of land or construction costs, but of policies and systems that have not kept pace with changing community needs, demographic shifts, and economic realities.

Zoning and Land Use Regulations

Zoning and land use regulations in Southern Nevada are among the most important structural barriers to housing stability and supply. Rooted in mid-20th century planning ideals, these regulations favor low-density, car-dependent development and restrict the range of housing options available today. As a result, they limit the region's ability to meet changing market demand, particularly for smaller, more affordable, and centrally located housing types.

Clark County is anticipated to grow by approximately 25 percent (800,000 people) from 2023 to 2050, according to UNLV 2024-2060 Population Forecasts. Over this period, the UNLV forecast predicts a continued stable economic expansion, with a gain 352,000 jobs across the county.²⁴ As demonstrated in Section 5 of this report, Southern Nevada will need 445,000 new housing units between 2023-2050 to accommodate current and future needs. To accommodate this level of growth, jurisdictions in Southern Nevada will need to evaluate their zoning regulations to align with projected growth and ensure adequate housing capacity to meet community needs.

²⁴ 2024-2060 Population Forecasts Long-Term Projections for Clark County, Nevada (June 2024), Prepared by the University of Nevada Las Vegas Center for Business and Economic Research.



Legacy of Low-Density Zoning

Southern Nevada's land use planning reflects post-World War II suburban home building patterns. These legacy regulations promote large-lot, single-family development and often prohibit the development of more compact, mixed-use neighborhoods. This mismatch between regulatory frameworks and contemporary demand is contributing to housing scarcity and unaffordability. The region remains shaped by "a post-World War II Baby Boom geography of suburbs and exurbs," with a regulatory system that advances isolated land uses and fails to support evolving housing preferences.²⁵

Residential density restrictions vary by jurisdiction across Southern Nevada. Exhibit 46 below shows the total acreage by jurisdiction for low density and medium or high-density residential development. The Low-Density category includes zones with a maximum residential density of six dwelling units per acre; zones allowing residential development at a density greater than that are categorized as Medium/ High Density. Boulder City and Mesquite are the most restrictive, with maximum density limitations on the majority of their residential land and only six and 937 acres respectively allowing medium and high-density residential development. Las Vegas and Unincorporated Clark County have the greatest amount of land allowing for medium and high density, with nearly 31,000 and 36,000 acres respectively. Henderson, Las Vegas, North Las Vegas, and Unincorporated Clark County all have more total acres allowing medium and high-density residential development, than acres restricted to low-density.

Exhibit 46. Total Acreage by Allowable Residential Density and Jurisdiction

	Total Low Density Acres	Total Med/High Density Acres
Boulder City	1,466	6
Henderson	6,052	21,748
Las Vegas	19,339	30,711
Mesquite	8,244	937
North Las Vegas	11,036	12,984
Unincorporated Clark County	14,997	36,538
Total:	61,133	102,923

The Low-Density category includes all residential zones with a maximum density of six dwelling units per acre. The Med/ High Density category includes all zones allowing residential development at a density greater than six units per acre.

²⁵ Egan, T. (2020). *Nevada's Predictable Housing Train Wreck and What to Do About It*. Nevada Housing Coalition, p. 2



Barriers to Higher Density Housing

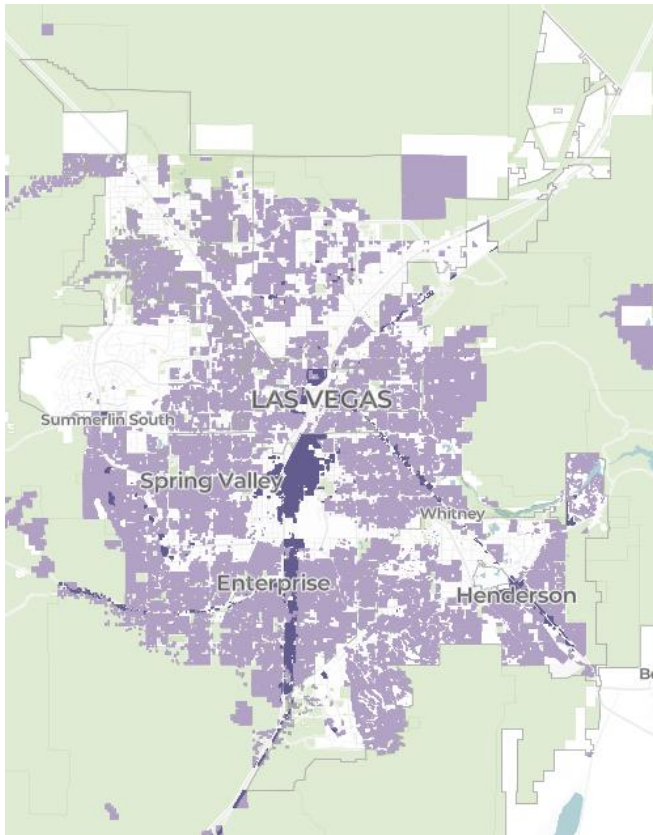
Throughout Southern Nevada, zoning codes often prohibit or severely restrict middle housing types, such as duplexes, triplexes, cottage clusters, and townhomes. These restrictions include exclusionary use designations, maximum densities, excessive parking requirements, and discretionary review processes that raise costs and increase uncertainty. As a result, there is a lack of moderate-density housing options, reducing options for households seeking more affordable or age-appropriate alternatives to detached single-family homes.

Exhibit 47 illustrates where single- and multi-family unit types are allowed across the most populated parts of Southern Nevada. The map on the left shows where current zoning allows single housing units (whether detached or attached), and the map on the right shows where multi-family housing units are allowed outright (including duplexes, triplexes, and housing with four or more units). Exhibit 47 demonstrates that much of Southern Nevada has limitations on higher density unit *types*. These maps suggest that use restrictions may be posing a barrier to higher density residential development, even where higher density development is allowed (as shown in Exhibit 46). Further evaluation of the development codes for each jurisdiction would be needed to confirm specific barriers and determine alignment between use and density requirements.

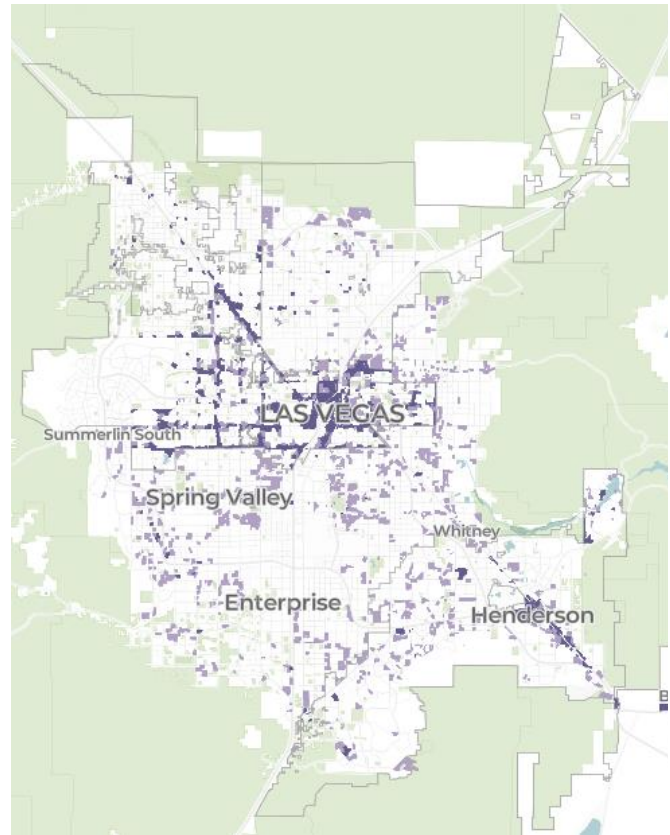


Exhibit 47. Single-Family Zoning vs. Multi-Family Zoning in Las Vegas

Single-Family Zoning



Multi-Family (4+) Zoning



The image on the left shows where a single housing unit (detached, semi-detached, or attached) can be built as a principal use, as of right. The image on the right shows where rules allow 2, 3, and/or 4+ housing to be built as of right.

Source: National Zoning Atlas

Comparable regulatory patterns have fueled housing affordability crises in other metros. In Los Angeles, for instance, restrictive zoning has constrained multifamily development, contributing to upward pressure on rents and increased overcrowding.²⁶ Las Vegas is showing similar trends: between 2009 and 2019, the relative cost burden of renting surpassed that of owning for middle-income households, indicating that renters are increasingly squeezed by the limited supply of moderately priced homes.²⁷

²⁶ Schuetz, J., & Crump, S. (2021). *The Housing Market and the COVID-19 Pandemic: Implications for Las Vegas, Phoenix, Riverside, Los Angeles, Orlando, and New Orleans*. Brookings Mountain West, pp. 6–7

²⁷ Ibid., pp. 4–5



These zoning practices restrict not only density, but also the diversity and location of housing types, creating pressure on the urban fringe while limiting infill potential within the existing urban footprint.

Underutilized Land Inventory

Through collaboration with local jurisdictions, nonprofit organizations, and private stakeholders, RTC recently completed an Underutilized Lands Inventory (ULI) that revealed thousands of acres of land that are underbuilt.²⁸ The ULI was developed to better understand where housing and infill development opportunities exist across the region. The ULI study included two key types of land:

- ◆ Vacant land: parcels of land that meet or exceed the minimum site size for their inventory category and are designated as vacant based on statewide land use codes.
- ◆ Underutilized land: Parcels that appear to have more development potential based on low building value compared to land value and low site coverage. To be considered underutilized, a property must meet both of these criteria, which vary depending on the type of land inventory. Importantly, just because land is listed in the inventory doesn't mean it will or should be developed or redeveloped. Inclusion simply signals that a parcel might offer unrealized potential for housing or job-creating development based on a region-wide analysis and local priorities.²⁸

KEY FINDINGS

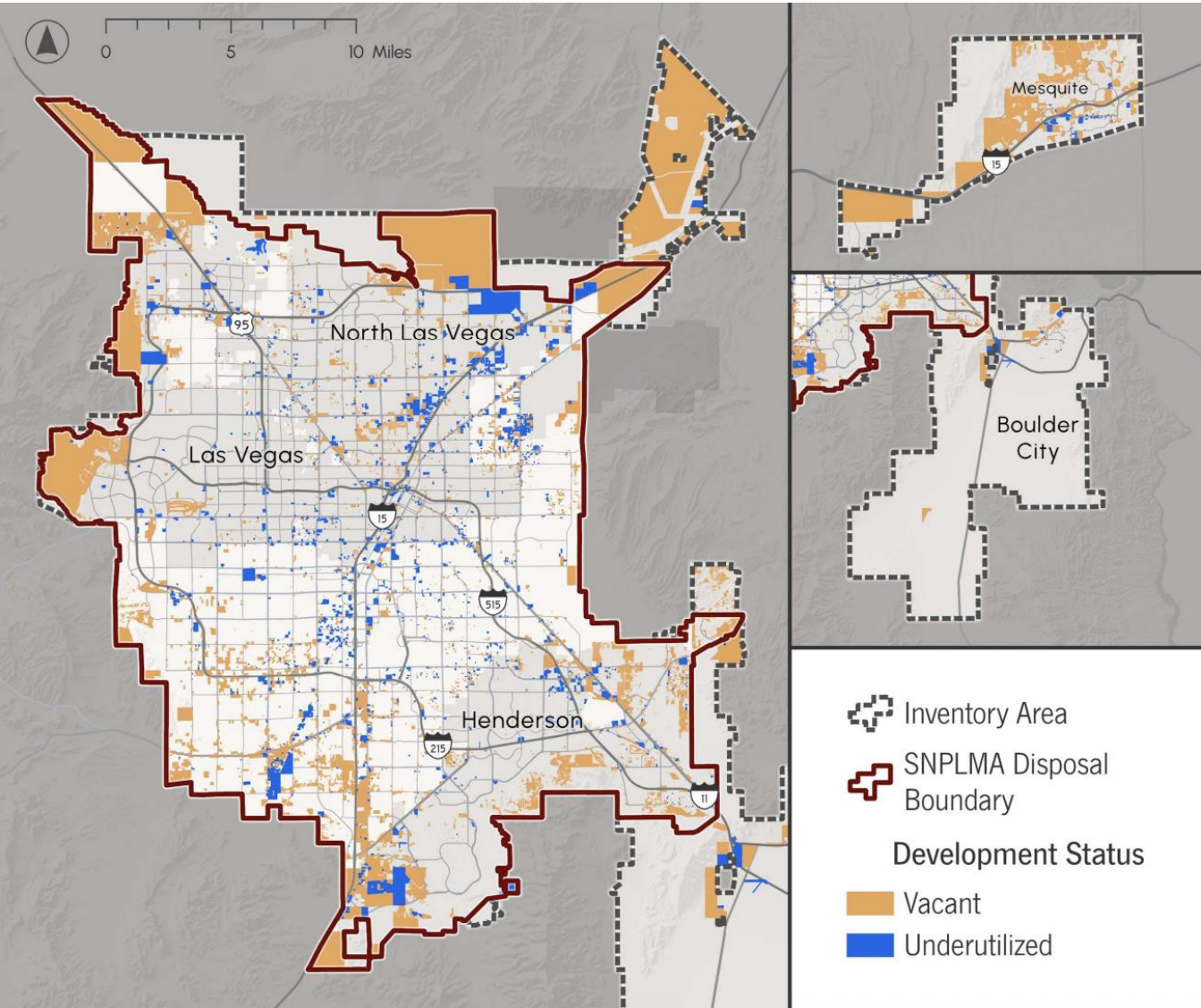
A total of 31,650 parcels, encompassing 78,285 acres, across Southern Nevada were identified as vacant or underutilized. Approximately 85 percent (or 69,300 acres) were classified as vacant, while the remaining 15 percent was deemed underutilized.

The majority of medium to high and highly underutilized land was concentrated in dense, urbanized areas, primarily within the cities of Las Vegas, Henderson, North Las Vegas, and unincorporated Clark County. "Medium to high" underutilized land refers to parcels that are either vacant or lightly developed and show strong potential for redevelopment based on things like nearby jobs, transit access, and community priorities. These areas are often in central, urban parts of the region where growth could be supported more efficiently. Maps illustrating the distribution of vacant and underutilized land are shown in Exhibit 48.

²⁸ ECONorthwest. *Southern Nevada Strong Underutilized Lands Inventory Technical Report*. Prepared for Regional Transportation Commission of Southern Nevada, February 2025



Exhibit 48. Map of Vacant and Underutilized Tax Lots



Source: ECONorthwest

RESIDENTIAL LAND AND IT'S ZONED CAPACITY

Exhibit 49 provides an overview of land zoned for residential use in Southern Nevada. There are approximately 151,984 acres zoned for residential use, with the majority located in Las Vegas, Unincorporated Clark County, and Henderson. Around 45,005 acres, nearly 30 percent of the total, are classified as underutilized or vacant within the RTC's Underutilized Lands Inventory, with particularly high shares in North Las Vegas and Las Vegas, signaling strong infill development potential.



Exhibit 50 provides an estimate of zoned residential capacity in Southern Nevada. Zoned residential capacity²⁹ varies across jurisdictions, with unincorporated Clark County (886,038 units), Las Vegas (497,389 units), and Henderson (271,905 units) offering the largest capacities under current land use and zoning allowances.

Exhibit 49. Underutilized and Vacant Land and Total Residential Land by Jurisdiction

JURISDICTION	TOTAL LAND ZONED FOR RESIDENTIAL (ACRES)	UNDERUTILIZED & VACANT LAND (ACRES)
Boulder City	1,472	244
Mesquite	9,181	388
North Las Vegas	24,020	11,555
Las Vegas	50,050	13,782
Henderson	27,800	5,938
Uninc. Clark County	51,535	12,586
Total	164,056	44,493

Source: ECONorthwest

Exhibit 50. Total Residential Land and Residential Zoned Capacity by Jurisdiction

JURISDICTION	TOTAL LAND ZONED FOR RESIDENTIAL (ACRES)	ZONED CAPACITY (UNITS)
Boulder City	1,472	8,474
Mesquite	9,181	29,025
North Las Vegas	24,020	151,396
Las Vegas	50,050	497,389
Henderson	27,800	271,905
Unic. Clark County	51,535	886,038
Total	164,056	1,844,226

Source: ECONorthwest

While zoned capacity³⁰ reflects the theoretical maximum development allowed under current zoning regulations, it does not necessarily indicate how much development will actually occur. This is because market capacity³¹, what is financially feasible and likely to be built, depends on a range of factors that zoning alone does not capture. These include land values, construction costs, demand for specific housing or commercial products, parcel configuration, and existing site improvements. In many cases, market realities limit the

²⁹ Zoned residential capacity refers to the maximum number of housing units that can be developed on a given parcel or area of land under current zoning regulations, accounting for allowable densities and land use designations.

³⁰ Zoned Capacity: The maximum amount of development allowed on a site under current zoning regulations, regardless of market demand or site constraints.

³¹ Market Capacity: The amount of development that is likely to occur on a site based on current market conditions, financial feasibility, and site-specific factors such as parcel size, location, and existing use.



extent to which zoned capacity is utilized. As a result, relying solely on zoned capacity can overestimate development potential, especially in areas where market demand or site conditions constrain what can practically be built.

UNDERSTANDING THE GAP BETWEEN ZONING AND HOUSING DELIVERY

While zoning sets the theoretical maximum number of housing units allowed, it's a limited and sometimes misleading measure of how well a community can meet its housing needs. Here's why:

- » **Not all capacity gets built – High land or construction costs, limited infrastructure, or low market demand can prevent projects from moving forward—even if zoning allows them.**
- » **Misalignment of unit types – Zoning may allow mostly single-family homes when the need is for smaller, multifamily, or deeply affordable housing. The market may also deliver lower-density housing than what is zoned due to demand, cost, or development feasibility.**
- » **Mismatch with need – Even where zoning permits density, it might not align with where lower-income or workforce households need to live (e.g., near jobs or transit).**
- » **Developed sites – Zoned parcels may already be developed, making redevelopment costly in some areas.**

UNDERUTILIZED LAND AND FUTURE HOUSING OPPORTUNITY

This inventory shows that many parcels remain underutilized not just because they are vacant, but because of a confluence of issues. In many cases, this includes outdated zoning, policies that have not kept pace with changing market demand and shifting commercial trends. These parcels, while developed, represent redevelopment opportunities to deliver needed housing near jobs, services, and transit. The inventory highlights that many of the most promising parcels are located in high-density urban areas, adjacent to transit lines, and within designated economic development zones, making them ideal sites for infill development.

Stakeholders leveraged outreach opportunities during the ULI process to discuss potential barriers to realizing infill development more consistently across the region. The regional



challenges for additional research and regional-scale problem-solving as mentioned by local real estate developers include³²:

- ◆ Land use policy and ease of permitting varies across jurisdictions instead of varying by location or by neighborhood type (e.g. urban, suburban, rural).
- ◆ A lack of reliable information to determine utility needs early in the development process (e.g. power line upgrades).
- ◆ Higher levels of NIMBYism, or public participation of neighbors who do not want to see new development in their communities and disproportionately influence the permitting process, particularly when new development proposes housing units at prices that more Southern Nevada residents can afford.
- ◆ Lenders typically tend to prefer single-use development (residential vs. employment), making financing unpredictable for sites and buildings that allow both uses on the same site or building (mixed-use development).
- ◆ Parking mandates and other requirements that constrain development to an area much smaller than the total amount of land owned, only rendering a portion of the land economically productive.
- ◆ Insufficient sustainable transportation options, such as light rail, near infill sites make it difficult to justify the removal of parking mandates to lenders and neighbors. Light rail can also be a catalyst to build denser development and make infill more profitable.
- ◆ A lack of clarity surrounding adaptive re-use, or the ability to repurpose existing buildings that are empty to meet housing and economic development needs.
- ◆ A lack of overall financial incentives to counter any of the challenges mentioned above, resulting in higher uncertainty in development cost and potentially impacting profit.

While many of Southern Nevada's plans emphasize infill development, walkable neighborhoods, and equitable growth, existing zoning frameworks, infrastructure gaps, and community opposition continue to drive suburban, low-density development. These barriers aren't just technical; they represent a deeper disconnect between the region's stated housing goals and the on-the-ground regulations and conditions that often inhibit infill redevelopment.

The Supportive Efforts Report reinforces this tension: a review of local and regional plans reveals strong alignment on goals related to compact, transit-oriented development, but also on the ground realities highlight uneven policy implementation and capacity, and fragmented governance that slow progress on shared objectives. Southern Nevada's

³² ECOnorthwest. *Southern Nevada Strong Underutilized Lands Inventory Technical Report*. Prepared for Regional Transportation Commission of Southern Nevada, February 2025



housing challenges aren't just about finding more land; they're also about enabling the land within the existing footprint of the region to meet current and future needs. While the land exists to support more housing in strategic locations, converting opportunity into outcomes will require a shift from goals to policymaking and implementation.

Historical and Systemic Patterns of Exclusion in Housing

Beyond zoning and land availability, structural barriers are also rooted in the region's history of exclusionary policies, particularly those that shaped who had access to housing, investment, and opportunity.

Southern Nevada's current housing challenges cannot be fully addressed without acknowledging the structural and institutional barriers rooted in its history of lending practices, discriminatory housing policies, and economic exclusion that are not unique to Southern Nevada but resulted in unfair housing outcomes similar to other communities across the country. These forces, embedded in both formal regulation and informal practice, have shaped patterns of neighborhood development, access to opportunity, and long-term wealth accumulation across the region.

While zoning, land use policy, and development incentives are often viewed as neutral tools of growth management, in practice they have long served as mechanisms of exclusion, perpetuating racial and economic inaccessibility in housing markets across the United States, including in Southern Nevada.

HISTORICAL SEGREGATION AND POLICY EXCLUSION

Like other parts of the U.S., Southern Nevada experienced de facto redlining, where neighborhoods predominantly inhabited by Black residents were marked as high-risk, home loans and credit.

Las Vegas, Historic Westside

Black residents were often explicitly restricted to specific enclaves, such as the Historic Westside in Las Vegas, through restrictive covenants, zoning laws, and business licensing practices. In the late 1950s, Las Vegas condemned 42 acres in the Historic Westside as part of its "slum clearance" program and built new public housing. However, this project displaced many residents, and the number of new units was insufficient to meet the community's needs, further limiting the community's access to adequate housing.

Even after legal segregation was dismantled, zoning and planning decisions continued to isolate Black and Latino communities from opportunity. The Westside remained underdeveloped, lacked public investment, and was often subjected to industrial zoning and environmental hazards. These practices ensured that the legacy of segregation persisted



well into the present, not just in physical form but in wealth, education, and public health outcomes.

Recent studies by UNLV's Lincy Institute show that despite population growth and suburban expansion, racial and ethnic residential segregation remains a defining feature of the Las Vegas and North Las Vegas metropolitan areas. Black and Hispanic households remain disproportionately concentrated in older, lower-income neighborhoods with less access to jobs, amenities, and well-resourced schools.

Boulder City, Exclusion During the Great Depression

While Nevada had the highest per capita federal relief spending of any state during the Great Depression, focused on the Hoover Dam and other large public works projects, discriminatory hiring practices excluded Black, Indigenous, and Asian residents from these jobs. In addition, Boulder City was constructed to provide housing for Dam workers but excluded Black residents. Overall, Black residents saw little, if any, benefits from the state's relief spending.

Henderson, Basic Magnesium Inc. (BMI) Plant

During World War II, the federal government established Basic Magnesium Inc. (BMI) to produce magnesium for the war effort. To support the workforce, the government built segregated housing in what would become Henderson, Nevada. White workers were housing in the 509-unit Victory Village, while Black workers and their families were restricted to the 324-unit Carver Park complex.³³ This deliberate separation reinforced racial boundaries and excluded Black families from permanent housing options within the broader community.³⁴

After the war, the BMI plant closed, and Carver Park was dismantled. While white families were able to transition into permanent housing, Black residents were largely displaced and forced to relocate – often to West Las Vegas. Henderson did not invest in permanent housing for Black families, and informal practices such as racial covenants and lending discrimination ensured their continued exclusion from the city's growth.³⁴

Windsor Park, North Las Vegas

Windsor Park was one of the first all-Black housing communities in North Las Vegas, located off Clayton Street and Cartier Avenue. It was built in the 1960s, during a time when segregation had not yet ended in Southern Nevada. In its early years, the 1960s and 1970s, Windsor Park was described as a thriving neighborhood. It represented an important step

³³ University of Nevada, Las Vegas. *Guide to the Basic Magnesium, Inc. (BMI) Records and Photographs, 1933–1965*. Special Collections and Archives, MS-00126. Published November 12, 2019.

³⁴ Andrea Rayle and Janna Ruter. *World War II Era Residential Housing in Las Vegas, Clark County, Nevada (1940–1945)*. Prepared for the Nevada State Historic Preservation Office, 2015.



toward giving African Americans a place in society and an opportunity to build financial wealth through homeownership.

However, beginning in the 1980s, homes in Windsor Park began to subside after groundwater withdrawal and underlying geological faults caused the ground to sink and crack. Residents brought their concerns to the City of North Las Vegas, and the Department of Housing and Urban Development conducted a study estimating that \$12–14 million would be needed to relocate the residents. But in 1991, the available funds were reduced to \$5.4 million. Officials believed that this amount “would allow the Windsor Park families to reestablish their living conditions to the standard that once existed in Windsor Park.” As of 2021, this has not proven true.

The battle over Windsor Park played out in three phases:

- ◆ **Phase One, April 1994:** Four homes were moved to Cibola Park, but the process was deemed too expensive by the government.
- ◆ **Phase Two, June 1994:** Some residents were relocated to newly built houses in Walker Park.
- ◆ **Phase Three, 1997:** The City of North Las Vegas offered \$50,000 grants to residents to find a new home. This offer was increased to \$100,000 in 2004.

Although financial assistance was offered, it was not enough to purchase comparable homes, and many residents were unable to take advantage of the program. In 1991, the City of North Las Vegas also passed Resolution No. 1606, which prohibited residents from rebuilding or repairing their homes. As of today, approximately ninety homeowners remain in Windsor Park. The neighborhood has not seen meaningful reinvestment and remains underdeveloped and underimproved.³⁵

This spatial isolation is reflected in measurable housing outcomes today, referenced in earlier sections of this report, where Black renter households, across Southern Nevada and all of its jurisdictions, are much more likely to be cost-burdened than their white or Asian counterparts. Likewise, homeownership rates are lowest among Black, American Indian, and Hispanic households throughout the region. These gaps reflect decades of mortgage discrimination, unequal access to credit, and limited generational wealth.

CYCLE OF DISINVESTMENT

Historically Black neighborhoods were frequently underdeveloped, lacking paved roads, streetlights, and adequate water and sewer systems, due to insufficient investment from city officials and banks. Property values suffered due to this lack of investment, yet low

³⁵ David J. Morris and Heather Addison, Windsor Park: The Sinking of an American Dream, UNLV Film Faculty Articles (2021) https://digitalscholarship.unlv.edu/film_fac_articles/3/



property values and tax revenue were often cited as a rationale for the lack of investment, perpetuating the cycle of disinvestment. As a result, these neighborhoods still have inadequate infrastructure and lower property values. A 2023 report found that a quarter of Historic Westside residents do not have access to sufficient food sources, and the median household income is \$34,000, less than half of that in Clark County.³⁶

EXCLUSION FROM WEALTH ACCUMULATION

Perhaps the most lasting structural impact of discriminatory housing policies is their effect on intergenerational wealth. Homeownership has long been the principal vehicle for household wealth-building in the U.S., yet Black and Latino households have faced systematic barriers to achieving and maintaining it.

Black residents were often unable to purchase homes (through redlining and discriminatory FHA loaning practices) that have since significantly appreciated in value, contributing to the existing wealth gap for communities of color. A 2022 survey by the Federal Reserve found that net housing wealth was the biggest contributor to wealth growth, with the average White household earning six times as much wealth as the typical Black family and five times as much as the typical Hispanic family.³⁷

Homes in majority-Black neighborhoods are systematically undervalued, not because of quality or location, but because of race-based bias embedded in the housing market. This devaluation contributes to a national loss of billions in Black household equity and is mirrored in cities like Las Vegas, where segregated neighborhoods have not appreciated at the same rates as neighborhoods that have not faced the same structural barriers to investment.³⁸

GENTRIFICATION AND LACK OF TENANT PROTECTIONS

In light of these systemic barriers, community leaders and community organizations across Southern Nevada are now working towards restorative community development and to support community-led investments that benefit those who have been historically excluded.

However, as development interest grows and investment returns to previously disinvested neighborhoods, cultural and spatial displacement risks heighten. Renters, households of color, low-income residents, and those with lower levels of educational attainment face a heightened risk of displacement. The lack of tenant protections and support, limited affordable housing production, and rising land values all contribute to instability in

³⁶ Noaka Foreman. "Indy Explains: How Have Discriminatory Housing Practices Shaped Vegas' Historic Westside?". The Daily Indy, January 2024.

³⁷ Aditya Aladangady, Andrew C. Chang, and Jacob Krimmel. "Greater Wealth, Greater Uncertainty: Changes in Racial Inequality in the Survey of Consumer Finances. The Federal Reserve, October 2023.

³⁸ Perry, A. (2020). *The Devaluation of Assets in Black Neighborhoods: How Racism Robs Homeowners of the American Dream*. Brookings Mountain West Lecture at UNLV.



neighborhoods long denied equitable investment. This paradox, wherein communities are first excluded, then displaced once they become “desirable”, is a recurring pattern of housing policy failure across the country.

Proactive planning and equitable, community-led development strategies are essential to breaking this cycle. Centering residents and small business owners in decision-making, and prioritizing tools like anti-displacement policies, land trusts, and targeted reinvestment, can help ensure that redevelopment benefits those who have long been left out. Without structural safeguards, redevelopment can become another form of exclusion.



7. Next Steps: Regional Housing Strategy

Building on the insights from regional growth trends, demographic shifts, and structural housing challenges, the Southern Nevada Strong 2050 Regional Policy Plan will provide a comprehensive Regional Housing Strategy, building on this report. This strategy will outline targeted, data-informed policy approaches to address current and future housing needs, support housing opportunity and access, and guide coordinated action across jurisdictions in Southern Nevada.

As the region looks ahead, the housing landscape is shaped by a highly uncertain national and fiscal environment. Persistent challenges such as inflationary construction costs, labor shortages, and rising interest rates continue to complicate housing production. Tariffs on key building materials and continued supply chain instability further drive-up costs, particularly for affordable and multifamily developments.

In parallel, the future of federal housing funding is uncertain and could become a source of concern in the future. Many local governments, including those in Southern Nevada, rely on two critical federal programs administered by the U.S. Department of Housing and Urban Development (HUD): the HOME Investment Partnerships Program (HOME) and the Community Development Block Grant (CDBG) program. Both programs are vulnerable to annual federal budget negotiations, policy changes, and political scrutiny.

- ◆ **The HOME Program** is a cornerstone of local affordable housing production, supporting the construction, rehabilitation, and purchase of housing for low-income households. Though the program continues to be funded, it is subject to the broader federal budget process. Any shifts in congressional priorities or federal deficit-reduction efforts could lead to reductions in HOME funding allocations or changes in eligibility criteria, potentially limiting its reach and flexibility.
- ◆ **The CDBG Program**, which provides broader funding for community development, faces a more complicated outlook. While its flexibility is widely praised by local governments, that same flexibility has attracted criticism under the current administration. Some federal policymakers have questioned whether funds are consistently targeted to benefit low- and moderate-income populations. Ongoing scrutiny could lead to regulatory tightening, stricter eligibility guidelines, or calls to reallocate CDBG resources toward more narrowly defined housing or economic development initiatives.



In addition to federal program uncertainty, state and local housing finance mechanisms remain oversubscribed and highly competitive, particularly for projects serving extremely low-income households or supportive housing. At the same time, philanthropic and private-sector funding, critical for filling project gaps, is tightening in the face of interest rate hikes and shifting investment strategies.

The Role of the Regional Housing Strategy

Given these funding and production challenges, the Regional Housing Strategy must be more than a static roadmap—it must be a resilient, actionable framework that evolves in step with changing market and policy conditions. It will provide a shared platform for action across Southern Nevada’s jurisdictions and serve as a unifying tool to:

- ◆ Diversify funding sources, including infrastructure coordination and regional bond initiatives;
- ◆ Strengthen regional capacity to secure, administer, and deploy federal housing resources;
- ◆ Advocate for long-term federal and state housing investments; and
- ◆ Support coordinated, housing policy across municipalities and unincorporated areas.

Crucially, the strategy will help jurisdictions align their housing actions with regional growth, transportation investments, and economic development goals, ensuring that the most urgent housing needs, particularly for low- and moderate-income residents, are prioritized in both policy and investment.

Drawing from the Supportive Efforts Report

The development of the Regional Housing Strategy will draw on best practices identified in the Supportive Efforts Report, drawing on successful examples from other Mountain West and sunbelt communities. It highlights how other regions have aligned land use and housing policy, leveraged underutilized land, and expanded affordable housing options through cross-jurisdictional collaboration.



Appendix A: Housing Needs Assessment Methodology

Current and Future Housing Needs

How can estimating current and projected housing needs help inform more effective and targeted policy responses to address housing challenges in Southern Nevada?

Addressing Southern Nevada's housing challenges begins with a clear understanding of the scale and nature of housing need, both now and into the future. This section provides a comprehensive estimate of how many housing units are needed across income levels and jurisdictions in Clark County through 2050. It also identifies gaps in the current housing system, including underproduction, housing for unhoused individuals, and the mismatch between available units and household incomes.

By quantifying this need with consistent methods and reliable data, the analysis helps clarify where policy and investment should be focused to ensure that future growth supports a more accessible, affordable, and resilient housing system. In doing so, it offers a foundation for coordinated planning efforts that are responsive to both current residents and anticipated demographic shifts over the coming two decades.

Measuring Regional Need

This regional housing needs assessment estimates the number of households across Clark County in each income category that will need dwelling units that are affordable to them, now and through 2050. This memo summarizes the project team's methodology for accomplishing this goal, with a focus on the primary methodological decisions and key assumptions used.

The methodology describes the source data, components of the assessment, and the analytical steps to calculate housing need.

DATA SOURCES AND METHODOLOGY

ECONorthwest evaluated available data sources, including national, state, and regional sources, and built on past experience with regional housing needs assessments. We determined that the most appropriate primary data source is 1-year Public Use Microdata Sample from Census (PUMS), as it provides annually updated data that is more accurate and reliable than other options available at the regional level. PUMS provides more current data than other sources we considered, such as the Comprehensive Housing Affordability Strategy (CHAS) or the 5-year sample of the American Community Survey (ACS). The



Census Bureau produces the PUMS files so that data users can create custom tables that are not available through pre-tabulated (or summary) ACS data tables. PUMS are available for geographies of about 100,000 people, called Public Use Microdata Areas (PUMAs). Clark County has 10 PUMAs.

ECONorthwest supplemented PUMS data with several other sources:

- ◆ **University of Nevada, Las Vegas (UNLV)** population forecasts for 2050 for Clark County regional population projections.
- ◆ **Regional Transportation Commission of Southern Nevada (RTC)** Access 2050: Regional Transportation Plan (RTP) population forecasts (2025 to 2050) for Southern Nevada’s jurisdictions and unincorporated areas local projections.³⁹
- ◆ **HUD and Clark County School District McKinney-Vento** provided a baseline estimate for the number of households experiencing houselessness in the region, utilizing coordinated entry data for those who are considered to be “actively unhoused” and the January 2024 Point-in-Time count. McKinney-Vento doubled-up student counts for Clark County were used to supplement the PiT counts, capturing instances where children may be housed with other families due to housing instability.

KEY METRICS

In addition to demographic and housing stock data, the methodology uses measures of housing market function, such as vacancy and affordability, throughout the process. The details of these metrics are described below.

Vacancy Measures

This analysis uses different measures of vacancy throughout the process, depending on context and intended comparison.

- ◆ **Target Vacancy Rate:** The *target ratio* of 1.072 housing units per household, or roughly 7 percent vacancy, comes from the fundamental assumption that adequate vacancy is needed to support a more robust housing market that can accommodate residents wishing to move up and down the affordability ladder, as well as provide added price stability over time. ECONorthwest used this ratio, based on the national vacancy rate when adjusting for 2nd and vacation homes, when calculating future housing demand so as not to project a constrained housing market into the future.

³⁹ <https://www.rtcnv.com/projects-initiatives/wp-content/uploads/sites/4/2020/12/Appendix-D-Regional-Forecasts-Planning-Variables.pdf>



Housing Affordability

Matching households to available housing units based on income requires a crosswalk from household income to reported prices for both owned and rented housing.

- ◆ **Owned Units:** The affordability of owned units is calculated using a price-to-income ratio of 3.36, where the income needed to afford a home is 3.36 or more of the home's reported value. U.S. HUD uses this ratio to measure housing affordability in its Comprehensive Housing Affordability Strategy (CHAS) data and is based on underwriting requirements for the Federal Housing Administration's loan insurance programs.⁴⁰
- ◆ **Rented Units:** We use U.S. HUD's standard of rental affordability, where housing costs cannot exceed 30 percent of a household's gross income.⁴¹
- ◆ **Adjusting for unit size:** By default, AML measures assume a four-person household. To better match units to households by income, EConorthwest adjusts the affordability of a unit based on the number of bedrooms using U.S. HUD's adjustment factors, summarized in Exhibit 51. This adjustment prevents an overestimation, for example, of one-bedroom units affordable to a four-person household that could not comfortably occupy that unit. EConorthwest applies these adjustment factors to each housing unit observation in the PUMS data to determine the income needed to afford that unit. For a one-bedroom unit, the household income that could afford the unit is 75 percent of the income needed to afford the nominal rent, assuming U.S. HUD's affordability standard of 30 percent of gross income.

Exhibit 51. HUD Multipliers to Adjust Housing Affordability

Number of Bedrooms	0	1	2	3	4	5
Adjustment Factor	0.70	0.75	0.90	1.04	1.16	1.28

Source: U.S. HUD

COMPONENTS OF HOUSING NEED

The estimation of total regional need derives from three component parts: future need, underproduction, and units to address houselessness. The details of these components are described below.

Future Need

⁴⁰ Paul Joice, "[CHAS Affordability Analysis](#)." U.S. HUD, working paper, May 20, 2013.

⁴¹ U.S. HUD programs include utility costs in total housing costs. Our analysis considers only reported rental prices.



In this analysis we calculate the total units that will be needed to accommodate the population in 2045. June 2024 population forecasts provided by the UNLV account for natural population changes from birth rates (fertility) and death rates (mortality) and migration-related population changes from people moving in and out of a region.

We compare the estimate of the total households that will need housing in 2045 to the current supply of housing. We assume that the current supply will carry forward, with some loss due to demolitions as buildings age out of their useful life. This approach does not assume a rate of housing production or number of units that will be built over the planning horizon based on past trends. Because this needs assessment is intended to support housing planning and policy, understanding current and future need in total is crucial. Assuming a rate of production results in discounting or underestimating that future need in ways that can perpetuate underproduction and an overall shortage of housing.

Future need is calculated using the following steps:

- ◆ **Future households.** The project team uses data from UNLV for Clark County's projected population levels by age cohort in 2045. ECONorthwest uses 2023 1-year PUMS data to calculate headship rates (persons per household) and household income distributions (in percent of Area Median Income "bins" – 0-30 percent, 30-60 percent, 60-80 percent, 80-100 percent, 100-120 percent, >120 percent) for each age cohort. We then apply these headship rates and income distributions to the age cohort population projections, converting them to total Clark County 2045 households by income level.
- ◆ **Future housing gap.** We project the current supply of housing into 2045, with adjustments to account for units that cannot be occupied and those that will be lost over time. The assessment of occupiable units—or the current housing supply—removes homes designated in Census data as second or vacation homes and homes lacking complete plumbing, since those units are not available for long-term occupancy. The project team uses HUD's CINCH reports on housing unit loss trends in the Western US to arrive at our assumption that 0.125 percent of Clark County's base year housing units will be lost each year (due to demolition, dilapidation, natural disaster, removal, and other common causes of housing stock decline). We used CINCH report data on housing costs of lost units to allocate Clark County's lost units (about 25,500 units over 27 years) into our percent AMI affordability bins. Finally, we multiplied future (2045) households by a target ratio of households to housing units of 1.072 (or roughly 7 percent vacancy) to arrive at the target supply of housing units. The difference between the target supply and the projected future supply is the total future housing need.

ECONorthwest adjusted the affordability of Southern Nevada's existing units to account for market filtering over time. Based on an internal analysis of regional housing stock using



PUMS rent and home value data, ECONorthwest assumed that housing units reduce in price by 0.19 percent of AMI per year of housing unit age (e.g., a unit affordable at 50 percent AMI today will be affordable at 48 percent AMI in 10 years). The end result of this filtering adjustment is that Southern Nevada's housing stock in the horizon year (2045) will be decreased in some affordability bins more than others, leading to an "uneven" distribution of future housing need where some income levels will see significantly more housing need than others.

Underproduction

Underproduction, or the lack of enough units to meet demand, is a key reason that housing markets experience rising prices. Accounting for current underproduction is a key feature of the methodology. This component accounts for the number of housing units that are not available but should be if the region had produced enough units each year to match the target vacancy rate of 7 percent. If the region has not met this threshold, housing is likely too scarce, and prices will rise. Households with the lowest incomes will struggle most to find scarce units, cost burdening will increase, and unhoused rates may also increase. In other words, underproduction leads to cost burdening.

There are a few approaches to identifying a housing shortage. One way that is commonly used because it can be completed at the city-level given available data sources, is to identify all households that are cost burdened in each geography, with an assumption that each cost-burdened household needs a unit that is affordable to them. Yet simply summing the number of cost-burdened households and calling it a "housing shortage" projects an oversupply of housing in the market, because cost-burdened households do have existing units, even if they are not sorted into those units by income in ways that they can afford. This is the reason that the needs assessment does not use this method to identify the shortage of housing. The cost-burden method is a useful way to understand the shortage of affordable units in a market and adds helpful information to inform housing production policies. It is not, however, a satisfactory way to understand the number of units that are needed in an entire housing market.

ECONorthwest's methodology takes a different approach to the shortage analysis: it identifies the number of units that would be needed to achieve a sufficient balance of units to current residents, including households that have not formed due to limited housing options, and then categorizes those units across the current distribution of household income. This approach recognizes that underproduction in a housing market results in greater cost burdening for lower-income households. The analysis of underproduction and housing for people experiencing houselessness serves the purpose of estimating housing needed to meet immediate housing needs, primarily for the lowest-income residents.

Current underproduction is calculated using the following steps:



- ◆ **Current households.** The current number of households is calculated using ACS 1-year 2023 PUMS data and an analysis of missing households. Missing households represent residents who are currently sharing housing—for example, young adults living with parents or adults living with roommates—who would otherwise occupy their own units if there were additional housing supply that they could afford. ECONorthwest calculated the number of missing households for age cohorts using a baseline measure of headship rates in 2000. These 2000-era householder rates are calculated for each 10-year age cohort using decennial Census data. The rates are then applied to the 2023 PUMS-derived population of the same age cohorts to calculate the estimated number of households the region would have today under pre-recession economic conditions. This hypothetical estimate is then compared against the actual total number of households by age cohort. Where the actual number of households is less than the hypothetical target, the difference is the number of missing households.
- ◆ **Target supply.** The region's current number of households, combined with missing households, is multiplied by a historic national vacancy rate of 7 percent to arrive at the target supply of housing units. Underproduction occurs when the total number of occupiable units in a region is less than the target supply. Units that represent current underproduction are subtracted from the total future need calculated for the future need component.
- ◆ **Unit income distribution.** Because underproduction leads to cost burdening in the market, the effects of underproduction are most acutely felt by those with lower incomes who need access to affordable housing now, in today's market. In this analysis, underproduced units are distributed into percent-of-AMI income bins proportionate to the income distribution of cost-burdened renter households in the region, as reported in PUMS data.

Unhoused and Housing Insecure Needs

The second component of regional need is the calculation of units needed for the unhoused population currently. This is a key feature of the methodology. Populations experiencing houselessness are generally not captured in foundational datasets derived from the Census because the Decennial Census and the American Community Survey rely on counting and sampling people with addresses, which not everyone has access to. These populations are also not accounted for in estimates of underproduction that rely either on a target vacancy rate or a national ratio of housing units to households—nationally, many communities struggle with houselessness despite having an average vacancy rate of 7 percent or an overall ratio of 1.072 housing units for every household.

Determining unit need for unhoused residents requires particular attention, because available datasets have many limitations, most importantly undercounting unhoused populations.



Housing to address houselessness is calculated using the following steps:

- ◆ **Total houseless households.** EConorthwest uses estimates provided by HUD and McKinney-Vento provided by Clark County School District to determine the total number of housing units needed to accommodate unhoused households.⁴²
- ◆ **Unit income distribution.** There is no existing, quality dataset with information about the incomes of unhoused people, but we know that many households that are experiencing houselessness have incomes and still cannot find an available home that is affordable to them. Based on the literature and EConorthwest's experience assessing housing needs in other regions, the project team distributed all units needed to address houselessness to the lowest income segment of 0–30 percent of AMI.
 - This estimate assumes that 11% of total households experiencing houselessness could require services to stay housed through permanent supportive housing (PSH) programming. This assumption is based on point in time counts which, while the best data source for individuals experiencing homelessness, has limitations and additional outreach and consultation with local service providers should be conducted when jurisdictions develop programs to support this population.

COMBINING COMPONENTS OF NEED

The calculation of total housing need occurs in stages relating to the three components. First, the total future housing supply is calculated, using our assumptions for market filtering and unit loss over time. Next, Southern Nevada's total underproduction is calculated and distributed by income levels based on the income distribution of the region's cost-burdened renter households. These underproduction units are then "added" to the future stock, modelling a total future housing supply under the assumption that Southern Nevada would build enough units to "solve" for underproduction, leaving only future need and units to accommodate people currently counted as unhoused. We then calculate the gap, for each percent AMI bracket, between this underproduction-adjusted future housing supply and the target number of housing units. Lastly, units to accommodate unhoused people are added in as the third component to arrive at total regional housing need.

⁴²We begin with homeless households captured in the most recent year of HUD Point-in-Time (PiT) counts for Clark County. Homeless individuals in families are converted to households using the Clark County persons-per-household rate as found in PUMS, while the remainder (individuals not in families) are treated as one-person households. McKinney-Vento tracks homeless school-age children. We assume that children who are doubled-up (living with another family) would likely not already be captured in the PiT counts, and therefore convert this total number of children to households based on the average number of children per household (among households with children) also using PUMS. These three subtotals together equal the total housing units needed.



RESULTS

Exhibit 52. Summary of Total Regional Need by Affordability Level and Component

COMPONENT	0-30% AMI	30-60% AMI	60-80% AMI	80-100% AMI	100-120% AMI	>120% AMI	TOTAL
Homelessness	12,209	-	-	-	-	-	12,209
Underproduction	10,870	16,149	8,000	4,649	3,344	1,482	44,493
Future need	96,042	112,781	19,111	-	-	161,059	388,993
Total	119,121	128,929	27,112	4,649	3,344	162,540	445,695

Source: EConorthwest analysis; UNLV Population Projections by County; ACS 1-year 2023 PUMS estimates; 2024 HUD PiT Counts; McKinney-Vento Doubled Up Students.

Distributing Regional Need Among Local Jurisdictions

EConorthwest created a model for distributing the housing needs assessment results among the six local communities (incorporated and unincorporated) based on criteria that reflect both current and expected future conditions needs. At a high level, the categories and rationale behind the criteria are as follows:

- ◆ **Current population and “added population”:** Housing need corresponds directly to population size.

Current jobs and “added jobs”: Employment is a driver of housing demand. Better matching of job and housing locations creates more options for housing, shortens commute times and distances, and eases congestion and vehicle travel on the region’s transportation systems.

- ◆ Exhibit 53 summarizes the criteria included in the model, the method of calculating and applying each criterion, and the data source for each input.

Because housing markets are regional, demand for housing at different levels of affordability exists in all jurisdictions. The affordability distributions seen in Exhibit 44 are roughly comparable to the regional affordability distributions seen in Exhibit 43 because our model does not allocate based on local incomes or any other weight that may skew the affordability of need in any way. However, because jurisdictions have different levels of current and future jobs and populations, they are allocated different levels of current and future need. Because current and future housing needs have different affordability distributions, when totaled up, result in slight shifts in the overall distribution of housing affordability.

Exhibit 53. Summary of Distribution Criteria for Submarket Share of Total Housing Need

CRITERION	METHOD	DATA SOURCE
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Current Conditions		
Share of regional population, 2023	Positive weight	2023 ACS 5-year
Share of regional jobs, 2022	Positive weight	LEHD
Future Conditions		
Share of added regional population, 2025-2045	Positive weight	RTP Projections, ECONW Calculations
Share of added regional jobs, 2025-2045	Positive weight	RTP Projections, ECONW Calculations

Broadly, the inputs that reflect current conditions distribute the units of the housing needs assessment that represent current needs—those for underproduction and houselessness. Inputs that reflect future conditions distribute the future needs component of the results. The model weights each of the current and future conditions inputs equal relative to one another and distributes units to local communities based on each community's share of each input.

Results

Exhibit 54. Summary of Local Jurisdiction Share of Regional Need by Component

COMMUNITY	FUTURE NEED	UNDERPRODUCTION	HOMELESS NEED	TOTAL UNITS
Unincorporated Clark County	107,680	5,941	21,650	135,271
North Las Vegas	102,585	1,501	5,470	109,556
Henderson	97,241	1,275	4,647	103,163
Las Vegas	79,191	3,337	12,160	94,687
Mesquite	1,359	92	336	1,787
Boulder City	936	63	231	1,230
Total	388,993	12,209	44,493	445,695

Source: ECONorthwest analysis; UNLV Population Projections by County, RTC RTP Population and Employment Projections by Jurisdiction; ACS 1-year 2023 PUMS estimates; 2024 HUD PiT Counts; McKinney-Vento Doubled Up Students, LEHD 2022.

Exhibit 55. Summary of Local Jurisdiction Share of Regional Need by Income Level

COMMUNITY	0-30%	30-60%	60-80%	80-100%	100-120%	>120%	TOTAL
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Unincorporated Clark County	37,816	39,077	9,183	2,262	1,627	45,305	135,271
North Las Vegas	28,165	31,728	6,024	571	411	42,657	109,556
Henderson	26,419	29,880	5,613	486	349	40,416	103,163
Las Vegas	25,860	27,373	6,077	1,270	914	33,193	94,687
Mesquite	510	516	127	35	25	574	1,787
Boulder City	351	355	87	24	17	395	1,230
Total	119,121	128,929	27,112	4,649	3,344	162,540	445,695

Source: EConorthwest analysis; UNLV Population Projections by County, RTC RTP Population and Employment Projections by Jurisdiction; ACS 1-year 2023 PUMS estimates; 2024 HUD PiT Counts; McKinney-Vento Doubled Up Students, LEHD 2022.



Appendix B: Underutilized and Vacant Residential Land and Zoned Capacity

These tables reflect assumptions from both the ULI process and our own analysis, used to estimate residential land capacity across Southern Nevada. Land use and zoning categories were based on those used in the ULI, with densities assigned through a combination of research and input from local jurisdictions. Assumptions in these tables were used in the calculations seen in Exhibit 49 and Exhibit 50.

Exhibit 56. Boulder City Residential Zoned Capacity

Zone	Density for Analysis	Underutilized Acres	Total Acres	Underutilized Unit Potential	Total Unit Potential
Mobile Home Estate (ME)	7	6	6	43.56	43.56
Multiple-Family Residential (R3)	6	4	92	23.232	534.8703677
Single-Family Residential (R1)	6	234	1359	1359.072	7895.851703
Total:		244	1,472	1,426	8,474

Source: EConorthwest

Exhibit 57. Clark County Residential Zoned Capacity

Zone	Density for Analysis	Underutilized Acres	Total Acres	Underutilized Unit Potential	Total Unit Potential
Residential Multi-Family 18 (RM18)	18	60	7,151	1,072	128,714
Residential Multi-Family 32 (RM32)	32	162	3,990	5,182	127,672
Residential Multi-Family 50 (RM50)	50	36	489	1,822	24,449
Residential Single-Family 10 (RS10)	4	59	996	259	4,338
Residential Single-Family 2 (RS2)	44	54	837	2,342	36,452
Residential Single-Family 20 (RS20)	2	8,202	10,499	17,864	22,867
Residential Single-Family 3.3 (RS3.3)	26	577	14,529	15,233	383,568
Residential Single-Family 40 (RS40)	1	224	176	244	192
Residential Single-Family 5.2 (RS5.2)	17	174	9,077	2,911	152,071
Residential Single-Family 80 (RS80)	1	3,026	3,325	1,647	1,811
Single-Family Residential District (R-1a) --> RS5.2	8	13	466	109	3,904
Total:		12,586	51,535	48,685	886,038

Source: EConorthwest

Exhibit 58. Henderson Residential Zoned Capacity

Zone	Density for Analysis	Underutilized Acres	Total Acres	Underutilized Unit Potential	Total Unit Potential
Corridor/Community Mixed-Use (MC)	36	228	621	8,195	22,339
Development Holding (DH)	1	725	764	789	832
High-Density Residential (24 du/ac) (RH-24)	24	11	1,006	274	24,152
High-Density Residential (36 du/ac) (RH-36)	36	188	329	6,775	11,850
Low-Density Single-Family Residential (1 du/ac) (RS-1)	1	848	1,767	848	1,767
Low-Density Single-Family Residential (2 du/ac) (RS-2)	2	856	2,015	1,712	4,031
Low-Density Single-Family Residential (4 du/ac) (RS-4)	4	230	638	919	2,554
Low-Density Single-Family Residential (6 du/ac) (RS-6)	6	674	12,770	4,046	76,622
Low-Density Single-Family Residential (8 du/ac) (RS-8)	8	59	320	470	2,577
Medium-Density Residential (10 du/ac) (RM-10)	10	92	1,545	920	15,447
Medium-Density Residential (16 du/ac) (RM-16)	16	109	1,823	1,739	29,172
Mobile Home Residential (8 du/ac) (RMH)	8	0	3	4	24
Neighborhood Mixed-Use (MN)	16	42	27	677	429
Regional Mixed-Use (MR)	16	641	676	10,260	10,821
Downtown (Mixed Use and Residential)		44	867	-	1,850
Planned Community (PC)		1,190	2,628	-	67,458
Total:		5,938	27,800	37,628	271,905

Source: EConorthwest



Exhibit 59. Las Vegas Residential Zoned Capacity

Zone	Density for Analysis	Underutilized Acres	Total Acres	Underutilized Unit Potential	Total Unit Potential
Apartment (R-5)	75	1	33	92	2,471
High Density Residential (R-4)	60	25	331	1,472	19,872
Medium Density Residential (R-3)	50	92	1,908	4,606	95,408
Medium-Low Density Residential (R-2)	12	17	274	200	3,285
Mobile/Manufactured Home Residential (R-MH)	7	0	0	1	1
Ranch Acres (R-A)	1	20	134	21	146
Residential Estates (R-E)	2	1,036	3,581	2,507	8,666
Residential Mobile/Manufactured Home Park (R-MHP)	11	1	2	11	25
Residential Planned Development - 1 Unit Per Acre (R-PD1)	1	-	2	-	2
Residential Planned Development - 10 Unit Per Acre (R-PD10)	10	-	171	-	1,709
Residential Planned Development - 11 Unit Per Acre (R-PD11)	11	-	144	-	1,580
Residential Planned Development - 12 Unit Per Acre (R-PD12)	12	1	240	13	2,876
Residential Planned Development - 13 Unit Per Acre (R-PD13)	13	-	19	-	241
Residential Planned Development - 14 Unit Per Acre (R-PD14)	14	-	330	-	4,621
Residential Planned Development - 15 Unit Per Acre (R-PD15)	15	-	98	-	1,474
Residential Planned Development - 16 Unit Per Acre (R-PD16)	16	-	135	-	2,162
Residential Planned Development - 17 Unit Per Acre (R-PD17)	17	-	22	-	376
Residential Planned Development - 18 Unit Per Acre (R-PD18)	18	-	445	-	8,016
Residential Planned Development - 19 Unit Per Acre (R-PD19)	19	-	44	-	833
Residential Planned Development - 2 Unit Per Acre (R-PD2)	2	0	1,105	1	2,209
Residential Planned Development - 20 Unit Per Acre (R-PD20)	20	-	136	-	2,722
Residential Planned Development - 21 Unit Per Acre (R-PD21)	21	-	46	-	971
Residential Planned Development - 22 Unit Per Acre (R-PD22)	22	-	13	-	285
Residential Planned Development - 23 Unit Per Acre (R-PD23)	23	-	88	-	2,032
Residential Planned Development - 24 Unit Per Acre (R-PD24)	24	-	49	-	1,184
Residential Planned Development - 25 Unit Per Acre (R-PD25)	25	-	17	-	424
Residential Planned Development - 27 Unit Per Acre (R-PD27)	27	-	4	-	100
Residential Planned Development - 29 Unit Per Acre (R-PD29)	29	-	1	-	35
Residential Planned Development - 3 Unit Per Acre (R-PD3)	3	141	1,198	423	3,595
Residential Planned Development - 31 Unit Per Acre (R-PD31)	31	-	5	-	165
Residential Planned Development - 32 Unit Per Acre (R-PD32)	32	-	5	-	169
Residential Planned Development - 34 Unit Per Acre (R-PD34)	24	-	0	-	11
Residential Planned Development - 4 Unit Per Acre (R-PD4)	4	2	501	6	2,006
Residential Planned Development - 42 Unit Per Acre (R-PD42)	42	-	3	-	115
Residential Planned Development - 46 Unit Per Acre (R-PD46)	46	-	16	-	757
Residential Planned Development - 5 Unit Per Acre (R-PD5)	5	0	1,540	1	7,702
Residential Planned Development - 6 Unit Per Acre (R-PD6)	6	-	1,139	-	6,831
Residential Planned Development - 7 Unit Per Acre (R-PD7)	7	238	1,266	1,668	8,859
Residential Planned Development - 8 Unit Per Acre (R-PD8)	8	0	426	4	3,411
Residential Planned Development - 9 Unit Per Acre (R-PD9)	9	-	314	-	2,823
Residential Small Lot (R-SL)	10	47	71	453	687
Single Family Attached (R-TH)	27	68	91	1,860	2,487
Single Family Compact-Lot (R-CL)	15	28	2,577	402	37,420
Single Family Residential (R-1)	1	84	7,439	84	7,439
Single Family Residential-Restricted (R-D)	4	34	439	150	1,912
Town Center (T-C)	25	351	1,719	8,777	42,987
Undeveloped (Desert Rural Up To 2.49 du/ac) (U (DR))	2	3,256	3,322	8,108	8,271
Undeveloped (Low Density Residential) (U (L))	6	2	6	11	34
Undeveloped (Medium Density Residential) (U (M))	26	1	2	15	57
Undeveloped (Medium Low Density Residential) (U (ML))	13	2	28	19	356
Undeveloped (Planned Community Development) (U (PCD))	8	941	970	7,524	7,763
Undeveloped (Rural) (U (R))	4	57	70	206	253
Undeveloped (Town Center) (U (TC))	25	11	12	286	303
Undeveloped (Traditional Neighborhood Development) (U (TND))	13	1,840	1,840	22,998	22,998
T3 Neighborhood (T3-N)	13	9	102	110	1,270
T3 Neighborhood Open (T3-N-O)	13	1	3	12	38
T4 Corridor (T4-C)	50	21	164	1,065	8,183
T4 Main Street (T4-MS)	50	11	38	552	1,892
T4 Neighborhood (T4-N)	26	15	74	380	1,890
T5 Corridor (T5-C)	60	11	34	679	2,042
T5 Main Street (T5-MS)	50	19	79	941	3,944
T5 Maker (T5-M)	50	47	145	2,350	7,267
T5 Neighborhood (T5-N)	50	5	54	269	2,686
T6 Urban Core (T6-UC)	75	3	283	216	21,247
T6 Urban General (T6-UG)	75	4	44	333	3,302
T6 Urban General Limited (T6-UGL)	75	3	29	260	2,175
Traditional Development (T-D)	13	572	1,080	7,151	13,499
Planned Community (P-C)	7	4,763	13,545	33,341	94,815
Total:		13,782	50,050	109,578	497,389

Source: EConorthwest



Exhibit 60. Mesquite Residential Zoned Capacity

Zone	Density for Analysis	Underutilized Acres	Total Acres	Underutilized Unit Potential	Total Unit Potential
Attached Housing (MF-1)	11	2	6	16	65
Multi-Family High Density (MF-4)	25	48	165	1,201	4,115
Multi-Family Low Density (MF-2)	11	84	119	914	1,301
Multi-Family Medium Density (MF-3)	20	7	64	143	1,284
Rural Estates (RE-2)	1	53	61	36	40
Rural Residential (RE-3)	2	16	54	32	108
RV/Motor Home (RV)	20	73	97	1,456	1,939
Single-Family (SF)	6	106	485	657	3,021
Planned Developments			8,130		17,152
Totals:		96	9,181	4,455	29,025

Source: EConorthwest

Exhibit 61. North Las Vegas Residential Zoned Capacity

Zone	Density for Analysis	Underutilized Acres	Total Acres	Underutilized Unit Potential	Total Unit Potential
High Density Residential (R-4)	50	4	116	176	5,788
High Density Residential Planned Community District (R-3 PCD)	25	34	34	852	852
Mixed-Use Neighborhood District (MUD-N)	25	5	5	119	119
Multi-Family Residential (R-3)	25	72	587	1,799	14,687
Open Land (O-L)	1	10,142	10,261	5,071	5,130
Planned Community District - Medium Density (R-CL PCD)	12	157	336	1,897	4,061
Planned Community District Medium - High Density Residential (R-2 PCD)	13	37	66	486	856
Planned Community District Medium - Low Density Residential (R-1 PCD)	6	163	163	980	980
Planned Community District Very High Density Residential (R-4 PCD)	50	-	4	-	200
Ranch Estates (R-E)	2	212	718	424	1,436
Ranch Estates Limited (R-EL)	4	12	57	46	228
Redevelopment Area / Downtown Core (R-A DC)	97	49	257	4,776	24,923
Redevelopment Area / Medium Density Residential Subdistrict (R-A R-2)	13	10	65	134	845
Redevelopment Area / Medium High Density Residential Subdistrict (R-A R-3)	26	0	32	9	813
Residential Zone Up To 10 Du/Ac Master Plan Community (RZ10 MPC)	10	330	467	3,298	4,671
Residential Zone Up To 13 Du/Ac Master Plan Community (RZ13 MPC)	13	27	158	352	2,051
Residential Zone Up To 25 Du/Ac Master Plan Community (RZ25 MPC)	25	-	33	-	829
Residential Zone Up To 6 Du/Ac Master Plan Community (RZ6 MPC)	6	-	42	-	250
Single Family Compact Lots (R-CL)	8	143	651	1,145	5,198
Single Family Low Density (R-1)	6	133	5,011	800	30,069
Single Family Medium Density (R-2)	13	19	179	249	2,324
Single-Family Residential Master Plan Community (R-1 MPC)	6	5	834	29	5,004
MUZ MPC	N/A	-	109	-	229
PCD	N/A	-	57	-	189
PUD	10	-	3,888	-	38,880
PUD PID	14	-	56	-	784
Total:		24,186		22,641	151,396

Source: EConorthwest

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

Agenda Item

Subject:	Public Lands Panel and Federal Legislation Update
Petitioner:	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
Recommendation by Petitioner:	Receive an update on the Southern Nevada Economic Development and Conservation Act and, through a panel discussion, learn about potential implications for regional growth and planning (FOR POSSIBLE ACTION)
Goals:	Support regional planning efforts to improve economic vitality and education and invest in complete communities
Meeting:	Southern Nevada Strong Steering Committee - Jul 31 2025

FISCAL IMPACT:

None

BACKGROUND INFORMATION:

Through scenario planning, Southern Nevada Strong (SNS) 2050 will evaluate the different ways that the region can grow, which may include development in existing neighborhoods, at the desert edge, or some combination. This process will involve assessing the trade-offs of various growth approaches and establishing a shared vision for the future.

Since the proposed urban growth boundary expansion identified by the Southern Nevada Economic Development and Conservation Act (SNEDCA) will be considered in scenario planning, the SNS Steering Committee will receive an informational update on the bill and its status.

As a regional convener, the Metropolitan Planning Organization will also facilitate a panel discussion among affordable housing, economic development, water resources, and environmental stakeholders, who will share potential implications of SNEDCA. Following the panel discussion, panelists will respond to questions from the SNS Steering Committee and community members.

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

Agenda Item

Subject:	SNS Steering Committee Meetings and Agenda Items
Petitioner:	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
Recommendation by Petitioner:	Receive Southern Nevada Strong Steering Committee feedback on the July 31, 2025, meeting, and identify future meeting(s) and agenda items (FOR POSSIBLE ACTION)
Goals:	Support regional planning efforts to improve economic vitality and education and invest in complete communities
Meeting:	Southern Nevada Strong Steering Committee - Jul 31 2025

FISCAL IMPACT:

None

BACKGROUND INFORMATION:

The Regional Transportation Commission of Southern Nevada (RTC), as core administrator of the Southern Nevada Strong (SNS) Regional Plan, seeks the following guidance from the SNS Steering Committee:

- Feedback on the July 31, 2025, meeting time, format, and location;
- Confirmation of the remaining 2025 meeting date(s); and
- Identification of future agenda items that advance implementation of the SNS Regional Plan.

REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

Agenda Item

Subject:	Final Citizens Participation
Petitioner:	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
Recommendation by Petitioner:	Conduct a comment period for citizens participation
Goals:	Support regional planning efforts to improve economic vitality and education and invest in complete communities
Meeting:	Southern Nevada Strong Steering Committee - Jul 31 2025

FISCAL IMPACT:

None by this action

BACKGROUND INFORMATION:

In accordance with State of Nevada Open Meeting Law, the Regional Transportation Commission of Southern Nevada (RTC) Southern Nevada Strong (SNS) Steering Committee shall invite interested persons to make comments. For the initial Citizens Participation, the public should address items on the current agenda. For the final Citizens Participation, interested persons may make comments on matters within the SNS Steering Committee's jurisdiction, but not necessarily on the current agenda.

No action can be taken on any matter discussed under this item, although the SNS Steering Committee can direct that it be placed on a future agenda.