# CITY OF LAS VEGAS 2050 MASTER PLAN





## **IMPLEMENTATION PROGRESS**



The 2050 Master Plan was adopted as a General Plan Amendment by the Planning Commission on April 12, 2021 and in full by the City Council on July 21st, 2021 (Ordinance 6788). Pursuant to the adoption ordinance and NRS 278.190, this annual report provides an opportunity to review the progress of the plan over time, and provides recommendations to the City Council for the implementation of the plan.

The 2050 Master Plan develops a comprehensive, clear vision and framework for the future of Las Vegas, as well as recommendations that are implementation-focused. As required by NRS 278, the Master Plan addresses a comprehensive range of topics. The plan includes a wide range of public involvement broadly-supported by community consensus. It was developed using guiding principles that measure success, weigh recommendations, foster community-driven implementation, and improve quality of life for all residents:

- Equitable: Las Vegas is welcoming and accessible to all people.
- Resilient: the city is prepared and adaptable to shocks and stresses.
- Healthy: residents can improve personal health outcomes.
- Livable: quality of life is distinct and uniquely "Vegas."
- Innovative: the region educates and attracts the boldest and brightest.

Using these principles as a foundation for the goals of this plan, by 2050, it is envisioned that:

THE CITY OF LAS VEGAS WILL BE A LEADER IN RESILIENT, HEALTHY CITIES - LEVERAGING THE PIONEERING INNOVATIVE SPIRIT OF ITS RESIDENTS TO PROVIDE EQUITABLE ACCESS TO SERVICES, EDUCATION, AND JOBS IN THE NEW ECONOMY.

To meet this vision and future growth, measurable change will occur:

- More than 300,000 new residents will live within the City, increasing the City's population to more than 900,000 and the regional population to more than 3 million
- 9,500 acres of new parks and open space will be accessible and available
- 100,000 housing units will be developed
- 72 million square feet of new commercial space
- At least 600 new police officers will be needed, as well as 30 new schools, 2,500 new teachers, and more than 1,500 City employees.





## CITY COUNCIL PRIORITIES

Chapter 5 of the Master Plan details plan implementation over both short and long periods of time. The general recommendation is to utilize short-term Strategic Action Plans as a means of achieving various plan recommendations.

To support implementation of the City's Master Plan, the 2020 Citywide Strategic Plan incorporates City Council priorities. Each priority is supported by the guiding principles and various goals of the Master Plan, as well as goals, objectives, and key performance metrics:

- Public Safety: To ensure a safe community, focus on neighborhood revitalization, community and law enforcement partnerships, and seek alternatives to misdemeanor incarceration.
- Health Care: Given the importance of health care in the community, especially during the COVID-19 pandemic, the City is seeking to expand health care programs, reaching out to the business community to align with

- corporate responsibility missions, and investing in mental health resources.
- Diversify Economy: Given the need for greater regional economic diversification, the City is investing in broadband connectivity infrastructure, streamlining the new business start-up process, and facilitating opportunities for infill and redevelopment of aging commercial areas.

As new Council members are seated during future election cycles and as Council priorities change, future strategic plans can build from the Master Plan's recommended key actions and implementation strategies in a thoughtful, progressive, and incremental manner in order to achieve the City's stated outcomes.

## FIFTY BY '50

## GOALS, ACTIONS, OUTCOMES AND PLAN EVALUATION

In order for the plan's vision to be met, the annual report provides an update on implementation progress throughout its thirty year horizon, serving as a way to evaluate effectiveness, and if necessary, make adjustments and course corrections. Using an internally developed plan implementation evaluation methodology, the report provides both a qualitative and quantitative assessment of the plan's progress for its structural components:

- Goals are statements that identify a desired long-term objective to be realized related to a theme or topic. Each are supported by the guiding principles of equity, health, resilience, livability, and innovation. Goal achievement can be attained based on the performance of Key Actions and Outcomes.
- **Key Actions** and supporting implementation strategies are necessary steps that the City, department, external agency, or collaborator can perform within a time frame to put plan recommendations into effect. Each action can be classified as one or more specific "Tools" best practices, approaches, and recommendations.
- Outcomes are specific measurable targets connected to metrics or other objective criteria. Many of the plan's outcomes were derived or adapted from the City's LEED for Cities Gold certification by the US Green Building Council or other parallel planning efforts.

Contained within the plan are "Fifty by '50" outcomes – the outcomes with elevated importance that serve as the basis for determining achievement of the plan's goals. Many of these outcomes contain long-term trend-based metrics that can be tracked to show temporal progression. Knowing which key actions and strategies have made an impact toward the desired outcome and which goals were achieved can help shape future planning and decision-making.

### **TOOLS**

To implement the 2050 Master Plan, various tools were recommended in each of the Key Actions that can be implemented short-term, long-term, or on an ongoing basis. These tools include:

- Local policy or regulation: actions taken by the City Council or Planning Commission by ordinance, resolution, or action, by the City Manager or the City's departments.
- City Programs: carrying out new or existing City programs, whether delegated from the Master Plan, the Strategic Plan, through the City Manager, or Nevada Revised Statutes (NRS).
- Capital Improvements: development, provision, and maintenance of physical infrastructure, recommended through the annual Capital Improvement Planning process.
- Federal/State Legislative policy: due in part to the limitations of state statute, the City may need to implement the plan through legislative policy changes. These may be advocated for in Carson City during biennial legislative sessions. Similarly, Federal tools and resources can assist the City through one-time projects or ongoing support of required programs or service provision.
- **Partnerships**: Implementation through collaborative efforts with regional partners or agencies.



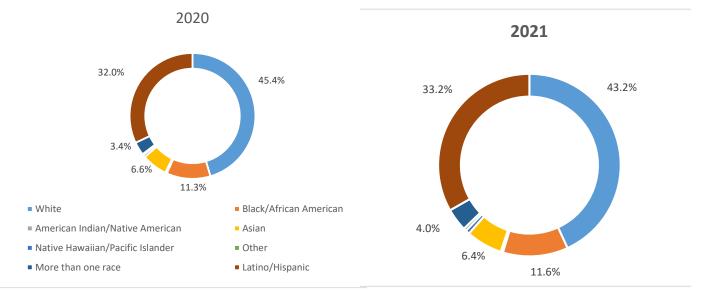
## 2020 CENSUS UPDATES

#### CITY DEMOGRAPHICS & CHANGE

The 2020 Census, American Community Survey, and Planning Department data updates provide insight into the dramatic changes that occurred during the COVID-19 pandemic. While each area of the City, described in Chapter 2 of the Master Plan, underwent their own socio-economic

and demographic shifts, the City as a whole saw dramatic changes. Although still low, the City's urbanized population and housing density continues to increase; incomes grew as unemployment rates improved, but housing costs also increased dramatically. As time goes on, these indicators will be important to track, especially for each area of the City - whether indicators geographically increase or decrease, improve or slip, or if there is substantial rate of change.

	2020	2021	
1. Current Population	675,971	691,635	% Inc: Summerlin West
2. Largest Age Group	25-34 (34.5 avg)	25-34 (38.0 avg)	Oldest: Summerlin N.
3. Persons per household	2.83	2.74	High: East Las Vegas
4. Single Family Dwellings	10,724 (avg/area)	11,040 (avg/area)	% Inc: Summerlin West
5. Muti-Family Dwellings	6,399 (avg/area)	6,684 (avg/area)	% Inc: Centennial Hills
6. Median Household Income	\$60,917	\$68,065	Dec. West Las Vegas
7. Median Rent / mortgage	\$1,159 / \$1,468	\$1,264 / \$1,626	High Rt %: Twin Lakes High M%: La Madre Ft.
8. Housing tenure	45.86% rent / 54.14% own	45.71% rent / 54.29% own	Low: Downtown LV
9. Attained high school diploma	84.85%	88.10%	Inc. Downtown South
10. Attained Bachelor's degree	24.89%	25.40%	High: Summerlin West
11 . Unemployment Rate	8.62%	6.85%	High: Downtown LV
12. Housing density	5.14 dwelling units / acre	5.25 dwelling units / acre	High: East Las Vegas
13. Population density	8,146 residents / sq mile	9,032 residents / sq mile	High: East Las Vegas
14. Racial / Ethnic composition			% White: Summerlin N. % Latino: E. Las Vegas % Black: W. Las Vegas



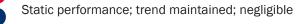
# FIFTY BY'50

CHAF	TER 2: LAND USE AND	ENVIRONMENT		
	Land Use	The percentage of all development that occurs within this plan's Regional Centers, Mixed-Use		
		Centers, Corridor Mixed-Use, or Neighborhood Center Mixed-Use place types increases over time.		
	Historic Preservation	1 local historic district per 100,000 residents		
	Environment	The number of endangered species identified by the Clark County MSHCP is reduced		
	Urban Forestry	Plant and maintain 60,000 diverse and high quality native and adaptive trees on public and		
		private property by 2050.		
	Urban Forestry	The City's tree canopy increases to 20% by 2035 and 25% by 2050 utilizing native and adaptive		
		drought tolerant tree species.		
	Parks	The City will provide 7 acres of parkland / 1,000 (by 2050)		
	Park Connectivity	85% of housing units are within $\frac{1}{2}$ mile of public parks (by 2050)		
	Food & Urban Agriculture	No food deserts exist in the City by 2050.		
	Food & Urban Agriculture	The percentage of residents within 1/4 mile of a food hub, healthy food retail outlet, or grocery		
		store increases over time		
	Environmental Justice	By 2050, no brownfields are found within the City.		
	Environmental Justice	The annual number of days in which the Air Quality Index (AQI) exceeds 100 decreases over time		
	Planning Areas	With community support, adopt a specific plan for each area of the city		
CHAF	TER 3: ECONOMY AND	) WORKFORCE		
	Equitable Education	95% of adult population has attained a high school diploma by 2050.		
	Equitable Education	90% 4-year cohort high school graduation rate for all public schools in the City from each race/		
		ethnicity, special education, ELL students, and low-income subgroup of students (2050)		
	School Sites	No school within the City of Las Vegas will be greater than 125% of its designed capacity by		
		2025, and no school will be greater than 110% of its designed capacity by 2030.		
	Economic Development	The number of businesses and the total employment related to each targeted industry sectors		
		as identified in the Comprehensive Economic Development Strategy increases over time		
	Economic Development	Local and regional economic and business indicators improve, maintain positive trends or		
		increase over time		
	Economic Development	The City's unemployment rate maintains a negative trend over time and is less than or equal to		
		the national unemployment rate		
	Economic Development	Equity indicators improve over time		
	Economic Development	Wages and personal economic indicators improve, maintain positive trends, or increase over		
		time		
	Redevelopment	By 2050, all assessed blighted and deteriorating areas within RDA-1, RDA-2, and other		
		designated infill or redevelopment areas will have been successfully ameliorated		
	Public Finance	Maintain a fiscal reserve of at least 20% of operating costs with sufficient ending cash balances		
		of 10% or prior year's expenditures for operations, 20% for benefits, and 25% for capital projects		
	Public Finance	Develop at least one new consensus-based revenue stream		
	Housing	80% of City residents spend less than 45% of AMI on housing and transportation costs		
		combined by 2050		
	Housing	Beginning in 2021, the City and SNRHA develop affordable housing produced at a rate of 5%		
		annually		
	Housing	33% of total housing available is affordable housing, divided into affordability rates at 80% AMI,		
	<u></u>	50% AMI, and 30% and below AMI		
	Homelessness	The total unsheltered homeless population is reduced 50% by 2035, with functional-zero		
		homelessness by 2050		

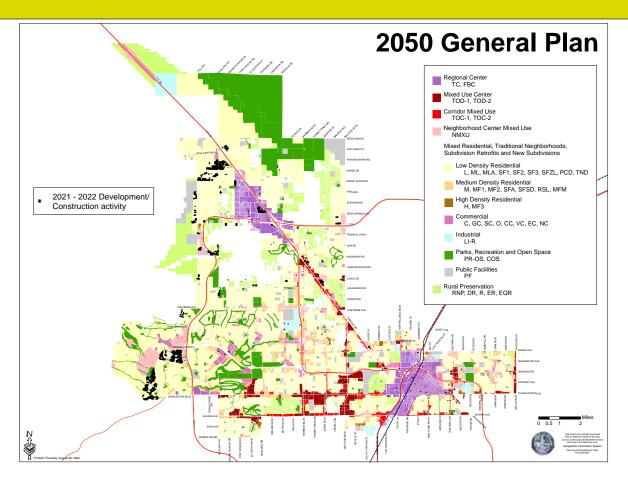
Homelessness	The percentage of total residents and household living below the poverty line decreases by 25% by 2030 and those extremely low income households living at 30% of AMI decreases 50% by 2030
APTER 4: SYSTEMS AN	D SERVICES
Complete Streets	By 2050, the mode split for Drive Alone is 40%, 20% for Transit, and 5% for Walking and Biking.
Complete Streets	By 2050, the Jobs-Housing balance index is 1.25.
Complete Streets	By 2050, the number of pedestrian, bicyclist, and vehicular fatalities caused by road crashes is zero.
Transit	75% of the region's residents are within 1/2 mile of bus service, and 100% of the region will have access to some type of public transportation service by 2050.
Transit	By 2050, the population density along high capacity transit routes is at least 30 dwelling units per acre for BRT routes and 40 dwelling units per acre for LRT routes.
Smart Systems	Citywide implementation of a fiber-optic network for IoT devices by 2050
Water	Community water consumption will be reduced to 105 GPCD by 2035 and 90 GPCD by 2050, consistent with SNWA's Water Resource Plan
Water	LVVWD incurs no violation of Safe Drinking Water Act/EPA drinking water rules for chemical and microbial contaminants and turbidity
Water	The City remains in compliance with its NPDES permit with no violations of Clean Water Act effluent and reporting guidelines for all treated wastewater
Energy	80% of the region's energy consumption at residential and commercial buildings is reduced through energy efficiency measures by 2050
Energy	50% of both municipal and community energy supply is from renewable sources by 2030, consistent with the Nevada RPS; and 100% by 2050
Waste	80% of the region's waste disposed of by landfill is reduced by 2050 and a recycling rate of at least 40% is achieved
GHG Emissions	28% of community greenhouse gas emissions are reduced by 2025 and 80% of community greenhouse gas emissions are reduced by 2050 from all major sectors
Public Facilities	To provide equitable access to all public buildings, facilities, and services, ensure that by 2050, 75% of residents live within 2 miles of a recreation or community center, library, or cultural center.
Public Health	By 2030, the City increases the number of hospital beds to 25 beds per 10,000 residents and maintains the number of ICU beds above 4 per 10,000 residents
Public Health	By 2030, the region increases the number of physicians to above 400 per 100,000 residents
Public Health	Personal health indicator trends improve over time
Public Safety	Maintain Fire and Rescue Department's ISO Class 1 rating and CFAI accreditations.
Public Safety	LVMPD maintains a ratio of 2 officers per 1,000 residents or better.
Public Safety	Overall violent crime rates improve to a minimum of 5.5 homicides, 400 aggravated assaults, 7 forcible rapes, and 2,500 property crimes per 100,000 residents annually.
Hazards	By 2050, no homes or critical infrastructure are located in high-risk hazard prone areas, unless appropriate mitigation, prevention, or adaptation measures are taken.
Flooding	By 2050, no residences, businesses, or critical infrastructure are located within flood zones



Positive performance / improving trend from baseline Negative performance / declining trend from baseline



## LAND USE & ENVIRONMENT



### LAND USE

The plan for existing and future land use recognizes that land supply will greatly reduce over the next thirty years. As existing development agreements and new subdivisions are completed in the western and northwestern parts of the City, the plan utilizes a strategy of infill and redevelopment.

#### 2050 GENERAL PLAN

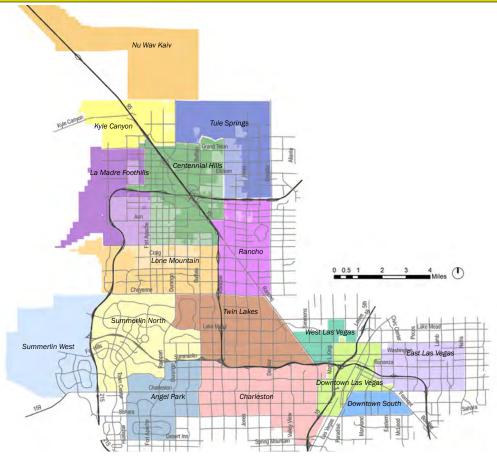
The General Plan was amended at the time of the plan's adoption to add new future land use place types (general plan categories) that enable mixed-use, infill, transitoriented development (TOD), and redevelopment.

- Outcome: The percentage of all development that occurs within this plan's Regional Centers, Mixed-Use Centers, Corridor Mixed-Use, or Neighborhood Center Mixed-Use place types increases over time.
  - » FBC, TC, TOD-1, TOD-2, TOC-2, and NMXU categories comprise 84.5 acres, or 4% of 2021 development.

#### HISTORIC PRESERVATION

Historic preservation ensures established traditional neighborhoods, key buildings, and landmarks are preserved and well maintained, while also providing flexibility for property owners to make adaptive reuse of buildings.

- Outcome: 1 local historic district per 100,000 residents.
  - » 5 districts are currently established, including John S. Park, Beverly Green, Berkley Square, Las Vegas High School, and Lorenzi Park.
  - » For 1 district per 100,000 residents, approximately seven should be established.
  - » No new districts were added in 2021.
  - » Huntridge Theater redevelopment project underway.



## AREAS OF THE CITY

The plan created 16 unique areas of the City comprised of numerous neighborhoods that build identity and a sense of place. Each special area plan will include a thorough analysis of existing conditions and proposed future improvements and targeted implementation recommendations consistent with the 2050 Master Plan.

- Outcome: With community support, adopt a specific plan for each area of the city.
  - » The Vision 2045 Downtown Las Vegas Masterplan is adopted and is being implemented.
  - » The East Las Vegas special area plan, Our Future East Las Vegas / Nuestro Futuro Este de Las Vegas, is under development and will be prepared at the end of 2022.
  - » Area plans are budgeted for 2022-23 for La Madre Foothills, Rancho, and Charleston.
  - » Neighborhood Revitalization Strategy Area (NRSA) plans under development with specific program, project, and policy recommendations.





## LAND USE & ENVIRONMENT

### **ENVIRONMENT**

#### **NATURAL FEATURES**

The plan's inventory of the Mojave Desert environment details regional efforts and tools that protect and enhance the environment and provide funding for parks and open spaces, while resulting in no net loss of species or landforms.

- Outcome: The number of endangered species identified in the Clark County MSHCP is reduced
  - » Adopted in 2000, 79 species are covered, 103 are under evaluation, and 51 species are under watch.
  - » 2 species are endangered, and 2 are threatened.
  - » No species were removed in 2021.

#### **URBAN FORESTRY**

Due to the urban heat island effect, steps to mitigate the phenomenon through tree planting efforts are underway to reduce heat:

- Outcome: Plant and maintain 60,000 diverse and high quality native and adaptive trees on public and private property by 2050.
  - » 400 trees have been planted in 2021, and 807 were planted in 2020.
  - » Going Green for Good Health launched leveraging funding from the Mayor's Fund for Las Vegas Life to plant trees.
  - » Urban Forestry resolution and program are currently under development.
- Outcome: The City's tree canopy increases to 20% by 2035 and 25% by 2050 utilizing native and adaptive drought tolerant tree species.
  - » The 2021 tree canopy coverage within the City is approximately 9%

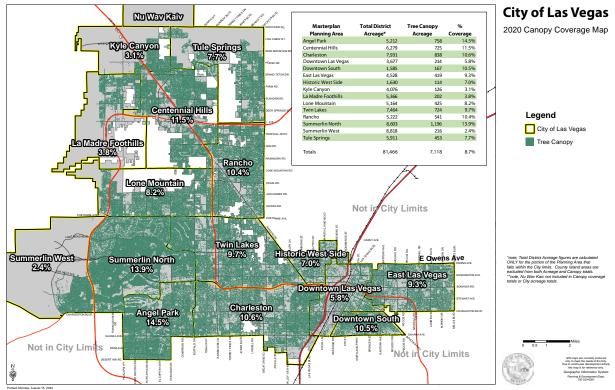
#### PARKS AND CONNECTIVITY

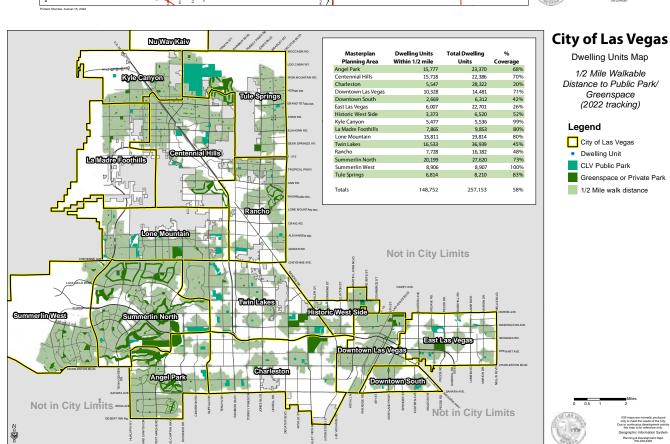
Parks and recreational facilities are an important quality of life component. Park facilities, amenities, connections, and safety were frequently noted throughout public outreach.





- Outcome: The City will provide 7 acres of parkland per 1,000 residents by 2050
  - » 1,798 park acres were provided by the City and private development in 2020, an increase of 1 acre
  - » The Historic Westside Legacy Park was completed.
  - » Parks System Plan currently under development, which will provide recommendations for future facilities and recreational programming.
  - » Harris-Marion and Igor Soldo Parks are under design, with awards for the planned Northwest Regional Park, Regional Pickleball Complex, Regional Aquatic Complex, and additions to Cragin Park and Lorenzi Tennis courts using SNPLMA funding will commence late 2022-23.
- Outcome: 85% of housing units are within 1/2 mile of public parks by 2050
  - » Park proximity to housing increased from 56% in 2020 to 58% in 2021.





## LAND USE & ENVIRONMENT

## **ENVIRONMENT**

#### FOOD AND URBAN ARGICULTURE

Given the lack of regional agriculture, it is necessary to ensure supply chain security and redundancy while ensuring residents have convenient access to healthy food:

- Outcome: No food deserts exist in the City by 2050 3 food desert Census tracts existed in 2020:
  - Downtown Las Vegas (Cashman/Corridor of Hope)
  - » Downtown Las Vegas (Resort/Fremont East)
  - » Twin Lakes (Madre Mesa)

7 food desert tracts exist in 2021:

- » Downtown Las Vegas (Resort/Fremont East)
- » Downtown Las Vegas (Medical District)
- » Downtown South (John S Park)
- » Downtown South (Huntridge)
- » West Las Vegas (Holly-Tonopah)
- » West Las Vegas (Tonopah Dr)
- » Summerlin North (Sun City)
- Outcome: The percentage of residents within ½ mile of a food hub, healthy food retail outlet, or grocery store increases over time
  - » Food hub and retail grocery proximity increased from 19% in 2020 to 21% in 2021.

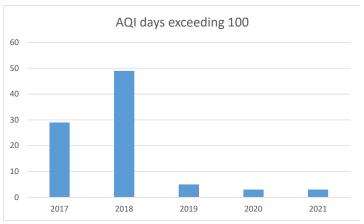
#### **ENVIRONMENTAL JUSTICE**

Reducing environmental hazard exposures and risks to low-income and minority communities must be prioritized, especially as new transportation and infrastructure projects are developed.

## Outcome: By 2050, no brownfields are found within the City.

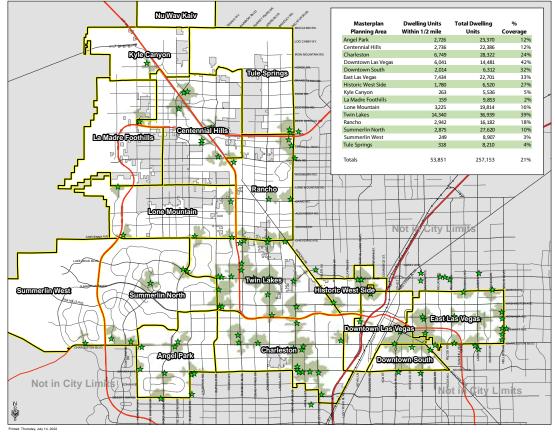
- » 5 existing brownfields designated by the Nevada Division of Environmental Protection are found within the City in 2021: D Street properties (Historic Westside), Cleveland Clinic, Symphony Park.
- » No new sites added or removed.
- Outcome: The annual number of days in which the Air Quality Index (AQI) exceeds 100 decreases over time

#### **AIR QUALITY INDEX**









## **City of Las Vegas**

Dwelling Units Map

1/2 Mile Walkable Distance to Grocery Store (2022 tracking)

### Legend

- City of Las Vegas
- Dwelling Unit
- ★ Grocery Store
- 1/2 Mile walk distance



## **ECONOMY & EDUCATION**

### **EDUCATION**

#### **EOUITABLE EDUCATION**

The the City's educational quality system continues to be among the top rated public concerns and leading priority areas for residents. Ensuring equitable improvement overall education metrics must remain a priority for current and future generations of City residents.

- Outcome: 95% of adult population has attained a high school diploma by 2050.
  - » Number of adults with high school diploma have increased from 84.9% in 2020 to 85.1% in 2021.
- Outcome: 90% 4-year cohort high school graduation rate for all public schools in the City from each race/ ethnicity, special education, ELL students, and lowincome subgroup of students by 2050.
  - » Overall graduation rate was approximately 81%.
  - » Each group saw declines in graduation rates between 2019 and 2021.
  - » Declines may be attributable to the ongoing impact of the COVID-19 pandemic

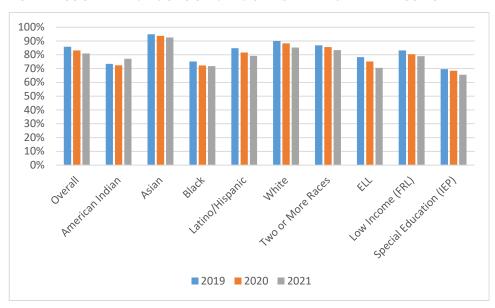
#### LINK SCHOOL FACILITIES WITH LAND USE

Previous overcrowding concerns have currently been eased. CCSD school replacement and classroom addition projects have increased total space, and a new bond program will bring future changes.

- Outcome: No school within the City of Las Vegas will be greater than 125% of its designed capacity by 2025, and no school will be greater than 110% of its designed capacity by 2030.
  - » For 2021-22 school year, 1 elementary school over capacity (Derfelt ES at 127%), down from 14 schools the prior school year.
  - » For 2021-22 school year, 1 middle school over capacity (Cashman MS at 131%), down from 2 the prior school year.
  - » For 2021-22 school year, the same 6 high schools were over capacity (Desert Pines, Clark, Rancho, Palo Verde, Arbor View, Shadow Ridge).
  - » Student populations have fluctuated as a result of the COVID-19 pandemic
  - » Several schools replaced (Wasden ES, Fremont K-8) and new Global Community High School built.
  - » City of Las Vegas approved by Nevada State Public Charter School Board to open Strong Start Academy elementary charter schools



## CLARK COUNTY HIGH SCHOOL GRADUATION RATES - 4-YEAR COHORT









## **ECONOMY & EDUCATION**



## **ECONOMY**

#### **ECONOMIC & WORKFORCE DEVELOPMENT**

As emphasized in the Strategic Plan, regional economic diversification efforts continue to be necessary in order to make Las Vegas more competitive. It must continue promoting and attracting occupations in the target industries of tourism and gaming, health care, information technology, logistics and light manufacturing, and develop workforce training in sectors.

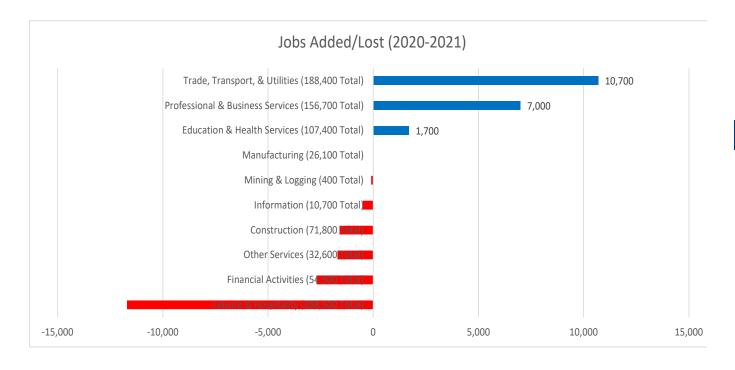
- Outcome: The number of businesses and the total employment related to each targeted industry sectors as identified in the Comprehensive Economic Development Strategy increases over time.
  - » Tourism and gaming / leisure and hospitality continue to employ approximately 1/3 of the region's work force.
  - » 1,100 total jobs added; largest losses were in tourism and hospitality, finance, and construction.
  - » Modest employment gains were made in health care and education jobs.
  - » Largest employers are located within Downtown Las Vegas, and include tourism and gaming, health care, and professional and business services.

- Outcome: Local and regional economic and business indicators improve, maintain positive trends or increases over time
  - Most indicators showed signs of post-COVID improvements; visitation and gaming revenue improved.
  - » Small business data and ownership information will be reported during future reports.
- Outcome: The City's unemployment rate maintains a negative trend over time and is less than or equal to the national unemployment rate
  - » City unemployment decreased from 8.62% in 2020 to 6.85% in 2021, above the national rate of 5.35%.
  - » The City has recovered most of its employment losses from COVID-19.



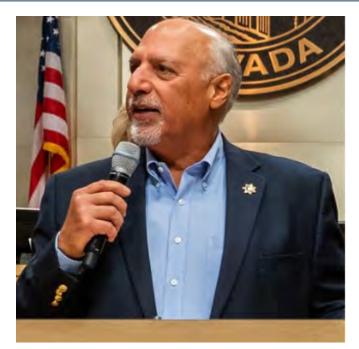
Indicator	2020	2021
Number of small		
businesses / 1,000		
Location quotients (greater		49%
than 2.0) increasing		
LVCVA visitor volume	20,369,900	33,443,700
Las Vegas Strip gross	\$3.73	\$7.09
gaming revenue	billion	billion
Downtown Las Vegas gross	\$464.2	\$843.2
gaming revenue	million	million
Gross Domestic Product	\$131,295	\$119,387
(Las Vegas-Henderson		
Paradise), millions current		
dollars		
New jobs created by small		
business		
% small businesses active		
after one year		
Office vacancy / lease rate	12.6%	14.5%
	\$2.08	\$2.04
Retail vacancy / lease rate	6.5%	6.7%
	\$1.85	\$1.84
Industrial vacancy / lease	6.3%	4.9%
rate	\$0.68	\$0.72

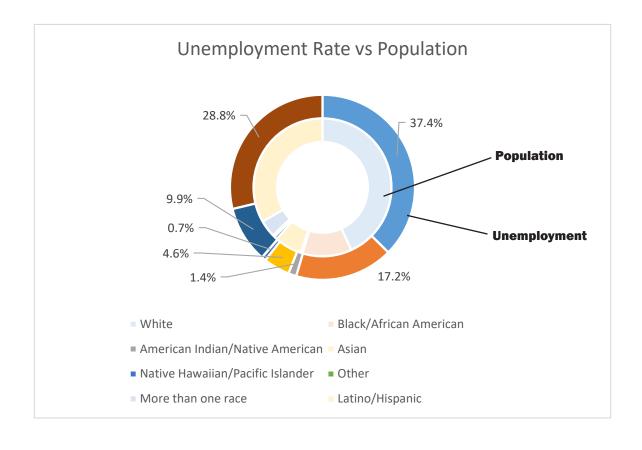
Indicator	2020	2021
% businesses that are		
minority, female, or veteran		
owned		
Number of new businesses	34,300	35,000
(active licenses)		
Employment by Sector	936,000	937,100
(Regional)		
Leisure and Hospitality	32.1%	30.8%
Trade, Transport, and	19.0%	20.1%
Utilities	4.4.00/	4.4 = 0.4
Education and Health	11.3%	11.5%
Services  • Professional and	16.00/	16.7%
Professional and     Business Services	16.0%	16.7%
Construction	7.8%	7.7%
Financial Activities	6.1%	5.8%
Other Services	3.7%	3.5%
Manufacturing	2.8%	2.8%
Information	1.2%	1.1%
Mining and Logging	0.1%	0.0%
	-	



## **ECONOMY & EDUCATION**

- · Outcome: Equity indicators improve over time
  - » The living wage (one adult, no child) was \$33,072 in 2021.
  - » The Gini coeffcient remained the same between 2019-2021 (0.461 to 0.468).
  - » 2021 unemployment rates are disproportionately higher from the City's Black/African American population, but lower for the City's White and Latino/Hispanic populations.
- Outcome: Wages and personal economic indicators improve, maintain positive trends, or increase over time.
  - » The 2021 annual mean wage was \$50,360, well below the national mean wage of \$74,738.
  - The 2021 median household income was \$58,377 (an increase from \$54,694), but below Nevada's median household income of \$62,043 and the national income of \$64,994.
  - » Nevada's debt-to-income ratio declined from 1.971 in 2020 to 1.821 in 2021.





#### REDEVELOPMENT

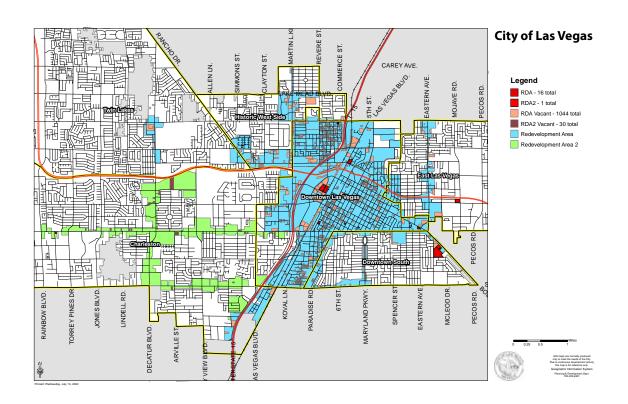
Redevelopment efforts within the Las Vegas Redevelopment Areas (RDA) are coordinated with land use goals and the 2050 General Plan's implementation.

- Outcome: By 2050, all assessed blighted and deteriorating areas within RDA-1, RDA-2, and other designated infill or redevelopment areas will have been successfully amerliorated.
  - » 36 acres (1.7%) of the total 2,057 acre RDA was redeveloped in 2021.
  - » 1,074 parcels within the RDA were vacant in 2021.
  - » Symphony Park redevelopment projects include the International World Market Expo Center, Auric and Parc Haven
  - » Brewery Row launched, completion of the Todd English Hotel and new residential and mixed use projects within the Arts District underway.
  - » Fremont East and 3rd Street pedestrian and bicycle improvements completed, providing street trees, wider sidewalks, enhanced streetlighting, and refurbishment of building facades.

#### PUBLIC FINANCE

The City must balance business friendliness with government efficiencies, property tax cap reforms, and reduced dependence on C-TAX sources with enabled revenue options.

- Outcome: Maintain a fiscal reserve of at least 20% of operating costs with sufficient ending cash balances of 10% or prior year's expenditures for operations, 20% for benefits, and 25% for capital projects
  - » FY 22 budget included \$1.7 billion for all funds, including \$421.5 million for capital projects.
  - » Operating expenditure reserve for general operations anticipated at 26.5% (\$158 million)
  - » \$2.0 billion FY 23 budget, including \$534 million in capital project funds
  - » C-TAX revenue increased 15% and property tax revenue increased 7% from FY 22; COVID-19 restrictions and Federal funding contributed to surpluses.



## **ECONOMY & EDUCATION**

### HOUSING

### **HOUSING**

Due to the rapid increases in housing costs and a hot real estate market, housing affordability quickly became a major concern for City residents. Because there is such a high proportion of single-family residential and apartment-type multi-family units, the City must improve the diversity of housing types with TOD, infill, and diverse housing options identified for each area of the city.

- Outcome: 80% of City residents spend less than 45% of AMI on housing and transportation costs combined by 2050
  - 24.8% of City residents spend less than 45% of income on combined housing and transportation costs in 2021.
- Outcome: Beginning in 2021, the City and SNRHA develop affordable housing produced at a rate of 5% annually
  - » 1.6% of total housing units built were affordable.
  - » 64 affordable housing units were completed.
  - » Wardelle Street Townhomes and Archie Grant Park Apartments were completed
  - » 49 new apartments are under construction below 60% AMI, including 500 Jefferson and Desert Oasis II.
  - » Development agreement for affordable project in Tule Springs area prepared utilizing SNPLMA reservation.
  - » Historic Westside Infill Housing Development proposals for affordable housing solicited.
- Outcome: 33% of total housing available is affordable housing, divided into affordability rates at 80% AMI, 50% AMI, and 30% and below AMI
  - » 29% of housing is considered affordable

	2020	2021
80% AMI	40.2%	39.4%
50% AMI	23.8%	22.1%
30% AMI	12.8%	11.1%

#### **HOMELESSNESS**

The Courtyard Resource Homeless Center expansion, including a shower services building, sheltered day room, and restroom facilities, and completed early 2022; additional phases homeless services under construction.

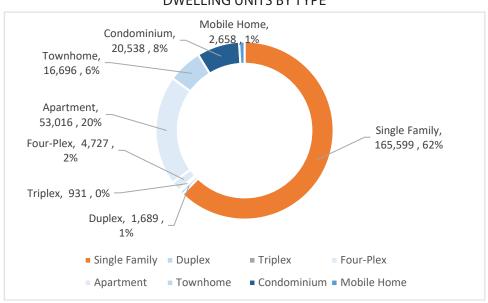
- Outcome: The total unsheltered homeless population is reduced 50% by 2035, with functional-zero homelessness by 2050.
  - » The number of unsheltered homeless has decreased from 5,530 in 2020 to 5,083 in 2021.
- Outcome: The percentage of total residents and households living below the poverty line decreases by 25% by 2030 and those extremely low income households living at 30% of AMI decreases 50% by 2030.
  - The number of residents living at the poverty line has decreased from 16.0% in 2020 to 15.0% in 2021.
  - The number of households at 30% of area median income (AMI) decreased from 12.8% in 2020 to 11.4% in 2021.







## **DWELLING UNITS BY TYPE**







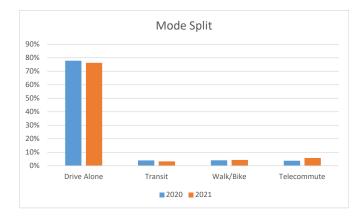
## SYSTEMS & SERVICES

### **TRANSPORTATION**

#### **COMPLETE STREETS**

The plan includes a comprehensive transportation network layered Complete Street network to improve the City's overall modal split and jobs-housing balance. In addition to complete streets and bicycle and trail improvements identified in the plan, an Advanced Mobility Plan is under development, which recommends coordination and completion of major projects with state and regional partners:

- The Centennial Bowl interchange and Northern Beltway
   Trail are under construction.
- I-515 seismic upgrades, restriping, and resurfacing.
- Las Vegas Blvd complete street project.
- Coordination is beginning with NDOT on the Downtown Access Project, Sheep Mountain Pkwy and I-11.
- Outcome: By 2050, the mode split for Drive Alone is 40%, 20% for transit, and 5% for Walking and Biking.
  - The drive alone share decreased from 77.8% in 2020 to 76.3% in 2021.
  - » The transit share declined, while walking/ biking and telecommuting increased due to the COVID-19 pandemic.
- Outcome: By 2050, the Jobs-Housing balance index increases to 1.25
  - The citywide 2020 jobs-housing balance index is 0.90.
  - » Downtown Las Vegas has the highest concentration of jobs; The Downtown South area is the only area with a balance of jobs and housing.



- Outcome: By 2050, the number of pedestrian, bicyclist, and vehicular fatalities caused by road crashes is zero.
  - The number of fatalities on City roadways decreased from 33 in 2020 to 32 in 2021
  - » 12 fatalities were pedestrians and 2 were bicyclists.

#### **TRANSIT**

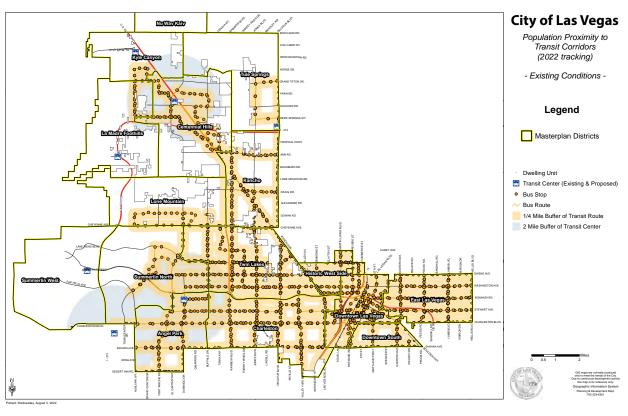
RTC Transit operations were curtailed during the COVID-19 pandemic; however, American Rescue Planfunding increased RTC service. Several projects from the OnBoard Mobility Plan will enable high capacity transit to be built on several corridors, including Maryland Pkwy and Charleston Blvd.

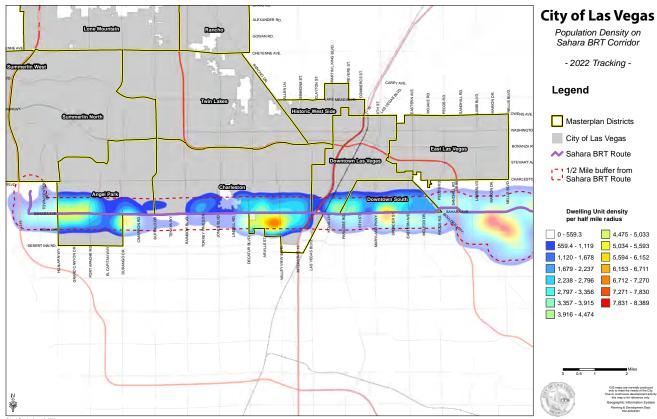
- Outcome: 75% of the region's residents are within a 1/2 mile of bus service, and 100% of the region will have access to some type of public transportation service by 2050.
  - Proximity and transit service coverage increased from 78% in 2020 to 80% in 2021.
  - » New Routes 221 (Ann Rd), and Route CX (Centennial Express) were extended in Centennial Hills and Kyle Canyon areas.
- Outcome: By 2050, the population density along high capacity transit routes is at least 30 dwelling units per acre for BRT routes and 40 dwelling units per acre for LRT routes.
  - General Plan Amendment has increased densities along transit corridors.
  - » One RTC BRT route has been in operation (Route SX Sahara Express).
  - » Average residential density is 4 dwelling units per acre.

#### **SMART SYSTEMS**

As discussed in the Citywide Strategic Plan, implementing a citywide fiber network, expanding broadband access, and transportation electrification will enable a range of new options.

- Outcome: Citywide implementation of a fiber-optic network for IoT devices by 2050
  - Homes with broadband and Internet access has increased from 77.5% in 2020 to 82.7% in 2021.





## SYSTEMS & SERVICES

#### RESOURCE CONSERVATION

#### WATER

The plan is closely linked to Southern Nevada Water Authority's Water Resources Plan and aligns a target to reduce water consumption to below 90 gallons per person per day (GPCD). This can be done by making corresponding code changes, pricing, incentives, and education efforts to meet regional water resources and conservation goals.

- Outcome: Community water consumption will be reduced to 105 GPCD by 2035 and 90 GPCD by 2050, consistent with SNWA's Water Resource Plan.
  - » Due to declining river inflows, Lake Mead's July 2022 elevation was 1,041 feet. The Bureau of Reclamation's Tier 2 shortages require additional cuts to Nevada's 300,000 acre-feet Colorado River allocation (25,000 acre-feet) if the lake's level drops to elevation 1,050 in January 2023.
  - » SNWA estimates current consumption at 123 GCPD in 2021.
  - Regional drought mitigation efforts are underway to conserve. SNWA has proposed all water utilities and the LVVWD to further reduce consumption through: golf course water budgets; residential pool size limits; septic, spray irrigation, turf, and golf course prohibitions; fountain code changes.
  - » Assembly Bill 356 (2021) requires removal of non-functional turf at non-residential locations by end of 2026.
- Outcome: LVVWD incurs no violation of Safe Drinking Water Act/EPA drinking water rules for chemical and microbial contaminants and turbidity
  - » LVVWD's 2021 Water Quality Report indicates no violations reported for regulated chemical and microbial contaminants or turbidity
- Outcome: The City remains in compliance with its NPDES permit with no violations of Clean Water Act effluent and reporting guidelines for all treated wastewater
  - » The 2021 EPA ECHO report indicates no noncompliance or enforcement actions at the City's Water Pollution Control Facility.



#### **ENERGY**

The City has been known for its efforts in renewable energy and energy efficiency. The plan enables both municipal operations and the community to increase its overall share of renewable energy in line with the state's renewable portfolio standard (RPS) while reducing energy consumption.

- Outcome: 80% of region's energy consumption at residential and commercial buildings is reduced through energy efficiency measures by 2050
  - » NV Energy and Southwest Gas estimate 28,561,820 million BTU (MMBTU) of residential energy consumed in 2021.
  - » Both utilities estimate 23,500,239 MMBTU of commercial energy consumed in 2021.
  - » The City adopted updated Commercial Property Assessed Clean Energy financing program, pursuant to SB 283 (2021).
- Outcome: 50% of both municipal and community energy supply is from renewable sources by 2030, consistent with the Nevada RPS; and 100% by 2050
  - The City has maintained 100% renewable energy for its retail electric load since 2017.
  - » Community renewable energy retail sales increased from 28.5% in 2020 to 30.1% in 2021.
  - Passage of Senate Bill 448 (2021) and previous statutes have increased renewable energy development and enable interstate transmission.
  - » City renewable energy projects at Municipal Court and Fire Stations 3 and 108 are under design.



## WASTE

Through close work with the City's franchisee and exploring new waste management opportunities, the City can continue to improve both its municipal and community recycling rates and reduce municipal solid waste.

- Outcome: 80% of the region's waste disposed of by landfill is reduced by 2050 and a recycling rate of at least 40% is achieved
  - » The regional recycling rate remained virtually unchanged between 2020 (23.31%) and 2021 (23.37%).
  - » 3,437,185 tons of municipal solid waste (MSW) generated in 2021, an increase from 3,201,082 tons MSW generated in 2020.
  - » 1,721,157 tons construction and demolition debris and MSW diverted.
  - » Metal (37%), organic material (34%), and papers (22%) remain the largest sources of materials recycled.

#### **GREENHOUSE GAS EMISSIONS**

The City has worked collaboratively with regional stakeholders to reduce both its municipal and community stationary and mobile sources of emissions.

- Outcome: 28% of community greenhouse gas emissions are reduced by 2025 and 80% of community greenhouse gas emissions are reduced by 2050 from all major sectors
  - » The 2021 Regional Greenhouse Gas Emissions Inventory report estimates the City's community emissions of 5,658,020 metric tons of CO2e and regional emissions of 29,299,795 metric tons of CO2e.
  - » Transportation based emissions are now the largest sector of emissions generated, due in part from cleaner stationary generating portfolio.
  - The City is coordinating with the state on the Nevada Climate Initiative and with Clark County and regional partners as part of the County's All-In Sustainability and Climate Action Plan.

## SYSTEMS & SERVICES

## PUBLIC FACILITIES AND SERVICES

### **PUBLIC FACILITIES**

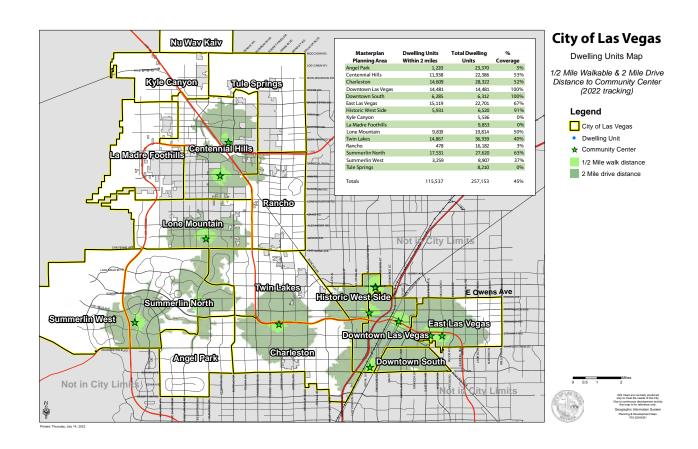
As the City grows, services and infrastructure have been constructed and more space is being dedicated to civic and cultural activities, libraries, and the arts.

- Outcome: To provide equitable access to all public buildings, facilities, and services, ensure that by 2050, 75% of residents live within 2 miles of a recreation or community center, library, or cultural center.
  - » Proximity of residents to City community centers increased from 44% in 2020 to 45% in 2021.
  - » Design of Civic Plaza in Downtown Las Vegas announced.
  - » Construction of Ernest and Betty Becker Family Technology and Recreation Park.
  - » Historic Westside African-American Museum and cultural arts center planned.

#### PUBLIC HEALTH AND SOCIAL SERVICES

SNHD reports community health indicators have generally improved as the community emerges from the COVID-19 pandemic, but more investment in health care infrastructure is needed.

- Outcome: By 2030, the City increases the number of hospital beds to 25 beds per 10,000 residents and maintains the number of ICU beds above 4 per 10,000 residents
  - There were 1,938 hospital beds and 389 ICU beds within the City in 2021 (rates of 20.8 / 4.1).
  - » Health and Wellness Center completed in East Las Vegas.
  - » HEAL community health worker program deployed.
  - » Increasing hospital and ICU capacity, as well as health care access in medically underserved areas, continues to be needed.
  - » \$67 million in private investment made in the Las Vegas Medical District,



- Outcome: By 2030, the region increases the number of physicians to above 400 per 100,000 residents
  - » 4,099 total MD/D0 physicians licensed by state boards, a rate of 223.2 per 100,000
  - » 54 UNLV School of Medicine graduates in class of 2022.
  - » UNLV School of Medicine campus under construction in the Las Vegas Medical District.
- Outcome: Personal health indicator trends improve over time
  - » Most health indicators show improving trends
  - » Some indicators remain above national rates

Personal Health Indicator	2020	2021	Trend	US rate
Children - Obese (Regional)	13.7%			19.7%
Children - Physical activity / inactivity	42.8% /			20.6%
	15.1%			22.4%
Children - Tobacco use (Regional)	5.4%			4.6%
Teen Birth Rate	21.9/1000			20.5 / 1000
Adults - Obese (CLV)	28.2%	30.7%		41.9%
Adults - Sedentary (CLV)	29.9%	27.6%	7	26.0%
Adults - Diabetes (CLV)	11.2%	10.7%		11.0%
Adults - High Cholesterol (CLV)	32.2%	32.0%		33.6%
Adults - High Blood Pressure (CLV)	31.8%	31.1%		32.6%
Adults - Heart Disease (CLV)	6.1%	6.1%		6.2%
Adults - Smoking (CLV)	20.5%	19.1%		15.3%
Adults - Asthma (CLV)	10.1%	9.6%		8.9%
Adults - Cancer (CLV)	6.0%	5.9%		6.8%
Adults - w/ Disability (Regional)	12.2%	12.0%		12.7%
Suicide - per 100,000 (Regional)	19.4	18.0		13.9
Adults - Binge drink (CLV)	17.9%	16.7%		16.7%
Seniors - Hearing difficulty (CLV)	14.9%	14.0%		14.1%
Seniors - w/ Disability (CLV)	36.9%	35.1%		34.1%
Seniors - Alzheimer's/dementia (Regional)	10.2%	10.3%		10.9%
Life Expectancy (Regional)	78.8	78.4		79.1
Leading cause of death  Other cause  Heart Disease  Cancer  Lung/respiratory  COVID-19	26.0% 23.0% 21.3% 5.7%	14.8% 23.1% 16.0% 4.1% 17.15%		



## **SYSTEMS & SERVICES**

### **SAFETY**

#### **HAZARDS**

The Plan's vulnerability assessment provides a framework for mitigation, adaptation, response, and recovery to Southern Nevada's high-risk hazards, including:

- · Drought, Extreme Heat, Flooding
- Terrorism, Civil Disobedience-Riots-Social Disturbances
- Seismic Activity
- Hazardous Materials
- Infectious Disease
- Outcome: By 2050, no homes or critical infrastructure are located in high-risk hazard prone areas, unless appropriate mitigation, prevention, or adaptation measures are taken.
  - The entire region is at risk from climate hazards, including drought and the urban heat island effect. Mitigation and adaptation efforts are progressing.
  - » Public health efforts to mitigate COVID-19 implemented throughout the pandemic.
  - Seismic upgrades made by NDOT to I-515 viaduct.

 Outcome: Overall violent crime rates improve to a minimum of 5.5 homicides, 400 aggravated assaults, 70 forcible rapes, and 2,500 property crimes per 100,000 residents annually.

	2018	2019	2020	2021
Homicide	7.5	5.0	6.1	9.0
Aggravated Assault	344.8	308.5	367.1	313.9
Forcible Rape	100.9	85.2	70.2	71.2
Property Crime	2,910.2	2,733.5	2,291.8	2,518.7

#### **FLOODING**

The City and Regional Flood Control District continue to mitigate seasonal flash flooding through implementation of the Las Vegas Valley Flood Control Master Plan.

- Outcome: By 2050, no residences, businesses, or critical infrastructure are located within flood zones.
  - » 241 structures are located within flood zones.

#### **PUBLIC SAFETY**

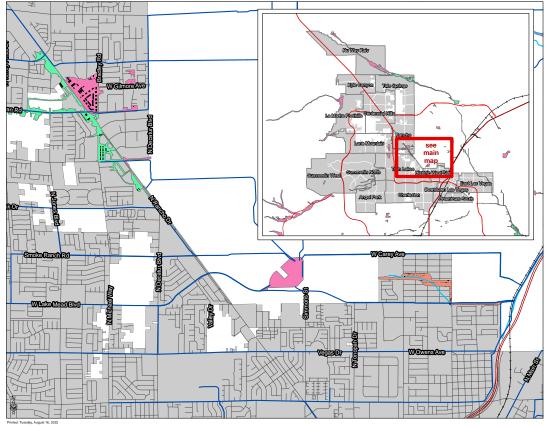
Overall crime rates within Las Vegas Metropolitan Police Department's jurisdiction, while concentrated in specific areas, slightly increased during the pandemic, but have maintained a general decline over time.

- Outcome: Maintain Fire and Rescue Department's ISO Class 1 rating and CFAI accreditations
  - » Fire and Rescue is ISO Class I rated, but CFAI is not presently maintained.
  - » Fire Station 46 construction beginning in Skye Canyon.
- Outcome: LVMPD maintains a ratio of 2 officers per 1,000 residents or better.
  - The ratio increased from 1.96 (4,658 officers) in 2020 to 2.00 (4,707 officers) in 2021.









## **City of Las Vegas**

Flood Zones, Flood Control Facilities, Washes & Arroyos

#### Flood Zones

ZONE A ZONE AO
ZONE AE ZONE D

Flood Control ChannelWash/Arroyo

Structure located

Structure Category	Tot
Single family	126
Duplex	2
Fourplex	27
Apartment	1
Mobile home	1
Nursing home	2
Hospital/Medical	2
Mining/Extraction	2
Mini-warehouse	1
Hotel	2
General service commercial	3
Professional services commercial	31
Recreationl commercial	2
Retail store/shop	8
Restaurant	2
Bar/Tavern	1
Convience store	2
Auto repair	6
Vocational school	1
Day care/nursery school	1
Religious facility	2
Vacant land/private	16
Total Structures	24





## **IMPLEMENTATION**



## RECOMMENDATIONS

After one year, the City has made substantial progress on implementing various components of the 2050 Master Plan. As the City looks ahead to 2023, several recommendations utilize the Plan's implementation tools, including city policies, programs, capital projects, and regional partnerships and collaborations. These may also be kept in mind as the 82nd session of the Nevada Legislature commences in 2023.

- Continue implementation of the Strategic Plan and Council priorities of public safety, health care, and economic diversification, while implementing targeted Key Actions identified in goals of the plan.
- Prepare to address transportation, land use, redevelopment, and housing by implementing changes to the Unified Development Code.
- Together with regional partners, continue to prioritize improvements in early childhood, K-12, and higher education.
- Build on the foundation and investments that have been made in the Las Vegas Medical District.

- With state and Federal programs, the City has laid the groundwork to make strategic investments in new infrastructure and should take advantage of competitive opportunities.
- Support regional water conservation and urban heat island mitigation efforts.

### **UPCOMING PROJECTS**

Beginning next year, several short and long-term projects and initiatives will commence.

- The City announced design and construction of a new Civic Plaza building across the street from City Hall and the City's new Municipal Court building. This project plans to house several departments located throughout Downtown, will complete the City's civic complex, and provide a central programmable green space.
- A number of parks and recreation projects will be completed in 2022-23, including the Harris-Marion Park in East Las Vegas, the Ernest and Betty Becker Family Technology and Recreation Park in Twin Lakes, replacing Charleston Heights Park. Design and construction will begin on Floyd Lamb Park, Huntridge







Circle Park, Cragin Park, Police Memorial Park and Lorenzi Park upgrades. Construction will begin for Igor Soldo Park, and several regional facilities, including the northwest regional park, a pickleball complex, and an aquatics complex. A consultant will also be considered to plan for a new African American museum and cultural center in the Historic Westside district.

- The department of Public Safety will continue community oriented policing activities and work with atrisk populations, including participating with the City's MORE team for homeless services. The Department is pursuing CALEA law enforcement accreditation, a K-9 program, body camera and TASER training and securing space for a substation along Fremont Street.
- In 2022, as part of the American Rescue Plan, the City announced a potential replacement of Desert Pines Golf Course with approximately 1,800 new single-family, multi-family, senior, and affordable housing. Through a vision plan adopted by City Council, the neighborhood would also feature a central park, a College of Southern Nevada training center, and mixed-use commercial.
- Future phases of the Homeless Resources Center are anticipated to be completed, providing additional space for the provision of services for the homeless population.
- RTC's Maryland Parkway Bus Rapid Transit project, extending from the Las Vegas Medical District, through Downtown Las Vegas and connecting with UNLV and Harry Reid International Airport, is anticipated to kick off construction in 2023-24.
- Construction and preliminary engineering on a number of projects along the I-515 corridor through East Las Vegas, including addition of auxilary lanes between Charleston Blvd and Eastern Ave and reconstruction of the Charleston Blvd interchange, which will conclude in 2024. Coordinated planning and engineering work with NDOT will occur in anticipation of the replacement and expansion of the I-515 viaduct as part of the Downtown Access Project.

## **IMPLEMENTATION**



### FEDERAL FUNDING

Between 2020-2022, several major acts of Congress and initiatives of the Trump and Biden administrations were passed to help local governments weather the COVID-19 pandemic, including the \$2.2 trillion CARES Act and the \$1.9 trillion American Rescue Plan. While Nevada has historically seen lower amounts of Federal aid and competitive grants directed to the state, both previous and upcoming Federal funding solicitations have given Nevadans and City residents additional support when it's been most needed. As the City looks at future capital funding project cycles, it must be at the forefront of major grant opportunities and must work together with state and regional partners, such as the Nevada Department of Transportation and the Regional Transportation Commission of Southern Nevada, to ensure the City doesn't miss opportunities to invest in the future that will accomplish plan goals.

#### INFRASTRUCTURE INVESTMENT AND JOBS ACT

Commonly referred to as the Infrastructure bill or IIJA, this act aims to invest in and reconstruct the nation's transportation and utility infrastructure. The IIJA includes \$1.2 trillion for streets, highways, and bridges, high speed rail expansion, transit systems, electric vehicle charging stations, clean water and broadband access, and addressing environmental justice through climate and energy investments.

Formula and competitve grants within the IIJA have thus far provided at least \$4 billion to Nevada:

- \$2.5 billion (statewide) INFRA, MEGA grants for surface transportation projects and bridges.
- \$24 million (RAISE) Sustainability and equity grant awarded for the Stewart Ave complete street project.
- \$459 million for transit system operations.
- \$100 million for broadband in low-income / high need areas.
- \$38 million for electric vehicle charging infrastructure, as well as \$2.5 billion in competitive grants for EV charging.
- \$8 billion available for water infrastructure and \$8 billion for wildfire prevention
- Formula funding of the Energy Efficiency and Conservation Block Grant, which will provide funds for solar and energy efficiency projects.

## **INFLATION REDUCTION ACT**

The Inflation Reduction Act is an investment in domestic energy production, manufacturing and plans to reduce emissions by 40% by 2030. The proposal will invest \$369 billion in energy security and climate programs over the next decade.

Key programs the City of Las Vegas can apply for which will help meet the plan's GHG Emissions, Energy, and Environmental Justice goals include:

- \$1 billion for improving energy efficiency, water efficiency or climate resilience of affordable housing.
- \$87 million for a Low Emissions Electricity Program, including \$17 million for consumer-related education and partnerships; \$17 million for education, technical assistance and partnerships within low-income and disadvantaged communities; and \$17 million for outreach and technical assistance for states and local governments.
- \$3 billion for Environmental and Climate Justice Block Grants for community led projects in disadvantaged communities and community capacity building centers to address disproportionate environmental and public health harms related to pollution and climate change.

- \$315 million to reduce air pollution under the Clean Air Act, including for air quality monitoring grants and adopting and implementing greenhouse gas and zeroemission standards for mobile sources.
- \$50 million for technical assistance and grants to monitor and reduce air pollution and greenhouse gas emissions at schools in low-income and disadvantaged communities.
- \$5 billion for Climate Pollution Reduction Grants (\$250 million for planning and \$4.75 billion for implementation).
- \$5 billion in grants to support healthy, fire resilient forests, forest conservation and urban tree planting.
- \$4 billion for drought mitigation, with priority given to the Colorado River Basin.





#### CITY COUNCIL

Carolyn G. Goodman, Mayor Stavros S. Anthony, Mayor Pro Tempore - Ward 4 Michele Fiore, Councilwoman, Ward 6 Cedric Crear, Councilman, Ward 5 Brian Knudsen, Councilman, Ward 1 Victoria Seaman, Councilwoman, Ward 2 Olivia Diaz, Councilwoman, Ward 3

#### **CITY STAFF**

Jorge Cervantes, City Manager
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Tim Hacker, Chief Public Safety Services Officer
Dr. Lisa Morris Hibbler, Chief Community Services Officer
Mike Janssen, PE, Exec. Director of Infrastructure
Tom Perrigo, Chief Operations Officer
David Riggleman, Director of Communications
Bryan Scott, City Attorney
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Seth T. Floyd, Esq., Community Development Director
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Fred Solis, AICP, Planning Manager

Jack Eslinger, Municipal Court Administrator Steve Ford, Director of Parks, Recreation, & Cultural Affairs

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