

***Notice and Agenda of Public Meeting***



**SOUTHERN NEVADA STRONG  
STEERING COMMITTEE**

**Thursday, October 26, 2023, at 1:00 PM**

**Southern Nevada Water Authority Offices  
The Molasky Corporate Center  
100 City Parkway, Suite 700  
Las Vegas, NV 89106  
(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](mailto: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](http://www.rtcsonv.com); or by contacting Marin DuBois by calling (702) 676-1836 or by email at [duboism@rtcsonv.com](mailto:duboism@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](http://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 - Pdf](#)
2. Approve the Minutes: Meeting of July 27, 2023 (FOR POSSIBLE ACTION)  
[SNS Minutes 2023-07-27](#)  
[MINUTES BACKUP: Item 04 - Membership Intros](#)  
[MINUTES BACKUP: Item 05 - SNS Scoping](#)
3. Welcome new SNS Steering Committee members and facilitate introductions  
[SNS Steering Committee Membership Updates and Introductions - Pdf](#)
4. Provide input on the Southern Nevada Strong Regional Plan update process, goals, and scope (FOR POSSIBLE ACTION)  
[Southern Nevada Strong 2025: Scoping Workshop - Pdf](#)
5. Evaluate the current Southern Nevada Strong Steering Committee structure and identify changes needed to support the upcoming Regional Plan update (FOR POSSIBLE ACTION)  
[SNS Steering Committee Structure - Pdf](#)
6. Share current work activities and priorities related to implementation of the Southern Nevada Strong Regional Plan  
[Regional Plan Implementation Updates - Pdf](#)
7. Identify future meeting(s) and agenda items (FOR POSSIBLE ACTION)  
[Southern Nevada Strong Steering Committee Meetings and Agenda Items - Pdf](#)
8. Conduct a comment period for citizens participation  
[Final Citizens Participation - Pdf](#)

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Initial Citizens Participation
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Conduct a comment period for citizens participation
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **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**  
**JULY 27, 2023**

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*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 JULY 18, 2023**

RTC	RTC Website	Nevada Public Notice
600 S. Grand Central Pkwy.	<a href="http://www.rtcsnv.com">www.rtcsnv.com</a>	<a href="https://notice.nv.gov">https://notice.nv.gov</a>
Las Vegas, NV 89106		

**CALL TO ORDER**

Chair Zane Marshall, Southern Nevada Water Authority, called the meeting to order at 1:01 p.m. in Meeting Room 108 of the RTC Administration Building.

**MEMBERS PRESENT:**

Zane Marshall, Chair, Southern Nevada Water Authority  
Martin Gies, Vice Chair, Clark County Comprehensive Planning (Alternate)  
Rick Baldwin, Clark County School District  
Nicole Bungum, Southern Nevada Health District (Alternate)  
Lisa Corrado, City of Henderson  
David Damore, The Lincy Institute and Brookings Mountain West  
Shawn Gerstenberger, University of Nevada, Las Vegas  
Michael Mays, City of Boulder City  
Tina Quigley, Las Vegas Global Economic Alliance  
Janet Quintero, United Way of Southern Nevada  
Sondra Rosenberg, Nevada Department of Transportation  
Tick Segerblom, Regional Transportation Commission of Southern Nevada Board Liaison  
Rick Van Diepen, Urban Land Institute  
Marco Velotta, City of Las Vegas (Alternate)

**MEMBERS ABSENT:**

Ryann Juden, City of North Las Vegas  
M.J. Maynard, Regional Transportation Commission of Southern Nevada  
Vacant, Federal Reserve Bank of San Francisco  
Vacant, Las Vegas Metropolitan Police Department  
Vacant, Southern Nevada Regional Housing Authority  
Vacant, Conservation District of Southern Nevada  
Vacant, Southern Nevada Regional Planning Coalition

**RTC STAFF:**

Deb Reardon, Manager of Regional Planning  
Miguel Davila, Senior Regional Planner  
Michelle Larime, Senior Regional Planner  
Grant Shirts, Senior Transportation Planner  
Tiffany Voss, Management Analyst  
Yohannes Aklilu, Intern  
Gabi Muna, Intern

INTERESTED PARTIES:

Kelliann Beavers, Lincy Institute

<b>Item:</b> 1. Conduct a comment period for citizens participation
<b>Comments:</b> No comments were made.
<b>Motion:</b> No motion was necessary.
<b>Vote/Summary:</b> No vote was taken.

<b>Item:</b> 2. Approve the Minutes: Meeting of January 26, 2023 (FOR POSSIBLE ACTION)
<b>Comments:</b> No comments were made.
<b>Motion:</b> Mr. Rick Van Diepen, Urban Land Institute, motioned to approve the minutes of the January 26, 2023, meeting.
<b>Vote/Summary:</b> 12 Ayes. 0 Nays. The motion carried. Ayes: Zane Marshall, Martin Gies, Rick Baldwin, Lisa Corrado, David Damore, Michael Mays, Tina Quigley, Janet Quintero, Sondra Rosenberg, Tick Segerblom, Rick Van Diepen, Marco Velotta Nays: None Absent: Nicole Bungum, Shawn Gerstenberger, Ryann Juden, M.J. Maynard

<b>Item:</b> 3. Approve the Summary: Meeting of April 27, 2023 (FOR POSSIBLE ACTION)
<b>Comments:</b> No comments were made.
<b>Motion:</b> Ms. Lisa Corrado, City of Henderson, motioned to approve the meeting summary of the April 27, 2023, meeting.
<b>Vote/Summary:</b> 12 Ayes. 0 Nays. The motion carried. Ayes: Zane Marshall, Martin Gies, Rick Baldwin, Lisa Corrado, David Damore, Michael Mays, Tina Quigley, Janet Quintero, Sondra Rosenberg, Tick Segerblom, Rick Van Diepen, Marco Velotta Nays: None Absent: Nicole Bungum, Shawn Gerstenberger, Ryann Juden, M.J. Maynard

<b>Item:</b> 4. Welcome new committee members and facilitate introductions
<b>Comments:</b> The Southern Nevada Strong Steering Committee members introduced themselves.
<b>Motion:</b>

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

5. Provide input on the Southern Nevada Strong Regional Plan update scope framework to be used in a detailed scope and budget

**Comments:**

Following a PowerPoint presentation [attached], Ms. Deb Reardon, Manager of Regional Planning for the Regional Transportation Commission of Southern Nevada (RTC), recapped the RTC's outreach over the last two months, stating her team held 24 small group and individual interviews with state, regional, and local agencies; education institutions; real estate development industry professionals; and non-profits focused on housing and environmental justice. The meetings identified emerging trends and planning gaps.

Ms. Reardon then turned the meeting over to Mr. Miguel Davila, Senior Regional Planner for the RTC. Mr. Davila explained how the Regional Planning Team had some successes with sustainability planning in the form of Clark County All In and Livable Center Programs. It was looking at case studies on advancing livability in particular city areas. Other successes include the following:

Planning and Opportunity Sites

- High-capacity transit planning per the Southern Nevada Strong (SNS) Plan of 2015
- On Board Mobility Plan
- Local master plan updates for Clark County, the City of Henderson, and the City of Las Vegas
- Southern Nevada Water Authority (SNWA) water resource plan
- University of Nevada, Las Vegas (UNLV) Medical School
- Implementation reports for local jurisdictions on advancing with different opportunities as they were identified

Placemaking

- Water Street
- Downtown Las Vegas
- Professional sports
- Complete Streets

Improvements would add vibrancy to the corridors and additional bike lanes to several streets. Mr. Davila noted there had been a lot of investments in Complete Streets since 2015.

Mr. Davila then spoke about what had changed. The Regional Planning Team was assessing how natural resources continued to be challenged by the pace of growth; there was a massive demand for large-scale industrial development in the Las Vegas Valley. It also saw how there was a need for diversification. Unfortunately, there is little improvement in air quality standards, and Lake Mead is reaching the lowest levels in history. There is also increased focus in the community related to environmental justice.

Mr. Davila explained how COVID-19 affected the area with travel pattern disruptions. There had also been a dramatic increase in housing costs and inflation. He stressed the economic dependency on tourism which became more evident as unemployment rose.

Mr. Davila noted billions of dollars have been invested in highway expansion, including Project Neon, Interstate-11, and Maryland Parkway's first bus rapid transit corridor. Additionally, there is more funding for transit and highways from the infrastructure bill and private companies are working with local governments, such as Brightline and The Boring Company, to advance visions of connectivity.

Mr. Davila mentioned the political shifts across party lines and with individuals. Nevada had the first female-led legislature in the country. There was increased funding for housing and education in the form of cannabis legalization and other incentives like the Home Means Nevada program. Regionally, there is more roadway funding through the Fuel Revenue Indexing program. Additionally, recent legislation made regional planning permissive instead of mandatory.

Ms. Lisa Corrado, City of Henderson (Henderson), expressed some concerns with public health. She mentioned COVID-19 and other public health issues including mental and behavioral health, substance abuse, and violence. Those health issues had been getting more attention and becoming more of a concern. She added concerns with environmental vulnerabilities such as the water shortage, drought, and Lake Mead drying up. She said that climate change and urban heat are making Henderson more vulnerable.

Ms. Corrado also brought up poverty becoming deeper and broader although there has been economic growth. Unfortunately, that growth was not impacting the most disenfranchised communities, and that is something to keep in mind. Mr. Davila assured the SNS Steering Committee he would present those metrics.

Mr. David Damore, The Lincy Institute and Brookings Mountain West, emphasized that nonprofits provide much support. Ms. Janet Quintero, United Way of Southern Nevada, commented that there have been many changes to the demographic of Las Vegas. She mentioned there is now an increased focus to partner with other agencies on diversity and inclusion and on digital equity including language access.

Mr. Shawn Gerstenberger, UNLV, agreed with the public health comments. He went a step further in stating he does not think health should be a metric, but a value that is woven between what the SNS Steering Committee does. He stated there should be a centralized way of planning advanced solutions in all areas, and to not just focus on diversity. He wanted to ensure the SNS Steering Committee fairly and accurately distributed resources. Mr. Damore added the homeless population needs to be discussed in those metrics as well.

Mr. Rick Van Diepen, Urban Land Institute, stated that the SNS Steering Committee needs to look at more than affordable housing. It is important to look at the continuum of homelessness, emergency housing, transitional housing, and intensive supporting housing.

Mr. Marco Velotta, City of Las Vegas, agreed and said two-thirds of the housing stock in Southern Nevada is single-family residential. If people are looking for multi-family living, the most affordable

options are apartments or condos. There is not a lot of diversity or opportunity, and no one is looking to change that. He stated agencies and developers continue to build the same housing products without looking into other options.

Ms. Corrado commented that, on the positive side, they are becoming more competitive with federal funding and there is the added benefit of private funding. She noted the success of obtaining grants beyond just the infrastructure grant.

Ms. Kelliann Beavers, Lincy Institute, noted the change in investment and collaboration across sectors. There is an opportunity to perpetuate activity and not lose what was gained to compound the crisis.

Mr. Gerstenberger recommended the SNS Steering Committee bundles more under the resiliency umbrella since there is a resiliency piece to a lot of what they are planning. He mentioned that a large portion of Las Vegas's population and economy is tourism, and that safety is a big concern.

Ms. Corrado mentioned the changes in concern from when the SNS Regional Plan was originally adopted. There is now more competitiveness in the workforce, and the industry is growing and recruiting. That seems to be a bigger issue.

Ms. Nicole Bungum, Southern Nevada Health District, brought up the gaps in access to healthcare, particularly with mental and behavioral health.

Ms. Reardon noted the changes in consumer shopping and its impact on distribution centers. There are changes and vacancies in retail spaces, which presents an opportunity for infill.

Mr. Davila turned the meeting over to Mr. Yohannes Aklilu, a graduate of A-Tech, a Summer Business Institute intern, and a freshman at Stanford University, who presented data metrics to demonstrate how the region has progressed since the SNS Regional Plan was adopted.

Mr. Aklilu reported a peak in volunteer work in Nevada in 2017. He stated it was likely due to the 1 October event and the trend continued to climb over the last few years.

Additionally, Mr. Aklilu explained that food insecurity had been decreasing nationally for the past few years, but Clark County and Nevada's metrics had higher food insecurity than the national average. In 2019 to 2020, food insecurity shot up 15 percent in Clark County and continued to spike in Nevada in 2021.

Regarding adults with health insurance, Mr. Aklilu reported on the steady growth over the years that unfortunately plateaued after 2017 to 2018. There was a decrease over 2019 to 2020 likely due to households losing income from COVID-19. Adults with healthcare decreased further in 2021. He mentioned a common trend of the national average being higher than Clark County and Nevada.

Mr. Aklilu explained that business growth is measured by new businesses opening or moving into the area. There had been an upward trend, but in 2016, the trend shifted downward with a swift recovery in 2019. Since then, business growth has continued to climb in Nevada.



Median household income, Mr. Aklilu continued, saying that although the upward trend in Clark County and Nevada was similar to the national average, average wages were lower than the national average. Mr. Aklilu noted the dip in median household income in 2020 was likely due to COVID-19 and a rise in unemployment, but there was a swift recovery in 2021.

Mr. Aklilu then reported on median income by race. There continued to be a trend of marginalized communities having lower income than the national average and the Clark County average. Mr. Aklilu reported that, according to an MIT study, for a two-income household to live comfortably in Nevada, families would need to make over \$57,000. More than 50 percent of marginalized communities in Nevada are below that threshold. He explained the study also found that Black and Hispanic citizens were not showing wage growth. He stressed that without finding a solution, major parts of the community are being left behind.

Additionally, Mr. Aklilu said that although there had been a decrease in children living in poverty over the last several years, in 2019, children in poverty began to rise. He stated that 2020 saw a decrease in children living in poverty at the national level, but Nevada, and especially Clark County, diverted from national percentages, and child poverty levels continued to increase.

Mr. Aklilu mentioned that job accessibility and growth could help mitigate such disparity in income. Las Vegas and other metro areas have seen little to no growth in job accessibility over the years. He explained that job accessibility was measured by 30 million or fewer public transit rides. Other than Denver, Colorado, metro city areas have seen little growth in ridership. However, with increased public infrastructure and transportation infrastructure there was hope for future growth.

Ms. Tina Quigley, Las Vegas Global Economic Alliance (LVGEA), asked if the metrics were based on just the City of Las Vegas or the Las Vegas Metropolitan Statistical Area (MSA). Mr. Aklilu answered it was based on the MSA.

Mr. Aklilu explained that eco-friendly options for commuting were walking, biking, and public transit. The number of residents who were using eco-friendly options were decreasing in Clark County and Nevada. In 2019, 4.3 percent of Clark County residents used eco-friendly options, which was half as much as the national average.

Ms. Sondra Rosenberg, Nevada Department of Transportation (NDOT), expressed the importance of normalizing data perception. She mentioned a tool used by the United Way called Asset Limited Income Constraint Employed (ALICE). She stated that rather than median income, ALICE gave a better sense of affordability depending on where people lived. Ms. Rosenberg explained that Nevada's median income is low, and the cost of living is high, which depressed people even more, which is important to keep in mind. Also, when jobs are accessible by transit and walking, she thought it will be important to see a percentage versus an actual number for better understanding.

Ms. Quigley challenged a few of the metrics, stating they would be different if it were MSA data versus only the City of Las Vegas metrics. She said that Las Vegas ranked high on transit accessibility with bus stops being only a five- to ten-minute walk for most residents.

Ms. Corrado said the problem is there is not frequent service with 30 minutes or less for public transit rides. She explained that if someone was trying to get home from work, it would take more than 30 minutes via public transit with the current system. People took an hour and a half to get from lower-income communities to the job centers by transit.

Ms. Corrado mentioned that the data shows people were riding transit and walking less because those people who were impacted by economic growth could now afford cars. They were driving more than they did in the past, which reduced the number of people using eco-friendly options. Unfortunately, there is a growing gap in areas where there were not as many jobs and cars were not obtainable. Ms. Corrado expressed concern over funding for public transit, and if there is not a conscious of the disparity in accessibility for lower-income neighborhoods, the gap will continue to grow.

Ms. Rosenberg agreed and noted the SNS Steering Committee needs to figure out how to link the data points to who depends on transit and where the travel times were to work. Ms. Corrado added the SNS Steering Committee also needs to keep in mind where the jobs would grow and mentioned past talks about land availability and that most of the land for development was in the suburbs. Ms. Corrado expressed concern over wage growth, questioning whether wages were growing outside of the Strip.

Ms. Bungum expressed concern over food insecurity. She mentioned the data was only collected through 2021, which did not reflect the 450,000 Supplemental Nutrition Assistance Program (SNAP) benefits that were cut in March or another set of cuts that would be happening in the fall. She stressed that Clark County School District would be able to continue its universal meals through the school year, but with the veto of Assembly Bill 319, she did not know about the other districts in Nevada. She asked the SNS Steering Committee to keep that in mind when thinking of child poverty. She questioned if there was a correlation between the child tax credit going away and the numbers rising in 2020.

Mr. Grant Shirts, Senior Transportation Planner for the RTC, stated the child tax credit might not have been the only factor since the national average went down in 2021. He mentioned it was likely a localized event.

Mr. Gerstenberger noted that some of the numbers were percentages and that just because the percentage went down did not mean the numbers went down. Populations grew, which would affect percentages. He stressed the importance of interpreting data properly and recommended adding an asterisk to some of the data points. As an example, he explained that more people would walk in Hawaii than in Las Vegas, where it is hot and waiting for a bus for extended time periods would be difficult. He suggested having an asterisk to state if the reason for an anomaly was COVID-19, a tax credit, changes to food distribution systems, or something else so they would know what caused the discrepancy.

Mr. Van Diepen thought it would be interesting to see how some of the data points would overlap with the use of eco-friendly commuting options decreasing. He wanted to see a map of the data overlapping with increasing urban heat islands. He also stated that it seemed there was an increase in traffic violations and speeding since COVID-19. He stated he had witnessed at least six drivers a day

running red lights. The decrease in safety and perception of safety was also a likely factor in people not wanting to use eco-friendly options.

Mr. Van Diepen also mentioned the increased use of electric bikes now that they are becoming more affordable. He thought it would be interesting to track that metric to see how Las Vegas compared to other cities. He was also interested in how other cities used e-bike-sharing programs.

Ms. Reardon suggested that the Regional Plan update could address some of the topics discussed in the meeting.

Mr. Velotta stated that as the SNS Steering Committee did with the previous SNS Regional Plan, tying metrics to goals was “Planning 101”. The SNS Steering Committee would need to integrate the metrics and goals with what individual entities did to make the plan successful.

Ms. Rosenberg added that it was important to look at the data from a regional perspective and set the goals based on regional performance. She also mentioned it was important to dive deeper into specific areas to understand why there was an underperformance and investigate what resources needed to be applied sub-regionally.

Ms. Corrado noted it was overwhelming to address all the things in all the places. She stressed that the SNS Steering Committee needs to determine which specific areas needed assistance and what specific assistance those areas needed. She reminded the SNS Steering Committee that originally the SNS Regional Plan was a Transit-Oriented Development (TOD) plan that focused on physical infrastructure, housing, transit, and jobs. There had been housing growth but not at the price point needed. There was also some transit infrastructure growth, but it did not connect all sections of the community.

Ms. Corrado continued stressing the need to connect the pieces that were still experiencing gaps and not just physically. As an example, she stated that if there is a gap between neighborhoods and the jobs that are available, people would need to be connected to the jobs, whether it was through training or transportation.

Mr. Damore agreed, adding that one of the things to think about was the wrap-around services and what was missing: childcare challenges and balancing work and education. He asked what could be provided when discussing aligning workforce development with economic development goals.

Mr. Gerstenberger said there were a few things that had organically happened that the SNS Steering Committee needed to consider. The amount of workforce development pipeline grants was rising. He mentioned the public health grants, mental and behavioral health grants, and other grants the SNS Steering Committee could look at to accomplish its goals. He expressed interest in how the grants could work together to move metrics.

Mr. Damore said that the workforce grants were coming from non-traditional areas, not just the Department of Labor but through commerce and public health. He mentioned different grant process requirements with the different departments offering grants and that the Grant Lab was working on how to apply for those grants.

Ms. Corrado reminded the SNS Steering Committee that it needed to determine what the priority is. Originally, the Regional Plan was funded by the U.S. Department of Housing and Urban Development (HUD), which focused on marginalized communities. Since the SNS Steering Committee is no longer funded by HUD, it needed to decide who or what the focus would be. She asked if its focus would remain on marginalized communities, or if it would focus on children in poverty, seniors, or other groups. She emphasized the need to discuss not only places and services but the people the SNS Steering Committee planned to serve.

Ms. Reardon assumed the focus on marginalized communities and TOD would be the same and asked if the SNS Steering Committee needed to revisit the existing focus of the Regional Plan.

Ms. Quigley mentioned that since the SNS Steering Committee is no longer funded by HUD, it could expand its efforts to a broader reach. She suggested the Grant Lab be included in the discussion since it knows how to acquire project funding. She also mentioned that the Grant Lab is working to create projects and discussions on a regional level that would make them more competitive in receiving grants.

Ms. Corrado reiterated that while the region might have its priorities, she wanted to know what the SNS Steering Committee would focus on. It would still have broad economic growth priorities, but she stressed the need to continue focusing on urban and marginalized areas, maintaining the TOD plan.

Mr. Velotta highlighted it would be good to have something to conform to. He mentioned some of the talking points were tied back to the Southern Nevada Regional Planning Coalition (SNRPC) statutes and the SNS Steering Committee should continue to look at it on the implementation level.

Commissioner Tick Segerblom, RTC Board Liaison, asked if the SNS Steering Committee could look at undocumented versus documented immigrants. Mr. Davila stated it could, which was a benefit of the Regional Plan, and is looking into local services, which offered more freedom than if it was looking into federal services.

Ms. Quigley asked if SNS somehow got molded into the SNRPC. Mr. Velotta stated that the recent bill amended the SNRPC statutes, but they were still in effect. RTC still administers SNS, and the language is that it is a comprehensive regional policy plan.

Mr. Davila stated, in planning theory, the people who were at the lowest income levels should lift the entire community with better access to transit, jobs, and housing opportunities. That was what was found in research, so it made sense to keep that focus.

Ms. Reardon stated it would be difficult to move forward without deciding the audience. The first proposal was to keep the planning as is and asked how the current audience would be described. Ms. Corrado answered that the audience is described as marginalized populations. It includes residents who are low-income, racial and ethnic minorities, and/or transit dependent.

Ms. Reardon asked if there were other ideas or if anyone did not agree with keeping the audience as is. Ms. Quigley agreed it was likely the right thing to do, but that the SNS Steering Committee had the ability to do more and be more competitive with other regions for the sake of growing and attracting

high-skill, high-wage jobs. She noted it was likely outside the scope of what the SNS Steering Committee was looking to do, though. Ms. Corrado disagreed that it was beyond the scope, but the economic competitiveness of the Regional Plan talked about what place those skilled workers want to live in. It was consistent with transit, convenience, and lifestyle. She mentioned people who worked in healthcare want access to community gardens, healthy food, and a healthy lifestyle.

Ms. Quigley noted that first people want jobs before anything else. To get people the lifestyle they want, they first need employers for high-skill, high-wage jobs.

Ms. Corrado stated that they were not mutually exclusive and had a drive for prioritization. Those who are high-skilled employees with high wages wanted certain housing choices, amenities, and entertainment. While the region was doing a good job providing those, there is no high-speed transit that easily brings everything together. Again, she stated that if the SNS Steering Committee wants to do livable centers in Summerlin versus East Las Vegas, it needs to know how to prioritize the options.

Ms. Reardon asked whether focusing on marginalized populations would attract employers. Ms. Rosenberg remarked they were not mutually exclusive, but different aspects of the Regional Plan. The desire is to lift marginalized communities, but it requires goals and strategies to do so. Mr. Velotta said generational changes should also be considered. Boomers are retiring so the SNS Steering Committee needs to think about what Millennials and the generations that follow are interested in.

Ms. Corrado suggested not trying to figure it out during this meeting.

Ms. Quigley stated that the SNS Steering Committee was on the same page, but everyone's priorities differ. She was looking at planning from the perspective of employers. Employers do not ask about the frequency and reliability of transit; they want to ensure there are enough workers in the area to employ and enough land to develop. Employers want to ensure there is a place for their employees to move to, with schools their children can attend.

Ms. Corrado stressed the approach to the Regional Plan needs to be unique because it was a place-based plan. She said Ms. Quigley has a macroeconomic plan with the LVGEA. Ms. Corrado questioned which portion of that strategy could be captured and put in a TOD environment that served the people who were not getting the services.

Ms. Quigley stated she wished employers cared about only relocating if locations had proper transit, but employers do not care and just want to ensure people are available to work.

Ms. Corrado made the point that there needs to be scrutiny as to which jobs are being brought in. If jobs come in that do not offer healthcare, it places a huge burden on the public sector.

Mr. Davila suggested it may just be the employers who were contacting them now, but if they invested in their transit plans, they would get other types of employers.

Ms. Rosenberg noted the disconnect between businesses that are moving to Nevada. Nevada does not want to turn businesses away, but it also does not want more burden placed on social services and physical infrastructure if the employers are not considering transit or benefits.

Ms. Rosenberg explained that employers see there is land in Northern Nevada and then expect other entities to build roads, provide transit, schools, and police. Businesses do not think comprehensively, but the SNS Regional Plan can lead to those conversations on both sides. The SNS Steering Committee needs to discuss how they will provide those services and market them to the right businesses that do care about those things.

Commissioner Segerblom asked if they are trying to help tourists or residents. Ms. Reardon said it may be both.

Mr. Michael Mays, City of Boulder City, asked if a public engagement component of the Regional Plan is envisioned. The SNS Steering Committee is struggling with what the focus of the Regional Plan will be but acknowledged it needs to be updated after 10 years. He stressed the importance of a successful update that could be implemented and embraced by the community. Ms. Reardon assured him it was in the last slide of the presentation.

Ms. Beavers added that the SNS Steering Committee also needs to discuss how to plan together. She asked if there needs to be more brainstorming sessions to execute the plans, expressing that the SNS Steering Committee could not realistically plan and execute all the ideas it wants to implement. Ms. Reardon agreed that governing structure was something it wanted to sort out and can do better at.

Ms. Quigley asked if the SNS Steering Committee is trying to plan for businesses or the residents and stated they are mutually inclusive. For residents to be prosperous, they need to have high-skill, high-wage jobs. This means the SNS Steering Committee needs to work on a workforce and a pipeline to training. She asked if marginalized communities could be fixed without additional employment that helps them grow.

Ms. Quintero noted that from a social services perspective, going back to mapping, there are a lot of services that are not reaching many populations. There are a lot of people who thought rental assistance does not exist. She stressed it all went back to how the people of Nevada are being served.

Ms. Rosenberg brought the conversation back to the high-wage jobs helping lift people out of poverty. She stated it was important, but part of that was people had to be able to get to their jobs, which was where transit tied in. If the houses are not where the jobs are and it is costly to get to the jobs, having the jobs available does not help the people.

Ms. Reardon reported there will be a parcel-level analysis of underutilized and vacant lands. It is a data set that does not yet exist and will help to identify opportunities for urban infill and TOD. This complements the National Association for Industrial and Office Parks (NAIOP) lands analysis that shows bigger parcels that potential employers are also looking at.

Ms. Reardon explained that scenario planning is a way to build capacity and a metropolitan planning organization (MPO); however, it is not something the SNS Steering Committee is currently doing, but can look at how the next million people and jobs can potentially fit into the current footprint and what the costs and benefits would be when related to water, pollution, vehicle miles traveled, and people's

health. Scenario planning will show what those things will look like and put a percentage of growth in the urban core to inform decision-making.

Ms. Reardon added that once the sites are identified, where social services could be will also be considered. Social services could be co-located with transit, and the study will also investigate where park access can be added. It will also look at schools and employers and match target industries with employers.

Ms. Reardon stated that, in every interview, it was noted that housing should be the top priority of the Regional Plan. She asked how the organizations can unite as a region to accelerate the housing supply of a mixed-income, mixed-use product. This section of the Regional Plan update is not fully formed, but a scoping meeting with the Nevada Coalition Housing Committee is scheduled for the end of September along with one-on-ones with local agencies and housing experts to fill the needed gap.

Ms. Quigley asked if the scope had been written yet for the urban infill study and if it will not just be an infill inventory but also an inventory of access to transit. Ms. Reardon answered that the scope has not been written, but it will layer the transit network with the infill opportunities.

Ms. Reardon mentioned that her team had heard from representatives of the development community that there is not an awareness of the full scale of incentives that are required to build up. The SNS Steering Committee will be putting that in the Regional Plan as well.

Mr. Damore asked about density bonuses. Ms. Reardon stated it is possible, but according to people interviewed, density bonuses may not be enough, so more cash may be needed.

Ms. Reardon noted the Regional Plan will confirm industry targets and then match the needs of those employers. There are plans to talk to healthcare and advanced manufacturing industries to determine their requirements and how to match their needs, in addition to discussing workforce development and education.

Ms. Reardon mentioned the overlap between SNS and the LVGEA plans. Staff is meeting with other MPOs that are involved in preparing the Comprehensive Economic Development Strategy (CEDS) to learn better about how it is done, what the requirements of the Economic Development Administration are, and the pros and cons of that approach. It will then be decided if and how to integrate with the CEDS. She stated there is a possibility of a document that agencies can look at for the answers to the above discussions.

Ms. Quigley noted that in the 300-page SNS document, there is a lot of overlap between the document and the CEDS document. She expressed dismay at how unattainable the goals are, with statements like "fix education: assigned to the LVGEA" without foresight into how to accomplish the tasks. She hoped for a regional document with tasks assigned to the appropriate agencies with to-do lists that outline who is to complete the tasks and how, so that completion of the tasks is realistic and attainable within a five-year period. Ms. Quigley remarked that agencies need to be held accountable for reporting back and that documents are aligned as partner forms.

Chair Zane Marshall, SNWA, asked if there is an assessment of how well the needs of the workforce are being met. Ms. Quigley answered no. Mr. Damore stated there is a dashboard the Governor's office is working on.

Ms. Quigley explained how the LVGEA and the Governor's Office of Economic Development are creating yellow pages of the workforce or employee talent pipeline services. If a company asks how much talent there is and where it comes from, she stated there is no inventory of that. They want to create a database of the labor force. She gave an example, stating she would be able to look up certified nurses, how many there are, and how many are graduating to confidentially say, "We pump out 250 certified nurses a year."

Mr. Damore noted there is a new system called Empower that is designed to pull state agency data to do longitudinal tracking to address the points that were just brought up. The program brings in Nevada State Higher Education, adult learning, and others that will allow people to see some of the information on the workforce.

Mr. Gerstenberger agreed there is an effort, but it is not well coordinated and there is no integrated site to find workforce data. He mentioned there are a lot of different funding sources, such as the American Rescue Plan Act (ARPA) money that went into the workforce, the Recovery Act, the Governor's Office of Economic Development, and Centers for Disease Control and Prevention pipelines. He stated that the funding does not come through standard channels. It can be a research grant or a passthrough grant and does not connect well. He reiterated the need for an inventory and hoped that with a workforce pipeline, they can connect needs to targets. He stressed there is still a lot of work to be done.

Ms. Reardon reported the existing Regional Plan's Opportunity Sites include Boulder Highway, Maryland Parkway, the Las Vegas Medical District, and Downtown North Las Vegas. An analysis has been completed on how the sites are being implemented and if the sites are still feasible. She said staff has heard from industry that it might be more feasible to locate more activity centers where there is already investment whether that is improved transit or other new investors going in. She mentioned those focus areas will be looked at and can be expanded based on the target audience or target economic development needs to direct the pilot into one place.

Mr. Damore asked what is the definition of an "Opportunity Site". Michelle Larime, Senior Regional Planner for the RTC, said she is not sure there is a formal definition but that the past Regional Plan looked at opportunities in the Las Vegas Valley where the partners felt there was an immediate opportunity to implement recommended strategies from the Regional Plan. She said it looks at where there can be an increased density, TOD, and housing options. She said it is more about what areas might be primed to move forward strategies rather than a specific definition.

Mr. Gerstenberger stated that there is a public component of input into it where there is opportunity and need. Surveys and research projects are completed to look at Opportunity Sites.

Mr. Velotta said anything can be an Opportunity Site, such as the Fiesta Henderson and the areas around the Harry Reid International Airport and the Strip.



Ms. Reardon noted the idea around the sites is to be a pilot to inspire change and demonstrate success. It is more action-oriented and illustrates the gap in the subsidies or abatements that may be required. She mentioned the Regional Plan update will be to do a more in-depth look at individual parcels and whether it is an existing Opportunity Site or a new site, where there will be more site-level planning, identify potential uses, and prepare a funding strategy to illustrate funding gaps. The Regional Plan update will look at if it is a publicly owned site and if there is energy or abatement available to move toward implementation. It will be based on capacity and availability of land and partners. It is an idea to start implementing as it is planned.

Mr. Van Diepen mentioned the overlap with the HUD Opportunity Zones. He stated that starting the pilot in the east or North Las Vegas will be well aligned with the overall goal. There are other financial incentives to develop those areas as well.

Ms. Reardon noted the existing Regional Plan includes an action plan to propose changes at the state level. The Regional Planning Team suggested broadening that to federal, state, regional, and local policies. She said some of the challenges discussed in interviews were that permitting is sometimes slow, zoning can be difficult, and Opportunity Zones that are identified in federal legislation do not allow for housing. She stated those are all policy issues that, if put on paper, would be a guide to address barriers hindering the implementation of the Regional Plan. She questioned if land use and zoning changes can be implemented during the Regional Plan update. If there are opportunities through the infill analysis and the TOD analysis where places made sense for a land use zoning change, local agencies can change the zoning at the same time as planning. She stressed the need to shorten the time between planning and implementing the Regional Plan.

Mr. Damore asked if the Regional Plan was modeled after the SNWA where broad goals were set and then individuals adopted them. Ms. Reardon stated the RTC has no land use authority. The MPO programs and funds transportation projects.

Ms. Quigley mentioned a conversation where a developer described a new water rating metric model in an industrial park. The industrial park failed the water rating metric. It was not because the tenants used water; it was because the municipality demanded there be landscaping, and the type of trees and bushes used were high water use plants. The point she made was there would have to be an overhaul of municipalities regarding zoning for landscaping as it related to infill.

Ms. Rosenberg said Ms. Quigley's comments likely related to evaluating federal, state, regional, and local policies related to SNS goals and recommending revisions and new strategies. She asked if the group would recommend changing state policy or regulations to require some of the items. Mr. Velotta answered that dealing with zoning issues is easier said than done. He recommended treading lightly with zoning because there are constitutional considerations that go into it.

Mr. Van Diepen thought there was a state component to making some of the plans happen and leveling the playing field. He gave an example where, in California, a state law was enacted to override reactions at the city level as well as the neighborhood level in terms of affordable housing. For any affordable housing project anywhere in California, there cannot be any extra requirements on it that would add cost, development time, or any disincentives to try to make the project die. If the point was

to develop workforce housing and increase density with infill, Southern Nevada may have to do something like California.

Ms. Reardon reported on the proposed governance structure element of the Regional Plan update. She mentioned the need to look at other MPOs that have a role in other regional planning and look at how their staffing and committees are organized. She said the idea is to look at who is not in the room and who should be, whether there should be smaller work groups to tackle some of the topics, and whether there should be more specialized staff.

Ms. Quigley asked if there is a single transportation agency that is also an MPO. Ms. Reardon stated there is one in Minneapolis.

Ms. Reardon stated how the idea is to create a regionally significant infrastructure list to include programs, such as social services or workforce programs. She recommended a wish list to coordinate grants and would work with the Grant Lab so as not to duplicate efforts. She mentioned that SNS started as a collaboratively developed grant proposal, so getting back to that and identifying within that project list where organizations can work together to do more. Ms. Quigley stated the Grant Lab would be helpful for that task.

Ms. Reardon stressed that there are a lot of actions in the document, and staff is looking to focus the implementation plan down to a couple of items the region wants to tackle together. She does not want to prevent individual organizations from leading things independently. Staff wants to document the commitments, such as Clark County updating its development code. She emphasized how much easier it would make tracking activities.

Ms. Reardon noted the metrics would be part of the accountability. She would take feedback from the SNS Steering Committee to improve on the metrics and tie them into the plans. Staff also may create new metrics. She stated that Mr. Velotta shared the City of Las Vegas Master Plan and what is being tracked around density and housing. Staff would determine if there are things they can use from the local agency plans that can be done on a regional scale.

Lastly, Ms. Reardon discussed how often the SNS Steering Committee would want to revise the SNS plan, whether it is every 10 years, a refresh every year, or maybe every five years, and what that would look like.

Mr. Gerstenberger liked the idea of assigning one or two metrics to each member, so everyone has a piece of the pie. Ms. Rosenberg remarked how important it is to have those metrics to measure the success of goals and targets.

Ms. Reardon mentioned how it is important to raise awareness about existing funding gaps to leverage and direct more resources to the state and region. She noted using the planning practices to educate the community members about how to participate, how to advocate where the decisions are being made, and how to get their voices heard.

Ms. Reardon stated that lastly, the SNS Steering Committee will need to facilitate and adopt input from agencies and integrate it into its plans. It will also need to reinvigorate the SNS brand. It had been on an upward path the last few months and she wanted to keep the momentum going.

Mr. Gerstenberger wanted to see integrated communications about how the groups work together. He said most of the organizations have a communications person and it will be interesting to discuss successes among the agencies. Ms. Quigley agreed and said it should not be difficult since they all have social media managers who are always looking for content.

Mr. Gerstenberger stated he will want to get the social media managers together as a subgroup to highlight the good things they are doing. Ms. Reardon agreed and said staff can contact everyone to get names and contacts to work on getting that organized.

Ms. Reardon stated the next steps are to form a very small team to work on the details of the scope. The Regional Planning Team is also considering doing some of the work to build capacity as a team and outsource the sections outside of the Team's capabilities, such as economic development and housing opportunities. It will allow staff to develop a plan that is more easily managed and update it on an upgoing basis.

Ms. Reardon said that keeping things in house could make the team more nimble with its procurement of microgrants, small rewards for community outreach, non-governmental organizations, or the RISE program for disadvantaged businesses, so doing smaller contracts can help facilitate those programs. The goal is to build the community capacity as planned.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

6. Share current work activities and priorities related to the implementation of the Southern Nevada Strong Regional Plan

**Comments:**

This item was tabled until the next meeting.

**Motion:**

No motion was necessary.

**Vote/Summary:**

No vote was taken.

**Item:**

7. Discuss upcoming meetings and identify future agenda items

**Comments:**

Ms. Deb Reardon, Manager of Regional Planning for the Regional Transportation Commission of Southern Nevada, stated that the next Southern Nevada Strong (SNS) Steering Committee meeting is scheduled for October 26. The meeting will be moved to the Southern Nevada Water Authority office as agreed upon by the SNS Steering Committee. Agenda topics will include the SNS Regional Plan update.

<b>Motion:</b> No motion was necessary.
<b>Vote/Summary:</b> No vote was taken.

<b>Item:</b> 8. Conduct a comment period for citizens participation
<b>Comments:</b> No comments were made.
<b>Motion:</b> No motion was necessary.
<b>Vote/Summary:</b> No vote was taken.

**ADJOURNMENT**

The meeting adjourned at 2:31 p.m.

Respectfully submitted,

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Tiffany Voss, Recording Secretary

DocuSigned by:  
  
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Marek Biernacinski, Transcription Secretary

# New Members



**Tick Segerblom**  
RTC Board of Commissioners



**Dr. David Damore**  
Brookings Mountain West



**Martin Gies**  
Clark County

3

**Introductions**  
Name • Organization • Role

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4



1



2

# Outreach

STATE & REGIONAL AGENCIES	LOCAL AGENCIES	EDUCATION	INDUSTRY	NON-PROFITS
<ul style="list-style-type: none"> <li>• NDOT</li> <li>• GOED</li> <li>• SNWA</li> <li>• LVGEA</li> <li>• RTC</li> </ul>	<ul style="list-style-type: none"> <li>• County</li> <li>• Cities</li> </ul>	<ul style="list-style-type: none"> <li>• UNLV School of Public Health</li> <li>• Brookings Mountain West</li> <li>• Clark County School District</li> </ul>	<ul style="list-style-type: none"> <li>• NAIOP</li> <li>• Las Vegas Realtors</li> <li>• Urban Land Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Nevada Housing Coalition</li> <li>• Nevada Environmental Justice Coalition</li> </ul>

3

# Successes

<p>Sustainability Planning                      Livable Centers Program                      On Board Mobility Plan                      Local Master Plan Updates                      SNWA Water Resource Plan</p> <p><b>PLANNING</b></p> 	<p>UNLV Medical School                      Implementation Reports</p> <p><b>OPPORTUNITY SITES</b></p> 	<p>Water Street                      Downtown Las Vegas                      Professional Sports                      Complete Streets</p> <p><b>PLACEMAKING</b></p> 
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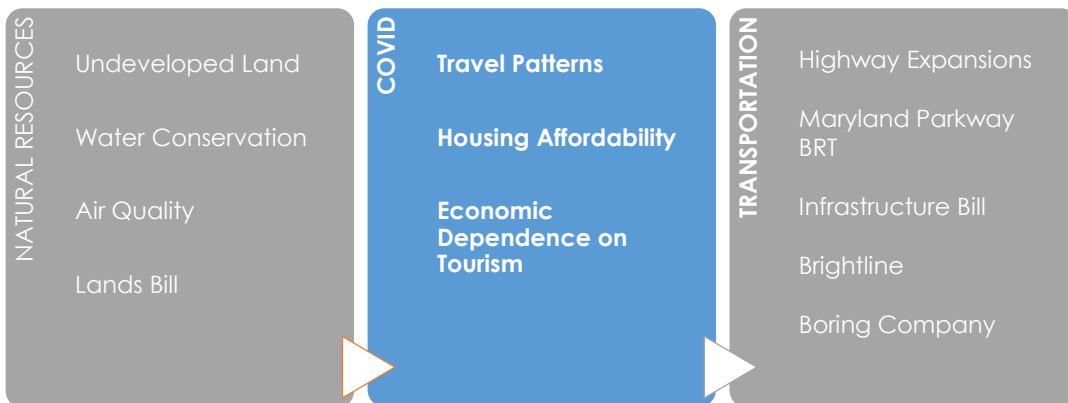
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# What's changed?



5

# What's changed?



6

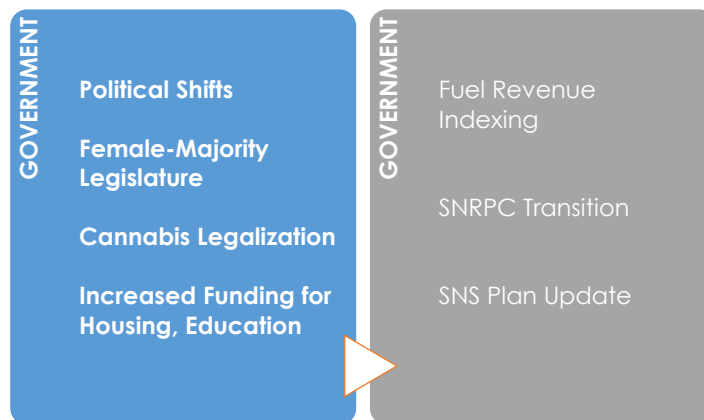


# What's changed?



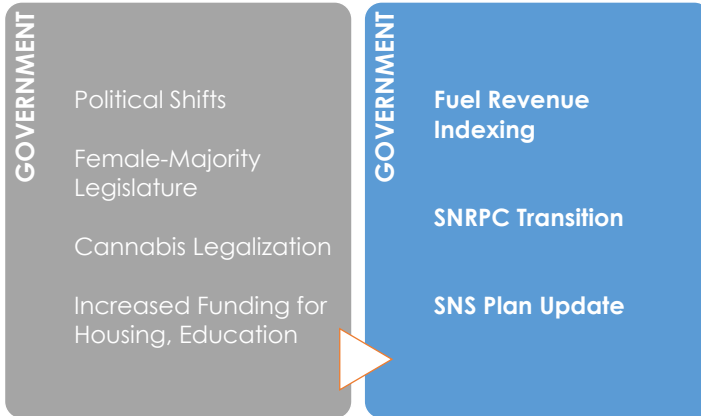
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# What's changed?



8

# What's changed?



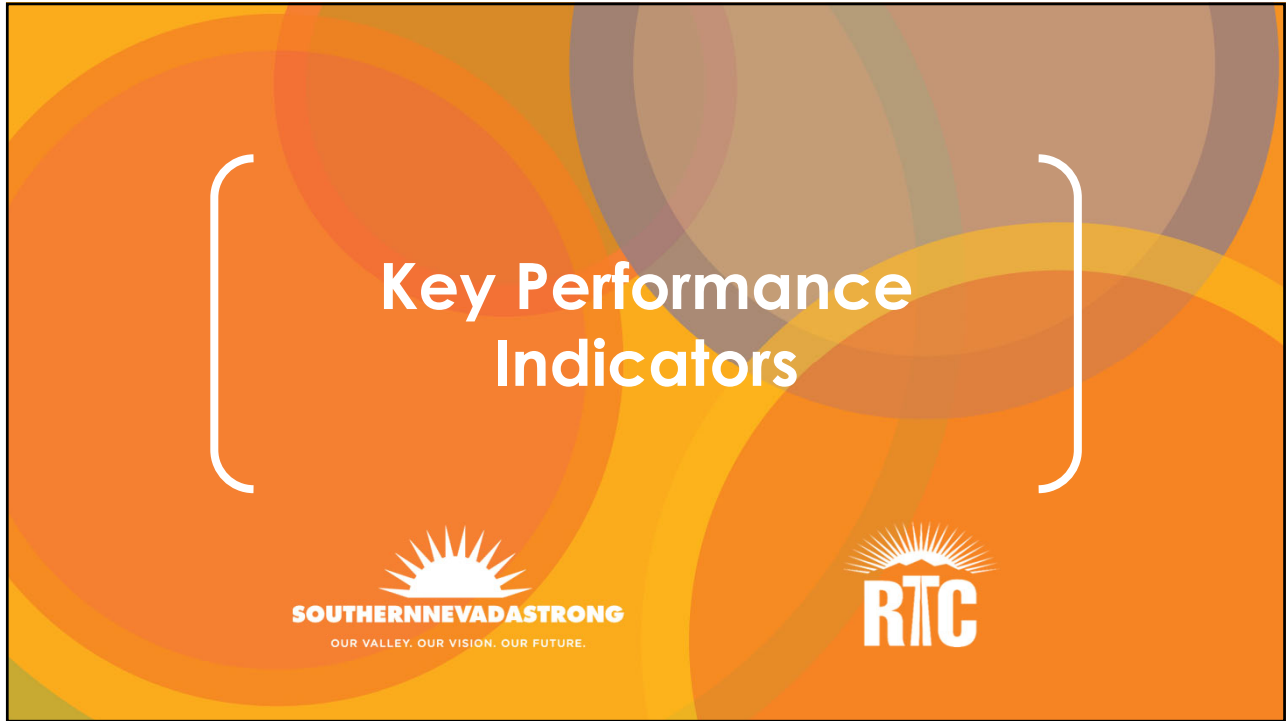
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## DISCUSSION

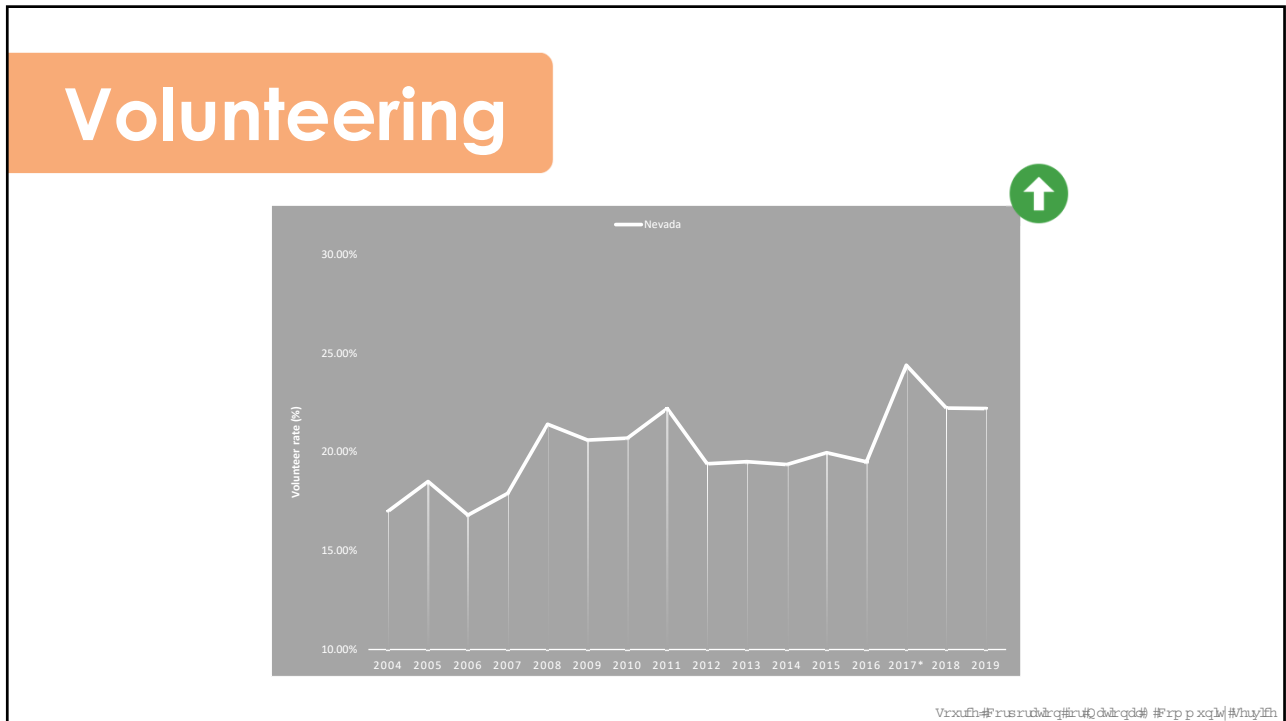
Other community changes since the 2015 SNS Plan?



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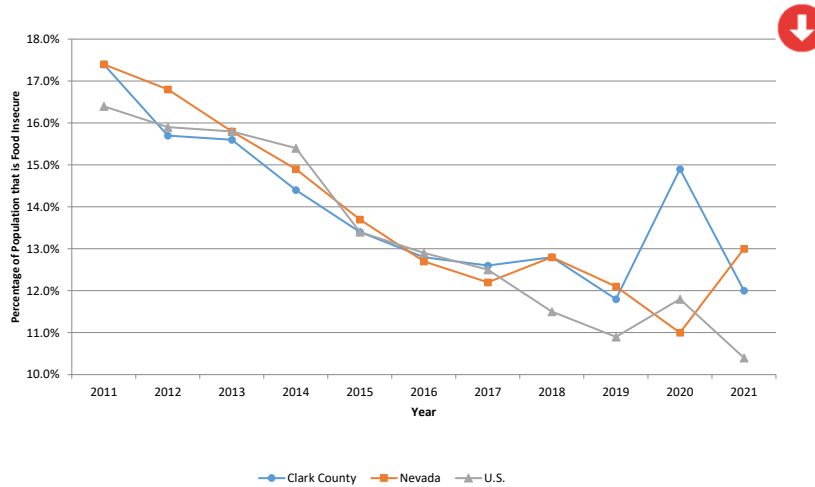


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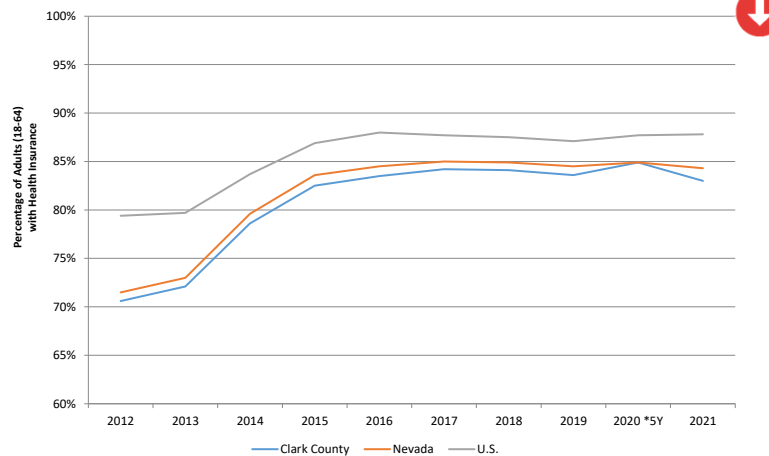
# Food Insecurity



Clark County Health Department

13

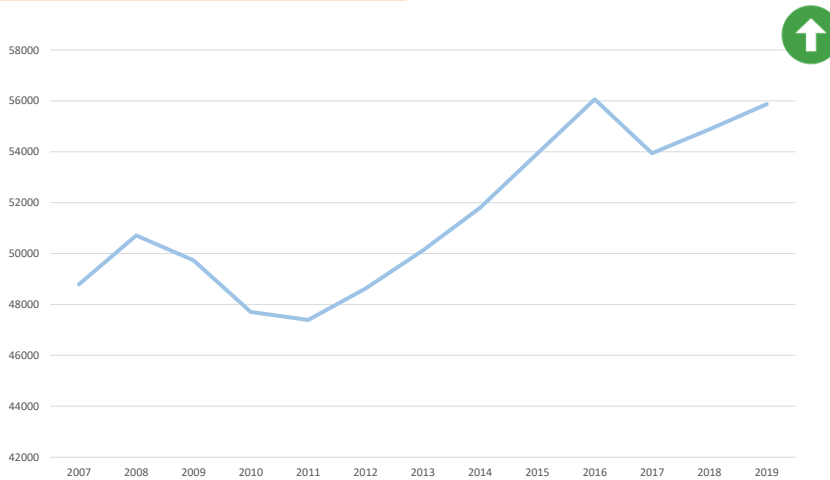
# Adults with Health Insurance



Clark County Health Department

14

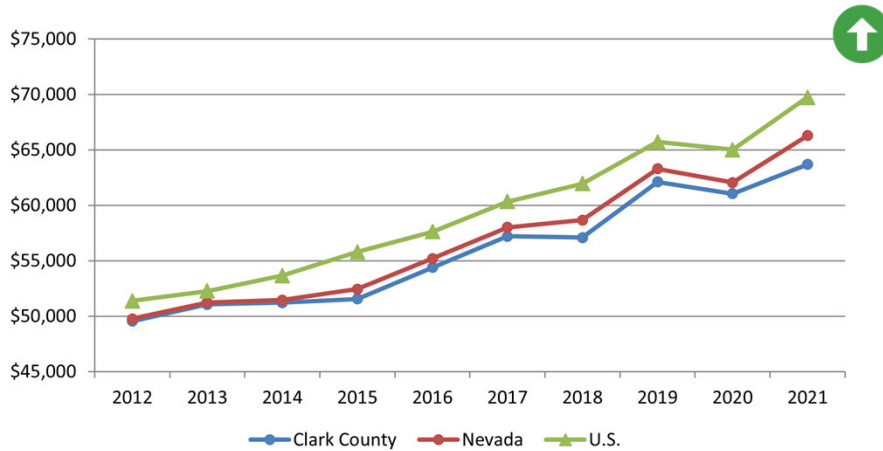
# Business Growth



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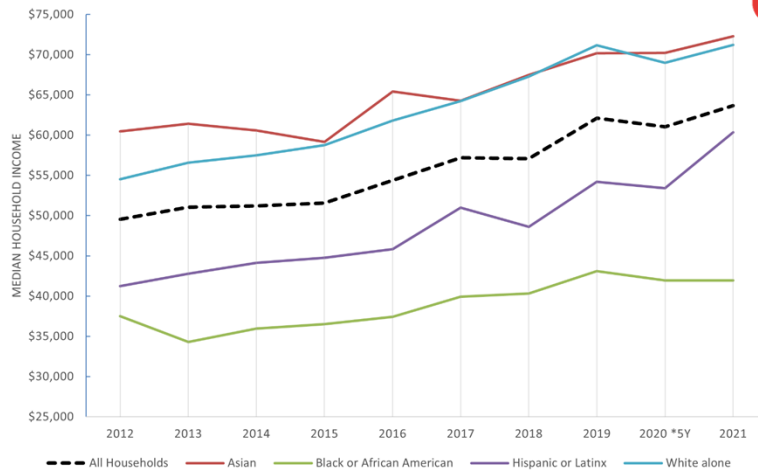
# Median Household Income



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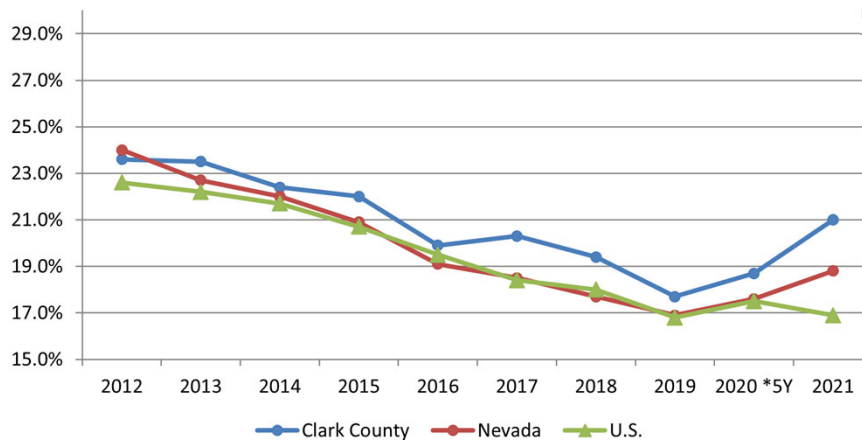
# Median Income by Race



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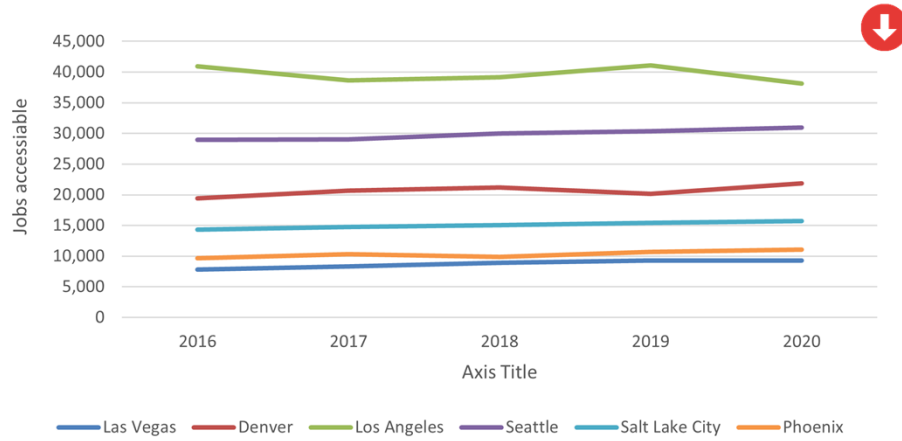
# Children in Poverty



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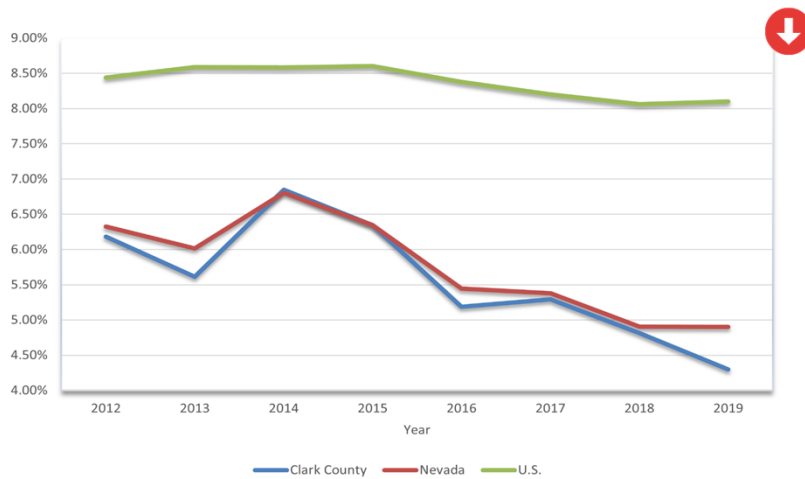
# Jobs Accessible via Transit/Walking



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# Commute To Work By Transit/Walking/Bicycling



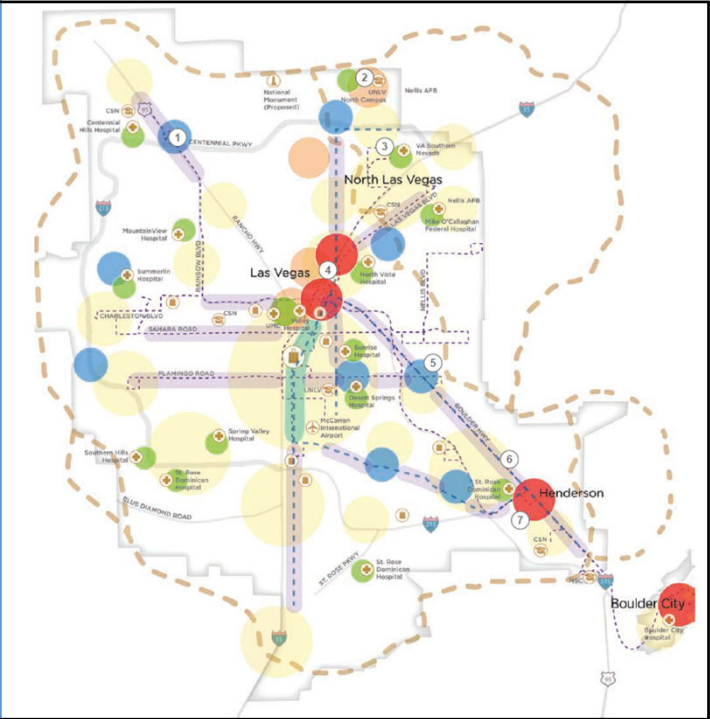
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20

# VISION EXERCISE



[Pollev.com/RTCallhands](https://pollev.com/RTCallhands)



21

## Regional Plan Update Goals



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**RTC**

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## Land Use and Transportation

- Advance economic competitiveness, complete communities, and sustainability through parcel-level analysis of **urban infill and transit-oriented development**.
- Use **scenario planning** to demonstrate benefits and costs of land use and transportation decisions.
- Accelerate **housing supply** through a regional housing strategy and coordination between land use and transportation.
- Evaluate **infrastructure and incentives** needed to support infill and develop a project list.

23

## Economic Competitiveness

- Confirm **industry targets** and identify infill opportunities to implement.
- Identify **workforce development** and education needs related to target industries.
- Integrate with or replace\* the LVGEA **Comprehensive Economic Development Strategy**.

*\*Feasibility under review by SNS staff.*

24

## Opportunity Sites

- Revisit **existing opportunity site** feasibility and determine next steps.
- Identify priority **activity center** nodes and corridors based on market feasibility.
- Raise awareness of incentives needed and **expedite implementation** through a pilot that includes site-level planning, development of a Pro Forma and funding strategy, and RFP that reflects community-driven needs.

25

## Action Plan: Policies

- Evaluate federal, state, regional, and local **policies** related to SNS goals (e.g. infill, water conservation) and recommend revisions and new strategies.
- Based on infill analysis and scenario planning, collaborate with local agencies to implement **land use and zoning changes**.
- Review **governance structures** of aspirational MPOs leading regional planning and recommend changes to staffing and committees.

26

## Action Plan: Funding

- Reach agreement on a prioritized, regionally significant **infrastructure project list** and funding strategy that identifies lead(s) and potential funding sources.
- Identify opportunities for **integrated grant proposals** developed in collaboration with academic institutions and non-profits.

27

## Action Plan: Accountability

- Develop a **focused implementation plan** that identifies: 1) strategic actions with regional agreement to implement, and 2) actions identified by committed lead(s).
- Update **metrics** to reflect plan priorities.
- Determine frequency of **future updates** and reporting.

28

# Outreach and Education

- **Re-engage** the SNS Steering Committee and community.
- Raise awareness of **funding gaps** to support implementation of SNS vision.
- Increase community understanding of **transportation equity**, decision-making processes, and forums for community engagement.
- Facilitate input and **adoption** by RTC/SNRPC member agencies.
- Reinvigorate the SNS brand and **regional planning!** 😊

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## Next Steps



**Aug. 2023**

Form Core Team  
Scope & Funding



**Sept. 2023**

Procurement  
Outreach



**Early 2024**

Kickoff

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# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	SNS Steering Committee Membership Updates and Introductions
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Welcome new SNS Steering Committee members and facilitate introductions
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

The Southern Nevada Strong (SNS) Steering Committee coordinates and supports implementation of the SNS Regional Plan. The SNS Steering Committee includes representatives from regional, county, and city government; education; and non-profit organizations working in support of economic diversification and sustainable communities. The Chair will introduce new SNS Steering Committee members, followed by round-robin introductions by all members and meeting participants.

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Southern Nevada Strong 2025: Scoping Workshop
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Provide input on the Southern Nevada Strong Regional Plan update process, goals, and scope (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

The 2015 [Southern Nevada Strong \(SNS\) Regional Plan](#) was created as a vision to manage expected growth in Southern Nevada, a region that is expected to reach a population of over three million people by 2050. The Regional Plan is a blueprint for a diversified economy and sustainable, transit-oriented communities that revitalize existing neighborhoods. Since the Regional Plan was developed, the Regional Transportation Commission of Southern Nevada's Metropolitan Planning Organization (MPO) has served as the Regional Plan administrator, a role that also includes leading Regional 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 Regional Plan update. Staff-led outreach on the project scope included 25 interviews and focus group meetings with SNS Steering Committee member organizations, key stakeholders, and peer regional planning organizations, and a housing roundtable completed in collaboration with the Nevada Housing Coalition.

During the July 2023 SNS Steering Committee meeting, MPO staff proposed an implementation-focused, parcel-based Regional Plan update to promote reinvestment in existing communities and transit in support of vulnerable populations. Due to a lack of consensus on this planning target audience and geographic area of focus, a need to reconfirm the Regional Plan vision was also identified.

To confirm the Regional Plan vision, staff recommends a scenario planning process completed through community engagement to identify desired locations of future growth and housing product mix. A resulting parcel-based vision map would guide future land use, density, and related infrastructure investments needed to achieve the vision. Additionally, the update would include a five-year, performance-based action plan and recommended governance and staffing structure. To kick-start implementation and continue momentum, a Livable Centers Study at an identified Opportunity (pilot) Site would also be completed.

Staff will review key elements of the draft scope and invite feedback from the SNS Steering Committee. Input will be used by staff to finalize the scope of work in preparation for contract procurement.

### **ATTACHED:**





## 2025 Southern Nevada Strong (SNS) Regional Plan Update

*Working Draft Scope*

SNS Steering Committee Meeting | October 2023

### Background

The Southern Nevada Strong Regional Plan was created as a vision to manage growth and plan for the future of Southern Nevada, which is expected to grow from 2.3 million people to 3 million people in 2050. The Plan is a blueprint that identifies strategies and priorities to create sustainable, transit-oriented communities that promote a higher quality of life. The Southern Nevada Strong Regional Plan was adopted by the Southern Nevada Regional Planning Coalition in 2015.

The Regional Transportation Commission of Southern Nevada has served as the plan administrator since 2016. In this role, the RTC has promoted the plan vision through community engagement, tracked implementation, convened partners to address shared challenges, and provided technical assistance. Implementation successes by local agency, university, and community partners include policy changes such as local master plan updates, the establishment of the UNLV Medical School, placemaking and compact development in downtown centers, and complete street improvements.

While many successes have occurred, the region continues to experience many of the same challenges that prompted the development of the plan - uncoordinated growth and disconnected land use, economic volatility and over-reliance on gaming, tourism, and construction, social disparities and vulnerable communities, and continued growth and changing demographics. While the SNS vision map suggests transit-oriented development in established neighborhoods, growth and infrastructure investments over the last decade have primarily occurred at the desert edge. Additionally, the region is experiencing new challenges such as an increased scarcity of natural resources (e.g. undeveloped land and water), workforce attraction and participation declines, and static incomes that are not keeping up with the increased costs of housing, transportation, utilities and more.

To address urgent regional housing and resource scarcity challenges, reinvigorate the plan vision for reinvestment in existing communities, and implement the 10-year update identified in the SNS Implementation Matrix, the SNS Steering Committee directed MPO staff to initiate a plan update in April 2023. The proposed scope is based on stakeholder engagement reaching key leaders from non-profit, academic, health, and government organizations through interviews, focus groups, a roundtable, and presentations.

### Study Area

The Southern Nevada Strong Regional Plan transit-oriented community vision was focused on the Las Vegas Valley and Boulder City, with policy recommendations provided for outlying portions of Clark County. During the 2025 regional plan update, Mesquite will be added for consistency with the RTC Board structure. Additionally, tribal lands are proposed to be included.

As a result, the study area is focused on the following communities: 1) Las Vegas Valley, which includes urbanized portions of Clark County and cities of Las Vegas, Henderson, and North Las Vegas, 2) outlying cities of Boulder City and Mesquite, and 3) tribal lands within Clark County, Nevada (*pending outreach*).

Future growth scenarios may include lands located outside of the primary study focus area.

## 2025 Southern Nevada Strong (SNS) Regional Plan Update

Working Draft Scope

SNS Steering Committee Meeting | October 2023

### Outcome and Process

Based on existing conditions, community outreach, and a housing needs analysis, the intent of this plan update is to carry out a rigorous and inclusive long-range scenario planning effort to translate the illustrative SNS vision map into an actionable, parcel-based vision for future growth. Scenario planning will create several future growth scenarios for housing and jobs, and identifies one vision – reached by consensus – that describes Southern Nevada’s preferred future in 2050.

Once completed, the analysis will provide the community with an increased awareness of the relationship between transportation and land use decisions, an informed and adaptable strategic direction from which to inform decision making, and a set of recommended actions that the community might feasibly decide to take to implement the vision. Additionally, metrics and methods will be identified to track progress towards achieving the vision.

### Pre-Planning Activities

Due to the need for immediate action to address housing and other critical community needs, RTC staff will complete following pre-planning tasks from October 2023 - April 2023, which are not included in the project scope:

- **Plan Chapter 1**, which will summarize the plan history, recent history, emerging opportunities and challenges identified through initial outreach, and an analysis of key plan metrics.
- **Inventory of vacant and underutilized land**, which results in an infill map developed in collaboration with a contractor and SNS Economic Development Task Group (to be formed).
- **Target industry outreach to identify transportation, land, and workforce needs**, completed in collaboration with SNS Economic Development Task Group.
- **Community outreach to identify community needs and challenges**, including listening sessions completed in collaboration with the Nevada Environmental Justice Coalition.
- **Housing policy roundtables** completed in collaboration with the Nevada Housing Coalition to identify barriers and potential solutions.
- **Committees and Task Groups** that will guide the plan update vision and policy development will be formed in coordination with the SNS Steering Committee.

### Budget

The following Unified Planning Work Program (FY24-25) tasks will be consolidated to support the plan update:

UPWP Task 01-1010-24: Future Housing Inventory and Needs Analysis	\$250,000 (95% federal)
UPWP Task 201-9215-24: Land Use and Transportation Modeling	\$225,000 (95% federal)
UPWP Task 601-1080-24: Underutilized Parcels and Transportation Impacts (FY25)	\$ 75,000 (75% federal)
UPWP Task 301-3950-24: Livable Centers Study Project Three	\$350,000 (95% federal)
<b>Total Budget</b>	<b>\$900,000</b>

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**Timeline and Deliverables**

The following 18-month timeline is based on a Notice to Proceed on April 15, 2024:

Task	Deliverable(s)	Due Date (approx.)
1	Project and community engagement plan and schedule Weekly meeting agendas and notes Invoices and progress reports Outreach summary	June 2024 Ongoing Monthly Schedule to be identified in outreach plan
2	Housing market analysis	October 2024
3	Scenario planning factors	October 2024
4	Future growth scenario generation	November 2024
5	SNS vision scenario	March 2024
6	Strategic action plan	August 2024
7	Governance and staffing structure Peer MPO case study summary	October 2024
8	Final draft plan production	December 2024
9	Final draft plan adoption	March 2025
10	Opportunity site (Livable Center) pilot	October 2025

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### Working Draft Scope

#### Task 1: Project Planning and Management

This task consists of the oversight and management of all project activities to be performed by the consultant (team) in coordination with RTC staff.

#### Project Management

Project management for the SNS Regional Plan update will include the following:

Convene an initial project kick-off conference with RTC and City of Henderson staff to clarify the study approach and to establish a detailed project schedule and community engagement plan (see Task 2) with specific goals, tasks, timelines, and roles. The final project schedule and community engagement plan will be completed and approved **within 60 days of the Notice to Proceed**.

The project schedule should summarize the overall project approach and timeline, including: Roles and responsibilities of the consultant team and the primary tasks each team member will perform, proposed project team and Technical Advisory Committee (see Task 2D) meetings, and anticipated deadlines for the approximately 12-month project duration.

Perform day-to-day administration work, including but not limited to preparing monthly progress reports, invoices, and billing, administer any sub-consultant (DBE) agreement(s) if applicable, and coordinate with sub-contracted services as needed.

Convene coordination calls with the RTC <and Staff Working Group> bi-weekly to review project progress, tasks, and milestones.

Provide draft meeting agendas and related materials including agendas, handouts, slide decks, meeting facilitation plans, small group exercise instructions, presentations, posters, maps, and concept visualizations, to RTC staff **at least 10 business days** in advance of meeting dates for review and revision. All materials shared with external stakeholders and members of the public must be reviewed and approved by RTC and prior to distribution, which typically occurs **5 business days** in advance of meetings.

Federal funds will be used and the consultant is expected to meet federal conditions throughout the course of the project.

#### Community Engagement

The goal of this task is to develop a regional planning outreach process that promotes the involvement of all community members, with efforts to engage vulnerable and hard-to-reach populations such as low-to moderate-income, minority, elderly, and/or disabled community members, unhoused populations, LGBTQ+, youth, etc.

This task is not intended to be lateral or sequential and should work fluidly throughout plan development in order to effectively inform the planning process. In all project phases, best practice engagement tactics should be used as appropriate to achieve these desired outcomes.

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### **Community Engagement Plan**

Develop and implement a community engagement plan using traditional, online, and innovative tools. The final community engagement plan will be completed and approved by RTC **within 60 days of the Notice to Proceed**. This means at least one (1) rough draft and a final draft of the engagement plan will be submitted to RTC and the City for review and approval.

The plan should clearly identify outreach objectives, input desired, target audience(s), the number of engagement events/activities, and event dates and times as well as an overall timeline of the engagement process. Community engagement is expected to begin at project kickoff with additional opportunities for public participation and feedback throughout plan development as appropriate.

The RTC will be the main point of contact for all public inquiries and distributions. The RTC and the City will review and provide feedback on all project outreach materials. The schedule will include adequate time for RTC staff to review materials and for subsequent revisions of surveys, event plans, and other outreach materials.

The plan should be consistent with the [RTC Public Participation Plan](#) and the [Southern Nevada Strong Community Engagement Toolkit](#), which is a guide for best practices in maximizing community input while recognizing and respecting age, income, gender, race and cultural differences.

The community engagement process should: 1) build the capacity of local stakeholders and the community at large to participate effectively in the planning process; 2) use methods and techniques for participation that facilitate open dialogue and reach a diverse range of participants; 3) provide people with a variety of participation options that are convenient and accessible; and 4) facilitate inclusive and equitable participation with the goal of providing equitable outcomes for all community members.

Additionally, the community engagement plan should include an education element to build understanding and support of the SNS vision of sustainable, transit-oriented communities where all can thrive. Events with guest speakers with expertise in transit, infill development, housing policy, economic development, etc. will bolster community awareness and inspire change.

### **Community Engagement Team**

The Consultant (team) that is conducting the community engagement should be a diverse team that represents the communities in the Study Area and is sensitive to the needs of the community and their culture(s). They must be well-versed in tactics that will engage the community and have strong communication skills and language capabilities.

### **Performance Measures**

Establish measures of success, which at a minimum should reflect Public Participation Plan metrics (e.g. number of people reached, number of events) and customized, project-specific metrics that reflect outreach plan goals. Engagement with a diverse representation of area residents and stakeholders that is representative of the Study Area's demographic make-up is required.

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### **Committees and Task Groups**

The formation of committees and task groups is required. RTC will provide a draft committee and task group contact lists, for review and input by the consultant team. The consultant will convene meetings of the following groups:

*The following proposed structure will be discussed at the SNS Steering Committee meeting:*

#### **Leadership**

*Consortium Committee/SNS Steering Committee (discuss and define role)*

*Staff Working Group/SNS Steering Committee (discuss and define role)*

*Community Advisory Committee*

#### **Task Groups**

*Housing Task Group*

*Economic Development Task Group*

*Community Engagement (PIO) Task Group*

*Policy Task Group*

*Public Infrastructure Task Group*

#### **Pilot**

*Livable Centers (Opportunity Site Pilot) Stakeholder Committee*

Task Groups are collaborative groups of technical and community experts that will assist in the development and execution of the plan, meeting at appropriate benchmark intervals. Members also represent and serve as liaisons to their respective organizations, stakeholder groups, or neighborhoods.

The consultant will organize and coordinate project meetings as needed, providing all materials needed to conduct the meeting and review the project's progress. Meetings may occur as frequently as every month or as needed. Meetings can be virtual, hybrid or in-person, depending on project needs and intended level of relationship and partnership-building needed.

#### **Contact List**

Develop and maintain a contact list of all project stakeholders, community partners, coalitions, engaged community members, survey participants, etc.

#### **Marketing and Communications**

To raise awareness and increase knowledge about SNS, the study will include updates to the SNS website and outreach materials for use in communication with target audiences and decision makers. The consultant team will generate all communication materials for engagement, advertising, and marketing, to be approved by RTC in advance. The consultant team will prepare content for use on a project website; the RTC will provide webpage hosting and maintenance.

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Social media accounts used for communication on the study will be the existing Southern Nevada Strong account. The consultant team will be responsible for creating all social media content and the RTC will post content to the accounts.

Communication materials are envisioned to translate technical concepts into easy-to-understand formats and may include fact sheets, infographics, slide decks, presentation boards, and/or other materials identified by the consultant. The consultant is responsible for all printing needs.

The consultant will determine any translation needs for the community and target audiences and provide translation of outreach materials as needed. *Expand language translation and Spanish meeting requirements in the final draft.*

All communication materials will follow universal design principles with Section 508 compliance, and materials intended for a general public audience should be written at a reading level of 3<sup>rd</sup> grade or less.

### **Outreach Summary**

Prepare an outreach summary, to be included as an Appendix to the plan, including comments and responses from all forums, performance metrics, and demographics of respondents compared to the demographic make-up of the Study Area. A sample outreach report is provided in the [RTC Public Participation Plan](#), Appendix A.

The consultant will provide intermittent summaries of all public engagement events and provide these summaries to RTC and City project staff for review no later than 14 business days after an event. These summaries can be synthesized into the final outreach summary.

The consultant will photo document public engagement events to capture images that can be used in the outreach summary and final plan.

### **Task 2: Housing Market Analysis**

The Southern Nevada Strong plan update seeks to strengthen housing and transportation planning across the region. The final plan will include a regional housing strategy that supports regional housing and transportation goals, such as accelerating housing production, increasing diversity of housing choice and affordability, and reducing commute distances and vehicle miles traveled. The goal of this task is to assess current and future housing needs and preferences for the Southern Nevada region in order to inform the development of a preferred regional planning scenario and a regional housing strategy. Additionally, this task will expand regional data available for AB213 requirements.

The analysis will include the following subtasks:

#### **Current supply of housing and residential land**

Provide up-to-date information about the current housing stock, the amount of residential land for development, how many housing units can be built on that land, and the characteristics of the current housing stock in Southern Nevada.

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The analysis should also identify geographic inequalities in housing supply, policies that may contribute to these inequities, and strategies to achieve geographic housing equity in the future through a regional housing strategy as part of the final plan update.

### **Future housing needs**

Based on demographic, socioeconomic, economic, employment data, trends, and preference surveys (consultant will need to conduct a community preferences survey), forecast how many future housing units are likely needed at various rental and purchase price points to support projected population growth in Southern Nevada, the likely characteristics of future households, and the types and affordability needs of housing that future residents will likely need and can attain.

The analysis should include a discussion about whether or not current housing trends, land use and zoning designations, and available residential land supply can support short-term (10-year/2035) and long-term (25-year/2050) housing needs, including recommendations for developing a regional housing strategy as part of the final plan update.

### **Housing stability**

Based on available demographic, socioeconomic, economic, employment data, and point-in-time homeless counts, the analysis should include a discussion on the region's unhoused population and their housing needs, including primary reasons for homelessness and gaps in supportive housing and social services that may contribute to a lack of housing stability for Southern Nevada's most vulnerable residents.

### **Education**

Through the development of infographics, personas, video, and other visual communication tools, the analysis should provide data and graphics that can help planners and housing stakeholders simply tell the story of Southern Nevada's current and future residents and housing needs.

### **Task 3: Identify Key Scenario Planning Factors to Consider**

Urban problems confronting Southern Nevada are fundamental, nuanced, and acute. There are challenges to all aspects of our community's sustainability triple bottom line. The overarching goal of the SNS plan update is to compose an agreed upon composition of land uses which can accommodate forecasted population growth, accommodate climate resiliency goals, and maximize net quality of life. The consultant will reference other successful scenario planning efforts and draw from their own scenario modeling expertise to identify key planning factors that can influence relevant, possible future outcomes for the Southern Nevada region.

Factors need to be defensible, easily comprehensible, measurable with ready data sources, and agreed upon. At a minimum, factors should consider the following topic areas:



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### **Economic Factors**

#### **Land availability**

Infill development is beginning to increase in locations such as Downtown Las Vegas, Downtown Henderson (Water Street), and along Maryland Parkway. However, the 2019 RTC Travel Demand Model land use projections indicate that future development will primarily occur on the outskirts of Southern Nevada's metropolitan area. Additionally, the proposed Southern Nevada Economic Development and Conservation Act would make 42,427 acres of federal land – approximately 65 square miles south of the valley – available for nomination for sale, disposal by the BLM, and developed. The Southern Nevada Supplemental (Ivanpah) Airport with 15,000 acres for warehouse distribution, logistics, and commercial development is also proposed.

The *2020 Employment Lands Study (Source: NAIOP, RCG Economics)* identifies existing opportunities and shortfalls of large, undeveloped parcels zoned for industrial use. The *Inventory of Underutilized Lands* project infill map prepared in advance of the SNS update will identify additional opportunities for infill development to support target industries. The consultant should seek to select scenario planning factors that take into account the tradeoffs of various development scenarios. Also, impacts to the municipalities that are land constrained should be evaluated.

#### **Housing**

The consultant will integrate future housing needs identified in the housing market analysis (see Task 2).

#### **Employment**

Based on RTC Travel Demand Model employment projections, workforce availability, and opportunities to attract target industries, consider how and where industry might grow.

#### **Economic Diversification and Workforce**

As documented in the SNS, the regional economy is specialized and dependent on tourism, which results in vulnerability during economic downturns. Diversification is constrained further by lower educational attainment levels and quality of life when compared to similarly-sized southwest cities. Consider how future growth scenarios impact workforce availability for target industries.

#### **Public infrastructure costs**

Consider changes to public infrastructure costs based on growth scenarios. Costs may include construction and maintenance of transportation, utilities, and broadband infrastructure, transit services, fire and life safety needs, parks, schools, etc.

#### **Environmental Factors**

Southwest cities dependent on the Colorado River are facing constraints on water availability due to the impacts of climate change. Additionally, energy needs continue to increase with population growth and the transition to electric vehicles. The region is also challenged air quality and is in a moderate non-attainment status for Ozone and is subject to a maintenance plan for PM10 and CO (Source: [Clark County](#)). Additionally, Las Vegas is one of the fastest-warming cities in the county with expected increases in the number of days over 100 degrees.

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Given the need to consider impacts to natural resources, consider how growth scenarios impact water consumption and return flow credits, energy needs, and air quality changes. If possible, impacts to urban heat island effect and temperature may also be evaluated.

### **Social Equity Factors**

#### **Transportation Choice**

Scenarios should consider impacts to transit ridership, active transportation mode share, vehicle miles traveled, and household transportation costs. RTC Regional Transportation Plan performance measures may also be considered for consistency in regional plans.

#### **Inclusive Growth**

According to the Brookings Institution's economic equity analysis of 56 metro areas with at least 1 million residents, Southern Nevada ranked 55th in inclusive growth which measures how changes in employment and income are distributed among individuals. Without Inclusive growth more people are unable to invest in their skills and purchase more goods and services. Southern Nevada also ranked poorly in prosperity (50th) which measures the average wealth and income produced by an economy and indicates difficulty in raising living standards for workers and families. Southern Nevada also ranked in the bottom half (35th) of metros for racial inclusion. The consultant will need to consider how land use factors might promote or detract from inclusive economic growth.

#### **Task 4: Scenario Generation**

Based on the results of previous tasks, the consultant will prepare land use scenarios through robust scenario planning exercises that can help decision makers identify the range of potential outcomes and impacts of land use and development decisions. Scenarios should provide guidance for evaluating community responses to future growth and manage expectations for both positive and negative possible outcomes.

The consultant may accomplish this task by utilizing specialized scenario planning software such as UrbanFootprint or by following a similar quantitative modeling approach. There is a strong preference for solutions that are open source and do not require programming language know-how or excessive expertise in geographic information systems.

The scenario planning process should also focus on education and awareness that seeks to educate staff, stakeholders, and the public to increase their awareness about how land use and development decisions may affect community outcomes in the future.

#### **Community engagement**

Prior to beginning scenario planning, the project team and consultant will determine how, when, and why to engage stakeholders as well as identify individuals and groups who should provide input and feedback at various stages of the process and the decision-making process for recommendations (see Task 2). There will be many internal and external stakeholders actively involved from which to choose, but it will be important to select stakeholders that have joint interests in the scenario planning effort, have subject matter expertise in key areas, and influence over the topics of interest. As the scenario

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planning effort carries on it may be necessary to include additional stakeholders than those originally identified.

For scenario planning to be meaningful and to enjoy broad buy-in from regional partners, it's important that stakeholders agree upon individual variables that play a key role in each scenario's development. Disagreement about key variables used to develop scenarios will ultimately lead to disagreements about any scenario developed. The consultant should be a skilled facilitator that can navigate sometimes competing priorities and build agreement and consensus among all stakeholders participating in the scenario planning process.

### **Baseline scenario**

Using Clark County's Geographic Information Systems Management Office parcel database, load current land use information into a geographic information system to establish a current-day baseline scenario. It will also be necessary to collect municipal boundaries and roadway geometry. If feasible, the inclusion of slopes may be helpful for correctly allocating "developable" land in each scenario. Scenarios should be sensitive to other practical limitations such as special overlay districts such as the airport airspace overlay district.

The baseline scenario should also be used to help evaluate how the region has progressed over the last 10 years in implementing the Southern Nevada Strong Regional Policy Plan. The baseline scenario can help answer questions such as how has the region changed since plan adoption in 2015? Where has new development located over the past ten years and what development types have occurred in the region since the plan's adoption?

### **Future Business-as-Usual Scenario**

The status quo scenario should assume business as usual and a continuation of historical, auto-centric, low-medium density development trends. As part of the travel demand modeling process, which will be completed by May 2024, the RTC will hold a series of Land Use Working Group meetings with local stakeholders. The outcome of this process will be a unified future land use map based on the future land uses currently adopted in municipal comprehensive plans. Land use concepts developed through the Clark County-City of Henderson Ivanpah Valley Joint Land Use Study may also be considered. This information provides an ideal basis for establishing a future status quo scenario.

### **Future Alternative Scenarios**

The consultant should generate additional future alternative scenarios (number of scenarios TBD) that could result if planning actions over the next several years deviate from historical, business-as-usual decisions. These scenarios will be based on different locational priorities for development and different ranges of commercial and housing product mixes. The scenarios should not alter the amount of predicted growth, but rather provide information on the different types of development the region may see and where projects could locate.

The future alternative scenarios should be based on Southern Nevada Strong Regional Policy Plan, Regional Transportation Plan, and OnBoard plan goals such as accelerating housing production,

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increasing diversity of housing choice and affordability, diversifying our economy, and reducing commute distances and vehicle miles traveled.

Future alternative scenarios should also be based on feedback and insights garnered from previous tasks. These scenarios will be used as a tool to foster a collaborative discussion around how Southern Nevada would likely grow in future years, which will inform the preferred vision(s) for the region (see Task 5).

Some suggested scenarios are described below, providing an example of the kinds of scenarios that need further investigation in the region. Future alternative scenarios may include:

### **Smart Greenfield**

This scenario may include multiple scenarios which contemplate different uses for this greenfield development, ranging from business-as-usual to smart-growth approaches that allow for compact development with a balance of housing and jobs. The smart greenfield scenario should demonstrate trade-offs related to urban infill implementation.

### **Transit-Oriented Communities Scenario**

The OnBoard Mobility Plan established a long-term, high-capacity transit plan and strategies to expand mobility for all. This scenario would apply implementation of the OnBoard high-capacity transit network and assume transit-oriented development along key nodes. Additionally, this scenario evaluates impacts of implementation of priority complete streets projects.

### **Urban Infill Scenario**

This scenario would be informed by our completed inventory of underutilized land. In addition to transit-oriented development, population growth would primarily take place in and near existing neighborhoods, with an emphasis on the use of small lots, mixed-use development, and denser housing types.

### **Jobs/Housing Balance Scenario**

This scenario would be informed by the results of the housing market analysis and the identified future housing needs of the region as well as the jobs-housing targets established in the 2025 Regional Transportation Plan and identify where and what types of housing are needed in order to achieve these goals. Additional considerations should be given to match job skills and Southern Nevada's workforce talent to housing options within reasonable distances of appropriate job locations.

### **Perform Comparative Analysis**

The parcel-level quantitative analysis needs to be robust enough to enable plausible performance comparisons between scenario alternatives. Examples of performance outcomes would ideally include the following: land consumption, residential and commercial water consumption, residential and commercial energy use, outdoor water use, and building and water greenhouse gas emissions. It would also be valuable to be able to demonstrate the spatial distribution of populations and jobs across multiple scenarios and measure additional metrics like transit access to jobs, walk access to parks, risk and resilience, and more.

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Summarize results of the comparative analysis and produce easily understood charts and maps. In addition to these deliverables, it would be complementary to have 3D renderings or some other sort of illustrative resource to describe the look and feel of the built environment brought about in each scenario.

### **Task 5: Develop a Preferred Scenario(s)**

After completing the comparative analysis, the consultant will identify a preferred scenario(s) that will constitute the vision for the Southern Nevada Strong plan update. The scenario will be translated into an updated regional vision map that converts broad concepts into specific regional land use goals and preferred growth geographies that can guide future land use and development decisions and investments in the region. The resulting regional vision map should be representative of community preferences, sufficient for accommodating predicted future growth, and represent realistic possible community outcomes.

There may not be one scenario that can perfectly meet the future needs of the Southern Nevada community. In this case, the consultant will identify potential trade offs between preferred scenario results and work with stakeholders to develop a guiding vision that blends community preferences and into a community vision that meets the goals and guidelines described above.

In developing the preferred scenario, the consultant should include a discussion on the costs of providing key infrastructure and services for each development scenario and quantify the impacts of each scenario through fiscal impacts, environmental impacts, housing and transportation affordability, and health impacts to the community. These outcomes should be communicated to the community for consideration in their selection of a preferred scenario. Health impacts can be measured by RTC staff using RTC's PHAM.

### **Community Engagement**

Through the development of a community engagement plan, the consultant will engage the community in deciding which future scenarios are representative of community preferences for future land use and development outcomes. Additional outreach will be completed through SNS committees, task groups, and meetings with key stakeholders. The ultimate goal of the engagement process is to inform policy makers and leaders of which strategies the community at large believe are best for accommodating future growth in Southern Nevada.

In collaboration with SNS committees, working group, and task group(s), the consultant will recommend a single pre-existing scenario or develop a new one synthesizing elements of several scenarios and or reflective of survey feedback. This iterative process is intended to facilitate a consensus-based process for a future growth vision.

### **Market Feasibility Analysis**

Conduct a financial market feasibility analysis for the preferred scenario in order to determine the feasibility of preferred community outcomes. If the market does not immediately support the identified regional land use goals and preferred growth geographies, the consultant should present feasible phased alternatives that the market can support that can incrementally achieve the preferred scenario goals.

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The analysis should identify barriers that will need to be overcome as well as policy changes and incentives that can remove barriers to achieving the community vision.

### **Task 6: Strategic Action Plan**

Develop a strategic action plan that converts the desired growth vision into specific, actionable, and measurable policies that can guide land use and development decisions over future years. The action plan will focus on short-term (0-1 year) and mid-term (2-5 year) actions that will guide regional planning efforts in the region over the next 5 years. The action plan should also determine the frequency of plan updates, with a possible change from 10-year to 5-year update cycles, or integration into the Regional Transportation Plan 4-year update timeline.

Actions should focus on making the plan more implementable by significantly reducing redundancies and the number of overall strategies and policies, clearly identifying responsible parties, and establishing metrics that can help hold responsible parties accountable and measurably track progress of the plan's implementation. Given that RTC doesn't have land use authority it will be crucial to devise strategies that local land use agencies are willing and able to adopt. Strategies should be organized by ease of implementation, relative return on investment, and urgency.

Roles and methods for annual reporting and tracking outcomes will also be determined as part of the action planning process.

### **Regional Housing Strategy**

Develop a regional housing strategy to establish the following goals (or similar):

1. Amount: How many housing units should be added in the region within the next 25 years to accommodate growth projects in 2050?
2. Location Efficiency: What percentage of new housing should be in/near activity centers or high-capacity transit?
3. Affordability: What percentage of new housing units should be affordable to low-and middle-income households and what types of products are needed to achieve these affordability goals?
4. Stability: What support services are needed and what percentage of new housing units should include additional support services to provide housing stability to the region's most vulnerable residents?
5. Local targets: How are these targets distributed among local jurisdictions to ensure these regional targets are met?

The regional housing strategy will be informed by the regional housing market analysis (see Task 2).

The regional housing strategy should also include implications for public housing policy at the local, state, and federal levels and identify recommendations for policy changes that can help achieve regional housing goals. Recommendations may include land use, density, and other zoning and/or development code changes needed to achieve the preferred vision and growth strategies. The action plan should include implementable policies, integrated planning approaches, and incentives to encourage economic investment and job creation near available housing and increase housing development near employment

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centers as well as identify strategies and solutions, including public-private partnerships, for increasing workforce housing opportunities in the region. Lastly, the action plan may identify planning programs that can be integrated into RTC's UPWP that can assist local municipalities achieve regional housing goals (e.g. Livable Centers).

### **Smart Growth Policies**

Regardless of the characteristics of the preferred scenario, dynamic economic, political, and social effects will necessitate adjustments to state and local public policy to implement. The scenario planning process will inform those conversations and facilitate implementation compromises, between key factors, that will help the region meet the diverse needs of its residents and navigate uncertainties.

Through a Policy Task Group (Task 2), the consultant will facilitate agreement on a list of state and local policy barriers, proposed changes, priorities, and roles for pursuing policy changes.

### **Regional Transportation Plan Integration**

As encouraged by the bipartisan Infrastructure Investment and Jobs Act, the 2025 Regional Transportation Plan will include a housing element and an increased emphasis on the climate impacts from transportation choices. The consultant will recommend how the Southern Nevada Strong vision can be integrated into the 2029 Regional Transportation Plan and RTC Travel Demand Model process. Roles of the Land Use Working Group in SNS implementation may also be identified. Additionally, recommendations for integrating the SNS vision in the Regional Transportation Plan Call for Projects and project selection process may also be considered.

### **Regional Project List**

Modeling the Truckee Meadows Regional Planning Agency Public Infrastructure Plan, develop a baseline map of planned public infrastructure. Based on gap analysis, develop a regional, prioritized project list that identifies facilities that significantly contribute to the implementation of the regional vision. Additionally, develop rough cost estimates and identify roles, potential funding sources, and next steps for implementation.

In addition to infrastructure projects, develop a list of recommended services (e.g. transportation), incentives, and programs needed to achieve the plan vision. Prepare rough cost estimates and identify roles, funding sources, and next steps for implementation.

### **Conformity Review**

If desired by SNS committees, determine method(s) and roles for evaluating the conformity of comprehensive plans and/or projects of regional significance with the SNS Regional Plan.

### **Implementation Tracking and Communications**

Develop recommended methods for tracking and sharing success, including an online tracking tool developed by the consultant and hosted and maintained by the RTC. Short and mid-term methods of reporting and communications will also be determined.

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### **Task 7: Governance Structure**

The consultant will develop a recommended MPO SNS/Regional Planning staffing plan and governance structure to support plan implementation. Recommendations will be informed by an evaluation of 5 peer MPOs in a similar role, summarized as succinct case studies.

Additionally, recommendations will be informed by available funding for staff time and consultant services, which is currently programmed by the RTC's Unified Planning Work Program. If regional planning work identified in the implementation plan cannot be accomplished with existing resources, the consultant should identify additional funding sources and/or partnerships to build capacity for plan implementation, or facilitate agreement on a prioritized action plan that matches available regional staff capacity.

### **Task 8: Final Plan Production**

Due to the need for review and comment by multiple committees, task groups, and RTC staff, the consultant will prepare up to 5 draft versions of the SNS Regional Plan in both English and Spanish. The plan is envisioned to include an Executive Summary and the main document will be accessible (Section 508 compliance), succinct and written at a 4th grade level, with an emphasis on graphics to communicate complex planning concepts. Technical information for use by staff may be included in an Appendix.

The final draft plan will also be summarized through 4 videos (two short versions, and two long versions) with embedded closed captions in English and Spanish. Additional final products may be identified by the consultant.

### **Task 9: Adoption**

*Clarify at SNS Steering Committee meeting - adoption by RTC Board? Role of SNRPC? Adoption or acceptance by local governments?*

### **Task 10: Livable Centers Pilot**

Expedite implementation through an opportunity center pilot that includes site-level planning, development of a Pro Forma and funding strategy, and RFP that reflects community-driven needs. *Add details in the final draft.*



# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	SNS Steering Committee Structure
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Evaluate the current Southern Nevada Strong Steering Committee structure and identify changes needed to support the upcoming Regional Plan update (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

As shown by the attached “Policies and Procedures Governing the Southern Nevada Strong Steering Committee” (Policies and Procedures) approved by the Regional Transportation Commission of Southern Nevada (RTC) Board of Commissioners in 2016, the Southern Nevada Strong (SNS) Steering Committee was formed to “coordinate and support implementation of the Southern Nevada Strong Regional Plan.” Staff recommends revisiting the SNS Steering Committee Policies and Procedures to do the following: 1) define the role of the SNS Steering Committee during the upcoming Regional Plan update and 2) address informal requests to join or change the SNS Steering Committee.

Guided by a staff facilitator, the SNS Steering Committee will do the following:

- Develop a shared understanding of existing governance structure, including SNS/Regional Planning workgroups and project teams;
- Review proposed task groups to support the Regional Plan update; and
- Determine potential edits to the SNS Steering Committee Policies and Procedures (see attached) and/or other next steps as needed.

### **ATTACHED:**

[Bylaws Backup](#)

*(NOTE: The proposed language identified below is a new section of the Policies and Procedures.)*

## **19.0 POLICIES AND PROCEDURES GOVERNING THE SOUTHERN NEVADA STRONG STEERING COMMITTEE**

### **19.1 CREATION AND PURPOSE**

The Southern Nevada Strong Steering Committee (Steering Committee) will coordinate and support implementation of the Southern Nevada Strong Regional Plan (Regional Plan). The Steering Committee will engage, educate and empower member organization's constituencies in Regional Plan implementation. The Steering Committee will assist RTC staff by providing valuable insight and guidance on 1) how Southern Nevada Strong can support his or her organization; and 2) region-wide activities and strategies Southern Nevada Strong can take to support implementation.

*Add role related to plan updates?*

### **19.2 MEMBERSHIP**

- A. The membership of the Southern Nevada Strong Steering Committee shall consist of a senior management representative from each of the thirteen regional partners identified in the Regional Plan:
  - 1. City of Las Vegas
  - 2. City of Henderson
  - 3. City of North Las Vegas
  - 4. Clark County
  - 5. City of Boulder City
  - 6. Clark County School District
  - 7. Southern Nevada Regional Planning Coalition
  - 8. Regional Transportation Commission of Southern Nevada (RTC)
  - 9. RTC Board Liaison
  - 10. University of Nevada Las Vegas
  - 11. Southern Nevada Water Authority
  - 12. Southern Nevada Health District
  - 13. Southern Nevada Regional Housing Authority
  - 14. Southern Nevada Conservation District
  
- B. The membership of the Southern Nevada Strong Steering Committee shall also consist of the following community and special interests representatives:
  - 1. Federal Reserve Bank of San Francisco
  - 2. Las Vegas Global Economic Alliance
  - 3. Las Vegas Metropolitan Police Department
  - 4. Nevada Department of Transportation
  - 5. United Way of Southern Nevada
  - 6. Urban Land Institute
  - 7. Brookings Mountain West
  
- C. Members of the Southern Nevada Strong Steering Committee shall be selected by the entity, firm or agency they represent.
  
- D. Southern Nevada Strong Member Absences
  - 1. Excusal of an absence may be obtained by contacting the Steering Committee Chair, the RTC General Manager or his or her designee prior to the meeting at which the absence will occur.
  - 2. Steering Committee members must attend 75% of meetings over the course of a calendar year. If not, recommendations by the Chair, in consultation with the Vice Chair may be made to replace a Steering Committee member to ensure adequate representation and participation.
  
- E. Each Southern Nevada Strong Steering Committee member shall have one vote.

- F. The terms of the members of the Southern Nevada Strong Steering Committee shall be indefinite.
- G. For each member provided for in paragraphs (A) and (B), one alternate member may be appointed. Such alternate members will exercise all functions of the member in the member's absence. All members and alternates must be designated, in writing, to the RTC General Manager.

### **19.3 OFFICERS AND DUTIES**

- A. A chair and vice-chair shall be elected annually, at the first meeting in October, from the voting membership of the Southern Nevada Strong Steering Committee.
- B. The succeeding chair will officiate at the October meeting and will serve for 12 months.
- C. The chair shall preside at all meetings, call the meetings, and represent the Southern Nevada Strong Steering Committee at all meetings.
- D. In the event that the chair is unable to perform these duties, the vice-chair shall act in the place of the chair.

### **19.4 MEETINGS**

- A. The Southern Nevada Strong Steering Committee shall meet quarterly or as needed. Special meetings of the Southern Nevada Strong Steering Committee may be called as directed by:
  - 1. The RTC
  - 2. The Chair of the Steering Committee
  - 3. The request of more than one-half of the membership
  - 4. The Chair of the RTC
- B. A simple majority of the Steering Committee's members shall constitute a quorum.
- C. The Southern Nevada Strong Steering Committee shall follow a prepared agenda, subject to a publicly posted notice of a public meeting as required by the Nevada State law. Items for discussion or action at a Southern Nevada Strong Steering Committee meeting must be submitted to the General Manager at least 12 working days prior to the meeting date. The General Manager may waive the 12 day requirement, in accordance with his or her authority pursuant to the RTC Administrative Procedures for Agenda Processing. The recommendations of the Southern Nevada Strong Steering Committee will be forwarded to the Regional Transportation Commission Board of Commissioners.
- D. The Southern Nevada Strong Steering Committee has the authority to appoint working groups to serve a specific and exclusive purpose, which should be memorialized before it begins conducting its business. These working groups shall make recommendations to the Southern Nevada Strong Steering Committee for action.

### **19.5 ROBERT'S RULES OF ORDER**

- A. Robert's Rule of Order will be used except as follows:
  - 1. Seconds will not be required for any motion
  - 2. The Chair can make motions and can vote on any motion.

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Regional Plan Implementation Updates
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Share current work activities and priorities related to implementation of the Southern Nevada Strong Regional Plan
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **FISCAL IMPACT:**

None

### **BACKGROUND INFORMATION:**

Relationship building and information sharing are critical to achieving goals and objectives identified in the [Southern Nevada Strong \(SNS\) Regional Plan Implementation Matrix](#). SNS Steering Committee members and meeting participants will share recent work activities, challenges, and opportunities related to implementation of the SNS Regional Plan.

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	SNS Steering Committee Meetings and Agenda Items
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Identify future meeting(s) and agenda items (FOR POSSIBLE ACTION)
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **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 guidance from the SNS Steering Committee on the following:

- The 2024 SNS Steering Committee meeting calendar and location(s); and
- Future agenda items that advance implementation of the Regional Plan.

# REGIONAL TRANSPORTATION COMMISSION OF SOUTHERN NEVADA

## Agenda Item

<b>Subject:</b>	Final Citizens Participation
<b>Petitioner:</b>	Andrew Kjellman, Senior Director of Metropolitan Planning Organization, RTC
<b>Recommendation by Petitioner:</b>	Conduct a comment period for citizens participation
<b>Goals:</b>	Support regional planning efforts to improve economic vitality and education and invest in complete communities
<b>Meeting:</b>	Southern Nevada Strong Steering Committee - Oct 26 2023

### **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.