SRI International®

Mapping the Future

An Analysis of Clark County's Communities and Economy

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Independent, nonprofit research center

Advance innovation in government

Build innovation systems

Clients in government and industry

Evaluate complex programs

Transition technology to market

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Agenda

Project Overview

Key Findings: Community & Economic Assessment

SWOT Analysis

Vision
Goals
Objectives

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Project Overview

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SRI's Approach

SRI's analysis of Clark County is rooted in two primary assessments of the county's current condition.

Community & Economic Assessment
How the region performs in several different categories

Asset Map
Policies, programs, initiatives, and resources that impact the County's performance

Stakeholder interviews

Quantitative data collection

SRI's analysis of Clark County is rooted in two primary assessments of the county's current condition.

SWOT Analysis
Short, medium, and long-term overarching themes discovered in the assessment stage

Strategic Direction & Action Plan
A roadmap for Clark County's future community and economic development

Visioning exercises with key stakeholders

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Key Findings:
Community & Economic Assessment and Asset Map

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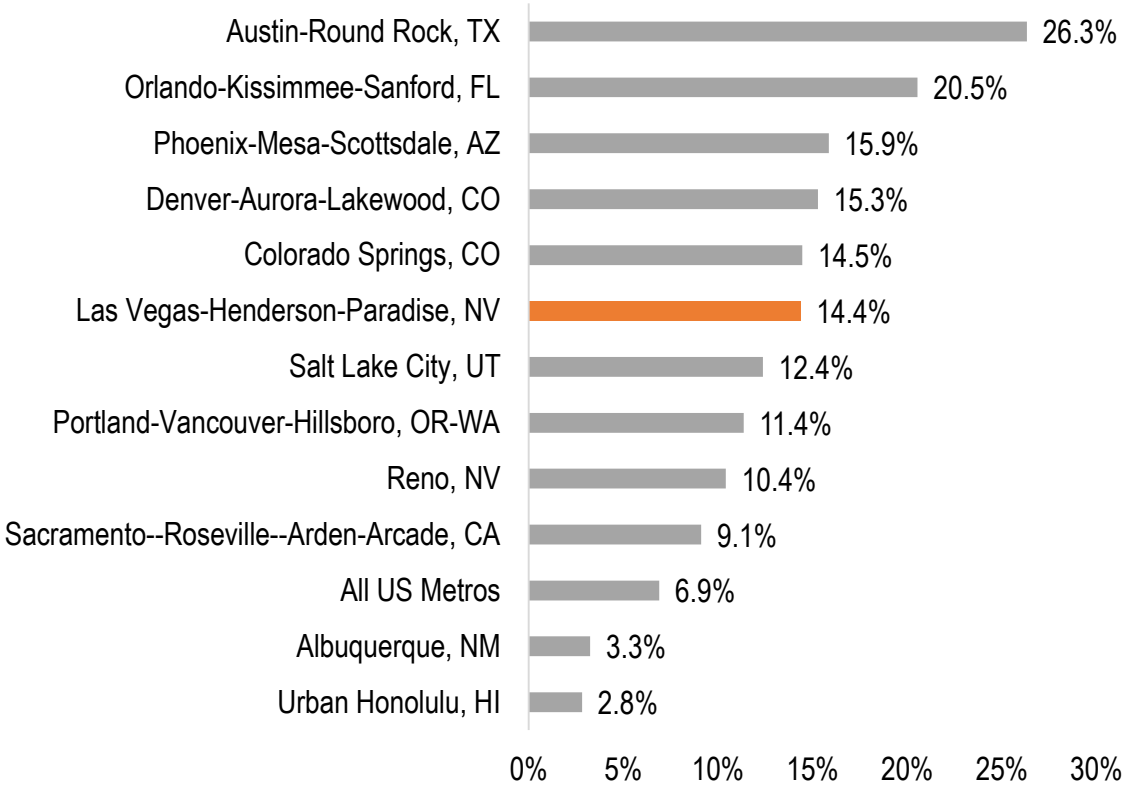
Population & Demographics

Clark County continues to attract new residents, outpacing the U.S. average

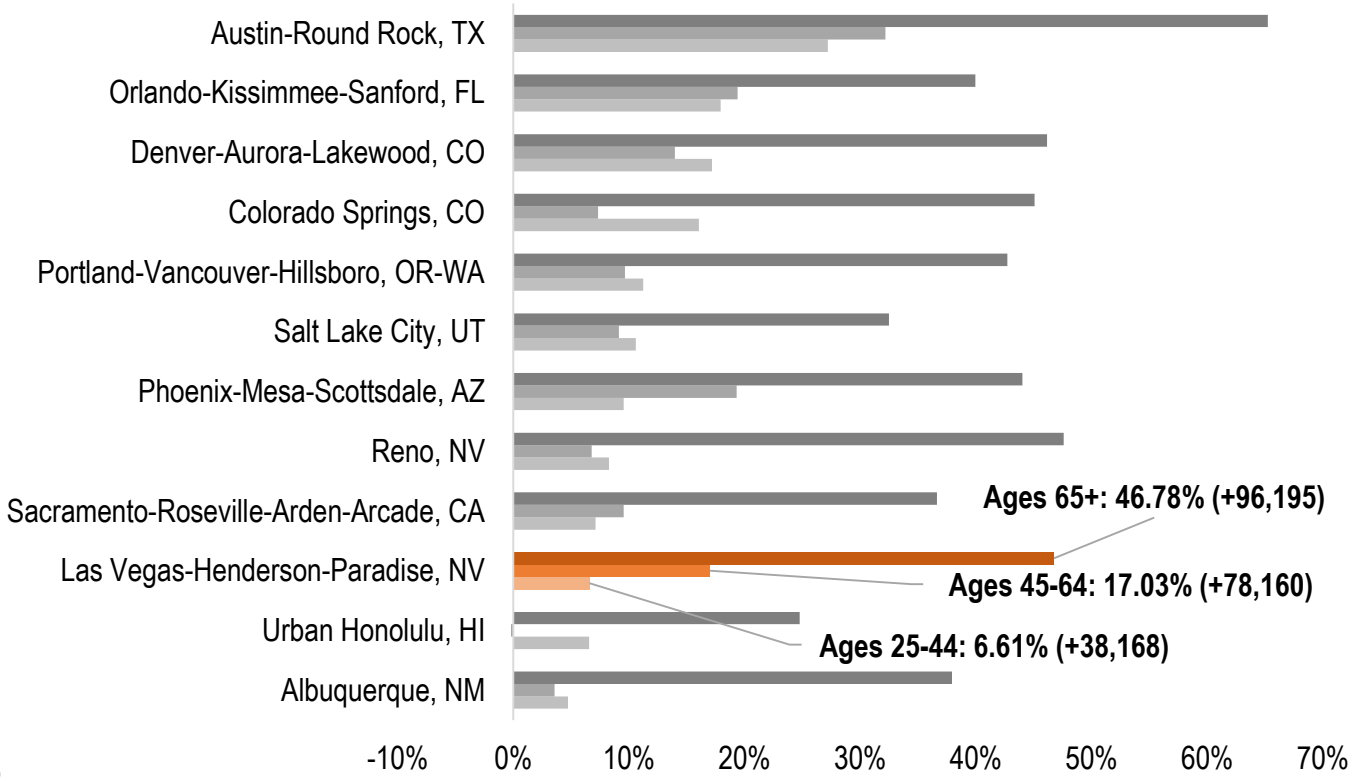
Las Vegas has experienced rapid population growth…

Percent Change in Population, 2010-2018



However, growth in prime working-age populations remains low.

Percent Change in Population, by Age Group , 2010-2018



Source: U.S. Census Bureau, Population Estimates Program, and American Community Survey, Five-Year Estimates.

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Population & Demographics

Key socioeconomic differences remain between incorporated and unincorporated areas of Clark County

Comparison of Socioeconomic Indicators Between Incorporated and Unincorporated Areas in Clark County, 2018.

Socioeconomic Indicator	Unincorporated Areas	Incorporated Areas
Population	921,644	1,219,930
Housing Units	401,545	487,011
% Nonwhite	38%	31%
Median Household Income	$54,593	$63,132
Median Worker Earnings	$31,498	$35,119
Unemployment Rate	7.3%	7.2%
% Renters	52%	43%
% Homeowners	48%	57%
Median Age of Homes (in years)	27	28
Residential Vacancy Rate	17%	11%

Source: American Community Survey, Five-Year Estimates.

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Population & Demographics

Key socioeconomic differences remain between Clark County's unincorporated areas

Comparison of Socioeconomic Indicators Between Unincorporated Areas in Clark County, 2018.

Socioeconomic Indicator	Unincorporated Regions of Clark County								
	Paradise	Spring Valley	Sunrise Manor	Enterprise	Whitney	Winchester	Summerlin South	Laughlin	Moapa Valley
Population	233,689	199,722	192,934	164,314	43,072	28,331	27,506	7,502	6,843
% Nonwhite	43%	48%	48%	47%	55%	42%	24%	15%	4%
% Hispanic	35%	24%	53%	19%	36%	49%	11%	14%	8%
% Adults over 25 without a High School Degree	16%	12%	27%	7%	16%	24%	4%	13%	9%
Unemployment Rate	7.9%	5.7%	10.1%	4.4%	9.4%	10.1%	4.8%	16.4%	4.8%
Poverty Rate	17.6%	12.5%	21.9%	7.9%	15.4%	20.4%	6.8%	15.1%	7.0%
Median Household Income	$46,313	$55,828	$41,729	$76,952	$49,925	$37,737	$88,969	$33,851	$69,361
Median Earnings	$29,964	$32,231	$26,493	$40,473	$30,066	$27,201	$57,614	$21,864	$47,394
% Owners	39%	45%	50%	59%	52%	36%	68%	42%	77%
% Renters	61%	55%	50%	41%	48%	64%	32%	58%	23%
Total Housing Units	113,716	87,715	71,084	64,430	17,448	14,992	13,126	5,624	2,944
Median Age of Home (in years)	31	24	30	15	19	44	15	30	31
Residential Vacancy Rate	20.5%	15.0%	11.9%	14.5%	14.8%	23.1%	12.4%	31.8%	21.9%

Source: American Community Survey, Five-Year Estimates.

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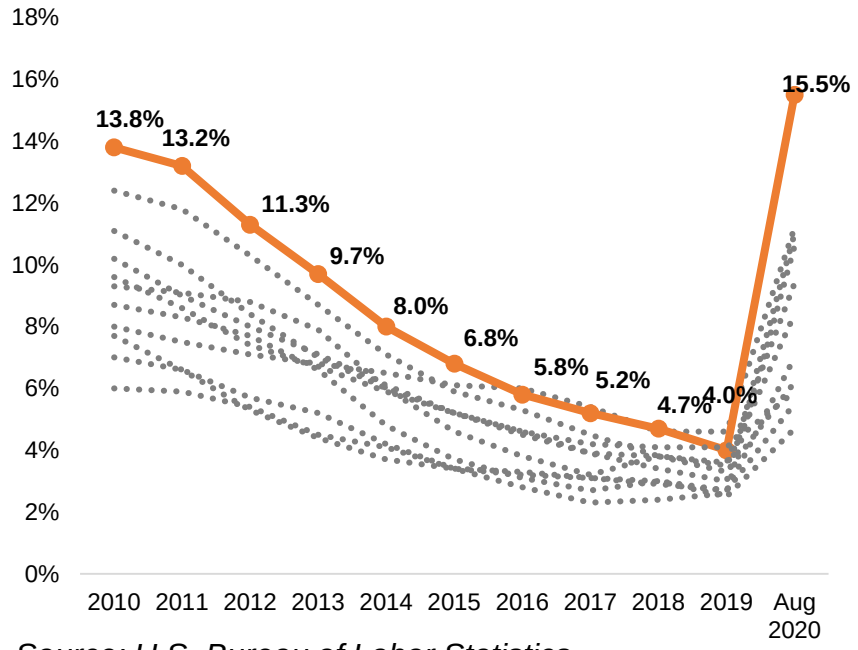
Workforce & Employment

Some sectors of Southern Nevada's economy have recovered well

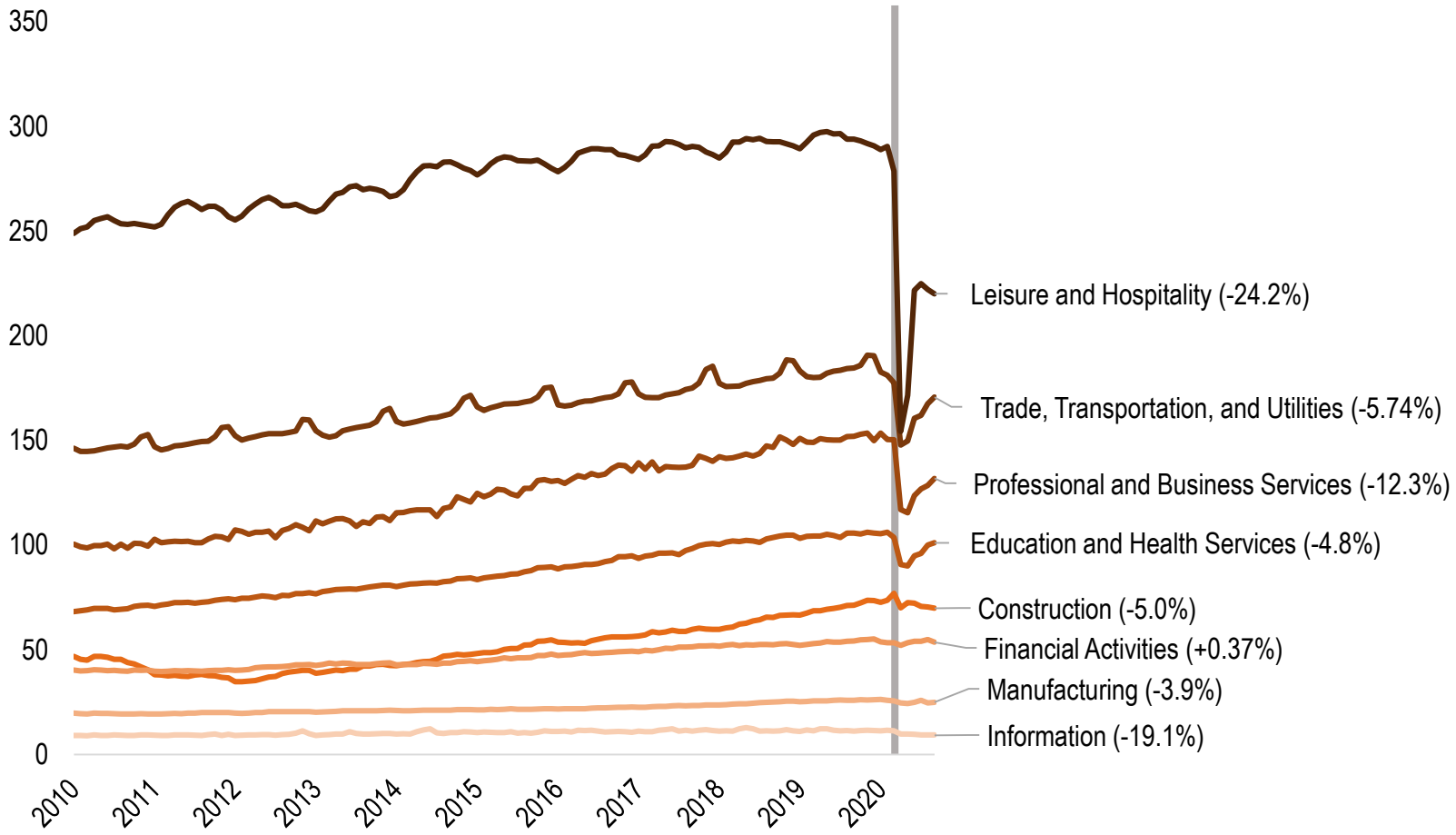
Unemployment Rate, by MSA, 2010 – Aug 2020



Source: U.S. Bureau of Labor Statistics.

While other sectors of Clark County's economy have regained much of their lost workforce, employment in leisure and hospitality remains significantly subdued compared to pre-COVID levels.

Employment and Job Loss, by Industry, 2011 – Sep. 2020



Source: U.S. Bureau of Labor Statistics.

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Workforce & Employment

Clark County has experienced employment growth in industries more resilient to economic crises, such as ICT and Healthcare

Select High-Wage, High-Growth Occupations in Clark County, 2010 – 2019

Industry	2010 Employment	2019 Employment	Percent Growth	Avg. Annual Wage
Computer Systems Design	3,749	5,883	+57%	$98,847
Software Publishers	438	1,209	+176%	$117,369
Data Processing & Hosting	409	1,604	+292%	$95,216
Warehousing and Storage	3,656	13,620	+273%	$36,479
Support Activities for Air Transportation	2,578	5,010	+94%	$56,602
Hospitals	13,614	19,853	+46%	$76,172
Medical Diagnostics and Laboratories	1,935	3,609	+87%	$64,990
Management, Scientific, and Technical Consulting Services	2,570	4,585	+78%	$87,074
Architectural and Structural Metals Manufacturing	816	1,785	+119%	$52,354

Source: U.S. Bureau of Labor Statistics, Quarterly Census of Education and Wages.

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Workforce & Employment

A mismatch between qualifications and employment persists in the workforce

Worker Employment According to Educational Attainment, 2018

		Workers by Educational Attainment			
		Less than High School	High School or GED	Some College or Associate Degree	Bachelor's Degree or Higher
Jobs by Entry-Level Education Requirement	Less than High School	**60%** Cleaners/housekeepers Cooks Construction laborers Cashiers Freight laborers	**39%** Cleaners/housekeepers Cashiers Cooks Waiters/Waitresses Retail salespersons	**23%** Retail salespersons Waiters and waitresses Cashiers Bartenders Cleaners/Housekeepers	**11%** Retail salespersons Waiters/waitresses Cashiers Cleaners/Housekeepers Cooks
	High School or GED	**31%** Drivers Carpenters Casino workers Retail supervisors Customer service reps	**45%** Drivers Retail supervisors Casino workers Security guards Customer service reps	**47%** Customer service reps Retail supervisors Security guards Casino workers Drivers	**28%** Retail supervisors Real estate agents Customer service reps Casino workers Secretaries
	Some College or Associate Degree	**4%** Auto mechanics Manicurists Nursing assistants Hairstylists Teaching assistants	**7%** Hairstylists Auto mechanics Office clerks Teaching assistants HVAC mechanics	**10%** Office clerks Nursing assistants Hairstylists Paralegals Auto mechanics	**5%** Office Clerks Paralegals Teaching assistants Nursing assistants
	Bachelor's Degree or Higher	**4%** Managers HR workers Computer specialists Registered nurses Writers and authors	**9%** Managers Computer specialists HR workers Purchasing agents Wholesale/retail buyers	**19%** Managers Registered nurses Accountants/Auditors Computer specialists Teachers	**56%** Teachers Registered nurses Managers Accountants/Auditors Lawyers
Percent Underemployed		**0%**	**39%**	**70%**	**44%**

*At higher education levels, workers in Clark County face high levels of **under**employment. This may encourage more educated workers to leave the region for jobs that make better use of their knowledge and skill sets.*

Source: U.S. Bureau of Labor Statistics Employment Projections Program; American Community Survey Five-Year Estimates; IPUMS USA Microdata.

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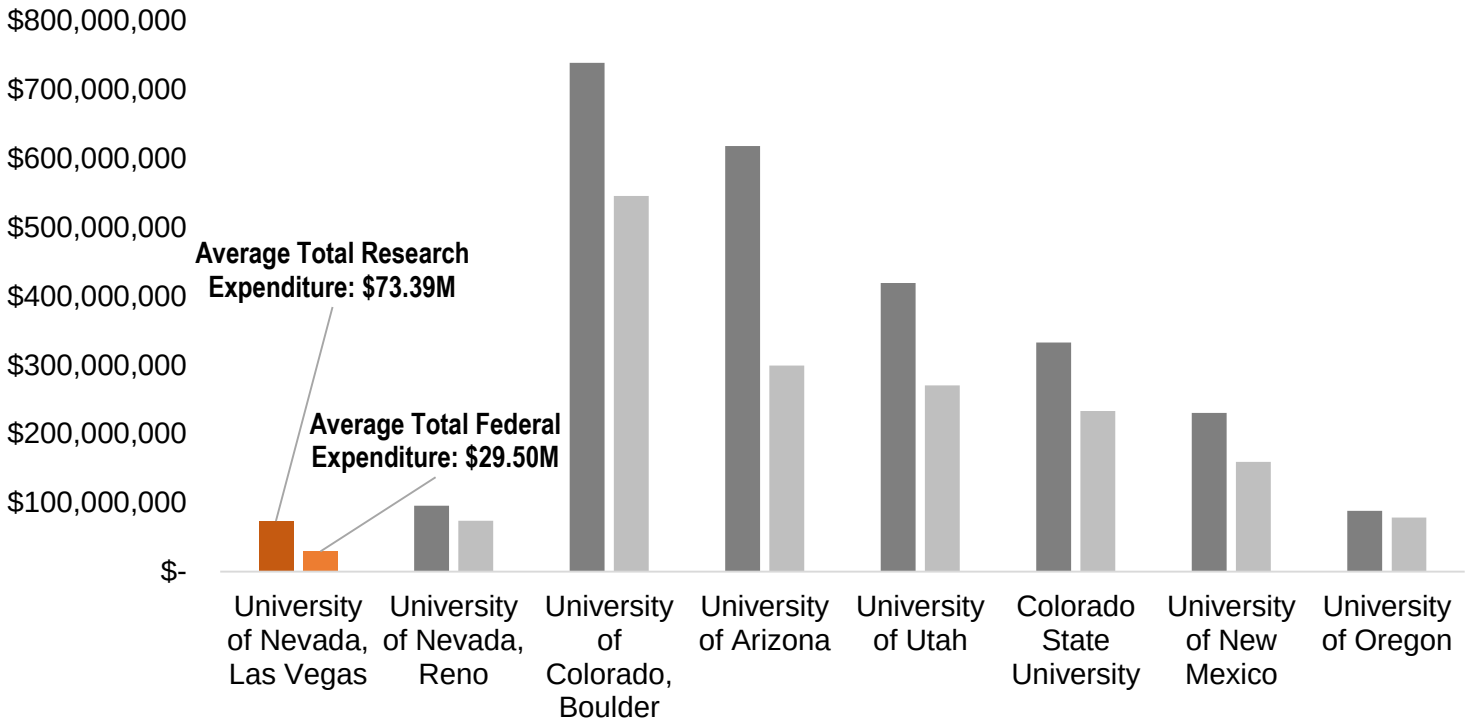
Innovation & Entrepreneurship

There is significant potential for UNLV to establish itself as a hub for innovation in Southern Nevada

Average Total Research Expenditure and Average Total Federal Research Expenditure, by Selected University, 2010-2018



Patent and Licensing Activity, by Selected University, Averaged over 2010-2018

As the region's flagship university, UNLV underperforms on several key metrics that measure a university's capacity for innovation.

Indicator	Rank
# of licenses	7
Gross licensing income	7
Invention disclosures	6
Patent applications	6
Startups formed	5

Source: Association for University Technology Managers (AUTM), Statistics Access for Technology Transfer (STATT) Database.

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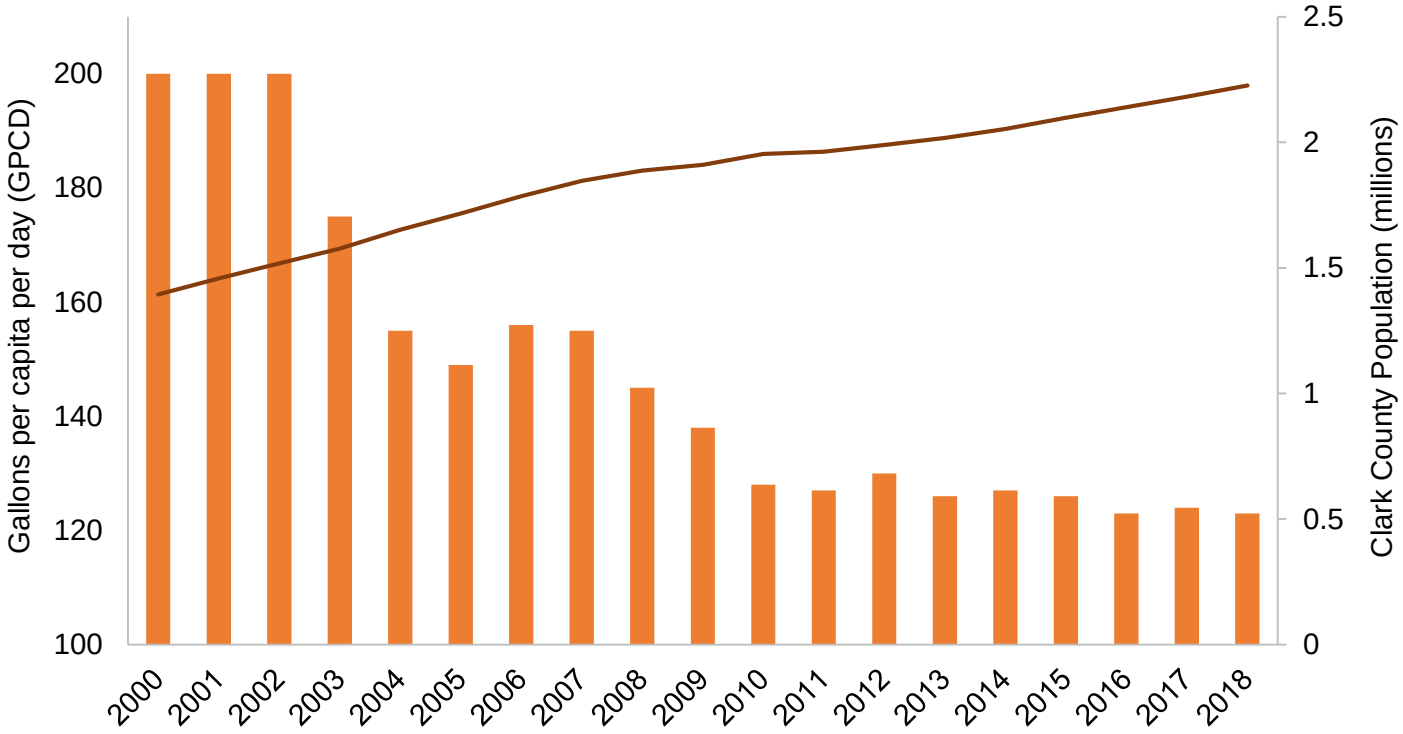
Environment, Energy, & Infrastructure

Clark County is a demonstrated global leader in water conservation practices

Gallons of Water Used According to Population Size, 2010-2018



Source: Southern Nevada Water Authority.

In addition to increasing the sustainability of Clark County's growth, the success Southern Nevada has achieved in water conservation practices and technology presents an opportunity for the region to be a global thought leader on new and innovative approaches to water resource management.

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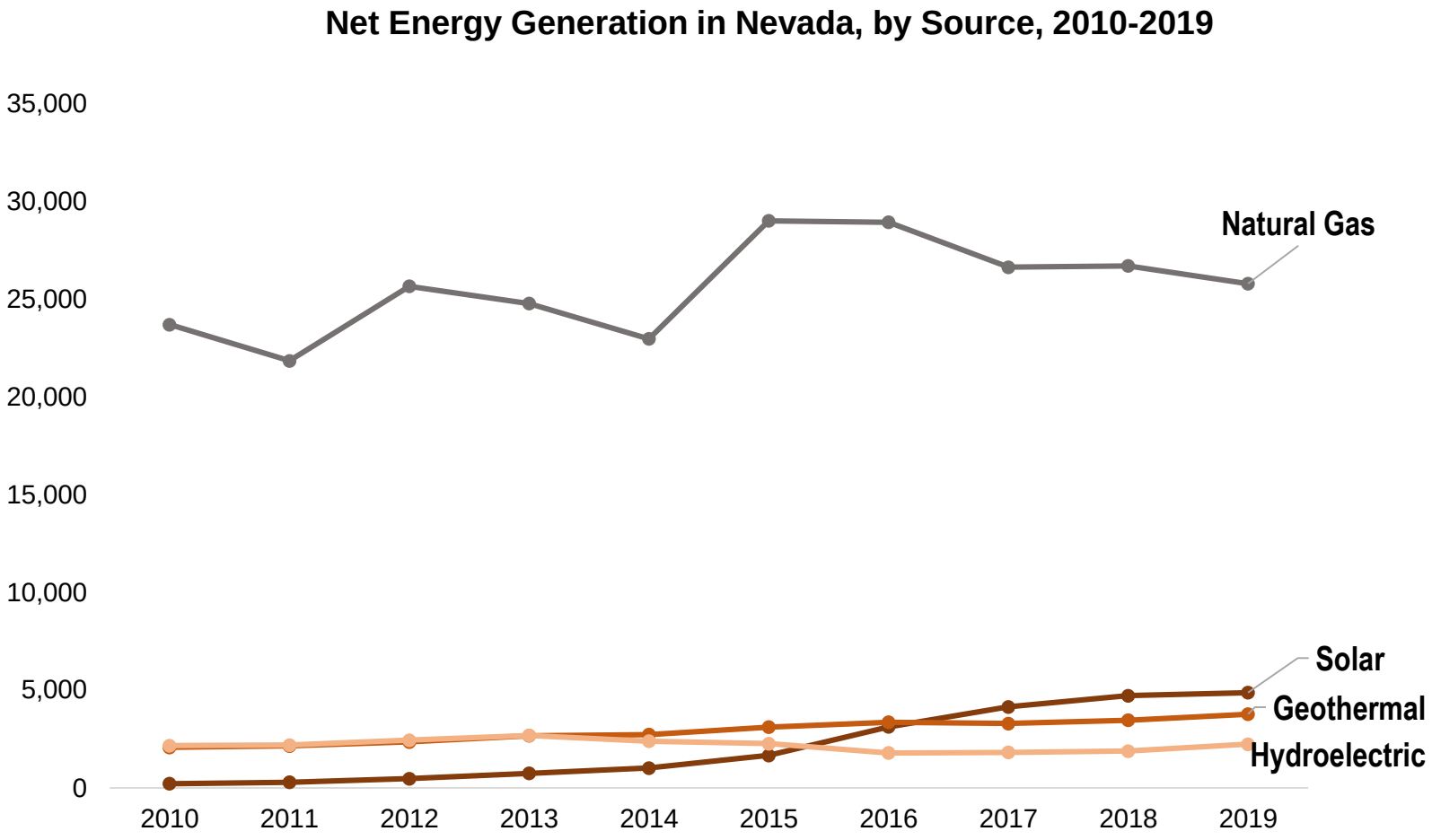
Environment, Energy, & Infrastructure

Southern Nevada is moving forward to meet the renewable energy needs of tomorrow

Renewable sources are supplying an increasing share of Nevada's energy, with solar leading at 12% of the state's utility-scale power and geothermal providing 9%. The majority of these solar fields are found in southern Nevada, with 26 solar power plants in Clark County alone.



Source: U.S. Energy Information Administration.

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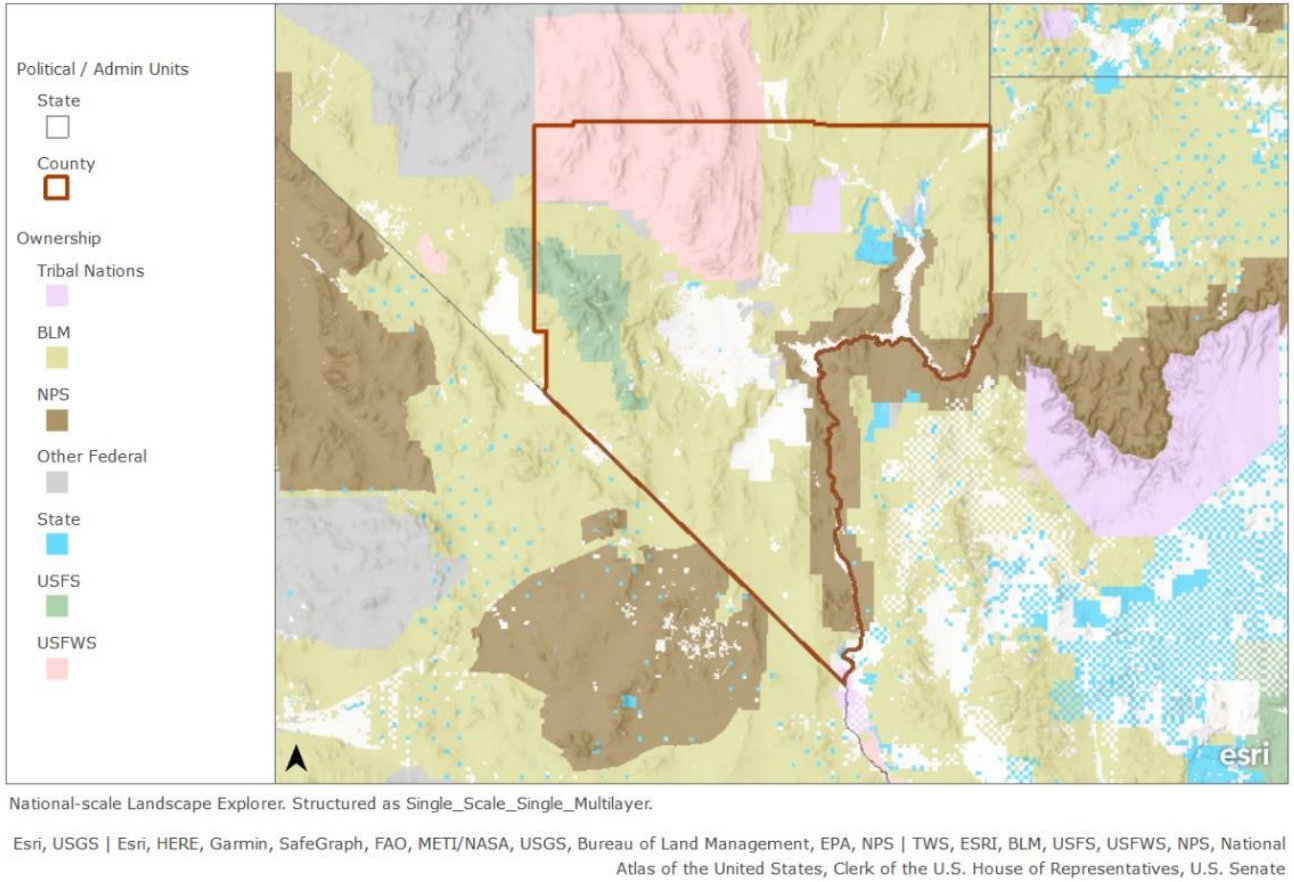
Community & Recreational Assets

Clark County lands are administered by a variety of local, state, and federal organizations

Land Ownership by Federal, State, and Tribal Entities



Source: ESRI ArcGIS Online

Clark County deals with a complex set of land management constraints. At the same time, public lands represent a major draw to the area for both visitors and locals. While federal and state parks are important, local and municipal parks represent an area to enhance quality of life for the community.

NEVADA OUTDOOR RECREATION ECONOMY 2017

- **15 million** visitors to national and state parks
- **$12.6 billion** in consumer spending
- **87,000** direct jobs
- **$1.1 billion** in state and local tax revenue

Source: Outdoor Industry Association

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Community & Recreational Assets

Housing remains relatively affordable, but data suggest an increase in costs

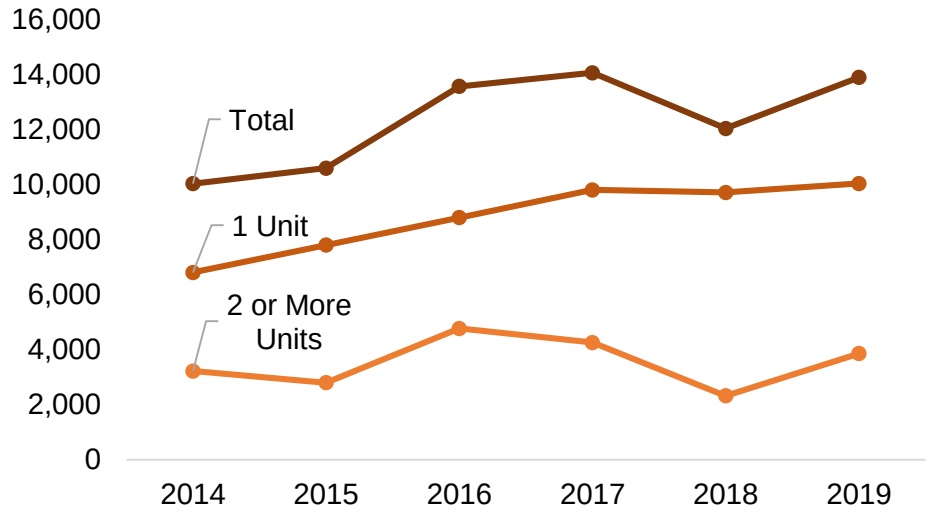
The Las Vegas region remains comparatively affordable, but a continued reliance on increasingly higher-priced single-family housing threatens to price-out low- and middle-wage workers.

Housing Affordability Index, by MSA, 2018

MSA	2018	Percent Change 2017-2018	Rank
Albuquerque, NM	162.4	-9.3	1
Austin-Round Rock, TX	152.6	-9.2	2
Phoenix-Mesa-Scottsdale, AZ	141.2	-12.1	3
Salt Lake City, UT	129.3	-10.4	4
Colorado Springs, CO	128.1	-13.3	5
Orlando-Kissimmee-Sanford, FL	124.1	-12.4	6
Las Vegas-Henderson-Paradise, NV	120.0	-14.6	7
Sacramento—Roseville—Arden-Arcade, CA	116.2	-10.5	8
Portland-Vancouver-Hillsboro, OR-WA	114.0	-7.3	9
Denver-Aurora-Lakewood, CO	109.2	-11.1	10
Reno, NV	101.6	-13.5	11
Urban Honolulu, HI	61.9	-9.4	12

Source: National Association of Realtors (NAR).

New Privately Owned Housing Units Authorized in Las Vegas MSA, 2014-2019



Source: U.S. Census Bureau, Building Permits Survey.

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Community & Recreational Assets

COVID-19 has drawn increased attention to the state's and region's nascent healthcare industry

Nevada remains an attractive destination for internationally-trained medical professionals and does a good job of retaining home-grown medical talent.

Indicator (2019)	Rank
% of active physicians who are international medical graduates	**8**
% of undergraduate medical students that matriculate from in-state	**16**
% of undergraduate and graduate medical students choosing to practice in-state	**9**

Nevertheless, the development of in-state medical talent is a persistent challenge, evidenced by the poor statewide rankings Nevada faces with active medical talent.

Indicator (2019)	Rank
# of active physicians per 100,000 population	**45**
# of active primary care physicians per 100,000 population	**48**
% of active physicians who are female	**44**
% of active physicians who are age 60 or older	**38**
# of individuals enrolled in accredited graduate medical education programs per 100,000 population	**44**

Source: American Association of Medical Colleges.

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SWOT Analysis

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Strengths

Community

- Large urban amenities with a small-town feel
- Comparative affordability
- Close-knit communities in a large urban area

Business and Industry

- Global brand drawing visitors worldwide
- Business-friendly environment

Workforce and Education

- Attractive to a skilled workforce
- Higher education system complementary to regional strengths

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Strengths

Innovation and Entrepreneurship

Drive for applied technological innovation

Infrastructure

Connection to regional, national, and international destinations

Broadband accessibility

Environment

Access to diverse outdoor recreation areas

Streamlined endangered species conservation process for development

Robust water conservation and management

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Weaknesses

Community

- Placemaking and urban development
- Healthcare options and access
- Preference for new development over urban renewal

Business and Industry

- Fragmentation among local governments
- Slow pace of diversification

Workforce and Education

- Underprepared high school students
- Job growth in lower-skill, lower-wage occupations

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Weaknesses

Innovation and Entrepreneurship

- Fragmented innovation ecosystem
- Gaps within the innovation ecosystem

Environment

- Complex and sensitive environmental issues
- Park deserts

Infrastructure

- Car-centric transportation infrastructure
- Low walkability beyond the Strip
- Constrained development potential due to federal land ownership
- Digital divide

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Opportunities

Community

Increasing number of business-savvy retirees

Business and Industry

Easy access to West Coast Markets

Conferences, conventions, and tradeshows as opportunities to attract businesses

Reshoring of advanced manufacturing industries

Reshoring logistics hub

Workforce and Education

Increased opportunity to telework and lower cost of relocation

Remote worker programs as opportunity to attract high-wage workers

Availability of innovative workforce programs

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Opportunities

Innovation and Entrepreneurship

- Access to the West Coat innovation ecosystem
- Technology development and deployment for 21st century cities

Infrastructure

- Experimental and innovative transit
- Smart city innovation
- Partnerships with local and regional governments to expand resources for electric vehicles

Environment

- Expansion and diversification of renewable energy use
- Expansion of innovative water conservation

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Threats

Community

- Growing disconnect between housing stock and housing needs
- Limited healthcare options and accessibility for many in the region
- “Sin City” reputation

Business and Industry

- Exposure to economic shocks
- Competition from other regions and the threat of online gambling

Workforce and Education

- Pervasive medium- to long-term unemployment in dominant industries
- Return to office-based work after COVID-19

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Threats

Innovation and Entrepreneurship

Overdependence on federal funding for local R&D activities

Dwindling resources for local entrepreneurs

Infrastructure

Reduced need for commercial buildings

Environment

Exposure to climate change

Threat of regional and international actors to local environments

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Strategic Direction & Action Plan

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Vision

Clark County is a world-class gateway to the Mountain West, built upon prosperous and diverse communities and businesses.

Mission

Clark County catalyzes visionary initiatives that transform Southern Nevada into a smart, green, and vibrant region.

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Goals

- Cultivate a Fertile Environment for Small Businesses and Entrepreneurs
- Accelerate Economic Diversification
- Integrate the Workforce Ecosystem
- Mobilize Stakeholders around County-Wide Initiatives
- Promote Community-Centered Design of the Built Environment
- Ensure Equitable Access to Resources

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Goals and Objectives

1 Cultivate a Fertile Environment for Small Businesses and Entrepreneurs

1.1 Support and coordinate activities that underpin entrepreneurship networks

1.2 Ensure small-business owners have the tools and capabilities to scale successfully

1.3 Expand community financial services

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Goals and Objectives

2 Accelerate Economic Diversification

2.1 Streamline business services

2.2 Support the growth of health services

2.3 Fuel lifestyle entrepreneurship in digital arts and outdoor recreation

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Goals and Objectives

3 Integrate the Workforce Ecosystem

3.1 Improve access to diverse choices for training and education for workers and employers, particularly among the region's underserved communities

3.2 Promote innovative remote workforce programs

4 Mobilize Stakeholders around Community-Wide Initiatives

4.1 Reinforce strong relationships between Clark County and municipal governments

4.2 Build fundraising capacity among regional organizations

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Goals and Objectives

5 Promote Community-Centered Design of the Built Environment

- 5.1 Implement smart city innovation throughout the county to serve residents and visitors
- 5.2 Improve and diversify access to mobility options
- 5.3 Adopt and promote sustainable practices in energy and infrastructure
- 5.4 Encourage revitalization of distressed areas of unincorporated Clark County

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Goals and Objectives

6 Ensure Equitable Access to Resources

6.1 Advance equity in both the workforce and the business community

6.2 Sustain and expand streamlined access to county services for residents and businesses

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Activities Within the Report

5 Promote Community-Centered Design of the Built Environment

5.4 Encourage revitalization of distressed areas of unincorporated Clark County

Activity 5.4.1: Partner with the Southern Nevada Regional Housing Authority (SNRHA) to implement a home rehabilitation program for residents living in distressed neighborhoods.

Lead: SNRHA	**Timeline:** Medium
Support: OCED	**Resource Requirements:** Major

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