

Las Vegas

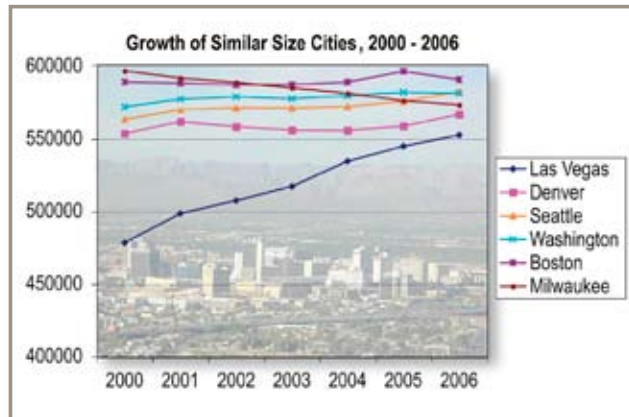
BUILDING LAS VEGAS INTO A WORLD-CLASS CITY

GROWTH WATCH

...But Who's Counting?

It's difficult to say when the first permanent residents of Las Vegas settled in the city. The Native American Paiutes occupied the area centuries before Europeans found the Las Vegas Valley. However, they may have been the earliest "snowbirds," as they tended to spend their winters in Las Vegas and their summers in the cooler mountains to the west of the city. Mormons established a settlement in the 1850's but abandoned it after a short while. The first permanent settlement in Las Vegas occurred in the form of ranches established in the late 1800's.

The city of Las Vegas was established on May 15, 1905, with an auction that sold 110 acres of land in what is now the city's downtown. On March 16, 1911, Las Vegas became an incorporated city. At the time of incorporation, the city's population was approximately 800 hardy souls, many of them living in tents. At the time, Las Vegas was a rest and water



The trajectory of Las Vegas' growth compared to similar-sized cities.

stop on the Union Pacific Railroad line between Los Angeles and Salt Lake City.

It's hard to believe how far Las Vegas has come during the past 100 years or so. It has gone from a "wide spot in the road," so to speak, in 1905, to the number two brand name in the world a little more than 100 years later, trailing only "Google." Another major achievement for Las Vegas has been its growth. Las Vegas is the largest city in the U.S. established in the 20th century.

Recently, the city reached a significant milestone when its population topped the 600,000 barrier, according to its population estimate. According to

the most recent U.S. Census Bureau data from 2006, only 21 cities had population in excess of 600,000. Yet according to Census data, which typically undercounts faster growing cities, Las Vegas was not among those cities and likely will not be for a few years. While it's difficult to determine the exact date of the ground being

broken on the first residence in Las Vegas, we can estimate the approximate date when resident number 600,000 arrived. Resident number 600,000 either backed a moving van up to a house or was born at 7:40 a.m. on March 25, 2007.

In 2000, the census population (478,630) and the population estimate generated by the city's Planning & Development Department (482,874) were nine-tenths of one percent (0.9%) apart. By 2006, the discrepancy grew to 7.2 percent, or more than 39,000 people. Discrepancies aside, the July 1, 2007, population for the city of Las Vegas was estimated to be 603,093. That represents an increase of 2.0 percent or 11,557 new residents over the previous year. Las Vegas' population has moved past cities such as Denver, Boston and Seattle.

Since 1990, the city's population has more than doubled, increasing by 119 percent. The city's population

Winter 2007 • INSIDE THIS ISSUE

- 2..... Action Steps for Sustainability
- 2..... Auto Check-in Installed
- 3..... City Adopts Three 2020 Master Plan Elements
- 4..... A Big Year for Planning
- 4..... Big City Planning Directors
- 5..... Performance Plus
- 6-7..... 4th Quarter Charts
- 8..... Profile: Jeff Hardcastle
Nevada State Demographer

— CONTINUED ON PAGE 2



Action Steps for Sustainability Adopted

The City Council adopted the Sustainability Action Steps prepared by the Planning & Development Department on October 3, 2007. They were developed subsequent to the direction given to staff at the joint City Council/Planning Commission workshop held in August 2007. (See Growth Watch Fall 2007)

Establishing a tree planting program was a top priority of the City Council members during their deliberation and

they asked the department to include proposed locations and costs in the scope of the plan as part of their approval.

Sustainability is being fully integrated into the Las Vegas city government in three ways:

1. Through its regulatory authority over land development (land use, zoning codes, building codes, development agreements, land development standards), franchise agreements with utilities and infrastructure development.
2. Addressing the internal day-to-operations of the city government and its facilities to reduce energy use and other national resources.
3. Through the city's "Sustaining Las Vegas" community outreach and education.

NEXT ISSUE:

- 2007 Mayor's Urban Design Awards Announced
- Pulte's Timber Creek First Subdivision in the City's Green Building Program
- Molasky Corporate Center Earns LEED Gold Certification



Auto Check-in Installed at the DSC

Why does that voice you hear sound so familiar? No, you are not at the DMV. That is the sound of the new automated customer check-in system. October marked the arrival of the Development Services Center's newest "employee," the Q-Matic system.

This is the latest step toward the advancement of the city's mission statement, which is to provide residents, visitors and the business community with



The new Q-Matic system is conveniently located just within the entrance of the DSC's Customer Service area. With touch screen access, visitors are able to access the check-in system, and then wait for the automated service to display their number.



the highest quality service in an efficient and courteous manner. The automatic check-in system allows staff to improve customer service by reducing customer wait times. A positive front counter experience is created when the staff is more organized, effective and efficient.

In addition, Q-Matic is integral to

our department's performance-based budgeting. It allows senior staff to monitor and track customer volume and wait times and adjust staff and resources accordingly. Overall, the Q-Matic system is a responsive and reliable customer service tool welcomed by our customers and staff.

POPULATION – CONTINUED FROM PAGE 1

is 753 times what it was on the day of incorporation in 1911. On the day of Las Vegas' first census as an incorporated city on April 1, 1920, there were 2,304 residents. That's about how many people currently drive past Rancho Drive on US-95 every 15 minutes on an average day.

And speaking of the census... it is only a little more than two years until the 2010 Census. Planning & Development Department staff has projected that the city of Las Vegas will have more than 650,000 residents by the time of the census. As the accompanying chart shows, no city similar in size to Las Vegas comes close to matching the city's

growth between 2000 and 2006.

Regardless of what the city's population amounts to in 2010, the census will be of vital importance to Las Vegas and all of Southern Nevada. The decennial census provides population data that determine the amount of revenue Nevada and its

– CONTINUED ON PAGE 8



City Adopts Three 2020 Master Plan Elements

The Planning & Development Department has developed and published three elements of the Las Vegas 2020 Master Plan that were approved at a City Council public hearing on November 21, 2007. These elements address subjects required by Nevada Revised Statutes to be included in master plans of cities with a population of 400,000 or greater. To remain relevant, master plan elements also must be periodically updated to reflect the changing nature of the city's growth and development, as well as the needs and desires of its citizens.



Heritage Park.

The Parks & Recreation Element update builds upon previous plans, measures our progress and sets new priorities for achieving a fair distribution of parks and recreation services. Since 2000, the city has increased the amount of park space from 1.1 acres per 1,000 residents to 3.0 acres per 1,000 residents, exceeding the goal of 2.5 acres per 1,000. Yet, 44 percent of the city's residents do not live within walking distance (1/2 mile) of a neighborhood park, a national standard the city is working to meet. Key recommendations included are:

- Build neighborhood parks in dense, chronically underserved areas.
- Connect the planning for future parks to the city's Capital Improvement Program.
- Implement urban pathways in lieu of green spaces in the urban core.
- Strive toward meeting the Fire & Rescue Department response time goals and maintaining an ISO Class I certification.



City of Las Vegas West Services Center, Construction Services.

The Public Buildings Element is an inventory and assessment of present and future facility needs based upon population trends, level of service goals and administrative space requirements. The element guides the long-range planning of public buildings and serves as a baseline of information to be integrated into the city's strategic and capital improvement plans. A key component of the plan is an inventory that also shows the architecture and landscape treatment of civic centers and public buildings.

The city of Las Vegas is dedicated to providing residents, visitors and the business community with the highest quality service possible. As the city grows, well-planned public buildings are crucial to provide excellent service levels now and into the future. Key recommendations are:

- Provide adequate public buildings and facilities to meet the needs of a growing population.
- Promote and foster arts and culture within the city of Las Vegas.
- Provide clean and safe facilities for Detention & Enforcement staff, criminal offenders and the general public.



The Regional Transportation Commission's Deuce Bus.

The Transit Element provides an in-depth analysis of the transit systems and their associated amenities within the city and serves as a guide for decision makers to use when determining, prioritizing and allocating resources for future projects. The Las Vegas 2020 Master Plan calls for regional solutions to develop a seamless valley-wide transit system to meet the present and future transit needs of the city's residents and visitors. An integral part of an overall transportation system plan, a comprehensive transit plan ensures that land uses, and corresponding development design and densities support successful, high quality transportation choices. Key recommendations in this element are:

- Align plans, policies and development codes to support mass public transportation.
- Continue to support and participate in transit project planning through committee membership.
- Seek funding opportunities to assist with transit system and amenity developments.
- Coordinate the design, availability, functionality, and "passenger-friendliness" of bus stop amenities.

To view the elements, visit our website: www.lasvegasnevada.gov, select "Publications," "Plans" and click on "Master and Special Area Plans."



A Big Year for Planning



The City Council and Director Margo Wheeler commemorated October 2007 as National Community Planning Month. Today, Las Vegas offers more choices for where and how people work and live that are enjoyable, safe and desirable such as the revitalized downtown.

This year's theme, Great Streets,

Great Neighborhoods, recognizes three important building blocks of great communities, the streets, neighborhoods and people who make communities special. The City Council, the Planning Commission and the Planning & Development Department are instrumental in addressing the everyday challenges of maintaining a balance between the demands of growth and change and residents needs and desires.

This spring, Las Vegas will play host to the 100th National Planning Conference of the American Planning Association. Up to 7,500 professional planners from all over the United States and the world are



Planning & Development Director Margo Wheeler speaks as Mayor Oscar B. Goodman looks on.

expected to converge on the city to share the latest innovations and challenges facing communities of every age, size and culture. For more information, please visit www.planning.org.

Big City Planning Directors

Harvard University (Department of Urban Planning & Design), Lincoln Institute of Land Policy and the American Planning Association (APA) host an annual Big City Planning Directors' Institute. Since 2005, the city of Las Vegas has been included in this group of the nation's 30 largest cities. It is an opportunity to receive briefings and lectures on emerging public policy issues from leading experts while sharing successes and failures with directors of major metropolitan cities.

This year's agenda focused again on global climate change and especially the major cities' role in the reduction of carbon dioxide (CO2) emissions through land use decisions. As Harvard's Dr. Henry Lee said, "There are three methods to addressing the current and growing crises: reduce causes, reduce adverse effects, or suffer consequences." Changing light bulbs, fuels and vehicles are a start, but major metropolitan areas both create and can significantly change climate.



Union Park is a LEED - Neighborhood Development pilot project.

Doug Farr, AIA, author of the just-released Sustainable Urbanism and chair of the U.S. Green Building Council's LEED-Neighborhood Development program, discussed this pilot program for bringing revolutionary standards to land use with compact, walkable communities no more than a 10-minute walk to parks or mass transit, energy and resource efficient construction and building systems, local retail, narrow grid streets and no gated communities. Density, infrastructure, transit, water management and habitat preservation are the focus of urban design intended to sustain the environment for future generations. Union Park in downtown Las Vegas is one of 238 projects in the LEED-ND pilot program.

The director of Long-term Planning & Sustainability for New York City

Mayor Bloomberg presented his city's blueprint for change and Dr. Reid Ewing, prolific author and professor at the National Center for Smart Growth at the University of Maryland, discussed the "sprawl index" measuring a city's residential density, job/housing balance, downtown strength, and street accessibility. The city of Las Vegas is surprisingly dense at 4,877 persons per square mile, ranking 16th among big cities - more dense than Portland, Denver, Phoenix or San Diego. Yet the downtown and transit system are still in their nascent stage.

The opportunity to learn from these renowned lecturers and esteemed colleagues is stupendous and it is hoped that much learned and illuminated will be implemented promptly in our great city.



Performance Plus



Corrinne Shearer and Jack Eslinger from Human Resources lead senior P&D staff members through an exercise to create a Planning Academy.

The Planning & Development Department recently went through a series of strategic planning meetings facilitated by Weidner Incorporated. Our department's involvement is just one cog in this city-wide initiative called "Performance Plus," a performance-based budgeting process that is customer focused.

According to Weidner Inc., its performance-based budgeting process... develops Strategic Business Plans© for individual departments and agencies within a jurisdiction... using a methodology that is consistently applied throughout the jurisdiction so language, beliefs, and behaviors are oriented around results for customers. The jurisdiction also develops a Strategic Plan, or Scorecard, aligned with key priorities set by elected officials.

After a number of strategic planning sessions with the Weidner facilitators involving more than half of the department's staff members, a Strategic Business Plan aimed at providing better service to our customers was created. It includes the definition of four Lines of Business, or core business activities, within the department. The existing divisions of current planning and

comprehensive planning have been redefined.

Two of the new lines of business, case planning and public planning were formed from current planning. Case Planning supports the preparation of Planning Commission and Public Planning assists customers with the land-use application process, plan check reviews, subdivision map reviews and inspections.

What used to be the comprehensive planning division is now divided into long-range planning and planning communication. Long-range planning prepares and provides customers with planning documents such as master and special area plans while planning communication provides customers with educational and informational publications, presentations and forums, historic preservation consultations and geographic mapping information.

On October 18, senior staff from Planning & Development met for a departmental strategic planning meeting with the goal of making sure the Strategic Business Plan drafted during Performance Plus sessions has addressed all of the services provided to our customers.

Another topic studied was the development of a Planning Academy, which is an opportunity to not only train Planning & Development staff but also have courses for other departments that interact closely with the department so all can work together more seamlessly across departmental lines. Significantly, the training would also generate accountability thereafter.

Jack Eslinger and Corrinne Shearer from the city's Human Resources Department's Organizational Development and Training division facilitated a "Six Thinking Hats" type of brainstorming & facilitation exercise. The goal of the exercise was to identify the department's priorities, goals, and training needs as well as the potential benefits and pitfalls. For example, significant challenges



The Performance Plus Continuum.

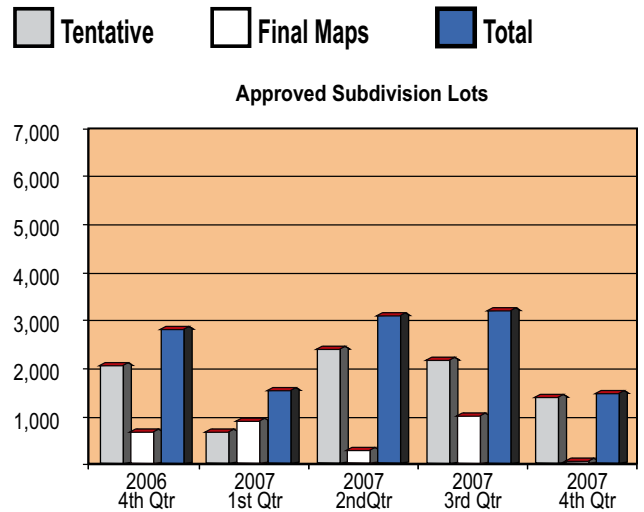
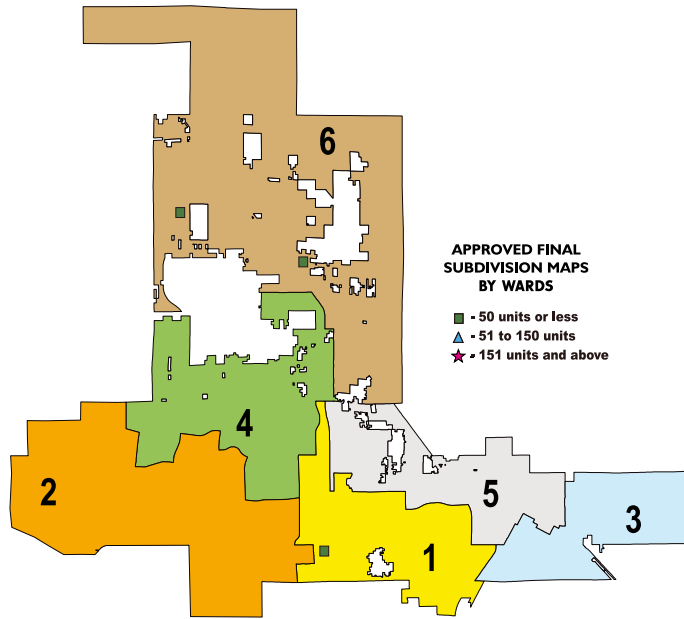
in implementing a Planning Academy include:

- Available time for training.
- Coverage of work areas while training.
- Funding for training.
- Should training be mandatory.

The major ideas/needs that were identified in the annual strategic planning meeting are:

- Develop a Planning Academy that certifies staff in a particular line of business.
- Inter-departmental training to help customers get proper direction in the development process.
- Properly 'train the trainers' to ensure correct information is being taught.
- Computer-guided training.
- Use of American Planning Association's video training materials.
- All department personnel will, to some extent, be involved in the implementation of our strategic plan structured by performance-based budgeting.
- Develop self-serve computer kiosks for customers needing a quick, easy to answer question.
- Develop a user-friendly Web site for the department that can answer customer's questions from the home or office.

Coming soon in 2008, teams within the department will be formed to put the strategic plan and the Planning Academy into action.



Source: city of Las Vegas

Leading Economic Indicators For Clark County

"Travel and tourism had a strong October. Gaming revenue, up 12.55 percent over the same month a year ago, made a major contribution to the upswing in the Southern Nevada Index of Leading Indicators. Residential Building Unit permits upped sharply in response to a new permitting fee and structure. Adjusted numbers accounting for this irregular movement were used in the calculation. The index continues to track horizontally, giving no marked swing up or down. In short, the abysmal recent residential construction is matched by strength in other construction efforts and the strong performance of travel and tourism."

Source: UNLV Center for Business and Economic Research

Approved Subdivision Lots			
	Tentative Maps	Final Maps	Total
4th Qtr-2006	2,175	767	2,942
1st Qtr-2007	603	892	1,495
2nd Qtr-2007	2,444	636	3,080
3rd Qtr-2007	1,744	814	2,558
4th Qtr-2007	970	25	995
% Chg Last Qtr	-44.4	-96.9	-61.1
% Chg Last Year	-55.4	-96.7	-66.2

Leading Economic Indicators						
CLARK COUNTY SERIES	DATE	UNITS	LATEST PERIOD	CHANGE PREVIOUS PERIOD	CHANGE YEAR AGO	CONTRIBUTION TO INDEX *
RESIDENTIAL BUILDING						
Units Permitted	Oct-07	#Units Permitted	4,468	54.98%	142.43%	0.084%
Permit Valuation	Oct-07	Dollars	\$ 603,320,387	-22.56%	252.91%	0.195%
COMMERCIAL BUILDING						
Permits	Oct-07	#Units Permitted	270	229.27%	221.43%	-0.017%
Permit Valuation	Oct-07	Dollars	\$ 373,118,335	563.23%	147.58%	0.000%
TAXABLE SALES	Oct-07	Dollars	\$ 2,978,696,338	-3.06%	6.46%	0.048%
McCARRAN AIRPORT	Oct-07	Passengers Enplaned/Deplaned	4,065,348	4.85%	0.26%	-0.042%
GALLONS OF GASOLINE	Oct-07	Thousands of Gallons	67,975,802	1.10%	1.24%	-0.025%
GROSS GAMING REVENUE	Oct-07	Dollars	\$ 1,001,317,799	13.90%	12.55%	0.245%
CONVENTIONS HELD						
Visitor Volume	Oct-07	People	3,384,546	3.56%	-0.01%	-0.012%
Attendance	Oct-07	People	388,475	-2.23%	-21.23%	-0.001%
OVERALL CHANGE IN LEADING INDICATOR **	Dec-07		133.82	0.48%	0.78%	0.48%

* The contribution to the index is a net-weighted average of each series after adjustment for seasonal variation.

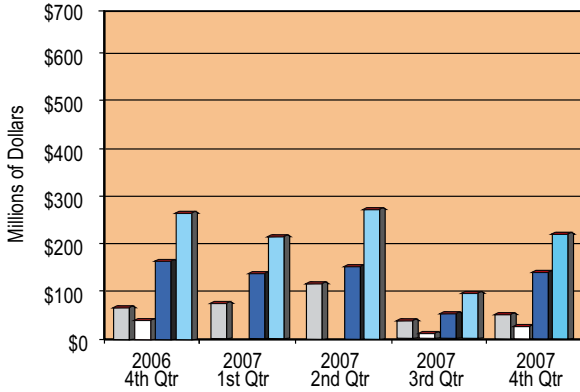
** The index is a six month forecast (April 1, 2008) from the month of the data (October 1, 2007) and four months from the month of the series (December 1, 2007).

Source: UNLV Center for Business and Economic Research



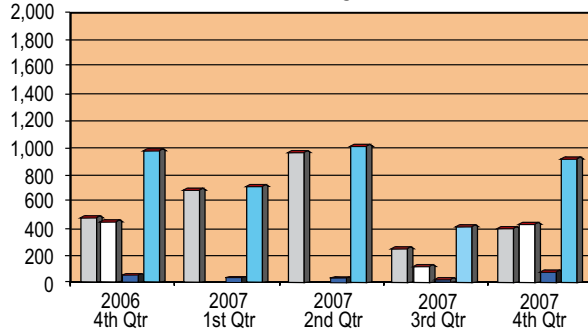
Single Family
 Multi-Family
 Commercial
 Total

New Permit Valuation



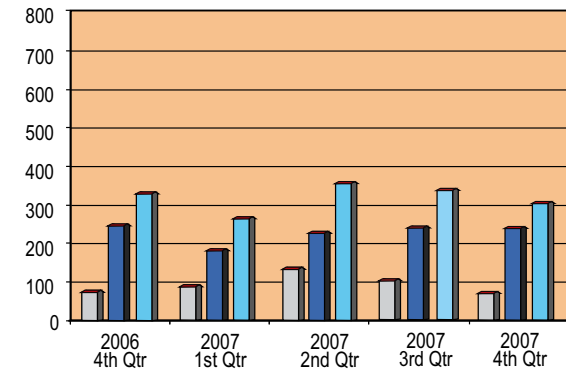
New Permit Valuation				
	Single Family	Multi-Family	Commercial	Total
4th Qtr-2006	\$ 64,426,957	\$ 37,683,675	\$163,286,302	\$265,396,934
1st Qtr-2007	\$ 77,682,315	–	\$136,901,985	\$214,584,300
2nd Qtr-2007	\$118,454,694	–	\$152,334,473	\$270,789,167
3rd Qtr-2007	\$ 34,566,553	\$ 9,239,416	\$ 50,737,675	\$ 94,543,644
4th Qtr-2007	\$ 52,723,002	\$ 26,997,806	\$140,630,345	\$220,351,153
% Chg Last Qtr	52.5	100.0	177.2	133.1
% Chg Last Year	-18.2	-28.4	-13.9	-17.0

New Building Permits



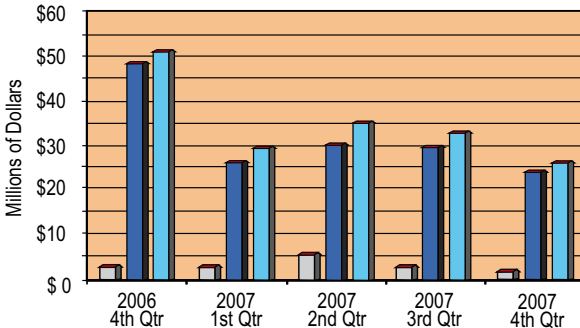
New Building Permits				
	Single Family	Multi-Family	Commercial	Total
4th Qtr-2006	476	457	40	973
1st Qtr-2007	687	–	25	712
2nd Qtr-2007	991	–	36	1,027
3rd Qtr-2007	263	127	35	425
4th Qtr-2007	411	435	84	930
% Chg Last Qtr	56.3	0.0	140.0	118.8
% Chg Last Year	-13.7	100.0	110.0	-4.4

Additions and Remodels



Additions and Remodels			
	Single Family	Commercial	Total
4th Qtr-2006	78	251	329
1st Qtr-2007	86	177	263
2nd Qtr-2007	131	228	359
3rd Qtr-2007	99	238	337
4th Qtr-2007	69	237	306
% Chg Last Qtr	-30.3	-0.4	-9.2
% Chg Last Year	-11.5	-5.6	-7.0

Additions and Remodel Valuation



Additions and Remodel Valuation			
	Single Family	Commercial	Total
4th Qtr-2006	\$ 2,466,733	\$ 48,425,365	\$ 50,892,098
1st Qtr-2007	\$ 2,930,470	\$ 26,569,075	\$ 29,499,545
2nd Qtr-2007	\$ 5,232,608	\$ 30,275,459	\$ 35,508,067
3rd Qtr-2007	\$ 2,630,430	\$ 29,762,596	\$ 32,393,026
4th Qtr-2007	\$ 2,012,455	\$ 24,212,312	\$ 26,224,767
% Chg Last Qtr	-23.5	-18.6	-19.0
% Chg Last Year	-18.4	-50.0	-48.5

Source: city of Las Vegas (including subdivision information)



Nevada State Demographer: Jeff Hardcastle

Jeff Hardcastle, Nevada State Demographer, is responsible for the population estimates for Nevada's counties, cities and unincorporated towns per Nevada Revised Statutes (NRS). NRS also specifies that the demographer will cooperate with the federal government in the conduct of the decennial (2010) census. Hardcastle also generates population projections and age, sex and race.

Hardcastle finds that working with the full range of the system, from rural and large city governments to state agencies to the federal Bureau of the Census, is most interesting. He evaluates a variety of data sources for quality and utility and is constantly looking for ways to improve the quality of the state demographer's estimates and other information. He hopes to increase local awareness of and participation in the 2010 Census. Hardcastle considers the Census as the report card for how well he has done his job.

Hardcastle obtained his master of Urban and Regional Planning degree from



Jeff Hardcastle, Nevada State Demographer.

the University of Colorado at Denver of which 35 quarter hours of coursework were in statistics, planning methods and demographics. He's been a member and chairman of the Steering Committee for the Federal State Cooperative for Population Estimates. He also served as chair of the Federal State Cooperative for Population Projections and is a member of the American Planning Association and the American Institute of Certified Planners.

Hardcastle grew up in Grand Junction, Colorado and moved to Las Vegas in 1990 to work for Clark County Comprehensive Planning Department. He became State Demographer in January 2000 and relocated to Reno, Nev. He's an avid music and movie fan and is very active in his church.

Data and information produced by the state demographer's office is available at www.nvdata.org.



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POPULATION – CONTINUED FROM PAGE 2

cities and counties will receive from the federal government. Each state's share is determined by its portion of the total United States population. In addition, a state's share of population determines its numbers in the House of Representatives.

Finally, the 2000 Census was the greatest mobilization in the history of the United States. Nationally, more than 300,000 people were employed by the Census Bureau in some capacity. In Nevada, approximately 19,000 people

were involved in the administration of the census, with nearly 12,000 of them in Clark County. At the time of enumeration, the Census Bureau was the second largest employer in Clark County, trailing only the Clark County School District which had more than 19,000 employees. It's anticipated that the 2010 Census will see employment figures similar to those attained in 2000. Given what's at stake, it is critical for Las Vegas and all of Nevada to be accurately counted in 2010.