



Clark County, Nevada Innovation District

ACTION PLAN – Executive Summary

JULY 2023

HR&A

BURO HAPPOLD

Perkins&Will

INTRODUCTION

Clark County has been charting the course for economic diversification and now seeks a path forward through an innovation district strategy.

In July 2022, Clark County engaged HR&A Advisors, Perkins & Will, and Buro Happold (HR&A team) to conduct a series of analyses to assist the County with developing a strategy for guiding the location and development of an innovation district southwest of Las Vegas. Together, these analyses were designed to guide the creation of inclusive, place-based, and market-guided economic development and real estate strategies that would unlock value and opportunity for the County and creates a new hub to anchor innovation activity:

- **Preliminary Stakeholder Engagement:** Conversations with project stakeholders identified by the County, including County leadership, County and State officials, transit system representatives, University leaders and heads of programs/institutes, local community organizations, and innovation ecosystem companies and their representatives, real estate professionals, all to discuss a potential vision, program, and programming strategy for the innovation district.
- **Programmatic Drivers Assessment and Real Estate Analysis:** Mapping of regional and local innovation ecosystem assets to understand potential connections to the innovation district, as well as recommendations on specific focus areas for the district. Analysis of the local and regional real estate market including office, multifamily, retail, and hotel uses.
- **Physical and Infrastructure Analysis:** Physical site analysis of the study area, including asset mapping of existing innovation resources, including evaluation of the site boundaries, parameters, and aspects such as zoning, land-use, street network, transit, and mobility systems. Evaluating existing and planned utility and transportation infrastructure systems to determine implications for future development.
- **Visioning Workshop:** Presentation of findings from early analyses diverse group of stakeholders and facilitation of an interactive visioning exercises to capture the community's voice and establish values and principles for the district
- **Action Plan:** A strategy including recommendations on establishing a governance framework, developing a brand, leveraging funding opportunities, and an identification of catalytic projects and programming to establish this project as the County's new center of innovation.

This document, HR&A's team final deliverable to the County as part of the engagement outlined above, articulates the proposed implementation strategy for Clark County.

INTRODUCTION

The HR&A Team completed the study in two phases, concluding with an action plan summarizing findings and recommendations to realize the Clark County Innovation District (CCID) vision.

This action plan was designed to assist Clark County and with developing a strategy for guiding the location and development of the CCID. Over a 7-month period, the project team conducted a market analysis, analyzed the physical environment and infrastructure, and prepared an action plan to inform next steps in district development. The goal was to guide the creation of inclusive, place-based, and market-guided economic development and real estate strategies that would unlock value and opportunity for the County.

PROJECT SCOPE OF WORK

Phase I

**FEASIBILITY
STUDY**

**VISIONING
WORKSHOP**

Phase II

**ACTION
PLAN**

STUDY ACKNOWLEDGEMENTS

This Innovation District feasibility study was a collaborative effort by Clark County, a multidisciplinary consulting team, and community stakeholders.

Between July and December 2022, HR&A interviewed the following stakeholders identified by the County. We thank each interviewee for generously making time for us and sharing their ideas and aspirations for this district with our team.

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STUDY ACKNOWLEDGEMENTS (cont.)

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THE OPPORTUNITY

Developing an Innovation District in Clark County will showcase the County's commitment to a broader economic growth strategy that has the opportunity to be more accessible and affordable than its West Coast counterparts. The following strategy identifies areas of opportunity that can be used to create an inclusive, place-based district that can unlock new value and opportunity for the County.

An Innovation District in Clark County offers a unique opportunity to welcome Tech industries, providing an alternative market for businesses and entrepreneurs. The oversaturated Tech market on the West Coast has led to affordability issues and layoffs, prompting many Californians to relocate to Clark County. This influx of talent presents an opportunity for the region to capitalize on and **strategically position itself as an innovation hub for new tech developments.**

The existing strong markets in Hospitality and Manufacturing make Clark County well-positioned to incorporate Tech, creating strong hybrid sectors that will drive the region's growth as a competitive secondary market. Investing in the region's growing Tech sector will help cultivate talent and innovation creating prosperity for all residents.



TARGET INDUSTRIES

HR&A analyzed target industries identified by the Las Vegas Global Economic Alliance (LVGEA) that are driving economic growth in the region to confirm potential viability for the Clark County Innovation District (CCID).

Sector		
	General & Advanced Manufacturing	Companies and research organizations that aim to improve environmental sustainability through bio energy, power generation, energy infrastructure, remediation, recycling, etc. <i>Clark County Examples: Timet, Poly-West</i>
	Creative Industries	Businesses that engage in economic activities related to the production or utilization of talent, skills, and knowledge . <i>Clark County Examples: Serious Productions</i>
	Information & Communication Technologies	Businesses that sell goods and services in electronics, software, computers, artificial intelligence , and other industries related to information technology. <i>Clark County Examples: Aristocrat, Allegiant</i>
	Business & Financial Services	Companies that offer professional, managerial, and financial support to organizations to increase their capacities and improve their operations. <i>Clark County Examples: Edward Jones, BNY Mellon Wealth Management</i>

TARGET INDUSTRIES (cont.)

HR&A analyzed target industries identified by the Las Vegas Global Economic Alliance (LVGEA) that are driving economic growth in the region to confirm potential viability for the Clark County Innovation District (CCID).

Sector



Clean Technologies

Businesses that utilize alternative clean energies such as solar, aiming to improving environmental resilience.

Clark County Examples: NV Energy



Transportation & Logistics Technology

Companies that facilitate the production and distribution of goods and manage transportation machinery.

Clark County Examples: Avalon Logistics



Healthcare Services

Providers of health care services and companies operating in the research, development and production of pharmaceuticals, medical devices and technologies, and other products that improve the lives of individuals.

Clark County Examples: Avalon Logistics

IMPLEMENTATION PLAN

In order to materialize the Clark County Innovation District, leaders must consider four key areas.



Governance

Necessary to establish norms and protocols for decision-making among multiple partners within an Innovation District.



Programming

Thriving Innovation Districts are driven by a strong program which feeds a culture and practice of information exchange and collaboration.



Physical

Successful districts are physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.



Infrastructure

Ensuring accessibility and mobility allow for an inclusive and successful innovation district.

PHYSICAL DESIGN STRATEGIES

To position the Innovation District within the study area so that it maximizes synergies, we propose a three-point innovation corridor framework:

1 Innovation Corridor

Identify adjacent employment areas along 215 and designate these as the innovation corridor. Incentives for innovation-oriented employment uses should be focused on this area. Available land within the corridor should be prioritized for these uses.

2 District Core

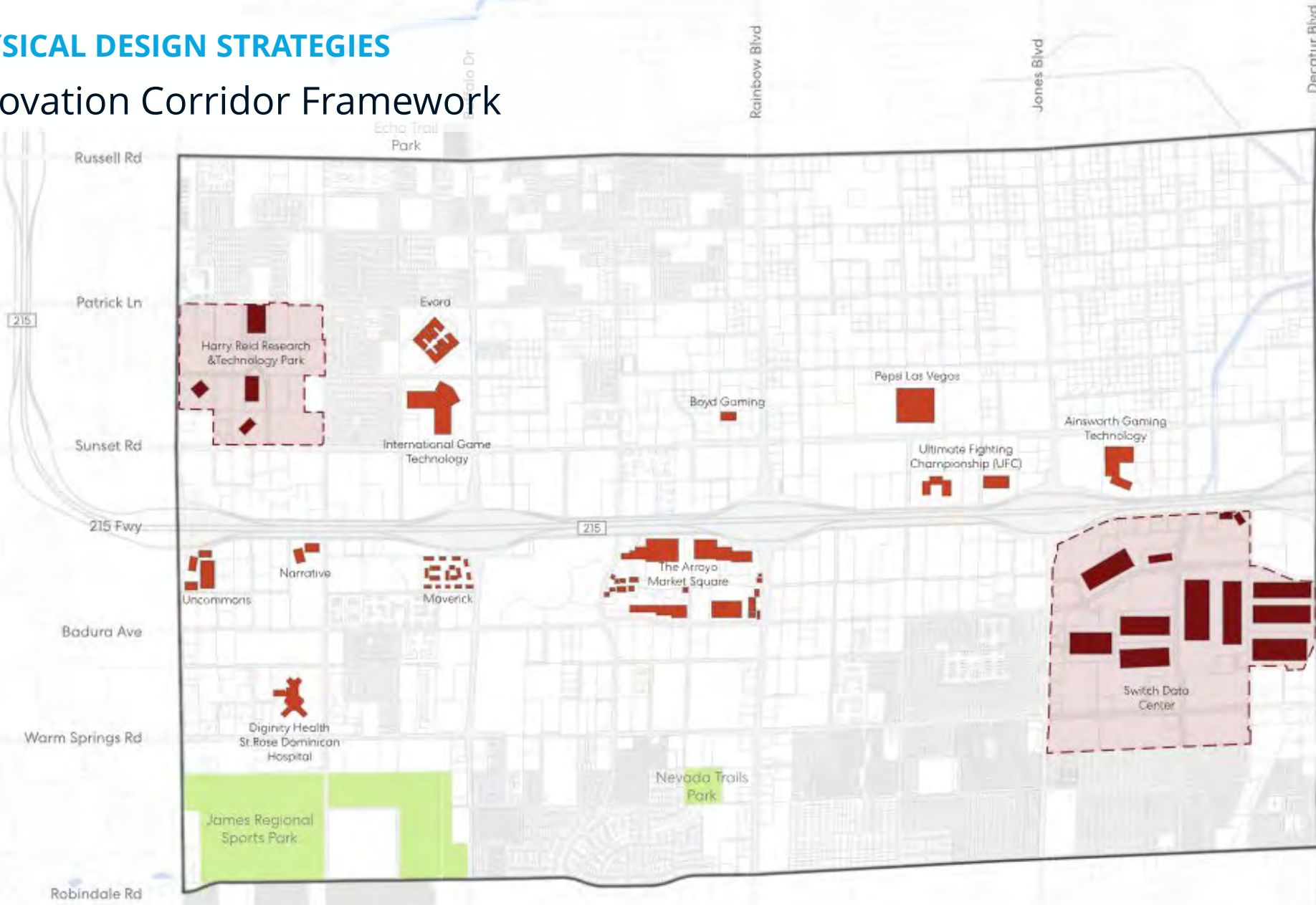
Leverage land around existing multi-use and amenitized developments to create a district core. Within the district core, physical placemaking will be prioritized. Recommendation: identify a 10 to 20-acre parcel for phase 1.

3 District Connectivity

Connect the larger corridor and the district core with a couplet of multi-modal complete streets that run east-west. In addition, the fiber loop will provide data access and connectivity within the corridor.

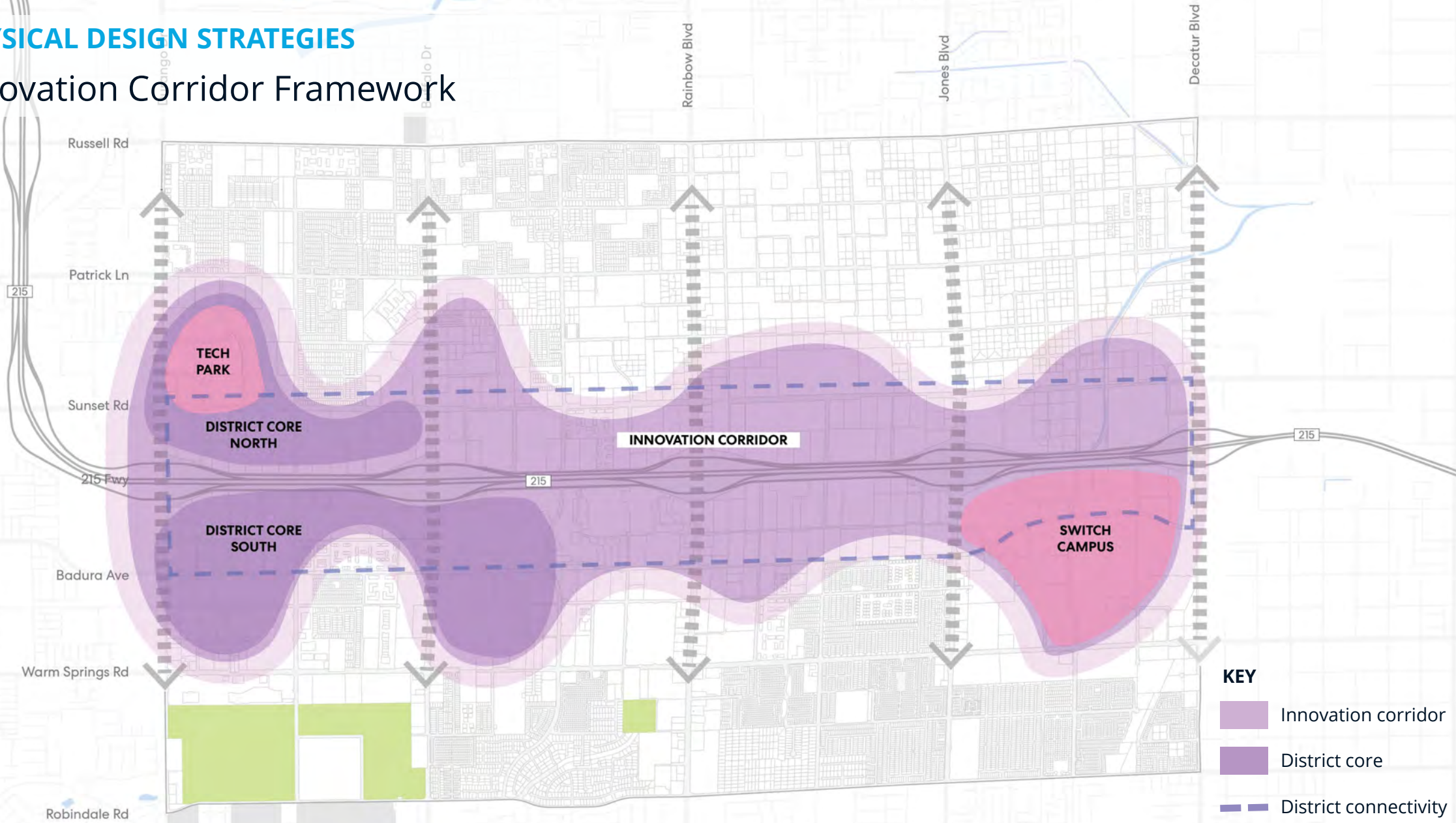
PHYSICAL DESIGN STRATEGIES

Innovation Corridor Framework



PHYSICAL DESIGN STRATEGIES

Innovation Corridor Framework



PHYSICAL DESIGN STRATEGIES

7 Big Moves for the Innovation District

The Clark County Innovation District strategies will be anchored by a cohesive innovation campus. This campus shapes a physical environment that is conducive to collaboration, innovation, and attracts companies, talent, and investment.

- 1 Leverage Connected, Available Land for Development
- 2 Locate Innovation Campus with High Visibility from 215 and a Front Door on a Major North-South Arterial
- 3 Provide an Active Program Mix in a Walkable Environment
- 4 Create a Memorable Place
- 5 Increase Density for Further Activation
- 6 Create Multi-Modal Connections to Existing Assets, e.g., Harry Reid Tech Park, UnCommons
- 7 Use Sustainable Design Strategies to Maximize Year-Round Outdoor Comfort

PHYSICAL DESIGN STRATEGIES



PHYSICAL DESIGN STRATEGIES



Mobility Hub

Rooftop Solar

Courtyards

Main Entry

Street Activation

Neighborhood Connections

PROPOSED GOVERNANCE STRATEGY

At this early stage, the Clark County Innovation District should be governed by a steering committee, led and overseen by County employees.

Clark County Commissioners

Internal Steering Committee

- The steering committee should be made up by County employees dedicated to creating the Clark County Innovation District.
- The purpose of this steering committee is to continue to further flesh out the vision and purpose of the District.
- The steering committee will report to the County Commissioners.

Advisory Boards

- Advisory boards will support the Internal Steering Committee will create for the District.
- Advisory boards should be made up of stakeholders who can lend their expertise to the project.
- Proposed advisory boards include a diversity and equity board, real estate, partnerships, and community development.

PROPOSED GOVERNANCE STRATEGY

The internal steering committee will be responsible for guiding the development of the Clark County Innovation District.

Because of the nascency of the Clark County Innovation District, an internal steering committee is the most appropriate strategy at this stage. The Clark County Innovation District steering committee will be responsible for overseeing, managing, and guiding the project.

Ultimately it will serve as a central point of communication and decision-making authority. It will be responsible for:

- Setting the project scope;
- Establishing goals and objectives;
- Establishing milestones and timeline;
- Allocating resources;
- Monitoring progress; and
- Ensuring the CCID aligns with Clark County's overall goals.

The internal steering committee will play the critical role of ensuring the CCID is successful through providing project leadership, addressing risks and threats, and acting as the project decisionmaker.

The CCID internal steering committee should be made up of a diverse group of municipal leaders and staff, subject matter experts, and stakeholders to ensure the committee is well-rounded and well-informed.

Keys to Success

1. Internal steering committees should be granted the authority to make executive decisions on behalf of the CCID.
2. Internal steering committees should be equipped with a budget to compensate staff and stakeholders.
3. One of the first tasks should be to develop a project roadmap for the CCID, outlining key milestones.

PROPOSED GOVERNANCE STRATEGY

Four distinct advisory committees will provide subject-specific guidance to the CCID.

Advisory committees will provide non-binding advice and recommendations to the CCID Internal Steering Committee. Because the CCID is still in the early stage, advisory committees can help shape and inform the overall vision and goals of the CCID. They can also help to ensure the project wins broad buy-in from county residents and leaders. HR&A proposes the Internal Steering Committee create four distinct advisory committees. Members should include stakeholders that participated in this feasibility study.



Diversity, Equity, & Inclusion (DEI)

The DEI Advisory Committee will be responsible for providing recommendations that ensure CCID remains accessible to a diverse group of users.



Real Estate

The Real Estate Advisory Committee will provide recommendations related to the physical development of the CCID. Topics to provide support on may include securing a site, initial tenanting strategies, and financial mechanisms.



Partnerships

The Partnerships Advisory Committee will provide recommendations related to ensuring the CCID creates beneficial and sustainable partnerships with the community's existing innovation ecosystem.



Community Engagement

The Community Engagement Advisory Committee will be tasked with providing guidance on how to solicit support and buy in from surrounding communities. They will work closely with the DEI Advisory Committee.



PROGRAMMING STRATEGIES

Thriving Innovation Districts are driven by a strong program which feeds a culture and practice of information exchange and collaboration.

Innovation Districts are economic development strategies that enrich urban life and generate significant public benefit with the underlying real estate strategy as an important, secondary component. They are always developed through close public private partnerships between programmatic anchors and are programmed to serve both the communities in which they sit and, if different, other communities that these partners wish to attract. It is an **Innovation District's programming and partnerships that define its value proposition and drive real estate value.** These activities work in tandem with **branding** to distinguish Innovation Districts from other urban areas and establish a clear identity.

Three categories of programming are typically blended to foster a successful Innovation District. These programming types include **activation programming** – programs designed to foster a vibrant amenity-rich environment, **innovation programming** – programs designed to connect innovators and foster entrepreneurship and growth, and **workforce development programming** – programs designed to build capacity in the current and future talent pipeline. While the lines between these categories can overlap and evolve, having a healthy mix of programs that support these different areas will be key to achieving the vision of Clark County's District.

Activation Programming

Innovation Programming

Workforce Development
Programming

PROGRAMMING STRATEGIES

Activation programming should cater to a balanced mix of users and uses and provide opportunities for local community engagement.

KEY TAKEAWAYS



Districts need a well-balanced mix of programs

to attract and serve a wide range of residents. In Clark County, audiences may include employees after work, families on weekends, or students stopping by between classes. A vibrant Clark County will require new, diverse programs to activate its urban environment and attract various audiences into the region.



Diverse convening spaces to accommodate events of all sizes

are crucial. These gathering areas should provide spaces for a wide-range of potential uses. For instance, the Tech Park is a dynamic and versatile asset for the County. The district should capitalize on this new development and introduce complementary spaces and facilities around it.



Programs should seize opportunities to showcase local culture and foster memorable experiences.

Interactive art installations, diverse food options, and arts/entertainment programming can embed the Innovation District with the flair of Clark County's culture and create a distinct identity as a district with a vibrant, inclusive environment.



A mix of organized and organic programs will be the most cost-effective approach to generating a critical mass of activity. While the County should invest in programming, they should also leverage the many public and private partners poised to contribute to activation in the area and provide a platform for unplanned and spontaneous engagement with the community.

PROGRAMMING STRATEGIES

Innovation programming should target gaps in Clark County's existing ecosystem and provide opportunities for established partners to scale current programs.

KEY TAKEAWAYS



Programs should offer consistent support for startups and mid-cycle companies. Support provided in accelerators and incubators should extend throughout the innovation lifecycle. In Clark County, support resources often diminish after the first round of funding is secured – new programs should expand resources for maturing companies growing beyond early startup stage.



Networking and informal events should focus on forging new cross-sector alliances. Innovation Districts provide platforms for facilitating interactions between normally fragmented groups. Regular, recurring, events should encourage informal interactions and bring together diverse tenants and visitors around shared interests.



Series-format programs create reliable platforms for ongoing engagement. Small events or educational workshops packaged together in a repeated schedule can be a powerful tool for building awareness. While individual sessions may feature a breadth of topics or speakers that draw on what makes Clark County unique, the series itself can establish a recognizable brand and a dedicated following.



Programs should be allowed to flourish in diverse areas throughout the district. While a critical mass of innovation programming is important, these do not need to occur in one centralized location. Different spaces and different partners should be encouraged to contribute and engage. Organic and widespread program expansion only contributes to the overall dynamism of the district.

PROGRAMMING STRATEGIES

Workforce development programming should serve both current and future pipeline participants in Clark County and expand awareness of opportunities in the field.

KEY TAKEAWAYS



The most effective workforce programs provide services to both current and future pipeline members.

Aspirational districts curate a mix of both K-12 and STEAM programs combined with adult skills training and job placement services. This dual-pronged approach is crucial to developing a resilient pipeline and Clark County should adopt a similar model.



Programs can help raise awareness of potential career paths. When a sector is nascent in a region, workforce engagement is key to increasing the community's awareness of employment opportunities. Mentoring, career counseling, internship exposure, and a visible presence in early-stage learning environments need to be incorporated in programming to broaden the trajectory of a Clark County's talent base.



Programs are most effective when they are hands-on and targeted to a specific skill set. While broad-based exposure and classroom learning environment can help with preparation, hands-on experience and skills training are the most productive ways to increase job readiness of potential applicants, and it accelerates the matching process between candidates and potential employers.



District incentives should be aligned with workforce outcomes. If workforce development is a core priority for this district, incentives at every potential touchpoint for district tenant recruitment should reflect this goal. Clark County could explore opportunities to layer district-specific incentive packages or benefit agreements on top of any public-sector led agreements.

PROGRAMMING STRATEGIES

Programming requires creating and leveraging the County's relationships with community-based organizations, institutions, industry, and more.

The Innovation District in Clark County should focus on **fostering a strong Technology community**, and partnerships with existing local and regional stakeholders like Harry Reid Tech Park, SWITCH, Black Fire Innovation, and StartUp Las Vegas are crucial.

A formalized partnership structure can bring **commitment from key stakeholders** to advance a coordinated strategy in the County. The installation of a new fiber cable to the University of Las Vegas Nevada's supercomputer and significant broadband investments in the region will improve its IT infrastructure and **strengthen its Tech assets.**



NEXT STEPS

Programming requires creating and leveraging the County's relationships with community-based organizations, institutions, industry, and more.



GOVERNANCE & PARTNERSHIPS

Begin formalized discussions between **industry, academic, and regional partners** regarding involvement in the CCID.

Establish and staff the **CCID Internal Steering Committee**.

Develop a **project roadmap** and establish milestones for the first 6 months.



BRANDING, ACTIVATION

Develop a **brand narrative** and strategy for the district.

Cultivate a **formal visual identity** with marketing assets to tell the story of the CCID.

Create an **initial programming roster** which includes the use of buildings, parking lots, and open spaces.

Establish **reporting metrics** to ensure programming continues to evolve with the CCID.



GEOGRAPHY & REAL ESTATE

Select the initial site or "campfire" for the CCID, **where momentum and growth will be based**.

Gain **site control** over the desired site.

Investigate the **innovation developments underway by UNLV** and determine how the CCID will interact with these.



FUNDING & FINANCING

Articulate the **value proposition** of the Innovation District to stakeholders and ecosystem partners.

Commence **initial fundraising** efforts.

Investigate **potential EDA funding opportunities**, including the Tech Hubs Program and the Re compete Program.

An aerial architectural rendering of a modern urban development. The scene features a large, multi-story building with a prominent facade of vertical wooden slats. To its left is a large, open courtyard filled with mature trees and a paved walkway. In the background, several other large, rectangular buildings with flat roofs are visible, interspersed with greenery. The surrounding landscape includes a road with cars and a bus, and distant mountains under a cloudy sky. The word "Appendix" is overlaid in a large, blue, sans-serif font, with a vertical bar to its left.

| Appendix

GOVERNANCE STRATEGIES

The early adoption of a recognized and accepted governance model is the most critical steps in establishing a successful Innovation District.



The purpose of a governance model is to **establish norms and protocols for decision-making** among multiple partners within an Innovation District. The governance model for Clark County should ensure that there is trust across the innovation ecosystem and include diverse stakeholders in occupation, role, education level, and other.

The Clark County Innovation District governance model will help actualize and implement the bold and complex vision. It will be used for the following:

- To make **key decisions** around the mechanism for governance, including the type of entity that will oversee the Innovation District, such as a non-profit or development corporation.
- To establish what **tools, resources, and authority** will be bestowed upon the governing entity.
- To establish **criteria for selecting site users** and development partners.

PROGRAMMING STRATEGIES – FUNDING STRATEGIES

There are several federal fundings sources that can support and accelerate the development of the Innovation District. Advancing the right partnerships and goals can support the County with a successful strategy.

Recompete Pilot Recompete Program

The EDA's Recompete Pilot Program will provide grant funding to distressed communities across the US to create good jobs and support long-term economic development. The program aims to reduce the employment gap in prime-age workers (25 to 54 years old) and alleviate persistent economic distress.

Regional Technology & Innovation Hubs Tech Hubs Program

The EDA's Tech Hubs program specifically aims to support the development and growth of regional technology ecosystems that foster innovation, entrepreneurship, and job creation. To be considered for the Tech Hub program, applicants should demonstrate a clear understanding of the needs and opportunities within their regional technology ecosystem.

PROGRAMMING STRATEGIES – FUNDING STRATEGIES

Given our experience supporting grant applications for the EDA and other federal agencies, we believe Clark County is moderately competitive for funding.

Standard	Clark County Position
<p>Partnership and Collaboration: Successful proposals will involve collaboration between public and private sector organizations, such as universities, research institutions, industry associations, and economic development organizations.</p>	<p>Early Stages: Clark County has a growing and informal network of public and private sector organizations working together to support economic development, including the University of Nevada Las Vegas, StartUp Vegas, and LVGEA.</p>
<p>Strategy and Goals: Applicants should have a clear strategy and set of goals for their proposed Tech Hub such as promoting workforce development, entrepreneurship, and developing industry clusters.</p>	<p>Early Stages: Clark County has established a thorough strategy and goals for local economic development and has successfully lured federal dollars to realize them, including initiatives aimed at enhancing workforce skills, fostering entrepreneurship, and building industry clusters to attract tech companies and create jobs.</p>
<p>Innovation and Entrepreneurship: Proposals should demonstrate a commitment to fostering innovation and entrepreneurship within the technology ecosystem, which may include supporting startups, providing access to capital, and developing workforce training programs.</p>	<p>Early Stages: Clark County has demonstrated that advancing innovation, and supporting entrepreneurship are priorities through programs and initiatives like Incubate Vegas and the Technical and Economic Assistance Program.</p>
<p>Unique Regional Position: Successful grant applications have showcased their distinctive regional characteristics, in order to demonstrate how their proposed projects will effectively address the specific economic challenges and opportunities of their particular geographic area.</p>	<p>Competitive: Clark County’s regional position is compelling and unique. It is a globally renown center for hospitality and entertainment with a growing niche tech sector to support these activities.</p>
<p>COVID 19 Impact: Some EDA grants (i.e. Build Back Better) wanted applicants to provide an analysis of how the COVID-19 pandemic has affected their regional economy, including an assessment of the challenges faced by businesses, workers, and communities in the area, as well as a clear plan for how the proposed project could help to address these issues and promote economic recovery and resilience.</p>	<p>Competitive: Clark County has a strong narrative regarding COVID-19’s devastating impact on its tourism-based economy and its quick action to leverage diversification strategies.</p>
<p>Equity: Successful applicants will implement impactful diversity and inclusion strategies that accelerate innovation, growth, equity, accessibility, and geographic diversity across rural and urban areas, including through accessible, good jobs.</p>	<p>Competitive: Clark County is committed to inclusion strategies in both urban and rural areas through initiatives such as the Diversity, Equity, and Inclusion Task Force and participation in the Rural Partners Network, which helps rural residents access resources for job creation, infrastructure building, and long-term economic stability.</p>

PROGRAMMING STRATEGIES – FUNDING STRATEGIES

Clark County, NV, has several existing attributes that could make for a successful application to the Tech Hub program.

By highlighting the following inherent strengths and other regional qualities in its application, Clark County could make a compelling case for its suitability as a Tech Hub location and its ability to meet the program criteria:

- 1. Strong partnership among key stakeholders:** Implement as soon as possible the steering committee and the advisory groups to ensure buy-in from key stakeholders including institutions of higher education, relevant industry stakeholders.
- 2. Strong technology sector:** Clark County is home to a growing technology industry, including companies involved in gaming, aerospace, defense, and renewable energy.
- 3. Collaborative ecosystem:** Clark County has a strong network of public and private sector organizations working together to support economic development, including the Las Vegas Global Economic Alliance and the Governor's Office of Economic Development.
- 4. Focus on innovation and entrepreneurship:** The University of Nevada, Las Vegas has a dedicated innovation hub, and Clark County is home to several startup incubators and accelerators.
- 5. Proximity to other tech hubs:** Clark County is located in close proximity to other major tech hubs, including Silicon Valley and the Salt Lake City metro area, which could provide opportunities for collaboration and partnership.

PROGRAMMING STRATEGIES – LEVERAGING EXISTING ASSETS

Furthermore, Clark County's Office of Economic Development could leverage the land owned in the study area to support the goals and objectives of the District.

Public land can be used to model and catalyze the type of development the County envisions in the Innovation District, attracting real estate developers and community at large.

By defining public benefits in the early stages of the implementation of the Innovation District, the County could make its goals clear when auctioning or leasing land so developers can focus their proposals on the desired public objectives and local officials can evaluate and defend strong proposals.

One example would be commercial **tenanting in the Innovation District, where an effective public land policy could maximize land value** by contributing the value in exchange for targeted type of tenants that are aligned with the goals and objective of the District.



High-Density Transit-Oriented Workforce Housing | Atlanta, GA
Atlanta's public land disposition guidelines which include zoning relief for project modifications, and higher density uses and reduced parking requirements, helped the Metropolitan Atlanta Rapid Transit Authority recruit developers for station-area transit-oriented development contracts that include workforce units.

PHYSICAL DESIGN STRATEGIES

A Multi-Use Campus

Within a campus environment, multiple uses can generate significant activity throughout the day, a key component of placemaking strategies.

This activity and the space it inhabits in turn is desirable to companies looking to bring their staff together and provide a stimulating experience around the workplace.



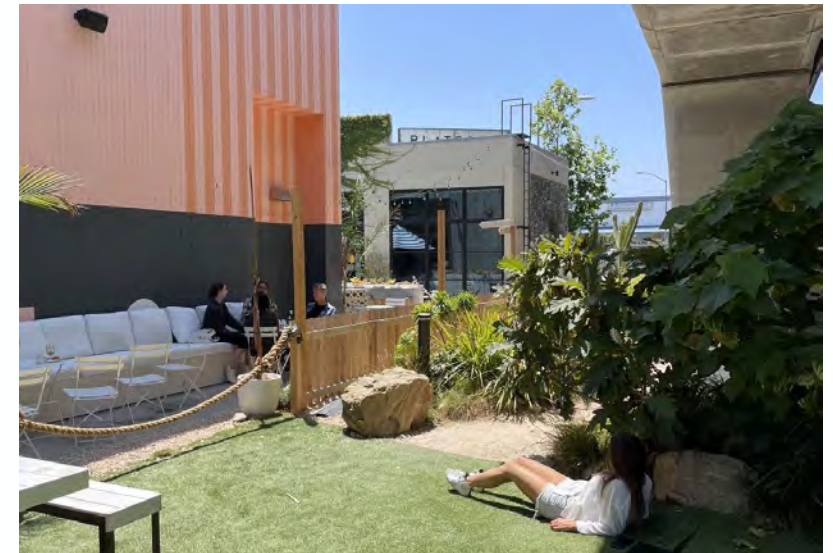
PHYSICAL DESIGN STRATEGIES

Sustainable Public Realm

The design of the public realm significantly determines how people use it. If facilities for safe biking, walking, year-round comfort are in place, more people use alternatives to the car.

Nature can be an integral part of the public realm. Large trees, limiting paved (impermeable) areas, and working with local and drought-tolerant plants creates habitat for pollinators and makes the outdoors more enjoyable to visit.

Stormwater features and xeriscape landscaping techniques ensure no water is wasted.



PHYSICAL DESIGN STRATEGIES

Ready for Growth

A site between eight and 20 acres in size are recommended for the initial development phase of the innovation district.

Additional growth should be anticipated and planned for. This can be achieved with the following steps:

- Identify adjacent vacant or underdeveloped land
- Design phase 1 with future expansion in mind
- Create synergies with future phases by sharing assets (e.g. parking), designing for connectivity, or physical spaces that serve as bridges



CASE STUDY – KEYSTONE INNOVATION DISTRICT (KANSAS CITY, MO)

Keystone Community Corporation (KCC) selected committed local individuals to represent education institutions and locally embedded industry leaders in addition to establishing a Community Team to ensure the community maintained a voice in decision-making.

Among others, **KCC's board includes higher education institutions regardless of their status as a research institution to guarantee the input of talent producing institutions.** The board of directors includes representatives from the following institutions:

- University of Kansas
- Metropolitan Community College
- William Jewel College
- Black and Veatch (Construction and Engineering)
- Kansas City Public Library
- Shotracker (basketball statistics and analytics)
- Children's Mercy Hospital
- VMLY&R (marketing and communications)
- Goodwill Industries

KCC's Community Team includes representatives of the following groups that elevate the innovation activity within the ecosystem:

- Social Impact Advising Group
- Fresh Factor (photography studio)
- FiredUp KC (podcast telling the stories of local entrepreneurs)
- Highline Partners (marketing firm)



CASE STUDY – KEYSTONE INNOVATION DISTRICT (KANSAS CITY, MO)

The Keystone Innovation District's success in prioritizing inclusion, economic development, and community-building when creating an innovation ecosystem provides a key model for structuring Clark County's Innovation District.

Programming

Currently, Keystone's District includes labs that provides an access point, connecting industries to institutional research, resources, and new talent. In addition to Keystone Labs, the **CoLAB houses offices and acts a host location to facilitate social programming in the District.** Keystone facilitates collaboration, reducing barriers to access between entrepreneurs, industry, and educational institutions.

Economic Development

Keystone's Innovation District provides seed money to entrepreneurs and startups through **LaunchKC**, which is helping to bring in talent from other regions. The partnership between LaunchKC and Kansas City's Economic Development Corporation provides up to \$1 million in grant to startups annually, demonstrating a **successful formula for identifying and fostering talent for economic development.**

Social Impact

Keystone's District is centered around promoting diversity. **Keystone Community Corporation's planning process calls for a diversity coalition of perspectives,** with the 15-member leadership teams consisting of 7 people of color and 7 women. **Social Venture Studios provides six-month programs for social entrepreneurs to increase their capacity and community impact,** offering business mentoring, peer networks, and resources for technical assistance.





Clark County, Nevada Innovation District

ACTION PLAN

MAY 2023

HR&A

BURO HAPPOLD

Perkins&Will