



Clark County, Nevada Innovation District

ACTION PLAN

JULY 2023

HR&A

BURO HAPPOLD

Perkins&Will

Table of Contents

Introduction	3
Executive Summary	7
Opportunity Areas	26
Governance Strategies	39
Programming & Economic Development Strategies	51
Physical Design Strategies	76
Infrastructure Strategies	105
Appendix	115

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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| 01

Executive Summary

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.)

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Sector		
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	Transportation & Logistics Technology	Companies that facilitate the production and distribution of goods and manage transportation machinery. <i>Clark County Examples: Avalon Logistics</i>
	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. <i>Clark County Examples: Avalon Logistics</i>

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

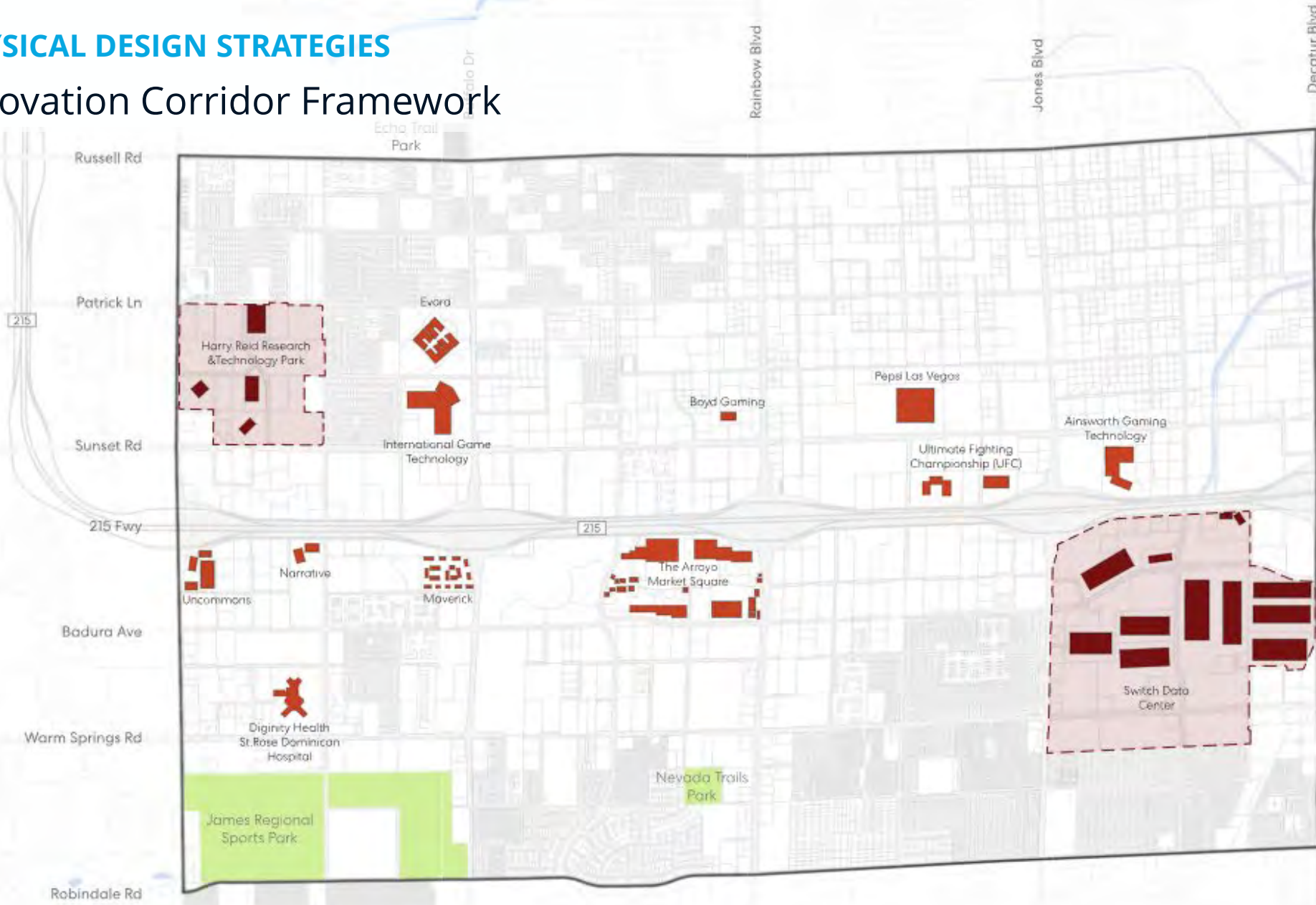
Leverage land around existing multi-use and amenitized developments to create a district core. Within the district core, physical placemaking will be prioritized. Recommendation: identify a 10 to 20-acre parcel for phase 1.

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.

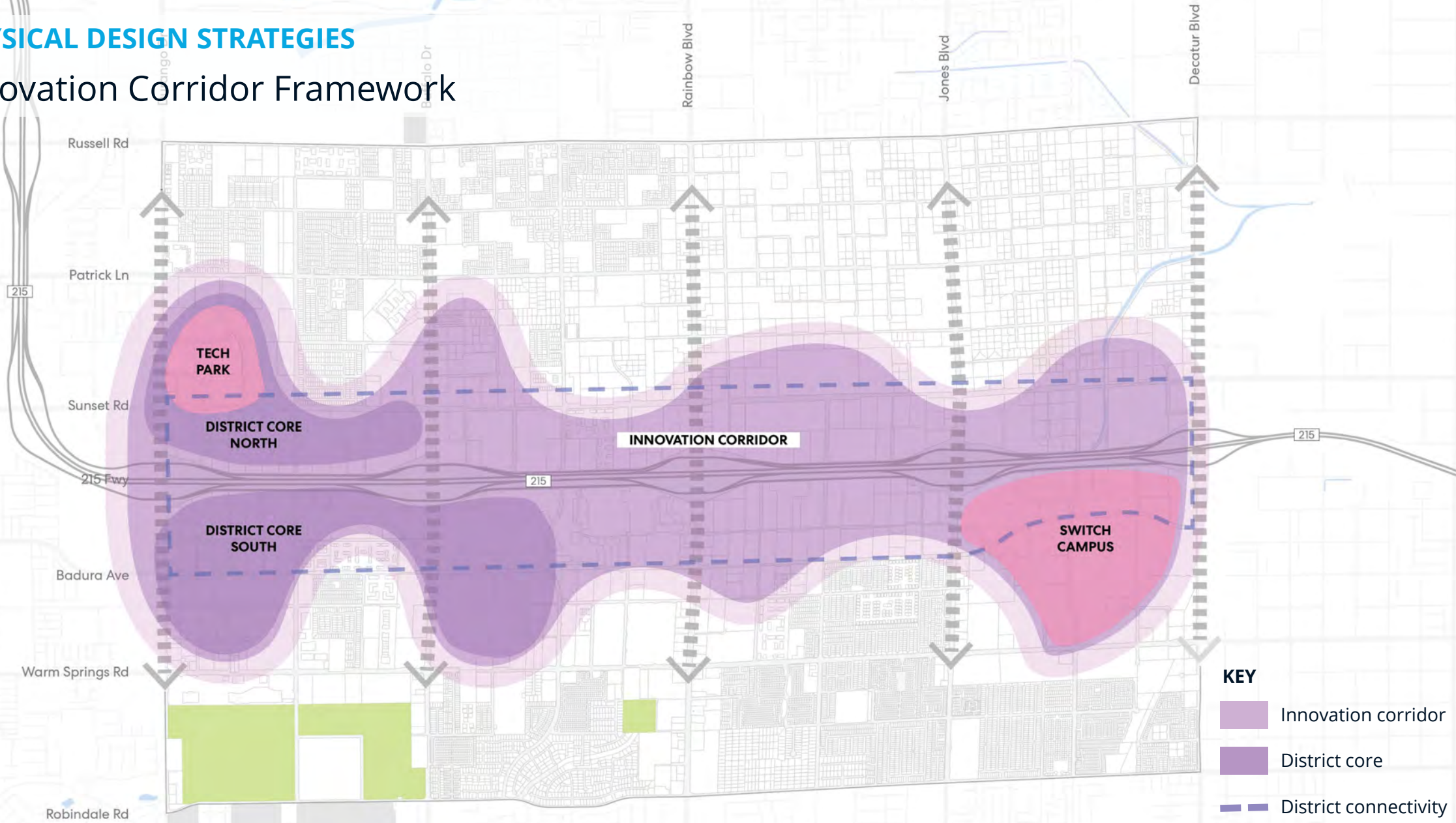
PHYSICAL DESIGN STRATEGIES

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



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.



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.



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.



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 Recompete Program.



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Opportunity Areas




TARGET INDUSTRIES

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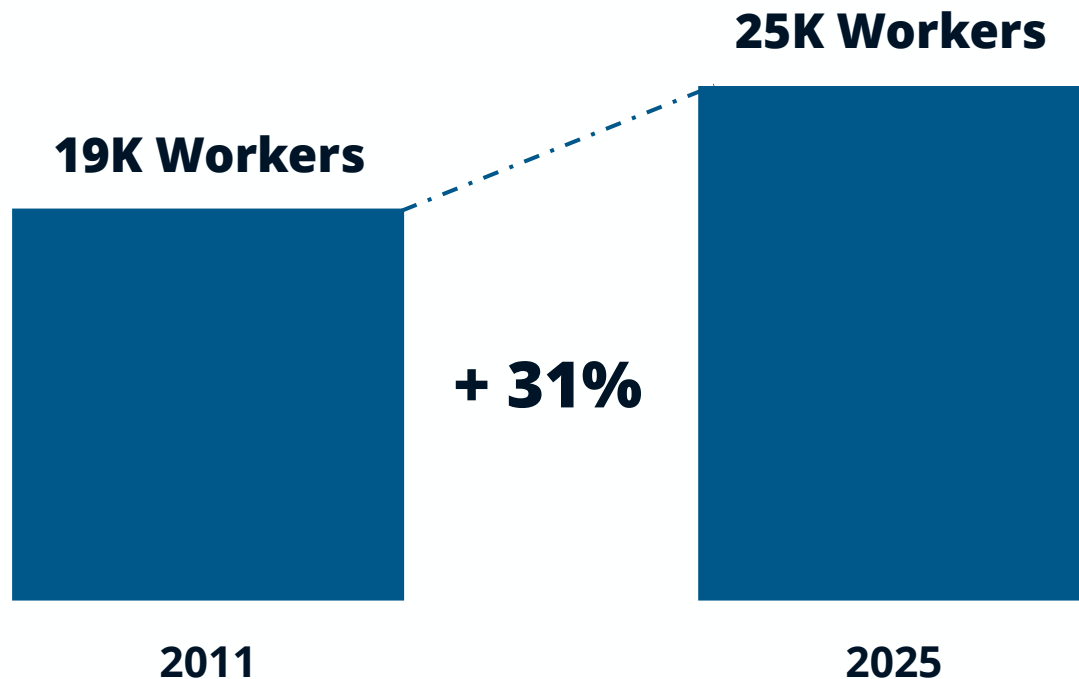
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TARGET INDUSTRIES – GENERAL & ADVANCED MANUFACTURING

Despite only making up 2.5% of Southern Nevada’s total employment, the growth of manufacturing in the region and its competitive wages reveal the potential for advancing innovation in the industry.



General & Advanced Manufacturing Jobs, 2011-2025



General & Advanced Manufacturing Key Facts

\$80K

Median Annual
Earnings

2.5%

Of Total
Employment in
Southern Nevada

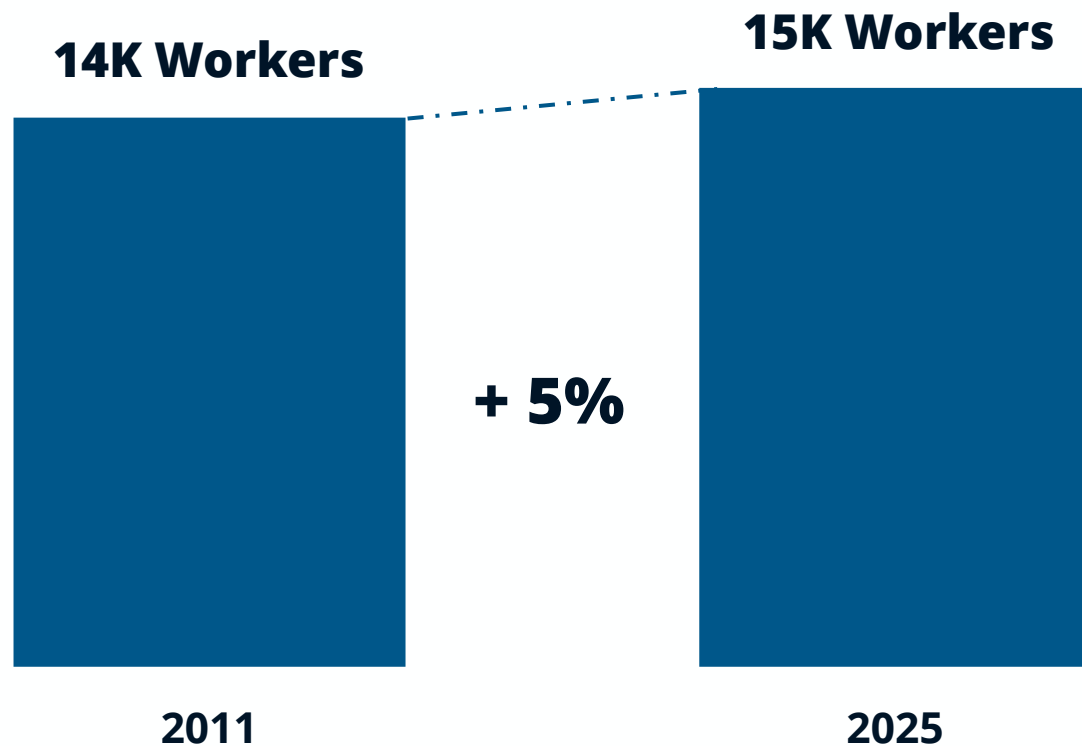
Areas of fast growth include **Commercial Printing and Pharmaceutical Preparation Manufacturing.**

TARGET INDUSTRIES – CREATIVE INDUSTRIES

Southern Nevada has begun to foster a creative hub for talent, with the emergence of creative industries, including Media Production, Broadcasting & Distribution, Entertainers & Supporting Services, and Creative Professional Services.



Creative Industry Jobs, 2011-2025



Creative Industries Key Facts

\$81K

Median Annual
Earnings

1.6%

Of Total
Employment

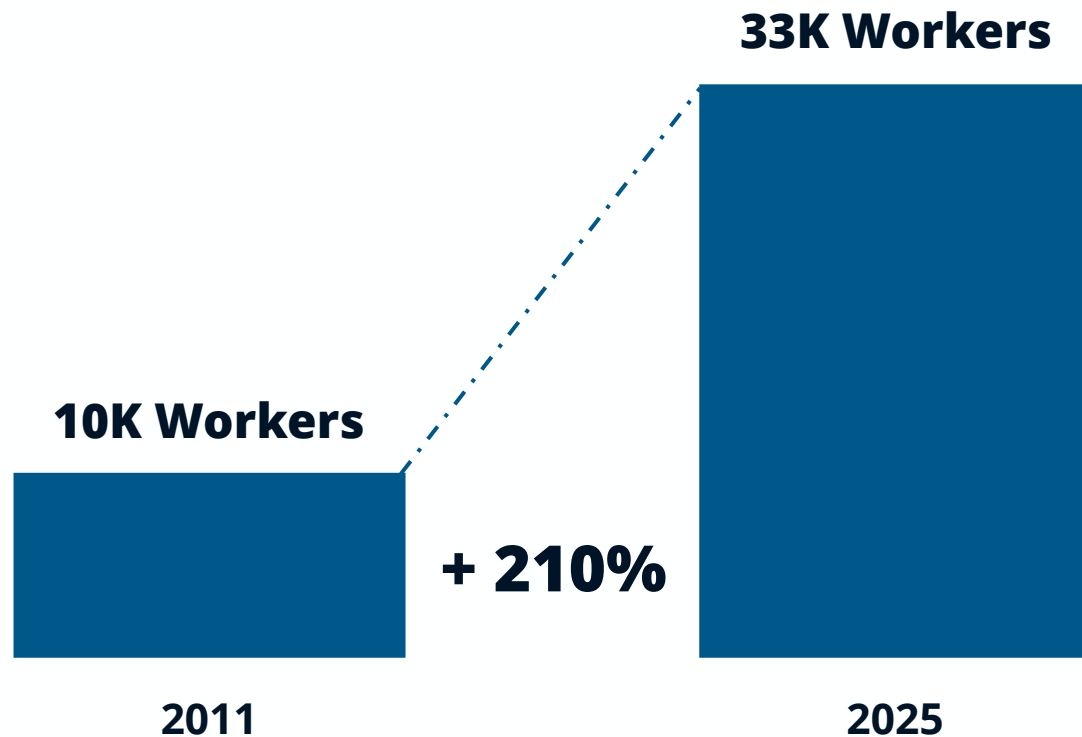
Areas of fast growth include **Events Promotions, Architectural Services, and Motion Picture & Video Production.**

TARGET INDUSTRIES – INFORMATION & COMMUNICATION TECHNOLOGIES

While Southern Nevada’s tech sector is nascent, it is growing, particularly in Information & Communication Technologies, which will provide a foundation of highly-skilled workers for Clark County’s innovation district.



Information & Communication Technology Industry Jobs, 2011-2025



Information & Communication Technologies Industry Key Facts

\$82K

Median Annual Earnings

3.2%

Of Total Employment

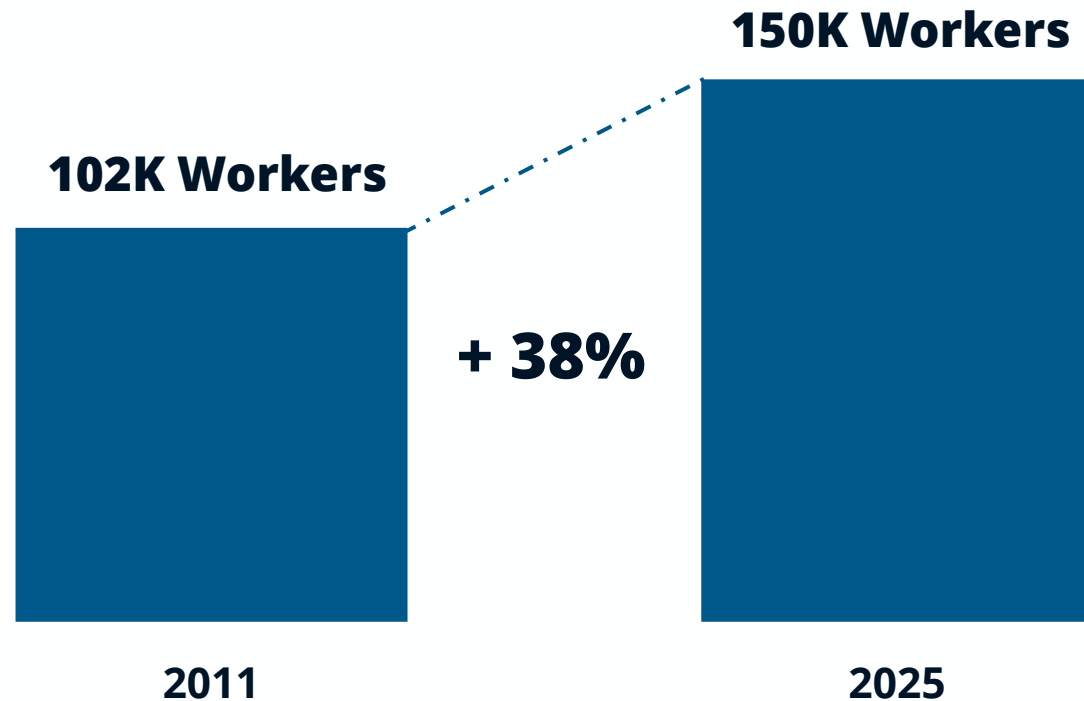
Areas of fast growth include **Computer Systems Design Services and Telemarketing Bureaus & Other Contact Centers.**

TARGET INDUSTRIES – BUSINESS & FINANCIAL SERVICES

Industries related to Business & Financial Services are consistently fostering economic growth in Southern Nevada, with the Management & Professional Services being the strongest in the industry cluster.



Business & Financial Services Industry Jobs, 2011-2025



Business & Financial Services Industry Key Facts

\$79K

Median Annual Earnings

12%

Of Total Employment

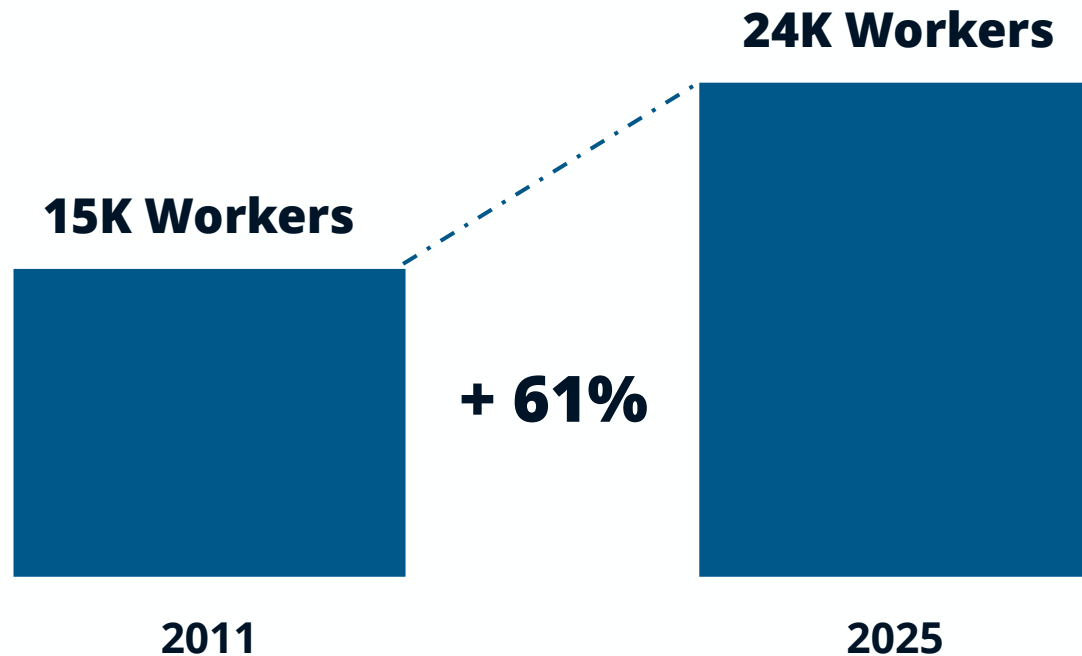
Areas of fast growth include **Corporate, Subsidiary, & Regional Managing Offices and Security Guards & Patrol Services, and Real Estate Credit.**

TARGET INDUSTRIES – CLEAN TECHNOLOGIES

Industries related to Clean Technologies, particularly Clean Energy Generation, are beginning to emerge in Southern Nevada, and this recent growth can be leveraged in Clark County's Innovation District.



Clean Technology Industry Jobs, 2011-2025



Clean Technology Industry Key Facts

\$121K

Median Annual Earnings

2.8%

Of Total Employment

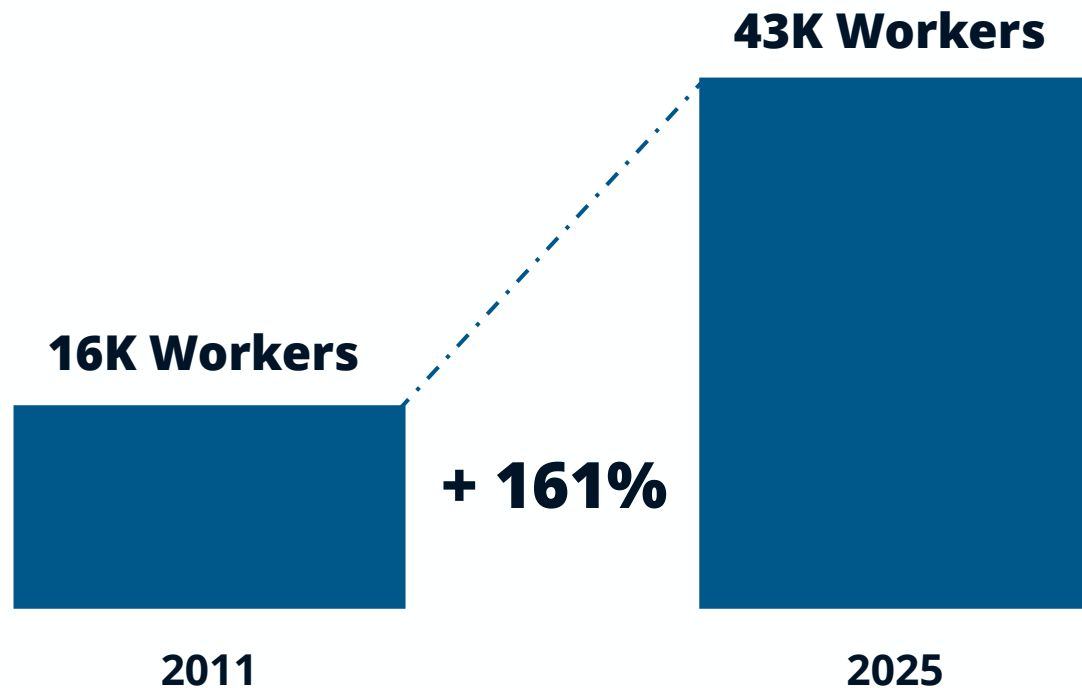
Areas of fast growth include **Clean Energy Generation, Plumbing, Heating, & Air-Conditioning Contractors and Engineering Services.**

TARGET INDUSTRIES – TRANSPORTATION & LOGISTICS TECHNOLOGIES

While industries related to Transportation & Logistics Technologies are grappling with evolutions in advanced technologies, they can adapt and focus on advantageous sectors such as Autonomous Production and Distribution & Warehousing.



Transportation & Logistics Technology Industry Jobs, 2011-2025



Transportation & Logistics Technology Industry Key Facts

\$66K

Median Annual Earnings

3.9%

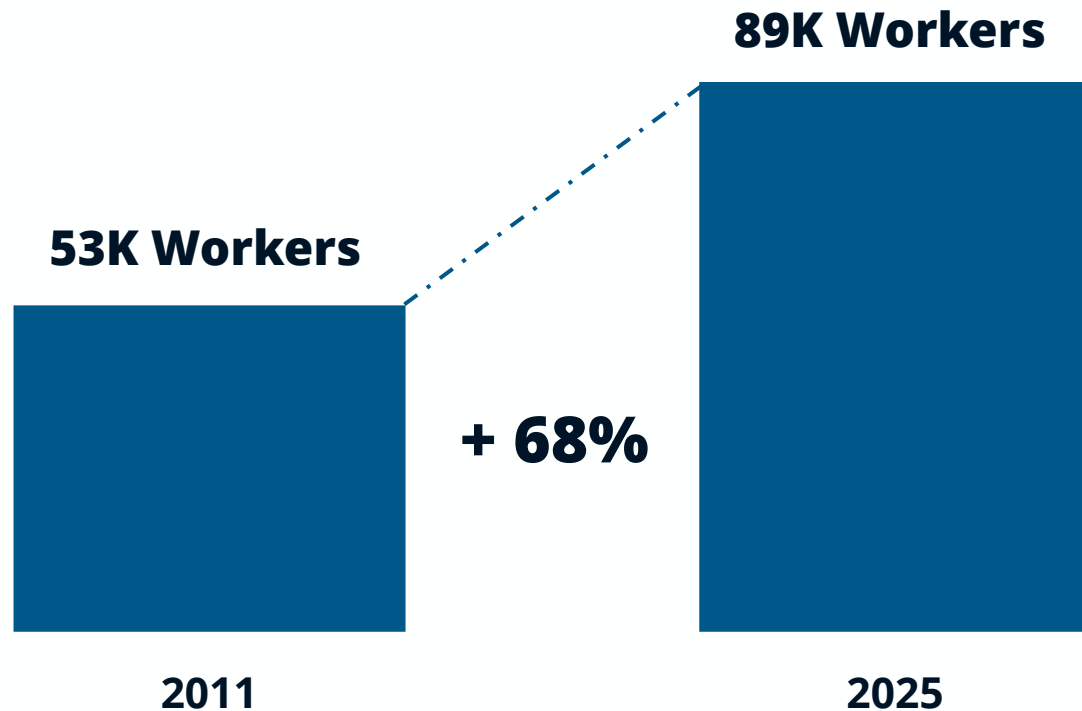
Of Total Employment

Areas of fast growth include **General Warehousing & Storage, Scheduled Passenger Air Transportation, Other Support Activities for Air Transportation.**

TARGET INDUSTRIES – HEALTHCARE SERVICES

While Southern Nevada’s Healthcare sector is underdeveloped, promising growth in Healthcare Services Industries, particularly in Healthcare Technologies & Research, bodes well for Clark County’s Innovation District.

+ Healthcare Services Industry Jobs, 2011-2025



Healthcare Services Industry Key Facts

\$78K

Average Yearly Earnings

8%

Of Total Employment

Areas of fast growth include **General medical & Surgical Hospitals, Nursing Care Facilities, and Diagnostics Imaging Centers.**

OPPORTUNITY AREAS

While the Innovation District can focus on the County's key sectors, district tenancing should remain nimble.

Key Takeaways

- Based on recent trends, these four industries are strong areas of focus for the Innovation District. **The County should remain nimble** in establishing a multi-sector focus that is responsive to shifting market trends and increased competition among Innovation Districts in the West and nationally.
- These strategic industries are **best used for marketing and branding** rather than investment criteria. Indeed, this industry growth and focus will help to differentiate the study area district's competitive advantage in the regional innovation ecosystem. However, it is plausible other kinds of tech and innovation companies will want locate at the Innovation District; this tenancing should not be prevented simply because of industry misalignment.
- An **anchor tenant** in any of these focus areas will create market credibility and an opportunity to incorporate additional programming and partnerships. Ultimately, attracting a diversity of tenant types and sectors will allow the District to be more resilient to economic cycles and new advancements in technology.

PROGRAMMATIC STRATEGY

Stakeholders identified Technology as a sector with strong potential in the region.

Technology

Strengths

- 62% growth in the Tech industry between 2010-2021, with the highest job growth in the Data Processing, Hosting, & Related Services industry (317%) and Software Publishing industry (217%).
- There are a wide range of stakeholders and anchor institutions (Black Fire Innovation, UNLV, StartUp Las Vegas, e.g.) in Clark County that are eager to collaborate on cultivating an innovation hub.
- Clark County is a top destination for tech industry conventions and meeting, hosting world-renowned events and networking opportunities.
- Strong IT infrastructure with plans for growth.

Challenges

- Clark County's weak location quotient of 0.39 indicates that the region has a small concentration of Technology jobs relative to the U.S.
- Few spaces exist for maturing companies that outgrow initial startup spaces.
- Limited venture capital.

Feasibility

- The County has a huge opportunity to leverage existing technology assets in order to attract investments and talent into the Innovation District.

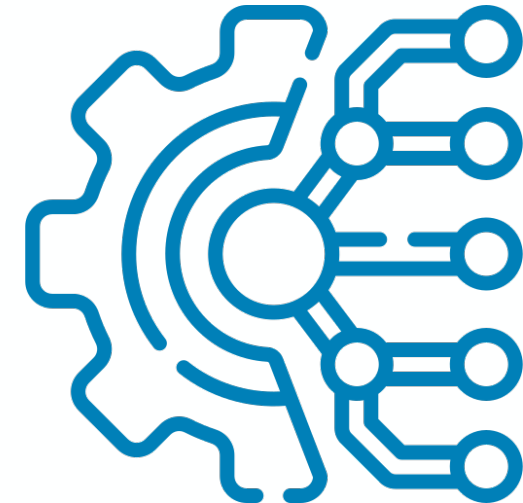
PROGRAMMATIC STRATEGY

Among the leading sectors that Clark County has identified, the County should position technology as a programmatic focus for the Innovation District.

The Innovation District will offer a great opportunity to welcome Tech jobs and industries of all kinds, offering an **alternative market for businesses and entrepreneurs to develop their tech ecosystem**. Traditional markets on West Coast like in the Bay Area have become oversaturated with Tech, with the region facing affordability issues under the backdrop of Tech layoffs. In 2020 alone, over 23,000 Californians relocated to Clark County from the state's most populous counties (Los Angeles, San Diego, San Bernardino, Orange, and Riverside County). Given the wave of new county residents, the region must capitalize on the influx of talent coming into the market. The Las Vegas market is well positioned to **incorporate Tech into their existing strong markets in Hospitality and Manufacturing, creating strong hybrid sectors** that will grow the region into a competitive secondary market.

Investing in Clark County's growing Tech sector will strategically place the region as an **innovation hub for new tech developments and businesses**. The region has the resources and potential to cultivate talent and innovation, creating new technologies.

TECHNOLOGY





| 03

Governance Strategies

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.

GOVERNANCE STRATEGIES - CORE FUNCTIONS

Governance strategies ensure success by addressing four key components of an Innovation District.

Leadership

- The governance model is responsible to building consensus within stakeholder groups to develop an overarching vision and mission.
- The governance model is responsible for being the keeper of the vision and for ensuring that vision is achieved.
- The entity will also be critical in leveraging and partnering with the local innovation ecosystem and entities.
- A successful governance structure must consider the County's goals, resources, and political realities to be sustainable.

Marketing and Branding

- The governance model will help define an overarching brand for the Innovation District that aligns with the County's goals.

Finance and Operations

- The governance model will provide clear processes to guide decision making and allow for efficiency in implementing the vision.
- The model will determine financial responsibilities and ensure that the Clark County Innovation District is financially sustainable.

Ongoing Programming

- The entity will initiate and manage public space programming in order to create a vibrant live-work-play district.
- Much of this work will include partnering with local businesses and community-based organizations to ensure programming is inclusive.

GOVERNANCE STRATEGIES – ANALYSIS

The recommendation for Clark County’s Innovation District governance model is based on prior analysis and considerations raised by stakeholders.

- Site Due Diligence
- Local & Regional Demographics
- Market Analysis
- Transit Connectivity
- Stakeholder Conversations
- Innovation Trends
- Clark County Market Gaps

COUNTY PRIORITIES

- Driving economic growth and opportunity with quality jobs and new businesses
- Prioritization of diversity, equity, and inclusion throughout district

COUNTY PRIORITIES

Governance Recommendations

1. Distill points of consensus
2. Create common foundation
3. Organize and equip leaders

GOVERNANCE STRATEGIES – 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.

GOVERNANCE STRATEGIES – INTERNAL STEERING COMMITTEE

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.

GOVERNANCE STRATEGIES – ADVISORY COMMITTEES

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.

GOVERNANCE STRATEGIES – PHASING

During the start-up phase, the CCID will resemble a new company.

The CCID is currently in the pre-startup phase. The immediate actions necessary in this phase revolve around establishing a long-term leadership structure, defining authority, creating an overarching vision, and site selection. These actions should be taken within the next 6 months in order to continue the momentum built from the feasibility study.



Immediate actions the CCID should take in the next 6 months to ensure success in the pre-startup phase include:

- Establish and staff the CCID Internal Steering Committee
- Delegate decision making authority and fund the CCID Internal Steering Committee
- Create the overarching Vision for the CCID
- Develop a project roadmap and establish project milestones
- Create and delegate stakeholders to various advisory boards
- Select the initial site or “campfire” for the CCID, where momentum and growth will be based
- Gain site control over the desired site
- Begin building relationships with key stakeholders in the innovation economy, particularly Switch, UNLV, and Startup Las Vegas
- Investigate the innovation developments underway by UNLV and determine how the CCID will interact with these

GOVERNANCE STRATEGIES – PHASING

During the start-up phase, the CCID will resemble a new company.

Initially, Innovation District advancement occurs in phases. In their “start-up phase,” they need a flexible operating structure and a core, dedicated team of partners, which will allow them to activate the site with some initial buildings, early programming, and anchor tenants. These start-up phase activities will help to demonstrate the district’s value proposition, and attract new partners, creating more organic growth and expansion of the district.



Immediate actions the CCID should take **between month 6 and year 3** to ensure success in the start-up phase include:

- Secure start-up operational funding from key stakeholders, including Clark County
- Conduct master, site, and physical planning processes of “campfire” site
- Define, designate, and initiate the Clark County Innovation District permanent anchor facility
- Approve sustainable business plan and operations costs
- Continue to develop positive community engagement strategies
- Solidify real estate positioning and identify development partners

GOVERNANCE STRATEGIES – PHASING

During the start-up phase, the CCID will resemble a new company.

Growth will lead the CCID to enter the stabilization phase, during which time the procedures, leadership, and operations of an Innovation District can be adequately formalized. We anticipate that the governance structures will evolve as CCID moves from start-up to stabilization. The latter phase often requires more oversight from new stakeholders, in addition to the already-represented “early investors.”



In the stabilization phase, CCID will:

- Establish itself as a hub of innovation and entrepreneurship by attracting a critical mass of researchers, entrepreneurs, companies and other stakeholders
- Have a well-defined vision and identity
- Have strong partnerships with community-based organizations, educational institutions, local businesses, and innovation related organizations
- Implement a sustainable and long-term financial strategy, where there is no longer need for financial support from Clark County
- Begin developing a new roadmap and vision
- Build out it's physical and social infrastructure to become further embedded within the urban landscape

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.





| 04

Programming &
Economic Development
Strategies

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

The Clark County Innovation District will need a distinctive public realm that creates identity and a sense of place to reinforce the core brand of the Innovation District.

Activation programming is essential to a district's placemaking strategy and fostering an overall sense of livability and vibrancy. Activation programming is intended to serve both district tenants and visitors alike and compliment other activities occurring throughout the district. While this is certainly not a comprehensive list of tactics, activation programming in its various forms should be leveraged to **highlight local culture, solidify the district's brand, build awareness of the place, and serve district stakeholders.** The overall goal is to attract people to the district and encourage them to spend more time there.

TACTICS

Specialty Destination Markets



Distinctive Spaces & Installations



Ground Floor Food & Beverage



Arts & Culture Events



After Hours Entertainment



Open Space Gathering Places



CASE STUDY – KENDALL SQUARE (CAMBRIDGE, MA)

Kendall Square has a concentrated center of activity generated by a diverse set of partners but provides holistic, district-wide marketing of events.

Landmark Cinema | Movie theater with evening entertainment, tasting events featuring local restaurants, and an annual film festival.

Volpe Center | Bi-weekly thought leadership panels, annual colloquia event, outdoor film and game nights on the lawn.

Cambridge Center Rooftop Garden | Iconic city skyline views, a community garden, honeybee colonies, and a recurring fitness series attract a wide mix of users.



South Plaza | Public plaza with weekly farmers markets and a summer concert series provided in partnership with Berklee College of Music. Provides a lively gathering place for structured and unstructured events and a central hub for activity.

Paddle Boston | Canoe and kayak rentals and guided tours capitalize on natural assets.

Cambridge Innovation Center | Ongoing events for community members and the public that include job fairs, evening lectures, lunchtime workshops, book clubs, entrepreneur coaching sessions, and weekly wellness amenities.

The center of gravity for activity in Kendall Square is located near the Cambridge Innovation Center. A steady stream of public events, temporary performances, competitions, seasonal recreation activities and outdoor gathering areas serve district tenants and visitors alike. While these events have emerged organically over time driven by a diverse mix of public and private entities, the **Kendall Square Association provides aggregated marketing for district-wide happenings.** This creates a one-stop shop for tenants and visitors to find information about district programs.

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 utilizes a variety of tactics to foster collaboration and collision among innovators and provide a spectrum of support resources.

Innovation programming is a key determinant of tenant satisfaction within an Innovation District. Well-designed innovation programs should **encourage collaborations and interactions** between innovators, industries, academics, investors, and entrepreneurs at various stages in the development life cycle. These programs are essential to fostering a true innovation ecosystem where **ideas flow freely and knowledge sharing, and collaboration runs rampant fostering new advances** in human invention.

For example, Clark County can foster a more resilient and innovative economy by leaning into its existing strengths in gaming and hospitality to facilitate networking and signature events in gaming.

TACTICS



CASE STUDY – KENDALL SQUARE (CAMBRIDGE, MA)

Kendall Square offers a robust network of programs designed to support the ongoing development of its biotech innovators and entrepreneurs.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Entrepreneur Workshop Series: Financial Planning and Management	KSA 10th Annual Meeting	Kendall Square Challenge Competition Venture Café Office Hours	Venture Café Cambridge Amgen Networking Event	Info Table: Innovate Mass Program	MIT Professional Education: Multiscale Materials Design
MIT Professional Education: Basics of Real Estate Finance	Mexican Entrepreneur Pitch Night	Next Level Business Forum Venture Café Office Hours	GapSummit 2019 Venture Café Cambridge	Volunteer Info Session (Venture Café)	Boston Networking Club Cocktail Party

Kendall Square is anchored by MIT and currently hosts 13 out of the top 20 pharma companies in the world. Referred to as the “most innovative square mile on the planet”, **much of its success is due to its highly collaborative environment**, made in large part possible through its programming. Events are organized by multiple entities— including the Kendall Square Association, its members, and local partners including its anchor, MIT, and others.

■ Informal Event
 ■ Small Series or Competition
 ■ Signature Event

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 expands the capacity of a region's talent pipeline to support both industry and community success.

Public and private stakeholders in Clark County have made it clear that workforce development is a top priority for the Innovation District. As Clark County's tech sector continues to grow, it will become increasingly important for the community to ensure it has an **adequate talent base that can access and adequately fill new employment opportunities**. Workforce development programming also helps integrate a district with its surrounding community and foster an ecosystem that will truly benefit residents through **employment opportunities and skill acquisition that leads to wealth creation**.

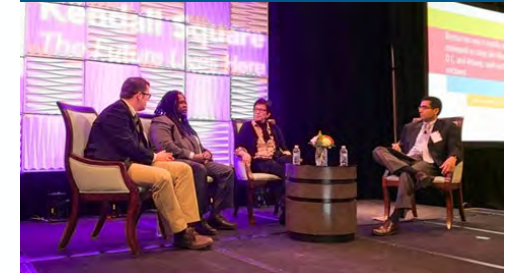
Early and prolonged engagement through K-12 and adult programs can spur excitement and education among Clark County residents. Enabling more residents to get involved in the innovation economy will help **increase interest in advancing Tech jobs in the region**.

TACTICS

School Partnerships



Educational Workshops



Jobs Training



Internship Opportunities



Community Work Space



Incentives/Benefit Agreements



PROGRAMMING STRATEGIES

Workforce programming should be driven by a variety of partners including public-sector stakeholders, nonprofits, and private corporations.

EXAMPLE WORKFORCE DEVELOPMENT PROGRAMS

The Link @ Kendall Square

ADULT TRAINING + PLACEMENT

A community space that offers meeting, coworking, and event facilities for nonprofits focused on career advancement and workforce development. Operated by TSNE MissionWorks.

FirstHand

STEAM K-12 EDUCATION

Educational initiative at the University City Science Center that provides Philadelphia students with opportunities to learn more about STEM disciplines. FirstHand also offers its students mentorship opportunities provided through Science Center resident companies. FirstHand has helped over 475 students, of which two-thirds reported to show greater self-efficacy after participating in the program.

Coding and Cofounders School

STEAM K-12 EDUCATION

A one-year educational program launched by the Atlanta Workforce Development Agency and TechSquare Labs. The school's curriculum focuses on building coding and technical skills and preparing [community youth](#) for a career in tech.

West Philadelphia Skills Initiative

ADULT TRAINING + PLACEMENT

WPSI's major goal is to connect Philadelphians to job opportunities, particularly in University City. WPSI works with employers to help train and recruit talent, while connecting residents to quality jobs. The program has served almost 900 residents, with a 91% success rate in connecting them to employment.

Innovation Districts are ideal locations for building and implementing workforce development programs that serve both K-12 and adult audiences. These programs generally **require commitment from and support across a variety of stakeholders** including public-sector partners, academic institutions with existing education and training platforms, and corporations with direct insight into industry skills requirements. Districts that facilitate collaboration between these entities help encourage these alliances.

PROGRAMMING STRATEGIES

Workforce programming is most effective when it provides candidates with consistent support and direct linkages between training and career opportunities.

EXAMPLE WORKFORCE DEVELOPMENT PROGRAMS

Code Start Atlanta

STEAM K-12 EDUCATION

Code Start is a year-long program for low-income youth ages 18 to 24 that offers coding classes as well as career readiness and entrepreneurship training. Participants also receive housing and living stipend to support them throughout the program.

Just-A-Start Biomedical Careers Program

ADULT TRAINING + PLACEMENT

Just-A-Start is a nonprofit Corporation operating in Cambridge, Massachusetts. JAS's Biomedical Careers program trains local low- to moderate-income adults for careers in life sciences, biotechnology and medical research. The nine-month program specializes in skill-building as well as career counseling through partnerships with the local community college as well as industry leaders. Participants can utilize follow-up services after completing the program as they seek employment.

Project Hope WDEP Boston

ADULT TRAINING + PLACEMENT

Project Hope's Workforce Development and Employer Partnerships program partners with local employers, mainly in the health care sector, to offer community members job readiness training, career counseling, and ongoing case management.

North Carolina BioTech Center

ADULT TRAINING + PLACEMENT

The NC Biotech Center has worked with the industry since 1980 to enable North Carolina's Life Science industry to thrive. The organization began by identifying major gaps in the local talent pool to inform the appropriate training and workforce development programs. They also engaged the community college to incorporate new courses into their curriculum that addressed the identified gaps.

Workforce training programs should strive **to offer seamless connections between education, training resources, and eventual employment opportunities.** These linkages may manifest in the form of ongoing support, recurring touchpoints, or layered resource provision which enables pipeline candidates to develop skills that position them to succeed in the workforce.

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

Clark County can work with existing workforce development centers and educational institutions to produce a sustainable and competent pipeline of talent.

Economic development for Nevadans is supported by state agencies like the Governor's Office of Economic Development (GOED), which champions the **Workforce Innovations for New Nevada (WINN) program**. With their funds, WINN makes strategic investments in industry partnerships to ensure that new and existing businesses in Nevada will be able to recruit and retain qualified employees.

Through WINN's model, successful projects have received funding such as **CSN's Manufacturing Skills Training program** and **UNLV's Nurse Educator program**, among others. Programs like WINN are addressing needs in critical sectors of the region's economy.

Existing Workforce Development Program Types

- Paid Community Service Opportunities
- Online Short Courses
- Pre-Apprenticeship Programs
- Employer Hotline
- Small Business Grants
- Small Business Relief
- Resume-building workshops

Existing Community Assets

- **Nevada's Governor's Office of Economic Development** provides funding towards training and skills development programs
- **Relevant industry associations** serve as incubators for start-ups and intermediaries between job seekers and local companies
- **Foundations and funds** support public and nonprofit educational and capacity-building programs
- **Community colleges**, including College of Southern Nevada

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

Keystone partnered with existing innovation assets, funding sources, and locally headquartered corporations to craft a programming-centric district that could have an immediate economic impact.

Keystone Labs improves the **ability of industry to identify new research opportunities to be leveraged for economic gains.**

Keystone facilitates collaboration, reducing barriers to access between entrepreneurs, industry, and educational institutions to ensure that each component of the ecosystem is working together for greater efficiencies in economic development.

Keystone Labs also partnered with LaunchKC, a previously existing nonprofit initiative co-founded by the Downtown Council and Economic Development Corporation of Kansas City to provide up to \$1 million in grants for start-up organizations every year. LaunchKC developed a successful formula for identifying entrepreneurs in need of funding but their ability to impact economic development was enhanced significantly by KCC. KCC provides operational support including the planning, development, and execution of all educational programming, office space, program management staff, and the development of business models for participating companies. A component of LaunchKC, Social Venture Studios, won a national award for excellence in economic development from the International Economic Development Council.



PROGRAMMING STRATEGIES

In line with the creation of a formal governance structure to manage the project, it's vital that the County begin programming the District at the earliest opportunity – and long before any new and permanent structures are built.

Activation Programming

The County and implementation partners should quickly develop an initial programming roster that makes use of existing buildings, open spaces, and streets and parking lots on and around the District. Pop up events like 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.

Innovation Programming

Programming should also be considered in Partnership with key stakeholders to expand the opportunity for surrounding community members to become aware of the project.

Workforce Development Programming

The goal of this initial programming will be to bring a degree of spectacle to the site of the future innovation district to elevate its brand, physically bring people to the site to introduce people to its present and future assets, and to demonstrate the viability of a future development there. Ideally, this programming roster will be anchored by a recurring series of events that enables direct and continuous community engagement while building momentum and excitement around the Innovation District.

PROGRAMMING STRATEGIES – PHASING

In line with the creation of a formal governance structure to manage the project, it's vital that the County begin programming the District at the earliest opportunity.



Programming

Develop Programming Roster and Prioritize Activities

The steering committee should develop an initial programming roster that makes use of existing buildings, open spaces, and streets and parking lots on and around the district corridor. Programming should also be considered in partnership with Board members to expand the opportunity for surrounding community members to become aware of the project. The goal of this initial programming will be to bring a degree of spectacle to the site of the future innovation district to elevate its brand, physically bring people to the site to introduce people to its present and future assets, and to demonstrate the viability of a future development there.

Establish Accountability and Reporting Metrics

It will be important to identify partners and collaborators responsible for leading the various programmatic efforts. Ongoing reporting of activities, content calendars, and associated metrics will inform programmatic investments and the continual evolution of activities building the Innovation District brand and adding value to the community.

Branding & Marketing

Develop Brand Narrative and Strategy

The steering committee should retain a marketing firm to facilitate the development of a clear brand narrative and marketing strategy for the district. The brand will thread through the innovation district's subsequent programming, partnership, and leasing strategies to ensure a cohesive identity for the district. Once the narrative and strategy are formalized, the firm should develop a formal final visual identity and marketing assets that include a compelling logo, storytelling about the opportunities that can be found at district, website design, and an engaging social media presence.

PROGRAMMING STRATEGIES – PHASING

The Startup Phase serves as the district’s official introduction to the market and a formal launching pad for development. Programming must create a sense of place.



Programming

Create Place Through Events

This stage in district implementation will see the development of one or several new permanent structures that will begin to define the character and shape the long-term activities of the Innovation District. Programming during this phase should aim to activate and draw people to these new buildings, showcasing their permeability and public access, as well as – depending on what is delivered in this phase – the office, retail, and residential product types that will define the district. With this in mind, the steering committee may elect to implement temporary activation strategies such as office space competitions, workshops and other opportunities to engage with serial entrepreneurs, or a diagnostic event.

Branding & Marketing

Implement Brand Strategy

The brand strategy for the Innovation District developed by the steering committee within the first 6 months should be fully implemented by the end of Year 2 such that outside observers within the region associate the district’s brand with Clark County, the site, and the project vision. To achieve this, particular emphasis should be placed on implementing the marketing strategy in close concert with the programming strategy for the district. On-site and virtual events, planned media coverage (using traditional means and social media), and direct engagement of potential tenants and partners will help to further build the innovation district brand and ensure broader recognition across the region.

PROGRAMMING STRATEGIES – PHASING

As the district stabilizes, the programming functions should focus on a permanent strategy.



Programming

Enact Permanent Programming

Programming during the Stabilization stage of the project should be representative of the sorts of activities that will take place on site on a more permanent basis. These activities will make use of new buildings developed over the course of this phase which we anticipate will showcase an even greater diversity of product types, and they will cement the district's role in the broader community. Programming strategies may include the development of a holistic health center, pop-up space for start-up companies, pay-what-you-can brick and mortar retail, and a local food and retail no-waste agreement.

Continually Iterate Activities and Approaches

The steering committee should be continually reflecting on insights gathered through the district programming. Market information, intersections with industry, entrepreneurship and venture capital are just a few of the areas that will evolve over time and further inform the shaping and reshaping of activities. The steering committee should have the flexibility and resources to make strategic investments in programmatic activities that bring value..

Branding & Marketing

Scale Up Marketing Efforts

The steering committee should consider hiring dedicated employee or contractor to manage marketing efforts for the district as the district and its needs expand. At this stage, it will be important to diversify and expand the marketing and branding outreach efforts through national and global media and to regularly measure and track the effectiveness of the marketing outreach efforts. This can be done by analyzing website traffic, social media engagement, media coverage, and other metrics to identify areas for improvement and adjust the strategy accordingly.

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

Keystone partnered with existing innovation assets, funding sources, and locally headquartered corporations to craft a programming-centric district that could have an immediate economic impact.

EDI and Accessibility:

Keystone Community Corporation centered the innovation initiative and the eventual district around diversity and inclusion. **KCC calls for a planning process that provides opportunities for all members of future generations**, inviting those with unique perspectives for general involvement and leadership. Of the 15-member leadership teams, there are 7 people of color and 7 women.

Social Venture Studios offers a six-month program custom designed for social entrepreneurs to grow their business and increase their community impact. It includes business mentoring, cohort peer connections, curriculum focused on social impact, and technical assistance.



PROGRAMMING STRATEGIES – KEY PARTNERSHIPS

Clark County should pursue programmatic drivers supported by research interests, local economic opportunity, and community need.

Fostering a community in Technology should be the grounding focus for the Innovation District, guiding the development of programs, hubs, and resources.

To accomplish that the County should **pursue partnerships with existing local and regional stakeholders**. For instance, the Harry Reid Tech Park, Black Fire Innovation, and StartUp Las Vegas are existing institutions that are building community around Tech in Clark County.

A formalized partnership structure can bring commitment from key stakeholders to **advance a coordinated strategy in the County to advance innovation**.



Harry Reid Tech Park houses UNLV's tech incubator that is helping advance research, business development, and economic growth in Southern Nevada.

PROGRAMMING STRATEGIES – KEY PARTNERSHIPS

Clark County should leverage existing investments into the County's fiber and IT infrastructure to attract Tech firms to the region, helping mature the industry.

Clark County is currently installing a new fiber cable to the University of Las Vegas Nevada's supercomputer, Cherry Creek, connecting Harry Reid Tech Park to Switch Campus' data center. Cherry Creek has already sold computer time to major corporations like Disney, highlighting the **asset's ability to lure major players in business**. The County is also funding an additional fiber-optic cable that runs along the same route, helping businesses in the study area access the supercomputer.

In tandem with UNLV's new fiber connections, the State of Nevada and Clark County are receiving significant broadband investments, **improving the region's current IT infrastructure and strengthening its Tech assets**. Nevada is set to receive \$55.2 million for broadband infrastructure projects, expanding and improving broadband access to more than 40,000 households. This is a critical step to increasing fiber-optic cables and high-speed internet access to Clark County, where only 30% of households have access to fiber-based broadband services. These investments will further enable the County to **address its broadband infrastructure weakness, keeping digital equity in mind**.



The addition of the supercomputer to UNLV and the County's new fiber connections are establishing an IT infrastructure ecosystem providing the security, speed, access, and storage to attract businesses and innovative Tech projects, and cement the Study Area's competitive position for technology jobs.

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.



| 05

Physical Design Strategies

PHYSICAL DESIGN STRATEGIES

Innovation Districts Are Physical Places

'...geographic areas where leading-edge anchor institutions and companies cluster and connect with start-ups, business incubators and accelerators. They are also physically compact, transit-accessible, and technically-wired and offer mixed-use housing, office, and retail.'

– Brookings.edu



PHYSICAL DESIGN STRATEGIES

An Innovation Corridor

To continue attracting technology companies, fostering innovation, and creating economic opportunity in the 215 corridor, it will require physical changes to the built environment. Clark County is faced with important questions about the future of the corridor:

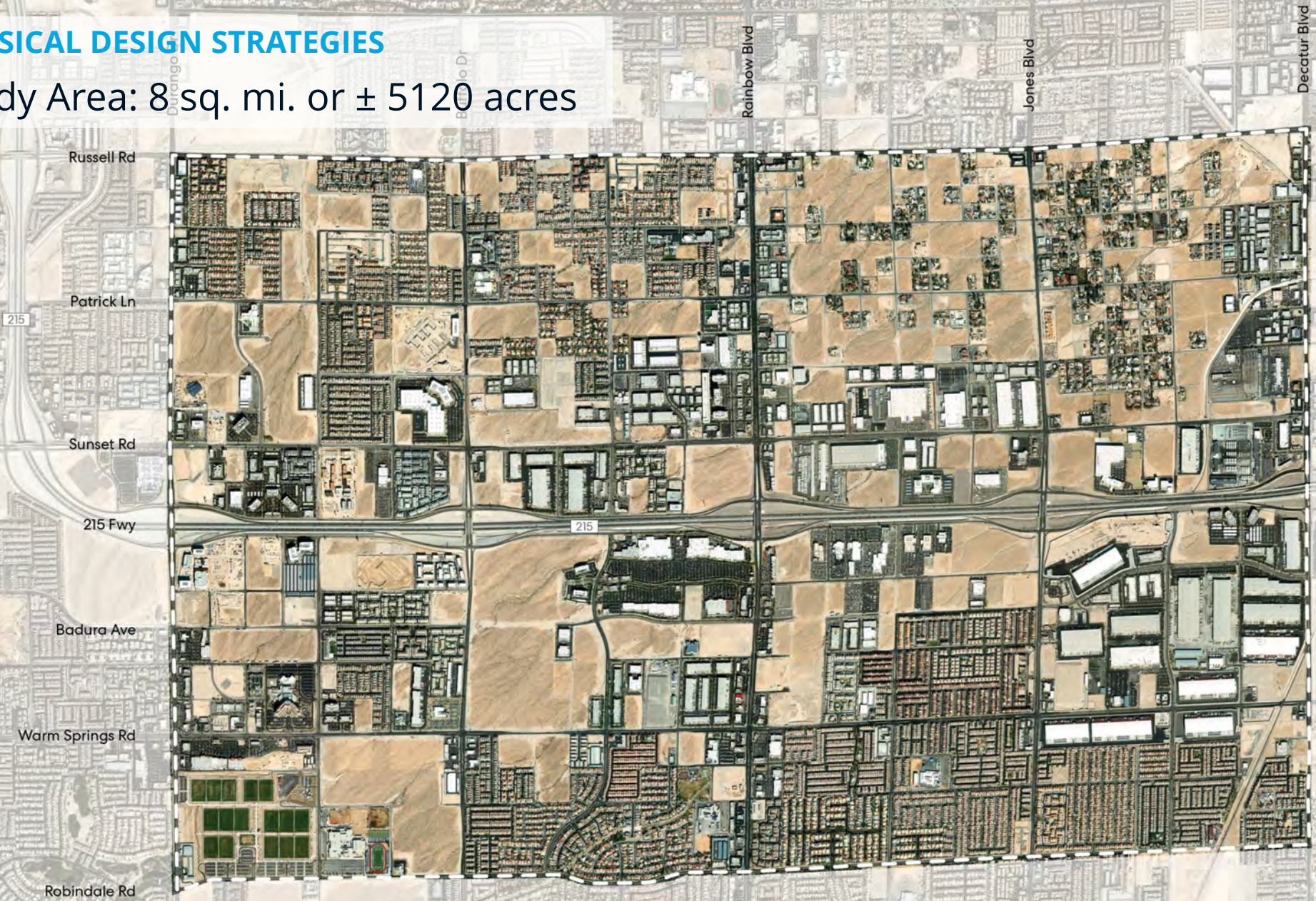
- What is the desired character of the place?
- What future uses should be incentivized?
- How does the corridor integrate and connect to its surrounding context and community?
- What role does the public realm play in shaping the innovation corridor?
- How and where can an innovation district begin to shape place in such a vast geographic expanse?
- What does an innovation district in Clark County and for its residents look like?

The following pages contain initial observations and context-specific recommendations for the development of a physical place.



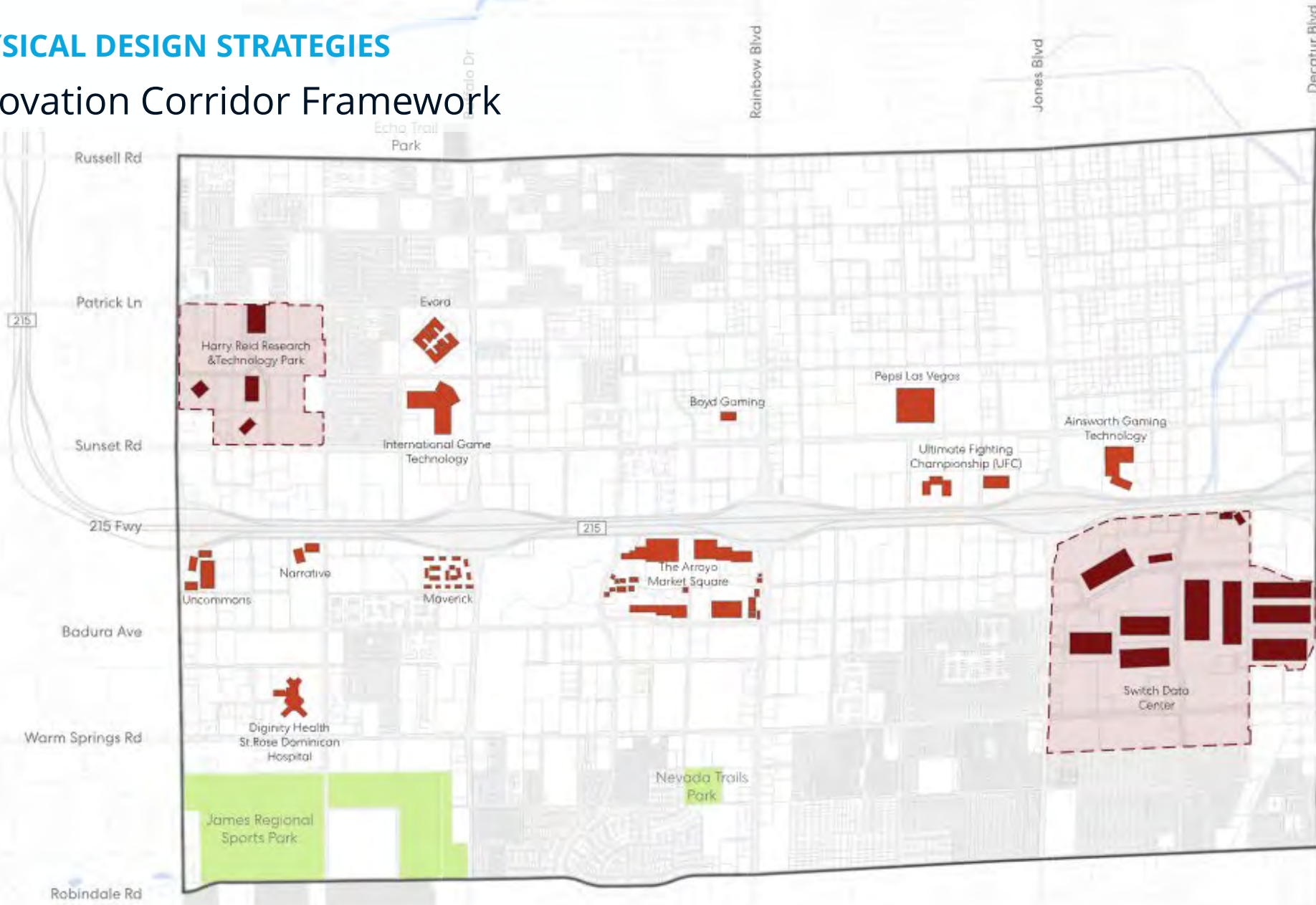
PHYSICAL DESIGN STRATEGIES

Study Area: 8 sq. mi. or ± 5120 acres



PHYSICAL DESIGN STRATEGIES

Innovation Corridor Framework



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

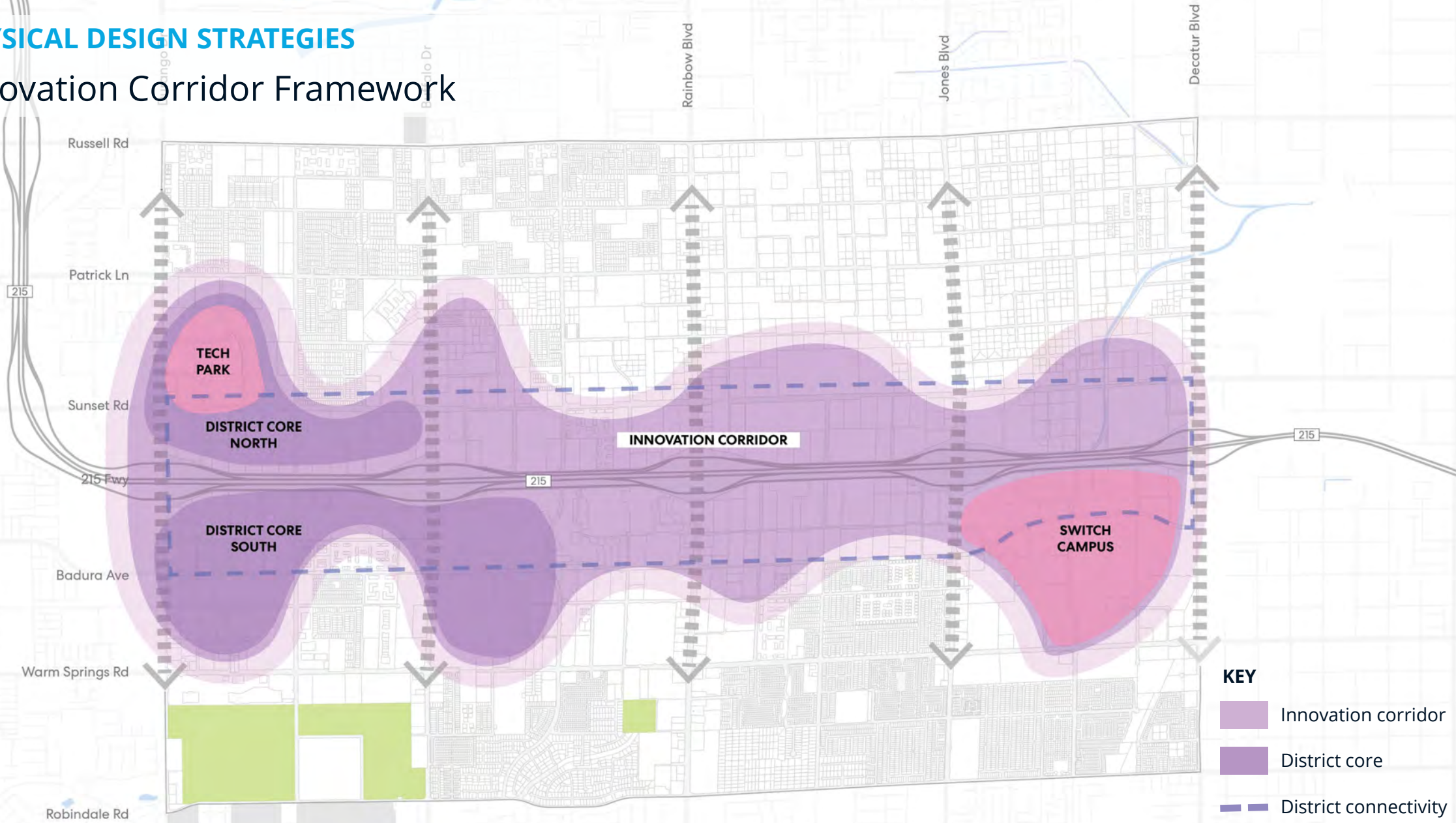
Leverage land around existing multi-use and amenitized developments to create a district core. Within the district core, physical placemaking will be prioritized. Recommendation: identify a 10 to 20-acre parcel for phase 1.

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

The following slide provides a framework plan for the physical development of the innovation corridor.

1. The innovation corridor spans the length of the study area. Its north-south expanse should be reevaluated to limit the inclusion of primarily residential neighborhoods. Instead, it should focus on areas with employment uses and true multi-use environments.
2. The district core identifies two areas in the western study area near Harry Reid Tech Park. These areas should be further examined for the opportunity to locate a physical campus that connects with its surroundings to create an *innovation district*.
3. Infrastructure connections will be key. Both the street network and in-the-ground utilities will be attractive to future partners in the district. Additional improvements including alternative mobility connections should be explored to connect the larger innovation corridor to the *innovation district*.



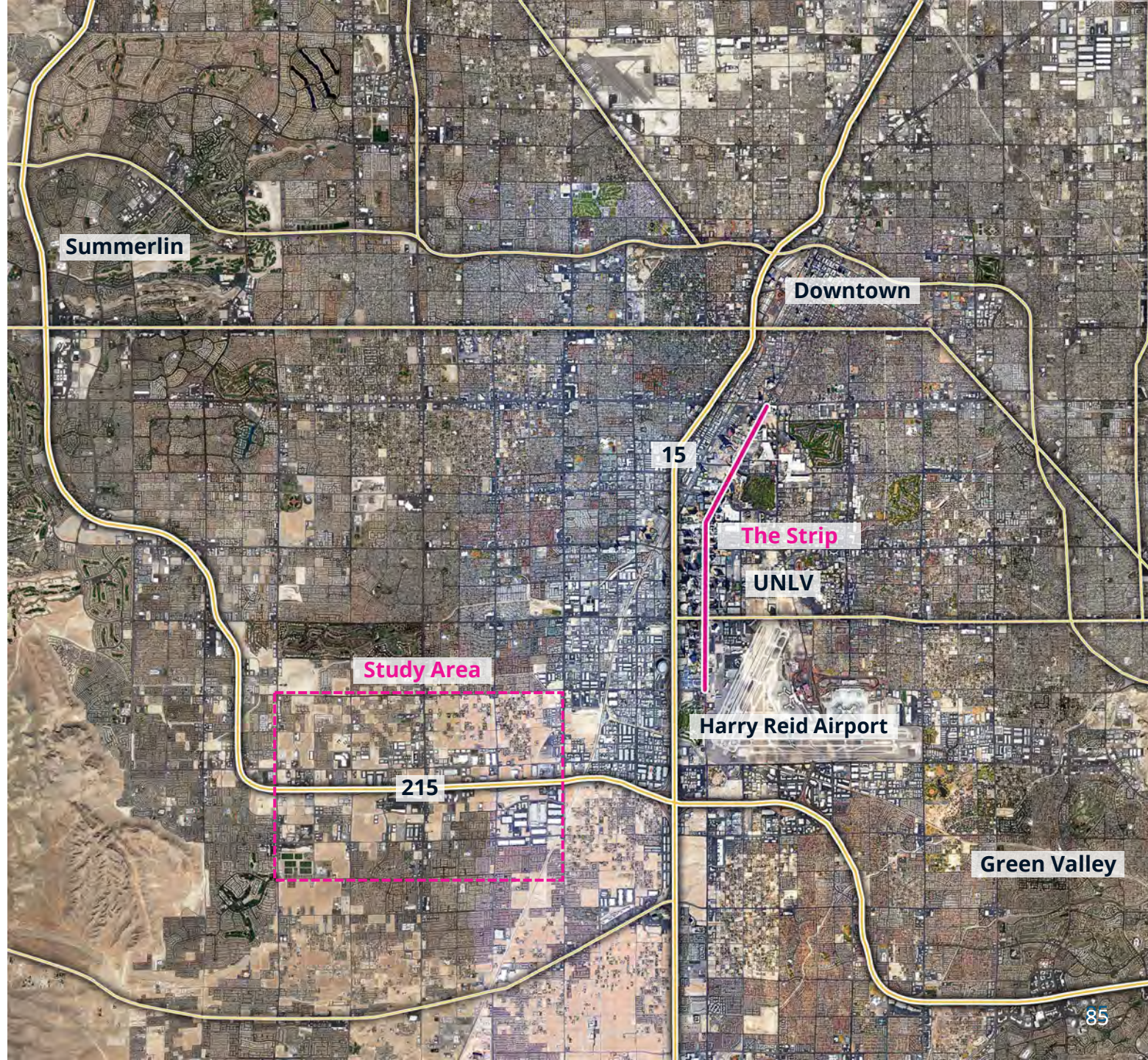
PHYSICAL DESIGN STRATEGIES

Leveraging Connected Land

The study area is exceptionally well connected with easy access to:

- Harry Reid Airport
- UNLV
- The Strip
- Desirable residential areas

The high degree of visibility of 215 Beltway-fronting parcels is of particular significance. Major companies benefit from having their signage visible to passing traffic (UCF, Switch, Ainsworth).



PHYSICAL DESIGN STRATEGIES OVERVIEW

215 Corridor

The construction of the 215 beltway and changed regulations around Harry Reid Airport have spurred rapid physical transformation of the corridor.

Real estate along the 215 provides:

- Access to national and international destinations via Harry Reid Airport
- Physical proximity to workforce in Green Valley and Summerlin
- Large parcels with significant development potential

In this context, rapid development is transforming the urban landscape. The development is dominated by single-purpose multi-family development, strip commercial, spec office, and logistics.

While the area has attracted significant employers and corporations, multi-family residential development increasingly occupy the remaining development sites.



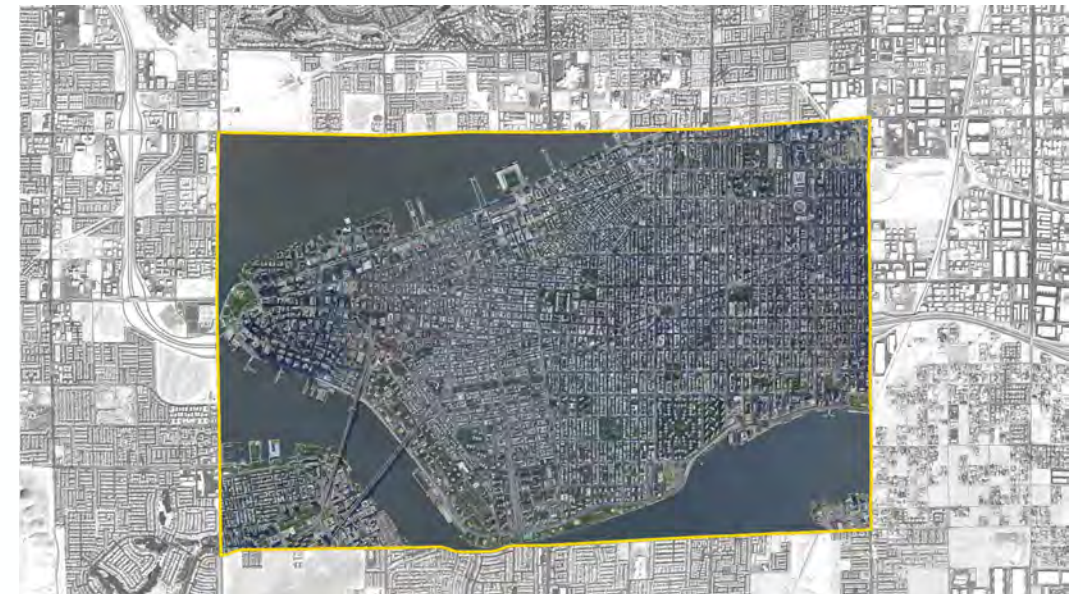
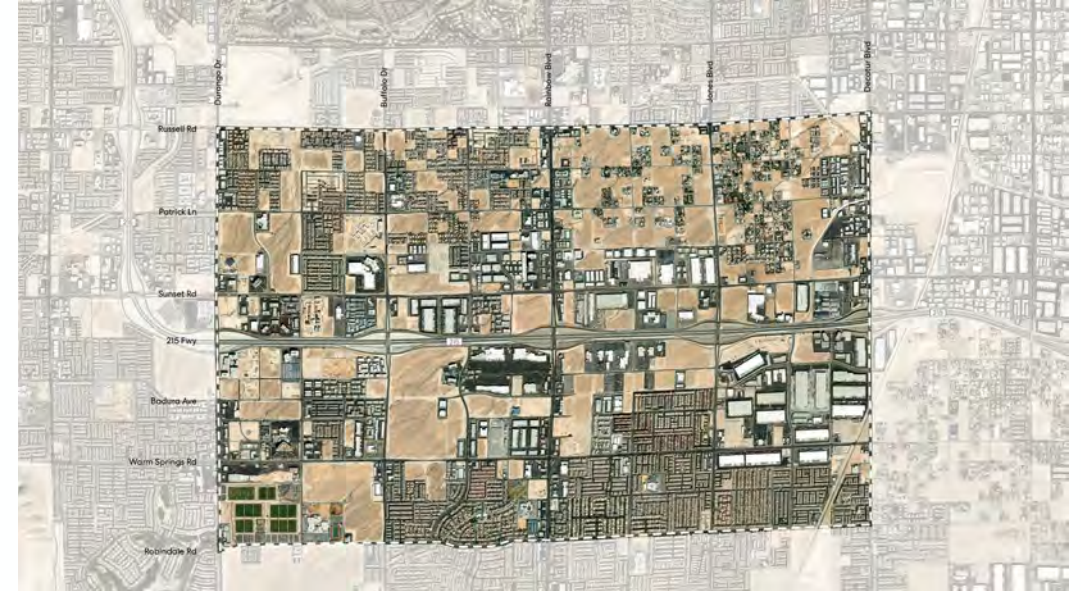
PHYSICAL DESIGN STRATEGIES

Identifying Opportunities for Placemaking

At 8 sq. mi. the study area is expansive. The same two by four-mile expanse could encompass a sizable piece of Manhattan Island.

Today, it is possible to traverse the area by car in a short amount of time. As it densifies, it will be important to grow sub-districts with a mix of uses and amenities that will reduce the need for automobile trips.

It will also be necessary to focus on smaller sub-areas to create the critical mass of program, activity, and physically connected spaces that allow for successful placemaking to occur.



PHYSICAL DESIGN STRATEGIES

Typical Development Patterns

The area along Rainbow Blvd exemplifies the typical development patterns:

1. Office with 215 visibility
2. Retail on north-south streets
3. Back office and multi-family
4. Logistics uses



PHYSICAL DESIGN STRATEGIES

215 Beltway Visibility



Building signage visible from freeway



PHYSICAL DESIGN STRATEGIES

Analysis Findings

The physical conditions analysis made the following key observations:

- **Automobile-oriented** Given the vast area, the robust street network, and the overall land development patterns, the study area is premised on automobile access. The urban development pattern is automobile-oriented.
- **Infrastructure** The infrastructure in the study area is in good condition with significant capacity, allowing for growth.
- **Organization** The area is organized around the street hierarchy. The 215 Beltway is the primary connector, the north-south streets provide local access, and the east-west streets access within the study area. The traffic counts mirror this hierarchy.
- **Visibility** Freeway visibility is highly desirable with corporations seeking building to prominently display their signage. North-south streets are preferred locations for strip retail and restaurants allowing for convenient access.
- **Parcel size** Parcels are comparatively large, with the majority measuring five acres or more. Expansive surface parking lots occupy much of the site area.

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

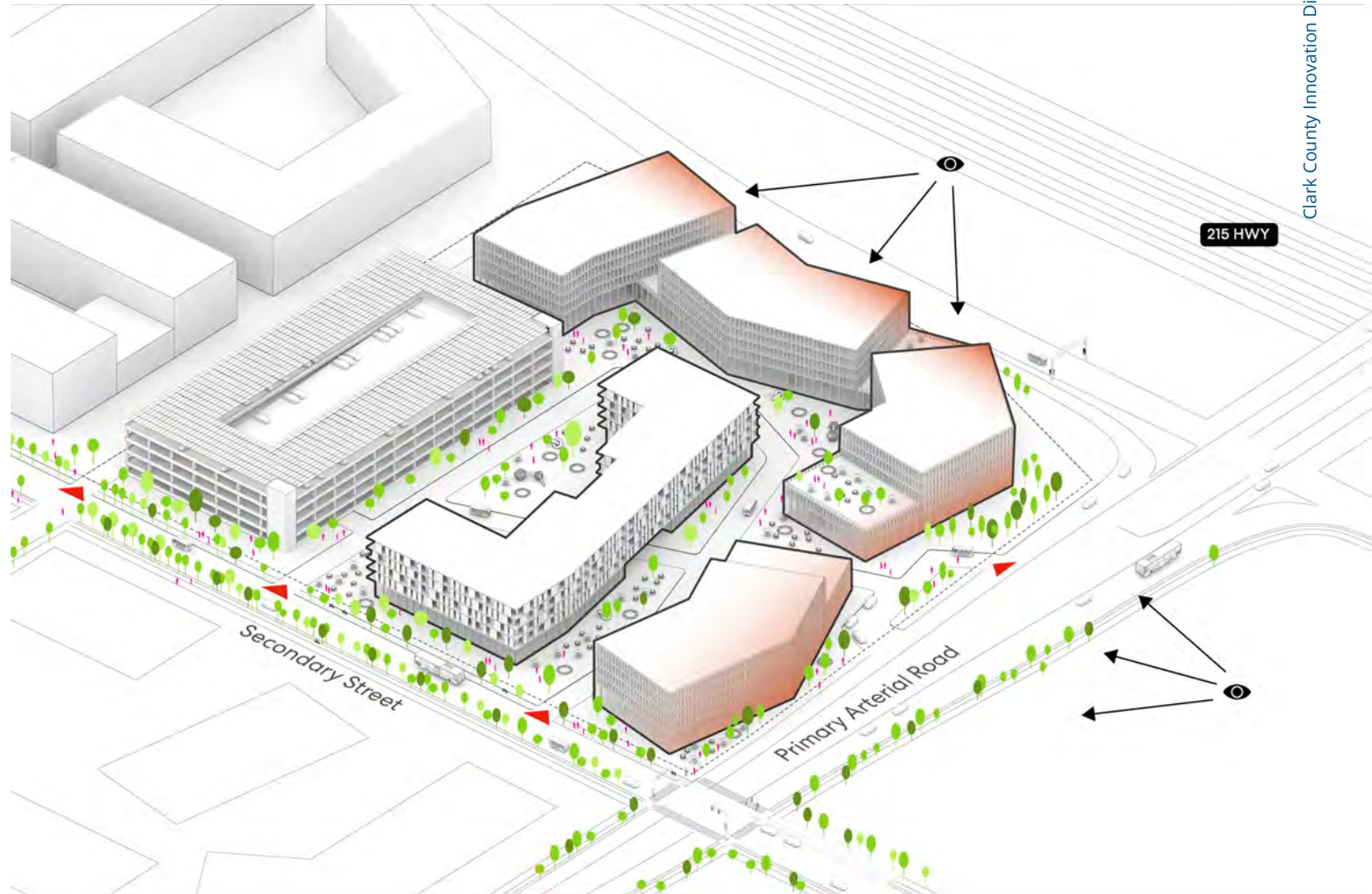
Neighborhood Connections

PHYSICAL DESIGN STRATEGIES

Visible and Accessible

Locating the Innovation District on highly visible Beltway-adjacent land provides significant value:

1. It places a visible anchor that is representative of the entire innovation corridor.
2. It provides ready and easy-to-navigate access for visitors.
3. It attracts tenants that value high visibility within the region.
4. It provides start-ups within the Innovation District to have visibility that they otherwise would not have.



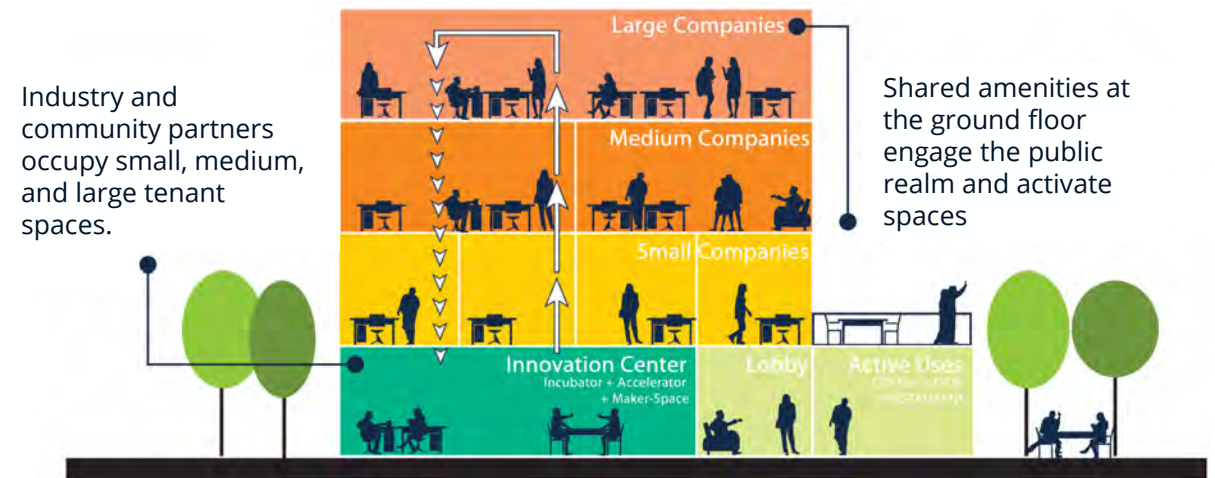
PHYSICAL DESIGN STRATEGIES

Multi-Use Environment for Innovation

The buildings within the innovation district can accommodate a variety of uses, tenants, and occupants.

- Tenant spaces for small to large companies
- Spaces equipped for office, research, and other activities
- Amenities and food/dining
- Special-purpose residential uses that are otherwise not found within the corridor, e.g., student housing

The campus should provide a wide array of space types that create activity throughout the day. The multi-use strategy also creates synergies between users. For example, a café operated by a community organization may benefit from all-day activity with a mix of office and student housing.



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

Placemaking

The design of the ground plane and the ground-floor architecture are key to creating an engaging environment.

- Transparency and uses that open to public spaces
- Furniture and gathering areas that allow for casual meetings and encounters
- Climate-appropriate shade, planting, and lighting to create year-round comfort
- Limiting the footprint of areas for cars

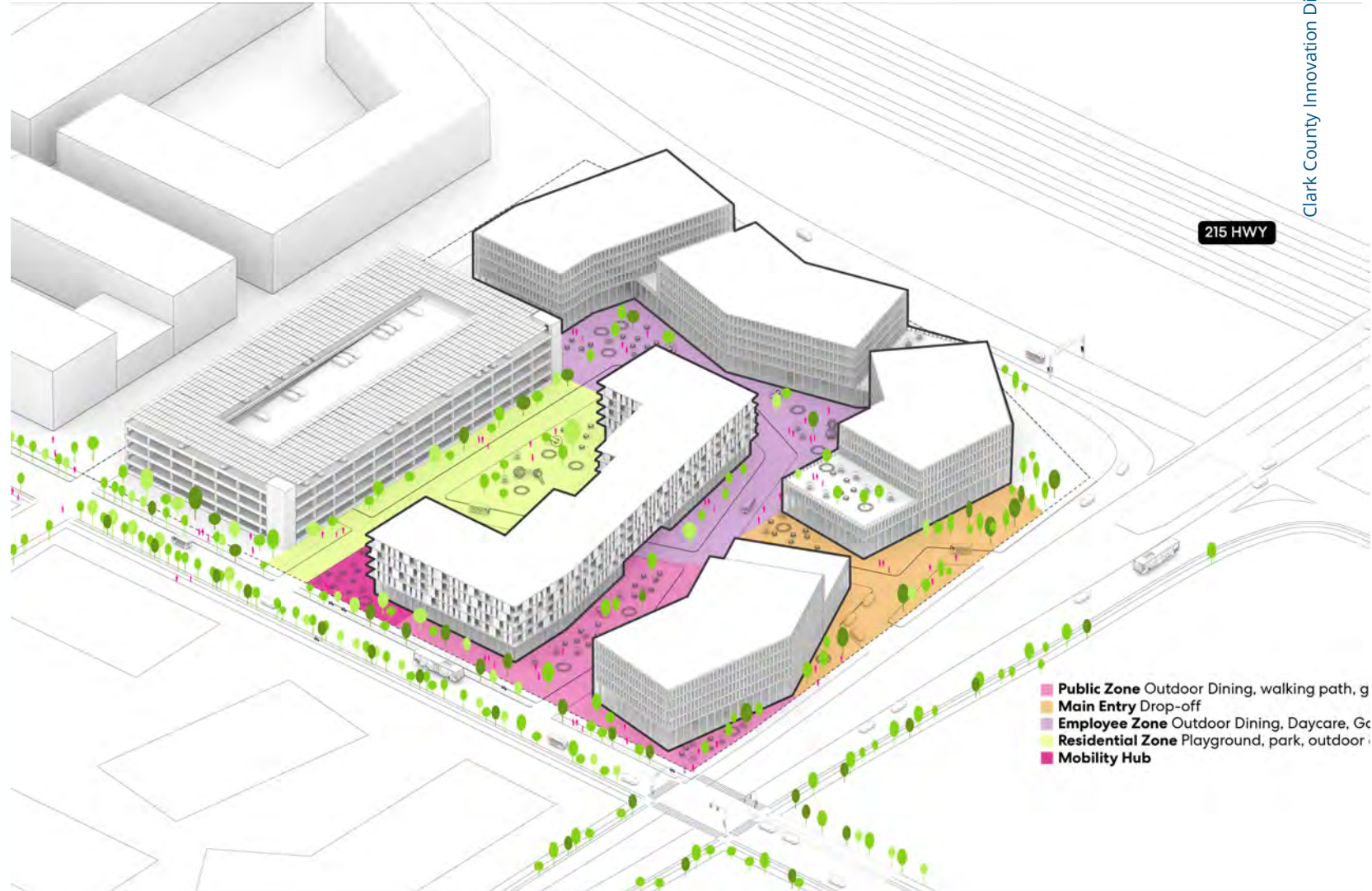


PHYSICAL DESIGN STRATEGIES

An Experiential Place

Just as buildings are designed for different uses, the public areas of the innovation district campus should be designed to accommodate different places:

- A primary arrival point for visitors
- Highly public places that engage visitors and guests around active ground-floor uses
- Quieter areas primarily for employees and invited guests
- Outdoor areas for residents





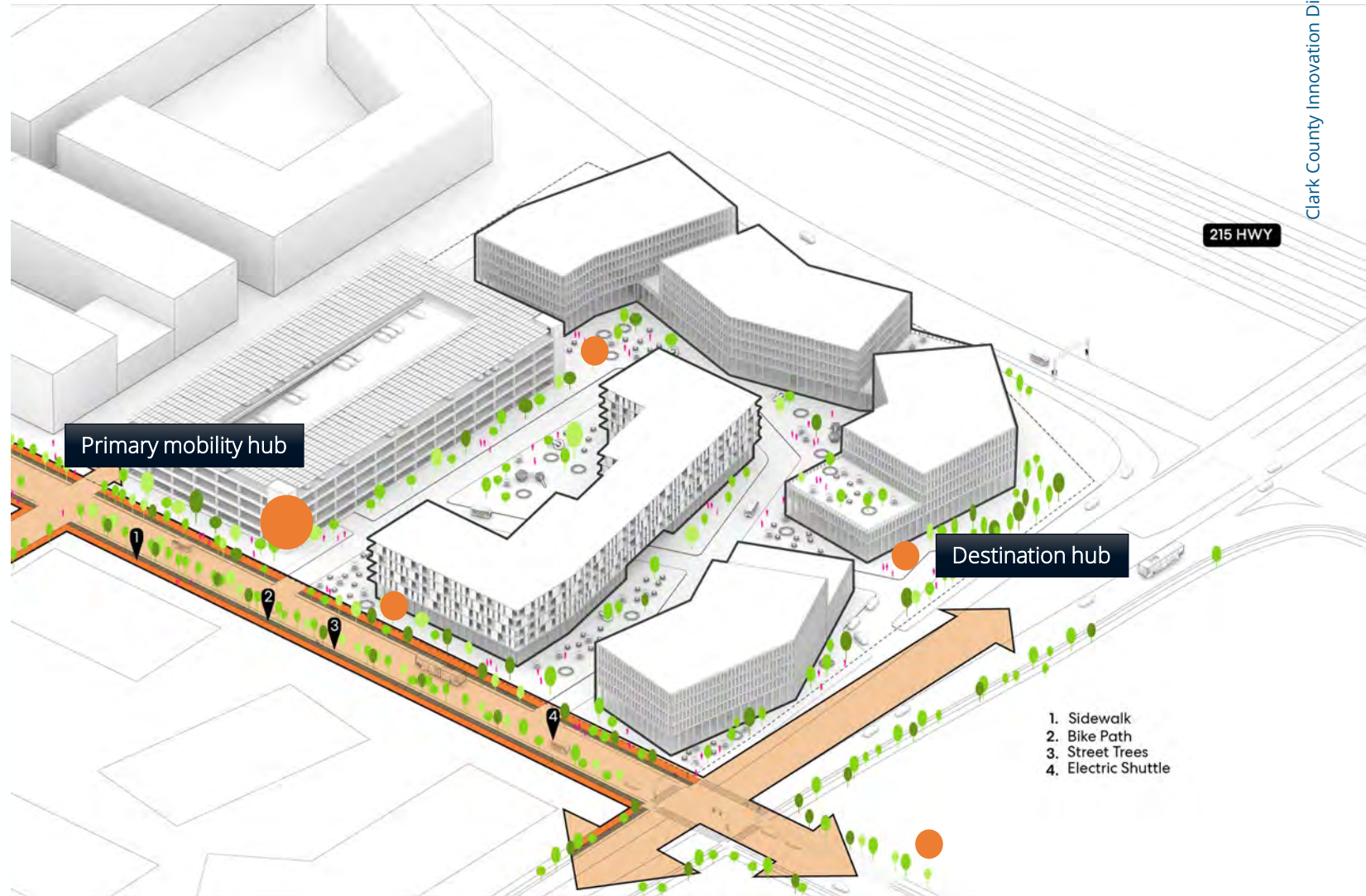
PHYSICAL DESIGN STRATEGIES

Connected

As the innovation district core develops and matures, mobility options other than the car will become important. They are often more convenient than the car and can reduce traffic and parking demand by eliminating local trips.

Mobility hubs function around a park once strategy and provide alternatives such as scooters, ebikes, shuttles, in addition to the option of walking. While the primary hub accommodates significant parking, destination hubs provide drop-off areas, docking, and information.

Well-designed multi-modal streets provide connectivity beyond the innovation district and easy access to surrounding uses.



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

Green and Healthy

Access to nature and green space significantly improves health outcomes. Such spaces should be part of the innovation district design:

- Is an attractor and differentiator
- Encourages activity and improves health outcomes
- Engages tenants
- Provides opportunities to invite community onto the campus



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







| 06

Infrastructure Strategies

INFRASTRUCTURE STRATEGY

Sustainability Framework



The infrastructure strategy recommendations included in this Action Plan are built on global best practices and incorporate the following goals outlined in the Clark County Sustainability and Climate Action Plan:



Mobility

- Promote policies, programs, and infrastructure investments that **prioritize multi-modal, clean, efficient transportation** options throughout Clark County
- Design all Clark County-developed infrastructure to support community resilience to future climate conditions



Water

- Support policies, programs, and regional collaboration for **improved water quality, water conservation, and drought management**



Energy

- Promote policies and programs that **increase reliance on renewable energy sources** for powering residential and commercial buildings.
- Promote policies and programs that **improve energy efficiency** in residential and commercial buildings.

INFRASTRUCTURE STRATEGY

Fiber/IT

Within the study area, the University of Las Vegas (UNLV) is installing a new fiber optic cable that connects the university's Tech Park to a supercomputer at the Switch campus. The County is funding a second fiber cable that runs along the same route, which will give businesses in the area access to the supercomputer's capabilities.

This project is already underway, with the proposed route of the cable illustrated here. The Innovation District should be in close proximity to this proposed route, in order to allow for tenants to access this fiber infrastructure. A connection will need to be made underground between the existing fiber cable and the location of the tenant within the Innovation District planning to make use of this infrastructure.



UNLV & Clark County Planned Fiber Cable Route.

INFRASTRUCTURE STRATEGY

Mobility Principles

Proximity – Physical concentration of different assets within the Innovation District. The experience of closeness facilitates interaction and innovation.

Connectivity – Assets within the district need to be well-connected and the district should link seamlessly to its regional ecosystem.

Sociability – successful Innovation Districts bring people together and help foster serendipitous interpersonal contact.

When translated to mobility and the physical environment, these principles translate to **encouraging multimodal transportation, designing walkable streets** and **ensuring regional connectivity**.



INFRASTRUCTURE STRATEGY

Mobility Assets For Consideration

There are a number of considerations regarding existing transportation assets that need to be incorporated into planning for an Innovation District.



Road Network

Identifying an area that is well connected to major arterial roads in the study area is key to ensure convenience and connectivity to the wider region. The presence of wide roads in the study area also allows for implementation of additional alternative transportation modes such as bike lanes and bus lanes.



Regional Transportation Commission of Southern NV (RTC) buses

With the development of an Innovation District, RTC should consider increasing frequency and routes to enhance connectivity between the new development and downtown Las Vegas/the Strip.



Harry Heid International Airport

The study area's proximity to the airport is a significant benefit and should be advertised to potential developers and tenants.



Proposed LA to Las Vegas High-Speed Rail

The Brightline West rail project has secured land for a station along Las Vegas Boulevard. This rail project will be instrumental in linking the Clark County Innovation District to the broader tech and innovation ecosystem in California.

INFRASTRUCTURE STRATEGY

Mobility Strategy On-site

The primary mode of transportation in Clark County is the car, with public transit making up less than 5% of all commuting trips. As such, the Innovation District mobility strategy needs to plan for the use of cars as the primary commuting mode of transport (to and from the site) but can encourage other forms of transportation within the site itself.

Hence, the recommendation is to adopt a **'park-once' strategy** for this development. This strategy seeks to **increase interaction** by limiting the use of single-occupancy vehicles within the Innovation District.

By supporting alternative modes of transportation such as shuttles, shared bicycles or scooters, and walking within the site boundaries, this mobility approach **promotes chance encounters** – a necessary ingredient for innovation.

The creation of a park-once environment in the Clark County Innovation District study area will require provision of **public parking facilities**, improvements to public transit services and the construction of **multimodal infrastructure** including dedicated lanes for micromobility, microtransit (shuttles), and **shared mobility technology**.

PARKING AS A MULTIMODAL TOOL

WHEN PROPERLY IMPLEMENTED, PARKING PROMOTES WALKING AND BICYCLING



Pedestrian Safety

Properly managing curbside and off-street parking makes it easier to find a space and reduces distractions. Parking management can make the public way safer.



Increasing Options

Converting parking meters for multimodal purposes, like adding bike rings and removing poles on cluttered sidewalks, improves access by making it easier to bike and walk.

Communication

In addition to providing information about policies and technology, parking meters can be used to post information about attractions, popular tourist spots, and bicycle safety. Parking meters can serve as a vital wayfinding tool.



Solving the Last Mile Problem

Providing access to mass transit via "park and ride" is important. In addition to helping customers access their train or bus, adequate parking helps drivers get parked more quickly and reduces congestion. As a component of mobility, parking helps customers make their connections by train, bus, plane, or boat.



INFRASTRUCTURE STRATEGY

Mobility Strategy On-site

A key feature of the park-once strategy is the **mobility hub**.

Mobility hubs offer visibility to – and seamless connection between – multiple transportation options. At each hub, users can park their private vehicles and transfer to other forms of transportation as appropriate for the distance they wish to travel.

Mobility hubs should **vary in size** and the **types of amenities** offered. The typologies depend on various factors including proximity to activity centers, transit, and characteristics of nearby roadway. To support the park-once strategy, a network of **primary** and **destination** mobility hubs is recommended.



Source: Mobility Hub Typology Study (2020). Portland Bureau of Transportation.

INFRASTRUCTURE STRATEGY

Mobility Strategy On-site

Primary Mobility Hubs

Should provide public parking and access to shared or micromobility devices to increase the likelihood that travelers will use alternative modes of transportation.

Other key characteristics of the primary mobility hubs include:

- Sited at the edges of the Innovation District
- Seamless connection to the 215 highway
- Connectivity to the Harry Reid International Airport or other regional transportation hubs.

Primary hubs



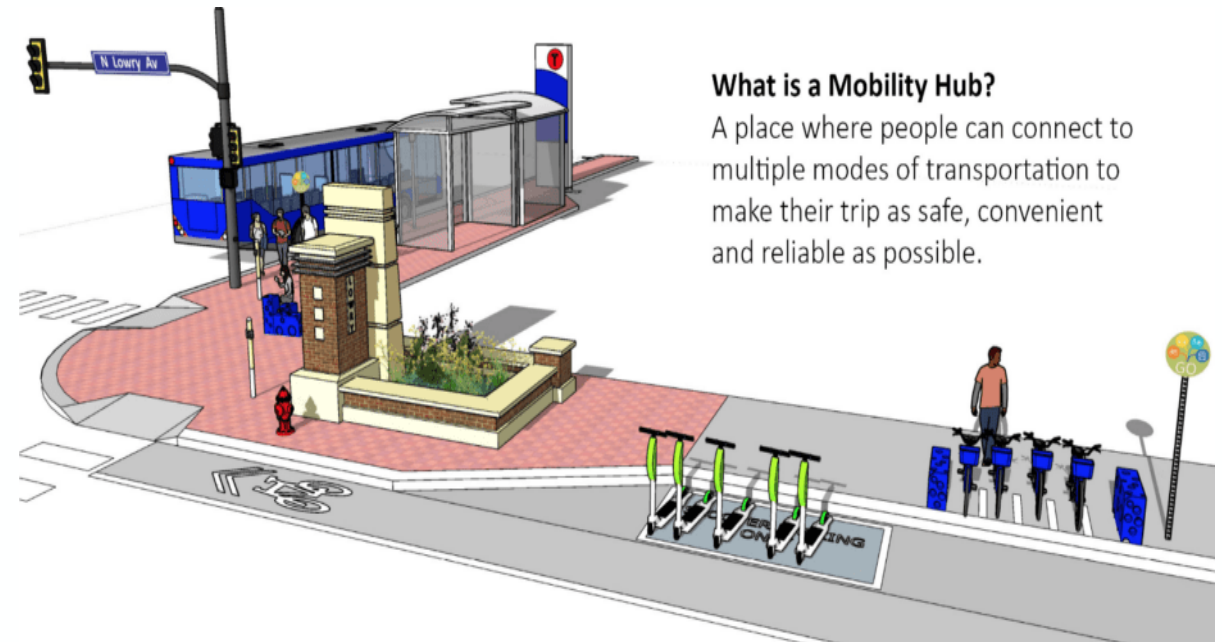
INFRASTRUCTURE STRATEGY

Mobility Strategy On-site

Destination Mobility Hubs

Are intended to be smaller and should not include all-day parking options. The key purpose of these hubs is to provide access between destinations within the district. The destination mobility hubs should have access to micro mobility and micro transit options such as bikes, golf carts, district shuttles, RTC buses.

Destination hubs



INFRASTRUCTURE STRATEGY

Water

Majority of Clark County's water (approx. 90%) comes from Lake Mead, which has been experiencing a decline in water levels since the 2000s due to prolonged drought conditions in the region. Consequently, the Las Vegas Valley Water District (LVVWD) places restrictions on consumptive uses including commercial evaporative cooling, fountains and water features, and the use of grass for landscaping. As such, the following conservation solutions are recommended for any new development in the study area:



- **Cooling:**

- District-wide policy which only allows air-cooled systems and conventional air conditioning



- **Landscaping:**

- Prioritize trees over plants and shrubs as trees are less water intensive and provide shading to support walkable streets
- Implement drip irrigation
- Limit the use of turf in open spaces



- **Plumbing:**

- High efficiency toilets and urinals
- Low-flow fixtures

Additionally, **smart water monitoring** should be implemented throughout the district to track water consumption, detect leaks and identify opportunities for improved conservation.

INFRASTRUCTURE STRATEGY

Energy

As climate change increases the incidence of extremely high temperatures and heat waves in the southwestern US, energy systems must be designed to support community resilience, as outlined in the County's Sustainability and Climate Action Plan.

Particularly, these extreme heat events cause increased energy demand for air conditioning and can place unprecedented burdens on the electric grid. Thus, energy conservation alongside systems redundancy and resilience are necessary for a successful Innovation District in Clark County. To achieve this, the energy strategy should be focused on the following goals:

- Reduce energy consumption by incorporating passive design strategies
- Design active building systems (mechanical, lighting, plumbing) for maximum efficiency
- Prioritize use of practical renewable energy sources such as solar
- Combine innovative approaches to optimize the efficiency of energy production on a district-wide basis
- Quantify and celebrate smart energy solutions by pursuing sustainability certifications



INFRASTRUCTURE STRATEGY

Energy

The prioritization of these sustainable goals are supported by several state and federal programs, making adoption more economically viable for the Innovation District.

For example, NV Energy and the Inflation Reduction Act (IRA) offer incentives for energy efficiency and renewable energy systems. Notable programs and policies that can be pursued by the Clark County Innovation District include:

Renewable Energy Production Tax Credit

Section 45 of the Internal Revenue Code (IRC) is a federal tax credit for electricity produced from renewable sources, with a maximum credit amount of **1.5 ¢/kWh**.

Net Energy Net Metering

Net Metering (NEM) allows owners to receive **1:1** credits for every excess kWh generated by any installed renewable energy system. These credits can be used to offset building energy bills.

Renewable Energy Investment Tax Credit

Section 48 of the IRC offers a federal tax credit of up to **30% of a taxpayer's investment** in renewable energy generation equipment.

Energy Efficiency Tax Deductions

Section 179D of the Internal Revenue Code (IRC) is a tax deduction that incentivizes energy efficiency in construction and renovation of commercial building property. Under the Inflation Reduction Act, eligible properties can deduct up to **\$5 per square foot** of building area. For eligibility, buildings must be **at least 25% more efficient** than the industry standard.



| 07

Appendix

INFRASTRUCTURE ASSESSMENT

EXISTING MOBILITY CONDITIONS

- Clark County is car-oriented, with 92% of the population commuting by car.
- Southern Nevada’s Regional Transportation Commission buses are the primary mode of public transportation.

Transportation Modes Breakdown

	Clark County	Study Area
Cars	92%	88%
Public Transit	4%	1%
Other	4%	11%

Peer-Innovation District Mobility Options

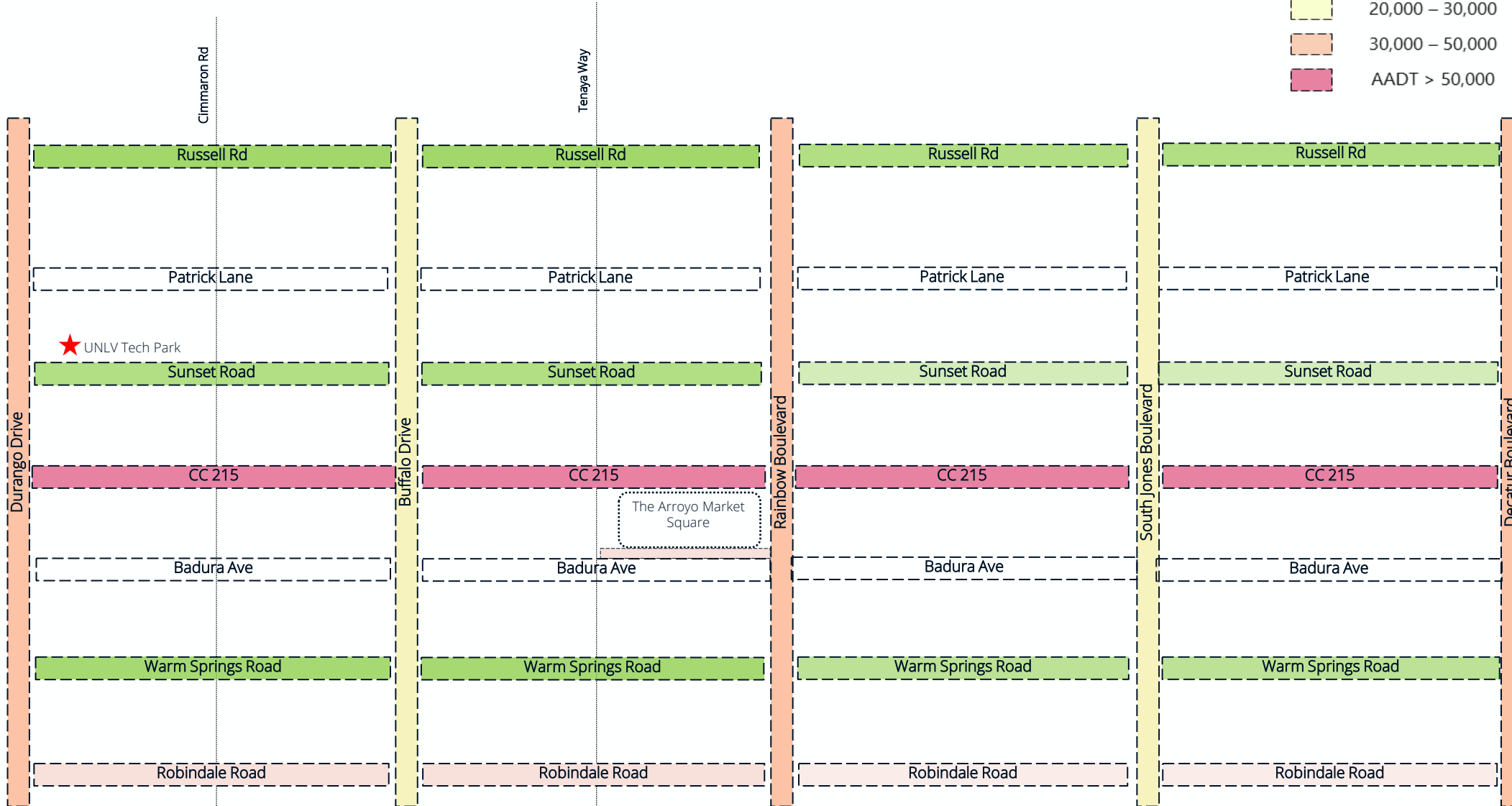
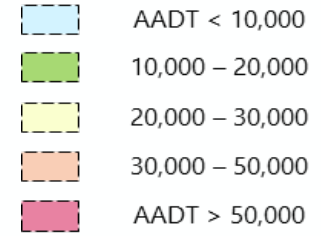
	University City, Philadelphia	Austin Innovation District	Oklahoma City Innovation District	Cortex, St. Louis
Car-sharing	✓			
EV Charging	✓	✓	✓	✓
Walkable streets	✓	✓		
Transit/shuttle	✓	✓	✓	
Cycling	✓	✓	✓	✓
Scooters		✓	✓	

*The locations above were selected to show a range of different types of innovation districts that included some similar characteristics to Clark County (e.g., Philadelphia’s university presence and Cortex’s car-usage.) Austin and Oklahoma City serve as examples of previously heavily car-dependent districts that have increased the use of public transit and micro-mobility through targeted investments and policy.

INFRASTRUCTURE ASSESSMENT

TRAFFIC DEMAND

AADT – Annual Average Daily Traffic

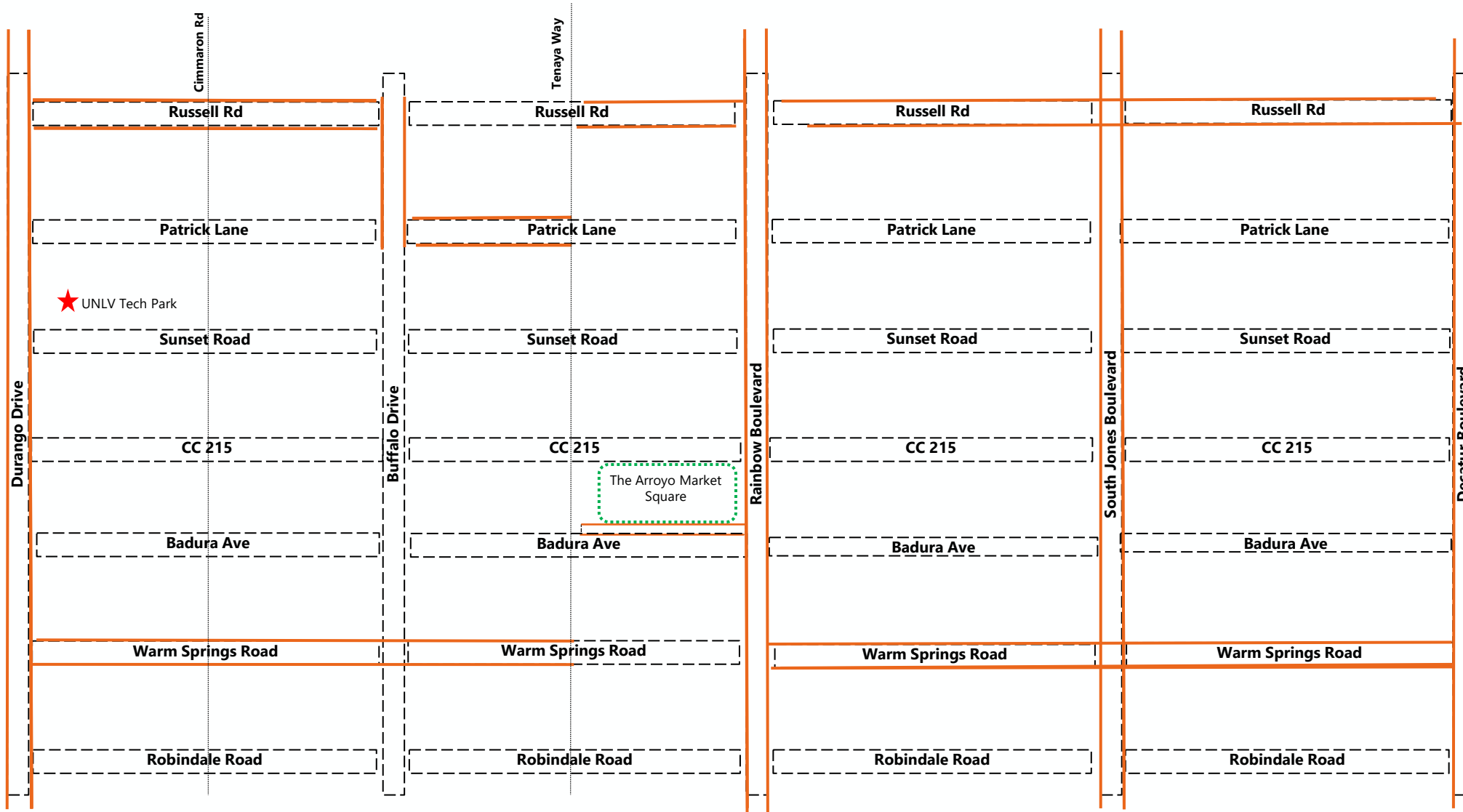


Source: Nevada DOT Traffic Information System

INFRASTRUCTURE ASSESSMENT

PUBLIC TRANSIT

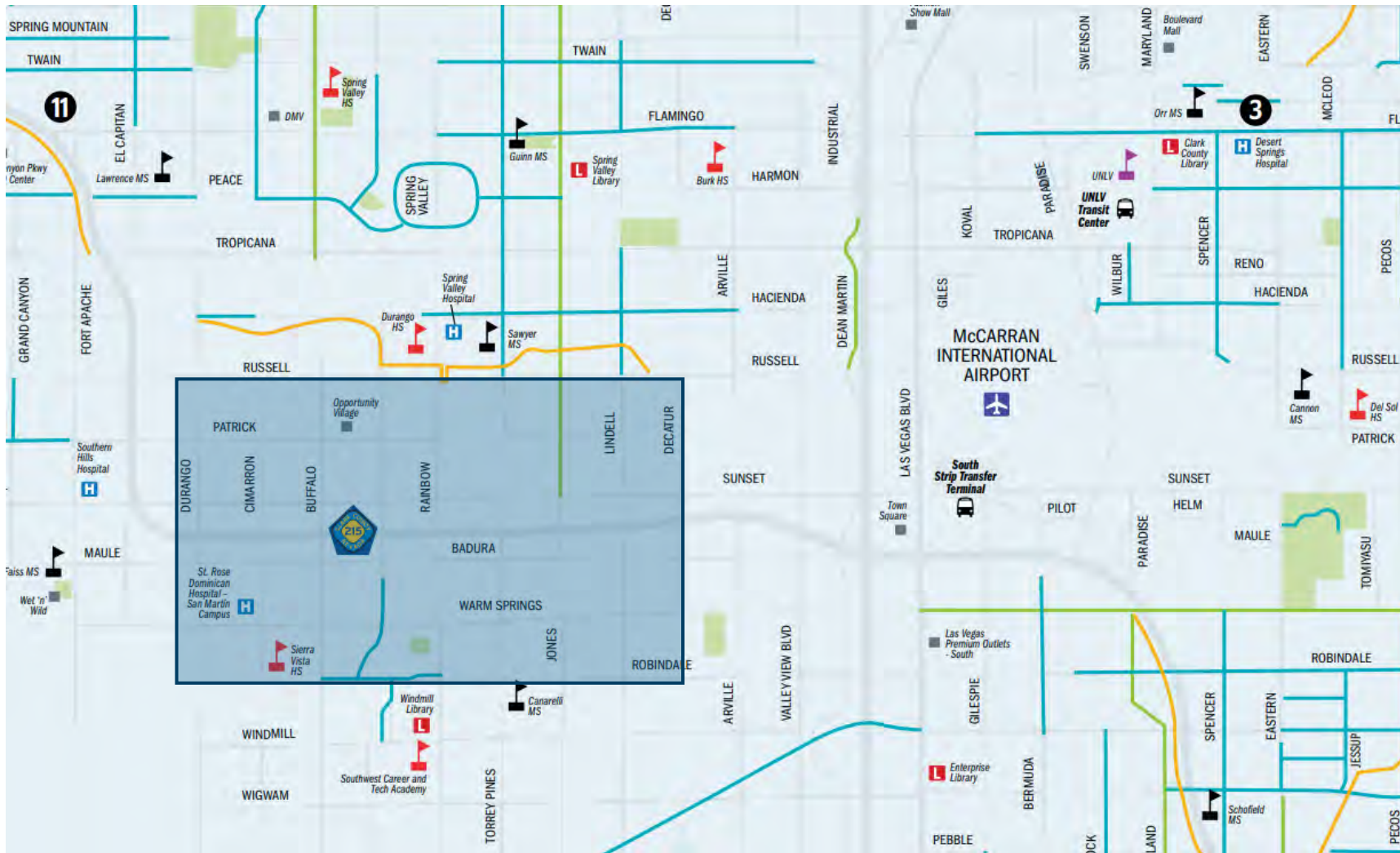
Southern Nevada RTC
Bus Routes



Source: *RTC of Southern Nevada Interactive Map*

INFRASTRUCTURE ASSESSMENT

SOUTHERN NV BIKE MAP



 Study Area

MAP LEGEND

Bicycle Route

A bicycle route is a roadway corridor with wider outside lanes and/or Share the Road signs to facilitate access by bicycle and raise awareness of the presence of cyclists.

Bicycle Lane

A bicycle lane is a portion of a roadway that has been designated using striping, signing and pavement markings for the use of bicyclists.

Shared-Use Path

A shared-use path is a paved trail facility that is physically separated from vehicular traffic by an open space or barrier. These facilities are open to cyclists as well as pedestrians, skaters, wheelchair users and other non-motorized users.

Public Engagement Summary

VISIONING WORKSHOP - PURPOSE

This workshop provided an opportunity for representatives from a range of sectors, institutions, agencies, and specialties to gather, learn about innovation district planning and share insight.

Specifically, workshop participants had an opportunity to explore Clark County's current state through the lens of innovation and offer their perceptions on Clark County today, the state of the regional and local innovation ecosystem, and to describe their own vision for what a future innovation district in the Study Area could include and represent.

Overall, the workshop had the following goals:

- Articulate and coalesce around **core goals and theme(s)** of the innovation district to prioritize
- Develop a **shared vision** and set of objectives for the creation of the innovation district that leverages the region's **economic and research strengths** and is market supportable
- Discuss preliminary **physical design** options for the district and potential locations that could serve as priority areas for a potential first phase of development
- Develop a **community-driven appreciation for the strengths, weaknesses, opportunities, and constraints** to advancing innovation in Clark County
- Receive **robust, cross-sectoral feedback** on the work to date to inform the innovation district action plan

Workshop Details	
Date:	November 20, 2022
Time:	9:30 to 11:30
Location:	Clark County Government Center
Participants:	Approximately 20
Type of organizations:	<ul style="list-style-type: none">• Accelerator• Architecture• Higher Education• Diversity, Equity, & Inclusion Advocacy• Commercial Real Estate• Economic Development• Government• Regional Planning• Transportation Planning• Tech

VISIONING WORKSHOP - WORKSHOP CONTENT

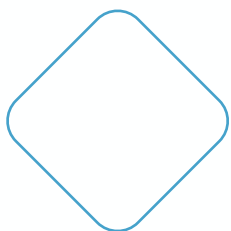
The Visioning Workshop began with a presentation on findings from the feasibility analysis that preceded an interactive small-group discussions and mapping exercises.

Workshop Component	Facilitator
Welcome	Clark County
<i>Feasibility Analysis Presentation</i>	
Programmatic Drivers Assessment	HR&A Advisors
Real Estate Market Analysis	HR&A Advisors
Infrastructure Analysis	Buro Happold
Physical Conditions	Perkins&Will
<i>Small Group Exercise</i>	
Innovation District Values	Full Consulting Team
Innovation District Ingredients	Full Consulting Team



VISIONING WORKSHOP - WHAT WE HEARD: INNOVATION DISTRICT STUDY AREA

After the presentation and during the engagement activity, the team used maps to spark conversations about where participants see innovation happening. Out of these conversations, the following spatial themes arose:



The 215 corridor is the natural place for innovation

Many participants expressed the importance of the 215 Beltway between the Harry Reid Tech Park and Switch serving as the center of focus innovation district. However, this discussion raised several questions:

- Is there an ideal section of the roadway?
- How can the County utilize its existing holdings along the corridor?
- Are there opportunities to physically connect existing and future innovation assets across the existing road network?



Create opportunities for an innovation district to be 24/7

Several discussions focused on the 9 to 5 nature of many of Clark County's existing employment cores and areas where innovation is happening. Developing an innovation district will require a strategy to facilitate innovation across the day and week.



Prioritize building a sense of place

Many workshop attendees started to expand the notion of an innovation district beyond traditional employment space and envisioned an economic driver that celebrates the existing culture and natural environment while promoting forward-thinking design. Creating a sense of place is integral to attracting and retaining talent and residents.

VISIONING WORKSHOP - INNOVATION DISTRICT VALUES

Beyond the spatial discussions pinpointing where innovation is happening or should happen within the Study Area, participants began to coalesce around key values. These include:

Multidisciplinary

All types of innovation and innovators must feel included in this district, not just the tech sector (though it is an important component). Participants stressed the need to think broadly about innovation and who is pursuing creative ways of doing a range of things.

Equitable

Participants also highlighted the importance of capturing alternative ways of participating and offering more equitable access for all Clark County residents within innovation spaces.

Collaborative

Many discussed the need to facilitate collisions between innovators. A future innovation district needs to help cultivate connections between innovators physically and through digital networks.



VISIONING WORKSHOP - INNOVATION DISTRICT VALUES

Additional values expressed a desire to center Clark County's intrinsic strengths and character, as well as its residents.

Authentic

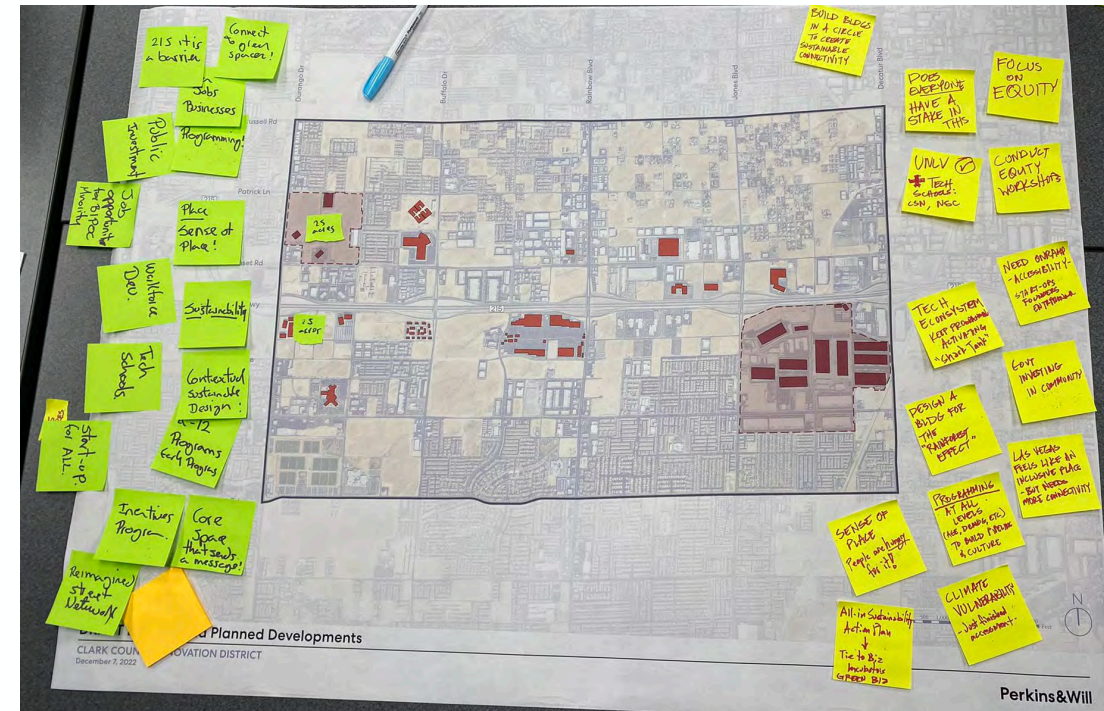
Several participants stressed the importance of innovation district planning embodying a strong brand that emphasizes the County's inherent strengths. One popular suggestion included promoting the "fun economy" to signal the region's depth in entertainment and gaming.

Ground-Up

Another key insight from the workshop is the need for Clark County's innovation district to match the values of innovators, rather than defining them through a top-down process. This stresses the need to focus on grassroots and organic innovation rather than a hierarchical approach.

Reflective of Clark County

Participants were almost unanimous in their enthusiasm for Clark County's remarkably diverse population – this can be powerful if the innovation district is able to capitalize on it. Many participants highlighted the critical role diversity plays in supporting innovation.



“This is one of the most racially diverse counties in the country, and the district should reflect that.”

VISIONING WORKSHOP - INNOVATION DISTRICT NEEDS AND INGREDIENTS

Lastly, the workshop provided an opportunity for participants to brainstorm the ingredients required to support innovation in Clark County. The ingredients focused on the following key categories:

Sectors

Participants highlighted the need to be inclusive of all sectors and provide opportunities for collaboration across industries. However, tech, bio-medical/life sciences, gaming/e-sports, energy/water robotics and hospitality and were highlighted as specific focus areas.

Mobility

Several participants emphasized the importance of high quality and reliable transit service in supporting innovation. Some proposed ideas form micro-mobility and last-mile connections. Additionally, walkable communities with access to a range of amenities, services and spaces was also highlighted as key to innovative places.

Talent

Participants stressed the importance of the innovation district being a place that centered workforce development. While some stressed the current challenges with attracting and retaining talent, many underlined the need to build the talent base. They suggested exploring partnerships and programming with local schools from the early childhood level to universities.

People

Participants stressed demographic diversity as critical to the success of innovation in Clark County. Additionally, involving youth was highlighted as a particularly important demographic.

Qualities

When discussing the types of locations that support innovation, popular concepts included – “a sense of place”, “affordability”, “activated” and “sustainability”.

Places

When discussing how the urban form can support innovation, participants mentioned green spaces, child care, nightlife, sports and activities, and restaurants.

Environment

Nevada’s climate vulnerability was discussed as an important consideration for building design. Participants cited the 2020 State Climate Strategy and shared ideas including zero-carbon buildings and onsite renewable energy sources.

INNOVATION DISTRICT ACTION PLAN – STAKEHOLDER FEEDBACK

Clark County stakeholders, including government, tech, and academic professionals, shared feedback on the Innovation District Action Plan.

Feedback and Suggestions for Refinement:

District Industry Focus: Survey respondents would like to have seen more in-depth analysis on an industry focus or focuses for the Innovation District and requested clarification on existing regional assets and sector growth efforts and how the project could enhance these assets and efforts.

Collaboration with Existing Innovation Efforts:

Respondents encouraged collaboration and support for a regional innovation strategy and asked that the County consider ongoing innovation efforts in the region - highlighting the need for coordinated efforts to avoid duplication.

Land Availability for Development: Respondents want to understand the availability of designated land for development within the Innovation District. This could include vacant, unentitled properties as well as underutilized properties.

Considerations for Near Term Action:

Identify Key Focus Area for Grants: Respondents recommended the County select a Key Technology Focus Area to enhance competitiveness for the EDA Tech Hub grant. One stakeholder identified water technology as the County's greatest competitive strength

Workforce Development: Respondents highlighted the region's challenge of retaining educated workers and encouraged the County to consider strategies to grow the workforce needed to sustain the innovation district.

Connectivity: Respondents recommended considering physical connectivity to UNLV, Southern Nevada Water Authority, and Las Vegas Medical District.

Socializing the Plan and Recognition: Increase recognition and acceptance of the plan by socializing it among stakeholders.

INNOVATION DISTRICT ACTION PLAN – STAKEHOLDER FEEDBACK

Stakeholders shared potential challenges and roadblocks for district implementation and offered recommendations for overcoming them.

Potential Challenges and Recommendations:

Legislative Support and Funding: Respondents highlighted the need for state-level sponsorship and urged the County to line up legislative support and involvement early, targeting the 2025 Nevada legislative session.

Need for Stakeholder Networks and Expertise:

Respondents encouraged the County to build strong stakeholder networks inclusive of organizations in the innovation space and an experts in tech development, innovation district development, and district operations.

Competition Among Economic Development Agencies:

Respondents shared that local economic development strategies could benefit from more regional coordination and strategy to reduce competitiveness between local agencies and strengthen overall regional efforts and cited forums such as LVGEA and SNS to increase collaboration and build consensus for unified regional efforts.

Other Questions and Concerns:

Business Participation: Respondents asked about the opportunity for small and microbusiness to participate.

Walkability and Access: Some expressed concerns over the auto centricity of the illustrative design plan and how that could limit access to people of color. Similarly, a stakeholder asked if the plan could include more streets and intersection density to facilitate walkability.

Land Use Regulations: A stakeholder shared that the County has recently added new zoning districts that aim to support higher density and mixed-use development and that there will always be an opportunity to update the development code in the future for this project.

Future Planning: A stakeholder shared that The RTC Southern Nevada Strong Livable Centers program could potentially support planning at an opportunity site in the future.



Clark County, Nevada Innovation District

ACTION PLAN

HR&A

BURO HAPPOLD

Perkins&Will