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# The Metropolitan Revolution Comes to Greater Las Vegas

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# THE METROPOLITAN REVOLUTION COMES TO GREATER LAS VEGAS

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# What's in This Talk?



**Define the Metropolitan Revolution and Show How it Applies to Las Vegas?**

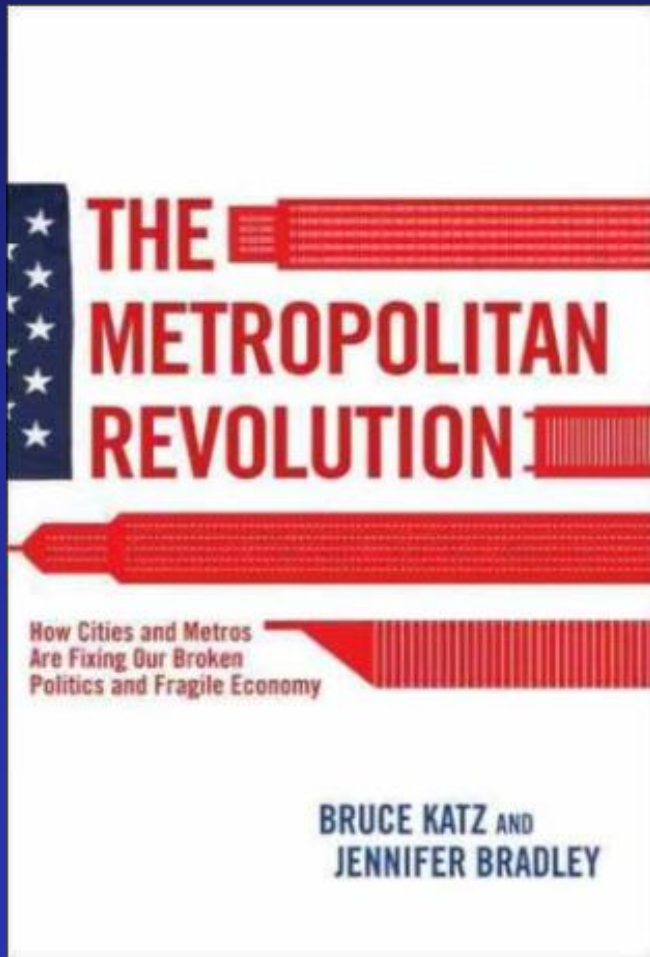
**Look at the Metropolitan Revolution Successes so Far in Southern Nevada**

**Cover Next Steps in the Metropolitan Revolution in Higher Ed and Tax Policy**

**All Opinions Expressed in this Talk Are Mine—Don't Yell at UNLV**

# The Metropolitan Revolution Defined

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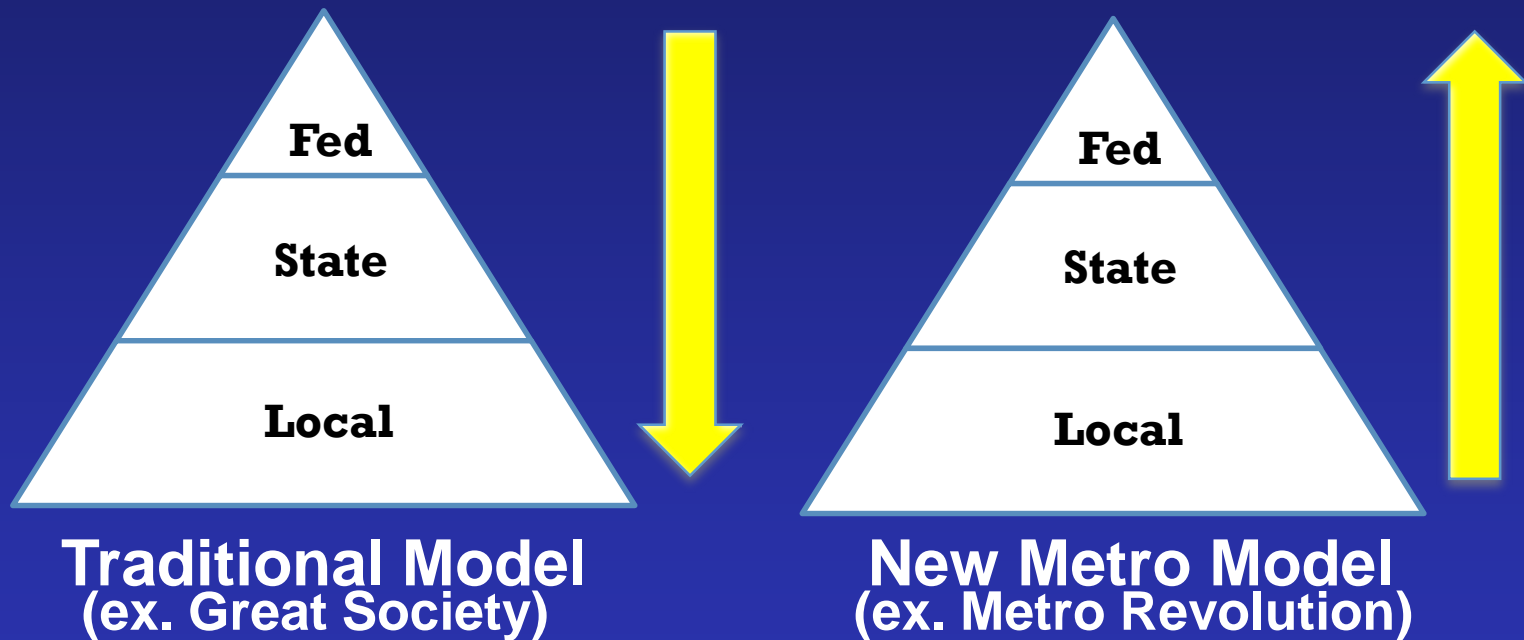
*The Metropolitan Revolution* is a 2013 Book Published by the Brookings Institution Press by Bruce Katz and Jennifer Bradley

Katz and Bradley Argue that Big Metropolitan Areas are the Key Innovators of the Next American Economy and They Should Advance Their Own Interests

# Old Versus New Policy Flow Model

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According to Katz, Locals Need to Directly Petition DC

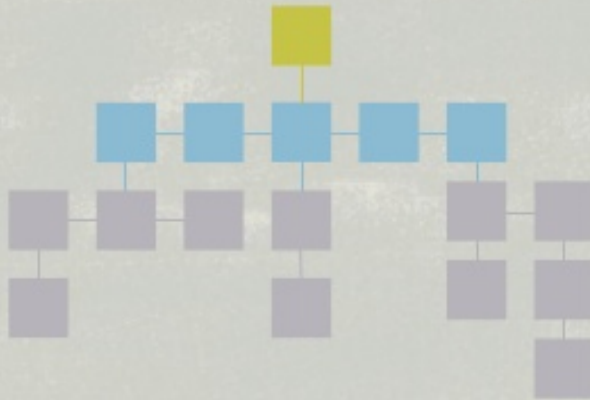


Policy Used to Flow From the Top Down: From the Federal to Local Government. Under the New Metro Model, Policy Flows from the Bottom Up: From Local to Federal Government.

# Metro Networks Drive The Revolution

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## 1 Create Your Network



Government

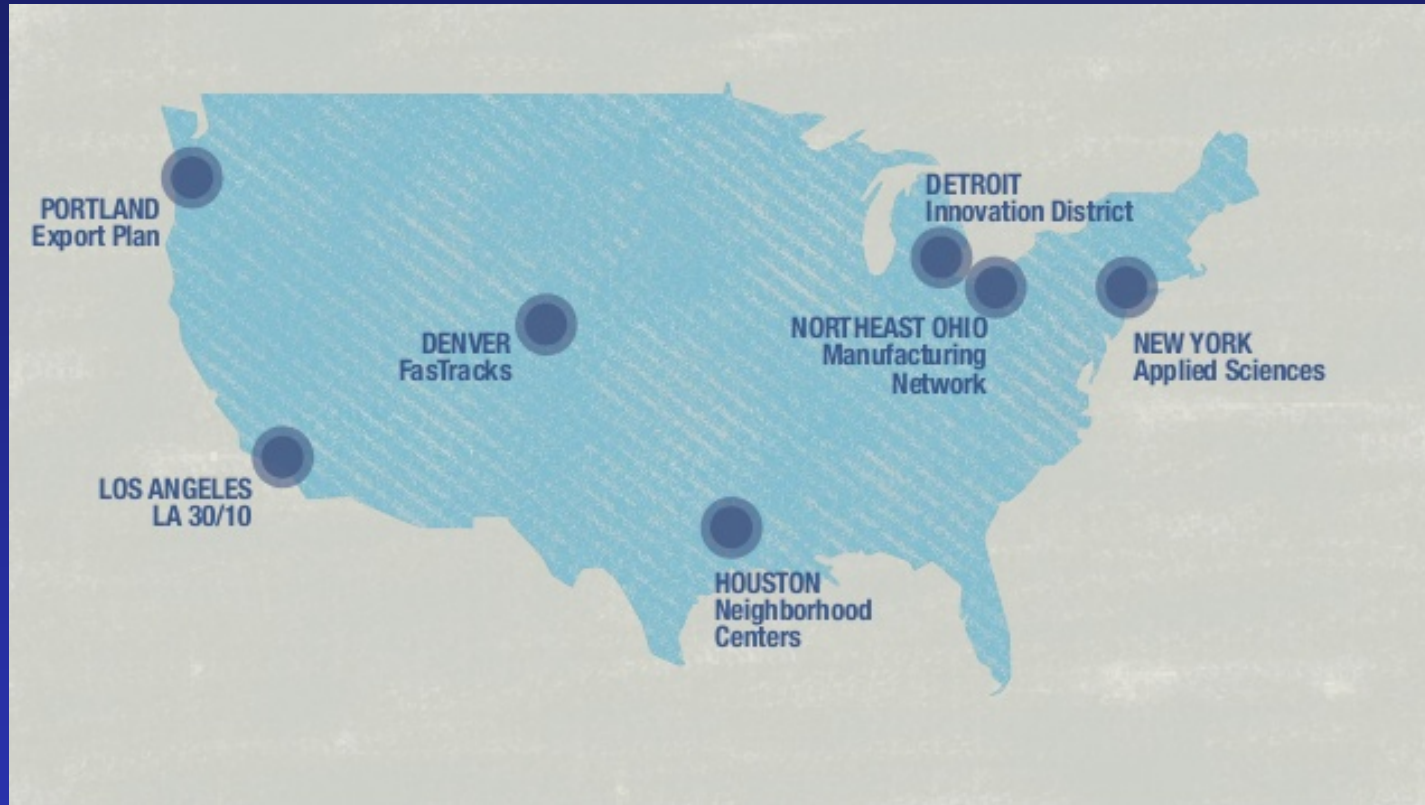


Metropolitan Network

**Metro Networks are Loose, Voluntary Affiliations and are More Flexible than Top-Down Government. Network Includes Leaders in Business, Government, Education, and Non-Profits**

# LV is Not Highlighted in the Book

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**In 2013, Las Vegas Began its Path Toward the Metro Revolution. By 2016, Southern Nevada Fully Joined this Movement. What Follows are Several Examples of Our Accomplishments to Date.**

# The Revolution Begins

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**WHAT DOES SOUTHERN NEVADA WANT:  
SETTING OUR PRIORITIES FOR THE 2013 LEGISLATIVE SESSION**

**January 10, 2013**

**UNLV Foundation, Blasco Wing  
4505 S. Maryland Parkway  
Las Vegas NV 89154  
(Main Cross Streets are Maryland Parkway and University Road)**

**AGENDA**

- 8:00 – 8:30**      **WELCOME / SETTING THE STAGE**  
Brian McAnallen, Las Vegas Metro Chamber of Commerce  
Rob Lang, Brookings Mountain West
- 8:30 – 9:30**      **BREAKOUT SESSIONS – “Key Challenges for Southern Nevada”**
- K – 12**  
                    **Higher Education**  
                    **Infrastructure**  
                    **Healthcare**  
                    **Governance Reform**  
                    **Economic Development**
- 9:30 – 9:45**      **BREAK**
- 9:45 – 10:45**    **REPORT ON BREAKOUT DISCUSSIONS /**  
                          **TOP RECOMMENDATIONS**
- (Each breakout group will have 10 minutes to report  
                    recommendations to the full group)
- 10:45 – 11:30**    **LEGISLATIVE LEADERSHIP PANEL**
- Senate Majority Leader Mo Denis**  
                    **Speaker Marilyn Kirkpatrick**  
                    **Senate Minority Leader Mike Roberson**  
                    **Assistant Minority Leader Crescent Hardy**
- 11:30 – 12:00**    **WRAP UP / NEXT STEPS - Southern Nevada Accountability**
- Southern Nevada Day in Carson City - TBD**

**In 2013, the Southern Nevada Legislative Forum Met at UNLV**

**The January 10<sup>th</sup> Meeting Predated the Legislative Session**

**Event Was Hosted by Brookings Mountain West and LV Chamber**



# The Revolution Gains Momentum

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**The LV Chamber Ran a  
“Chamber on the Hill”  
DC Event in Fall 2013**

**The Chamber and its  
Partners Targeted I-11  
and Tule Springs**

**Both of These Regional  
Assets Needed Federal  
Designation**

# The Revolution Gains Momentum

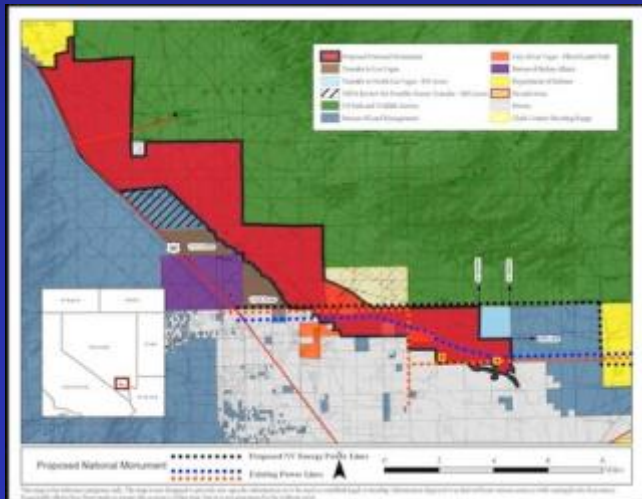
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**One Result of the DC Trip—Tule Springs National Monument**

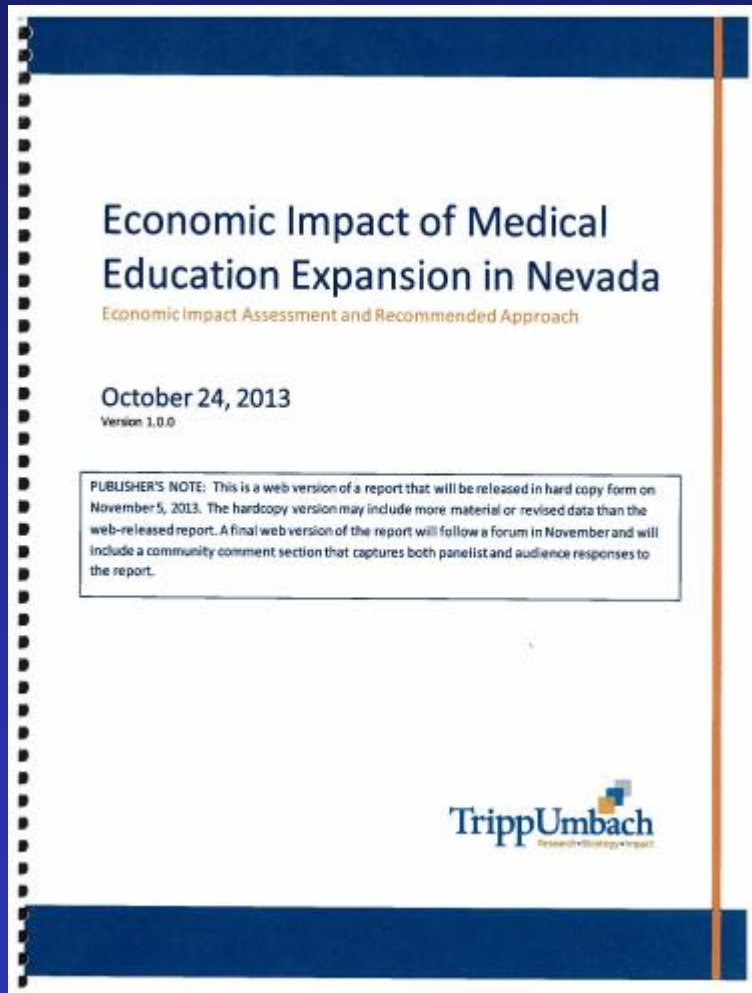
**NLV Mayor Lee Lobbied to Gain Federal Land for His City**

**The Region Has a New Environmental Tourist Asset—Also Got I-11**



# The Revolution Realized: UNLV Med

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**By 2015, the Southern Nevada Forum was Ready for a Big Ask**

**Tripp-Umbach Showed UNLV Med Adds \$1.1B to LV's GDP Per Year**

**Southern NV Legislators Made UNLV Med School a Top Priority—We Got it**

# The Revolution Realized: Faraday (FF)

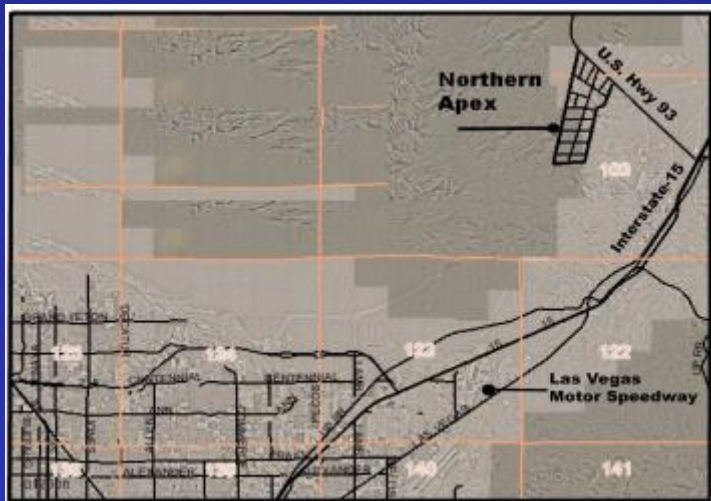
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**NLV Leaders Saw the Tesla Deal and Decided to Emulate it at APEX**

**The City Adopted New Building Codes and Marketed the Site**

**NLV Landed FF and a Special Session of NV Legislature OKed Deal**



# Metropolitan Revolution: Key Lessons

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- ❑ The Region is Proactive and Decides its Own Future—Does Not Wait for DC or State to Act**
- ❑ Initiatives Emerge From Local Leadership Networks Based on a Common Metro Vision**
- ❑ Leadership Networks Organize to Advocate for Major Initiatives and Funding Requests**
- ❑ Local Leaders Work With Federal and State Lawmakers and Agencies on Major Initiatives**

# Metropolitan Revolution: Next Steps

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- The Las Vegas Metropolitan Revolution Needs to Continue and Build on its Success**
- We Need to Broaden the Network and Activate New Stakeholders to Larger Regional Efforts**
- The Next Steps Will Emerge Via Leadership Networks, But I Highlight Two Possible Areas: Reforming Higher Ed and Tourist Tax Policy**
- I Now Turn to Higher Education Reform**

# Our Univ. R&D Output Lags Behind

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University/ Universities	City/ Cities	University R&D (\$ Millions)
Univ. of Arizona	Tucson	\$629,466
Colorado State Univ.	Fort Collins	\$313,238
Oregon State Univ.	Corvallis	\$240,507
Mississippi State Univ.	Starkville	\$206,424
Kansas State Univ.	Manhattan	\$183,069
Univ. of Alaska	Fairbanks	\$162,658
Utah State Univ.	Logan	\$158,352
North Dakota State U.	Fargo	\$150,173
New Mexico State U.	Las Cruces	\$142,365
U. of Central Florida	Orlando	\$126,681
<b>UNLV/UNR</b>	<b>Las Vegas/Reno</b>	<b>\$125,732</b>

Source: National Science Foundation, R&D Expenditures in 2013

# Land Grants—Southern Mountain West

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Yet, UNR is the Second Oldest Land Grant University in the Region

Land Grant University	Year Land Grant was Founded	State Population, 2015
Colorado State University	1870	5,756,574
<b>University of Nevada</b>	<b>1874</b>	<b>2,890,845</b>
University of Arizona	1885	6,828,065
New Mexico State University	1888	2,085,109
Utah State University	1888	2,995,919



# Even Mississippi Leads Nevada

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With Only 4/5ths NV's GDP, MS Spends Over 3X on Univ. R&D

	Mississippi	Nevada
Population 2015	2,992,333	2,890,845
Per Capita Income, 2013	\$20,628 (50 <sup>th</sup> )	\$26,589 (27 <sup>th</sup> )
Gross Domestic Product (GDP)	\$109.1 Billion	\$136.9 Billion
Total University R&D Output, 2013	\$402.8 Million	\$125.7 Million

# Yet, Nevada Spends Big on Higher Ed

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State	\$ Per FTE in 2014	State Rank
Arizona	\$5,171	36
Colorado	\$3,022	48
Mississippi	\$6,514	21
<b>Nevada</b>	<b>\$7,016</b>	<b>17</b>
New Jersey	\$5,520	31
Oregon	\$4,214	46
Utah	\$5,506	32
Virginia	\$4,779	42

Source: State Higher Education Executive Officers Association

# Before Investing More in Higher Ed

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**Reform University and  
College Governance—*Real*  
Community College Boards**



**Form Senate and Assembly  
Higher Education/Economic  
Development Committees**



**Note—These Changes Cost  
the State Zero And Higher Ed  
in Most Places Runs This Way**

# Community College-Led Econ. Dev.

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**Community Colleges Need  
More Secure Funding and  
Access to New Revenue**

**And Need a Volunteer Army  
of Industry/Civic Leaders on  
Real CC *Governing* Boards**

**CC Workforce Development  
May Take Priority Over  
Other Higher Ed Investment**

# For Now, the Blanche DuBois Economy



The Map Shows Robert Lang's "Megapolitan Geography" of the U.S. Note that Las Vegas Lies in the "Southwest Megapolitan Cluster." North Las Vegas Applied This Geography to Highlight Workforce Options for FF.

The Table Shows the Southwest's Advanced Industry Workers. Las Vegas is in the 2<sup>nd</sup> Biggest Cluster in the U.S.

Metropolitan Area	Advanced Industry Jobs
Las Vegas, NV	30,810
Los Angeles, CA	512,890
Phoenix, AZ	152,920
Riverside, CA	63,690
Tucson, AZ	34,130
San Diego, CA	176,280

# Next Up: Tourist Assets and Taxes

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- ❑ **The Following Tables Show Tourist Assets in Las Vegas Relative to Other Regions in the U.S.**
- ❑ **The Tables Compare Las Vegas on Several Asset Metrics—including Our Tourist Tax Rates**
- ❑ **Our Biggest Threat: Orlando Taxes Tourists the Least and Yet Carves Out a Big Local Revenue Share for Investments in Major Tourist Assets**
- ❑ **We Need to Reconsider Our Tax Carve Outs**

# Comparing Key Tourist Assets

Metro Area	Domestic Airport Rank	Downtown Rail to Airport	Conv. Ctr. Rail to Airport	Distance Conv. Ctr. to Airport	60,000+ Stadium
Atlanta	7	YES	YES	12.0 Miles	YES
Chicago	2	YES	YES	18.9 Miles	YES
Dallas	6	YES	YES	25.1 Miles	YES
Denver	8	YES	YES	26.5 Miles	YES
Las Vegas	4	NO	NO	3.6 Miles	NO
Orlando	5	NO	YES	13.0 Miles	YES

**Note: Airport Rank is Based on Origin/Destination & Connections**

**Tabulation and Data Analysis by Brookings Mountain West/UNLV**

# Why a Stadium?

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- As in Orlando, Our Stadium Would Be a Key “Consumption Export”**
- A Carve Out of the Live Entertainment Tax Should Be Used to Build Entertainment Venues**
- The Stadium Would Help Diversify the Region’s Core Economy By Adding More Events**
- If the Stadium Hosts at Least 20 Events, it Will add \$800 Million to the Las Vegas Economy**



# Comparing Convention Center Space

Metro Area	Main Center Space Ft <sup>2</sup>	Other Centers Space Ft <sup>2</sup>	Total Center Space Ft <sup>2</sup>	Total Annual Attendance	Total Space Per Attendee
Atlanta	1,500,000	1,000,000	2,500,000	2,287,459	1.09
Chicago	2,670,000	967,000	3,637,000	2,300,000	1.58
Dallas	1,000,000	870,000	1,870,000	1,200,000	1.56
Denver	584,000	133,000	717,000	918,616	0.78
Las Vegas	2,182,167	6,900,000	9,082,167	5,169,054	1.76
Orlando	2,100,000	3,452,000	5,552,000	1,357,387	4.09

Note: Other Convention Space in Centers with 100,000+ Square Ft

Tabulation and Data Analysis by Brookings Mountain West/UNLV

# Comparing Tourist Taxes

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Metro Area	Room Tax on \$105 Per Day	Car Rental Tax on \$57 Per Day	Dining Tax on a \$93 Meal	Total Tourist Tax Burden	Rank Among Top 50
Atlanta	\$16.85	\$5.71	\$7.47	\$30.02	23
Chicago	\$16.85	\$14.16	\$10.03	\$41.04	1
Dallas	\$15.80	\$8.56	\$7.70	\$32.05	15
Denver	\$15.53	\$9.56	\$7.47	\$32.56	13
Las Vegas	\$12.64	\$11.47	\$7.56	\$31.66	17
Orlando	\$13.16	\$5.71	\$6.07	\$25.94	50

Tourism Tax Data From The Global Business Travel Association

Tabulation and Data Analysis by Brookings Mountain West/UNLV

# Summing Up Tourist Assets/Taxes

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- ❑ We Need to: Refurbish/Expand the Convention Center; Build Light Rail; Construct a Stadium**
- ❑ Orlando Built These Assets Despite Having The Lowest Tourist Taxes in the Top 50 U.S. Markets**
- ❑ Las Vegas Needs More Tourist Tax Carve Outs: “It’s Not What You Tax, It’s What You Keep”**
- ❑ Las Vegas Can Show the State That More Tourist Tax Carve Outs Will Add More General Revenue**

# Final Thoughts on the Revolution

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- Las Vegas is Home to Nearly 3/4<sup>th</sup> of the State's People and Outputs a Larger Share of GDP**
- Given it's Size, Southern Nevada Can Simply Tell the State What it Needs and Get it**
- But That is True Only if We Speak in One Loud, Clear Voice as We Did on the UNLV Med School**
- Every Future Legislative Session Needs a UNLV Med School-Size Deliverable—Let's Pick One**

**Thank  
You**