

Laughlin, Nevada

Economic Strategic Plan

Summary



Produced in Collaboration with:

Community

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Fall 2006 – Fall 2007
Executive Summary

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INTRODUCTION

Laughlin's Economic Strategic Plan is the culmination of a collaborative planning process in which local business, government and educated leaders worked together to identify and address the community's critical economic sustainability issues. Laughlin is the first unincorporated community in Clark County to complete such a plan.

Laughlin Township is located on the Colorado River at the southernmost tip of the State of Nevada where it meets Arizona and California. Laughlin's current population of 8,226 (2005) is expected to reach over 22,000 by 2025. Laughlin's main industry is gaming; the 10 major resorts & casinos directly employ approximately 11,000 regional residents and have helped create another 2,000 tourism-related jobs in the area. Together, the casinos grossed nearly \$1 billion in all of their revenue centers in 2006. Historically, about 60% of Laughlin's gross revenues are earned in the gaming departments of the resorts. In 2006, just over \$615 million in gross gaming revenue and nearly \$112 million in room revenue from the 11,000 hotel rooms demonstrated subtle increases over recent years.

Visitor volumes for Laughlin specifically, which have declined steadily from approximately 5 million to 3.5 million over the last seven years, are also declining at many other tourism-driven destinations in the west, including sites like the Grand Canyon and Lake Mead National Recreation Area. As well, several southwest cities have reported lack luster sales tax receipts and room tax returns over the past three to four years.



So, the main objective of the Laughlin Economic Development Strategy is to curb the obvious over reliance on the tourism/gaming industries. Another primary objective is to correct missed commercial, residential and service related growth opportunities that have been taken advantage of by neighboring counties and states in the past 20 years.

The completion and ongoing advancement of several area projects coupled with a new availability of developable land offered the capability and capacity for this strategy. In very recent years, data and funds collected to support major infrastructure improvements, the release of federal lands for public sale and the completion of the Laughlin Land Use Plan advanced the cohesiveness of this strategy.

The supply of developable land has increased again by 9,000 acres since this project began. That land, when master planned and coupled with the other lands being made available for private development in Laughlin, will greatly assist in accomplishing the goals, objectives and implementation strategies for Laughlin's economic development.

The process of preparing Laughlin's Economic Development Strategy began in 2006 and included site visits, staff level meetings and efforts to coordinate the development of the Laughlin Land Use Plan and the Economic Development Strategy. At the same time, County staff formed the Laughlin Economic Advisory Committee (EAC) made up of business, government and education leaders who would guide the consultant's work. The following summary presents a review of existing conditions, an economic and market analyses and gaming industry analysis. Another key component in this report is the agreement reached among the entities involved in the general strengths, weaknesses, opportunities and threats (SWOT) analysis.

This economic strategic plan is dynamic; it is intended to reflect changing opportunities and goals. As conditions change over time, Laughlin's government, residents and businesses will re-visit this strategy, by identifying new strategic issues and developing goals and strategies to address those issues.

Simply put, the purpose of this Economic Development Strategy is to guide spirited and aggressive activities of the Laughlin Town Manager's office and its economic development partners towards the realization of six distinct goals.

Economic Development Goals:

- Diversify Laughlin's economic base to ensure economic stability and prosperity into the future.
- Encourage the location of retail, professional and business services within Laughlin.
- Establish an economic development program for Laughlin.
- Increase Laughlin's supply of qualified workers.
- Encourage renewed investment and development within Laughlin.
- Collaborate with surrounding jurisdictions and other agencies and organizations to achieve the goals of this economic development strategy.

During the development of this plan, it was discovered that the Laughlin region ranked among one of the ten best locations for renewable solar and wind energy by a national study firm. Along with residential growth in dwellings varying from custom, single-family to affordable workforce housing, there were three other economic development diversification industries showing both community consensus and positive initial market analysis; medical services expansions, light industrial/manufacturing and retail offerings.

LAUGHLIN MARKET ANALYSIS

Population, Household and Age Demographic Trends

Population

Table 1 examines population trends in Laughlin since 1990, and it includes projections up to year 2025. As Table 1 shows, Laughlin grew by 3.6 percent per year between 1990 and 2000, going from 4,791 to 6,820 people, and continued to grow at a similar clip between 2000 and 2005. Today, Laughlin consists of an estimated 8,226 people. Laughlin is expected to grow to 22,120 people by the year 2025, which translates into an annual growth rate of 5.1 percent between 2005 and 2025.

Table 1: Population growth trends in the Laughlin, Nevada market area

					Annual Change	Annual Change	Annual Change
	1990	2000	2005	2025	90 - 00	00 - 05	05 - 25
Nevada	1,201,833	1,998,257	2,518,869	3,806,756	5.2%	4.7%	2.1%
Clark County							
Laughlin	4,791	6,820	8,226	22,120	3.6%	3.8%	5.1%
Searchlight	760	768	1,088	1,750	0.1%	7.2%	2.4%
Mohave County							
Bullhead City	21,951	33,852	38,210	61,786	4.4%	2.5%	2.4%
Kingman	12,722	19,755	25,860	41,816	4.5%	5.5%	2.4%
San Bernardino County							
Needles	5,191	4,852	5,553	8,818	-0.7%	2.7%	2.3%

Source: 1990 US Census, Census 2000, Nevada State Demographer, Clark County Comprehensive Planning Department, California Department of Finance, and Arizona Department of Economics Security

Households

Although some rooftops have been constructed since, in early 2005 there were 3,724 households in Laughlin. An average of 2.2 people per household in Laughlin is smaller than that for Bullhead City, Kingman and Nevada as a whole, which consists of 2.4, 2.5 and 2.8 persons per household respectively. Table 2 shows the number of households in Laughlin grew at the same annual rate as the state as a whole and projects growth trends through 2025 for the communities in the market area.

Table 2: Household Growth Trends in the Laughlin, Nevada Market Area

					Annual Change	Annual Change	Annual Change
	1990	2000	2005	2025	90 - 00	00 - 05	05 - 25
Nevada	467,513	751,977	906,719	1,370,321	4.9%	3.8%	2.1%
Clark County							
Laughlin	1,958	3,096	3,734	10,042	4.7%	3.8%	5.1%
Searchlight	424	428	606	975	0.1%	7.2%	2.4%
Mohave County							
Bullhead City	8,812	13,902	15,692	25,374	4.7%	2.5%	2.4%
Kingman	4,961	7,773	10,175	16,453	4.6%	5.5%	2.4%
San Bernardino County							
Needles	2,001	1,977	2,263	3,593	-0.1%	2.7%	2.3%

Source: 1990 US Census, Census 2000, Nevada State Demographer, Clark County Comprehensive Planning Department, California Department of Finance, and Arizona Department of Economics Security

Age Demographics

In addition to tracking broad population trends, it is important to examine trends within certain segments of the population. This is so because different age cohorts require different sets of services. Table 3 shows the trends in the population base of those over the age of 65. It also reflects the percentages of the age segment in the study area. Approximately 21% of residents in Laughlin are 65 or older, a proportion that is in tune with nearby Bullhead City and Kingman, where seniors are 21% and 22%, respectively. It is important to note that in Nevada as a whole, seniors comprise 11% of the state's population. In addition, the number of Laughlin seniors increased by 7% annually between 2000 and 2005, whereas in the state, their numbers grew by 4.1% per year.

Table 3: Seniors (65 and older) as share of total population for Laughlin, Nevada market area

				Projected	Annual Change	Annual Change	Annual Change
	1990	2000	2005	2025	90 - 00	00 - 05	05 - 25
Nevada	127,201	218,497	267,676	404,538	5.6%	4.1%	2.1%
State Senior %	11%	11%	11%	11%			
Clark County							
Laughlin	352	1,245	1,744	4,689	13.5%	7.0%	5.1%
Town Senior %	7%	18%	21%	21%			
Searchlight	210	212	300	483	0.1%	7.2%	2.4%
Town Senior %	28%	28%	28%	28%			
Mohave County							
Bullhead City	4,583	6,508	7,833	12,666	3.6%	3.8%	2.4%
City Senior %	21%	19%	21%	21%			
Kingman	2,205	3,432	5,637	9,116	4.5%	10.4%	2.4%
City Senior %	17%	17%	22%	22%			
San Bernardino County							
Needles	865	789	911	1,446	-0.9%	2.9%	2.3%
City Senior %	17%	16%	16%	16%			

Source: 1990 US Census, Census 2000, Nevada State Demographer, University of Nevada Reno Cooperative Extension Office, California Department of Finance, US Census American Community Survey, and Arizona Department of Economics Security.

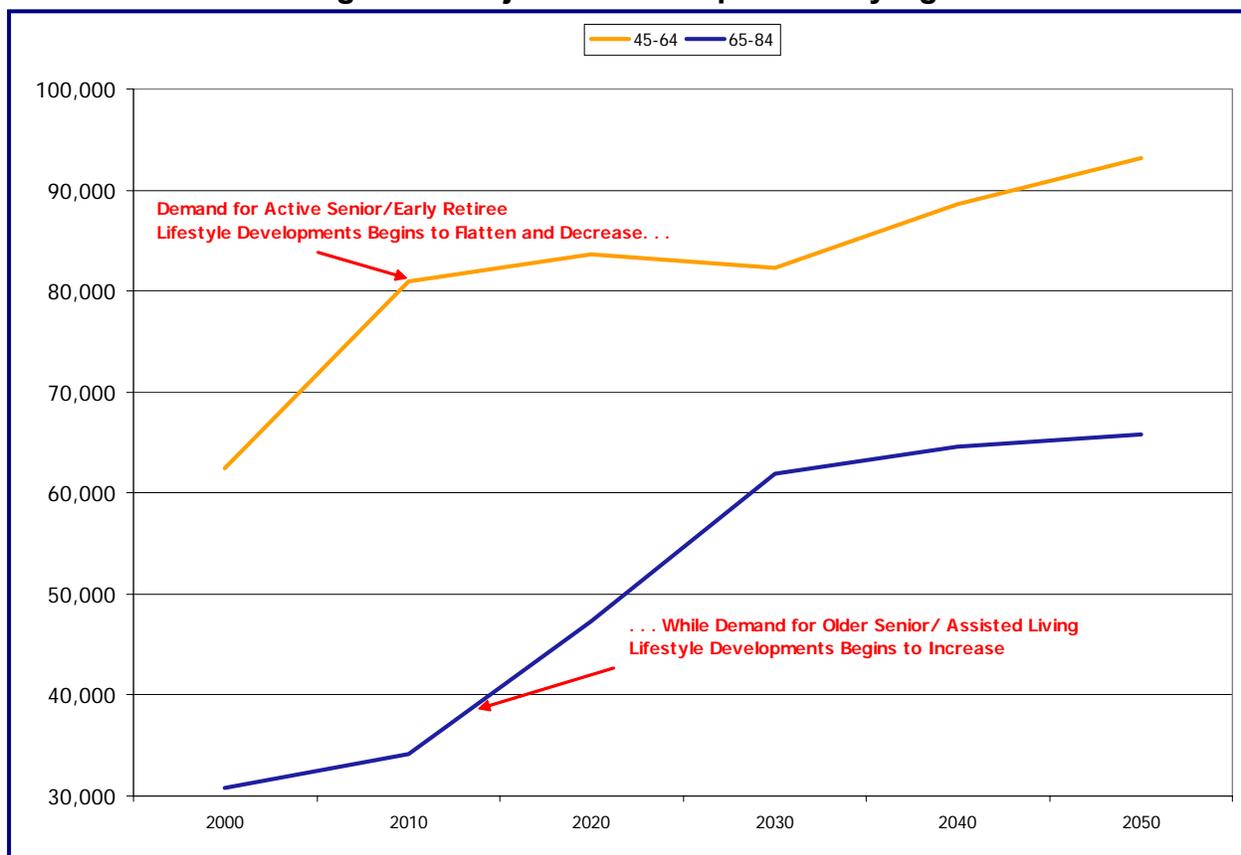
Table 4 addresses near-retirement age groups consisting of people over 45 and shows this age cohort, in addition to those over 65, to be a greater share of Laughlin's population relative to the comparison townships in Nevada and Arizona. Residents over the age of 45 represent 53% of Laughlin's total population (4,352). In Nevada, this broad cohort represents 33% of the total population. Again, in Bullhead City and Kingman, very similar Laughlin demographic data shows that people over 45 represent 48% and 50% of the population respectively.

Table 4: Middle age and seniors (45 and older) as share of total population in market area

					Annual	Annual	Annual
					Change	Change	Change
	1990	2000	2005	2025	90 - 00	00 - 05	05 - 25
Nevada	373,715 31%	675,751 34%	833,604 33%	1,259,822 33%	6.1%	4.3%	2.1%
Clark County							
Laughlin	1,665 35%	3,582 53%	4,352 53%	11,701 53%	8.0%	4.0%	5.1%
Searchlight	571 75%	577 75%	608 56%	977 56%	0.1%	1.0%	2.4%
Mohave County							
Bullhead City	10,136 46%	15,349 45%	18,226 48%	29,472 48%	4.2%	3.5%	2.4%
Kingman	4,878 38%	8,191 41%	12,852 50%	20,782 50%	5.3%	9.4%	2.4%
San Bernardino County							
Needles	1,897 37%	1,998 41%	2,499 45%	3,968 45%	0.5%	4.6%	2.3%

Source: 1990 US Census, Census 2000, Nevada State Demographer, University of Nevada Reno Cooperative Extension Office, California Department of Finance, US Census American Community Survey, and Arizona Department of Economics Security

Figure 1: Projected U.S. Population by Age



Source: U.S. Census Bureau, “Demographic Trends in the 20th Century” & “U.S. Interim Projections, 2004”

Figure 1 depicts the population growth, nationwide, of two age cohorts, 45-64 and 65-84 year olds **in thousands**. These two age cohorts (or groupings) have a greater share of the population in Laughlin than they do in other parts of the State of Nevada. Trends affecting the population in these cohorts will have an impact on Laughlin’s economy.

At around 2011, the total population of 45 to 64 year olds will start to plateau. The purchasing behavior of this population group has been driving the growth in certain housing markets and retail categories. Many of the Laughlin and Bullhead City housing developments have been marketed to “active adults,” usually couples whose children are grown and who are retiring early, are semi-retired or want a second home. As indicated by Figure 1, the total U.S. population of this entire age group will grow by only 2,000,000 individuals between 2011 and 2030. This will have a chilling effect on the demand for second homes and active adult lifestyle housing developments, especially in those regions of the nation whose economies have come to rely on the spending of this age cohort.

On the other hand, the total U.S. population of adults over the age of 65 will nearly double between 2011 and 2030. Currently, this age group makes up 44 percent of the Laughlin casino guests each year. As they age and require more assistance, they may be more inclined to gamble closer to home or to require more services from the casinos. Those that travel to Laughlin by RV may be less inclined to drive as they get older.

It will be important for Laughlin hotels and casinos to look at how changing demographics will change the demand for their package of services. It will also be important to determine whether the next generation of seniors will be inclined to participate in the same recreational and entertainment activities as the current generation does.

It is projected that the growth of the senior population, age 65 and over, for Laughlin will increase by about 3,000 individuals between 2005 and 2025, about 147 per year. In Bullhead City, it is estimated that the senior population will grow by about 240 individuals per year totaling 12,000 more by 2025.

LABOR FORCE, EDUCATION AND HOUSEHOLD INCOME ANALYSIS

Employment Data, Residents Educational Achievements and Household Income

Employment by Industry Sector

This section compares the industries in which residents in the comparison markets over the age of 25 are employed. Data is available for years 1990 and 2000 although an update to some sectors was made in 2005. Given the importance of the resorts and casinos in Laughlin, the bulk of Laughlin's employed residents are in gaming-related industries. 47% are in entertainment and recreation, and 29% are employed in the services industries. 28% of all Bullhead City residents are in entertainment and recreation, which is slightly higher than the proportion for the state as a whole, or 26%. Overall, there were 3,463 employed residents in Laughlin in 2000, versus 2,622 in 1990, for an average annual change of 2.8%. Service industries include businesses that provide services to other businesses or to individuals and households. Business services include professional and technical services, including engineering, legal and financial, information services, software programming, publishing and graphic design. Personal services include laundry, beauty, nursing, entertainment and accommodations.

Table 5 also includes 2005 employment estimates for Laughlin, Bullhead City, Arizona and Needles, California. The University of Nevada Cooperative Extension surveyed over 200 households in Laughlin, Bullhead City, and other cities in the surrounding region respectively. Cooperative Extensions estimates follow trends established by the US Census. For example, as a share of total employment, Laughlin's labor force in service industries had decreased from 37% to 29% between 1990 and 2000. Consistent with this decreasing trend, the Cooperative Extension finds that now 19% of the township's workforce is employed in service industries. Likewise, 35% and 47% of Laughlin's labor force was employed in entertainment\recreational industries in 1990 and 2000.

By 2005, that share grew to 49%. Table 5 also includes 2005 data for Nevada as a whole. This data comes from the US Census' American Community Survey (ACS). Data for Needles, CA is included wherever available.

Table 5: Employment by Sectors - employed residents over 25 years of age by industry in Laughlin, Nevada market area 1990-2005

				Annual Change
Clark County, NV	1990	2000	2005	90 - 00
Laughlin	2,622	3,463		2.8%
Agriculture, forestry, and fisheries	1%	0%	0%	-100.0%
Mining	0%	0%	0%	
Construction	8%	3%	1%	-7.0%
Manufacturing	3%	1%	0%	-6.8%
Transportation, communications and utilities	3%	7%	6%	11.9%
Wholesale trade	0%	0%	0%	-2.8%
Retail trade	8%	7%	14%	2.0%
Finance, insurance, and real estate	3%	4%	6%	4.0%
Services	37%	29%	19%	0.1%
Entertainment and recreation	35%	47%	49%	6.0%
Public administration	1%	2%	6%	2.9%
Searchlight		365		
Agriculture, forestry, and fisheries	not available	0%		not available
Mining		11%		
Construction		15%		
Manufacturing		0%		
Transportation, communications and utilities	0%			
Wholesale trade		0%		
Retail trade		7%		
Finance, insurance, and real estate	0%			
Services		33%		
Entertainment and recreation		35%		
Public administration		0%		

				Annual Change
Mohave County, AZ	1990	2000	2005	90 - 00
Bullhead City	9,779	14,321		3.9%
Agriculture, forestry, and fisheries	1%	1%	0%	-3.3%
Mining	0%	0%	0%	-2.4%
Construction	10%	6%	3%	-0.3%
Manufacturing	3%	2%	1%	-0.3%
Transportation, communications and utilities	7%	4%	7%	-1.2%
Wholesale trade	1%	1%	0%	0.8%
Retail trade	14%	12%	17%	2.5%
Finance, insurance, and real estate	5%	4%	3%	2.5%
Services	35%	39%	24%	5.0%
Entertainment and recreation	21%	28%	35%	7.0%
Public administration	3%	2%	10%	2.1%
Kingman	5,309	8,228		4.5%
			2005 estimates not avail	
Agriculture, forestry, and fisheries	1%	0%		-8.9%
Mining	1%	0%		-10.1%
Construction	8%	8%		4.4%
Manufacturing	10%	12%		7.1%
Transportation, communications and utilities	12%	10%		2.3%
Wholesale trade	4%	3%		3.4%
Retail trade	17%	13%		2.0%
Finance, insurance, and real estate	6%	3%		-2.7%
Services	33%	40%		6.6%
Entertainment and recreation	1%	3%		13.1%
Public administration	8%	7%		4.0%

				Annual Change
San Bernardino County, CA	1990	2000	2005	90 - 00
Needles	1,826	1,728		-0.6%
Agriculture, forestry, and fisheries	2%	0%	0%	-14.2%
Mining	0%	0%	0%	
Construction	7%	5%	0%	-5.3%
Manufacturing	2%	2%	0%	0.6%
Transportation, communications and utilities	16%	16%	7%	-0.6%
Wholesale trade	2%	1%	0%	-11.5%
Retail trade	24%	9%	13%	-9.4%
Finance, insurance, and real estate	3%	4%	7%	1.5%
Services	31%	48%	20%	4.1%
Entertainment and recreation	6%	9%	27%	3.7%
Public administration	7%	6%	27%	-2.6%

				Annual Change
Nevada	1990	2000	2005	90 - 00
	607,437	933,280	1,161,150	4.4%
Agriculture, forestry, and fisheries	2%	0%	0%	-7.7%
Mining	2%	1%	1%	-2.9%
Construction	9%	9%	12%	5.0%
Manufacturing	6%	5%	5%	2.4%
Transportation, communications and utilities	7%	7%	5%	5.4%
Wholesale trade	3%	3%	3%	2.8%
Retail trade	16%	11%	11%	0.8%
Finance, insurance, and real estate	6%	6%	7%	5.1%
Services	35%	26%	28%	1.0%
Entertainment and recreation	9%	26%	24%	15.9%
Public administration	5%	4%	4%	3.9%

Source: 1990 US Census and Census 2000 / University of Nevada Cooperative Extension, "Chapter III: 2005 Household Survey Results for Colorado River" / US Census ACS 2005

The magnitude in which Laughlin's labor force relies on entertainment and recreation is significant. Another additional comparison conducted by ADE for the Laughlin strategy reveals how residents in America's largest gaming Mecca make up much less of the gaming related labor force. The Las Vegas Valley is also reliant on gaming, but to a much lesser degree. Recent estimates put the greater Las Vegas area's population at nearly two million people. In the 2000 Census, approximately 700,000 residents over the age of 25 were employed there. While no less than 12% of all Las Vegas area residents worked in entertainment and recreation, up to 40% of the area's labor force is in services industry, which interacts with gaming. For further comparison, only 4% of all Lake Havasu City's residents are in entertainment and recreation, which is slightly above the proportion for Yuma's residents at 2%. In addition, over 40% of Yuma's labor force is in service industries. Lake Havasu City's residents are also concentrated in services but at 29%.

Employment in industries, such as manufacturing, is important to track, as they tend to pay higher wages with greater benefits. Employment in these jobs declined between 1990 and 2000, as the number of Laughlin residents working in construction, manufacturing, and wholesale dropped by 7%, 6.8% and 2.8% per year respectively. Employment in industrial sectors increased over the 1990s indicating some measure of diversification in other areas of the region. The amount of Las Vegas residents employed in industrial jobs increased, as construction, manufacturing, transportation, and wholesale grew by 4.9%, 2.3%, 6.1%, and 1.5% per year. The number of Lake Havasu City residents employed in industrial jobs also increased, as construction, manufacturing, transportation, and wholesale grew by 2.1%, 1.9%, 6.7%, and 1.6% per year. Industrial sectors grew similarly for Yuma, although at a slower rate.

In addition to understanding which economic sectors residents are employed in, it is important to track their occupations as well. Table 6 shows employment by occupations and tracks occupational trends over time in the region. In Las Vegas and the Valley region, there is somewhat of a balance of workers in managerial, sales, and services occupations, as opposed to the way in which Laughlin's labor force concentrates in service occupations, which tend to be lower paying.

Table 6: Employed residents over 25 by occupation, Las Vegas area 1990-2000

			Annual Change
	1990	2000	90 - 00
Las Vegas Valley			
Laughlin CDP	2,622	3,463	2.8%
Managerial and professional specialty occupations	16%	14%	1.3%
Sales and administrative support	19%	29%	7.3%
Service occupations	44%	46%	3.2%
Farming, forestry, and fishing occupations	1%	0%	-4.0%
Production, construction, craft, machine operators, repairs	17%	9%	-3.8%
Transportation and material moving occupations	4%	3%	-0.9%
Las Vegas	131,001	214,301	5.0%
Managerial and professional specialty occupations	24%	26%	5.9%
Sales and administrative support	27%	28%	5.2%
Service occupations	26%	26%	5.0%
Farming, forestry, and fishing occupations	1%	0%	-16.1%
Production, construction, craft, machine operators, repairs	18%	15%	3.2%
Transportation and material moving occupations	4%	6%	8.3%
Rest of Las Vegas Valley	222,348	398,876	6.0%
Managerial and professional specialty occupations	24%	24%	6.0%
Sales and administrative support	28%	28%	6.0%
Service occupations	26%	27%	6.3%
Farming, forestry, and fishing occupations	1%	0%	-18.7%
Production, construction, craft, machine operators, repairs	17%	15%	4.7%
Transportation and material moving occupations	4%	6%	11.2%
Nevada	607,437	933,280	4.4%
Managerial and professional specialty occupations	25%	26%	4.8%
Sales and administrative support	27%	28%	4.5%
Service occupations	24%	25%	4.8%
Farming, forestry, and fishing occupations	2%	0%	-12.4%
Production, construction, craft, machine operators, repairs	18%	16%	2.9%
Transportation and material moving occupations	4%	6%	8.0%
Lake Havasu City, Arizona	10,562	16,536	4.6%
Managerial and professional specialty occupations	22%	23%	4.8%
Sales and administrative support	30%	31%	4.9%
Service occupations	15%	19%	6.8%
Farming, forestry, and fishing occupations	2%	0%	-24.8%
Production, construction, craft, machine operators, repairs	27%	21%	2.1%
Transportation and material moving occupations	3%	6%	11.8%
Yuma, Arizona	21,684	28,024	2.6%
Managerial and professional specialty occupations	28%	30%	3.3%
Sales and administrative support	29%	29%	2.6%
Service occupations	17%	19%	3.7%
Farming, forestry, and fishing occupations	4%	2%	-2.9%
Production, construction, craft, machine operators, repairs	17%	14%	0.6%
Transportation and material moving occupations	5%	6%	4.2%

Source: US Census 1990 and Census 2000

Educational Achievements

As stated earlier, Laughlin area jobs tend to be entertainment and services related and therefore lower paying occupations. But Table 7 reveals a brighter picture of the educational attainment of the Laughlin resident. It is similar and in some degrees slightly better than the other communities in the study region. The share of Laughlin workers with no more than a high school diploma went from 33% in 1990 to 36% in 2000. The University of Nevada Cooperative Extension's survey found that by 2005, this had dropped to 31% of the workforce. Those with some college (no degree) went from 27% to 31% and back to 27%. At the same time, it is important to note that the share of Laughlin's workers with a Bachelor's went from six to nine percent. The Cooperative Extension survey found that 17% of their respondent had at least a Bachelor's degree in 2005. By comparison, the number of workers with a Bachelor's degree grew by 2% and 3% annually in Bullhead City and Kingman, and dropped by 12% annually for the State as a whole.

By comparison, the number of workers with Bachelor's degree grew at 9% annually in Las Vegas and the Vegas Valley region. Workers with advanced degrees, such as Master's or PhD's, increased significantly as well in these comparison areas. The number of workers with Bachelor's degrees grew significantly slower in Lake Havasu City and Yuma, or 5.5% and 3.3% per year respectively.

Table 7: Educational attainment of Laughlin market area residents

				Annual Change
Clark County	1990	2000	2005	90 - 00
Laughlin	3,387	5,221		4.4%
Less than high school	25%	19%	7%	1.3%
HS\GED	33%	36%	31%	5.4%
Some college	27%	31%	27%	5.9%
AA	4%	4%	8%	4.1%
A\BS	6%	9%	17%	8.1%
Advanced degree	5%	2%	10%	-5.2%
				Annual Change
Mohave County	1990	2000	2005	90 - 00
Bullhead City	16,383	23,800		3.8%
Less than high school	28%	28%	15%	3.8%
HS\GED	34%	35%	36%	4.1%
Some college	24%	24%	28%	4.0%
AA	5%	5%	9%	4.2%
BA\BS	7%	6%	9%	1.9%
Advanced degree	3%	3%	4%	2.5%
Kingman	8,459	13,355		4.7%
Less than high school	22%	18%	2005 not available	2.3%
HS\GED	28%	33%		6.3%
Some college	26%	28%		5.5%
AA	6%	7%		5.7%
BA\BS	10%	8%		3.3%
Advanced degree	7%	5%		1.7%
				Annual Change
San Bernardino County	1990	2000	2005	90 - 00
Needles	3,294	3,152		-0.4%
Less than high school	30%	27%	2005 not available	-1.4%
HS\GED	32%	32%		-0.3%
Some college	23%	25%		0.6%
AA	4%	6%		2.1%
BA\BS	5%	5%		-0.3%
Advanced degree	6%	5%		-3.1%
				Annual Change
Nevada	1990	2000	2005	90 - 00
	789,638	1,310,176	1,554,923	-0.4%
Less than high school	21%	19%	17%	-1.4%
HS\GED	32%	29%	31%	-0.3%
Some college	26%	27%	24%	0.6%
AA	6%	6%	7%	2.1%
BA\BS	10%	12%	14%	-0.3%
Advanced degree	5%	6%	7%	-3.1%

Source: ADE based on 1990 US Census and Census 2000/ University of Nevada Cooperative Extension, "Chapter III: 2005 Household Survey Results Colorado River"/ US Census ACS 2005

It is worth noting that, on a number of other quality indicators, Laughlin schools score higher than schools in the surrounding area. For example, the student-to-teacher ratio at Laughlin High School (grades 6 through 12) is 12 to 1, whereas at the only non-charter high school in Bullhead City, Mohave High School, the ratio is 22 to 1. Per pupil spending at Laughlin High School is \$8,200, significantly higher than per pupil spending at Mojave (\$5,400). Bullhead City Jr. High and Fox Creek Junior High School report 18 students per teacher and per pupil spending at \$5,500 a year.

Household Income

As shown in Table 8, average household income is greater in Laughlin than in nearby Bullhead City and Kingman. It is, however, significantly less than the average household income for Nevada as a whole. Laughlin's average household income is \$46,130, versus Bullhead City's \$39,177 and Kingman's \$42,835. Average household income for the state is \$57,469. Table 13 also shows that the top 20 percent of households, in terms of income, earn a minimum of \$60,680. In Bullhead City, the top twenty percent of households earn, at a minimum, \$51,326. Thus, Laughlin's highest-earning households tend to earn more than the top twenty percentile of households in Bullhead City. The top twenty percentile in Kingman and Nevada as a whole tend to earn more than their counterparts in Laughlin, as they earn a minimum of \$62,298 and \$72,784 respectively. Table 13 also shows that, in inflation-adjusted dollars, average household income in Laughlin grew while average incomes dropped in Bullhead City, Kingman, and Nevada.

Table 8 above also includes estimates derived from survey findings of University of Nevada Cooperative Extension. Average household income in Laughlin \$57,233 in 2005, a significant improvement of \$11,000 since 2000. In addition, Table 13 shows that households in the top 20 percentile have incomes that are substantially greater than five years before. In 2005, the top 20 percent earn at least \$88,500, versus \$60,680 in 2000. While improved incomes for those in the top 20 percentile is expected given improvements in educational profile of Laughlin residents between 2000 and 2005, the magnitude of change suggests other factors are at play, such as how housing prices influence local demographics particularly in terms of incomes and equity needed to purchase new single family homes. Changes in incomes for the average household and for households in the top twenty percentile more than likely reflect the arrival of residents from southern California, not a phenomenon that cuts across all households. In fact, the fortunes of the bottom 20 percent of Laughlin's households have not improved dramatically. The maximum income earned by these households is slightly better than what the bottom twenty-percent earned five and fifteen years before in inflation-adjusted dollars. A similar trend is occurring at the state level. According to the U.S. Census, households in the top twenty percentile experienced significant income growth between 2000 and 2005, as incomes for these households went from \$72,784-and-above to \$84,294-and-above. Likewise, households in the lowest-twenty percentile experience income stagnation, as the maximum income earned by this group improved only slightly from \$18,005 to \$19,165.

Table 8: Household income distribution Laughlin market area

	1990	2000	2005
Clark County			
Laughlin			
Top 20 percentile	\$64,678 and above	\$60,680 and above	\$88,503 and above
Mean	\$45,854	\$46,130	\$57,233
Bottom 20 percentile	up to \$21,288	up to \$20,777	up to \$21,557
Mohave County			
Bullhead City			
Top 20 percentile	\$57,762 and above	\$51,326 and above	\$83,479 and above
Mean	\$41,320	\$39,177	\$54,251
Bottom 20 percentile	up to \$17,304	up to \$16,297	up to \$24,584
Kingman			
Top 20 percentile	\$67,594 and above	\$62,298 and above	estimates not available
Mean	\$44,257	\$42,835	
Bottom 20 percentile	up to \$16,119	up to \$15,960	
San Bernardino County			
Needles			
Top 20 percentile	\$65,846 and above	\$61,500 and above	estimates not available
Mean	\$41,082	\$36,534	
Bottom 20 percentile	up to \$10,791	up to \$11,629	
Nevada			
Top 20 percentile	\$76,377 and above	\$72,784 and above	\$84,293 and above
Mean	\$52,896	\$57,469	\$54,536
Bottom 20 percentile	up to \$21,021	up to \$18,005	up to \$19,165

Source: Applied Development Economics, based on 1990 US Census and Census 2000/ University of Nevada Cooperative Extension, "Chapter III: 2005 Household Survey Results, Colorado River"/ US Census ACS 2004

The preceding data reviewed broad demographic trends of Laughlin, comparing the township against nearby Bullhead City (Arizona), Kingman (Arizona), and Needles (California), as well as Nevada as a whole. Laughlin's population grew significantly between 1990 and 2000 and 2000 and 2005, and is projected to grow at a faster annual rate between 2005 and 2025. The bulk of population and household growth occurred in retirement-age (over 65) and middle-age-to-near retirement age (over 45) cohorts.

Perhaps the increase in these age cohorts explains how it is that average incomes could increase in the face of the shifting of Laughlin's labor force toward lower-paying industries and occupations. In other words, over the 1990s and into the new millennium, Laughlin has been attracting new residents from places such as southern California, especially retirees and middle-age households whose respective incomes have tended to be higher than incomes of long-time residents. This in-migration of wealthier and higher-educated persons has increased Laughlin's average income as well as its educational attainment profile.

GAMING MARKET ANALYSIS

Laughlin Gaming History, Gaming and Hotel Revenue Operations/ Comparisons and US Gaming Trends

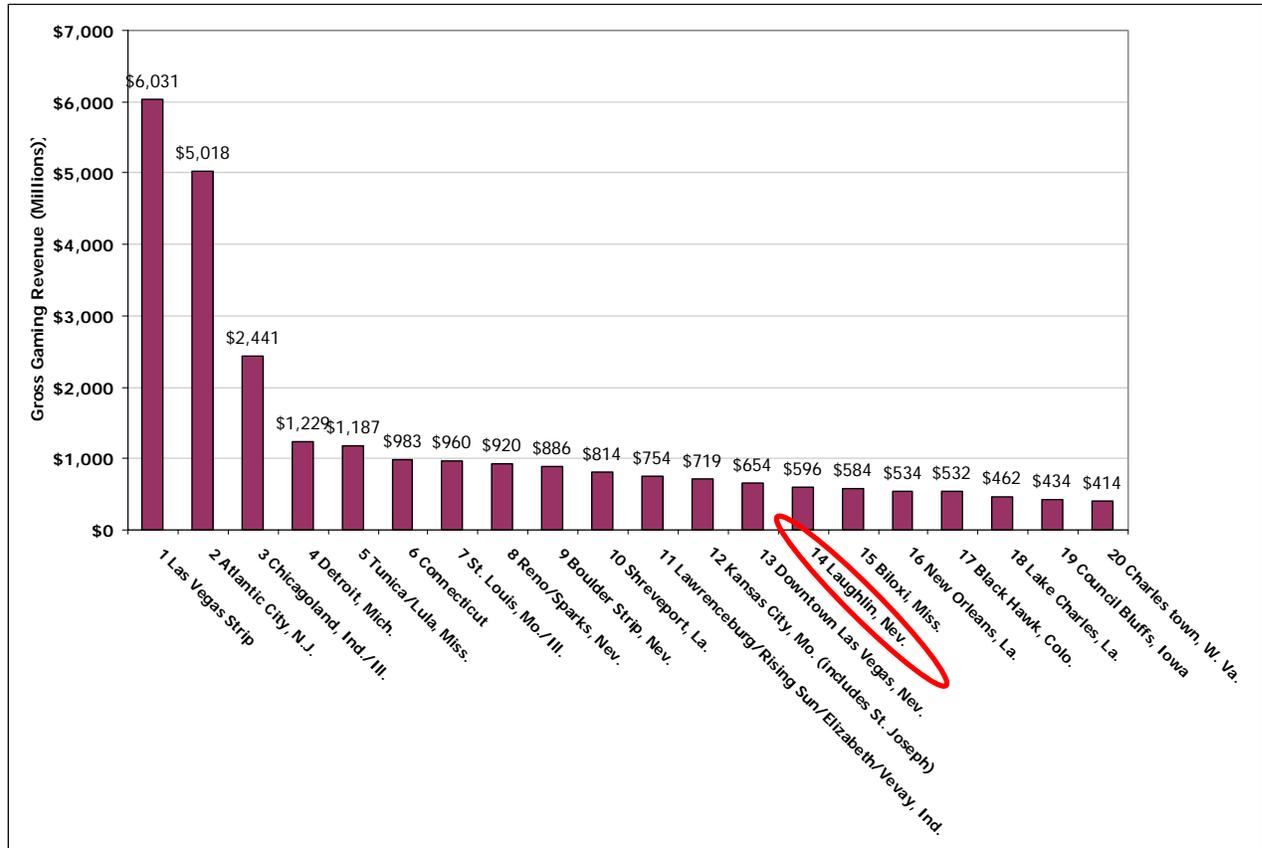
Laughlin Gaming History

Since the mid-1970s, Laughlin has emerged as a substantial destination for gaming. The gaming industry directly employs over 10,000 workers and currently ranks as the 14th largest casino gaming market in the country (see Figure 2) with just over \$615 million of annual gross gaming revenue. There are currently ten casinos established in Laughlin with annual gaming revenues of \$1 million or more. While no new casinos have been established in Laughlin in over a decade, half of the major facilities have changed ownership in the past seven years. Reinvesting and refurbishing projects have been a somewhat constant during these years as existing and new owners have upgraded rooms, restaurants, signage and installed the newest gaming devices on the market.

However, the resort corridor will need to be re-invented with attractions and attractiveness that appeal to a broader audience in order for it to sustain and grow business levels across the resorts' revenue centers.

The Casino Drive beautification project and planned total reconstruction of the roadway from Needles Highway to the Laughlin Bridge will help. But the casino business sectors in gaming communities across the nation have proven that to grow its market share they must invest and upgrade existing facilities. The property owners have demonstrated in the past that collaboration and consensus can be reached toward event planning, public relations efforts and special improvement districts. In the near future, the owners will need to agree to break out of the relatively stagnant pattern of offerings that has characterized the Laughlin market for much of the past decade.

Figure 2: Comparison of Gross Gaming Revenue by Major Casino Market, 2004



Source: ADE, data from Nevada Gaming Control Board, AGA, and Donaldson, Lufkin, & Jenrette. Note: Data only includes commercial casinos, and excludes Indian gaming. Nevada gaming data reflects fiscal year 2004/5.

Since Laughlin established itself as a gaming destination, its growth has stalled in recent years, even though casino gaming as an industry across the country has continued to grow rapidly. Laughlin’s market share erosion has occurred for several reasons. One is that it continues to operate primarily as a gaming destination and has not diversified into other activities to fuel tourism growth or new business diversity.

Even though Nevada no longer enjoys the exclusivity it once had with casino gaming, markets such as the Las Vegas Strip have continued to grow because they have added other non-gaming activities that attract visitors and in turn benefit the casino operations. Gaming alone is no longer a strong enough attraction to sustain economic growth in Nevada. In large part, this is due to several other states legalizing casino gambling throughout the 1990s, and the growth of Indian gaming facilities across the country. Indian gaming in particular has had an impact in California, where the majority of Laughlin visitors come from. Moreover, Indian gaming has had a local impact with the expansion of gaming at the nearby Avi Resort and Casino just 9 miles south of Casino Drive.

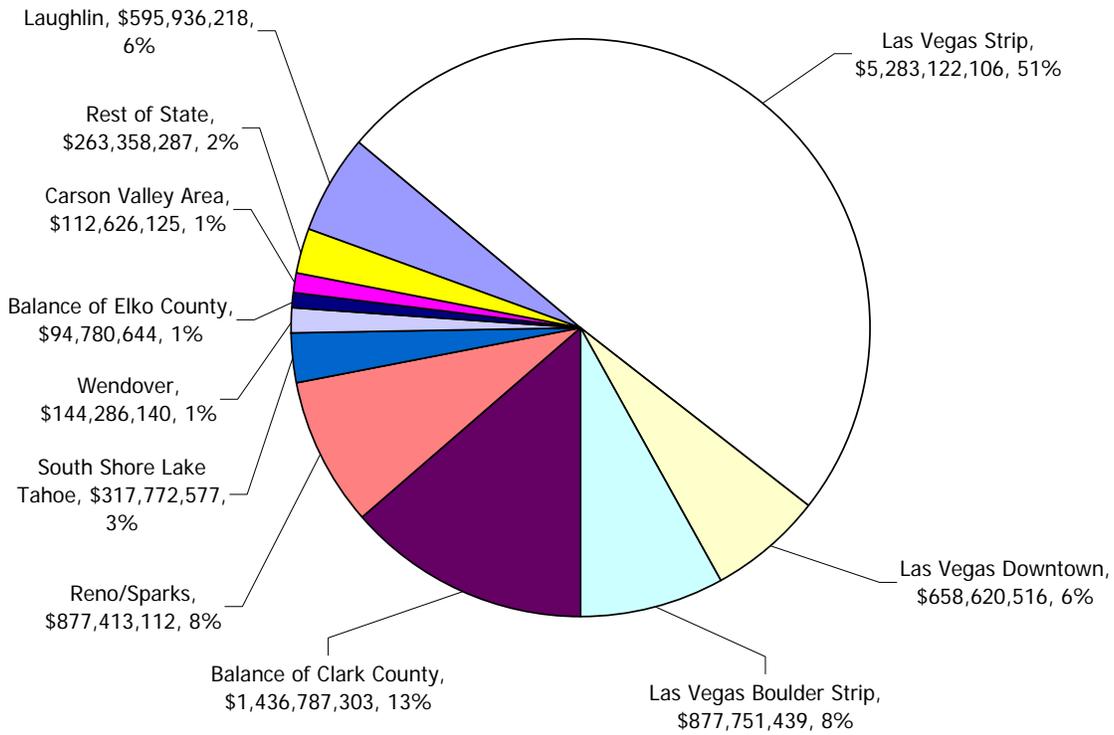
Compared to other gaming destinations, Laughlin primarily competes in the middle to lower end of the gaming market. The attraction that Laughlin offers is low cost or “value for the money.” Among the gaming markets in Nevada, Laughlin has the lowest average room rate. Moreover, none of the casinos operate high stakes game rooms, and only a few of the existing facilities have high limit slot machines.

Future expansion of the Laughlin gaming market will depend on more significant reinvestment (either through substantial renovation and/or expansion of existing facilities, or construction of new properties), and attracting visitors who come to Laughlin for other activities such as outdoor activities or expanded retail shopping.

Laughlin Gaming and Hotel Operations/Comparisons

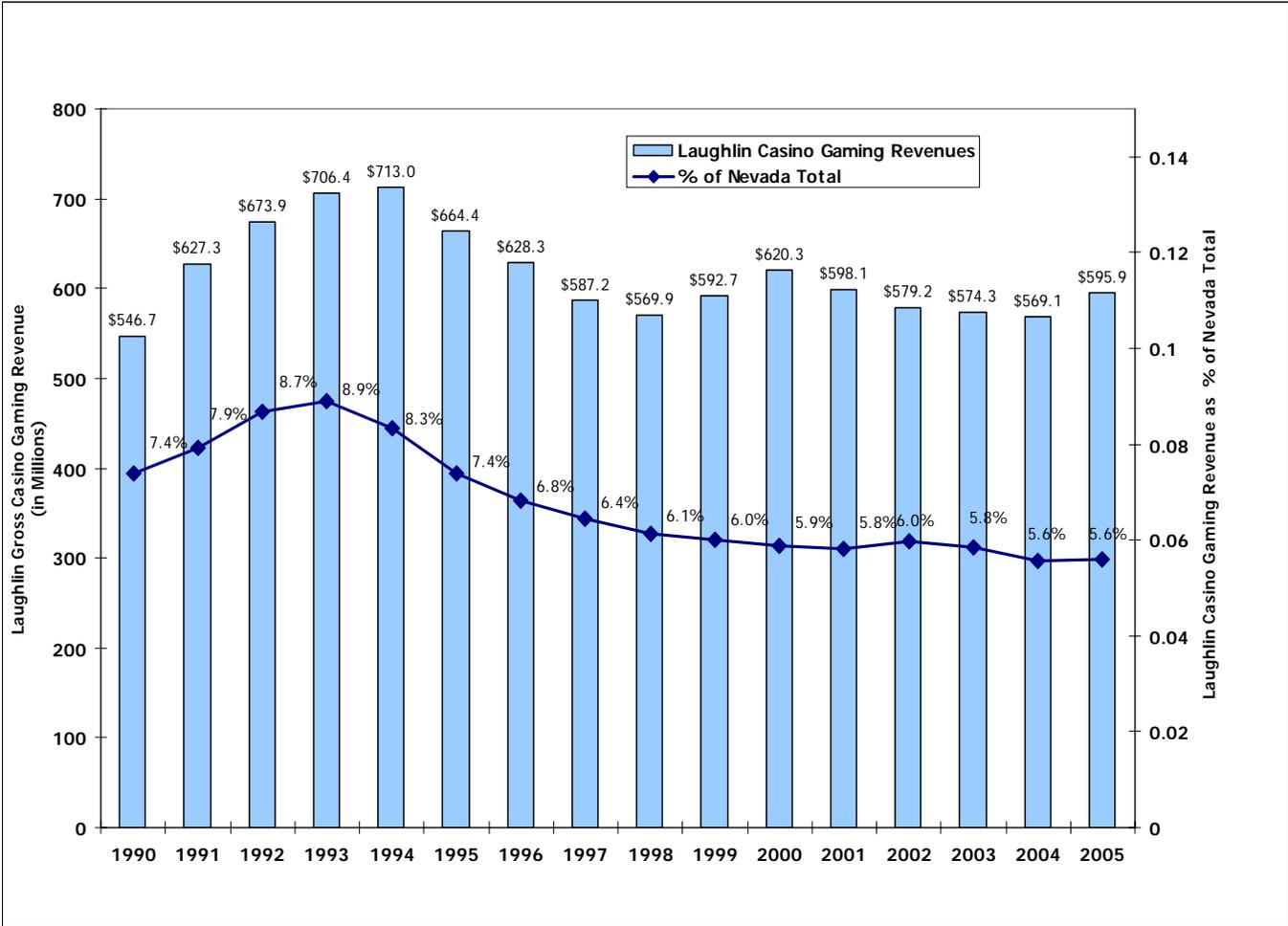
Laughlin casinos generated \$945 million in total gross revenue in 2006, however they have steadily lost shares of Nevada’s visitor volume since peaking in 1994. As Figures 3 and 4 demonstrate, Laughlin casinos currently account for about 6% of the total Nevada gaming revenue, a level that has been maintained since the late 1990s. Laughlin’s share of the Nevada gaming market was 8.9% in 1993, with inflation-adjusted gaming revenues of over \$700 million.

Figure 3: Comparison of Nevada casino markets as a percentage of state total gross casino gaming revenue, 2005



Source: ADE, data from Nevada State Gaming Control Board

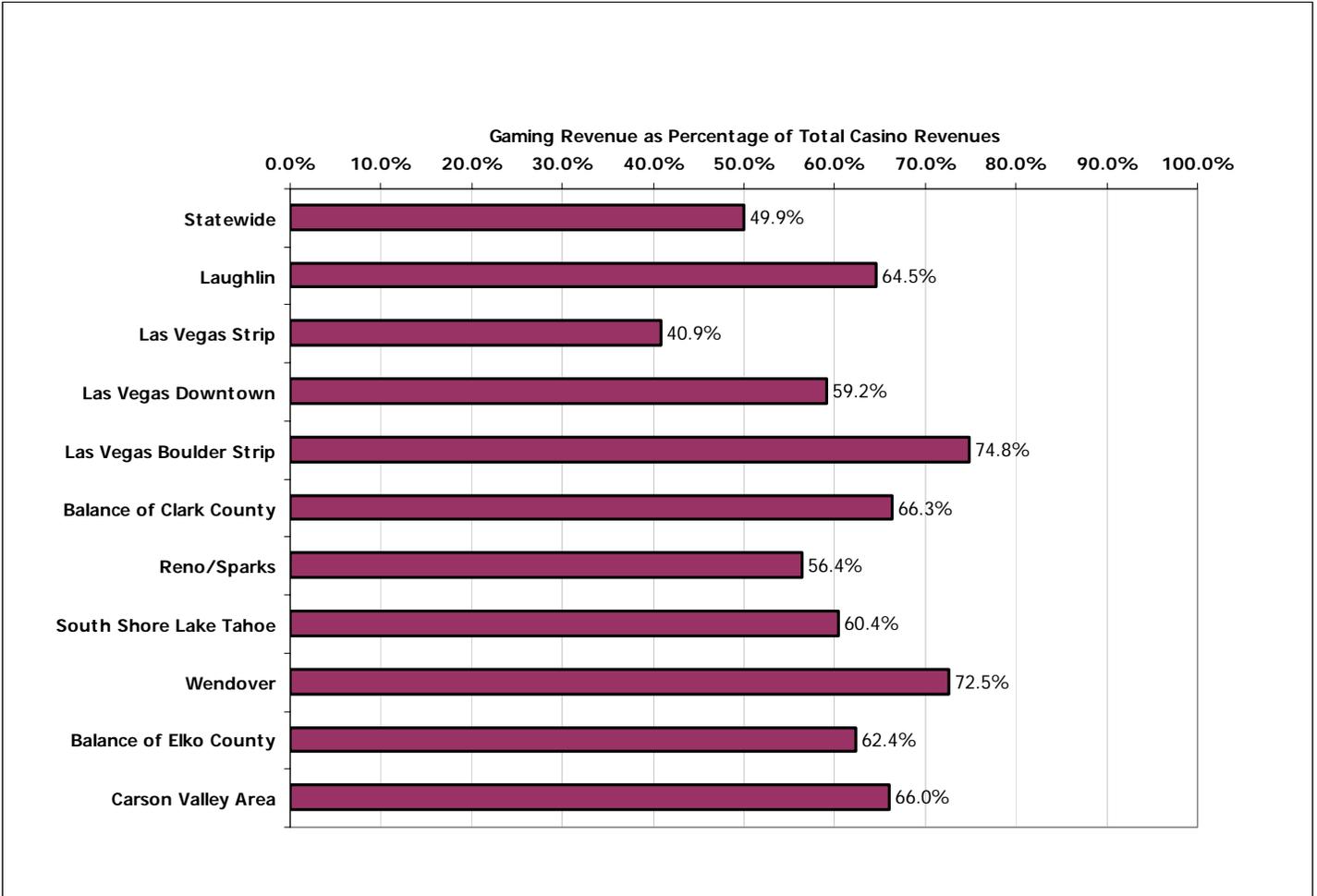
Figure 4: Laughlin Casino Gaming Revenue Trend (Inflation-Adjusted) and Share of Nevada Statewide Total, 1990 to 2005



Source: ADE, data from Nevada Gaming Control Board and Bureau of Labor Statistics.
 Note: In 2006, Laughlin casino gaming revenues topped \$615.1 million.

Laughlin relies very heavily on gaming revenues, as do other casino markets. Figure 5 shows how gaming accounts for about 65% of Laughlin's casino revenues. In aggregate, casinos throughout the state earn only 50% of their revenues from gaming, and the Las Vegas Strip clearly does the best job at bringing in more dollars from hotel and entertainment operations.

Figure 5: Gaming revenue as a percentage of total casino revenues by Nevada Gaming Market, 2005



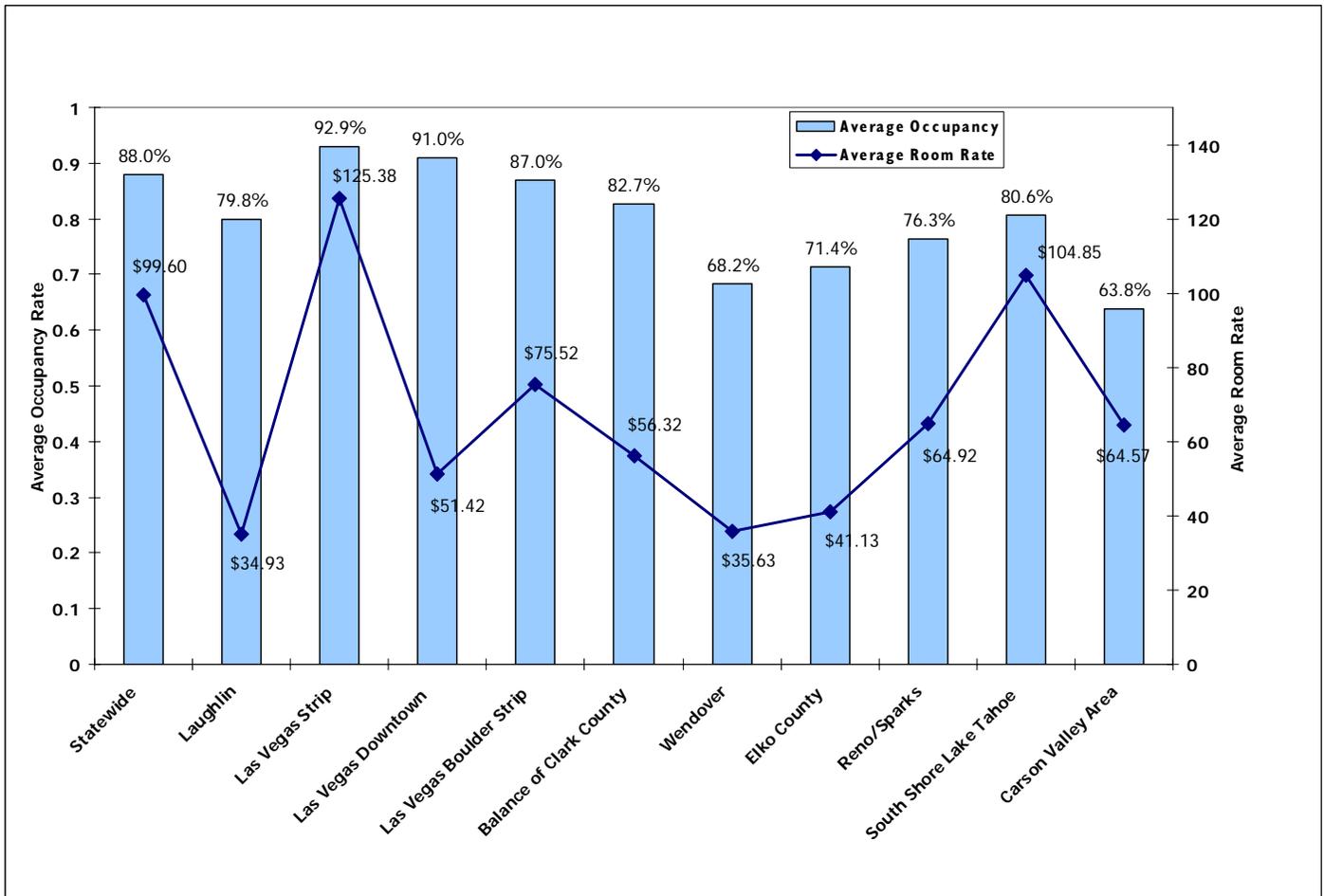
Source: ADE, data from Nevada Gaming Control Board

Note: Data only includes gaming licensees with more than \$1 million of annual gaming revenue, and reflects 2004/2005 fiscal year. In 2006, gaming revenue was 65.1% of total casino revenues.

Statewide, Nevada casinos earn on average about 20% of their revenues from room rentals. The Las Vegas strip brings in 26% of its overall gross revenues from its hotel rooms on the highest end. Laughlin gross revenues from rooms is less than 12%, however the Boulder Strip, Wendover and Carson Valley areas bring in even less with room revenues ranking below 10% for those communities. Also, the Reno/Sparks and Lake Tahoe casinos capture only slightly more in room revenues as a percentage of their overall income bringing in 15.6% and 13.7% respectively from rooms.

Laughlin's room rates average approximately \$35 per room in 2005, which is lower than all other gaming markets in the state though similar to rates in Wendover, NV (see Figure 6). Throughout the state, daily room rates average \$100 per room. In 2005, the average occupancy rate among Laughlin casino/hotels was approximately 80 percent, which is lower than the statewide average of 88 percent, but comparable to most markets outside of the Las Vegas Strip.

Figure 6: Average Annual Casino Room Occupancy Rate and Average Room Rates by Nevada Casino Market, 2005



Source: ADE, data from Nevada Gaming Control Board

Note: Data only includes gaming licensees with more than \$1 million of annual gaming revenue, and reflects 2004/05 fiscal year. In 2006, Laughlin's average annual room occupancy rate was 76.49% and average room rate was \$37.86.

In the area of food and beverage service, Laughlin resorts are more consistent with the rest of the state in revenues derived from that area of the operations. Statewide, about 19% of total gross revenues come from food and beverage operations where as in Laughlin the total is around 17%.

In addition, 11% of Nevada's casino revenues are earned through entertainment and other spending. Laughlin resorts earn about 6.4% from those sources.

According to the Nevada Gaming Control Board, net profits for the 10 major resorts have vacillated from more than \$100 million collectively in the late 1980s to an 80% drop in the bottom line in the late 1990s. But, for several years now, net profit or EBTDA figures show remarkable resiliency. However, scrutiny of 20-year net profit trends for the resorts in aggregate delineates how susceptible Laughlin's major industry can be to regional or nation-wide economic conditions.

U.S. Gaming Trends

Casino gambling is one of the most lucrative entertainment markets in the U.S. Its annual revenues (combined commercial and Indian casinos) total over \$50 billion, which is more than the combined revenues from movie attendance, theme parks, and sporting goods. Since 1989, total consumer spending at commercial casinos has more than doubled in real terms to nearly \$30 billion. During that same time, the number of states with legalized casino gambling jumped from two to eleven. Almost each year during the 1990s, a new state opened its doors to casino gaming to compete for Nevada's market share.

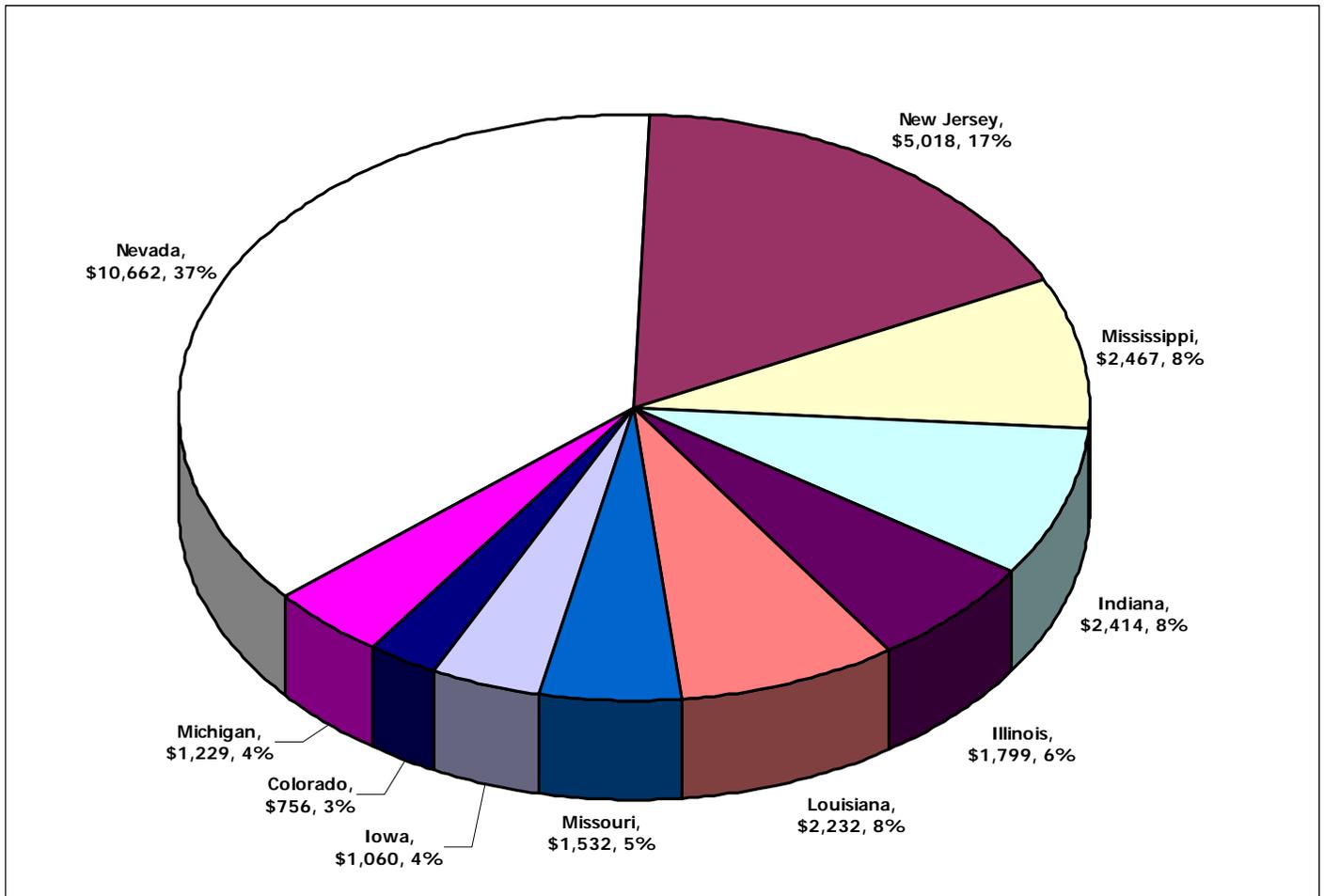
By 1999, eleven states allowed some form of casino gambling. In 2004, Nevada captured over \$10 billion in gaming revenue, or 37% of the national market as shown in Figure 7. Its closest competitor is New Jersey with 17% of the total commercial casino gaming revenue.

A continuation of the baseline growth trends for commercial casinos in the U.S. will result in total gaming revenue of about \$43 billion by 2015, which represents about a 35 percent increase. This trend accounts for the rapid growth that occurred during the 1990s as several states legalized casino gaming, and the flat revenue growth that occurred after 2000 as Indian casinos took market share from commercial casinos.

Indian gaming will grow by about 69 percent with 2015-projected gaming revenue of \$35 billion if they continue their growth trend over the past decade. It should be noted that much of the Indian gaming growth occurred in markets that were otherwise not locally served by commercial casinos. As these markets mature and the number of underserved gaming markets decreases, the rapid growth in Indian casinos that typified the past decade will likely cool off.

For Nevada, the projected commercial casino revenue will increase by 24 percent to \$13 billion by 2015 if growth follows the historical trends. Even though this means that Nevada will likely continue to lose market share relative to other gaming markets, the Nevada casino establishments have increasingly relied on forms of tourism spending outside of gaming. This indicates potential for more general tourism growth, even with a slower rate of growth in gaming revenue.

**Figure 7: Comparison of States With Legalized Casino Gambling
Gross Casino Gaming Revenue (in Millions), 2004**



Source: ADE, data from AGA and State Gaming Control Boards

Even though the Nevada commercial casinos have recovered from the gaming declines earlier in the decade, their revenue growth has been eclipsed by the rapid growth of Indian gaming in the western states. Gaming revenues for Indian casinos in Region II (California and northern Nevada) nearly doubled between 2001 and 2004 from \$3.2 billion to \$6.0 billion.

If Laughlin follows its own historical growth trends (in constant dollars), its projected gaming revenue will decrease to \$528 million by 2015 (in inflation adjusted dollars). This projection is based on patterns driven by market share and revenue losses that occurred during the latter part of the 1990s, and the stagnant growth afterwards.

During this time, the Laughlin market did not attract significant investment or evolve its visitor-serving role beyond that of a gaming destination. Concurrently, new competing markets emerged with brand new casino developments, and established destinations like Las Vegas reinvented themselves and diversified further into tourism markets that did not depend on gaming revenue. Laughlin can grow its gaming market by investing in its existing facilities and giving visitors new reasons to come to Laughlin. More recently, most of the casinos in Laughlin have changed ownership, which has already resulted in new investments in the existing properties and the prospect of further upgrades and improvements.

Business Climate Assessment

Laughlin’s capacity for future economic development is dependent upon local factors as well as on economic and market trends in the broader region and around the globe. This chapter is devoted to describing local economic factors that influence Laughlin’s capacity for economic growth and diversification. These local factors are usually described as economic infrastructure. *They include:*

- Supply of developable land
- Labor force
- Access to markets
- Availability and capacity of distribution infrastructure, including roadways, airports, rail lines and seaports.
- Availability and capacity of utilities, including water, wastewater treatment, electric power, natural gas and communications technology, especially high-speed wireless.

Supply of Developable Land

Land Use	Area	Percentage
Single Family Residential	490	0.72%
Multi-Family Residential	175	0.26%
Neighborhood Retail	20	0.03%
Regional Retail	125	0.19%
Hotel	168	0.25%
Office	296	0.44%
Industrial	386	0.57%
Public Facility	4,021	5.93%
Existing Uses	5,682	8.38%
Vacant (public agency holding)	62,115	91.62%
Total	67,800	

Source: Clark County Comprehensive Planning Department
 Public Facility includes roadways, schools, parks, trails, flood control facilities, conservation areas, water features and minor improvements
 Existing land use include “built” or “developed” land uses and can include parcels dedicated to recreation/conservation

The vacant land within Laughlin Township is managed by one or more federal or state agencies. Table 10 below demonstrates each of the agencies that manage land in Laughlin and the number of acres within their administrative control. The Bureau of Land Management (BLM) manages the vast majority of the vacant land. A large portion of this land (about 20,000 acres) has been classified as Desert Tortoise Critical Habitat and therefore, future development in the area would be restricted.

However, the remaining area is available for development. The BLM auctions its land on an intermittent basis. The process is cumbersome and has resulted in a slowing of development in Laughlin. The Colorado River Commission recently turned over about 9,000 acres of Laughlin land to Clark County. This transfer of all ownership rights, existing proceeds from previous sales and future administration to the county was part of legislative action taken in the 2007 Nevada Legislative session. Nevada Governor Jim Gibbons signed the law transferring ownership of the lands to Clark County in July 2007. While the portion of this land is near the Colorado River and within a washbasin, the remaining area is available for development. A master plan for the 9,000 acres, likely involving land use planning specialists, is underway. It will be administered at a local and Clark County level with public input and scoping in the near future.

Table 10	
Land Administered by Federal, Tribal or State Agencies, Laughlin Township, 2006	
Agency	Acres
Bureau of Land Management	48,775
Clark County	9,093
Lake Mead National Recreation Area	5,034
Bureau of Reclamation	3,668
Federal Wilderness	495
State of Nevada, State Parks	420
Nevada Division of Lands	109
Total Acres Administrative Lands	67,595
Source: Clark County Planning Department	

Of the land that has been developed, 665 acres is for residential, 609 acres for commercial uses and 386 acres for industrial uses. Within Laughlin, there is approximately 80,000 square feet of built retail space, 38,000 square feet of office space and 22,000 square feet of industrial space. All of the industrial space is vacant, while 11% of the office space and 57% of the retail space is vacant.

Table 11: Supply and cost of office, industrial and retail space Laughlin area, 4th quarter, 2006						
Office Space						
	Total Available	Vacant Sq. Ft.	Vacancy Rate	Net Absorption	Under Construction	Lease Rate
Las Vegas	25,241,786	2,351,903	9.3%	160,938	4,181,029	\$1.91
Phoenix*	63,251,150	6,909,973	10.9%	622,851	3,694,652	\$23.32
Inland Empire	19,762,376	1,579,014	8.0%	333,855	1,610,925	\$1.88
Laughlin	38,260	4,159	10.9%	-	-	\$1.35
Bullhead City	396,750	49,225	12.4%	-	4,500	\$12.35
Mohave	63,130	0	0.0%	-	-	\$10.20
Ft Mohave	134,175	8,500	6.3%	-	-	\$10.20
Industrial Space						
	Total Available	Vacant Sq. Ft.	Vacancy Rate	Net Absorption	Under Construction	Lease Rate
Las Vegas	87,202,467	2,993,740	3.4%	1,573,959	5,028,450	\$0.75
Phoenix*	234,195,478	15,662,395	6.7%	397,930	8,579,819	\$0.74
Inland Empire	337,429,898	14,509,486	4.3%	4,005,005	17,050,451	\$0.43
Laughlin	46,000	46,000	100.0%	-	-	\$0.43
Bullhead City	147,250	15,500	10.5%	-	32,000	\$9.90
Mohave Valley	33,500	17,500	52.2%	-	15,000	\$8.40
Ft Mohave	344,840	32,000	9.3%	-	10,250	\$5.60
Retail Space						
	Total Available	Vacant Sq. Ft.	Vacancy Rate	Net Absorption	Under Construction	Lease Rate
Las Vegas	48,726,578	1,806,057	3.7%	294,067	7,368,427	\$1.92
Phoenix*	124,852,239	6,069,151	4.9%	1,147,514	10,084,408	n/a
Inland Empire*	90,481,503	5,103,157	5.6%	2,934,963	15,434,910	\$1.74
Laughlin**	297,541	27,865	9.4%	-	-	\$1.75- \$2.00
Bullhead City	1,497,310	73,974	4.90%	-	125,000	\$14.33
Mohave Valley	45,325		0.0%	-	-	\$11.10
Ft Mohave	199,125	4,200	2.1%	-	-	\$11.16

Source: CB Richard Ellis; www.cbre.com; John Keith, Kaplan Associates; * Third Quarter, 2006** includes Horizon Mall; Marx Plaza; South Pointe Business Park; Laughlin Professional Plaza. Laughlin Town Center info not available.

Access to Qualified Workers

Of the 11,877 jobs in Laughlin, 93% (11,076) are in the hotel and gaming industry. Of these hotel and gaming jobs, 1,627 are filled by residents living in Laughlin and the remaining 9,449 are filled by commuters from Bullhead City or Kingman, AZ or from Needles, CA. Because of Laughlin's limited developable land, it has not been able to meet the demand for housing by local workers. Furthermore, because the supply of housing in Laughlin is constrained, it is more expensive. Workers in the accommodations and gaming industries make lower than average wages and could not afford the housing available in Laughlin. There were a total of 3,734 households in Laughlin in 2005 and another 15,692 households in Bullhead City. Since 2000, the number of households has increased by an annual rate of 3.8% (about 128 new households per year) while in Bullhead City, the number of new households has increased by about 358 households per year.

Tax Environment

Nevada is known as a low tax state and has fewer business and personal income taxes than its neighbors, including California and Arizona. Please see Appendix for a more thorough discussion of the Nevada tax environment.

- **Property Tax.** All property in Nevada is assessed at 35% of appraised value. The state limits the rate of property tax to a total of \$3.64 for each \$100 of assessed valuation. Nevada also provides a partial abatement of property taxes by applying a 3% or 8% per year cap in growth on residences. The 8% per year growth cap applies to residences that are not owner-occupied, land, commercial buildings, business personal property, etc.
- **Modified Business Tax (MBT).** A MBT is imposed as an excise tax on Nevada employers. The MBT is based on employee gross less a qualified deduction for employee health insurance benefits paid by the employer. The MBT rate is 2 percent for financial institutions and .7% for all other employers.
- **Sales Tax.** Sales tax rates vary by county. In Clark County the sales tax rate is 7.75%. On average, 45 percent of all local government revenue is derived from sale tax receipts.

Water

Water in Laughlin is available through the Big Bend Water District. At report publication time, a proposal to transfer the management of the Laughlin water company to the Las Vegas Valley Water District was proceeding. Laughlin has an annual 15,352 acre-foot allocation of Colorado River water. Not all of this allocation is used; in 2006, the town used only 5,920 acre-feet. The current capacity of its plant is 15 million gallons per day (MGD) and is expandable to 30 MGD. In 2006, the peak day was 6.03 MGD while the average day was 4.275 MGD.

The amount of future development that the water and wastewater facilities can support will depend upon the type of development that occurs. Average water use is greatest for single-family residential homes, 285 gallons per day (GPD). Multi-family units use an average of 207 GPD and hotel rooms use 186 GPD.

Wastewater Treatment

The Clark County Water Reclamation District (CCWRD) provides the primary sanitary sewer service to Laughlin through a series of collection lines, lift stations and treatment plants. The CCWRD has the ability to supply existing and future development through their expanding system. The main facility has a capacity of 15 MGD. The system can be expanded to treat 30 MGD.

Electric Power

Nevada Power provides electricity to Laughlin and can supply existing and future development through their expanding system.

Natural Gas

Southwest Gas provides natural gas service to Laughlin and has the ability to supply existing and future development through its expanding system.

The Tri-State Region Transportation System

Several major roadways that connect Laughlin large cities in the southwest area serve the Tri-State region. These include I-40 just 20+ miles from Laughlin in Needles, CA and just 28+ miles in Kingman, AZ. U.S. Highway 95, U.S. Highway 93, Interstate 40, the Needles Highway and Highway 163 connect Laughlin to major cities within a four hour driving distance such as Phoenix (3.5 hours), Los Angeles (4 hours) and Las Vegas (1.5 hours).

Rail Services

Burlington Northern Santa Fe (BNSF) operates the closest major east-west rail line to Laughlin. BNSF has a major switching yard located in Needles, CA about 20 miles south of Laughlin via the Needles Highway. In addition, the Union Pacific (UP) rail line, which connects Los Angeles with Salt Lake City and UP's transcontinental line to eastern destinations, can be accessed in either Barstow, CA or Las Vegas, NV. Together, these two rail services ship all major commodities.

Air Service

McCarran International Airport (LAS) is the principal commercial airport serving Las Vegas and surrounding Clark County, Nevada. The airport is located five miles south of the central business district of Las Vegas and 90 miles north of Laughlin - in the unincorporated town of Paradise. It covers nearly 3,000 acres and has four runways. McCarran is owned by Clark County and operated by the Clark County Department of Aviation. It serves as a hub for US Airways and Allegiant Air, and is the largest operation base of Southwest.

Laughlin-Bullhead International Airport

The Laughlin-Bullhead City International Airport is located in the northern portion of Bullhead City, about a mile from Laughlin across the Colorado River. It is currently classified as a non-hub primary commercial space airport. No less than 150,000 passengers have passed through the facility every year for the past six years. One limited regularly schedule air service and aggressive charter programs bring upwards of 215,000 visitors from the south and mid west's. Recent, a new \$2 million terminal was completed and an environmental assessment should be finished in early 2008 while \$10.5 million will be spent on a 1,500-foot runway extension by 2010, bringing the total runway length to 9,000 feet.

Economic Development Marketing

There is no question that an aggressive marketing program will have to be undertaken in order to support current market targets and to develop new market segments. And the attraction and retention of businesses in Laughlin cannot be overlooked. This is a separate, but related, challenge.

The issue now facing Laughlin is to define the opportunities for tourism and general business development and determine the most effective ways of promoting itself and strengthen Laughlin's economy.

The observations and recommendations included in this document are based on available information from local, regional and national sources. It is important to understand that additional input would be obtained before launching a major marketing effort in order to provide more detailed background and test assumptions that have been made.

As part of this program, it is also important to identify Laughlin as a place to locate businesses. This will require a careful and thorough assessment of the factors that favor Laughlin as a business location, as well as those that are disincentives. It will require a commitment by investors and developers to expand the business opportunities that already exist.

Following the completion of the research and branding components of the marketing initiative, the program implementation phase would begin. Each marketing objective and target audience would be taken into account to arrive at the appropriate and most effective mix of marketing strategies and tactics. This 12-month timeline covers the basics of the program development and implementation is preliminary and by no means all-inclusive.

MARKETING IMPLEMENTATION	1	2	3	4	5	6	7	8	9	10	11	12
Begin work on branding elements	•											
Establish marketing communication goals and objectives	•											
Develop communication plan for each target market		•	•									
Determine communication tactics		•	•									
Identify potential co-op partners		•	•									
Work with event producers to expand activity.				•	•							
Implement the marketing-communication program.					•	•	•	•	•	•	•	•
Track results									•	•	•	
Adjust program as needed												•

Projects of Regional Significance

Residential. In early 2007, housing developments, which had achieved a majority of the necessary approvals and permits, will bring nearly 2,500 new dwellings to Laughlin in short order. From luxury condos and riverfront town homes to single family and 3,500 square foot custom homes, residential inventory in Laughlin will increase by 35% before 2010.

Recreational. “The North Reach” is the name of a \$32 million recreational asset on the shores of the river, north of the Laughlin Bridge. An impressive and expansive multi-use trails system, complete redevelopment of a day use park facility at the base of Davis Dam, fishing nodes, interpretive signage, unique wading area, picnic spots and an overpass connecting it all to Casino Drive are part of this unique conservation effort. The Southern Nevada Public Lands Management Act offered a majority of the funding toward an 8-year collaborative project involving jurisdictions such as the Bureau of Reclamation and the National Parks Service. The project, expected to be prime example of the intent of the SNPLMA, will ultimately result in diverse concession offerings and will be under construction in early 2008.

More than \$5 million in recreational improvements were invested in 2007 at Big Bend State Recreation Area, a Nevada State Park. Full hook up RV parking areas that will accommodate a minimum of 40 trailers, a trails system for walkers and hikers and a contact station will be developed in the riverfront park in south Laughlin. Big Bend State Park reportedly hosts 70,000 visitors annually.

The Needles Highway

Needles Highway connects Laughlin with Interstate 40 at Needles, CA. All 14 Nevada miles of the approximately 28-mile road have been improved. Nearly \$30 million was expended beginning in 1996 on four phases of the Nevada portion widening a majority of it to four lanes, providing flood control, shoulders and passing lanes. Needles Highway connects Laughlin with Interstate 40 at Needles, CA. It is planned for reconstruction over the next 7 years.

San Bernardino Association of Governments is the lead agency for the improvement of the Needles Highway from the California-Nevada State line to Interstate 40. Because the project will require federal funding, approvals for the California portion of the roadway require it comply with both CEQA and NEPA regulations. Environmental acceptance is not expected till June of 2008 and construction is not expected to start until June 2009. A number of different state, federal, regional and tribal agencies must contribute to the cost of the new construction. The members of Congress who represent the Tri-State area are very supportive of the project. Despite the broad-based support, it is not likely that this roadway will be improved for another 7 years.

Colorado River Bridge

Currently, there is one four-lane bridge crossing the Colorado River between Bullhead City, AZ and Laughlin, NV. Both communities and various other government agencies have prioritized a second bridge project. Studies offer indisputable data showing the existing Laughlin Bridge is not meeting demands and three new bridges have been recommended.

In 2005, the Nevada delegation was successful in earmarking approximately \$21 million in federal dollars for the project. These funds offer it's environmental and design phases, but will not likely cover all of its cost, estimated to be near \$35-\$40 million. National consultants HDR and a team of government staff are engaged in an ongoing Environmental Impact Statement. The report is expected to be ready for public comments and review in January of 2008.

Three sites have been considered from Pass Canyon to the Bullhead Parkway on the Arizona side. Support for a more centralized or southern bridge is evident. The site will be chosen based on data regarding impacts to safety, the environment and economic development as well as considering public input and construction could be complete as early as 2012.

SWOT ♠ Tourism

Strengths

Established tourism industry and marketing infrastructure

- Over 11,000 hotel rooms
- Access to statewide advertising fund administered by the Nevada Commission on Tourism
- Marketing provided by LVCVA
- Local tourism committee
- Large web presence
- Tour operators for river, Lake Havasu City, trails, etc.
- Over 11,000 tourism employees, including low, mid and high-level skills
- Chamber of Commerce that supports tourism and economic development
- Several large events each year that attract national TV coverage and bring visitors, such as balloonists, racecar drivers, cowboys and others that normally would not travel to Laughlin

Favorable natural and cultural amenities

- Climate attracts snow-birds, retirees, outdoor enthusiasts
- River attracts water sport enthusiasts,
- Desert attracts all outdoor sporting during winter months
- Desert attracts naturalists
- Mining heritage attracts heritage travel enthusiasts
- American Indian heritage, including Mohave reservation and Spirit Mountain

New investment in attractions

- North Reach area: Audubon golf course, event center, RV parking, passive recreation
- River Walk Trail to go from North Reach to Big Bend State Park (similar trail in Bullhead City)

Favorable location

Weaknesses

- Regular turnover in casino/hotel management leaves vacuum in tourism industry cluster leadership and reduces commitment to community.
- Tourism geared heavily towards gaming
- Too reliant on bargain shoppers or value-driven spenders trained to pay lower room rates
- Too heavily focused on older adults
- Lack of significant and or regularly programmed re-investments and upgrades in facilities; some facilities looking out-dated and run-down
- No infrastructure to support 21st century communications devices
- Meeting and banquet facilities inadequate for large meetings/conventions
- Turnover in marketing associates, local staff/representatives or agency account representatives leads to missed opportunities in timely event promotions. As well, in some instances, dated marketing campaigns and old materials (i.e., TV ads) exist.
- There are many parties involved in marketing destination but efforts are not always cohesive or inclusive
- Encouraging economic development has not been a part of overall marketing strategies
- Leadership among businesses owners or highest ranking officers not as consistent or strong as Laughlin's early years – clear consensus regarding core improvements that might call for special improvement districts or other special participation is measurably less than 1980s and early 1990s. This has a direct correlation to softer profits and corporate directives.

SWOT ♠ Tourism

- Access to booming Southern California and Inland Empire areas
- Access to booming Las Vegas metro area
- Access to Phoenix metro area
- Bullhead City and Mohave County supported by state-wide tourism marketing infrastructure, ie “Arizona’s West Coast”

Opportunities

- In short term, Laughlin’s current target market will continue to grow
- Growth in tourism sector will eventually lead to growth in other sectors as more people discover Laughlin’s business location or residential location advantages. Quality of life investments for tourism will attract residents.
- Tourism tax revenues could be used to invest in economic infrastructure and quality of life improvements.
- Growing market in nearby fast-growing metropolitan areas, such as Las Vegas, Phoenix, Southern California
- Growth in heritage tourism, eco-tourism and adventure tourism worldwide
- More time and money for travel
- Can be considered part of “Arizona’s West Coast”
- Money from Federal health and human service agencies to encourage and facilitate greater activity (walking, biking, etc)

Threats

- Needles is actively developing its own tourism attractions, including Route 66 and Old Harvey Restaurant
- Mohave Indian Reservation has more resources and fewer encumbrances to developing and marketing facilities and attractions. Revenues from Indian gaming and tourism return to the community to continuously enhance facilities, work force and facilities.
- Lack of water recycling incentives could drastically limit the number of hotel rooms and the types of attractions built in Laughlin.
- Declining room rates, sales taxes and other taxable revenue sources continue to demonstrate downward trends. The result is fewer dollars are available for public improvements such as roads, community infrastructure and amenities.

SWOT ♣ Office & Retail Development

Strengths

- Existing retail is healthy, attractive and well-located

Weaknesses

- Existing retail does not meet all residents' needs so residents must travel to Bullhead City to do much of their shopping.
- Limited choices in existing commercial space
- Available commercial and industrial space dominated by few property owners

Opportunities

- Demand for additional retail and office space is growing due to local population growth
- Laughlin household income is higher than in surrounding areas
- Existing demand for professional services, including medical and health services

Threats

- Las Vegas offers infinite variety of shopping environments and retail space there is growing
- Needles has started a redevelopment process that may include additional retail
- Large retailers are building space in Bullhead City offering variety of low-and moderately priced household goods and clothing
- Because of land supply constraints, land prices are higher in Laughlin than in competitor cities

SWOT ♥ Industrial Development

Strengths

- About 1,000 acres available for new development
- Plenty of water still available
- Industrial land located close to Needles where I-40, U.S. 95 and BNSF Rail services are located

Weaknesses

- No choice in industrial properties; all industrial property owned by one person

Opportunities

- Growth in local population as well as in the larger metropolitan areas could increase demand for industrial land
- Some industry clusters, such as electronic components, software, biomedical devices, business services (creative services and innovation services) and health and social services are growing in the broader Tri-State region and present target recruitment opportunities for Laughlin

Threats

- Laughlin is not on the beaten path; not directly on an Interstate Freeway or on an inter-continental railway line.
- Laughlin-Bullhead City airport does not have commercial service; geared primarily for use by hotels
- Bullhead City has an economic development organization, the Bullhead Regional EDA that markets Bullhead City to prospective companies and conducts planning for expansion of industrial parks and economic infrastructure. Unlikely that Laughlin could compete effectively with this established organization.
- Needles is planning for its future, has established a redevelopment agency and has the advantages of being closer to Southern California, is on I-40 and U.S. 95 and has the BNSF rail lines running through it.
- The Mohave Reservation has a lot of land, has access to both Needles Highway and AZ 95 and is closer to rail lines, and Interstate 40 and it has the ability to market its own facilities.

ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN

RANK	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO	OTHER		
GOAL 1: DIVERSIFY LAUGHLIN'S ECONOMIC BASE TO ENSURE ECONOMIC STABILITY AND PROSPERITY INTO THE FUTURE						
Objective 1A: Recruit growing companies from target industries to Laughlin's current and future industrial areas.						
1.A.1	Ensure adequate amounts of land are planned for commercial and industrial uses	On-going	10			Clark County Planning
1.A.2	Plan for and provide infrastructure and utilities to commercial & industrial sites; attract developers to build commercial or industrial space and oversee service needs	2008 – phased/ongoing	10			Nevada Development Authority; Government Agencies ie, RTC, CCWRD, etc
1.A.3	Market commercial and industrial space to target industries	2008 - ongoing	20	Economic development marketing specialist		Nevada Development Authority; Nevada Economic Development Commission
1.A.3	1. Conduct asset audit to identify product being marketed and needs for facility improvements.	2007-2008	40	Economic development marketing specialist		UNLV, ULI
1.A.3	2. Develop overall marketing - communication strategies, program objectives, target markets, key messages and budget.	2007-2008	2	Economic development marketing specialist		
1.A.3	3. Develop a marketing program tailored to promote Laughlin's unique assets	2007-2008	2	Economic development marketing specialist		
1.A.4	Prepare the marketing implementation plan based on research conducted in 1.A.3.2	2007-2008	20	Economic development marketing specialist		NDA

	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO	OTHER		
1.A.5	Implement the Marketing Plan	2008 – 2009	20	Economic development marketing specialist		NDA
Objective 1B: Focus business attraction activities on jobs that offer higher wages and opportunities for advancement.						
1.B.1	Target business attraction efforts on businesses that have a high proportion of management, technical and professional occupations.	Ongoing	10			Nevada Development Authority; Nevada Economic Development Commission
Objective 1C: Support efforts on the part of the existing tourism industry to expand the number of visitors to Laughlin and to increase the amount of spending per visitor.						
1.C.1	Encourage and support the development of a marketing program tailored to promote Laughlin's unique tourism assets, including its natural and outdoor recreation assets.	2007-2009	10			Tourism Committee; LVCVA; Laughlin TAB; Bullhead City.
Objective 1D: Support efforts of the tourism industry to improve its economic vitality.						
1.D.1	Encourage and support the formation of a tourism industry cluster organization. The members of this cluster organization would include casino and hotel operators and other businesses that are involved in tourism. The purpose of the cluster organization would be to develop and implement a business plan for improving the competitiveness of Laughlin's tourism industry vis a vis other regions'.	2007-2009	4			Tourism Committee; LVCVA; Laughlin TAB; Bullhead City.
1.D.2	Encourage and support the formation of a Business Improvement District or Special Improvement District to fund joint marketing, streetscape improvements, maintenance and security along the Casino Drive commercial area.	2007-2009	4			Tourism Committee; LVCVA; Laughlin TAB; Bullhead City.

RANK	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO	OTHER		
	GOAL 2: Encourage the location of retail, professional and business services in Laughlin					
Objective 2A: Ensure an adequate supply of land for retail and office uses.						
2.A.1	Maintain an adequate amount of land for retail and office uses within Laughlin	2007 – Ongoing	Land Use Planning 12			County Planning
2.A.2	Encourage and support a specific planning process to create a high-density central commercial district for Laughlin, inclusive of high-density housing.	2007-2010	Land Use Planning 6	Planning specialist		Laughlin property owners, County Planning
Objective 2B: Diversify the mix of retail by attracting higher end retail stores.						
2.B.1	Capitalize on Laughlin's higher median household income to attract a greater diversity of retail shops.	2008-2012	Land Use Planning 2	Economic development marketing specialist		Chamber of Commerce; NDA; Economic Development Commission
2.B.2	Use Laughlin's economic development marketing program to attract retailers to Laughlin's commercial centers.	2008-2012	20	Economic development marketing specialist		NDA
Objective 2C: Use Laughlin's economic development marketing program to broaden the availability of medical, health and professional services to Laughlin.						
2.C.1	Use a range of tools, including low-interest loans, tax write-downs and others to attract needed medical, health and other professional services businesses.	2008-2012	10			NDA; NEDC
Objective 2D: Enforce business license regulations.						
2.D.1	Work with appropriate state and county agencies to enforce business license regulations	On-going	4			
2.D.1	1. Conduct periodic reviews of businesses with Laughlin addresses that are not actually conducting business in Laughlin.	On-going	4			

RANK	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO	OTHER		
GOAL 3: Establish an Economic Development program for Laughlin						
Objective 3A: Prepare a business plan for the establishment of a Laughlin-based economic development program, including needed financing, staffing, governance structure and program components.						
3.A.1	Prepare a business plan to establish a Laughlin-based economic development program. Business plan will address program objectives, organizational model, governance, staffing, funding and budget.	2007 – 2008	100	Economic Development specialist		Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	1. Establish roles for the Economic Development Program. These could include the following: economic analysis and planning; marketing and finance; workforce development; community development.	2007-2008	TBD			Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	2. Determine the organizational model for delivery of economic development services. Delivery of economic development services could be through a government agency, such as the Laughlin Township or through private economic development corporation.	2007-2008	TBD			Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	3. Establish an Economic Development Board or Standing Committee with authority to implement the economic development plan.	2007-2008	TBD			Clark County; Nevada Development Authority; SBDC; Chamber of Commerce
3.A.1	4. Establish staffing and other resource needs to implement the Economic Development Plan.	2007-2008	TBD			Clark County; Nevada Development Authority; SBDC; Chamber of Commerce

RANK	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO	OTHER		
GOAL 4: Increase Laughlin's Supply of Qualified Workers						
Objective 4A: Increase the supply of housing of all types by making more land available for development.						
4.A.1	Continue the process of auctioning BLM lands to private developers.	On-going	TBD			County Agencies
4.A.2	Permit the development of part of the Fort Mohave Development lands to higher density workforce housing.	2007-2010	TBD			County Planning; Redevelopment Agency
4.A.3	Permit the development of part of the land surrounding the closed Mohave Generating Station to higher density workforce housing.	2007-2010	TBD			County Planning
Objective 4B: Ensure an adequate supply of potable water available to support the construction of more housing units.						
4.B.1	Support the efforts of appropriate agencies to encourage water conservation within Laughlin.	On-going	TBD			
4.B.2	Monitor business attraction and recruitment activities to those types of businesses that use minimal amounts of potable water. Businesses that use large amounts of water in their operations, especially many types of food processing and semi-conductor manufacturing, may not be suited for Laughlin.	On-going	TBD			NDA
Objective 4C: Match the supply of housing to the earned incomes of the local workforce population.						
4.C.1	Consider establishing an acceptable goal for workforce housing supply.	2008	TBD			County Planning; Redevelopment Agency
4.C.2	Include workforce housing into new housing developments in Laughlin.	On-going	TBD			
4.C.3	Work with appropriate non-profit housing organizations, including the Clark County agencies, to identify opportunities for building workforce housing.	On-going	TBD			
Objective 4D: Fast-track the development of College of Southern Nevada's Laughlin campus.						
4.D.1	Work with appropriate local, state and college officials to begin the development of a college campus for Laughlin.	2007-2009	16			SNC; Chamber; NDA
4.D.1	1. Ensure all public infrastructure required for the campus is in place. Fast-track building and development approvals.	2007-2009	16			SNC; Chamber; NDA
4.D.1	2. Form a Laughlin Higher Education Task Force made up of business, government, and community leaders to support efforts to build the CSN campus in Laughlin	2007-2009	8			SNC; Chamber; NDA
4.D.1	3. Work with the Laughlin Higher Education Task Force to identify training needs of existing and future businesses, including health care services.	2007-2009	8			SNC; Chamber; NDA
Objective 4E: Build Laughlin's capacity to provide workforce development and life-long learning opportunities.						
4.E.1	Link workforce development and training programs to the needs of target industries.	On-going	TBD			SNC; Chamber; NDA

	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO	OTHER		
4.E.2	Establish workforce training programs in concert with the attraction of new firms to Laughlin.	On-going	TBD	* Economic Development Staff		Chamber of Commerce; Nevada Development Authority
4.E.3	Continually assess workforce development needs of key employers. Offer new programs as needs change.	On-going	TBD	* Economic Development Staff		Chamber of Commerce; Nevada Development Authority
4.E.4	Provide existing tourism industry workers with economic literacy skills so as to improve their capacity to manage their households and lives.	Immediately	TBD	* Economic Development Staff		Tourism committee; Clark County School District/Adult Education; Parks & Recreation
4.E.5	Attract university-level courses from universities around the world that would interest seniors.	2007 +	TBD	* Economic Development Staff		UNLV extension; Northern Arizona U.; Clark County School District/Adult Education; Senior Services; Parks & Recreation;
4.E.6	Offer new business formation technical services and entrepreneurship development services to Laughlin residents	2009+	TBD	* Economic Development Staff		UNLV extension; SBDC; Chamber of Commerce; Clark County Schools

* Economic Development staff is (are) a future position to assist with establish, overseeing and maintaining Laughlin's economic development efforts.

	LAUGHLIN IMPLEMENTATION PLAN	TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MONTH	OTHER		
RANK	GOAL 5: Encourage investment and development in Laughlin					
Objective 5A: Encourage the development of undeveloped properties within the Laughlin Township. Encourage the creation of a central business district near or on the former MGS lands. Encourage the development of a business park district on the Fort Mohave Development lands.						
5.A.1	Initiate a specific planning process for the For Mohave Development lands to ensure future development is consistent with Laughlin's community, quality of life and economic development goals. Consider permitting business park uses on Fort Mohave Development lands.	2007-2008	Clark County Planning 40	Planning Specialist		Laughlin property owners and residents CRC; MGS owners.
5.A.2	Support the involvement of the public in the development of a specific plan for the lands now occupied by the closed Mohave Generating Station (MGS).	2007-2010	Clark County Planning 12	Planning Specialist		Laughlin property owners and residents; CRC; MGS owners.
5.A.3	Market available development sites to targeted businesses.	2007-2008	TBD	Mar-com Specialist		Nevada Development Authority; developers
Objective 5B: Ensure that development permits are processed in a timely manner.						
5.B.1	Assess existing review timelines and the process of administering the Clark County development codes and regulations as applied to Laughlin township.	2007-2008	Clark County Planning and Dev Services 6			Laughlin property owners; developers; Laughlin Town Manager's Office
5.B.2	Prioritize needed changes to the administration of Clark County development codes in Laughlin.	2007-2008	Clark County Planning and Dev Services 6			Laughlin property owners; developers; Laughlin Town Manager's Office
5.B.3	Recommend changes to review procedures to County Commissioners	2007-2008	Clark County Planning and Dev Services 6			Laughlin property owners; developers; Laughlin Town Manager's Office
5.B.4	Facilitate the timely review of development applications by outside agencies.	On-going	Clark County Planning and Dev Services 6			Laughlin Town Manager's Office
Objective 5C: Encourage revitalization of existing commercial and industrial areas of Laughlin through public incentives and public investments.						
5.C.1	Encourage the formation of Special Improvement Districts and Business Improvement Districts.	On-going	Clark County Planning 6			Laughlin Town Manager's Office
5.C.2	Establish and administer design guidelines for Laughlin commercial areas that provide clear, objective, guidance on building facades, height, bulk, signage, xeriscaping, and parking. Link availability of public incentives to compliance with these established design guidelines.	2009 +	Clark County Planning 12	Planning Specialist		Clark County Community Development Department

5.C.3	Work with Nevada Economic Development Commission and the CDBG program to expand program to property owners to improve their properties in accordance with design guidelines.	2007-2009	6			Clark County Community Development Department; Nevada Economic Development Commission; NDA
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LAUGHLIN IMPLEMENTATION PLAN		TIME FRAME	RESOURCES		EVALUATION MEASURES	PARTNERS
			LTMO/COUNTY STAFF HRS/MO.	OTHER		
RANK	GOAL 6: Collaborate with surround jurisdictions and other agencies and organizations to achieve the goals of the economic development strategy					
Objective 6A: Support the formation of collaborative organizations for the purpose of achieving the goals of this economic development plan.						
6.A.1	Support the formation of a Workforce Investment Committee for southern Clark County for the purposes of achieving workforce development goals. Members of the committee could include private businesses, colleges, government officials, business organizations and others with an interest in workforce development.	2009 +	TBD			Chamber; SBDC; Community College
6.A.2	Support the formation of a Higher Education Task Force to drive the construction of a Laughlin campus of the College of Southern Nevada.	2007-2008	TBD			SNC; Chamber
6.A.3	Support the formation of a Business Improvement District or Special Improvement District for the purpose of enhancing the vitality of the businesses located along Casino Drive.	2008 +	TBD			Tourism Committee
6.A.4	Support the formation of a Tourism Industry Cluster Organization for the purpose of enhancing the competitiveness of Laughlin's tourism industry.	2008 +	TBD			Tourism Committee

Note: Evaluation Measures to be determined (TBD)