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# STRATEGIC PLAN

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## Background: What is a Strategic Plan?

Communities are future seeking. But first, they must be able to imagine and decide what they want the future to be. Secondly, they must decide how they are going to make this desired future become a reality. Strategic thinking is a process that brings people from all walks of life together to think about the future, create a vision and invent ways to make this future happen through essential community teamwork and disciplined actions. It is an act of leadership – making things happen that would not otherwise happen and preventing things from happening that might ordinarily occur. It is getting people to work together to achieve common goals and aspirations - to transform visions into reality. A Strategic Plan is a document recording what people think – a broad blueprint for positive change that defines a vision and key outcomes that must occur to attain this vision. Other implementation efforts and plans such as the Comprehensive Plan, financial plans and development and redevelopment plans will assist the community, the City Council and City Administration in achieving the vision.

The Strategic Plan will challenge and stretch the community’s imagination in defining what is possible and test its will to commit to a great and exciting, rather than “good enough” future. It will forge and sustain the critical partnerships and relationships that will make the Strategic Plan a reality.

This Strategic Plan is a compass – a dynamic and continuous process about how a community sees, thinks about and creates, through decisive leadership and management commitment and actions, the future it desires.

The residents of North Las Vegas have big dreams and great hopes for the future: Visioning 2025. This Strategic Plan encompasses their vision and outlines partnerships to truly be “Your Community of Choice.”

## Mission Statement

The mission of the City of North Las Vegas is to create and sustain “Your Community of Choice” for its residents, visitors and businesses. The City is committed to being a balanced and well-planned community that provides quality municipal services, education, housing, recreation and leisure opportunities, economic vitality, security, public safety, strong community partnerships, civic pride for a culturally rich, active and diverse population.

*North Las Vegas – Your Community of Choice.*

## Visioning 2025... What The Community Seeks to Become

North Las Vegas is a City that has mastered the challenges and opportunities that accompany unprecedented growth and development through imagination, civic spirit, undaunting resolve and community pride. The City has created a world-renowned success – a well-planned and safe community that is amenity driven, people oriented and attracts residents and visitors.

It’s an exciting place where people experience the joy of fulfilling a dream: North Las Vegas is “Your Community of Choice” and a preferred destination to visit, live, work and play.



## Vision Elements - Areas of Strategic Emphasis for the Future

The following seven Vision Elements represent the areas of strategic importance, which must be addressed in order for the Visioning 2025 Strategic Plan to become reality. The order of the Vision Elements does not imply priority; all are of equal importance.

- Planned Quality Growth
- Pivotal Centers for Development and Redevelopment
- Economic Development
- Community Services and Amenities
- Safe and Livable Community
- Community Spirit, Relationships and Pride
- Fiscal Policies and Management

Within each Vision Element, the primary achievements that must be reached are stated in terms of a vision statement, goals, rationale and implementation strategies. These strategies are taken from the City Manager’s Work Plan Goals and follow each Vision Element.

### Planned Quality Growth

Planned Quality Growth is simultaneously the greatest challenge and opportunity facing the community, as its population grows from 168,081 in 2005 to an estimated 468,157 by 2025. The challenge: plan and provide for the increased demand for municipal services, infrastructure, public facilities, economic vitality, enhanced physical security, quality of life and the preservation of the City’s diverse cultural heritage.

*There are four opportunities that will be realized:*

- The opportunity to imagine a future of great quality - to imagine a new City reflecting unique dreams, values and creativity.
- The opportunity to assert political, civic and community leadership committed to and guided by a Strategic Plan that defines the

achievements that must occur for the Visioning 2025 Strategic Plan to become a bold and exciting reality.

- The opportunity to achieve a new city endowed with a robust future that is carefully planned, amenity driven, people and family oriented and reflective of the City’s dreams for the community’s future.
- The opportunity to make the community a great place to live, work and play.

*These Vision Elements encompass four areas of emphasis:*

- Land Use
- Transportation
- Water
- Air Quality

### A. Land Use

**Vision:** The City of North Las Vegas is a carefully planned and well-designed community that has achieved an amenity driven and balanced development in all sectors. It has pedestrian-oriented neighborhoods, high quality commercial and industrial areas, destination power centers, regional shopping malls and restaurants, regional infrastructure and municipal facilities, transportation systems that afford a person the ability to travel easily throughout the City and a wide variety of housing options, open space, educational, recreational and other cultural amenities that enrich and sustain the community’s quality of life.

**GOAL 1:** *Create and adopt an updated Comprehensive Plan that takes the City into 2025 and promotes and manages growth to create a livable, citizen-friendly community.*

**Rationale:** The City of North Las Vegas must be proactive in the management of growth, development and revitalization in order to facilitate citizen-friendly and amenity driven development in all sectors of the community.



**GOAL 2:** Encourage mixed-use development.

**Rationale:** The City of North Las Vegas needs to facilitate mixed-use development to further the creation of nodal commercial centers and better community connectivity.

**GOAL 3:** Promote and encourage development of large destination commercial centers.

**Rationale:** The City of North Las Vegas lacks a regional mall and large power commercial centers. The development of these centers will provide necessary jobs and desired amenities that are convenient and accessible to residents.

**GOAL 4:** Pursue expansion of the City's boundaries to ensure adequate developable land to accommodate projected population growth.

**Rationale:** The City needs to ensure the availability of developable land and water resources required to meet projected growth and development trends.

**GOAL 5:** Work with developers to identify innovative strategies for providing entry-level housing.

**Rationale:** The City of North Las Vegas requires the development of a wide variety of housing options to meet the needs of residents of all income levels.

**GOAL 6:** Encourage industrial development.

**Rationale:** The focus of the City of North Las Vegas' industrial development will be concentrated primarily along its existing industrial corridor. This provides opportunities for a diversified economic base, employment and conformity with the existing industrial land use patterns.

**GOAL 7:** Encourage nodal development.

**Rationale:** The creation of nodal development that integrates commercial developments with surrounding amenities and neighborhoods.

**GOAL 8:** Establish entryways, gateways, streetscapes and other features that distinctively delineate various areas of the City.

**Rationale:** Each part of the City should be identified distinctively through methods that also invoke the image people desire for that portion of the community.

**GOAL 9:** Create appropriate Master Plans for the land use along major transportation corridors and arterials throughout the City (e.g., Craig Road and Camino Al Norte).

**Rationale:** Arterials, transportation corridors and surrounding areas need to be master planned to ensure that development occurs in a manner consistent with the City's long-term goals and plans.

## B. Transportation

**Vision:** The City of North Las Vegas has an integrated, citywide, regional and multi-modal transportation system that affords seamless connections throughout the City on which a person can easily travel without experiencing the frustration of traffic congestion, travel delays, road rage and pollution often associated with rapid growth.



**GOAL 1:** *Provide greater mobility through the development of mass transit corridors.*

**Rationale:** The City of North Las Vegas must encourage, identify, and plan for transit corridors in order to provide all residents greater accessibility to businesses, employment centers, shopping, schools, and community amenities.

**GOAL 2:** *Create a safe pedestrian environment throughout the entire transportation system that promotes a connection between neighborhoods and commercial development.*

**Rationale:** The City of North Las Vegas needs to create safe environments for pedestrians and bicycles throughout its overall transportation system.

**GOAL 3:** *Ensure adequate roadways for future growth to mitigate congestion.*

**Rationale:** There is a need to provide an adequate transportation system, which must include additional roadways to accommodate and alleviate current and future traffic problems.

**GOAL 4:** *Maintain and complete a "grid" of roads and major arterials.*

**Rationale:** The current grid is incomplete. There is a need for completion of the grid to allow safe passage throughout the City.

**GOAL 5:** *Mitigate the impact of future traffic congestion.*

**Rationale:** The expected growth of North Las Vegas over the next twenty years and the accompanying impact on traffic and future congestion

necessitates the development of alternative modes of transportation.

**C. Water**

**Vision:** The City has a clean and safe water supply with sufficient capacity for water treatment and resources. The City actively promotes conservation and recycling of water resources.

**GOAL 1:** *Preserve a clean and safe water supply.*

**Rationale:** In order to support future growth, the City of North Las Vegas must preserve a clean and safe water supply.

**GOAL 2:** *Create sufficient capacity for water treatment.*

**Rationale:** To have a self-sustaining water system, the City of North Las Vegas needs to develop sufficient water treatment capacity.

**GOAL 3:** *Maintain sufficient water resources for the City of North Las Vegas.*

**Rationale:** In order to support population growth, the City of North Las Vegas must maintain a sufficient water supply for residents and businesses.

**GOAL 4:** *Promote continued water conservation by residents and businesses.*

**Rationale:** To ensure a future water supply, it is important for residents and business owners to support water conservation efforts.

**D. Air Quality**

**Vision:** The City continues to have the cleanest air in the Valley by promoting alternatives to single passenger travel, encouraging nodal development and attracting high tech, low pollutant industries.



**GOAL 1:** *Continue to improve air quality in the City of North Las Vegas.*

**Rationale:** The City must develop systems that maintain and improve air quality for the residents of North Las Vegas.

**GOAL 2:** *Promote and encourage alternatives to single passenger travel.*

**Rationale:** To promote cleaner air, there must be alternatives to modes of transportation that disproportionately contribute to the City’s air quality problems.

**GOAL 3:** *Encourage the attraction of high tech, low pollutant industries.*

**Rationale:** It is important for the City to attract clean, high tech industries to provide jobs for new residents and reduce air pollution.

**Items that can be completed within 18 months**

- Incorporate smart growth concepts in future planning efforts (Planning and Zoning)
- Comprehensive Plan Update (Planning and Zoning) – Final stages will be complete in late spring
- Develop a Mixed-Use Ordinance that will allow for the development of “The District” type center (Development Group)
- Update the Capital Improvement Plan (Public Works) - ongoing
- 5th Street Corridor Design (Public Works / Planning and Zoning)
- BLM parcel sales (phase II and III) development agreements and subsequent annexation (Planning and Zoning / Economic Development)

**Items that can be initiated within 18 months**

- Develop a Comprehensive Transportation Plan (that includes Mountain Edge Parkway, mass transit, light Rail, bike paths and alternative modes) (Public Works / Planning and Zoning/ Police)

- Develop a Comprehensive Annexation Plan (Development Group / Planning / Public Works)
- The planning and construction of a 40 million gallons per day Water Reclamation Facility (Utilities)
- Revise standards for neighborhood roadways (Public Works and other Development Group)
- Encourage the development of retail, restaurants and gathering places (Plaza, Parks Community Center and walkability) (Development Group)
- Establish identity and distinct entry points (Public Works / Economic Development)

## Pivotal Centers for Development and Redevelopment

The Planned Quality Growth Vision Element segues into a corollary Vision Element, the importance of which denotes special emphasis. There are five centers or areas of preeminent importance in defining the nature, quality and momentum of positive change that will propel the City into the future it desires. Each of these areas is highly symbolic and catalytic to the community’s enthusiasm about, support for and involvement in achieving the development and redevelopment occurring throughout the City. As such, they are pivotal points of progress, which must be carefully planned, developed and redeveloped in a systematic, integrated (rather than piecemeal) manner. What occurs in each of these centers will be a profound and important demonstration of the City’s commitment to boldly and imaginatively achieving its Vision for 2025.



**The centers or areas of preeminence are:**

- Downtown
- Northern Development Area (emerging I-215 area, university campus and VA Hospital Sites)
- Industrial Areas (North 5th Street corridor, Losee Road, along I-15, Lamb Blvd. area adjacent to Nellis Air Force Base)
- Technology Corridor (from Community College to the North Las Vegas Airport)
- Craig Road and Camino al Norte Area

**A. Downtown**

**Vision:** The downtown area is fully redeveloped into a community focal point with amenities and features that promote its unique identity and aesthetically pleasing plazas, neighborhoods, commercial areas and municipal facilities. The entryways into the City along Las Vegas Blvd. and Lake Mead Blvd. feature imaginative street patterns that immediately distinguish the City as highly attractive and pedestrian oriented with an array of land and streetscapes, attractive street furniture, banners, signage, decorative lighting that promotes walkability, reduced traffic congestion and direct access to businesses located along the street fronts. Light rail and transit corridors, bicycle routes and a trail and park system link commercial areas, neighborhoods and government buildings within downtown.

**GOAL 1:** Redevelop downtown in a manner that fully achieves the citizen's desired vision for the area.

**Rationale:** In order to maintain its economic vitality, the City of North Las Vegas must attract businesses into its new and mature areas, while at the same time support and retain businesses located in its downtown central area. Whereas the newly developing areas represent the City's future and potential, the downtown central area has its own unique characteristics and offers many opportunities for citizens to eat, shop and be entertained.

**GOAL 2:** Create and adopt an aggressive detailed downtown Development and Redevelopment Master Plan for inclusion in the City's Comprehensive Plan.

**Rationale:** There is a need for a specific Master Plan to trigger the development/redevelopment of the downtown area.

**B. Other Pivotal Centers for Development and Redevelopment**

**Vision:** Each pivotal center is a clearly defined anchor point that distinguishes the area within the City of North Las Vegas and dramatically sets the tone and standard guidelines for subsequent development and redevelopment both within the center and the surrounding adjacent areas.

**GOAL 1:** Prepare a detailed Development/Redevelopment Master Plan to be incorporated to the City's Comprehensive Plan for each of the five designated pivotal centers.

**Rationale:** The seminal influence of these pivotal centers on the development and redevelopment of the City necessitates the need for integrated planning and implementation strategies that ensure outcomes consistent with Visioning 2025. The Master Plan must encourage community/citizen support and involvement in providing the leadership, resources and momentum necessary to ensure that the Vision becomes reality. Visible and sustainable projects must occur in each of the pivotal areas and throughout the community as constant affirmation that North Las Vegas is on track in its journey to 2025.



**GOAL 2:** Create a northern development area.

**Rationale:** In order to maximize/capitalize on the growth opportunities provided by developments of key projects (e.g., University of Nevada Las Vegas and Veterans Administration Hospital), the City of North Las Vegas should promote the development of a northern core area.

**Items that can be completed within 18 months**

- Develop a Downtown Master Plan (Parks and Recreation / Development Group) that contains:
  - Downtown park model (Economic Development)
  - Urban Forestry program for Downtown
- Market the City of North Las Vegas in both national and international venues / Develop marketing strategy. (Economic Development)
- Create a downtown area marketing plan (Economic Development)

**Items that can be initiated within 18 months**

- Develop a Comprehensive Transportation Master plan (Public Works)
- Create a University District (Development Group)

## Economic Development

**Vision:** The City of North Las Vegas has a diverse, productive and prosperous business and commercial community that ensures its economic vitality through the creation of a diverse strong tax base, high quality employment opportunities, shopping and services. City revenues are balanced between sales, commercial, industrial, gaming and residential property tax collection. This balance assures sufficient and stable operating and capital budgets needed to maintain a superior level of general services, and the capital expenditures required to provide public facilities and services commensurate with Visioning 2025.

**GOAL 1:** Diversify the North Las Vegas economy.

**Rationale:** North Las Vegas must attract and encourage businesses seeking to relocate in the southwest and west to sustain its economic vitality through strong and weak economic times.

**GOAL 2:** Encourage the community's educational facilities to provide the necessary training to the City's adult population (e.g., University of Nevada Las Vegas, Community College of Southern Nevada) and other technical schools.

**Rationale:** The City of North Las Vegas must have an educated workforce that attracts business, promotes development and can fill quality employment opportunities.

**GOAL 3:** Promote the expansion of minority owned businesses in the community.

**Rationale:** It is important to encourage entrepreneurship for this growing segment of the population which will enrich the North Las Vegas community.

**Items completed**

- Create a separate Economic Development department (City Manager's Office)

**Items that can be completed within 18 months**

- Explore a small business incubation program (Economic Development)
- Develop a comprehensive plan for a citywide technology for fiber / wireless (Public Works/ Information Technology)
- Develop a program with CCSN and UNLV to develop an educated work force with a technical emphasis (Economic Development)



- Explore the expansion of the airport (Economic Development)
- Establish additional Business parks (Economic Development)
- Attract and promote a diversified economy (Economic Development)
- Establish International partnerships (Economic Development)

## Community Services and Cultural Amenities

The citizens of North Las Vegas have a deep affection for their City. They desire it to be distinctive in its image as a community and rich in high quality services and amenities. This makes it “Your Community of Choice” in which one experiences a high quality of life.

The areas of emphasis pertaining to this Vision Element are:

- Education
- Libraries
- Healthcare
- Parks and Recreation

### A. Education

**Vision:** North Las Vegas is a city where citizens are energized and mobilized in a positive direction for continuous learning and cultural opportunities that enhance the quality of life for all residents.

**GOAL 1:** *Promote and support equal access to quality public education (K through 12) programs, opportunities and facilities for all North Las Vegas residents.*

**Rationale:** The City recognizes the importance of quality education for students as a vital factor in ensuring that people have the skills to gain and advance in high paying jobs. Education is a key to attracting people and businesses to North Las Vegas.

**GOAL 2:** *Identify specific sites within the City’s Comprehensive and Master Plan for future school locations.*

**Rationale:** When areas are planned, land should be dedicated for required school sites. It is also important that schools are built in a timely manner to accommodate the growth and development that occurs.

### B. Libraries

**Vision:** The City of North Las Vegas has high quality information and community resource centers that meet the needs of the community. These facilities contain state of the art resources for efficient dissemination of knowledge and places for citizens to gather to share ideas and celebrate.

**GOAL 1:** *Promote the expansion of the library system and resources.*

**Rationale:** The City of North Las Vegas recognizes the need to have an excellent library district that addresses the needs of all segments of the community. It should also provide the latest technology, books, videos, DVD's and quality children and adult programs.

### C. Healthcare

**Vision:** The City of North Las Vegas has high quality healthcare services and facilities as required by its citizens.

**GOAL 1:** *Promote the provision of adequate health facilities and services.*

**Rationale:** There is a need for adequate health services that improve the quality of life within the community.



**GOAL 2:** Attract and retain medical professionals to the community.

**Rationale:** The City needs to employ innovative means to assist healthcare providers in recruiting and retaining healthcare professionals.

**D. Parks and Recreation**

**Vision:** The City has high quality parks and recreation facilities that meet the needs of its projected population of 468,157.

**GOAL 1:** Develop higher than average parks and recreation facilities based upon national standards and population.

**Rationale:** The rapid growth of the City of North Las Vegas necessitates ensuring sufficient park-land and resources are available to provide desired park and recreational facilities as prescribed by national standards.

**GOAL 2:** Optimize the use of new and existing parks and recreation facilities to meet the identified needs of the community.

**Rationale:** Given the cost of land acquisition and construction, it may not be feasible to purchase enough land and build facilities to keep pace with development. Evaluate the use of current and future facilities.

**GOAL 3:** Develop increased cultural and recreational opportunities consistent with the Visioning 2025 Plan.

**Rationale:** To meet the changing needs of the community and workforce, it is necessary to develop various options for cultural and recreation facilities and programs.

**GOAL 4:** Encourage the development of commercial, recreational opportunities and other services that enhance economic development for the residents of North Las Vegas (e.g., golf course and health clubs).

**Rationale:** To improve the quality of life for all residents, it is important to have sufficient amenities that promote economic development.

**Items completed**

- Complete a 20-year plan for the library (Library)
- Purchase Craig Ranch Golf Course (Parks and Recreation)

**Items that can be completed within 18 months**

- Initiation and/or completion of projects slated in FY 04-05, FY 05-06 CIP (Public Finance / General Services/ Information Technology)
- Provide an annual report to Council on the Work Plan (City Manager’s Office)
- Develop Craig Ranch into a regional park (Parks and Recreation) - the planning process is underway
- Complete a Cultural Arts Assessment Plan (Parks and Recreation) - the cultural arts survey will be complete

**Items that can be initiated within 18 months**

- Strengthen an ongoing relationship with CCSD to maximize use of facilities (Parks and Recreation)
- Develop a Library Marketing Plan (Library)
- Develop a Civic Center Government Services Plan (Finance / Economic Development/ General Services/ Information Technology)
- Create a concept for a Senior Center / non-profit cooperation center (Parks and Recreation)
- Site selection and begin design of a new City Hall (Public Works)



## Safe and Livable Community

**Vision:** In the year 2025, residents and nonresidents of North Las Vegas enjoy a safe and livable community in which citizen involvement supports and upholds the value of being safe and secure in one's own community.

**GOAL 1:** *Create a community in which all residents are safe.*

**Rationale:** Creating a community in which all residents are safe requires the efficient and effective use of policing resources and active citizen involvement in promoting safety and security in their own neighborhoods.

**GOAL 2:** *Increase meaningful citizen participation in the community policing efforts, especially within neighborhoods.*

**Rationale:** Effective community policing requires active citizen participation, creating a positive perception about the City and its public safety services and providing resources and staffing necessary to support increased citizen involvement.

\*These positions may be involved in other liaison activities such as those presented in the Community Spirit and Relationships section of the plan.

### Items that can be completed within 18 months

- Devise North Las Vegas specific initiatives for Homeland Security / EOC (Emergency Preparedness)
- Adopt CPTED ordinance and implement the design of self-policing communities (Development Group/Police)
- Integrated communications system: SNACC (Police) - completed
- Create a program for the distribution of City beautification grants (Neighborhood Services Division)

### Items that can be initiated within 18 months

- Develop Comprehensive Transportation Master Plan (for pedestrian traffic) (Public Works / Police)
- Complete a lighting study to evaluate levels of lighting throughout the community (Public Works)
- Have a focus group discussion on the creation of an ordinance that mandates the incorporation of public safety technologies (i.e. alarm systems in new homes and businesses) (Police)
- The development of more opportunities for the co-location of city services (City Manager's Office / Public Works)

## Community Spirit, Relationships and Pride

The citizens of North Las Vegas have made this their community of choice and care deeply about its future. They appreciate its origin and history. Most of all, they aspire to build a future of quality, uniqueness and boldness that fulfills their greatest hopes and potentials. It is a community full of enthusiasm, seeing the challenges that lie ahead as opportunities. Its people embrace constructive change and work together to build their City of the future.

Community is a sense of sharing and belonging. It also is people interacting with other people who energetically seek the goals and values they have in common.

Within North Las Vegas this Vision Element has these areas of emphasis:

- Promoting and achieving a distinctive, positive and captivating image for the City.
- Building, sustaining and celebrating community involvement and partnerships. Through partnerships people can turn any challenge into an adventure opportunity and make great things happen.



**Vision:** North Las Vegas has differentiated itself in comparison to other cities in the Las Vegas Valley. It has created a community focused upon people-oriented and imaginative neighborhood and commercial development; transportation systems that permit rapid and easy transit throughout the City and region, a vibrant economy and amenities and unique features that attract and excite residents and visitors. The City has taken full advantage of its opportunities including location, weather, community spirit, natural beauty and business friendly climate. Its image is positive, engaging and permits citizens to beam with community spirit and pride. People are proud to say they live, work, play and thrive in North Las Vegas.

**GOAL 1:** Create a more positive image for the City of North Las Vegas.

**Rationale:** A positive image is essential to encouraging growth in the community as well as providing a sense of civic pride among its citizenry.

**GOAL 2:** Provide expanded opportunities for the City services, civic involvement and pride.

**Rationale:** Civic pride comes from the positive image residents have of their community and opportunities for meaningful involvement in the community. It is important that citizens have access to City services.

**B. Community Involvement and Partnerships**

**Vision:** North Las Vegas works and has achieved its vision for the year 2025 through people who are actively involved in their community and the partnerships necessary to make great things happen. The citizens are energized, mobilized and engaged in providing positive direction for the City and enhancing the quality of life for those who have made it their community of choice.

**GOAL 1:** Encourage, promote and recognize/celebrate citizen participation.

**Rationale:** Increase citizen buy-in as stakeholders in civic improvement.

**GOAL 2:** Facilitate lines of communication between the City and other organizations.

**Rationale:** Increase City commitment to better communicate with the community at large.

**Items completed**

- Develop Neighborhood Services department concept (City Manager’s Office / Planning and Zoning)
- Explore the need for a Community Relations /Public Affairs Department/ Division (City Manager’s Office) – Communications Department and Neighborhood Services Division created January 2006

**Items that can be completed within 18 months**

- Create additional Community Celebrations (Parks and Recreation) – Balloon Festival September 2006
- Create development / information Kiosks throughout the City (Information Technology / Municipal Court/Parks and Recreation/Utilities)
- Have at least four Town Hall meetings yearly (City Manager’s Office)
- Increase awareness of government services (Communications Department/ Information Technology / City Clerk’s Office)
- Create youth forums to provide access to government (City Manager’s Office / Parks and Recreation/) –Youth Council presentation set for March 2006



- Incorporate our City Logo on all City items and provide a policy to staff on logo use (Communications Department)- ongoing
- Open City facilities to the public such as fire stations and police substations (Police and Fire) - ongoing
- Complete the Citizen Survey of City Services (City Manger’s Office)– set to begin February 2006

**Items that can be initiated within 18 months**

- Create or define City Ombudsman office/function (Neighborhood Services)
- Create a long-term Marketing Plan for the City (Communications Department)
- Create mediation training for staff to work within the community (Neighborhood Services)
- Create distinct entry designations for the City (Public Works / Communications Department/ Economic Development)
- Develop a registration of neighborhood associations (Neighborhood Services Division)
- Develop a banner program to identify neighborhoods and events (Communications Department) - ongoing
- Define a contact person to work with community organizations (i.e. chamber and local groups) (Communications Department)

## Fiscal Policies and Management

The people of North Las Vegas have powerful dreams and great hopes for the community’s future: Visioning 2025. However, for Visioning 2025 to become a reality, the community’s vision (wishbone) must be accompanied and supported by commensurate fiscal discipline and commitment (backbone). Many strategic plans flounder upon a lack of sound and enforced fiscal plans and policies that ensure the financial resources are available, within appropriate time frames, to fund the operating and capital costs associated with implementing the Strategic Plan.

**Vision:** The City of North Las Vegas created a sound fiscal plan and accompanying policies that were adhered to in a disciplined manner to ensure the financial resources necessary to achieve Visioning 2025 were available. The commitment to the future takes precedence over the demands of the present for decision-making and resource allocation.

**GOAL 1:** *Establish and adopt a long-term fiscal management plan and accompanying policies to ensure financial resources are available to achieve Visioning 2025.*

**Rationale:** The City of North Las Vegas, during the next two decades, will experience dynamic growth and will make a concerted effort to be “Your Community of Choice” envisioned in Visioning 2025. Both factors portend significant resource requirements to meet the increased costs associated with delivering municipal services and the major funding of capital investments in City amenities, infrastructure and facilities. Fiscal policies and management must be aligned with the commitment to Visioning 2025 to ensure financial resources are raised, invested and expended to enable achievement of the vision.

**GOAL 2:** *Achieve a more equitable distribution of Consolidated Tax revenues to the City.*

**Rationale:** The amount of Consolidated Tax revenue, when adjusted for inflation and analyzed on a per capita basis, is declining annually in actual dollars and in comparison to revenues received by other municipalities in Clark County.

**GOAL 3:** *Aggressively seek out all available funding sources from grants and other sources that can be applied to fulfilling the needs outlined by the Strategic Plan.*



**Rationale:** It is necessary to expand the opportunities for the City to fund various needs created by its Strategic Plan or imposed by mandate.

**GOAL 4:** Explore options that recapture or reduce the costs of providing municipal services to various properties throughout the City.

**Rationale:** The cost of providing municipal services is a significant issue. In some cases the costs to providing services in various properties exceed the revenues that these properties generate for the City. The City needs to explore and implement options to align revenues with costs to the fullest extent possible and to provide better service to its citizens.

**Items completed**

- Organizational Review (Strategic Planning) - Staffing Study to begin February 2006
- Fee / cost of service study (Finance / Parks and Recreation / Public Work / Planning and Zoning)

**Items that can be initiated within 18 months**

- Fiscal Impact Analysis Update (Finance / Planning and Zoning / Police Department / Parks and Recreation)- preliminary report completed
- Budget prioritization (City Manager / Finance) - ongoing
- CIP prioritization (City Manager / Finance / Police / Public Works / Parks and Recreation / Fire) -ongoing

- Maintain / upgrade financial rating (Finance) - ongoing
- Create an investment and maintenance plan for City infrastructure (preventive maintenance plan) (Finance / General Services)
- Continue aggressive grant acquisition (City Manager’s Office/ Finance) Grant committee will be used as a clearing house to meet on a quarterly basis
- Develop a debt policy / strategy (Finance)
- Develop an annual operating budget (Finance) ongoing
- Develop a report for Council on the cost to have “5 day” operations (Finance / Human Resources)
- Implement changes suggested by Mercury and Associates report regarding Fleet services (General Services)
- Develop a comprehensive plan for a citywide technology (Information Technology)

**Items that can be initiated within 18 months**

- Encouraging development that pays for services (Balanced and Sustainable Development) (Development Group / Finance) - ongoing
- Use of technology to provide services to customers in the most cost effective manner (Information Technology) -ongoing
- Partner with other government entities to work on collective bargaining issues (Human Resources) -long-term

*For a complete copy of the City of North Las Vegas Visioning 2025 Strategic Plan, contact Michelle Bailey-Hedgepeth at 633-1178 or the City’s website at [www.cityofnorthlasvegas.com](http://www.cityofnorthlasvegas.com).*





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