

STRATEGIC PLAN

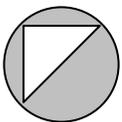
2010 → 2015 → 2030



CITY OF
NORTH LAS VEGAS

Your Community of Choice

North Las Vegas, Nevada
April 2010



Lyle Sumek Associates, Inc.
1514 St. Edmunds Place
Heathrow, FL 32746

Phone: (407) 771-4195
Fax: (407) 771-4197
E-mail: sumekassoc@cfl.rr.com

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STRATEGIC PLANNING FOR THE CITY OF NORTH LAS VEGAS

Strategic Planning Model for the City of North Las Vegas

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, management agenda for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

NORTH LAS VEGAS VISION 2030

City of North Las Vegas Vision 2030

North Las Vegas 2030

is a ***BEAUTIFUL CITY*** ^(A) where residents live
in a ***SAFE COMMUNITY*** ^(B) and enjoy ***PREMIER
PARKS,*** ^(C) ***RECREATION ACTIVITIES,
LIBRARIES AND CULTURAL OPPORTUNITIES.*** ^(D)

The City is a ***MAJOR BUSINESS AND HIGHER
EDUCATION CENTER*** ^(E) in Southern Nevada.

RESIDENTS AND EMPLOYEES ARE ENGAGED, ^(F)
TAKE PRIDE ^(G) ***IN THE CITY
OF NORTH LAS VEGAS***
and is their ***PREFERRED PLACE TO LIVE.*** ^(H)

“YOUR COMMUNITY OF CHOICE”

North Las Vegas Vision 2030

PRINCIPLE A

BEAUTIFUL CITY

► Means

1. Attractive entrances and gateways
2. Well-designed, well-maintained streets, streetscapes
3. Well-maintained homes and landscaping
4. Well-maintained public buildings, facilities and spaces
5. Well-designed, well-maintained major corridors
6. Elimination of blighted structures and graffiti free
7. Well-maintained commercial and business buildings

PRINCIPLE B

SAFE COMMUNITY

► Means

1. Residents involved and taking responsibility to make the community safe
2. Visible police presence in the community
3. City prepared for a major emergency
4. Residents feel and are safe in any neighborhood, at home, in the community, on trail
5. New developments designed with safety in mind
6. Timely response to an emergency call
7. Safe, reliable water, wastewater, solid waste services

PRINCIPLE C

PREMIER PARKS

► Means

1. Major regional and community parks throughout the City
2. Top-quality athletic fields with lights for recreation, competitive and tournaments
3. Community centers serving all family generations
4. Revitalized older parks with new venues and amenities
5. Variety of golf courses, including private and affordable public
6. Variety of park venues and amenities, including skate park, dog parks, etc.
7. Parks conveniently located within the service areas

**PRINCIPLE D
RECREATION ACTIVITIES,
LIBRARIES AND CULTURAL
OPPORTUNITIES**

► **Means**

1. Variety of recreational programs provided by the City and in partnership with community organizations
2. Quality libraries conveniently located and with a variety of services
3. Performing arts venues, including an amphitheater and small performance theater
4. Cultural arts available with the City
5. Community events and festivals bring residents together
6. Museums, with interactive programs

**PRINCIPLE E
MAJOR BUSINESS AND
HIGHER EDUCATION CENTER**

► **Means**

1. UNLV Campus and master planned district
2. Diverse businesses locating to North Las Vegas
3. R & D joint ventures with the University, focusing on high technology business opportunities
4. Medical facilities and healthcare services
5. Downtown as a mixed-use development (vertical) with retail shops, offices and residential units
6. Support for local business expansion
7. Opportunities to start and grow a business, including incubator space
8. Major retail “mall” shopping areas

**PRINCIPLE F
RESIDENTS ARE ENGAGED**

► **Means**

1. Well-informed residents about City goals, plans, policies, programs and services
2. Active participation in civic affairs and governance from meetings to boards/commissions
3. Residents working with the City in service delivery
4. Residents knowing and helping residents
5. Open, transparent and ethical city government to promote citizen engagement
6. Residents having an opportunity for input on plans, developments and services
7. Neighborhoods organized and sharing responsibility for their neighborhoods

PRINCIPLE G
RESIDENTS AND EMPLOYEES
TAKE PRIDE IN THE CITY OF
NORTH LAS VEGAS

► **Means**

1. Strong partnership with residents and community organizations
2. Residents taking pride in saying “I live in North Las Vegas”
3. Strong community events with active participation by residents
4. City being a strong advocate for North Las Vegas at Region, State, National levels
5. Residents and community organizations contributing to a better North Las Vegas community
6. Residents volunteering their time to promote the North Las Vegas community
7. City employees living and contributing to the community

PRINCIPLE H
PREFERRED PLACE TO LIVE

► **Means**

1. Inclusive community with a diverse population
2. Reputation as a family-friendly community
3. Housing opportunities for all income levels with a balance between high-density and low-density developments
4. Easy movement within the City through a multi modal transportation system
5. Quality schools at all levels
6. Choice of a range of quality homes
7. Quality restaurants and shopping available in North Las Vegas
8. Environmentally sustainable community: buildings, new developments
9. State of the art technology infrastructure serving the City

CITY OF NORTH LAS VEGAS MISSION AND CORE BELIEFS

City of North Las Vegas *Our Mission*

The Mission of the City of North Las Vegas

is to provide MUNICIPAL SERVICE

OF THE HIGHEST QUALITY ⁽¹⁾

in a FINANCIALLY SOUND

AND RESPONSIBLE MANNER.⁽²⁾

We have a PASSION FOR SERVICE ⁽³⁾

and ENGAGE OUR COMMUNITY.⁽⁴⁾

City of North Las Vegas

Our Mission

PRINCIPLE 1

MUNICIPAL SERVICE OF THE HIGHEST QUALITY

► Means

1. Services responsive to community needs
2. Reliable delivery of services needed for daily living
3. Timely response to a call for service
4. Services delivered in a professional manner
5. Continuous improvement in service delivery
6. Maintaining a high level of customer satisfaction
7. Recognition for the quality of municipal services
8. Selection and retention of a top-quality workforce dedicated to serving the North Las Vegas community

PRINCIPLE 2

FINANCIALLY SOUND AND RESPONSIBLE MANNER

► Means

1. Reasonable and responsible tax rate
2. Financial reserves consistent with city policies
3. City investing resources in preventative maintenance and upgrades of infrastructure and facilities
4. Annual budget with adequate resources to support defined services and service levels
5. Projects completed on time and within budget
6. Providing services in the most cost-effective manner
7. Leveraging city resources through grants and partnerships
8. Retaining or enhancing bond rating with a responsible level of debt

PRINCIPLE 3

PASSION FOR SERVICE

► **Means**

1. Employees committed to serving the community
2. Looking for better ways to serve the community
3. Understanding the needs of the community
4. Going the “extra mile” to serve the customer
5. Taking time to evaluate customer satisfaction and to improve service delivery
6. Reliable daily services delivered by the city
7. Timely, professional response to a call for services
8. Best practices of municipal services evaluated and applied to North Las Vegas

PRINCIPLE 4

ENGAGE OUR COMMUNITY

► **Means**

1. Well-informed residents on city programs and services
2. Easy access to city facilities, services and information
3. Residents involved in city boards, commissions and committees
4. Residents involved and taking responsibility for their neighborhoods
5. Residents’ input sought in planning new developments
6. Use of resident task forces to address specific issues
7. Regular use of community surveys and focus groups
8. Taking pride in North Las Vegas

City of North Las Vegas Core Value Statement

The City of North Las Vegas' Core Values:

Quality Service

Respect

Integrity

Teamwork

Creativity

Accountability

Leadership

Quality Service

We deliver the highest level of excellence and strive to continuously improve services.

Respect

We treat each other with respect in all interactions.

Integrity

We are committed to making the right decisions for the right reasons.

Teamwork

We sustain an environment that respects individual opinion while building consensus to a common goal.

Creativity

We encourage risk taking in order to try new approaches and experiencing new ideas.

Accountability

We take ownership in what we do and do the job right.

Leadership

We inspire others to achieve their goals by leading by example.

City of North Las Vegas Core Beliefs – Definition

BELIEF 1

QUALITY SERVICE

► Means

1. Listening and understanding the customer's needs
2. Going beyond what people expect – the extra mile
3. Solving the customer's problem or helping the customer get the right person
4. Taking care of the details
5. Providing accurate reports and documents with few or no errors
6. Taking pride in your work product or services
7. Completing task on time and within budget
8. Having dedication to public service
9. Giving 100% every day
10. Developing your knowledge and skills

BELIEF 2

RESPECT

► Means

1. Being respectful even if others are disrespectful
2. Acting in a polite, courteous manner
3. When you have to say "No," taking time to explain your decision or action
4. Returning phone calls and e-mails in a timely manner
5. Share information and insights with others
6. Taking care of city equipment and your work space
7. Having empathy for others
8. Treating people the way you would like to be treated
9. Acting in a professional manner
10. Treating customers in an equitable manner

BELIEF 3

INTEGRITY

► Means

1. Delivering on your promises and commitments
2. Telling the truth and being honest
3. Giving your best every minute at work
4. Keeping confidential information confidential
5. Showing up for work on time and ready to work
6. Doing the right thing when no one is looking
7. Providing a direct, accurate responses to questions
8. Doing what you say you will do
9. Being ethical – actions above questions
10. Delivering the tough message when it is needed

BELIEF 4

TEAMWORK

► Means

1. Being an active participant on a team
2. Communicating in an open direct manner
3. Resolving interpersonal conflicts by working with others
4. Helping others to achieve their goals
5. Working with others to achieve goals and produce results
6. Recognizing others who have contributed to the success
7. Thinking about how your actions impact others
8. Sharing resources with others
9. Involving the appropriate people in your decisions and work activities
10. Developing team processes for making decisions or solving a problem

BELIEF 5

CREATIVITY

► Means

1. Looking for new ways to do the job and increasing productivity
2. Learning from mistakes and setbacks
3. Taking calculated, reasonable risks
4. Encouraging self and others to try a new idea and to innovate
5. Questioning and improving the processes, procedures and operations
6. Evaluating options to solving a problem
7. Being open to the new ideas from others
8. Being an active participant in a brainstorming session
9. Challenging the status quo and the traditional practices
10. Knowing the best practices in your field and how they may apply to North Las Vegas

BELIEF 6

ACCOUNTABILITY

► Means

1. Defining clear performance expectations and standards
2. Taking responsibility for one's decisions and actions
3. Holding self and others accountable
4. Doing the right job right the first time
5. Taking responsibility for a problem and finding a solution
6. Monitoring performance and project updates
7. Taking time to seek feedback and to evaluate the outcomes
8. Being open to feedback and making appropriate adjustments
9. Providing direct feedback to others on their performance
10. Recognizing top performers

BELIEF 7

LEADERSHIP

► Means

1. Leading by example and being a role model
2. Defining work goals with your work unit
3. Using common sense to make decisions and to solve problems
4. Being self-motivated and taking the initiative
5. Having a positive “can do” and enthusiastic attitude
6. Taking ownership of the task or issue until it is resolved
7. Acting as an ambassador for the City of North Las Vegas
8. Making a timely decision in area of responsibility
9. Taking time to plan and organize your work activities
10. Empower employees to be responsible for their decisions or actions

CITY OF NORTH LAS VEGAS PLAN 2010 – 2015

City of North Las Vegas

Goals 2015

**Financially Sustainable City Government Providing
Services of the Highest Quality**

Growing, Diverse Local Economy

Safest and Most Beautiful City in the Las Vegas Valley

Upgraded City Facilities and Infrastructure

Distinctive Image and Community Identity

Goal 1

Financially Sustainable City Government Providing Services of the Highest Quality

OBJECTIVES

1. Maintain financial reserves and fund balances consistent with the city's defined financial policy
2. Maintain and expand the city's diverse revenue base
3. Have a high level of trust and confidence with the city's residents
4. Maintain high level of customer satisfaction
5. Maintain or enhance the city's bond rating

MEANS TO CITIZENS

1. Value for the citizens' tax dollar.
2. Responsive city services meeting residents' needs.
3. Predictable taxes and fees looking to the future.
4. Fair, equitable taxes and fees.
5. Financial stewardship of the city's resources.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Legislative actions and their impact on city finances
2. Changing and finding new ways to operate and to deliver services
3. Viable partnerships for the benefit of the city
4. Impact of global and local economy on the city with high unemployment and foreclosures
5. Increasing costs of daily business
6. Favorable bid prices

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Understanding and appreciation of the city's finances and revenue sources
2. Maintaining high quality development standards to provide property values
3. Feasibility to increase taxes and fees
4. Scarce resources and competition for people and money within the city
5. Employee opposition and multiple pay and benefit plans

POLICY ACTIONS 2010

- | | PRIORITY | |
|---|---|---------------|
| 1. City Budget: Services/Service Level Evaluation, Prioritization, Tax Rate Decision, Cost Reduction Plan | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. Capital Improvement Program: Review, Priority, Direction, Funding | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Fees and Cost Recovery: Comprehensive Evaluation, Policy Direction | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 4. Directors and Employees Residency: Direction | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority | | |
| 5. Payment in Lieu of Taxes: Cost Allocation, Direction | | |
| 6. Cell Tower Policy on Park Land | | |

MANAGEMENT ACTIONS 2010

- | | PRIORITY | |
|--|--|--------------|
| 1. City Organization Structure: Evaluation, Direction, Implementation | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 2. City Lobbying for Tax Revenue Enhancement: Consolidated Tax Revenue, AB 489 – Property Tax Limitation | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority | | |
| 3. Alternative Revenue Study: Completion, Direction | | |

MANAGEMENT IN PROGRESS 2010

1. Employee Healthcare Self Funding/Alternative to Delivery – Self Insurance: Evaluation, Direction (Healthcare/Liability)
2. Federal Stimulus: Projects, Additional Funding
3. Federal Prisoners Strategy: Scenario Development, Population Analysis, Discussion with Federal Agencies
4. Emergency Preparedness and Recovery Plan: Public Information
5. Green City: Coordinator, Implementation Actions
6. Park Naming Policy: Direction
7. Court of Record: Analysis, Ordinance
8. Fire Cost Recovery Strategies and Ordinances: Implementation
9. ¼ ¢ Redistribution of Allocation (Wastewater)
10. Golf Course Management Contract: Direction
11. Golf Cart: Direction
12. Strategic Budget Priorities Process
13. Parks and Recreation Cost Recovery Study

ON THE HORIZON 2011 – 2015

1. Workforce Development and Organization
2. Extension of ¼¢ Sales Tax for Water and Wastewater (Regional): Direction, Allocation (Legislative Package – 2011)
3. Additional ¼¢ Sales Tax for Fund 288
4. Diversity Plan
5. Family and Youth Needs: Assessment, City’s Role, Direction, Funding
6. 268/287 Extension for 30 Years
7. Grants Position/Program: Evaluation, Direction, Funding
8. SID Policy and Procedures: Direction
9. Parks and Recreation Facilities: Demands and Needs Assessment Direction, Funding
10. Traffic Signal Cost Participation Policy: Review (Including Option of Impact Fee)

Goal 2

Growing, Diverse Local Economy

OBJECTIVES

1. Retain current local businesses
2. Attract new businesses
3. Support the growth of current businesses
4. Develop UNLV campus
5. Expand Veterans' Hospital and healthcare services
6. Expand North Las Vegas as a tourist destination

MEANS TO CITIZENS

1. More job opportunities in North Las Vegas.
2. Ability to work near home – more leisure time.
3. Things to do in North Las Vegas.
4. Convenient shopping near home.
5. Less tax burden on residential tax payer through a more diverse tax base.
6. Protection of property values.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Inability of businesses to make investment due to lack of access to capital
2. Financial condition of the State of Nevada – projects delayed or on hold
3. Struggling local businesses
4. National recession and impact on North Las Vegas

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition from other cities in the Las Vegas Valley
2. Lack of major retail businesses and restaurants in the city
3. Quality schools
4. Lack of skilled workforce for 21st century jobs
5. California's economic climate
6. Land available for business
7. Attainable, quality homes available

POLICY ACTIONS 2010

- | | PRIORITY |
|--|-----------------|
| 1. APEX/KAPEX Development Strategy | Top Priority |
| 2. National Park Service Unit: Designation | Top Priority |
| 3. Annexation Policy and Strategy:
Direction, Resolution | High Priority |
| 4. Economic Development:
Comprehensive Evaluation, Direction,
City's Role, Staffing, Funding | |

MANAGEMENT ACTIONS 2010

- | | PRIORITY |
|---|-----------------|
| 1. Targeted Businesses (California)
Strategy: Evaluation, Direction, Funding | Top Priority |
| 2. UNLV Development: Federal Funding
for Clean Up/Property Transfer | High Priority |
| 3. Veteran's Hospital: Development
Strategy | |
| 4. Restaurant Attraction Strategy:
Development, Actions | |
| 5. Economic Development City Marketing
Plan: Review, Direction, Funding | |

MANAGEMENT IN PROGRESS 2010

1. "Buy Local" Program: Refinement
2. Business License Code: Amendments
3. Regional Economic Study
4. Industrial Panel Recommendations

ON THE HORIZON 2011 – 2015

1. Major Retail Attraction Strategy:
Direction, Actions
2. BLM Proposal Process: Amend through
Lobbying (Direct Sale)
3. Technology-Based Industries:
Recruitment Incentive Package (Link to
UNLV)
4. Green Industries and Jobs Strategy:
Evaluation, Direction, Development,
Funding Actions
5. High Speed Train Depot in North Las
Vegas: Direction
6. Owner Participation Agreement with
Shopping Center Developer for Las
Flores: City's Direction
7. Museum Development Strategy
8. UNLV Development Agreement/Master
Plan
9. Land Adjacent to UNLV Site for
Research Park

Goal 3

Safest and Most Beautiful City in the Las Vegas Valley

OBJECTIVES

1. Develop guidelines for attractiveness and safety of streetscapes, rights-of-way and public spaces
2. Define and meet emergency response time within a defined time-frame
3. Reduce crime rate (Part I and Part II) per capita by 20%
4. Create development standards and guidelines for community safety and sustainable city
5. Enhance people feeling and being safe and secure in their neighborhood, the community and public facilities

MEANS TO CITIZENS

1. Confidence in the quality of the city's emergency response.
2. Feeling safe and secure anywhere, any time of day in North Las Vegas.
3. Greater pride in North Las Vegas.
4. Protection of property values.
5. Taking greater responsibility for personal and neighborhood safety.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Limited financial resources and competing interests
2. Increase citizen responsibility for community safety
3. Schools and the perception of their quality and safety
4. Language and cultural diversity
5. Changing demographics in North Las Vegas and in the Valley

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Differing standards among residents
2. Increasing number of calls for service
3. Ability to attract qualified police workforce
4. Increasing criminal activity in the Valley
5. Expectation of new residents for city service
6. Differing philosophy among departments

POLICY ACTIONS 2010

- | | PRIORITY |
|---|-----------------|
| 1. Group Homes: Evaluation, Direction, Funding | Top Priority |
| 2. Police Staffing and Deployment: Evaluation, Direction, Funding | |
| 3. Downtown Housing Plan and Strategy: Direction | |

MANAGEMENT ACTIONS 2010

- | | PRIORITY |
|---|-----------------|
| 1. Neighborhood Stabilization Initiatives Purchasing Foreclosed Properties and Rehabilitating | Top Priority |
| 2. Title 17: Revision | Top Priority |
| 3. CPTED: Direction, Action for All Developments | High Priority |
| 4. Downtown Master Plan: Implementation | High Priority |
| 5. Code Enforcement: Assessment, Direction, Funding | High Priority |
| 6. Safe City Program: Implementation | |

MANAGEMENT IN PROGRESS 2010

1. Fire Accreditation: Process
2. MUD Ordinance and Compliance: Review, Direction
3. CERT Promotion: Development
4. Development Review Policy and Process
5. Trails and Bikeway Master Plan: Completion, Adoption
6. Regional Homeless Strategy: Participation
7. WestCare Agreement: Completion
8. Climate Protection Resolution: Adoption
9. Police Record Management System
10. Volunteers in Police Service (VIP) Program: Development
11. Regional Housing Authority: Direction, Implementation

MAJOR PROJECTS 2010

1. Keil Ranch Park: Adobe Restoration

ON THE HORIZON 2011 – 2015

1. Housing Element Comprehensive Master Plan
2. North Valley Revitalization: Direction
3. Working with Homeowners Associations: Direction, City's Role, Actions
4. Park Security: Evaluation, Direction
5. Windsor Park: Future Direction, Acquisition
6. Property Maintenance Code: Evaluation, Direction
7. Fire Prevention: Strategy, Action Plan
8. Downtown Safety Plan: Assessment, Direction, Actions
9. Multi Species Habitat Conservation Plan
10. Residential Sprinkler Ordinance: Direction
11. TPAC: Evaluation of Makeup, Structure, Mission

Goal 4

Upgraded City Facilities and Infrastructure

OBJECTIVES

1. Build a sustainable City Hall complex
2. Expand opportunities for partnerships – local, state, federal and private
3. Develop comprehensive plan for all city facilities incorporating customer service and organization productivity with priority projects and budgets the first year
4. Improve roadway connectivity and mobility
5. Pursue multimodal transportation

MEANS TO CITIZENS

1. Easier access and greater convenience for city facilities and services.
2. Enhanced productivity for the city organization.
3. Better quality of city facilities – greater community pride.
4. Value for residents' tax dollars.
5. Reliable delivery of city services.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding
2. Identifying and developing partnerships
3. Incorporation of “green” concepts into buildings
4. Funding major repairs and preventative maintenance

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Decreasing costs of capital projects and coordination
2. One-stop shop – resistance to departmental collaboration
3. Cost and availability of land
4. Managing expectations of stakeholders
5. Need vs. nice to have
6. GIS capacity citywide

POLICY ACTIONS 2010

1. Old City Hall Feasibility Study: Direction
2. Road Maintenance: Evaluation, Direction, Funding

PRIORITY

Top Priority

Top Priority

MANAGEMENT ACTIONS 2010

1. North 5th Street: Project
2. Fire Station (APEX) Direction, Funding

PRIORITY

High Priority

MANAGEMENT IN PROGRESS 2010

1. Energy Efficiency Audit: Completion, Direction
2. City Office Rental: Relocation
3. Safety Village: Funding, Construction
4. Cheyenne Sports Field Lighting: Funding
5. Craig Ranch Park: Land Acquisition

MAJOR PROJECTS 2010

1. Craig Ranch Park: Phase 1 – Construction; Phase 2 – Bid
2. City Hall
3. Wastewater Reclamation Facility
4. Regional Trail – Phase 2, 3, 4, 5, Planning, Design
5. CIP Management Software
6. Sky View Multi Gen Center: Construction
7. Fire Station 50: Land Acquisition, Design
8. Fire Station 52: Remodel
9. Fire Station 54: Remodel
10. Evidence Vault
11. Detention Dormitory
12. Northeast Command Center
13. Tropical Breeze Community Park: Bid, Construction
14. Court Room: Upgrade
15. Walker Pool Renovations

ON THE HORIZON 2011 – 2015

1. Sports Fields: Needs Assessment, Plan, Direction, Funding, Actions
2. New Downtown Library: Direction
3. Sidewalk Policy and Projects: Review, Direction, Actions
4. Library: Direction, Funding
5. Water Park: Scope, Feasibility Study, Direction Funding
6. Saw Tooth SID: Policy, Projects, Funding
7. Transportation Master Plan: Completion
8. GIS: Evaluation and Consolidation Report
9. Downtown Command Building: Construction
10. Land Acquisition to UNLV: Greenway

Goal 5

Distinctive Image and Community Identity

OBJECTIVES

1. Increase residents' pride in North Las Vegas
2. Enhance community events and residents' participation
3. Foster an environment that promotes and supports access to cultural arts and educational opportunities
4. Sustain reputation as an "Inclusive and Culturally Rich Community"
5. Increase citizen awareness and understanding of the City of North Las Vegas and our community

MEANS TO CITIZENS

1. Greater community pride.
2. Opportunities to contribute to a stronger North Las Vegas community.
3. All cultures feeling included and welcome.
4. Protection of property values.
5. Opportunities to meet and know neighbors.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Building one community
2. Overcoming historic "Northtown" image
3. Recognize North Las Vegas as a safe city
4. Venues or facilities for bringing the community together
5. Language and cultural diversity

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition with events and festivals in the Las Vegas Valley
2. Defining City's role in cultural arts
3. Changing demographics within the region
4. Incorporating new residents into the community
5. Differing resident expectations
6. Transportation to events

POLICY ACTIONS 2010

1. Community Events: Reevaluation, Direction, City's Role, Funding

PRIORITY

Top Priority

MAJOR PROJECTS 2010

1. Monument Signs at Entry Point (North 5th Roundabout)

MANAGEMENT ACTIONS 2010

1. City Marketing Plan and Program: Evaluation, Strategy with Actions
2. Welcome/Information Outreach to New Residents/Business: Program Development

ON THE HORIZON 2011 – 2015

1. Parks and Facilities Plan: Update
2. Council Meeting: Web Streaming and Government Access Channel

MANAGEMENT IN PROGRESS 2010

1. Online Newsletter: Direction, Development
2. Utility Kiosk: Direction

CITY OF NORTH LAS VEGAS ACTION AGENDA 2010

City of North Las Vegas Policy Agenda 2010

TOP PRIORITY

**City Budget: Services/Service Level Evaluation, Prioritization, Tax Rate Decision,
Cost Reduction Plan**

Old City Hall Feasibility Study: Direction

Road Maintenance: Evaluation, Direction, Funding

Community Events: Reevaluation, Direction, City's Role, Funding

Capital Improvement Program: Review, Priority, Direction, Funding

APEX/KAPEX Development Strategy

Group Homes: Evaluation, Direction, Funding

National Park Service Unit: Designation

HIGH PRIORITY

Directors and Employees Residency: Direction

Annexation Policy and Strategy: Direction, Resolution

Fees and Cost Recovery: Comprehensive Evaluation, Policy Direction

City of North Las Vegas Management Agenda 2010

TOP PRIORITY

Targeted Businesses (California) Strategy: Evaluation, Direction, Funding

Title 17: Revision

**City Lobbying for Tax Revenue Enhancement: Consolidated Tax,
AB 489 – Property Tax Limitation**

City Organization Structure: Evaluation, Direction, Implementation

Neighborhood Stabilization Initiatives Purchasing Foreclosed Properties and Rehabilitating

HIGH PRIORITY

CPTED: Direction, Action for All Developments

North 5th Street: Project

Downtown Master Plan: Implementation

Code Enforcement: Assessment, Direction, Funding

**UNLV Development: Federal Funding for Clean Up/Property Transfer,
Land Adjacent to UNLV Site for Research Park**

City of North Las Vegas Management in Progress 2010

**Employee Healthcare Self Funding/Alternative to Delivery –
Self Insurance: Evaluation, Direction (Healthcare/Liability)**

Federal Stimulus: Projects, Additional Funding

**Federal Prisoners Strategy: Scenario Development, Population Analysis,
Discussion with Federal Agencies**

Strategic Budget Priorities Process

Parks and Recreation Cost Recovery Study

Regional Housing Authority: Direction, Implementation

Fire Accreditation: Process

MUD Ordinance and Compliance: Review, Direction

Emergency Preparedness and Recovery Plan: Public Information

Energy Efficiency Audit: Completion, Direction

Online Newsletter: Direction, Development

Green City: Coordinator, Implementation Actions

Park Naming Policy: Direction

Court of Record: Analysis, Ordinance

Fire Cost Recovery Strategies and Ordinances: Implementation

¼¢ Redistribution of Allocation (Wastewater)
Golf Course Management Contract: Direction
Golf Cart: Direction
“Buy Local” Program: Refinement
Business License Code: Amendments
Regional Economic Study
Industrial Panel Recommendations
CERT Promotion: Development
Development Review Policy and Process
Trails and Bikeway Master Plan: Completion, Adoption
Regional Homeless Strategy Participation
WestCare Agreement: Completion
Climate Protection Resolution
Police Record Management System
Volunteers in Police Service (VIP) Program: Development
City Office Rental: Relocation
Safety Village: Funding, Construction
Cheyenne Sports Field Lighting: Funding
Craig Ranch Park: Land Acquisition
Utility Kiosk: Direction

City of North Las Vegas Major Projects 2010

**Craig Ranch Park: Phase 1 – Construction Phase 2 – Bid
City Hall**

Wastewater Reclamation Facility

Regional Trail – Phase 2, 3, 4, 5, Planning, Design

CIP Management Software

Sky View Multi Gen Center: Design, Construction

Fire Station 50: Land Acquisition, Design

Fire Station 52: Remodel

Fire Station 54: Remodel

Evidence Vault

Detention Dormitory

Northeast Command Center

Keil Ranch Park: Adobe Restoration

Tropical Breeze Community Park: Bid, Construction

Walker Pool Renovations

Courtroom: Upgrade

Monument Signs at Entry Point (North 5th Roundabout)