VISIONING 2025

STRATEGIC PLAN

VISIONING 2025

CITY OF NORTH LAS VEGAS

Your Community of Choice

Achieving North Las Vegas Vision 2025

Well - Planned Quality Growth

Pivotal Development and Redevelopment

Economic Development

Community Services and Cultural Amenities

Safe and Livable Community

Community Spirit, Relationships and Pride

Responsible Fiscal Management

Quality Municipal Services

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Visioning 2025 Strategic Plan

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Introduction

North Las Vegas is a unique community located at the northern tip of the Las Vegas Valley. North Las Vegas is one of the fastest growing cities in the nation, and is a friendly and welcoming city with numerous development opportunities, civic pride, and a responsive government. The City intends to pursue a singular vision which, when realized, will create a balanced community for residents – a community that offers improved housing, quality neighborhood shopping, a regional mall as well as a wide variety of parks, recreational facilities and exciting amenities.

In Fall 2003, the City Manager outlined the strategic planning needs of the City to be achieved through the development of a citizen-driven process for a Visioning 2025 Strategic Plan. The City Council selected volunteers to serve on a steering committee to oversee the citizen-driven Strategic Planning Process. Since the City is experiencing burgeoning growth, the Strategic Planning Process is the initial focal point for discussion of the myriad of issues facing the Las Vegas Valley. This process also lent itself to opportunities to review and assess the City's operations through the development of internal performance measurements for all departments.

The Community Forum phase of this project took place during July and August 2004. Eight meetings were held in numerous locations to generate public input to the Visioning 2025 Plan. From these meetings, the citizens selected nine Core Elements from more than thirty identified issues.

Issue Project Teams were created by soliciting volunteers from the Community Forums. The role of each Issue Project Team was to address core vision elements and determine a vision statement, goals, rationale and strategies for each Core Element. The vision statement, goals, rationale and strategies are included in the Visioning 2025 Strategic Plan for future implementation. The teams met diligently throughout September 2004 and the first two weeks of October 2004. These groups utilized staff liaisons to gain insight on various issues and were given additional information about the City through plan documents and reports. Below is a list of the initial Core Vision Elements these teams addressed in their meetings:

- Planning and Land Use
- Transportation
- Water and Air Quality
- Infrastructure
- Public Safety
- Park and Community Amenities
- Quality Education
- Economic Development and Redevelopment
- Tax Policy

On March 2, 2005, the Visioning 2025 Steering Committee presented a copy of the final document to the City Council for adoption as the guide to the City of North Las Vegas until the year 2025.

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.

WARNING: Committing to a Strategic Plan raises an immediate and profound question. How, as a result of this Strategic Plan, will the City have to THINK and ACT differently from how it did in the past as it moves towards the future 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.

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.

Strategies:

- Ensure the revised and updated Comprehensive Plan enables and supports the attainment of the Visioning 2025 Strategic Plan.
- Maintain high quality staff and planning for the development of Master Plans and vital work that supports growth.
- Design and develop within the City a collection of villages and neighborhoods with distinct community names and districts.
- Designate signage, landmarks, banners and distinctive gateways to identify communities.
- Proactively manage future development, including working with developers to create better and more distinctive communities.
- Require that the City Council and Planning Commission uphold the Comprehensive Plan to prevent conversion of intended land uses (e.g., industrial land to residential uses).
- Apply the use of smart growth techniques when planning new developments.
- Explore public and private partnerships for funding redevelopment efforts.

- Establish redevelopment zones in underdeveloped areas to ensure parity with newer sections.
- Facilitate more infill development and provide incentives to encourage and assist property owners and developers in upgrading underutilized and undeveloped properties.
- Use redevelopment tools to encourage revitalization of aging properties throughout the City.
- Redevelop existing mobile home parks.
- Adopt design standards for manufactured housing developments.
- Expand the City's neighborhood town groups to enable residents' preferences for neighborhood commercial amenities to be represented.

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.

Strategies:

- Create and adopt zoning to allow mixed-use development including higher densities and building height.
- Encourage developers to take advantage of opportunities provided by newly created mixed-use standards especially within designated redevelopment areas.
- Provide design standards and transportation systems that specifically address the needs and desires of North Las Vegas.
- Enhance Class A development that encourages people to live, work, and play in North Las Vegas.
- Streamline the current permitting and development processes.
- Mitigate and address the impact of mixed use and high rise development on natural aesthetics and view corridors.
- Establish guidelines for the appropriate inclusion of green spaces, paths and other people-oriented amenities.
- Ensure commercial development is evenly dispersed throughout the neighborhoods and mixed-use areas.

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.

Strategies:

- Encourage the development of a major mall and large regional power commercial centers.
- Plan for traffic and transportation linkage/access to the regional commercial shopping center area. (Off of a major interchange or super arterial).
- Work with neighborhoods in the creation of commercial power centers to ensure the complete integration of the center's needs and the neighborhood's desires for services.
- Improve the design standards for commercial developments so they are more attractive, user friendly and integrated into the surrounding neighborhoods and adjacent areas.

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.

Strategies:

- Develop a Comprehensive Annexation Plan.
- Consider expanding the limits of the City northeastward along I-15.
- State intentions to other jurisdictions of the City's projected growth boundaries and intentions to acquire/annex land within these boundaries.
- Develop an annexation plan.
- Annex Nellis Air Force Base in the event that the Department of Defense deactivates any or all of it.
- Ensure that smart growth concepts are applied to developments planned for annexed areas.

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.

Strategies:

- Designate and plan for higher density and mixed-use housing options.
- Complete a citywide, detailed housing needs study and develop partnerships with non-profits and private sector groups to address unmet housing needs.
- Provide expanded opportunities for ownership.
- Outline and prepare adequate standards and appropriate programs to address housing needs in designated redevelopment areas.
- Create connections with non-profit organizations interested in developing affordable housing (e.g., Habitat for Humanity).
- Develop a Comprehensive Redevelopment Plan for infill development.
- Develop pride for the downtown area and other aging neighborhoods to encourage new buyers and create more "livable neighborhoods."

- Simplify the permitting process to ease the rehabilitation or improvement of existing homes.
- Rezone certain areas of the City to allow higher density housing.
- Create aesthetic design standards and provide unique housing choices that are not available in other parts of the valley toward improving the image of the City of North Las Vegas.
- Identify new, broad urban design concepts and approaches for redevelopment areas.
- Encourage and create home ownership workshops and programs for homebuyers to move into North Las Vegas. (Certain period of time clause).
- Define funding for housing programs for future growth.

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.

Strategies:

- Petition BLM to dispose of land east of Las Vegas Motor Speedway, under the Nellis AFB flight path, for industrial uses.
- Protect industrial areas from residential encroachment by:
  - Upholding the Comprehensive Plan.
  - Attracting high tech and high value industrial enterprises.
- Encourage high-end business park development by:
  - Attracting medical, technology, and similar industries, which provide quality employment opportunities and have low service demand for municipal services.
  - Providing tax incentives to businesses.

GOAL 7: Encourage nodal development.

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

Strategies:

- Incorporate appropriate nodal development within the various community Master Plans.
- Develop a walkable community with commercial nodes and amenities for residents.
- Change commercial zoning rules to allow for the right lot sizing to make these developments possible.
- Promote commercial and office development in neighborhood nodes, along arterials.
- Create better traffic control through smart development of roads and other infrastructure.
- Discourage residential development in industrial zones.
- Encourage the use of smart timers and sensors on traffic lights.

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.

Strategy:

- Incorporate within the City's Comprehensive and related community Master Plans appropriate locations and design standards for entryways, gateways, streetscapes and other features delineating various areas of the City.

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.

Strategies:

- Ensure that each development contributes to the long-term outcomes of the Master Plans.
- Use these Master Plans as a basis for Economic Development activities to recruit appropriate businesses and development along these corridors.
- Encourage neighborhood and citizen participation in the development of these Master Plans.
- Give particular attention to master planning requirements where major intersections occur (e.g., Craig and Camino al Norte).

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.

Strategies:

- Create a Comprehensive Transportation Plan that includes the Mountain Edge Parkway, mass transit, light rail, and alternative modes.
- Actively seek the development of North 5th Street as a mass transit corridor.
- Require higher density land use and nodal development along the rail corridor.
- Provide greater access to park and ride lots.
- Create alternatives for north-south and east-west transportation routes.
- Identify future right-of-way for northeast and northwest mass transit corridors.

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.

Strategies:

- Provide better links from neighborhoods to commercial areas.
- Develop bike lanes and sidewalks as alternative routes.
- Create pedestrian walkways, overpasses and improved handicapped accessibility.
- Utilize the concepts of special improvement districts or other funding mechanisms to fund the acquisition and completion of rights-of-way and road systems.
- Post improved pedestrian signage and complete pedestrian crosswalks.
- Post "keep to the right except when passing" signs throughout the City's major roadways.

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.

Strategies:

- Revise the standards for neighborhood roadways.
- Improve and build super arterials that facilitate better intra-city travel and connect the City to its neighbors.
- Encourage the application of High Occupancy Vehicle (HOV) lanes or other methods for mitigating traffic congestion.
- Develop truck exits off I-15 and create truck routes around the City.
- Preserve arterial access to commercial centers and residential developments.
- Maximize proximity to I-15 and 215 by identifying required feeder arterials.

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.

Strategies:

- Create and identify funding options to pay for road completion.
- Actively apply for grant funds for road completion.
- Seek additional Federal funding for highways.

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.

Strategies:

- Promote and provide mass transit on vital arterials (multi-modal).
- Investigate methods for better traffic analysis for public use.
- Allow the development of completed sidewalks, trails, and biking paths.
- Maintain cutting-edge traffic controls by creating partnerships with providers.

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.

Strategies:

- Participate and lead Southern Nevada Water Authority to continue to provide clean water.
- Continue to ensure that the City has necessary asset management plans and facilities.
- Continue to enhance the security program for water facilities including provision of adequate back-up facilities in case of natural disasters, terrorist or other emergencies.
- Continue to enhance the Backflow Protection System to keep pollutants out of the water.

- Encourage redistribution of proceeds from sales of Bureau of Land Management land or other sources to acquire and provide water supplies to the Las Vegas Valley.

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.

Strategies:

- Implement a 40 million gallons per day Water Reclamation Facility in phases starting with a 20 million gallons per day facility.
- Continue to pursue partnership funding with the Federal Government.
- Secure the City's share of the sales tax for the Las Vegas Valley entities for water reclamation.
- Explore options for partnerships with other entities. (Share cost and benefits)
- Actively participate with the state and local water reclamation agencies and committees.

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.

Strategies:

- Actively participate in the Southern Nevada Water Authority.
- As a member of the Southern Nevada Water Authority:
  - Continue efforts to bank water supplies.
  - Continue to support efforts to secure additional water supplies from other areas of the state and other states.
  - Support efforts to secure funds from the other sources including sales of BLM lands to purchase additional water supplies.
  - Continue to develop water supply contingency plans.
  - Develop and implement plans to utilize water supplies from the Water Reclamation Facility (reuse water or gray water) to replace water from the Southern Nevada Water Authority.
- Revise and create aggressive planning and water estimates to keep up with population growth.
- Continue to develop City water wells used to bank water.
- Develop a contingency plan for water supply.

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.

Strategies:

- Continue to support the Southern Nevada Water Authority water conservation efforts.
- Lead efforts to create conservation programs which reward customers who conserve water.
- Continue to support programs to educate the customers on water conservation.
- Continue to change the community attitude towards water conservation through:
  - Improved City Conservation program
  - Educational programs at City events
  - Educational programs at Regional events
  - Educational events at schools.
- Create a City reward program for conservation.

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.

Strategies:

- Develop a contingency plan for air quality.
- Adopt additional mechanisms and programs to monitor air pollution.
- Attach penalties for air pollution (fines for big polluters).
- Encourage aggressive dust control programs.

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.

Strategies:

- Publicize and encourage mass transit and carpooling efforts.
- Encourage the use of bike trails and walking as an alternative to driving.
- Promote telecommuting options for businesses.

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.

Strategies:

- Offer incentives and tax breaks to attract desired high tech, low pollutant industries.
- Create training and workforce development to support these businesses.

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 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 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.

Strategies:

- Create a beautification loan program for businesses within the downtown area with Redevelopment funds.
- Enact a beautification assessment to be levied on businesses within the downtown area and provide matching City funds.
- Encourage mixed-use developments that include residential to bring more people to the downtown area.
- Recreate redevelopment areas as required by the Redevelopment Plan.
- Integrate redevelopment strategies into the Comprehensive Plan.
- Develop signage that is consistent with the design and aesthetics standards established for the downtown area.
- Place prominent collective signage at the entrances of commercial centers to identify the merchants.
- Recognize and seize the opportunity to capitalize on the changing demographics of the downtown area.
- Create a downtown area marketing plan.
- Identify options and incentives to attract a major developer or anchor tenant for the downtown area.

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.

Strategies:

- Highlight the downtown area in the City's Comprehensive Plan.
- Create a specific downtown park model and urban forestry model.
- Encourage mixed-use developments that include residential and high-rise to increase density.
- Develop mechanisms to expedite redevelopment in designated areas.
- Encourage support businesses for existing downtown major businesses such as North Vista Hospital, North Las Vegas Municipal Court (e.g., medical lab facilities, attorneys offices).
- Plan and develop a Teen/Senior Center in the downtown area.

- Create roundabouts and entry monuments to improve the look 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 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 plan in its journey to 2025.

Strategies:

- Adopt an updated Comprehensive Plan for the City and for the development and redevelopment of each pivotal center.
- Engage the entire community in the Comprehensive Planning process.
- Ensure that each pivotal center is given equal status and priority in the implementation of the Master Plan.
- Concentrated efforts in each pivotal area as defined in their respective plans will be undertaken simultaneously to ensure that visible progress is being made in each area.
- Develop a City of North Las Vegas marketing strategy to attract both national and international businesses to the area.

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.

Strategies:

- Ensure that the transportation routes of the North 5th Street mass transit corridor and 215 beltway are integral parts of the northern development area.
- Maximize the location of hospital site and University of Nevada Las Vegas campus to create a University-based research park.
- Encourage and create shopping, restaurants, business and entertainment zones.
- Encourage the development of office parks to attract high paying jobs.
- Attract suppliers and industry that support the University.
- Select adequate future locations for municipal and government services.
- Work with Clark County to ensure that commercial student aircraft flight paths do not overburden residents with noise and possible safety issues.

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.

Strategies:

- Attract high-end, non-gaming entertainment/tourist destination venues (e.g., large scale museum, amusement park or other family-oriented entertainment).
- Build a better cooperative relationship with the North Las Vegas Chamber of Commerce, Nevada Development Authority, State of Nevada Commission for Economic Development, and other City/County economic development efforts.
- Establish additional business parks and opportunities for commercial development.
- Create a City of North Las Vegas Economic Development Board (similar to the Nevada Development Authority).
- Require the Economic Development Board and City's Economic Development Division to develop and implement an aggressive economic development marketing plan that incorporates the unique opportunities provided by the future UNLV campus and VA medical complex.

- Require City of North Las Vegas Economic Development to create a Business Development Plan for the next five to ten years.
- Attract a variety of businesses into North Las Vegas that serve the divergent needs of its citizens in the five pivotal areas that will afford a hedge against declining technologies and industries while sustaining a broader tax base.
- Continue to plan and maintain land zoned M-2 for development of business parks.
- Economic vitality must include existing business. Work closely with existing businesses to enhance their ability to expand North Las Vegas operations.
- Provide the availability of worldwide connectivity especially in the pivotal areas (e.g., high-speed Internet access).
- Ensure comprehensive cellular phone and telephone services throughout the City.
- Encourage the development of quality gaming resorts in designated areas of the City.

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.

Strategies:

- Develop a program with CCSN and UNLV to develop an educated workforce with a technical emphasis.
- Create liaisons with learning institutions to plan and site new facilities and provide educational programs required by the community's workforce.
- Investigate ways to retain and relocate medical and other graduates from institutes of higher education in our community.
- Work with area learning and vocational institutions to expand their programs to provide training needed and desired by local industries.

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.

Strategies:

- Work with area learning and vocational institutions (e.g., Small Business Administration, University of Nevada Las Vegas, the North Las Vegas Chamber of Commerce, Latin Chamber of Commerce and Urban Chamber of Commerce, and other organizations regarding business 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.

Strategies: The City will work with all educational institutions within the community to:

- Encourage fair access to school district resources (e.g., libraries, school facilities, and teachers).
- Encourage participation with citizens and teachers in securing school resources.
- Develop curriculum that provides vocational and employment skills to ensure that North Las Vegas youths can take advantage of growing employment opportunities achieved through economic development opportunities.
- Develop partnership opportunities with schools and other entities.
- Provide increased staffing for community relations officers to facilitate communication between the City and other organizations who can fulfill the City's needs as defined in this plan.
- Promote the development of alternative educational opportunities (e.g., private schools and charter schools).

GOAL 2: Identify specific sites within the City's Comprehensive and Master Plans 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.

- Designate sites in cooperation with the School District (Create a City/School District comprehensive planning model).
- Zone designated school locations to insure that they are used for school facilities.
- Work with developers for the dedication of the properties (e.g., Aliante development).
- Devise innovative strategies and cooperative agreements among the School District, City and developers for the construction of required school facilities to be concurrent with the pace of growth within the City.

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, DVDs, and quality children and adult programs.

Strategies:

- Support the North Las Vegas Library District 20-year Master Plan.
- Work with the staff and the community to identify funding for the construction of additional facilities.
- Encourage and advocate for additional libraries in the City, in accordance with the 20-year Master Plan.
- Work with staff to develop and execute a Library Marketing Plan.
- Develop and sustain community partnerships in order to provide more information resources to the community.
- Look at the possibility of consolidation with other entities.
- Pursue a financial strategic plan for funding facilities that are suggested in the 20-year Master Plan.

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.

Strategies:

- Conduct a feasibility study to determine the need for these facilities in North Las Vegas.
- Encourage the development of outpatient centers and treatment centers including provision of 24-hour services.
- Promote an increased availability of affordable healthcare facilities and related services.
- Develop a North Las Vegas - based ambulance service.
- Promote the provision of adequate mental health facilities and services.

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.

Strategies:

- Explore the option of providing financial incentives to attract medical professionals through the use of waivers, homebuyer assistance and other methods.
- Work in collaboration with other government entities in providing incentives for medical professionals to locate their offices to, and live in, the City of North Las Vegas.
- Encourage higher education medical graduates to relocate to and/or remain within the City.

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 parkland and resources are available to provide desired park and recreational facilities as prescribed by national standards.

Strategies:

- Complete the actions outlined in the Parks and Recreation Master Plan.

- Conduct a feasibility study on types of recreation options that are needed.
- Pursue the development of the multigenerational center and the concept of a senior center with non-profit cooperation.
- Budget capital improvement funds for land acquisition and park development.
- Work with developers to create parks within major developments.
- Require developers to provide parks, recreation, and cultural facilities in mature and new areas of town.

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.

Strategies:

- Use the recent revision of the Parks and Recreation Master Plan as a guide for development.
- Purchase the Craig Ranch Golf Course and develop the facility into a regional park.
- Strengthen the ongoing relationship with the Clark County School District to maximize the use of their facilities.
- Develop schedules and programs that optimize the usage of existing facilities.
- Encourage preschool and recreation program development.
- Develop joint usage agreements between schools, community groups, and local government.
- Create multiple use opportunities for existing facilities.
- Develop and implement volunteer systems for both adults and youth to become involved in parks and recreation.
- Construct a senior/multigenerational recreation center to meet the needs of the growing senior population.
- Proactively renovate and rehab existing parks and recreation 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.

Strategies:

- Revamp and create new cultural programs, community events and festivals.
- Identify alternative funding sources to develop recreation and cultural facilities by:
  - Seeking federal and foundation funding through grants.
  - Seeking endorsements from corporations to fund projects.
  - Researching the possibility of increasing caps on park impact fees.
  - Creating SIDs (special assessments and improvement districts).
- Complete a Cultural Arts Assessment Plan.
- Identify the key stakeholders in the community to seek input on the development of activities and centers.
- Seek all available land and funding that can be obtained from the Bureau of Land Management.

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.

Strategies:

- Complete a citizen survey targeted to determine the recreational needs and desires of the community.
- Work with recreational developers to create more opportunities for residents.
- Designate appropriate recreational areas within master planned communities.
- Complete a feasibility study on commercial recreational opportunities in the City of North Las Vegas.

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.

Strategies:

- Begin community dialogue on the incorporation of public safety technologies in the development of new areas (e.g., alarm systems in new homes and businesses).
- Incorporate into the City's Comprehensive, Development and Redevelopment Plans, urban and community design concepts that promote public and neighborhood security and safety.

- Complete a lighting study to evaluate the levels of lighting throughout the community to improve the lighting throughout the City (parks and neighborhoods).
- Devise North Las Vegas specific initiatives for Homeland Security and the City's Emergency Operations Center.
- Design and implement effective community policing programs and strategies.
- Achieve optimal staffing levels and facilities, located in appropriate areas throughout the City, for public safety services.
- Increase efforts to make staffing in public safety organizations more representative of the community's demographics.
- Develop innovative strategies to recruit more North Las Vegas residents for employment in public safety and all other functions within the City (e.g. give preference to North Las Vegas residents for employment).
- Direct the Police Department to share information with other law enforcement and public safety agencies.
- Ensure fire, police and other service providers deliver seamless services to the community.
- Increase opportunities for the use of technology and high quality resources.
- Engage citizens in community building and neighborhood safety programs.

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.

Strategies:

- Continue to communicate the City's efforts and documented successes in making North Las Vegas a safe City.
- Create Neighborhood Watch programs in all areas.
- Increase the participation of public safety officials in the City's planning process (e.g., review of plans to ensure incorporation of public safety concepts).
- Create neighborhood liaison positions (and staff them with people who are familiar with the community) to facilitate the development of neighborhood groups and activities.*
- Expand the services provided to neighborhoods for community organizing, creating and maintaining increased citizen involvement.
- Provide additional City sponsored mechanisms for citizen input (e.g., public forums, community meetings and electronic message boards).
- Create a program to distribute City Beautification Grants.

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

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.

A. Community Image

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.

Strategies:

- Find creative and far-reaching methods to portray a positive community image.
- Activate a citizen advisory commission for beautification.
- Investigate the creation of an awards program that recognizes businesses and individuals for making the community better.

- Research and promote an ambassador program (good will ambassadors).

GOAL 2: Provide expanded opportunities for 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.

Strategies:

- Expand the use of e-government services. Explore the development of kiosks throughout the City.
- Provide additional payment opportunities for Court Satellite Services and payment.
- Create a long range City of North Las Vegas marketing plan.
- Create civic awards for citizens and employees recognizing outstanding acts of service.
- Become a National Civic League "All-American City."
- Explore options for the renaming of the City.
- Initiate more citizen-staff teams to plan and manage City events.
- Create a specific North Las Vegas special community event to highlight the community and attract residents/citizen participation.
- Work with other organizations to create a North Las Vegas Leadership program for adults and high school students.
- Initiate and create a citizen's civic and leadership academy to provide more information about the City and community.

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.

Strategies:

- Bridge cultural gaps in the community through programming and dialogues.
- Regularly survey the needs of citizens (annually).
- Create youth forums to provide early access to City government.
- Encourage citizen participation in open public forums such as City Council, boards and commissions.
- Have at least four Town Hall meetings away from the City Hall campus yearly.
- Make City Hall and citizen sponsored activities more citizen accessible (e.g., parking, timing and flexibility, and multiple opportunities).
- Celebrate the City's accomplishments achieved through the citizen participation and partnerships.
- Create additional Community Celebrations.
- Create a mediation program for staff to work within the community.

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

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

Strategies:

- Develop more citizen based web resources so that information can be shared more efficiently.
- Develop opportunities for public/private partnerships in sharing information.
- Identify and study better ways to communicate with citizens.
- Create a community resource page or bulletin board with other entities.
- Investigate and study the manner in which citizens would like to receive information.
- Provide expanded information line for City services (e.g., 311 citizen information resource).
- Communicate City events through the use of utility bills and other City generated resources.
- Create or define the role of a City Ombudsman / Community Relations function. To place additional emphasis on community relations through the use of community liaisons (example: Ombudsman or City representation in community organizations).
- Increase awareness of City government services and programs.
- Open City facilities to the public (e.g., fire stations and police substations).

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.

Strategies:

- Create and adopt a long-term fiscal management plan and accompanying policies to achieve Visioning 2025 through funding operating and capital requirements defined in appropriate implementation plans (operating and comprehensive master plans).
- Develop the Budget and CIP prioritization.
- Maintain and upgrade the financial rating of the City.
- Create an investment and maintenance plan for the City's infrastructure.
- Develop a debt policy and strategy for the City.
- Work with the Visioning Steering Committee and project teams on an ongoing basis.

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.

Strategies:

- Lobby the State Legislature to achieve equity, on inflation adjusted – per capita basis, in the distribution of consolidated tax revenues among municipalities in Clark County.
- Negotiate an interlocal government agreement among the entities within Clark County to achieve equity in consolidated tax revenue distribution.
- Pursue other strategies that may be necessitated to achieve an equitable distribution of consolidated tax revenues.

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.

Strategies:

- Continue aggressive grant acquisition.
- Create required staffing to seek grant dollars.
- Aggressively seek other funding mechanisms to provide increased City services for residents.

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.

Strategies:

- Devise options for compensating the City for differences that exist between the costs and revenues associated with the provision of municipal services.
- Research the use of technology to provide services to customers in the most effective manner.
- Partner with other government entities to work on collective bargaining issues.
- Link Comprehensive Plan with growth projections (timing/location data).
- Encouraging development that pays for services.

Linking the Strategic Plan to City partners' leadership priorities, policies, and management plans

The City has many partners from the entire community and region who will be involved in, and contribute to, the successful and coordinated implementation of this Strategic Plan. These partners include professional, business, civic, education, healthcare, government, neighborhood, religious, merchant and service associations, and organizations all of whom, along with numerous dedicated individuals, contribute to the vitality and achievements made by the City and the North Las Vegas community.

The City, through the auspices of its elected officials, city administration, and service providers, will communicate with, and engage, its partners in coordinated efforts to promote and implement the Strategic Plan and the multitude of programs, projects, development/redevelopment activities and shared undertakings emanating from the Plan.
This liaison and coordination will permit the City's partners to align their respective priorities, goals and association/organizational plans toward supporting and contributing, as appropriate, to the implementation of the Strategic Plan. In turn, all the partners will assist the City in keeping the Strategic Plan current and vital.

A second major consideration is keeping the Strategic Plan current as an accurate and timely reflection of the community's vision, goals, and proposed implementation strategies for achieving North Las Vegas 2025 and beyond. The Visioning Steering Committee, created by the City Council in April 2004, will continue in its role of overseeing the citizen-driven Strategic Planning process. Its role is three fold: support dissemination of the Strategic Plan, evaluate on an annual basis progress made by the City and entire community in implementing the Strategic Plan, and proposing to the City Council and community, on at least a biannual basis, proposed changes to the Strategic Plan to ensure the vision, goals and strategies contained within it are a current reflection of the community's desires for its future.

This is a key leadership document guiding people to define and achieve the goals and inspiration they hold collectively for the community's future.

City of North Las Vegas Visioning 2025 Strategic Plan Acknowledgements Page

The Visioning 2025 Commission members and the Issue Project Teams have met throughout the fall of 2004 to draft the Strategic Plan. These community members have worked extremely hard on the plan and the City would like to extend a special thanks to them for their hard work.

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William E. Robinson
Mayor Pro Tempore
Councilman Ward 2

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