CITY OF
NORTH LAS VEGAS

STRATEGIC PLAN 2025-2030

August 2024

NORTH LAS VEGAS, NEVADA

A strategic plan is more than just a roadmap—it's a commitment to our shared vision and a testament to our collective momentum. Building on the tremendous progress we've made over the last decade, we are thrilled to present the City of North Las Vegas's (the City) first ever City-wide Strategic Plan.

This plan charts our course for the next five years, establishing priority goals for the City, identifying actions to effectively achieve those goals, and defining a framework to share our progress with you along the way. This plan was developed over six months and could not have been possible without the insight and dedication of our City staff and City Council.

This plan is not just a first step, but a continuation of the momentum we've built. The real work begins now as we partner with you to turn this roadmap into a reality.

Together, we can continue to make North Las Vegas a place of innovation and progress. We are known for being at the forefront for challenging the status quo and for our commitment to creating a community where everyone can thrive. We appreciate your continued support as we embark on this exciting journey together.

Sincerely,

Your City Council and City Manager

PAMELA GOYNES-BROWN
Mayor

ISAAC BARRON
Council Member- Ward 1

RUTH GARCIA-ANDERSON
Council Member- Ward 2

SCOTT BLACK
Council Member- Ward 3

RICHARD CHERCHIO
Council Member- Ward 4

MICAELA MOORE
City Manager

OUR VISION

The City of North Las Vegas, leading the way in innovation and growth, where residents and businesses find opportunities to thrive.

OUR MISSION

We create and maintain a safe and vibrant community with strong infrastructure, smart economic development, and meaningful connection with the community.

OUR VALUES

We are accountable.

We take ownership of what we do. We serve our community with professionalism, integrity, and respect.

We are collaborative.

We build strong partnerships across our community to deliver exceptional service and support.

We are communicative.

We share information and creative ideas to promote and protect the best interests of the City.

We are innovative.

We are forward-thinking, creative, and inspirational in our approach to City government.

We are dedicated.

We are committed to addressing the diverse needs of our community with timely and effective solutions, now and into the future.

STRATEGIC GOALS

#1 Innovative, Efficient, and Stable Government

Invest in operational innovation, improve accessibility and efficiency of City services, and secure sustainable funding sources.

#2 Infrastructure Enhancement

Invest in public infrastructure including parks, buildings, equipment, roads, utility infrastructure, and technology.

#3 Community Safety

Build our internal capacity and grow safety partnerships across the City to protect our quality of life.

#4 Economic Growth

Support local businesses, attract new businesses, and grow a workforce that is equipped with the skills needed to build meaningful careers.

#5 Community Health and Well-Being

Increase access to physical, mental, and social health and wellness opportunities within the City. Invest in City-owned parks, recreation, and community centers, and engage healthcare providers to bring facilities to the City.

#6 Community Identity and Engagement

Create a compelling community identity to cultivate a sense of belonging that celebrates the uniqueness, achievements, and potential of the City. Improve community engagement to continue building trust between the City and its residents.

GOAL 1

Innovative, Efficient, and Stable Government

CITY OF NORTH LAS VEGAS

Goal 1: Innovative, Efficient, and Stable Government

Invest in operational innovation, improve accessibility and efficiency of City services, and secure sustainable funding sources.

Objective 1

Continue supporting a culture of innovation within the City.

- Generate opportunities that increase staff attendance at relevant conferences through partnerships, funding, or by bringing conferences to the City.
- Create opportunities for team members from different divisions and departments to share issues, collaborate on projects, and workshop solutions.
- Establish methods to meaningfully recognize, reward, and celebrate innovative ideas and practices.
- Foster partnerships with local universities or tech companies to drive innovation.

Objective 2

Improve service delivery efficiencies by maintaining needed staffing, modernizing technologies, and updating policies and procedures.

- Prioritize retention and recruitment of additional staff to lower the vacancy rate and enable the City to meet service demands.
- Implement a strategic and focused approach to succession planning to revise the internal promotion process, train future City leaders, and position the City to promote from within accordingly.
- Implement regular employee feedback opportunities to identify areas for improvement in service delivery.
- Review City ordinances and policies and update to fit current City needs.
- Review and update land use, development, and redevelopment codes.
- Finalize the transition to a new ERP and increase integrations between systems.
- Implement new technologies to support departments across the City (e.g., HR, Public Works, Police, Land Development, and Community Services).

- Remove barriers for IT to expedite technology requests, reviews, updates, acquisitions, and implementation.
- Implement a mechanism for creating a baseline and measuring customer satisfaction, service delivery, and feedback as a result of maintaining staffing levels, using modern technology, and updating processes.
- Gather recommendations across completed plans (e.g., the climate plan, pedestrian/bicycle plan, school studies, and shade studies) to track adoption (or rationale for not adopting) certain recommendations.
    - Identify past recommendations that have been implemented and evaluate their impact on new recommendations and future implementation.

Objective 3

Continue to prioritize stable and diverse funding for the City.

- Increase the City's share of the Consolidated Tax Distribution.
- Attract large businesses to the region by continuing to provide incentives such as tax abatements or infrastructure improvements.
- Incentivize small and local business development by offering incubator accelerator programs to promote entrepreneurship and startups.
- Pursue grants from federal, state, and private organizations to fund specific transportation, housing, and community development projects.
    - Identify paths to sustain programs developed through grant funding to ensure that new initiatives can be reasonably supported on an ongoing basis.
- Identify new services that residents and businesses might find valuable and be willing to fund, such as passport services.
- Identify alternative revenue sources, such as user fees for services or impact fees for new developments.
- Continue efforts to improve bond ratings.
- Pursue public-private partnerships to create mixed-use developments or other infrastructure projects to grow and diversify the local economy.

Performance Indicators

- Establishment of the innovation hub
- City employee vacancy rate (e.g., budgeted positions that are not filled and length of time vacant)
- Percentage of priority positions with succession planning in place that are engaged in leadership or career development programs
- Percentage of planned codes and policies that have been updated or newly implemented
- Number of large businesses attracted to the region
- Level of grant funding as a percentage of overall revenue

GOAL 2

Infrastructure Enhancement

Pamela A. Goynes-Brown
Mayor

Isaac E. Barron
Councilman, Ward 1

Ruth Garcia-Anderson
Councilwoman, Ward 2

Scott Black
Councilman, Ward 3

Richard J. Cherchio
Councilman, Ward 4

Micaela Moore
City Manager

CITY OF NORTH LAS VEGAS

Goal 2: Infrastructure Enhancement

Invest in public infrastructure including parks, buildings, equipment, roads, utility infrastructure, and technology.

OBJECTIVE 1

Continue to invest in preventative maintenance and upgrades to existing infrastructure to preserve the life of the City's current assets.

- Continue to increase the investment in street maintenance and improvements focusing on the City's downtown core and high-traffic areas.
- Upgrade water and sewage systems to ensure reliable and safe services to all residents.
  - Continue progress of the oversized water line to Apex.
  - Continue progress on the Garnet Valley Water System and Wastewater System projects.
  - Implement green infrastructure solutions to address stormwater management and improve sustainability.
- Complete Project SPARKLE's park improvements including 20 parks with sports fields, new playgrounds, splash pads, dog parks, better lighting, and other amenities.
- Evaluate opportunities to repurpose existing City assets including buildings to meet community needs.
- Work collaboratively with public-private partnerships to bring fiber internet to community members.
  - Develop and continuously update the map of internet accessibility options.
  - Install "middle mile" fiber to make high-speed internet available for all residents.
  - Establish partnerships for "final mile" fiber installation to bring internet to residents.
- Implement traffic safety measures, such as better lighting, signage, and pedestrian crossings, especially in high-traffic areas and public parks.
- Continue to develop transportation infrastructure to Apex such as roads, sidewalks, and signage.
- Acquire land to make south side parks larger or to build additional parks.

- Partner with the University of Nevada, Las Vegas to develop the 5,000 acres north of Interstate 215 between Pecos and North 5th Street as a large mixed-use project.
- Build or acquire a warehouse and office space to accommodate Fire and Public Works staff and equipment.

Objective 2

Ensure master plans remain updated to enable proactive infrastructure investment and readiness for future growth.

- Develop a comprehensive Smart City Strategy to integrate technology into infrastructure planning.
- Develop a Parks and Recreation Master Plan.
- Acquire enterprise-wide asset management software to effectively manage the needs of the City.
- Develop an annual replacement program to proactively identify and fund preventative maintenance needs that will help extend the life of City assets.
- Continue to maintain funding for preventative maintenance.
- Maintain an updated Capital Improvement Plan (CIP) that addresses planned and quality growth, redevelopment and revitalization, expanded parks and recreation, community improvements, maintained public safety facilities, and economic development, specifically:
    - Prepare for and reduce the impact of seasonal flooding on businesses and residents.
    - Maintain the City's municipal facilities, vehicles, and equipment.
    - Expand and upgrade the City's Parks with plans that factor in temperature abatement measures.
    - Maintain the City's public safety facilities and equipment with a focus on Police and Fire.
    - Manage and expand the City's technology investments to ensure they continue to help improve our services.
    - Manage the City's roadways, curbs, sidewalks, medians, and lighting improvements and incorporate complete street elements.
    - Maintain, repair, replace, and expand the City's sewer and water infrastructure including valves, pipes, basins, and pump stations.

- Formalize the process by which CIP projects are evaluated and adopted into the plan to ensure that the City can strategically plan for known needs and remain responsive to emergent future needs.
- Update the City's facilities condition assessment for current and future needs.
- Continue to update and make progress toward achieving the goals outlined in the City's Americans with Disabilities Act (ADA) plan.
- Continue investing in the City's ongoing partnerships to transform downtown North Las Vegas including Gateway Village, a 20-acre mixed-use, master-planned, commercial-medical district that will bring healthcare facilities, educational opportunities, shops, restaurants, parks, multi-family housing, and community spaces to downtown.

Performance Indicators

- Implementation of asset management software
- Updated CIP and progress reporting
- Preventative maintenance plan completed annually
- Number of plans updated

GOAL 3

Community Safety

CITY OF NORTH LAS VEGAS

Goal 3: Community Safety

Build our internal capacity and grow safety partnerships across the City to protect our quality of life.

Objective 1

Improve and measure recruitment and retention of public safety personnel, with an emphasis on Police and Corrections Center.

- Organize public safety career fairs and open houses to provide information about job opportunities and the recruitment process.
- Review and update, as needed, recruitment materials such as brochures, posters, and videos highlighting the benefits and opportunities of a career in public safety.
- Partner with local schools, colleges, and community organizations to promote public safety careers and recruit potential candidates.
- Continue regularly evaluating salary packages, health benefits, and retirement plans to ensure they remain competitive and effective at attracting potential candidates.
- Identify opportunities to offer health and wellness programs specific to the needs of public safety personnel.
- Regularly analyze employee turnover rates to identify patterns and areas for improvement that can contribute to lower turnover rates and increased retention.
- Emphasize community policing, youth engagement, and public safety education programs such as the citizen's police academy and various fire safety and disaster preparedness programs.

Objective 2

Expand and modernize public safety facilities and equipment.

- Enhance Fire Department facilities and equipment.
    - Open fire station 58, on Deer Springs Way to serve more than 30,000 residents in the Tule Springs area.
    - Construct and open a training facility for the Fire Department.
    - Develop a long-range plan for the number and funding required for additional fire stations.

- Continue to fund and incrementally upgrade the Fire Department's technical rescue equipment.

- Enhance Police Department facilities and equipment.
  - Rehabilitate Firearm Ranges 1 and 2 to guarantee the availability of training for personnel to enable the City to meet its state-mandated firearms training qualification requirements.
  - Continue to make progress toward the construction and operation of the North Central Area Command at Tule Springs to improve response times and meet the needs of community members.
  - Explore artificial intelligence platforms such as drones and robots to provide safe and expedited service to the community.
  - Continue to build upon efforts to rehabilitate the incarcerated to reduce recidivism.
- Maintain public safety equipment upgrades and replacement schedules.
- Assess technology options that can be used to communicate important public safety statistics to the community to increase visibility such as a public-facing dashboard.

Objective 3

Enhance cooperation between City departments and external agencies to provide a cohesive approach to public safety.

- Establish mutual aid agreements and joint operations with neighboring jurisdictions.
- Create interagency task forces involving police, fire, public health, and social services to address complex issues like homelessness and substance abuse.

Performance Indicators

- Ratio of police and fire personnel per 1,000 residents
- Incident response times
- Attendance rates at public safety education programs and events
- Percentage of public safety equipment upgraded or replaced on schedule
- Establishment of a public safety interagency task force with defined goals and priorities

GOAL 4

Economic Growth

CITY OF NORTH LAS VEGAS

Goal 4: Economic Growth

Support local businesses, attract new businesses, and grow a workforce that is equipped with the skills needed to build meaningful careers.

OBJECTIVE 1

Provide infrastructure, incentives, and innovative ways to communicate our value to support entrepreneurial and commercial growth.

- Support local startups of shops and restaurants downtown to build an attractive and walkable gathering place.
  - Provide small business incentive programs and professional support to small businesses.
  - Enhance the Downtown Residential Improvement Program incentives for residents to paint, repair, and replace fencing.
  - Work to remove barriers within City processes and where possible simplify, make accessible, or provide personal support to help individuals successfully navigate the required processes to open a business in the City. Create a one-stop shop for business services to streamline processes for new and existing businesses.
  - Promote regulations to encourage live-work development and mixed-use communities that create walkability and access to transit.
- Continue efforts to attract commercial business to the region to support ongoing economic development.
  - Continue development of Apex part and manufacturing operations including transportation and utility infrastructure.
  - Pursue a lead generation contract with ResearchFDI.
  - Launch marketing campaigns to increase awareness of the City and what it offers to businesses, including the promotion of Apex as a core employment center, to strengthen industry and create a balance of land uses in the City.
  - Attend conferences and events to develop business relationships and generate additional leads.
  - Host events locally that bring businesses to the City.

- Maintain the City's Business Retention and Expansion program.
    - Review and update the City's promotional materials to highlight the value of existing City businesses including their economic contributions.
    - Conduct quarterly visits to local businesses to create an open dialogue between the City and businesses to listen to issues, help identify potential opportunities, and understand local business workforce needs.
    - Work with the local Chamber of Commerce, small business associations, and other organizations to understand trends and anticipate challenges that may threaten local businesses.
    - Assist businesses with expansion projects that may add new jobs and capital investments or prevent an out-of-market relocation.

Objective 2

Invest in a skilled and engaged future workforce by supporting education, mentorship, and workforce development opportunities.

- Work with higher education institutions, and other licensing and certification partners, to create educational pathways for jobs in the area.
- Educate elementary and secondary students on career options, including careers in public service and trades.
- Design and implement an internship program and part-time job offerings within the City to contribute to local workforce development, break down barriers, and enhance engagement between the City and the community.
- Advocate for education system improvements and higher public school ratings and student outcomes.
- Establish and maintain partnerships with institutions and organizations that provide pathways for careers with special consideration for targeted industries the City wishes to attract such as science, technology, engineering, and mathematics.
- Establish and maintain partnerships with local businesses to create apprenticeship programs.
- Partner with the University of Nevada, Las Vegas to create a new applied laboratory of exploration and municipal government policymaking.

- Continue our collaboration with Nevada Partners to build a mixed-use microbusiness park in the City.

Objective 3

Continue to expand the full range of the City's housing stock including single-family, multifamily, workforce, and affordable housing to support ongoing residential growth.

- Develop a strategic plan for housing development by reviewing neighborhood policies, programs, and services, engaging community members, and analyzing market data.
- Enhance community engagement by hosting forums, conducting a resident survey, partnering with local institutions for information dissemination, and promoting involvement through digital platforms.
- Foster affordable housing development and preservation by identifying partnership opportunities, providing financial incentives, exploring innovative financing mechanisms, and implementing preservation strategies.
- Drive neighborhood revitalization and community building by initiating improvement projects, organizing community events, facilitating social gatherings, and offering technical support for community-led initiatives.
- Ensure effective monitoring of housing needs for the community by regularly tracking regional demographics, soliciting feedback, and updating the plan as needed.

Performance Indicators

- Establishment of a small and local business incentive program to support downtown and community business development
- Number of leads generated per channel (conference, event, or third-party)
- Percentage of leads with multiple contacts
- Progress milestones for the development of Apex
- Percentage of facilities leased in Apex
- Establishment of partnerships with higher education institutions
- Completed housing development strategic plan

GOAL 5

Community Health and Well-Being

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NORTH LAS VEGAS

Goal 5: Community Health and Well-Being

Increase access to physical, mental, and social health and wellness opportunities within the City. Invest in City-owned parks, recreation, and community centers, and engage healthcare providers to bring facilities to the City.

OBJECTIVE 1

Increase local access to a range of healthcare services through partnerships with healthcare providers. Promote public health initiatives and provide accessible healthcare services to community members.

- Bring a major mixed-use medical campus to the City.
  - Develop a proposal outlining the benefits and potential challenges including the land and utility resources needed to support a medical campus.
  - Engage with potential investors, healthcare providers, and developers to secure funding and partnerships.
  - Coordinate with City planning and zoning divisions to ensure compliance with local regulations.
  - Organize community engagement sessions to gather public input and build support for the project.
- Increase the number of family and primary care clinics, specialized clinics, and mental health service providers.
  - Develop a prioritized list of areas across the City to bring facilities and services.
  - Develop incentive programs to attract healthcare providers to these areas, such as tax breaks or subsidies.
  - Partner with medical schools, nursing schools, and other healthcare training institutions to recruit healthcare professionals.
  - Advocate for state and federal funding to support the expansion of healthcare services.
- Provide CPR/AED/First Aid/Stop the Bleed education.

- Partner with local schools, community centers, and businesses to develop a comprehensive curriculum for CPR/AED/First Aid/Stop the Bleed training and offer training sessions.
- Organize awareness campaigns to promote the importance of these lifesaving skills.
- Provide free or subsidized training for low-income residents and other vulnerable groups.

Objective 2

Enhance and expand public indoor and outdoor recreational and educational activities.

- Expand recreational facilities and walking/bike trails including six new multi-use athletic fields.
- Expand services offered at recreational facilities and parks including more programs for youth, families, and seniors to enhance social connections and community engagement through diverse and inclusive programs and events.
- Gather public opinion and interest in additional recreational offerings such as pickleball courts and disc golf courses; assess what other innovative cities are doing within the recreational space to provide additional sporting options and support to the athletic community.
- Host an annual 5K and half marathon event.
- Open North Las Vegas Teen Center Hub at Alexander Library and open a new library.
- Continue development of the Dolores Huerta Resource Center. A one-stop community center where residents can receive free workforce training, education, legal services, physical and mental health support, and technology training in Spanish and English.
- Invest in childcare resources across the City, specifically:
  - Create a childcare and charter incubation space.
  - Establish partnerships with reputable childcare providers.
- Utilize Craig Ranch Amphitheater for more concerts.

Objective 3

Partner with local agencies providing supportive services and programs to assist individuals and families experiencing homelessness.

- Participate in outcome-based interagency task forces, coalitions, and community planning efforts to coordinate services, share best practices, and advocate for policies and funding to address homelessness.
- Share gathered data with elected officials, policymakers, and community leaders to raise awareness of homelessness issues and advocate for systemic solutions.
- Collaborate with local law enforcement agencies to develop strategies for addressing homelessness in a compassionate and equitable manner, including diversion programs and alternatives to incarceration.
- Regularly communicate with stakeholders, including clients, service providers, and community members to solicit feedback and ensure that outreach efforts are responsive to evolving needs and priorities.
- Continue efforts of the HOME outreach team, specifically:
    - Deploy outreach teams to conduct regular patrols in areas frequented by individuals experiencing homelessness and offer assistance, resources, and referrals.
    - Establish rapport and build trust with individuals through compassionate listening, empathetic communication, and non-judgmental support.
    - Conduct needs assessments and provide personalized case management services to develop individualized housing plans and connect individuals to appropriate resources.
    - Distribute hygiene kits, clothing, blankets, and other essential supplies to meet immediate needs and improve comfort and dignity.

Performance Indicators

- Number of partners engaged to support the development of a major medical campus and local family and primary care clinics
- Amount of funding generated to support the medical campus and family and primary clinics
- Establishment of 5K and half marathon events, and number of participants year over year
- Completion and operational status of the childcare and charter incubation space
- Number of individuals contacted through the HOME team
- Percentage of contacts connected to supportive services

GOAL 6

Community Identity and Engagement

CITY OF NORTH LAS VEGAS

Goal 6: Community Identity and Engagement

Create a compelling community identity to cultivate a sense of belonging that celebrates the uniqueness, achievements, and potential of the City. Improve community engagement to continue building trust between the City and its residents.

OBJECTIVE 1

Enhance the City's image and brand.

- Collaborate with a professional branding agency to develop a new logo and slogan that celebrates the strength of the City's diversity, identity, and vision and engages the community via surveys to understand perceptions of the current brand and desired changes.
- Organize a public unveiling event to introduce the new brand to the community.
- Update all City materials, signage, and digital platforms with the new logo and slogan.
- Launch a marketing campaign to promote the new brand locally and beyond.
- Host and enhance signature and cultural events.
    - Form an event planning committee to oversee the organization and execution of the event.
    - Identify and secure funding, sponsors, and partnerships to support the event.
    - Promote the event through various channels including social media, local media, and community networks.
- Foster partnerships to bring a professional sports team to the City.
    - Engage with local businesses, community leaders, and sports organizations to build support for the initiative.
    - Negotiate with professional sports leagues and teams to explore potential relocation or expansion opportunities.
    - Identify and secure a suitable venue for the team, which may involve new construction or renovation of existing facilities.

- Develop a marketing and community engagement plan to build local fan support and ensure the successful integration of the team into the community.

- Bring passport services to the City.
  - Collaborate with appropriate federal agencies to establish a local passport office.
  - Identify a suitable location for the passport office, ensuring it is accessible and has adequate space and facilities.
  - Hire and train staff to provide passport services, ensuring they are knowledgeable and capable of handling sensitive documents.
  - Promote the new service through various channels to inform residents of the availability of local passport services.

Objective 2

Uphold the City's commitment to being transparent and accountable through effective communication, public engagement, and regular performance reporting.

- Increase Council attendance at community events.
  - Maintain a shared council calendar highlighting upcoming community events and coordinating with council members to schedule and evenly distribute attendance at these events.
  - Promote council attendance at events through local media and social media to encourage community interaction.
- Implement a participatory budgeting process to increase community involvement in decision-making.
- Expand translation capabilities and language accessibility and provide on-demand written translation for documents such as Council agendas.
- Maintain partnership with the College of Southern Nevada to pilot a Spanish language program for educators to teach them relevant conversational Spanish to better communicate with families and students.
- Implement a system where residents can request translations of specific documents.
- Communicate the City's achievements and value to residents via open data performance dashboards.
  - Identify key performance indicators and achievements of interest to residents.

    - Develop an interactive, user-friendly online dashboard that displays such data in real time.
- Communicate the value of feedback when administering surveys and inform residents of how their engagement makes a difference.
    - Develop clear, concise messaging explaining the importance of resident feedback and its use. Include such messaging in all survey communications, whether online, in print, or in person.
    - Share examples of changes or improvements that have been made as a result of resident feedback.
    - Recognize and thank residents for their participation in surveys to encourage future engagement.
    - Communicate with survey participants to share the results and actions taken in response to feedback.

Performance Indicators

- Completion and implementation of the new City slogan and logo
- Progress milestones towards securing a professional sports team
- Establishment of a passport office
- Number of community events attended by council members
- User engagement and frequency of visits to the open data dashboard
- Number of community survey respondents

ACKNOWLEDGEMENTS

We would like to express our deepest appreciation to the dedicated employees, the honorable Mayor, and esteemed Council Members of the City of North Las Vegas. Their invaluable participation and insightful contributions have played an important role in shaping the strategic plan of the City. Their commitment to public service, understanding of the community's needs, and vision for a prosperous and Inclusive City have greatly influenced the development of this plan.

We are grateful to the employees of the City of North Las Vegas. Their time, expertise, and unwavering commitment have not only shaped this strategic plan but also the future of the City.