

# ***STRATEGIC PLAN***

## ***2012 → 2017 → 2030***



***North Las Vegas, Nevada***  
***November 2011***



Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)



Strategic Plan in Summary

**CNLV 2012-2017-2030  
Strategic Plan**

2012-2017-2030  
Executive Summary

2012-2017-2030  
Strategic Plan

Action Plan  
Responsibilities

Miscellaneous



# City of North Las Vegas: Strategic Plan

## NORTH LAS VEGAS VISION 2030

North Las Vegas 2030  
is a *BEAUTIFUL CITY* where residents live  
in a *SAFE COMMUNITY* and enjoy *PREMIER  
PARKS, RECREATION ACTIVITIES,  
LIBRARIES AND CULTURAL OPPORTUNITIES.*

The City is a *MAJOR BUSINESS AND HIGHER  
EDUCATION CENTER* in Southern Nevada.

*RESIDENTS AND EMPLOYEES ARE  
ENGAGED, TAKE PRIDE IN THE CITY  
OF NORTH LAS VEGAS*

And is their *PREFERRED PLACE TO LIVE.*  
“YOUR COMMUNITY OF CHOICE”

## FIVE YEAR GOALS 2017

Financially Sustainable City Government Providing  
Services of the Highest Quality

Growing, Diverse Local Economy

Safest and Most Beautiful City in the  
Las Vegas Valley

Upgraded City Facilities and Infrastructure

Distinctive Image and Community Identity

## POLICY AGENDA 2013

Financial Stabilization Plan: Development of Policy for  
Long-term & Short-term Liabilities Funding

Labor Contracts: POA, PSA, Teamsters, IAFF

Public Safety: Service Level, Staffing Level/Plan,  
Alternative Compensation

City Budget: Service Levels, Service Prioritization, Tax  
Rate Decision, Further Cost Reduction Plan, Revenue  
Options

City Advocacy for Revenue Enhancements: Consolidated  
Tax Revenues

Information Technology, Upgrade Plan & Shared Services:  
Direction, Funding

## MANAGEMENT AGENDA 2013

Foreclosed Homes & Commercial Properties Ordinance:  
Implementation

Fees & Cost Recovery: Franchise Agreements

Re-Brand of North Las Vegas: Implementation

Buena Vista Springs: Demolition & Planned Reuse

Park Highlands Master Plan Amendments: Development  
Agreement Revision

National Parks Service Units – Legislation Approval

## MANAGEMENT IN PROGRESS 2013

Extension of ¼ cent Sales Tax for Water and Wastewater (Regional): Direction, Allocation, Interlocal Agreement on Sales Tax Distribution (SNWA)

Under (Non) Utilized Properties: Evaluation, Funding

Green Industries and Jobs Strategy: Development, Actions

Craig Ranch Park: Execution of Business Plan

Targeted Retail Attraction Strategy: Development, Actions

Downtown Major Corridor Plan: Development (Grant Funded – RTC)

Veterans' Hospital & Medical Cluster Expansion Strategy: Development, Direction, City Actions

Fire Safety Grant: Application, Analysis of Impacts/Benefits

Information Technology: Evaluation of Existing Infrastructure/Software

Regional Licensing Initiatives: Resource Allocation

## MAJOR PROJECTS 2013

North 5<sup>th</sup> Street Project

Main Wash Channel and Trail: Construction (Las Vegas Boulevard south to Pecos and Lake Mead Boulevard)

I-15 Pedestrian Bridge: Construction

Oracle R12 Upgrade

Kiel Ranch Phase I: Construction

Trail Bridges over Losee: Design, Bid, Construction

Craig Ranch Park & Maintenance Facility: Opening

I-15 Channel Project: Bid, Construction

Simmons Street Improvements Phase 2: Bid, Construction

Pecos/Lake Mead Drainage Project: RFP, Construction

## CORE VALUES

### Quality Service:

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

### Respect:

We treat each other with respect in all interactions

### Integrity:

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

### Teamwork:

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

### Creativity:

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

### Accountability:

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

### Leadership:

We inspire others to achieve their goals by leading by example

# ***STRATEGIC PLAN***

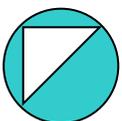
## ***2012→2017→2030***

### **EXECUTIVE SUMMARY**

***Mayor and  
City Council***



***North Las Vegas, Nevada  
November 2011***



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9 Flagship Court  
Palm Coast, FL 32137

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)

# Table of Contents

## EXECUTIVE SUMMARY

<b>Strategic Planning for the City of North Las Vegas</b>	<b>1</b>
<b>North Las Vegas Vision 2030</b>	<b>2</b>
<b>City of North Las Vegas: Mission and Core Beliefs</b>	<b>7</b>
<b>City of North Las Vegas Plan 2012 – 2017</b>	<b>9</b>
<b>City of North Las Vegas Action Agenda 2012</b>	<b>20</b>

# **STRATEGIC FRAMEWORK**

## **VISION 2030**

*“Desired Destination for North Las Vegas”*

## **PLAN 2017**

*“Map to North Las Vegas’ Destination”*

## **EXECUTION**

*“Route for Next Year”*

## **MISSION**

*“Responsibilities of City Government”*

## **BELIEFS**

*“Expectations of City Employees”*

# **North Las Vegas Vision 2030**

## **North Las Vegas 2030**

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

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**The City is a *MAJOR BUSINESS AND HIGHER  
EDUCATION CENTER* <sup>(E)</sup> in Southern Nevada.**

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***RESIDENTS AND EMPLOYEES ARE  
ENGAGED,* <sup>(F)</sup>  
*TAKE PRIDE* <sup>(G)</sup> *IN THE CITY  
OF NORTH LAS VEGAS*  
and is their *PREFERRED PLACE TO LIVE.* <sup>(H)</sup>  
**“YOUR COMMUNITY OF CHOICE”****

# Vision 2030 Guiding Principles

## PRINCIPLE A

## BEAUTIFUL CITY

### ► Means

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

## PRINCIPLE B

## SAFE COMMUNITY

### ► Means

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

**PRINCIPLE C**

**PREMIER PARKS**

► **Means**

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

**PRINCIPLE D**

**RECREATION ACTIVITIES, LIBRARIES AND CULTURAL OPPORTUNITIES**

► **Means**

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

**PRINCIPLE E**

**MAJOR BUSINESS AND HIGHER  
EDUCATION CENTER**

► **Means**

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

**PRINCIPLE F**

**RESIDENTS, BUSINESSES AND EMPLOYEES  
ARE ENGAGED**

► **Means**

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

**PRINCIPLE G**

**RESIDENTS, BUSINESSES AND EMPLOYEES  
TAKE PRIDE IN THE CITY OF NORTH LAS  
VEGAS**

► **Means**

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

**PRINCIPLE H**

**PREFERRED PLACE TO LIVE**

► **Means**

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

**City of North Las Vegas  
Our Mission**

**The Mission of the City of North Las Vegas**

**is to provide MUNICIPAL SERVICE**

**OF THE HIGHEST QUALITY <sup>(1)</sup>**

**in a FINANCIALLY SOUND**

**AND RESPONSIBLE MANNER.<sup>(2)</sup>**

**We have a PASSION FOR SERVICE <sup>(3)</sup>**

**and ENGAGE OUR COMMUNITY.<sup>(4)</sup>**

# City of North Las Vegas Core Value Statement

## The City of North Las Vegas' Core Values:

Quality Service

Respect

Integrity

Teamwork

Creativity

Accountability

Leadership

### **Quality Service**

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

### **Respect**

We treat each other with respect in all interactions.

### **Integrity**

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

### **Teamwork**

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

### **Creativity**

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

### **Accountability**

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

### **Leadership**

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

# **City of North Las Vegas Goals 2017**

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

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**Growing, Diverse Local Economy**

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**Safest and Most Beautiful City in the Las Vegas Valley**

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**Upgraded City Facilities and Infrastructure**

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**Distinctive Image and Community Identity**

## **GOAL 1**

# **FINANCIALLY SUSTAINABLE CITY GOVERNMENT PROVIDING SERVICES OF THE HIGHEST QUALITY**

### **► Objectives**

**Objective 1** Restore financial reserves and fund balances for all funds consistent with the city's defined financial policies

**Objective 2** Diversify and expand the city's revenue base

**Objective 3** Align services and service levels with available resources

**Objective 4** Maintain or enhance the city's bond rating

**Objective 5** Maintain a professional, highly motivated city workforce dedicated to serving the North Las Vegas community

**Objective 6** Maintain essential city services

### **► Short-Term Challenges and Opportunities**

1. Residents, Council and Employees understanding the city financial condition, the reductions in budgets and staffing, and the city's cutbacks impacting the ability of the city to deliver services.
2. Trust level within the city: Mayor and City Council, managers and employees
3. Non sustainable pay, benefits and contracts
4. Changing and finding new ways to operate, to redirect workload and to integrate volunteers/community service workers to deliver city services
5. Tension between public safety and general city employees
6. Relations with unions and the labor contracts
7. Addressing revenue options (new/increased) linked to maximum use of current resources
8. Managing expectations and creating/following a realistic, “doable” action agenda
9. Focusing on what is “Best” for the whole community, going beyond personal interests and pressure

► **Actions 2012**

**PRIORITY**

*Policy Agenda*

- |  |               |
|--|---------------|
| 1. Financial Stabilization Plan: Development   | Top Priority  |
| 2. Labor Contracts: POA, PSA, Teamsters, IAFF  | Top Priority  |
| 3. City Budget: Services/Service Levels, Service Prioritization, Tax Rate Decision, Further Cost Reduction Plan, Revenue Options | High Priority |
| 4. Fees and Cost Recovery: Evaluation, Direction   | High Priority |
| a. Parks   |               |
| b. Public Works (Comprehensive)  |               |
| c. Fire  |               |
| 5. Sponsorship Policy for Community Events: Evaluation, Direction  | High Priority |
| 6. Shared Services: Identification of Opportunities, Evaluation, Direction   |               |
| 7. Capital Improvement Program: Review, Project Priority, City Funding   |               |

*Management Agenda*

- |  |              |
|--|--------------|
| 1. City Advocacy for Revenue Enhancements: Consolidated Tax Revenues         | Top Priority |
| 2. Golf Course Management Contract: Decision, Analysis of Options, Direction |              |

*Management in Progress*

1. Extension of 1/4 cent Sales Tax for Water and Wastewater (Regional): Direction, Allocation, Interlocal Agreement on Sales Tax Distribution (SNWA)
2. Clean Water Coalition Project Decision
3. Implementation of AB71: C-Tax Study, Charter Change to be included
4. Fire Safer Grant: Application, Analysis of Impacts/Benefits
5. City Attorney: Decision
6. EMS Transport: Quarterly Updates
7. Multi-Jurisdictional Licensing: Ordinance Change, Funding, Distribution (State Mandated)

## GOAL 2

## GROWING, DIVERSE LOCAL ECONOMY

### ► Objectives

**Objective 1** Retain current local businesses and support the growth of current businesses

**Objective 2** Attract new businesses to the city

**Objective 3** Expand the Veterans' Hospital and healthcare services

**Objective 4** Develop a more diverse tax base with more commercial, industrial and residential development

**Objective 5** Expand higher education opportunities in North Las Vegas

**Objective 6** Expand the automotive and racing economy in North Las Vegas

### ► Short-Term Challenges and Opportunities

1. Lack of resources for marketing North Las Vegas
2. Local businesses struggling to stay open during an economic recession
3. Providing the quality of life amenities that businesses are looking for
4. Partnering with the Chambers of Commerce
5. Attainable and desirable homes and commercial space in great locations
6. Pressure on the city to reduce standards or ignore regulations to support businesses and developments
7. Gap between service demands and organizational resources
8. Openness to different types of businesses and economic development projects
9. Over coming infrastructure inadequacy in existing business sites

► **Actions 2012**

**PRIORITY**

*Policy Agenda*

1. Veterans' Hospital and Medical Cluster Expansion Strategy: Development, Direction, City Actions
2. Auto Cluster Development: Evaluation
3. Business Retention and Expansion Program: Funding
4. APEX Development Strategy: City Master Plan for Water, Sewer and City Services
5. Northeast Industrial Area: Discussion with Clark County, Infrastructure Evaluation, Annexation Required for Water and Sewer

Top Priority

Top Priority

*Management Agenda*

1. Economic Development Partnership (City-Chambers): Brochure, Marketing, Joint Events
2. National Park Service Unit: Designation – Work with City of Las Vegas – Draft Legislation, NV Energy
3. Simplification of Business Licenses/Permitting: Evaluation, including a Comparative Analysis on Home-based Businesses; Revised Processes; Marketing
4. Inland Port Concept: Review, Criteria, Location, Advocacy for Sites
5. KAPEX Development Strategy: Water System Improvements, State Permits, Capital Projects and Funding Mechanism
6. Business License Code (Chapter 5.02): Ordinance Modification
  - a. Group Homes
  - b. Professionals

Top Priority

Top Priority

High Priority

*Management in Progress*

1. Park Highland Master Plan Amendments: Development Agreement Revision
2. Targeted Retail Attraction Strategy: Actions
3. Green Industries and Jobs Strategy: Development, Actions
4. Targeted Business Attraction Strategy: Actions by the State of Nevada, Direction, Actions

## **GOAL 3**

# **SAFEST AND MOST BEAUTIFUL CITY IN THE LAS VEGAS VALLEY**

### **► Objectives**

**Objective 1** Reduce the crime rate (Part 1 and Part 2) per capita

**Objective 2** Reduce deterioration of neighborhoods with abandoned and foreclosed homes

**Objective 3** Increase the attractiveness and safety of streetscapes, rights-of-way and public spaces in Downtown

**Objective 4** Enhance people feeling and being safe and secure in their neighborhoods, the community and public facilities/areas

**Objective 5** Increase the city's outreach to the Latino community

### **► Short-Term Challenges and Opportunities**

1. Limited financial resources and competing interests
2. Maintenance of public areas with limited city resources
3. Increased number of calls for service: public safety and code compliance
4. Holding individuals, businesses and banks accountable for their actions and the maintenance of their property, buildings and homes
5. Reductions in staff
6. Increased criminal activity in the Las Vegas valley
7. Maintenance of common areas in a subdivisions and the responsibilities of Homeowners Associations
8. Maintaining development standards in the face of pressure to lower or modify the standards
9. Responding to foreclosed homes and commercial buildings, thefts, maintenance an appearance

► **Actions 2012**

**PRIORITY**

*Policy Agenda*

1. Public Safety: Service Level, Staffing Level/Plan, Alternative Compensation
  - a. Police
  - b. Fire
2. Foreclosed Homes and Commercial Properties Strategy: Overall City’s Role, Registration, Abatement, Revolving Loan Fund

Top Priority

High Priority

*Management Agenda*

1. Senior Services: Needs Assessment, Coordination of City Programs and Activities, List of Service Providers, Marketing
2. City Hall/Civic Plaza: Relocation, Programming the Use of Civic Plaza
3. Fire Prevention Shared Services: Evaluation, Direction

High Priority

High Priority

*Management in Progress*

1. Group Homes: State Law Analysis, Compliance Task Force Creation
2. Neighborhood Stabilization Initiatives: Allocate NSP Program Income
3. Downtown Major Corridor Plan: Development (Grant Funded – RTC)
4. Buena Vista Springs: Relocation and Demolition
5. Fire Accreditation: Completion
6. Development Review Process Improvements
  - a. Centralized Cashiering: Implementation
  - b. Development Services Queuing System
7. Regional Homeless Strategy: City Participation

**GOAL 4**

**UPGRADED CITY FACILITIES AND  
INFRASTRUCTURE**

► **Objectives**

**Objective 1** Build a sustainable City Hall complex

**Objective 2** Develop a comprehensive City facilities maintenance plan with a funding source

**Objective 3** Maintain parks and open space and maintain services consistent within available resources

**Objective 4** Upgrade the information technology infrastructure

**Objective 5** Expand opportunities for partnerships: local, state, federal, private, and nonprofit organizations

**Objective 6** Upgrade/expand water and sewer services

► **Short-Term Challenges and Opportunities**

1. Funding for projects: new, maintenance, upgrades
2. GIS capacity city wide
3. Availability of low cost land
4. Funding major repairs and preventative maintenance
5. Cost of capital projects
6. One stop shop and resistance to interdepartmental collaboration

► **Actions 2012**

**PRIORITY**

*Policy Agenda*

1. Old City Hall: Options, Direction, Funding

High Priority

*Management Agenda*

1. Craig Ranch Park Business Plan: Development, Direction, Revenue Generation, Security
2. Information Technology Upgrade Plan and Shared Services: Evaluation, Direction, Funding

Top Priority

High Priority

*Management in Progress*

1. Safety Village: Business Plan Development, Outside Funding
2. Craig Ranch Park: Land Acquisition (Additional \$4.9 Million)
3. Police Detention: Long Term Direction, Shared Services

► **Major Projects 2012**

1. North 5th Street Project
  - a. Bridge
  - b. Phase 1D
  - c. RTC – Appeal of District Court Adverse Ruling (Right of Way)
2. Craig Ranch Park: Phase II Construction
3. City Hall: Relocation and Opening
4. Wastewater Reclamation Facility: Operational (at Capacity)
5. Upper Las Vegas Wash Trail Phase 2: Completion (Craig and Berg south to Losee)
6. I-15 Pedestrian Bridge: Bid, Construction
7. Main Wash Channel Trail and Bridges: Bid, Construction
8. Main Wash Channel and Trail: Construction (Las Vegas Boulevard south to Pecos and Lake Mead Boulevard)
9. Trail Bridges over Losee and Ann: Design, Bid, Construction
10. Craig Ranch Park Maintenance Facility: Opening
11. Cheyenne Sports Fields: Lighting
12. Fire Station 50 Replacement: Construction
13. Simmons Street Improvements Phase 2: Bid, Construction
14. I-15 Freeway Channel Project: Bid, Construction
15. Pecos/Lake Mead Drainage Project: RFP, Construction
16. Losee Road Sewer Road Project: Construction

**GOAL 5**

**DISTINCTIVE IMAGE AND COMMUNITY IDENTITY**

► **Objectives**

**Objective 1** Increase residents' pride in North Las Vegas

**Objective 2** Enhance community events and residents' participation

**Objective 3** Increase partnerships and sponsorships for community events and city activities

**Objective 4** Increase the outside world understanding of positive assets of North Las Vegas

**Objective 5** Increase residents' understanding and appreciation the values for their tax and fee dollars

► **Short-Term Challenges and Opportunities**

1. Differing residents expectations and attitudes toward city government
2. Building a sense of one community overcoming distinctive area
3. Overcoming the historic "Nortown or North Town" image
4. Using venues and events for bringing residents together
5. Incorporating and serving the City's diverse population – making resident to feel part of the North Las Vegas community

► **Actions 2010**

**PRIORITY**

*Policy Agenda*

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

Top Priority

*Management Agenda*

1. Tell a Positive Story Program: Development
2. Customer Service Audit/Performance Standards: Completion
3. Re-Brand of North Las Vegas: Strategy, Actions

Top Priority

Top Priority

High Priority

*Management in Progress*

1. Web Streaming: Implementation
2. Utility Kiosks
  - a. New City Hall
  - b. Utility Building

► **Major Projects 2010**

1. Monument Signs at North 5th Roundabout

# **City of North Las Vegas Policy Agenda 2012**

## **TOP PRIORITY**

**Financial Stabilization Plan: Development**  
**Labor Contracts: POA, PSA, Teamsters, IAFF**  
**Veterans' Hospital and Medical Cluster Expansion Strategy:  
Development, Direction, City Actions**  
**Auto Cluster Development: Evaluation**  
**Public Safety: Service Level, Staffing Level/Plan,  
Alternative Compensation**  
**Community Events: Evaluation, Direction, City's Role, Funding**

## **HIGH PRIORITY**

**City Budget: Services/Service Levels, Service Prioritization, Tax  
Rate Decision, Further Cost Reduction Plan, Revenue Options**  
**Fees and Cost Recovery: Evaluation, Direction**  
**Sponsorship Policy for Community Events: Evaluation, Direction**  
**Foreclosed Homes and Commercial Properties Strategy: Overall  
City's Role, Registration, Abatement, Revolving Loan Fund**  
**Old City Hall: Options, Direction, Funding**

# **City of North Las Vegas Management Agenda 2012**

## **TOP PRIORITY**

**City Advocacy for Revenue Enhancements: Consolidated  
Tax Revenues**

**Economic Development Partnership (City-Chambers): Brochure,  
Marketing, Joint Events**

**National Park Service Unit: Designation – Work with City of  
Las Vegas – Draft Legislation, NV Energy**

**Craig Ranch Park Business Plan: Development, Direction,  
Revenue Generation, Security**

**Tell a Positive Story Program: Development**

**Customer Service Audit/Performance Standards: Completion**

## **HIGH PRIORITY**

**Simplification of Business Licenses/Permitting: Evaluation, including a Comparative Analysis on Home-based Businesses; Revised Processes; Marketing**

**Senior Services: Needs Assessment, Coordination of City Programs and Activities, List of Service Providers, Marketing**

**City Hall/Civic Plaza: Relocation, Programming the Use of Civic Plaza**

**Information Technology Upgrade Plan and Shared Services: Evaluation, Direction, Funding**

**Re-Brand of North Las Vegas: Strategy, Actions**

## **City of North Las Vegas Management in Progress 2012**

- 1. Extension of 1/4 cent Sales Tax for Water and Wastewater (Regional): Direction, Allocation, Interlocal Agreement on Sales Tax Distribution (SNWA)**
- 2. Clean Water Coalition Project Decision**
- 3. Implementation of AB71: C-Tax Study, Charter Change to be included**
- 4. Fire Safer Grant: Application, Analysis of Impacts/Benefits**
- 5. City Attorney: Decision**
- 6. EMS Transport: Quarterly Updates**
- 7. Multi-Jurisdictional Licensing: Ordinance Change, Funding, Distribution (State Mandated)**
- 8. Park Highland Master Plan Amendments: Development Agreement Revision**
- 9. Targeted Retail Attraction Strategy: Actions**
- 10. Green Industries and Jobs Strategy: Development, Actions**

- 11. Targeted Business Attraction Strategy: Actions by the State of Nevada, Direction, Actions**
- 12. Group Homes: State Law Analysis, Compliance Task Force Creation**
- 13. Neighborhood Stabilization Initiatives: Allocate NSP Program Income**
- 14. Downtown Major Corridor Plan: Development (Grant Funded – RTC)**
- 15. Buena Vista Springs: Relocation and Demolition**
- 16. Fire Accreditation: Completion**
- 17. Development Review Process Improvements**
- 18. Regional Homeless Strategy: City Participation**
- 19. Safety Village: Business Plan Development, Outside Funding**
- 20. Craig Ranch Park: Land Acquisition (Additional \$4.9 Million)**
- 21. Police Detention: Long Term Direction, Shared Services**
- 22. Web Streaming: Implementation**
- 23. Utility Kiosks**

## **City of North Las Vegas Major Projects 2012**

- 1. North 5th Street Project**
- 2. Craig Ranch Park: Phase II Construction**
- 3. City Hall: Relocation and Opening**
- 4. Wastewater Reclamation Facility: Operational (at Capacity)**
- 5. Upper Las Vegas Wash Trail Phase 2: Completion (Craig and Berg south to Losee)**
- 6. I-15 Pedestrian Bridge: Bid, Construction**
- 7. Main Wash Channel Trail and Bridges: Bid, Construction**
- 8. Main Wash Channel and Trail: Construction (Las Vegas Boulevard south to Pecos and Lake Mead Boulevard)**
- 9. Trail Bridges over Losee and Ann: Design, Bid, Construction**
- 10. Craig Ranch Park Maintenance Facility: Opening**
- 11. Cheyenne Sports Fields: Lighting**
- 12. Fire Station 50 Replacement: Construction**

- 13. Simmons Street Improvements Phase 2: Bid, Construction**
- 14. I-15 Freeway Channel Project: Bid, Construction**
- 15. Pecos/Lake Mead Drainage Project: RFP, Construction**
- 16. Losee Road Sewer Road Project: Construction**
- 17. Monument Signs at North 5th Roundabout**

# ***STRATEGIC PLAN***

## ***2012 → 2017 → 2030***



***North Las Vegas, Nevada***  
***November 2011***



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9 Flagship Court  
Palm Coast, FL 32137

Phone: (386) 246-6250  
Fax: (386) 246-6252  
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# Table of Contents

<b>Strategic Planning for the City of North Las Vegas</b>	<b>1</b>
<b>North Las Vegas Vision 2030</b>	<b>3</b>
<b>City of North Las Vegas: Mission and Core Beliefs</b>	<b>8</b>
<b>City of North Las Vegas Plan 2012 – 2017</b>	<b>17</b>
<b>City of North Las Vegas Action Agenda 2012</b>	<b>38</b>

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# **STRATEGIC PLANNING FOR THE CITY OF NORTH LAS VEGAS**

# Strategic Planning Model for the City of North Las Vegas

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

**VISION**

Destination  
“You Have Arrived”

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

**PLAN**

Map  
“The Right Route”

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

**EXECUTION**

Itinerary  
“The Right Direction”

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

**MISSION**

Vehicle  
“The Right Bus”

Personal values that define performance standards and expectations for employees

**CORE BELIEFS**

Fuel  
“The Right People”

# **NORTH LAS VEGAS VISION 2030**

# *City of North Las Vegas Vision 2030*

## **North Las Vegas 2030**

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

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**The City is a *MAJOR BUSINESS AND HIGHER  
EDUCATION CENTER* <sup>(E)</sup> in Southern Nevada.**

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

**“YOUR COMMUNITY OF CHOICE”**

# *North Las Vegas Vision 2030*

## **PRINCIPLE A**

### **BEAUTIFUL CITY**

#### **► Means**

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

## **PRINCIPLE B**

### **SAFE COMMUNITY**

#### **► Means**

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

## **PRINCIPLE C**

### **PREMIER PARKS**

#### **► Means**

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

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

► **Means**

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

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

► **Means**

1. UNLV Campus and master planned district
2. Diverse businesses locating to North Las Vegas
3. R & D joint ventures with the University, focusing on high technology business opportunities
4. Medical facilities and healthcare services, manufacturers
5. Mixed-use development (vertical) with retail shops, offices and residential units
6. Support for local business expansion
7. Opportunities to start and grow a business, including incubator space
8. Major/key retail shopping areas, convenient location responsive to the surrounding Racetrack and auto-related businesses, AMPEX development inland port, foreign trade zone with transportation link

**PRINCIPLE F  
RESIDENTS, BUSINESSES AND  
EMPLOYEES ARE ENGAGED**

► **Means**

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

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

► **Means**

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

**PRINCIPLE H  
PREFERRED PLACE TO LIVE**

► **Means**

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

# **CITY OF NORTH LAS VEGAS MISSION AND CORE BELIEFS**

# *City of North Las Vegas* *Our Mission*

**The Mission of the City of North Las Vegas**

**is to provide MUNICIPAL SERVICE**

**OF THE HIGHEST QUALITY <sup>(1)</sup>**

**in a FINANCIALLY SOUND**

**AND RESPONSIBLE MANNER.<sup>(2)</sup>**

**We have a PASSION FOR SERVICE <sup>(3)</sup>**

**and ENGAGE OUR COMMUNITY.<sup>(4)</sup>**

# *City of North Las Vegas*

## *Our Mission*

### **PRINCIPLE 1**

#### **MUNICIPAL SERVICE OF THE HIGHEST QUALITY**

##### **► Means**

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

### **PRINCIPLE 2**

#### **FINANCIALLY SOUND AND RESPONSIBLE MANNER**

##### **► Means**

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

### **PRINCIPLE 3**

#### **PASSION FOR SERVICE**

► **Means**

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

### **PRINCIPLE 4**

#### **ENGAGE OUR COMMUNITY**

► **Means**

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

# *City of North Las Vegas Core Value Statement*

## **The City of North Las Vegas' Core Values:**

**Quality Service**

**Respect**

**Integrity**

**Teamwork**

**Creativity**

**Accountability**

**Leadership**

### **Quality Service**

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

### **Respect**

We treat each other with respect in all interactions.

### **Integrity**

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

### **Teamwork**

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

### **Creativity**

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

### **Accountability**

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

### **Leadership**

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

# *City of North Las Vegas Core Beliefs – Definition*

## **BELIEF 1**

### **QUALITY SERVICE**

#### **► Means**

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

## **BELIEF 2**

### **RESPECT**

#### **► Means**

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

## **BELIEF 3**

### **INTEGRITY**

#### **► Means**

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

## **BELIEF 4**

### **TEAMWORK**

#### **► Means**

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

## **BELIEF 5**

### **CREATIVITY**

#### **► Means**

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

## **BELIEF 6**

### **ACCOUNTABILITY**

#### **► Means**

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

## **BELIEF 7**

### **LEADERSHIP**

#### **► Means**

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

# *Customer Service Pledge and Assurance of Quality Service*

- ⊗ I pledge to put our customers first, understanding that they deserve nothing less.
- ⊗ I pledge to engage our customers by listening actively and attending to their concerns – ensuring that I remain in the moment and truly attentive.
- ⊗ I pledge to appreciate each customer, and view every customer contact as an opportunity to learn as well as educate.
- ⊗ I pledge to provide desired service, or offer solutions, and when not possible to offer OPTIONS.
- ⊗ I pledge to strive to communicate in clear language and terms, and work to ensure that the customer understands the process and information.
- ⊗ I Pledge to respond to inquiries in a timely fashion, and deliver information promptly, accurately, positively and respectfully

# **CITY OF NORTH LAS VEGAS PLAN 2012 – 2017**

# *City of North Las Vegas*

## *Goals 2017*

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

=====

**Growing, Diverse Local Economy**

=====

**Safest and Most Beautiful City in the Las Vegas Valley**

=====

**Upgraded City Facilities and Infrastructure**

=====

**Distinctive Image and Community Identity**

# Goal 1

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

### OBJECTIVES

1. Restore financial reserves and fund balances for all funds consistent with the city's defined financial policies
2. Diversify and expand the city's revenue base
3. Align services and service levels with available resources
4. Maintain or enhance the city's bond rating
5. Maintain a professional, highly motivated city workforce dedicated to serving the North Las Vegas community
6. Maintain essential city services

### MEANS TO RESIDENTS

1. Value for the residents' tax dollar
2. Responsive city services that meet needs and enrich lives
3. Predictable taxes and fees looking to the future with fair, equitable taxes and fees
4. Responsible financial stewardship of the city's resources

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Residents, Council and Employees understanding the city financial condition, the reductions in budgets and staffing, and the city's cutbacks impacting the ability of the city to deliver services.
2. Trust level within the city: Mayor and City Council, managers and employees
3. Non sustainable pay, benefits and contracts
4. Changing and finding new ways to operate, to redirect workload and to integrate volunteers/community service workers to deliver city services
5. Tension between public safety and general city employees
6. Relations with unions and the labor contracts
7. Addressing revenue options (new/increased) linked to maximum use of current resources
8. Managing expectations and creating/following a realistic, “doable” action agenda
9. Focusing on what is “Best” for the whole community, going beyond personal interests and pressure

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Relationships with state and county representatives
2. Viable partnerships for the benefit of the city
3. Increasing cost of daily business (cost of power, fuel, supplies, matching grants, chemicals, etc.)
4. Scarce resources within the city organization
5. Legislative actions and their impacts on city operations
6. Willingness to increase taxes and fees during difficult times for residents and businesses
7. Council, Employee, and Residents expectations of city services and facilities
8. Impact of global and national economy on the city with high unemployment and foreclosures

## ACTIONS 2012

### PRIORITY

#### ► Policy Actions for 2012

- |  |               |
|--|---------------|
| 1. Financial Stabilization Plan: Development   | Top Priority  |
| 2. Labor Contracts: POA, PSA, Teamsters, IAFF  | Top Priority  |
| 3. City Budget: Services/Service Levels, Service Prioritization, Tax Rate Decision, Further Cost Reduction Plan, Revenue Options | High Priority |
| 4. Fees and Cost Recovery: Evaluation, Direction   | High Priority |
| a. Parks   |               |
| b. Public Works (Comprehensive)  |               |
| c. Fire  |               |
| 5. Sponsorship Policy for Community Events: Evaluation, Direction  | High Priority |
| 6. Shared Services: Identification of Opportunities, Evaluation, Direction   |               |
| 7. Capital Improvement Program: Review, Project Priority, City Funding   |               |

#### ► Management Actions for 2012

- |  |              |
|--|--------------|
| 1. City Advocacy for Revenue Enhancements: Consolidated Tax Revenues         | Top Priority |
| 2. Golf Course Management Contract: Decision, Analysis of Options, Direction |              |

### **MANAGEMENT IN PROGRESS 2012**

1. Extension of 1/4 cent Sales Tax for Water and Wastewater (Regional): Direction, Allocation, Interlocal Agreement on Sales Tax Distribution (SNWA)
2. Clean Water Coalition Project Decision
3. Implementation of AB71: C-Tax Study, Charter Change to be included
4. Fire Safer Grant: Application, Analysis of Impacts/Benefits
5. City Attorney: Decision
6. EMS Transport: Quarterly Updates
7. Multi-Jurisdictional Licensing: Ordinance Change, Funding, Distribution (State Mandated)

### **ON THE HORIZON 2013 – 2017**

1. Grants Position/Program: Evaluation, Direction, Funding
2. City Organization Structure: Evaluation and Reorganization
3. Court of Record: Analysis, Ordinance, Funding, witness Fees
4. 268 Extension for 30 Years: Direction, City Actions (Sunset Clause) (Use in Park Maintenance/Recreation Center operation)
5. Service Outsource and Contracting
6. 1¢ Property Sales Tax for Library District: Decision
7. Park and Recreation Facilities Alternative Service Delivery Model Evaluation of Options, Direction
8. Traffic Signal Cost Participation Policy: Review, Traffic Impact Fee (Public Works and Legal)
9. Additional ¼ cent Sales Tax for “More Cops”: Direction on Support

# Goal 2

## Growing, Diverse Local Economy

### OBJECTIVES

1. Retain current local businesses and support the growth of current businesses
2. Attract new businesses to the city
3. Expand the Veterans' Hospital and healthcare services
4. Develop a more diverse tax base with more commercial, industrial and residential development
5. Expand higher education opportunities in North Las Vegas
6. Expand the automotive and racing economy in North Las Vegas

### MEANS TO RESIDENTS

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

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Lack of resources for marketing North Las Vegas
2. Local businesses struggling to stay open during an economic recession
3. Providing the quality of life amenities that businesses are looking for
4. Partnering with the Chambers of Commerce
5. Attainable and desirable homes and commercial space in great locations
6. Pressure on the city to reduce standards or ignore regulations to support businesses and developments
7. Gap between service demands and organizational resources
8. Openness to different types of businesses and economic development projects
9. Over coming infrastructure inadequacy in existing business sites

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Financial condition and uncertain direction on economic development of the State of Nevada resulting in project delays or projects being placed on hold
2. Land available for business and residential development
3. Being competitive with other cities in the Las Vegas valley
4. Complexity and amount of work necessary in negotiating and executing development agreements
5. Resistance of current businesses to economic growth-seen as more competition
6. National and global recession and the impacts on North Las Vegas
7. Inability of businesses to make investments due to the difficulty in accessing the capital market
8. Lack of infrastructure in key locations for economic development-property is not "shovel ready"

## ACTIONS 2012

### PRIORITY

#### ► Policy Actions for 2012

1. Veterans' Hospital and Medical Cluster Expansion Strategy: Development, Direction, City Actions
2. Auto Cluster Development: Evaluation
3. Business Retention and Expansion Program: Funding
4. APEX Development Strategy: City Master Plan for Water, Sewer and City Services
5. Northeast Industrial Area: Discussion with Clark County, Infrastructure Evaluation, Annexation Required for Water and Sewer

Top Priority

Top Priority

#### ► Management Actions for 2012

1. Economic Development Partnership (City-Chambers): Brochure, Marketing, Joint Events
2. National Park Service Unit: Designation – Work with City of Las Vegas – Draft Legislation, NV Energy
3. Simplification of Business Licenses/Permitting: Evaluation, including a Comparative Analysis on Home-based Businesses; Revised Processes; Marketing
4. Inland Port Concept: Review, Criteria, Location, Advocacy for Sites
5. KAPEX Development Strategy: Water System Improvements, State Permits, Capital Projects and Funding Mechanism
6. Business License Code (Chapter 5.02): Ordinance Modification
  - a. Group Homes
  - b. Professionals

Top Priority

Top Priority

High Priority

### **MANAGEMENT IN PROGRESS 2012**

1. Park Highland Master Plan Amendments: Development Agreement Revision
2. Targeted Retail Attraction Strategy: Actions
3. Green Industries and Jobs Strategy: Development, Actions
4. Targeted Business Attraction Strategy: Actions by the State of Nevada, Direction, Actions

### **ON THE HORIZON 2013 – 2017**

1. Owner Participation Agreement with Shopping Center Developer for Las Flores: City's Direction
2. National Park Museum Strategy: Development
3. UNLV Development Agreement and Master Plan: Completion
4. Land Use Plan for Research Park: Development
5. North Vista Hospital Expansion Strategy: Direction, Development
6. Business Competitiveness Evaluation, Action
7. Technology-based Industries Recruitment Incentive Packages (linked to UNLV)
8. Business Gaps by Area: Assessment
9. EDA Planning Grant: Application, CEDA Strategy
10. UNLV Development: Federal Funding for Clean Up, Property Transfer
11. Rapid Transit Study Group: High Speed Rail Depot in North Las Vegas: Direction

# Goal 3

## Safest and Most Beautiful City in the Las Vegas Valley

### OBJECTIVES

1. Reduce the crime rate (Part 1 and Part 2) per capita
2. Reduce deterioration of neighborhoods with abandoned and foreclosed homes
3. Increase the attractiveness and safety of streetscapes, rights-of-way and public spaces in Downtown
4. Enhance people feeling and being safe and secure in their neighborhoods, the community and public facilities/areas
5. Increase the city's outreach to the Latino community

### MEANS TO RESIDENTS

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

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Limited financial resources and competing interests
2. Maintenance of public areas with limited city resources
3. Increased number of calls for service: public safety and code compliance
4. Holding individuals, businesses and banks accountable for their actions and the maintenance of their property, buildings and homes
5. Reductions in staff
6. Increased criminal activity in the Las Vegas valley
7. Maintenance of common areas in a subdivisions and the responsibilities of Homeowners Associations
8. Maintaining development standards in the face of pressure to lower or modify the standards
9. Responding to foreclosed homes and commercial buildings, thefts, maintenance an appearance

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Increasing citizen responsibility and partnerships for community safety
2. Schools and the perception of their quality and safety
3. Language and cultural diversity
4. Changing demographics in North Las Vegas and in the Las Vegas valley
5. Differing values among residents regarding the standards for aesthetics and life style

## ACTIONS 2012

### PRIORITY

#### ► Policy Actions for 2012

1. Public Safety: Service Level, Staffing Level/Plan, Alternative Compensation
  - a. Police
  - b. Fire
2. Foreclosed Homes and Commercial Properties Strategy: Overall City's Role, Registration, Abatement, Revolving Loan Fund

Top Priority

High Priority

#### ► Management Actions for 2012

1. Senior Services: Needs Assessment, Coordination of City Programs and Activities, List of Service Providers, Marketing
2. City Hall/Civic Plaza: Relocation, Programming the Use of Civic Plaza
3. Fire Prevention Shared Services: Evaluation, Direction

High Priority

High Priority

## MANAGEMENT IN PROGRESS 2012

1. Group Homes: State Law Analysis, Compliance Task Force Creation
2. Neighborhood Stabilization Initiatives: Allocate NSP Program Income
3. Downtown Major Corridor Plan: Development (Grant Funded – RTC)
4. Buena Vista Springs: Relocation and Demolition
5. Fire Accreditation: Completion
6. Development Review Process Improvements
  - a. Centralized Cashiering: Implementation
  - b. Development Services Queuing System
7. Regional Homeless Strategy: City Participation

### **ON THE HORIZON 2013 – 2017**

1. Las Vegas Boulevard North: Infrastructure Design, Project Funding
2. Windsor Park: Evaluation, Direction, Acquisition
3. Desert Mesa Abatement: Direction, Funding
4. Trails and Bikeway Master Plan: Implementation, Funding
5. Property Maintenance Code: Drafts, Public Review, Adoption
6. Multi Species Habitat Conservation Plan: Development and Adoption
7. Parks Maintenance Level and Funding: Fund 268 Redefinition

# Goal 4

## Upgraded City Facilities and Infrastructure

### OBJECTIVES

1. Build a sustainable City Hall complex
2. Develop a comprehensive City facilities maintenance plan with a funding source
3. Maintain parks and open space and maintain services consistent within available resources
4. Upgrade the information technology infrastructure
5. Expand opportunities for partnerships: local, state, federal, private, and nonprofit organizations
6. Upgrade/expand water and sewer services

### MEANS TO RESIDENTS

1. Easier access and greater convenience within North Las Vegas
2. Enhanced productivity for the city organization more cost effective City government
3. Better quality city facilities that reflect community pride and enhance customer service
4. Values for residents' tax dollars
5. Reliable delivery of all city services

**SHORT TERM CHALLENGES  
AND OPPORTUNITIES**

1. Funding for projects: new, maintenance, upgrades
2. GIS capacity city wide
3. Availability of low cost land
4. Funding major repairs and preventative maintenance
5. Cost of capital projects
6. One stop shop and resistance to interdepartmental collaboration

**LONG TERM CHALLENGES  
AND OPPORTUNITIES**

1. Identifying and developing partnerships
2. Lack of infrastructure to make the parcel ripe for economic development (shovel ready)
3. Residents expectations of the city
4. Incorporating "green" and "sustainability" concepts into buildings and projects
5. Working with other governments and agencies
6. Distinguishing needed versus nice to have

## ACTIONS 2012

### PRIORITY

#### ► Policy Actions for 2012

1. Old City Hall: Options, Direction, Funding

High Priority

#### ► Management Actions for 2012

1. Craig Ranch Park Business Plan: Development, Direction, Revenue Generation, Security
2. Information Technology Upgrade Plan and Shared Services: Evaluation, Direction, Funding

Top Priority

High Priority

## MANAGEMENT IN PROGRESS 2012

1. Safety Village: Business Plan Development, Outside Funding
2. Craig Ranch Park: Land Acquisition (Additional \$4.9 Million)
3. Police Detention: Long Term Direction, Shared Services

## **MAJOR PROJECTS 2012**

1. North 5th Street Project
  - a. Bridge
  - b. Phase 1D
  - c. RTC – Appeal of District Court Adverse Ruling (Right of Way)
2. Craig Ranch Park: Phase II Construction
3. City Hall: Relocation and Opening
4. Wastewater Reclamation Facility: Operational (at Capacity)
5. Upper Las Vegas Wash Trail Phase 2: Completion (Craig and Berg south to Losee)
6. I-15 Pedestrian Bridge: Bid, Construction
7. Main Wash Channel Trail and Bridges: Bid, Construction
8. Main Wash Channel and Trail: Construction (Las Vegas Boulevard south to Pecos and Lake Mead Boulevard)
9. Trail Bridges over Losee and Ann: Design, Bid, Construction
10. Craig Ranch Park Maintenance Facility: Opening
11. Cheyenne Sports Fields: Lighting
12. Fire Station 50 Replacement: Construction
13. Simmons Street Improvements Phase 2: Bid, Construction
14. I-15 Freeway Channel Project: Bid, Construction
15. Pecos/Lake Mead Drainage Project: RFP, Construction
16. Losee Road Sewer Road Project: Construction

### **ON THE HORIZON 2013 – 2017**

1. Police Dispatch Equipment and Location: Direction, Funding
2. Police Evidence Vault: Funding, Location
3. Downtown Command Building: Direction, Funding
4. Fire Station 51 Remodel or Rebuild
5. Data Storage on Site/Disaster Recovery System: Evaluation, Direction, Funding
6. Saw Tooth SID: Policy, Projects, Funding (including Losee Road – Craig to I-215)
7. Fire Station 52 Remodel: Direction, Funding
8. Greenway Land Acquisition to UNLV: Direction, Funding
9. Storm Water Utility: Evaluation, Direction
10. Park District: Evaluation, Direction
11. Library: Direction and Funding

# Goal 5

## Distinctive Image and Community Identity

### OBJECTIVES

1. Increase residents' pride in North Las Vegas
2. Enhance community events and residents' participation
3. Increase partnerships and sponsorships for community events and city activities
4. Increase the outside world understanding of positive assets of North Las Vegas
5. Increase residents' understanding and appreciation the values for their tax and fee dollars

### MEANS TO CITIZENS

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

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Differing residents expectations and attitudes toward city government
2. Building a sense of one community overcoming distinctive area
3. Overcoming the historic "Nortown or North Town" image
4. Using venues and events for bringing residents together
5. Incorporating and serving the City's diverse population – making resident to feel part of the North Las Vegas community

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Recognizing North Las Vegas as a separate city
2. Incorporating new residents into the community
3. Lack of an indoor facility for performances and community activities
4. Defining city's role in cultural arts

## **ACTIONS 2012**

### **PRIORITY**

#### **► Policy Actions for 2012**

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

Top Priority

#### **► Management Actions for 2012**

1. Tell a Positive Story Program: Development
2. Customer Service Audit/Performance Standards: Completion
3. Re-Brand of North Las Vegas: Strategy, Actions

Top Priority

Top Priority

High Priority

## **MANAGEMENT IN PROGRESS 2012**

1. Web Streaming: Implementation
2. Utility Kiosks
  - a. New City Hall
  - b. Utility Building

## **MAJOR PROJECTS 2012**

1. Monument Signs at North 5th Roundabout

## **ON THE HORIZON 2013 – 2017**

1. Welcome/Information Outreach to New Residents: Direction, Funding
2. Monument Signs Overall Strategy: Direction, Design, Maintenance
3. Marketing Contract: Direction, Funding

# **CITY OF NORTH LAS VEGAS ACTION AGENDA 2012**

# *City of North Las Vegas Policy Agenda 2012*

## **TOP PRIORITY**

**Financial Stabilization Plan: Development**

**Labor Contracts: POA, PSA, Teamsters, IAFF**

**Veterans' Hospital and Medical Cluster Expansion Strategy: Development, Direction, City Actions**

**Auto Cluster Development: Evaluation**

**Public Safety: Service Level, Staffing Level/Plan, Alternative Compensation**

**Community Events: Evaluation, Direction, City's Role, Funding**

## **HIGH PRIORITY**

**City Budget: Services/Service Levels, Service Prioritization, Tax Rate Decision,**

**Further Cost Reduction Plan, Revenue Options**

**Fees and Cost Recovery: Evaluation, Direction**

**Sponsorship Policy for Community Events: Evaluation, Direction**

**Foreclosed Homes and Commercial Properties Strategy: Overall City's Role, Registration,**

**Abatement, Revolving Loan Fund**

**Old City Hall: Options, Direction, Funding**

# *City of North Las Vegas Management Agenda 2012*

## **TOP PRIORITY**

- City Advocacy for Revenue Enhancements: Consolidated Tax Revenues**
- Economic Development Partnership (City-Chambers): Brochure, Marketing, Joint Events**
- National Park Service Unit: Designation – Work with City of Las Vegas –  
Draft Legislation, NV Energy**
- Craig Ranch Park Business Plan: Development, Direction, Revenue Generation, Security**
- Tell a Positive Story Program: Development**
- Customer Service Audit/Performance Standards: Completion**

## **HIGH PRIORITY**

- Simplification of Business Licenses/Permitting: Evaluation, including a Comparative Analysis  
on Home-based Businesses; Revised Processes; Marketing**
- Senior Services: Needs Assessment, Coordination of City Programs and Activities, List of  
Service Providers, Marketing**
- City Hall/Civic Plaza: Relocation, Programming the Use of Civic Plaza**
- Information Technology Upgrade Plan and Shared Services: Evaluation, Direction, Funding**
- Re-Brand of North Las Vegas: Strategy, Actions**

# *City of North Las Vegas*

## *Management in Progress 2012*

**Extension of 1/4 cent Sales Tax for Water and Wastewater (Regional): Direction, Allocation, Interlocal Agreement on Sales Tax Distribution (SNWA)**

**Clean Water Coalition Project Decision**

**Implementation of AB71: C-Tax Study, Charter Change to be included**

**Fire Safer Grant: Application, Analysis of Impacts/Benefits**

**City Attorney: Decision**

**EMS Transport: Quarterly Updates**

**Multi-Jurisdictional Licensing: Ordinance Change, Funding, Distribution (State Mandated)**

**Park Highland Master Plan Amendments: Development Agreement Revision**

**Targeted Retail Attraction Strategy: Actions**

**Green Industries and Jobs Strategy: Development, Actions**

**Targeted Business Attraction Strategy: Actions by the State of Nevada, Direction, Actions**

**Group Homes: State Law Analysis, Compliance Task Force Creation**

**Neighborhood Stabilization Initiatives: Allocate NSP Program Income**

**Downtown Major Corridor Plan: Development (Grant Funded – RTC)**

**Buena Vista Springs: Relocation and Demolition**

**Fire Accreditation: Completion**

**Development Review Process Improvements**  
**Regional Homeless Strategy: City Participation**  
**Safety Village: Business Plan Development, Outside Funding**  
**Craig Ranch Park: Land Acquisition (Additional \$4.9 Million)**  
**Police Detention: Long Term Direction, Shared Services**  
**Web Streaming: Implementation**  
**Utility Kiosks**

# *City of North Las Vegas Major Projects 2012*

**North 5th Street Project**

**Craig Ranch Park: Phase II Construction**

**City Hall: Relocation and Opening**

**Wastewater Reclamation Facility: Operational (at Capacity)**

**Upper Las Vegas Wash Trail Phase 2: Completion (Craig and Berg south to Losee)**

**I-15 Pedestrian Bridge: Bid, Construction**

**Main Wash Channel Trail and Bridges: Bid, Construction**

**Main Wash Channel and Trail: Construction (Las Vegas Boulevard south to Pecos and Lake Mead Boulevard)**

**Trail Bridges over Losee and Ann: Design, Bid, Construction**

**Craig Ranch Park Maintenance Facility: Opening**

**Cheyenne Sports Fields: Lighting**

**Fire Station 50 Replacement: Construction**

**Simmons Street Improvements Phase 2: Bid, Construction**

**I-15 Freeway Channel Project: Bid, Construction**

**Pecos/Lake Mead Drainage Project: RFP, Construction**

**Losee Road Sewer Road Project: Construction**

**Monument Signs at North 5th Roundabout**

CNLV Strategic Planning  
Actions 2011-12

Goal #1	Responsibility/Lead	Team Members	Received
<b>Financially Sustainable City Government Providing Services of the Highest Quality</b>			
<b>Action: City Budget:</b> Citywide Services/Service Levels, City Prioritization, Tax Rate Decision, Further Cost Reduction Plan	Reed Scheppmann	Tim Hacker Tony Danford Al Noyola Will Riggs George Arting	11/18/11
<b>Action: Fees and Cost Recovery:</b> Evaluation Direction a. Parks b. Public Works c. Fire	Al Noyola	Debbie Miller Philip Cheng Mike Henley	11/18/11
<b>Action: City Advocacy for Revenue Enhancements:</b> Consolidated Tax Revenues	Al Zochowski	Al Noyola Dan Musgrove (City Lobbyist) Skip Grey Tim Colbert	11/28/11
<b>Action: Shared Services:</b> Identification of Opportunities, Evaluation, Direction (with City of Las Vegas and Internal/ External	Karen Storms	Kevin Brame Al Noyola Tim Hacker Tim Colbert April Laswell Mike Henley Tony Scott	11/21/11
<b>Action: Grants Position/Program:</b> Evaluation, Direction Funding	Mario Garcia	Al Noyola Jeff Buchanan Terri Sheridan	11/17/11
<b>Action: Financial Stabilization Plan:</b> Development	Reed Scheppmann	Tim Hacker Joyce Lira Al Noyola George Arting Tony Danford Will Rogers	11/18/11
<b>Action: Labor Contracts:</b> POA, PSA, Teamsters, IAFF	Jeff Barr	Tim Hacker Joyce Lira Austin Scaccia	11/22/11
<b>Action: Sponsorship Policy:</b> Advertising, Revenue Generation	Juliet Casey	Frank Fiori Mike Henley	11/17/11

CNLV Strategic Planning  
Actions 2011-12

Goal #2	Lead	Team Members	Received
<b>Growing Diverse Local Economy</b>			
<b>Action: APEX Development Strategy:</b> Master Plan for Water and Sewer, Natural Gas Development Agreement	Reed Scheppmann	Terri Sheridan Qiong Liu or Designee Tim Colbert	11/18/11
<b>Action: Veterans' Hospital and Medical Cluster Strategy:</b> Development, Actions	Teri Sheridan	Tim Hacker Kevin Brame	11/22/11
<b>Action: Inland Port Concept:</b> Evaluation, Direction, Actions	Teri Sheridan	Deputy City Attorney	11/15/11
<b>Action: Business Retention and Expansion Program:</b> Action Development	Juliet Casey	Tim Hacker Terri Sheridan Frank Fiori	11/17/11
<b>Action: Auto Cluster Development Strategy:</b> Evaluation, Strategy, Actions	Teri Sheridan	Tim Hacker Frank Fiori	11/15/11
<b>Action: Home Based Businesses:</b> Assessment, Licensing Action Plan	Lana Hammond	Mark Jordan	11/15/11
<b>Action: Business Licenses:</b> Permitting Simplification	Karen Storms	Lana Hammond Sandra Morgan	11/21/11
<b>Goal #3</b>			
<b>Safest and Most Beautiful City in the Las Vegas Valley</b>			
<b>Action: Police Staffing:</b> Evaluation, Direction, Funding	Joe Chronister/designee	Joyce Lira/Designee Karen Storms Qiong Liu	11/21/11
<b>Action: City Hall/Civic Plaza:</b> Celebration, Relocation, Programming Use of Plaza	Joyce Wood	Skip Grey Deputy City Clerk	11/14/11
<b>Action: Fire Prevention Shared Services:</b> Evaluation, Direction *****ON HOLD*****	Jeff Buchanan	Kathy Pennell CD Principal Planner Karen Storms	11/22/11
<b>Action: Foreclosed Homes Strategy:</b> Assessment Direction, Actions	Kathy Somers	Police designee Jeff Buchanan Kathi Thomas-Gibson	11/22/11
<b>Action: Senior Services Strategy:</b> Assessment of Needs and Providers, City Strategy, Actions	Kathy Pennell	Kathi Thomas-Gibson Mike Henley Police designee Cedric Williams	11/17/11

CNLV Strategic Planning  
Actions 2011-12

Goal #4	Lead	Team Members	Received
<b>Upgraded City Facilities and Infrastructure</b>			
<b>Action: Old City Hall:</b> Options, Direction Funding City Hall/Civic Plaza **** IT Component?****	Qiong Liu	Al Noyola Debbie Miller	11/22/11
<b>Action: Police Evidence Vault:</b> Location / Funding	Joe Chronister or designee	Al Noyola Reed Scheppmann	11/22/11
<b>Action: Police Dispatch Equipment and Location:</b> Director Funding	Joe Chronister or designee	Tim Fendelbach Karen Storms Al Noyola	11/22/11
<b>Action: Information Technology:</b> Update Plan and Shared Services: Evaluation, Direction, Funding	Al Noyola	Police designee Tim Fendelbach Community Development designee Utilities designee Karen Storms	11/22/11
<b>Action: Downtown Command Building</b> *****ON THE HORIZON*****	Joe Chronister or designee	Skip Grey Reed Scheppmann	11/22/11
<b>Action: Fire Safety Village:</b> Business Plan, Development Funding	Kathy Pennell	Cedric Williams Police designee Bethany Sanchez	11/17/11
<b>Action: Fire Station 51</b> Remodel or Rebuild	Jeff Buchanan	Public Works designee Skip Grey	11/22/11
<b>Goal #5</b>			
<b>Distinctive Image and Community Identify</b>			
<b>Action: Community Events:</b> Evaluation, Direction, City Role Internal and External Actions	Joyce Lira	Mike Henley Debbie Miller Kathi Thomas-Gibson	11/22/11
<b>Action: Tell a Positive Story</b> Internal and External Actions	Juliet Casey	Tim Hacker Teri Sheridan Karen Storms	11/17/11
<b>Action: Customer Service Audit/ Performance Standards:</b> Evaluation, Actions	Tim Colbert	Reed Scheppmann Debbie Miller Will Riggs or Utilities designee	11/17/11

