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05. IMPLEMENTATION

The preceding chapters of this Master Plan describe existing conditions, establish outcomes for the future, and identify key actions and strategies that will aid the City in achieving outcomes over the next thirty years. To accomplish this, the plan must be executed in a thoughtful and deliberate way using a variety of tools, linking the plan to policy, making careful and transparent budget decisions, and incorporating partners internally and across the Southern Nevada region.

This plan serves as the policy guide for moving Las Vegas forward, guiding decisions about future physical and economic development. However, it is more than a plan of the City’s Planning Department; maps to guide development decisions and establish a general plan for future land use are just one component of this plan’s implementation. This Master Plan is the City’s plan, and contains implementation strategies that also cover resource conservation, historic preservation, housing, public facilities and services, parks and recreation, public safety, transportation, and urban agriculture, as well as other publically identified focus areas like economic development, education, and homelessness. Transforming the plan’s goals into reality will require a long-term commitment and political consensus. The plan is designed to be a road map for action, incorporating strategies, specific projects, and programs that will achieve the desired results.

This chapter synthesizes the many recommendations within this plan and identifies the actions and timing needed to transform the plan’s vision into reality. Furthermore, the plan also describes a method for evaluating the its progress and to determine how successful efforts have been over the course of time. By 2050, the future City Council should review how the City was shaped over the previous three decades. This plan anticipates that it will meet its vision, and that thirty years from now:

THE CITY OF LAS VEGAS IS A LEADER IN RESILIENT, HEALTHY CITIES - IT LEVERAGED THE PIONEERING INNOVATIVE SPIRIT OF ITS RESIDENTS TO PROVIDE EQUITABLE ACCESS TO SERVICES, EDUCATION, AND JOBS IN THE ECONOMY.

TENETS OF SUCCESSFUL PLAN IMPLEMENTATION

How will this Master Plan translate to success, given the diversity and complexity of the many opportunities and challenges the City faces? There are a number of basic tenets for successful plan implementation, which either alone or taken together, will contribute to goal achievement and accomplishment of outcomes.

CITYWIDE COMMITMENT

Successful plan implementation will be directly related to a committed city leadership. While elected and appointed officials will have a strong leadership role, many others - city department directors, staff, and leaders from the community's many institutions and organizations - are also instrumental in supporting the plan and ensuring its effectuated. However, commitment reaches beyond just these individuals and includes an array of partners and stakeholders. The input received through the plan's development process provided a foundation to help achieve the city's vision.

During the course of this plan, the people that make up the City - including its residents, City Council members, the Planning Commission, the City Manager and executive leadership, and staff will change over time. So too will specific priorities of the Council, as well as management styles. Other factors, whether socio-economic, demographic, environmental, or technological, may alter the trajectory of specific decision making. Community support and involvement to the plan, its vision, and its outcomes, will transcend these changes that will inevitably take place.

LINKING THE PLAN WITH POLICY AND DECISION MAKING

At its heart, drafting and developing this plan is the first step that's part of a larger political and budgetary process that's intrinsically rooted in policy development and governance. The plan is designed for routine use and should be consistently employed during any process affecting the community's future. Private investment decisions by developers, corporations, and land owners should consider the plan's direction as it is the guide for economic growth and stability of the community and supports the goals and objectives of the overall master plan.

Because the plan enumerates specific outcomes for a wide range of topics, each with supportive Key Actions and Implementation Strategies, it can be used as a guide to weighing strengths, weaknessess, opportunities, and threats for the most appropriate decisions and course of action that will lead to the accomplishment of the desired outcome. This may include varying degress of specificity, consideration of different alternatives, and alignment of budget resources available with the anticipated benefits.

USE STRATEGIC ACTION PLANNING

This plan recognizes that not everything will be accomplished immediately. Many outcomes are long-term and will require years of consistent work to accomplish them. For this reason, incremental short-term work will be necessary. Strategic action plans will help facilitate the work of the City over the short-term. The plan's longevity will also provide a resource to adapt longer term policy changes and make appropriate, guided choices for successful implementation over time.

MAKE THOUGHTFUL, STRATEGIC USE OF TOOLS AND STRATEGIES

City officials and departments must apply the recommended tools toward the Key Actions and Implementation Strategies to help shape annual budgets, strategic action plans, and capital improvements. For example, the city's engineering practices can support implementation through infrastructure improvements, streets, and storm systems designed consistent with plan policies and recommendations. Each department, staff person, and elected official should find it a benefit to reference the plan when making decisions and setting priorities.

EVALUATION AND MONITORING

This plan has been developed with a degree of flexibility, allowing nimble responses to emerging conditions, challenges, and opportunities. To help ensure the plan stays fresh and useful, periodic reviews, evaluations, and amendments may be required. This will ensure plan goals and recommendations reflect changing community needs, expectations, and financial realities.

ROLES FOR IMPLEMENTATION

PLANNING COMMISSION ROLE

The Planning Commission is the steward and caretaker of the Master Plan, and oversees its preparation and adoption. It is a required undertaking that must be done to address each of the subjects within the preceding chapters. As an advisory commission appointed by the City Council, the Commission is empowered to hear and approve land use, zoning, and subdivision changes, amendments to the general plan, specific plans, and other policies pursuant to Title 19 of Las Vegas Municipal Code. In this role, the Planning Commission is uniquely situated to advise the City Council, developers, and the public of how the plan is to be implemented and the status of various outcomes.

CITY COUNCIL ROLE

The City Council endorses the Master Plan as adopted by the Planning Commission. Some of the recommended strategies for implementation contained within this Chapter may require specific action by the Council, such as setting policy, adoption of ordinances, or utilization of any of the enabled powers granted under the City's Charter or Nevada Revised Statutes. It will also be closely engaged in each 2-year strategic plan, budgeting, and council priorities process.

STAFF ROLE

This plan is not just the Planning Department's plan - it's every department's plan. Because the plan's horizon

spans three decades, it's important the City's staff, from department directors to front-line staff, understand their respective roles and relationship to it as part of regular City government. Before the plan is implemented, basic training on the plan's contents must be distributed, as well as during regular cycles prior to the City's budget and two-year plans. In addition, new employees should be oriented with the plan's contents, its purpose and functions, and how it can be a tool to address an issue and reach an outcome.

Employees within each of the City's departments are likely to play the most direct roles of plan implementation. Under the direction of the City Manager and Department Directors, specific projects, programs, policies, or partnerships are likely to be carried out at various levels and capacities. Many of these may be legacy functions that the City is already engaged in, but others may require further direction, development, and implementation from staff members.

It is important that throughout the plan's implementation, City staff has empowered leaders that understand specific issues and how they impact specific departments, agencies, or parts of the community. As such, an internal staff-level interdepartmental master plan implementation team should be formed and empowered to lead specific implementation activities or projects in a way that has a direct nexus with the plan itself, and the City's adopted Strategic Action Plan. These staff members must also be prepared for succession and have the ability to work together over time to advance the plan is such a way that multiple people are trained for issues in which longevity may be factor.



Tools to implement the Master Plan generally fall into five categories that align with Key Action identified throughout the plan and ultimately help achieve desired outcomes, provided that they are performed equitably and efficiently:

1. City policies and regulations
2. Capital improvements
3. Partnerships and Collaboration
4. Programs and Service Delivery
5. Legislative changes

Each tool has a different purpose toward plan implementation and may suggest specific immediate changes and others involve ongoing activities. Some tools are preparatory or anticipatory in nature and are foundational steps that the City can take to assess needs and trends, identify and make policy changes, or strengthen collaboration with other regional stakeholders. Other tools may require additional enabling legislation, policy changes, or the complete development of a new concept.

1. CITY POLICIES AND REGULATIONS

One of the primary tools for Plan implementation is zoning, which is included under LVMC Title 19, the Unified Development Code. The city also has several other codes and ordinances to ensure that activities remain compatible with the surrounding area, such as noise, blight and nuisance ordinances.

THE GENERAL PLAN AND ZONING REGULATIONS

The 2050 General Plan Zoning regulations control the intensity and arrangement of land development through standards on lot size or units per acre, setbacks from property lines, building dimensions and similar minimum requirements. Subdivision regulations control the manner in which property is subdivided in the city and the public improvements required to support the development. Various site design elements discussed in this plan are also

regulated in Title 19 and address landscaping, lighting, driveways, parking and circulation, pedestrian systems and signs.

Over time, changes to the zoning map should become more consistent with the land use pattern identified on the Place Type Framework Map and future General Plan amendments. In some cases, the city may wish to initiate certain rezonings as part of an overall zoning map amendment. Other changes to the zoning map can be made in response to requests by landowners or developers. In those cases, city officials will need to determine if the time is proper for a change. It is important that the Place Type Framework be understood as a long-range blueprint: Implementation is expected, but gradually in response to needs, conditions and availability of infrastructure. The Zoning Plan section of Chapter 2: Land Use, outlines how the Place Type Framework relates to current zoning.

A phased approach is recommended to implement the land use plan in which the City makes General Plan Amendment changes for entire Areas of the City in a timed and prioritized manner. As the phased area approach takes place, opportunity or catalytic sites identified in this plan or by the City’s departments are formally designated for which applicants would enter into a development agreement.

To manage the cycle of general plan amendments, future development applications and approvals, must conform with the plan’s vision or with the Area plan for a portion of the City. Projects that clearly or closely align with the plan’s vision and the 2050 general plan map may receive an expedited review and priority to change or approval, but for those that don’t, the applicant would be subject to additional scrutiny.

LAS VEGAS MUNICIPAL CODE

The powers granted to City Council by the City Charter or enabled through NRS describe a wide range of implementable actions the City may take, ranging from animal control to zoning. When a recommendation from the plan requires a change in policy, Council action by ordinances for Las Vegas Municipal Code is City’s the direct

regulatory mechanism, either by way of amendments to existing code, or through the creation of new laws.

Incentives and Requirements- Linked directly with zoning regulations, municipal code, and policies are incentives and requirements to move the needle of development or to achieve a desired product, outcome, or market response. With a “carrot and stick” approach, the City is enabled to use these typically for economic or land development purposes. Some of these, as discussed in Chapters 2 and 3 include:

- Tax Increment Financing (TIF)
- Direct grants
- Expedited permitting
- Fee waivers
- Development bonuses

Finally, specific requirements may be imposed or conditioned for the purposes of implementing the plan.

- Discretionary Developer Impact fees
- Exactions
- Conditional use or purpose requirements, such as for open space, affordable housing, building types, architecture, signage, parking, or other useful features

Enforcement- As a means of lawfully implementing the plan, the City has the power to directly ensure the plan and corresponding statutes of NRS, the City’s laws and codes, or other implementation actions are put into effect. This is done to bluntly attain a desired course of action, ensure compliance with the State, City Council’s or City’s intent, or to ensure the protection of public health, safety, and general welfare. Enforcement may be in the form of:

- Direct enforcement of the City’s laws and codes by LVMPD, the Las Vegas City Marshals, or the City’s Code Enforcement division.
- Enforcement of the Building Code, Fire Code, Zoning Code, or other regulatory codes intended to.
- Ensuring licensed businesses of the City adhere to adopted operating regulations
- Compliance with environmental regulations

Enforcement may also extend to denials by City Council or from the City itself, license or permit revocation, civil penalties, or other fines and penalties.

POLICIES AND POLICY STATEMENTS

Both the City Council and City Manager can express or set policy through specific statements of policy. The City Council can establish policies through resolution. While sometime non-binding, resolutions express the intent of City Council and give direction to the City Manager and staff on how an action should be implemented. This Master Plan similarly contains such expressions of policy.

The City Manager also sets and keeps policies, rules, and procedures, as do each of the departments of the City. From a management perspective, this allows the City to specify how Council actions, plan recommendations, or other matters under the purview of the City are to be specifically handled. The City Manager and the City’s Departments, will keep, maintain and update all of the policies and policy statements of the City and when applicable, do so in coordination with the Master Plan.

AREA PLANS, SUB-PLANS, INVENTORIES, ASSESSMENTS, AND SURVEYS

When specific planning requires more detail and information, the City may elect to conduct additional sub-plans, inventories, assessments, or surveys to gain community input, determine conditions, test hypotheses, or validate assumptions. These studies, whether previously adopted, currently ongoing, or done in the future, should be conducted with the Master Plan as an overall guide, but also give specificity to subject matter. Examples include:

- Vision 2045 Downtown Masterplan and other subplans for each Area of the City, as recommended in Chapter 2
- Sewer Collection Master Plan
- Parks System plan
- Mobility Master Plan
- Infrastructure, transportation, or traffic studies, such as corridor analyses

TOOLKIT DEVELOPMENT

Finally, if any portion of the plan lacks specific details or requires a compendium of strategies to help implement the plan or achieve a desired outcome, the identified department may elect to develop or refine a toolkit that is consistent with the plan’s recommendations. Chapters 2 and 3 describe different toolkits for various types of land, housing, and economic development tools; these may need further refinement or departmental action, then developed into a formal policy, program, regulation or incentive.

2. CAPITAL IMPROVEMENTS

The Capital Improvement Plan (CIP) serves as the city’s multi-year planning instrument used to identify needs and financing sources for public infrastructure improvements. The City of Las Vegas’s CIP will recommended capital projects, timing, estimated costs and funding for public infrastructure (streets, bikeways, sidewalks, sanitary sewers, waterlines, storm sewers and drainage) and community facilities (public buildings, fire, police and parks). Capital projects identified help support and promote desired development, and to meet the needs of residents and businesses in the city. The number of projects and project timing are influenced by several factors, in particular, the cost, need for environmental clearance or approval by other agencies, and funds available.

The CIP process precedes the budget process and is used by City Council when developing the annual budget. Recommending approval of the CIP by the Council does not mean that they grant final approval of all projects contained within the plan. Rather by recommending approval of the CIP, the Council acknowledges that these projects represent a reasonable interpretation of the upcoming needs for the community and that projects contained in the first year of the plan are suitable for inclusion in the upcoming budget, if funding is available.

PUBLIC INFRASTRUCTURE STANDARDS

Public infrastructure refers to the basic facilities and services needed for the functioning of the city such as city streets, water, sanitary sewer, storm sewer, among others. Standards to ensure consistency and uniformity have been

adopted so that each facility is designed and constructed to support existing and future development.

PROPERTY ACQUISITION

Like all municipalities, the City of Las Vegas has the authority to acquire private property for a public purpose. This may include outright purchase acceptance of land donated by another party or acquisition through eminent domain. In addition to the ability to acquire private property for public infrastructure or facilities such as roads, sewers, public buildings and parks, the city may acquire private property to facilitate redevelopment and to eliminate nonconforming uses or structures.

3. PARTNERSHIPS AND COLLABORATION

To implement the Master Plan, the City must forge an array of partnerships with the public and private sector. As detailed further in Section II of this chapter, cooperation through alliances and partnerships will be necessary for the benefit of both the City and those in the region. Partnerships and collaboration can be both formal or informal and take the form of working directly with other organizations on planning, education, funding, or delivery of cost-efficient services and programs.

INTERLOCALS AND COOPERATIVE AGREEMENTS

The City can organize groups of agencies to partner with to achieve either local or community-wide outcomes. This is an important effort because many of the recommendations from the Master Plan may have an impact on other parts of the region.

Under NRS 277, cooperative agreements can be formed between multiple municipalities and political subdivisions of the state. Typically, such an agreement is made for the performance of government functions, infrastructure, or other public purposes. They can also be used to finance public facilities. Similarly, interlocal agreements can be formed to assist with supplementing or consolidating services or for the joint exercise of powers. These agreements have the benefit of maximizing the efficiency of the party organizations to help implement the plan.

EDUCATION AND OUTREACH

The City and its Office of Communications do a wide range of award winning educational and outreach activities for the public businesses, including print media, social media, media and press information, and programming through the City’s television station KCLV Channel 2. This can be in the form of community events, information campaigns, direct marketing, or work with the local media. Should information need to be communicated as part of implementing the plan, developing strategic messaging campaigns must be carefully crafted to meet the intent of carrying out the action and raising awareness with the intended audience.

4. PROGRAM AND SERVICE DELIVERY

Providing specific programs and service delivery is another core feature of plan implementation. Carrying out existing City programs or the development of new ones will be required over the next thirty years, provided authorization delegated from the Plan itself, a strategic action plan, through the City Manager, a state or Federal grant, or Nevada Revised Statutes (NRS).

Some of the plan’s recommendations may be funded locally, through outside funds, or through a combination of sources. The city monitors new federal and state funding programs that may be available to assist in implementation. In addition, foundations and other organizations may provide contributions.

A variety of housing, economic development, informational and other programs may be used by the City to assist with implementation of recommendations in this Plan. Transportation and Housing projects, and those funded through a pass-through organization from a Federal agency can direct specific funding toward a Key Action.

5. LEGISLATIVE CHANGES

The City’s Government Affairs team has been effective at collaborating and working with state and Federal legislators to make necessary changes for the benefit of the City. Over the years, it has had a number of successes, including the creation and implementation of SNPLMA, the creation of the Tule Springs National Monument, advocacy to stop the proposed Yucca Mountain nuclear waste repository, and obtaining funds for numerous Federally funded infrastructure projects. However, because the state and Federal policy landscape is complex and ever-changing, it is vitally important that the City Council be aware of necessary legislative activity that could be an opportunity or a threat to the City. Government Affairs can be an ally and resource for the City and its departments in this respect.

Nevada is a “Dillon’s Rule” state, meaning a municipality is granted only those powers expressly authorized by the Nevada Legislature. Only the provisions contained within NRS or to the City’s Charter, can be used to legislatively implement the plan. Limited functional home-rule is provided to address matters of local concern, however, its provisions provide a narrow and do not allow for broader changes, such as the imposition or increase of new revenue sources, fees, or taxes. As a result, the City may need to advocate, in partnership with other local governments, for specific changes and requests when the Legislature convenes in Carson City. Prior to those changes occurring, the City must self-assess during legislative interims and determine what changes or resources are needed, as that may be necessary for successful plan implementation.

Finally, the City must work with its Congressional delegation on Federal policy. Many of the “alphabet” Federal agencies that impact the City and state, including BLM, HUD, or DOT require a close coordination for changes in Federal policy, as well as for grants, appropriations, and rulemaking.

PARTNERS

As has been noted, this master plan is for the entire city – not just for government operations or individual departments, but for the entire community at large. While the city can coordinate many of the plan’s implementation tasks, responsibility should not solely rest on the government. Instead, the vast array of stakeholders having key roles in either the city or region should all participate. Partnerships with the public and private sector, including CCSD, Clark County, Chamber of Commerce, SNWA, RTC, regional recreation and tourism organizations, neighboring municipalities, local businesses, and large land owners will also lead to success implementing the plan’s initiatives. Partnerships may range from sharing information to funding and shared promotions or services. The spirit of cooperation through alliances and partnerships will be sustained to benefit everyone in the region. City government cannot and should not do it all. Only through public/private collaboration can the plan’s vision be realized. Below are the partners that have been identified as likely participants or leaders for each goal area from each of the preceding chapters. As the City is currently structured, there are several groups of important departments that can naturally facilitate plan implementation:

- Mayor and City Council: The City Council is the Legislative Department of the City and is empowered by the City Charter to develop regulations and laws by ordinance, programs and policies, capital projects, and support partners by interlocal and resolution. Directly supporting the Council is the City Manager, City Attorney, and City Auditor – the three direct reporting staff that work independently and collaboratively on behalf of the Council.
- City Manager: As part of the Council-Manager system, the City Manager serves as the Chief Administrative Officer of the City and heads the Executive department. The City Manager oversees the efficient and proper administration of the City’s affairs, provides information on the state of matters affecting the City, submits the annual budget, advises the Council on the adoption of measures, and ensures general laws and ordinances are carried out. Other officers manage and oversee the operations of three or four departments for each of the core structural components of the City.

- Community and Development Services: the development services functions are made up of the Building and Safety, Public Works, and Planning Departments. Each serve to provide streamlined services for projects, including entitlements, permitting, inspections, and business licensing
- Operations and Development: Parks and Recreation and Economic and Urban Development provide direct services to the public, including active recreation and aquatics, special events, business development and redevelopment, and parking. Operations and Maintenance directly maintains the City parks, buildings, and facilities.
- Community Services: Each of the community services departments provide public facing services. The Office of Community Services provides direct affordable housing, revitalization, and homelessness services, while Youth Development and Social Innovation coordinates and provides educational programming. Cultural Affairs provides public art and events.
- Public Safety Services: Including Fire and Rescue, Public Safety and Marshals, and supported by Emergency Management, these departments oversee ensure crime rates are low and emergencies are adequately responded to. The Municipal Court, the independent Judicial Department of the City, ensures equitable justice and includes collaboration between law enforcement and the City’s attorneys.
- Internal Services: Consisting of the City Clerk, Finance, Human Resources, and Information Technologies Departments, these departments provide operational support and accounting for the City and its employees

In some cases, more than one partner may be a lead collaborator, which may be the result of varying issues embedded in each goal. In others, there may be an opportunity for a lead City department that jointly works with a regional stakeholder, or must convene in the future to resolve issues. While this is not an exhaustive breakdown, and while other partner entities can (and should) work together to achieve goals and outcomes through the implementation of key actions, this framework provides a guide for which entity, department, or agency takes the lead.

Partner Entities, CLV
Departments, and Agencies

Partner Entities, CLV Departments, and Agencies	Goals	CHAPTER 2: LAND USE AND ENVIRONMENT								CHAPTER 3: ECONOMY AND WORKFORCE								CHAPTER 4: SYSTEMS AND SERVICES											
		Land Use	Historic Preservation	Environment	Natural Features	Urban Forestry	Parks	Park Connectivity	Urban Agriculture	Environmental Justice	Equitable Education	School Facilities	Economic and Workforce Development	Redevelopment	Public Finance	Housing	Homelessness	Complete Streets	Transit	Smart Systems	Water	Energy	Waste	GHG Emissions	Public Facilities	Public Health and Social Services	Public Safety	Hazards	Flooding
General Public		x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Private Sector / Business community		x	x			x			x			x	x	x	x	x		x	x		x	x							
Chambers of Commerce										x	x	x	x	x															
Homebuilders and Developers		x				x	x	x	x		x	x	x	x	x	x	x			x	x						x	x	
Mayor & City Council														x													x		
City Manager														x										x		x			
Building & Safety		x												x						x	x						x		
City Attorney														x												x			
City Auditor														x															
City Clerk																													
Communications																										x	x	x	
Community Services															x	x							x	x					
Cultural Affairs																								x					
Economic and Urban Development												x	x		x										x				
Finance														x								x	x		x	x			
Fire and Rescue																								x	x	x	x		
Human Resources														x															
Information Technologies																			x					x					
Government and Community Affairs										x																			
Municipal Court																								x		x			
Operations and Maintenance					x	x										x	x			x	x			x			x	x	
Parks and Recreation					x		x	x	x															x					
Planning		x	x	x	x	x	x	x	x		x		x		x			x	x		x	x	x	x	x	x	x	x	x
Public Safety																x								x	x	x	x		
Public Works		x		x	x	x	x																	x				x	
Youth Development & Social Innovation										x	x																		
Clark County (Depts / agencies)		x		x																			x		x				
CCSD		x						x		x	x																		
SNWA / LVVWD		x													x					x									
NV Energy / SW Gas		x							x												x		x						
Telecommunications		x																	x										
Republic Services																							x	x					
State of Nevada (Depts / agencies)			x	x	x	x	x	x	x											x	x		x						
LVGEA										x		x	x																
Federal agencies		x							x											x									
NSHE								x		x	x	x											x						
RTC		x					x		x		x							x	x	x			x						
CCRFGD		x																									x	x	
SNHD				x		x			x									x					x		x				
SNRHA															x	x													
LVMPD																										x	x		

OUTCOMES AND PLAN EVALUATION

Prior to development of the City's Master Plan, the City participated in the STAR Communities program, an effort that provided a comprehensive tracking and rating system for a wide range of sustainability metrics. The City achieved a 4-STAR rating in 2015. The City's intent was to utilize the program to conduct a baseline assessment. A recertification effort began concurrently as the Master Plan began development; at about that time, the US Green Building Council and STAR Communities merged to form the LEED for Cities and Communities program which incorporated many of the elements from STAR into the LEED rating system. The data-driven, performance-based platform provided the City a way to incorporate many of the metrics from the system as outcomes for each goal of this master plan.

Reasonable measurable outcomes for each goal are established for each goal. It is the intent of this plan to not only utilize specific, consensus outcomes developed by STAR and LEED that are tailored to the City, but to also closely align with the goals, objectives, and strategies outlined within the Southern Nevada Strong Regional Plan.

In order for the plan's progress to be assessed throughout this plan's thirty year horizon, an evaluation process is recommended. Evaluation criteria enables a real judgment of planning effectiveness and can measure and provide information on how well the plan is performing. Based on this premise, assessments and evaluations of plans are prudent and necessary:

- After development of the Plan, the City must understand how well it is working, whether outcomes are being met and goals are being achieved and answer to each: why or why not? Knowing which strategies have made an impact toward the desired outcome and which goals were achieved can help shape future planning and decision-making. City officials and members of the public must know whether it is being followed.

- If there are deviations from the plan, or outcomes that perform lesser than expected or anticipated, what happens? Even though this plan is not absolute and shifts and deviations may occur, reasonable degrees of flexibility can be established; a plan too rigid may be too difficult to implement. Good plans take into account a certain degree of evolution in standards on which it was originally based, especially since assumptions change and errors in projections can occur.
- Since conditions may change, periodic updates are recommended to be made—but not at the cost of radically changing goals or to see how the plan as originally adopted performed. If at a time an update is needed, areas in which the plan performed weakly can undergo adjustment.

Contained within the plan are “Fifty by ‘50” – the most important outcomes within this plan that the City looks to measure. These outcomes are largely the basis for determining achievement of the plan’s goals. For transparent communication of the plan’s outcomes and performance, the City will publish a prepared annual report submitted jointly to the Planning Commission and City Council, pursuant to NRS 278.190. This report, jointly developed by the City Manager’s Office / Strategic Services and Planning Department, with input from other Departments, will be reviewed by Citizens Advisory Committee to evaluate and discuss annual progress and implementation of the plan, progress of the “Fifty by ‘50” outcomes and others highlighted for each goal, recommendations for plan improvement, CIP requests, and overall progress on goal achievement. The annual report will also be made available for public review on the City’s website and will be an initial step in a coordinated process of developing City Council priorities, a two-year Strategic Action Plan (when needed), the Mayor’s State of the City address, the annual budget, and the CIP.

On their own, long-range master plans often do not produce results without short-term, time-based implementation plans paired with them. The master plan is absolutely necessary to establish vision, guide beyond political timeframes, and start to plan the funding streams that need

CHAPTER 2: LAND USE AND ENVIRONMENT		
I.B	Land Use	The percentage of all development that occurs within this plan’s Regional Centers, Mixed-Use Centers, Corridor Mixed-Use, or Neighborhood Center Mixed-Use place types increases over time.
I.C	Historic Preservation	1 local historic district per 100,000 residents w/ a process for reviewing new projects by 2050
II. B	Environment	The number of endangered species identified by the Clark County MSHCP is reduced over time
II. C	Urban Forestry	Plant and maintain Plant 60,000 “Bulletproof” native and adaptive trees on public and private property by 2050
II. C	Urban Forestry	The City’s tree canopy increases to 20% by 2035 and 25% by 2050 utilizing native and adaptive drought tolerant tree species.
II. D	Parks	The City will provide 7 acres of parkland / 1,000 (by 2050)
II. E	Park Connectivity	85% of housing units are within ½ mile of public parks (by 2050)
II. F	Food & Urban Agriculture	No food deserts exist in the City by 2050.
II. F	Food & Urban Agriculture	The percentage of residents within ¼ mile of a food hub, healthy food retail outlet, or grocery store increases over time
II. G	Environmental Justice	By 2050, no brownfields are found within the City.
II. G	Environmental Justice	The annual number of days in which the Air Quality Index (AQI) exceeds 100 decreases over time
III	Planning Areas	With community support, adopt a specific plan for each area of the city.
CHAPTER 3: ECONOMY AND WORKFORCE		
I. A	Equitable Education	75% post-secondary attainment including high-quality credentials and associate, bachelor and graduate/professional degrees by 2050
I. A	Equitable Education	90% 4-year cohort high school graduation rate for all public schools in the City from each race/ethnicity, special education, ELL students, and low-income subgroup of students (2050)
I. B	School Sites	No school within the City of Las Vegas will be greater than 125% of its designed capacity by 2025, and no school will be greater than 110% of its designed capacity by 2030.
II. A	Economic Development	The number of businesses and the total employment related to each targeted industry sectors as identified in the Comprehensive Economic Development Strategy increases over time
II. A	Economic Development	Local and regional economic and business indicators improve, maintain positive trends or increases over time
II. A	Economic Development	The City’s unemployment rate maintains a negative trend over time and is less than or equal to the national unemployment rate
II. A	Economic Development	Equity indicators improve over time:
II. A	Economic Development	Wages and personal economic indicators improve, maintain positive trends, or increase over time
II. B	Redevelopment	By 2050, all assessed blighted and deteriorating areas within RDA-1, RDA-2, and other designated infill or redevelopment areas will have been successfully ameliorated
II. C	Public Finance	Maintain a fiscal reserve of at least 20% of operating costs with sufficient ending cash balances of 10% or prior year’s expenditures for operations, 20% for benefits, and 25% for capital projects
II. C	Public Finance	Develop at least one new consensus-based revenue stream
III. A	Housing	80% of City residents spend less than 45% of AMI on housing and transportation costs combined by 2050
III. A	Housing	Beginning in 2021, the City and SNRHA develop affordable housing is produced at a rate of 5% annually
III. A	Housing	33% of total housing available is affordable housing, divided into affordability rates at 80% AMI, 50% AMI, and 30% and below AMI

III. B	Homelessness	The total unsheltered homeless population is reduced 50% by 2035, with functional-zero homelessness by 2050
III. B	Homelessness	The percentage of total residents and household living below the poverty line decreases by 25% by 2030 and those extremely low income households living at 30% of AMI decreases 50% by 2030
CHAPTER 4: SYSTEMS AND SERVICES		
I. A	Complete Streets	By 2050, the mode split for Drive Alone is 40%, 20% for transit, and 5% for Walking and Biking.
I. A	Complete Streets	By 2050, the Jobs-Housing balance index is 1.25.
I. A	Complete Streets	By 2050, the number of pedestrian, bicyclist, and vehicular fatalities caused by road crashes is zero.
I. B	Transit	75% of the region’s residents are within a 1/2 mile of bus service, and 100% of the region will have access to some type of public transportation service by 2050.
I. B	Transit	By 2050, the population density along high capacity transit routes is at least 30 dwelling units per acre for BRT routes and 40 dwelling units per acre for LRT routes.
I. C	Smart Systems	Citywide implementation of a fiber-optic network for IoT devices by 2050
II. A	Water	Community water consumption will be reduced to 105 GPCD by 2035 and 90 GPCD by 2050, consistent with SNWA’s Water Resources Plan
II. A	Water	LVVWD incurs no violation of Safe Drinking Water Act/EPA drinking water rules for chemical and microbial contaminants and turbidity
II. A	Water	The City remains in compliance with its NPDES permit with no violations of Clean Water Act effluent and reporting guidelines for all treated wastewater
II. B	Energy	80% of region’s energy consumption at residential and commercial buildings is reduced through energy efficiency measures by 2050
II. B	Energy	50% of both municipal and community energy supply is from renewable sources by 2030, consistent with the Nevada RPS; and 100% by 2050
II. C	Waste	80% of the region’s waste disposed of by landfill is reduced by 2050 and a recycling rate of at least 40% is achieved
II. D	GHG Emissions	28% of community greenhouse gas emissions are reduced by 2025 and 80% of community greenhouse gas emissions are reduced by 2050 from all major sectors
III. A	Public Facilities	To provide equitable access to all public buildings, facilities, and services, ensure that by 2050, 75% of residents live within 2 miles of a recreation or community center, library, or cultural center.
III. B	Public Health	By 2030, the City increases the number of hospital beds to 25 beds per 10,000 residents and maintains the number of ICU beds above 4 per 10,000 residents
III. B	Public Health	By 2030, the region increases the number of physicians to above 400 per 100,000 residents
III. B	Public Health	Personal health indicator trends improve over time
IV. A	Public Safety	Maintain Fire and Rescue Department’s ISO Class 1 rating and CFAI accreditations.
IV. A	Public Safety	LVMPD maintains a ratio of 2 officers per 1,000 residents or better.
IV. A	Public Safety	Overall violent crime rates improve to a minimum of 5.5 homicides, 400 aggravated assaults, 70 forcible rapes, and 2,500 property crimes per 100,000 residents annually.
IV. B	Hazards	By 2050, no homes or critical infrastructure are located in high-risk hazard prone areas, unless appropriate mitigation, prevention, or adaptation measures are taken.
IV. C	Flooding	By 2050, no residences, businesses, or critical infrastructure are located within flood zones

OUTCOMES BY CHAPTER SUMMARY

CHAPTER 2: LAND USE AND ENVIRONMENT			FIFTY BY '50
I.B	Land Use	Each TOD placetype achieves a minimum score of 70 using the EPA's Smart Location Calculator by 2050	
I.B	Land Use	The percentage of all development that occurs within this plan's Regional Centers, Mixed-Use Centers, Corridor Mixed-Use, or Neighborhood Center Mixed-Use place types increases over time.	✓
I.B	Land Use	Total Index Score of 60 or greater on the Livability Index	
I.C	Historic Preservation	1 local historic district per 100,000 residents w/ a process for reviewing new projects by 2050	✓
I.C	Historic Preservation	Increase of eligible historic landmarks by 20% by 2050	
I.C	Historic Preservation	The number of designated historic districts and neighborhoods increases over time	
I.C	Historic Preservation	The number of eligible structures and sites designated as local historic landmarks, added to local historic districts, and/or rehabilitated, restored, or converted through adaptive reuse increases over time	
I.C	Catalytic Sites	At least 60% of new residential and non-residential development occurs in designated placetypes, infill, and redevelopment areas by 2050	
II. B	Environment	The number of threatened species identified by the Clark County MSHCP is reduced by 2031	
II. B	Environment	The number of endangered species identified by the Clark County MSHCP is reduced over time	✓
II. B	Environment	No net loss of identified habitat areas of threatened or endangered species	
II. B	Environment	No net loss of identified wetlands or desert areas	
II. B	Environment	Identified natural areas and arroyos have been restored	
II. B	Environment	Existing and new identified invasive species have been eradicated or contained to prevent population growth and expansion	
II. C	Urban Forestry	Plant and maintain Plant 60,000 “Bulletproof” native and adaptive trees on public and private property by 2050	✓
II. C	Urban Forestry	The City’s tree canopy increases to 20% by 2035 and 25% by 2050 utilizing native and adaptive drought tolerant tree species.	✓
II. C	Urban Forestry	85% of the City’s population lives within a 1/3 mile from green infrastructure features that provide localized cooling through park space, tree canopy cover, or vegetative surfaces.	
II. D	Parks	The City will provide 7 acres of parkland / 1,000 (by 2050)	✓
II. E	Park Connectivity	Reduce Level of Traffic Stress (LTS) by XX% citywide	
II. E	Park Connectivity	85% of housing units are within ½ mile of public parks (by 2050)	✓
II. E	Park Connectivity	90% of housing units are within 3 miles of trail (by 2050)	
II. F	Food & Urban Agriculture	At least one City-owned, operated, or leased community garden or urban agricultural site within each planning area by 2030.	
II. F	Food & Urban Agriculture	No food deserts exist in the City by 2050.	✓

CHAPTER 2: LAND USE AND ENVIRONMENT			FIFTY BY '50
II. F	Food & Urban Agriculture	The percentage of residents within ¼ mile of a food hub, healthy food retail outlet, or grocery store increases over time	✓
II. F	Food & Urban Agriculture	The percentage of residents that are food insecure and utilizing SNAP decreases over time	
II. F	Food & Urban Agriculture	The percentage of children, seniors, and other identified vulnerable population that are food insecure decreases over time	
II. G	Environmental Justice	Achieve attainment or maintenance status for all measured criteria pollutant	
II. G	Environmental Justice	For any non-attainment pollutants, a decrease in the annual concentration	
II. G	Environmental Justice	By 2050, no brownfields are found within the City.	✓
II. G	Environmental Justice	The annual number of days in which the Air Quality Index (AQI) exceeds 100 decreases over time	✓
II. G	Environmental Justice	For each identified planning area, priority environmental justice conditions, risks, and exposure are reduced	
III	Planning Areas	With community support, adopt a specific plan for each area of the city.	✓

CHAPTER 3: ECONOMY AND WORKFORCE			FIFTY BY '50
I. A	Equitable Education	75% post-secondary attainment including high-quality credentials and associate, bachelor and graduate/professional degrees by 2050	✓
I. A	Equitable Education	Demonstrate an increasing % of individuals within each racial/ethnic/gender subgroup have obtained a post-secondary degree over time (close gap between subgroups by 2050?)	
I. A	Equitable Education	90% 4-year cohort high school graduation rate for all public schools in the City from each race/ethnicity, special education, ELL students, and low-income subgroup of students (2050)	✓
I. A	Equitable Education	Number of retained talent graduating from UNLV increasing from xyz % to zxyz percent.	
I. B	School Sites	No school within the City of Las Vegas will be greater than 125% of its designed capacity by 2025, and no school will be greater than 110% of its designed capacity by 2030.	✓
I. B	School Sites	The City will work with CCSD to site, permit, and/or construct at least 18 new elementary schools, 3 new middle schools, and 3 new high schools as population increases and space by 2050.	
I. B	School Sites	Percentage of schools within City of Las Vegas meeting the State of Nevada class-size requirements will increase by 50%.	
II. A	Economic Development	The number of businesses and the total employment related to each targeted industry sectors as identified in the Comprehensive Economic Development Strategy increases over time	✓

CHAPTER 3: ECONOMY AND WORKFORCE			FIFTY BY '50
II. A	Economic Development	Local and regional econonmic and business indicators improve, maintain positive trends or increases over time	✓
II. A	Economic Development	The City's unemployment rate maintains a negative trend over time and is less than or equal to the national unemployment rate	✓
II. A	Economic Development	Equity indicators improve over time:	✓
II. A	Economic Development	Wages and personal econonmic indicators improve, maintain positive trends, or increase over time	✓
II. B	Redevelopment	By 2050, all assessed blighted and deteriorating areas within RDA-1, RDA-2, and other designated infill or redevelopment areas will have been successfully ameliorated	✓
II. B	Redevelopment	Over time, an increase of the percentage of all new commercial, residential, mixed-use that occur within RDA-1, RDA-2, and other designated infill or redevelopment areas.	
II. B	Redevelopment	The RDA's tax increment increases over time	
II. C	Public Finance	Maintain a fiscal reserve of at least 20% of operating costs with sufficient ending cash balances of 10% or prior year's expenditures for operations, 20% for benefits, and 25% for capital projects	✓
II. C	Public Finance	Develop at least one new consensus-based revenue stream	✓
II. C	Public Finance	The per capita amount of competitive Federal grant awards to the City increase over time	
III. A	Housing	The percentage of new residential development that occurs within this plan's Regional Centers, Mixed-Use Centers, Corridor Mixed-Use, or Neighborhood Center Mixed-Use place types increases over time.	
III. A	Housing	80% of City residents spend less than 45% of AMI on housing and transportation costs combined by 2050	✓
III. A	Housing	Beginning in 2021, the City and SNRHA develop affordable housing is produced at a rate of 5% annually	✓
III. A	Housing	Beginning in 2023, and annually thereafter, there is no net loss of subsidized affordable units	
III. A	Housing	33% of total housing available is affordable housing, divided into affordability rates at 80% AMI, 50% AMI, and 30% and below AMI	✓
III. B	Homelessness	The total unsheltered homeless population is reduced 50% by 2035, with functional-zero homelessness by 2050	✓
III. B	Homelessness	The percentage of total residents and household living below the poverty line decreases by 25% by 2030 and those extremely low income households living at 30% of AMI decreases 50% by 2030	✓
III. B	Homelessness	The number and percentage of families, women, youth, LGBTQ, and additional homeless subpopulations that are homeless or living below the poverty line decreases over time	
III. B	Homelessness	The total unit count of bridge, transitional, and rapid-rehousing unit types increases to meet or exceed demand	

CHAPTER 4: SYSTEMS AND SERVICES			FIFTY BY '50
I. A	Complete Streets	Beginning in 2025, vehicle miles traveled (VMT) within the City is reduced 0.5% annually.	
I. A	Complete Streets	By 2050, the mode split for Drive Alone is 40%, 20% for transit, and 5% for Walking and Biking.	✓
I. A	Complete Streets	By 2050, the Jobs-Housing balance index is 1.25.	✓
I. A	Complete Streets	By 2050, the number of pedestrian, bicyclist, and vehicular fatalities caused by road crashes is zero.	✓
I. A	Complete Streets	By 2050, 100% of sidewalks are PROWAG compliant, 70% of crosswalks are marked and if on street parking is present, have bulb-outs.	
I. A	Complete Streets	Maintain a minimum “Silver” level Bicycle Friendly Community designation from the League of American Bicyclists.	
I. B	Transit	By 2050, the mode split is 20% for transit.	
I. B	Transit	75% of the region’s residents are within a 1/2 mile of bus service, and 100% of the region will have access to some type of public transportation service by 2050.	✓
I. B	Transit	The number of dwelling units within ¼ mile of a public transit route increases over time.	
I. B	Transit	The number of dwelling units within ½ mile of a station of a high capacity transit route, transit center, park ‘n’ ride, or mobility hub increases over time.	
I. B	Transit	By 2050, x% of homes are within ½ mile of a public transit route or are served by a call ‘n’ ride or microtransit service areas.	
I. B	Transit	By 2050, the population density along high capacity transit routes is at least 30 dwelling units per acre for BRT routes and 40 dwelling units per acre for LRT routes.	✓
I. C	Smart Systems	Implementation and support of identified “Smart Cities” demonstration projects occurring within the City’s Innovation District pursuant to the framework identified in the Smart Plan	
I. C	Smart Systems	Debut annual “Emerging Technology” pilots.	
I. C	Smart Systems	Ongoing deployment of coordinated FAST smart mobility TSM/ITS and V2I technologies for use and application by connected and autonomous vehicles	
I. C	Smart Systems	Citywide implementation of a fiber-optic network for IoT devices by 2050	✓
I. C	Smart Systems	Number of public EV charging stations increases to 1.07 per 10,000 residents	
I. C	Smart Systems	EV registrations increases over time	
I. C	Smart Systems	Maintenance of “Smart City” analytic dashboard	
II. A	Water	Community water consumption will be reduced to 105 GPCD by 2035 and 90 GPCD by 2050, consistent with SNWA’s Water Resources Plan	✓
II. A	Water	CLV municipal operations shall reduce total water consumption x% annually, covering the sectors of buildings and facilities, park and landscaping, and wastewater treatment	
II. A	Water	LVVWD incurs no violation of Safe Drinking Water Act/EPA drinking water rules for chemical and microbial contaminants and turbidity	✓
II. A	Water	The City remains in compliance with its NPDES permit with no violations of Clean Water Act effluent and reporting guidelines for all treated wastewater	✓
II. A	Water	The City incurs no major NPDES violations on its MS4 permit for stormwater quality	

CHAPTER 4: SYSTEMS AND SERVICES			FIFTY BY '50
II. B	Energy	80% of region’s energy consumption at residential and commercial buildings is reduced through energy efficiency measures by 2050	✓
II. B	Energy	50% of both municipal and community energy supply is from renewable sources by 2030, consistent with the Nevada RPS; and 100% by 2050	✓
II. B	Energy	Municipal operations shall reduce total energy consumption 2% annually, covering the sectors of buildings and facilities, streetlighting, and wastewater treatment	
II. C	Waste	80% of the region’s waste disposed of by landfill is reduced by 2050 and a recycling rate of at least 40% is achieved	✓
II. C	Waste	Eliminate landfill-based emissions by 2050	
II. C	Waste	CLV municipal operations shall reduce waste stream 2% annually	
II. D	GHG Emissions	Achieve carbon neutrality for City of Las Vegas municipal operations by 2050	
II. D	GHG Emissions	28% of community greenhouse gas emissions are reduced by 2025 and 80% of community greenhouse gas emissions are reduced by 2050 from all major sectors	✓
III. A	Public Facilities	To provide equitable access to all public buildings, facilities, and services, ensure that by 2050, 75% of residents live within 2 miles of a recreation or community center, library, or cultural center.	✓
III. A	Public Facilities	Maintain a facility service standard of 3.6 City employees (non-public safety) per 1,000 residents and 321 square feet per employee	
III. B	Public Health	By 2030, the City increases the number of hospital beds to 25 beds per 10,000 residents and maintains the number of ICU beds above 4 per 10,000 residents	✓
III. B	Public Health	By 2030, the region increases the number of physicians to above 400 per 100,000 residents	✓
III. B	Public Health	Personal health indicator trends improve over time	✓
III. B	Public Health	The number of adults and children with insurance increase to above 95%	
III. B	Public Health	Designated Health Professional Shortage Area designations are removed within the City	
IV. A	Public Safety	Maintain Fire and Rescue Department’s ISO Class 1 rating and CFAI accreditations.	✓
IV. A	Public Safety	90% of response times are in compliance with NFPA standards from dispatch to first response.	
IV. A	Public Safety	LVMPD maintains a ratio of 2 officers per 1,000 residents or better.	✓
IV. A	Public Safety	LVMPD and Las Vegas City Marshals achieve and maintain CALEA accreditation.	
IV. A	Public Safety	Overall violent crime rates improve to a minimum of 5.5 homicides, 400 aggravated assaults, 70 forcible rapes, and 2,500 property crimes per 100,000 residents annually.	✓
IV. B	Hazards	By 2050, no homes or critical infrastructure are located in high-risk hazard prone areas, unless appropriate mitigation, prevention, or adaptation measures are taken.	✓
IV. B	Hazards	Earn accreditation by the Emergency Management Accreditation Program (EMAP) by 2025.	
IV. B	Hazards	Percentage of residents living in high risk areas reduced over time.	
IV. C	Flooding	By 2050, no residences, businesses, or critical infrastructure are located within flood zones	✓
IV. C	Flooding	No deaths attributable to flooding occur	
IV. C	Flooding	Maintain or exceed the City’s Community Rating System (CRS) Class 5 status as part of the National Flood Insurance Program.	

STRATEGIC ACTION PLANS

to be established over a 30-year horizon to meet outcomes. Often what is lacking is the breaking down of a plan into manageable and implementable steps. For this reason, it is recommended that the City Council and city management adopt 2-year strategic action plans. Two years accounts for political leadership, the election cycle, the annual budget and CIP cycle, and is a commitment that is realistic to keep to the public and stakeholders. It forces accountability internally and externally.

A 2-year strategic action plan is developed through direct consultation with this Master Plan, its overall vision, goals, the Fifty by Fifty outcomes, and key actions. These must align with direct input from:

- The general public and CAC
- The Mayor and City Council
- City leadership
- City departments
- The private sector

In developing each year’s strategic action plans, several important points must be adhered to, as recommended in the Public Finance goal:

- The priorities of the City Council, each of the City’s strategic action plans, and department level strategic business plans must be aligned with the plan’s outcomes, the budget process, and the CIP. While there are several ways to adjust and accommodate this, once Council priorities are determined, any discretionary funds available should be dedicated toward the outcome first; otherwise, other operational and short-term projects won’t move the City toward a desired outcome. The CIP is a compilation and analysis of the capital needs anticipated during the short, mid, or long-term. Recommended capital improvements shall conform with this plan, pursuant to NRS 278.0226, to help in achieving its goals and outcomes. Therefore,

any new CIP requests that are made must be reviewed for conformance with the Master Plan.

- During each strategic planning and budgeting process, ideas must be clearly communicated throughout the City. The City Council and executives must communicate the desired outcomes, goals, and priorities to the directors and managers, especially to the Finance Department and Public Works Departments as they prepare the annual budget and CIP so that resources are appropriately applied. The City already reports the results of the facilitations and strategic priorities transparently, as well as the City’s budget and spending, and should continue to do.
- Measure and Evaluate – As described below/next, with defined goals and outcomes, the City must measure and evaluate progress to ensure resources are spent accordingly and worth the investments made. Regular budget , deviations from the original budget can be made quickly, keeping the organization agile while still reaching its goals.

Fortunately, the City has taken steps to do this. Previous facilitated annual retreats have been held with City leadership and the City Council to develop strategic priorities. The process should therefore be no different than the ones previously undertaken, only done so framed with the Master Plan and its “Fifty by ‘50” outcomes as a guide. Given that, the City should align the cycle of development of these Strategic Action Plans and would typically follow a schedule as suggested on the next page.

SAMPLE TWO-YEAR ACTION PLAN
YEAR 1 (ODD FISCAL YEARS)
July 1: Begin fiscal year – Collect prior year data, report development
Quarter 1: <ul style="list-style-type: none">• Annual report delivered at a joint Planning Commission-City Council workshop• Council priority development for Years 1-2• Facilitated meetings with departments• Prepare 2-Year Strategic Action Plan and departmental strategic business plans• Consideration and adoption of two-year Strategic Action Plan, conforming departmental strategic business plans
Quarter 2: Year 2 Budget/CIP development process
January: State of the City – deliver update on Year 1 progress, recommendations and outlook for Year 2
Quarters 3-4: Submit Year 2 tentative and final budgets and CIP for Council approval; approval by State
YEAR 2 (EVEN FISCAL YEARS)
July 1: Begin fiscal year - Collect prior year data, report development
Quarter 1: <ul style="list-style-type: none">• Annual report delivered at a joint Planning Commission-City Council workshop• Approve bill draft requests and legislative priorities for odd-year legislative session
Quarter 2: Year 3 Budget/CIP development process
November Election
January: State of the City – deliver update on Year 2 progress, recommendations and outlook for Year 3 and newly seated council
February – June: State legislative session
Quarters 3-4: Submit Year 3 tentative and final budgets and CIP for Council approval; approval by State
CYCLE REPEATS

RECOMMENDATIONS FOR CONSIDERATION

Implementation of this master plan requires consideration of some bold recommendations to ensure long-lasting accountable implementation.

CITIZENS ADVISORY COMMITTEE (CAC) –

Upon adoption of the plan, it is recommended that the City Council form a CAC to oversee implementation of the master plan and specific advisory opinions and recommendations for the City Council or Planning Commission’s consideration. This should be a formally created board with equitably appointed representatives from each of the sixteen areas of the City and comprised of members that reflect the demographic makeup of the City. The CAC should also include representation from:

- The private sector and developers
- Seniors
- Youth
- LGBTQ+
- Law enforcement
- Educators
- Homeless

Subject to the Open Meeting law, the CAC’s primary purpose is to routinely discuss municipal and community matters of the City in an open forum and advise Council members on measures necessary for the implementation of the Master Plan. The CAC should be well supported and guided by designated staff members from relevant or applicable city departments. Doing so will fulfill the intent of NRS 278.190, which requires promotion of the plan with members of the public.

CONSOLIDATION OF BOARDS AND COMMISSIONS

With creation of a CAC, an opportunity exists for the City to consider compressing the City’s numerous other Boards and Commissions that meet infrequently and do not have any other requirement to convene pursuant to the City Charter or NRS. While some have a specific purpose and actively or regularly meet to carry out specific duties, including the Planning Commission, Historic Preservation Commission, Arts Commission, and Civil Service Board, others do not. The City Council should carefully weigh such an action to consolidate these groups so as to not limit opportunities for civic participation or discussion of specific topics.

COMPREHENSIVE REVISION OF LVMC

Repeal and amendment of such portions of code that may no longer be applicable or of use can help streamline the efficiency and effectiveness of the City’s government. A co effective review of the laws and policies of the City is also necessary for good governance. Las Vegas Municipal Code contains many provisions that are outdated, no longer used, or ineffective.

“GUIDING PRINCIPLES OFFICIALS”

Because equity is such an important . The City has already had success in forming different offices and creating positions that , including the, a Chief Sustainability and Resilience Officer and Office of Sustainability, and a Chief Innovation Officer and Office of Innovation, Therefore, the Plan recommends hiring of additional officials within the City Manager’s Office, Organizational Development, Human Resources, or other appropriate departments covering other guiding principles of this plan, including:

- A Chief Livability Officer that may coordinate and oversee regional issues relating to overall city and community quality of life.

- A Chief Health Officer that may coordinate between SNHD and other departments on workplace health and safety, public health, and Health-in-All policies
- A Chief Equity Officer that may oversee organizational diversity and community human and civil rights. A dedicated environmental justice staff member is recommended.

INTER-DEPARTMENTAL ORGANIZATION

With the development of specific plans for each area of the City, an opportunity exists to create specialty teams, interdepartmental working groups, or cross-department integration. Specific divisions of departments and staff could be dedicated to focused or dedicated areas to handle all concerns of the City from the public, developers or businesses. As an example, one area (or small groups of multiple areas) of the City could have a dedicated team comprised of a staff member (or members) that know and understand the area’s respective geography and neighborhoods and work exclusively on projects or issues within those boundaries:

- Long Range Planning: to provide project review and facilitate specific questions or concerns arisen from the special area plan, as well as coordinate directly with the CAC.
- Public Planning: to handle specific questions from the public and to provide initial resources on zoning, permitting, special exceptions, and information to the public and developers
- Case Planning: to handle specific planning cases and entitlements that appear before the Planning Commission (and City Council, if necessary)
- Economic and Urban Development: to address business and workforce development
- Business licensing: to handle any issues from businesses

- Youth Development and Social Innovation: to coordinate school and education issues between the City and CCSD.
- Code Enforcement: to address both proactive and initiated enforcement and public safety concerns
- Parks and Recreation: to handle special events and any issue related to parks or facilities
- Community Services: to handle matters relating to housing, affordability, and homelessness
 - Public Works: to coordinate capital projects, traffic, transit, transportation, or parking concerns and provide project review

AN UPDATED CITY CHARTER FOR THE 21ST CENTURY

Article VIII of the Nevada Constitution grants the Legislature the power to form municipal governments through general law or by Special Act. The City’s current Charter was established in 1983, and periodically amended by the Legislature. This Master Plan suggests many topics in which the City is not otherwise empowered to act and may require enabling powers for the Council to act. Limited “functional” home rule authority for matters of local concern are described in NRS Chapter 268 – powers and duties common to general law and chartered cities, but conditions and limitations for exercising those powers are placed within. Additional powers are also enumerated under NRS 268, but the City Council may need additional enumerated capabilities for them to explicitly perform expanded duties to accomplish the outcomes of the plan, whether within the Charter itself or within statute. While a wholesale revision of this foundational document may not be required, at nearly forty years of age, some of the recommendations within this Plan may give the City Council and its management pause to consider future amendments to allow for more efficient self-governance and limited home rule.

EXPANSION OF THE NUMBER OF SEATS ON LAS VEGAS CITY COUNCIL

Currently there are six wards of the Council serving approximately 112,000 residents each. The ratio of members to residents will only continue to increase over time; if the number of councilmembers were to remain fixed, by 2050, Councilmembers would be representing more than 160,000. While smaller in size, the City of Reno’s City Council is also composed of a Mayor and six members. And due to changes made during the 2019 legislative session, the Clark County Commission will expand to 9 members beginning in 2022. While there is no direct formula for size, for other cities about the same size as Las Vegas,

- **Boston, MA:** Mayor-Council – 13 total: 9 councilmembers by district, plus 4 elected at large
- **Detroit, MI:** Mayor-Council – 9 total: 7 councilmembers by district, plus 2 elected at large
- **Memphis, TN:** Mayor-Council – 13 councilmembers by district
- **Oklahoma City, OK:** Council-Manager – 9 total: 8 councilmembers by district, plus Mayor elected at large
- **El Paso, TX:** Council-Manager – 9 total: 8 councilmembers by district, plus Mayor elected at large

Such the City consider an increase in Council size, it may add to administrative costs, but will also increase public access and responsiveness, the share of representation, and deliver a degree of equity. A similar expansion of the municipal judiciary may also be needed, but the City is already empowered to create such additional Municipal Court departments as needed.

FORM OF GOVERNMENT

Another big move the City may consider is a change in the form of governance. Over time, the needs of the City have necessitated such change; when the City was incorporated by the voters in 1911, it operated under the “Commission” form of government that was popular during the Progressive movement in which commissioners oversaw municipal departments. In 1944, the Legislature authorized a change to the Council-Manager system and has used it ever since. The smallest general law cities of Nevada operate under a hybrid mayor-council system that includes traditionally defined executive-legislative powers. The City Manager maintains administrative oversight of the City, while the Mayor is the Chief Executive Officer and presides over council meetings, but has no vote, except in the case of a tie. The Mayor does, however, reserve the right to veto items passed by the City Council (subject to a supermajority override). The Cities of Sparks, Mesquite, and Yerington also have this feature included in their respective charters. This form may have merit because of its traditionally defined roles, continued coordination between legislative and executive functions overseen by a trained city manager, and formalization of an official

FORMATION OF COMMITTEES

Aside from its Recommending Committee that recommends ordinances to the full Council for consideration, absent from the Charter is the ability to form or establish other committees or subcommittees. This may be especially helpful for Councilmembers to transparently discuss specific matters in a formal setting prior to consideration by the full Council. A larger Council especially may desire the ability to form such committees and prescribe their membership and duties.

ENABLING THE ABILITY TO RAISE NEW REVENUE

The Nevada Constitution rightfully restricts the powers of taxation on municipalities; however, this does not preclude the City from being able to responsibly derive sources of revenue. This Plan’s Public Finance goal suggests additional City-specific revenue capabilities due to the constraints placed on municipal governments and the realities of expanding needs of the 21st Century. Therefore, additional revenue enabling powers, possibly subject to voter approval, should be considered.

ADDITIONAL AMENDMENTS, SUBJECT TO VOTER APPROVAL

Finally, in an effort to allow for more control over municipal affairs governed by voter consensus, should the need for amendments to the Charter be necessary, the amendment process must allow for flexibility. Notwithstanding constitutional amendment proposals for annual sessions and an extension from the 120-day limit to complete legislative business, Nevada remains one of only four states to meet on a biennial basis. Because the City receives a limited number of Bill Draft Requests per legislative session, the process to make legislative proposals or charter amendments has an additional degree of difficulty embedded within it. An allowance for amendments, either within the Charter itself or NRS 268, may be warranted. One method could be a two-step process requiring super-majority votes of approval of such a measure with an election intervening, then approval by a majority of City voters at the next following general election.

ACTION PLAN

The implementation tools outlined above are available and should be used to achieve the goals and objectives of the Master Plan. Comprehensive implementation actions have been developed to organize and apply these tools. Under each topic, specific actions, tools, and a timeframe for implementation are identified. The details of the strategies to implement the Master Plan are specified in the table below.

TIMEFRAME

- Ongoing: annually
- Short-Term: 1-5 years
- Mid-Term: 1-10 years
- Long-Term: 10-30 years

RESPONSIBLE PARTY

- PLAN: Planning Department
- EUD: Economic and Urban Development
- CMO: City Manager’s Office
- FIN: Finance
- OCS: Office of Community Services
- OM: Operations and Maintenance
- PS: Public Safety
- OEM: Office of Emergency Management
- CA: Cultural Affairs
- PW: Public Works
- YDSI: Youth Development and Social Innovation
- RDA: Redevelopment Authority

PARTNERS

- BLM: Bureau of Land Management
- CC: Clark County
- CoC: Las Vegas Metro Chamber of Commerce
- DEV: Developers
- LVCCLD: Las Vegas-Clark County Library District
- LVMPD: Las Vegas Metropolitan Police Department
- NPS:
- NSHE: Nevada System of Higher Education
- REP: State Representative
- RFCD: Regional Flood Control District

- RTC: Regional Transportation Commission of Southern Nevada
- SNHD: Southern Nevada Health District
- TEL: Telecommunications providers
- UNCE: University of Nevada Cooperative Extension
- UNLV: University of Nevada, Las Vegas
- UTIL: Utilities

TOOL

- CIP: Capital Improvement
- LEG: Federal/State Legislative changes
- PAR: Partnership
- POL: Local policy or regulation (PC/CC)
- PRG: CLV Program

COST

- \$ = Primarily internal staff time
- \$\$ = outside consulting services expected; \$25,000<cost<\$100,000
- \$\$\$ = \$100,000<Capital improvements<\$1,000,000
- \$\$\$\$ = 1 million - 10 million
- \$\$\$\$\$ = 10 million+

EASE OF IMPLEMENTATION

- Grade scale of A to D (A being easiest to implement) based on anticipated level of effort and cost

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 2: LAND USE AND ENVIRONMENT									
I.A	Land Use	Transform zoning regulations for corridors and nodes to encourage a greater mixture of uses and densities to support transit.	Livable	SHORT	PLAN	Dev	POL	\$\$	B
I.A	Land Use	Create subarea plans for each planning area	Livable	SHORT	PLAN	Public	POL	\$\$	B
I.A	Land Use	Prioritize catalytic redevelopment sites	Livable	SHORT	EUD	Dev	INC	\$\$	B
I.A	Land Use	Require new subdivisions to be built with greater emphasis on traditional neighborhood design principles.	Livable	SHORT	PLAN	Dev	POL	\$\$	C
I.A	Land Use	Incentivize new development types by streamlining the development review process.	Livable	SHORT	PLAN	Dev	INC	\$\$	C
I.A	Land Use	Develop a strategy for integrating “missing middle” housing types into existing neighborhoods.	Livable	MID	OCS	Dev	POL	\$	C
I.A	Land Use	Strengthen neighborhood identity and pride by planning area.	Livable	SHORT	PLAN	Public	PRG	\$	C
I.B	Historic Preservation	Promote and expand awareness of historic preservation and embed into development decisionmaking.	Livable	ON	PLAN	Public	PRG	\$	A
I.B	Historic Preservation	Continue to strengthen the City’s Historic Preservation Office and Commission	Livable	ON	PLAN	Public	PRG	\$\$\$	B
I.B	Historic Preservation	Conduct proactive historic surveys for different locations and resource types	Livable	ON	PLAN	Public	PRG	\$\$	C
I.B	Historic Preservation	Prioritize education about value of historic preservation resources available, celebrating cultural heritage	Livable	ON	PLAN	Public	PRG	\$\$	B
I.C	Catalytic Sites	Balance redevelopment pressures with preservation efforts to preserve key resources while encouraging adaptive reuse and sensitive infill development	Livable	LONG	PLAN	Dev	PRG	\$\$	D
I.C	Catalytic Sites	Amend zoning for corridor and mixed-use place types to incorporate stronger design standards and a more flexible mixture of uses.	Livable	ON	PLAN	Dev	POL	\$\$	C
I.C	Catalytic Sites	Develop a set of incentives for sites outside the RDA to help finance redevelopment.	Livable	SHORT	EUD	Dev	INC	\$	C
I.C	Catalytic Sites	Work with property owners of catalytic sites to encourage packaging their sites for redevelopment by marketing them via requests for proposals or qualifications.	Livable	ON	EUD	Private	PRG	\$	D
I.C	Catalytic Sites	Host investor tours, developer matchmaking events to spark interest in key redevelopment sites.	Livable	ON	EUD	Dev	PRG	\$	B
I.C	Catalytic Sites	Streamline the development review process and entitlements for priority redevelopment sites.	Livable	SHORT	PLAN	Dev	PRG	\$\$	B

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 2: LAND USE AND ENVIRONMENT									
II. B	Environment	SNPLMA must continue be supported as it has been an effective tool for concentrating urban growth, while providing funding for open space	Livable	ON	PW	BLM	PRG	\$	B
II. B	Environment	Utilize Tule Springs National Monument to its potential as a valuable open space asset for the City	Resilient	ON	PR	NPS	PRG	\$\$	C
II. B	Environment	Preserve and maintain open space as a balance to man-made development.	Resilient	LONG	PLAN	BLM	PRG	\$\$	D
II. B	Environment	Preserve and protect areas of important environmental/ecological consideration, and incorporate such areas into the park and recreation system.	Resilient	LONG	PLAN	BLM	PRG	\$\$\$\$	D
II. B	Environment	Preserve and maintain our natural resources for ourselves and future generations.	Resilient	LONG	PLAN	BLM	PRG	\$\$\$\$	C
II. B	Environment	Use native plants to meet environmental objectives and reduce maintenance requirements; use native plants to reduce watering, fertilizing, and mowing.	Resilient	ON	PLAN	Dev	POL	\$	B
II. B	Environment	Be a model for stewardship through city practices, maintenance, operations, land management, and facilities.	Resilient	ON	PLAN	Dev	POL	\$\$	C
II. B	Environment	Continue to partner with agencies, organizations, and businesses to enhance natural resource access and management.	Resilient	ON	PLAN	BLM	PAR	\$	A
II. B	Environment	Develop and implement sustainable practices.	Resilient	ON	PLAN	Private	PRG	\$	C
II. B	Environment	Reclaim areas of environmental/ecological deterioration using available resources from the public, quasi-public and private sectors.	Resilient	LONG	PLAN	Private	PRG	\$\$\$\$	D
	Environment	Adopt a policy to further enable the use of conservation easements and the transfer of development rights program pursuant to NRS 111 for open space and sensitive lands that warrant protection	Livable	SHORT	PLAN	Private	POL	\$\$	D
II. B	Environment	Protect historical sites by the inclusion of them into an open space park system	Livable	MID	PLAN	SHPO	POL	\$\$\$\$	C
II. C	Urban Forestry	Within each planning area, especially those with vulnerable populations, and when temperatures exceed 100 degrees, prepare an adequate extreme heat response	Equitable	ON	OCS	SNHD	PRG	\$\$\$\$	B
II. C	Urban Forestry	Institute resilient best management urban design practices to ensure high quality landscape architecture for public facilities and private developments	Resilient	MID	PLAN	Private	CIP	\$\$	C
II. C	Urban Forestry	Increase outreach and education on trees and landscaping	Livable	ON	OM	Public	PRG	\$\$\$	B
II. C	Urban Forestry	Ensure the City's urban forester has access to resources	Resilient	ON	OM	Private	PRG	\$\$\$\$	C
II. D	Parks	Increase the amount of park and open space acreage	Equitable	ON	PW	Private	CIP	\$\$\$\$	A
II. D	Parks	Continue to integrate education, arts, and culture into community centers	Livable	ON	PR	Public	PRG	\$\$\$\$	C
II. D	Parks	Ensure safe, accessible park design	Livable	SHORT	PW	Private	PRG	\$	A

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 2: LAND USE AND ENVIRONMENT									
II. D	Parks	Develop innovative park typologies as part of redevelopment	Innovative	SHORT	PLAN	Private	PRG	\$\$	B
II. E	Park Connectivity	Work with appropriate agencies and stakeholders to implement the region's non-motorized loop.	Healthy	SHORT	PR	RTC	CIP	\$\$\$\$	C
II. E	Park Connectivity	Continue to improve bicycle and pedestrian access along major roads and increase safety of alternative transportation.	Healthy	ON	PW	RTC	CIP	\$\$\$\$	C
II. E	Park Connectivity	Revise residential zoning to require a greenway along corridors and limit the use of walls	Healthy	SHORT	PLAN	Private	POL	\$\$	C
II. E	Park Connectivity	Explore public-private partnerships to formalize public access to privately-held open spaces	Innovative	ON	PR	Private	PAR	\$\$	B
II. F	Food & Urban Agriculture	Decrease food deserts and reduce food swamps in low-income, food insecure planning areas, further incentivize the establishment of grocery stores and healthy food retail outlets.	Healthy	MID	PLAN	UNCE	POL	\$\$	D
II. F	Food & Urban Agriculture	Provide at least one accessible community garden for urban agriculture activity in each planning area.	Livable	SHORT	PLAN	UNCE	POL	\$\$	B
II. F	Food & Urban Agriculture	Work closely with the Southern Nevada Food Council, CCSD, the University of Nevada Cooperation Extension, Three Square Food Bank, and other stakeholders to address food insecurity, hunger, and access issues for city residents.	Healthy	LONG	PLAN	UNCE	PAR	\$	B
II. F	Food & Urban Agriculture	Further expand allowable agricultural uses and activities within the community.	Livable	SHORT	PLAN	Private	POL	\$	B
II. G	Environmental Justice	Hire a staff member within the City that has experience with environmental justice.	Equitable	SHORT	PW	CC	PRG	\$	B
II. G	Environmental Justice	Implement the actions from the Land Use Chapter that reduce or eliminate brownfield and greyfield locations.	Healthy	ON	EUD	NDEP	CIP	\$\$\$\$	C
II. G	Environmental Justice	Implement projects and actions from other parts of this plan that improve air and water quality	Healthy	ON	PW	CC	CIP	\$\$\$\$	D
II. G	Environmental Justice	Incorporate environmental justice criteria and priorities into LVMC and continue to enforce environmental regulations and permitting to ensure clean air and water.	Healthy	SHORT	PLAN	CC	POL	\$\$	C
IV. C	Flooding	Continue coordinating with the RFCD and National Weather Service on early warning notificatations and education on the risks of flooding	Resilient	ON	PW	RFCD	PAR	\$\$	A

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 3: ECONOMY AND WORKFORCE									
I. A	Equitable Education	Expand the role and scope of the Department of Youth Development and Social Innovation as a partner to educate City youth	Livable	SHORT	YDSI	CCSD	PRG	\$\$\$\$	B
I. A	Equitable Education	Continue offering and expand supplemental before and after school programs and partnerships to achieve better K-12 educational outcomes	Livable	ON	YDSI	CCSD	PRG	\$\$\$\$	B
I. A	Equitable Education	Develop an educational support program with underperforming CCSD schools to provide additional resources for students and parents	Innovative	SHORT	YDSI	CCSD	PRG	\$\$\$\$	C
I. A	Equitable Education	Resolve to support continuing education, workforce development, and collegiate program to improve post high school educational outcomes	Innovative	MID	YDSI	NDEP	PAR	\$	C
I. A	Equitable Education	Partner with NSHE to expand UNLV and CSN campuses and siting and development of a new state college campus tailored to City of Las Vegas residents with a dedicated focus on granting targeted and specialized 2 and 4 year degrees to further add teacher capacity.	Livable	LONG	YDSI	NSHE	LEG	\$\$\$\$	D
I. B	School Sites	Coordinate with CCSD on future school and facility needs to better integrate school siting, future student growth, and facility needs in city capital improvement programming	Livable	ON	PLAN	CCSD	PAR	\$	C
I. B	School Sites	Resolve to support future bond measures for capital improvement plans that alleviate overcrowding, add classrooms, and eliminate portables	Livable	SHORT	CMO	CCSD	POL	\$	B
I. B	School Sites	For future CCSD school facilities, additions, and expansions, partner with CCSD to acquire land or property for schools where overcrowding exists, expedite permitting and construction and ensure optimal locations of schools within master planned communities	Equitable	SHORT	PLAN	CCSD	PAR	\$	C
I. B	School Sites	Continue working with CCSD on Safe Routes to School for existing and future schools	Healthy	ON	PW	CCSD	PRG	\$	A
I. B	School Sites	As part of a larger legislative request, coordinate with CCSD to enable additional development funding for school construction	Equitable	SHORT	CMO	CCSD	LEG	\$	D
I. B	School Sites	Work with CCSD to ensure dedicated magnet schools and academies and special and alternative schools are built and equitably distributed so additional seats are available	Equitable	SHORT	YDSI	CCSD	PAR	\$	C
I. B	School Sites	Better assess new charter and private school development, while accommodating their construction	Equitable	ON	PLAN	Private	POL	\$	B
II. A	Econ. Dev't	Participate in the drafting of future iterations of the Comprehensive Economic Development Strategy (CEDs) and develop a strategic plan that specifically aligns and implements the strategy	Innovative	ON	EUD	LVGEA	POL	\$	B
II. A	Econ. Dev't	Partner with regional organizations to incentivize and attract new businesses with well-paying jobs to targeted sectors	Innovative	ON	EUD	LVGEA	INC	\$	C
II. A	Econ. Dev't	Foster a low cost and responsibly regulated business environment where small businesses can grow and thrive	Livable	ON	PLAN	LVGEA	POL	\$	B

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 3: ECONOMY AND WORKFORCE									
II. A	Econ. Dev't	Collaborate, expand, and contribute to regional workforce development efforts with key education stakeholders and providers	Livable	ON	EUD	NSHE	PAR	\$\$\$\$	D
II. B	Redev't	Update and adopt a Redevelopment Plan for both RDA-1 and RDA-2 in alignment with this plan and the Vision 2045 Downtown Las Vegas Masterplan	Livable	SHORT	RDA	Private	POL	\$	C
II. B	Redev't	Modify the RDA's TIF program for specific identified purposes and to capture added value.	Livable	SHORT	RDA	Private	POL	\$	C
II. B	Redev't	Consider selective expansion of redevelopment areas consistent with Land Use goals and the 2050 General Plan to ensure redevelopment, small business development, and the ability to attract major large employers that are aligned with the Comprehensive Economic Development Strategy (CEDs)	Innovative	MID	RDA	Private	INC	\$	D
II. C	Public Finance	Work to attain reasonable legislative changes that permit flexibility in revenue generation.	Equitable	SHORT	CMO	NV	LEG	\$	D
II. C	Public Finance	Adopt budget savings and government efficiency measures.	Equitable	SHORT	FIN	Private	PRG	\$	C
II. C	Public Finance	Maintain accessible and transparent budgets, audits, and reviews of City expenditures.	Equitable	ON	CMO	Private	PRG	\$	A
II. C	Public Finance	Resolve to align the annual budget and capital improvement projects to achieve outcomes of the master plan.	Livable	ON	CMO	Private	POL	\$	B
III. A	Housing	Diversify and improve housing stock to include a range of building types and “missing middle” housing appropriate for transit-oriented developments	Livable	MID	PLAN	Private	PRG	\$	C
III. A	Housing	Integrate affordable housing into the place types identified in the Land Use Chapter through the use of zoning regulations and other enabled policies	Livable	SHORT	PLAN	Private	POL	\$	C
III. A	Housing	Amend LVMC Title 19 to remove affordability barriers and to allow more mixed residential dwelling unit types in areas of transformation and enhancement, including accessory dwelling units, garage conversions, casitas, or granny flats, with selective applications in areas of preservation	Livable	SHORT	PLAN	Private	POL	\$	B
III. A	Housing	Accommodate a population increase of approximately 309,000 new residents by constructing approximately 110,000 new dwelling units, of which 121,000 of the City's total 366,535 projected units must be affordable or meet HUD's affordability criteria	Equitable	LONG	PLAN	SNRHA	PRG	\$	C
III. B	Homeless	Adopt and annually evaluate the City's Homeless Strategic Plan designed to guarantee that basic needs are met in the community and ensure it is in alignment with Help Hope Home, the Southern Nevada Continuum of Care and other regional efforts	Livable	SHORT	OCS	CoC	PRG	\$	A
III. B	Homeless	Employ direct homelessness prevention measures and a “Housing First” strategy to quickly and efficiently serve at-risk or homeless individuals	Livable	ON	OCS	CoC	PRG	\$\$\$\$	D
III. B	Homeless	Provide intervention services, to serve as a basic temporary resource and provide a pathway out of homelessness	Livable	ON	OCS	CoC	PRG	\$\$\$\$	B

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 3: ECONOMY AND WORKFORCE									
III. B	Home-less	Develop sustainable funding streams and resources that can be leveraged and applied to combatting homelessness	Equita-ble	SHORT	CMO	CoC	PAR	\$\$\$\$	C
III. B	Home-less	Educate the community and homeless individuals and families on homelessness issues while thoughtfully mitigating impacts of homelessness on the community	Livable	SHORT	CMO	CoC	PRG	\$\$\$	A

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 4: SYSTEMS AND SERVICES									
I. A	Complete Streets	To reduce VMT and diversify the City’s modal split, adopt the “Layered Complete Street Network” as part of the Master Plan for Streets and Highways, and construct the recommended improvements essential for traffic management, safety, and regional economic development.	Livable	ON	PW	RTC	CIP	\$\$\$\$\$	B
I. A	Complete Streets	Achieve a jobs-housing balance through the adoption of TOD placetypes	Livable	SHORT	PLAN	RTC	POL	\$\$	B
I. A	Complete Streets	Infrastructure must be well maintained by properly allocating funding and resources	Livable	ON	OM	RTC	CIP	\$\$\$\$\$	C
I. A	Complete Streets	Further reduce VMT, congestion, wasted time, and emissions by working with regional partners to embrace transit, TDM, TSM, carpooling, ridesharing, and other transporation solutions.	Resilient	ON	PW	RTC	PAR	\$\$\$	B
I. B	Transit	Working with RTC, resolve to build and implement the key recommendations of the On Board Mobility Plan	Livable	MID	PW	RTC	PAR	\$\$\$\$\$	D
I. B	Transit	Implement the placetypes recommended in the Land Use chapter to facilitate mixed-use TOD, infill, and redevelopment within proximity of quality public transportation.	Livable	SHORT	PLAN	RTC	POL	\$\$	B
I. B	Transit	Work with RTC to ensure equitable transit funding.	Equita-ble	MID	PW	RTC	LEG	\$\$\$\$	D
I. C	Smart Systems	Construct a citywide fiber network to support the development of IoT, mobility, public safety, and other applications	Innova-tive	SHORT	IT	TEL	CIP	\$\$\$\$\$	C
I. C	Smart Systems	Fully leverage Downtown Las Vegas and Nu Wav Kaiv as innovation centers for future smart infrastructure where opportunities to leverage light manufacturing and aerospace, UAV, autonomous technologies, and supportive military or defense activities can exist.	Innova-tive	SHORT	EUD	LVPT	INC	\$\$\$	C
I. C	Smart Systems	Further enable the electrification of transportation by continuing to develop vehicle charging infrastructure	Innova-tive	ON	PW	UTIL	CIP	\$\$\$\$	B
II. A	Water	Community water consumption will be reduced to 105 GPCD by 2035 and 90 GPCD by 2050, consistent with SNWA's Water Resources Plan	Resilient	ON	PLAN	SNWA	PAR	\$\$\$\$	B
II. A	Water	CLV municipal operations shall reduce total annual water consumption , covering the sectors of buildings and facilities, park and landscaping, and wastewater treatment	Resilient	ON	OM	LVVWD	CIP	\$\$\$\$	B

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 4: SYSTEMS AND SERVICES									
II. A	Water	LVVWD incurs no violation of Safe Drinking Water Act/EPA drinking water rules for chemical and microbial contaminants and turbidity	Healthy	ON	PW	LVVWD	PAR	\$	B
II. A	Water	The City remains in compliance with its NPDES permit with no violations of Clean Water Act effluent and reporting guidelines for all treated wastewater	Healthy	ON	PW	SNWA	PRG	\$	B
II. A	Water	The City incurs no major NPDES violations on its MS4 permit for stormwater quality	Healthy	ON	PW	RFCD	PRG	\$	B
II. B	Energy	Continue leading municipal clean energy efforts	Resilient	ON	PLAN	UTIL	CIP	\$\$\$\$	B
II. B	Energy	Expand community renewable energy, energy conservation, storage, and green building efforts	Resilient	SHORT	PLAN	UTIL	CIP	\$\$\$\$\$	B
II. B	Energy	Study, determine the feasibility, and/or implement City energy programs in partnership with the region’s utilities	Resilient	SHORT	CMO	UTIL	PAR	\$\$	B
II. B	Energy	Electrify transportation by developing a robust EV charging network	Resilient	ON	PW	UTIL	CIP	\$\$\$\$	B
II. C	Waste	Work collaboratively to educate the public on proper recycling, determine additional opportunities to increase waste diversion rates, and address special waste streams while ensuring waste costs are kept low	Resilient	SHORT	PLAN	REP	PAR	\$\$	A
II. C	Waste	Continue working with public agencies, non-profits, and members of the public to collaborate on waste clean-up events/ programs	Healthy	SHORT	OCS	Public	PAR	\$	B
II. C	Waste	Ensure a continued commitment to waste reduction and recycling for municipal operations	Resilient	SHORT	OM	REP	PRG	\$\$\$	C
II. C	Waste	Require the provision of single-stream recycling service at multi-family and commercial properties	Livable	SHORT	PLAN	REP	POL	\$	D
II. D	GHG Emis-sions	Emerge as a carbon neutral municipality	Resilient	LONG	PLAN	UTIL	PRG	\$\$\$\$\$	D
II. D	GHG Emis-sions	Continue implementing community-wide energy efficiency and renewable energy programs for power generation and residential, commercial, and industrial sectors, while increasing waste diversion rates	Resilient	ON	PLAN	UTIL	PAR	\$\$\$\$\$	B
II. D	GHG Emis-sions	Focus efforts to improve transportation-based emissions through vehicle miles traveled (VMT) reduction and modal shifts, transit-oriented develoment (TOD), infill, and redevelopment, and transportation electrification	Resilient	LONG	PLN	RTC	PRG	\$\$\$\$\$	D
III. A	Public Facilities	While additional facility space isn’t immediately required, during future CIP planning, strategically identify priority service needs and resources, whether provided by City, County, regional, state, or Federal providers, including the needs of priority populations and priority planning areas for evaluation to ensure adequate and equitable access to public resources.	Equita-ble	LONG	PW	Private	CIP	\$\$\$\$\$	C
III. A	Public Facilities	Implement the City’s Sewer Facilities Plan to ensure wastewater treatment needs are met, especially in areas anticipated for infill and redevelopment.	Livable	MID	PW	Private	CIP	\$\$	C

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 4: SYSTEMS AND SERVICES									
III. A	Public Facilities	Continue proactive coordination with above ground and underground wet and dry utilities to ensure infrastructure is in place, the development process is smooth, and disturbances to pedestrian, bicycle, and vehicular rights of way are minimized.	Livable	ON	PLAN	UTIL	PAR	\$	C
III. A	Public Facilities	Collaborate with the Las Vegas-Clark County Library District to site and locate additional facilities in underserved and future growth areas.	Equitable	SHORT	PLAN	LVCC-LD	CIP	\$	B
III. A	Public Facilities	Dedicate more places and spaces for the arts.	Livable	ON	CA	Private	CIP	\$\$\$	B
III. B	Public Health	Adopt a Health-in-all-Policies statement and commit to increased partnerships with the Southern Nevada Health District and health care providers to improve key personal health care indicators	Healthy	SHORT	CMO	SNHD	PAR	\$	B
III. B	Public Health	Complete the build-out of the UNLV School of Medicine and leverage the Las Vegas Medical District to ensure training, recruitment, and retention of doctors and nurses to overcome shortages	Innovative	MID	EUD	UNLV	PAR	\$\$\$\$\$	C
III. B	Public Health	Develop a City-specific Community Health Needs and Public Health System Assessment addressing personal health Indicators and health care facilities citywide and their accessibility.	Healthy	SHORT	OCS	SNHD	PRG	\$	B
IV. A	Public Safety	Continue to adequately train, equip, and fund public safety personnel and officers to remain a trusted resource that quickly responds to calls for service.	Healthy	ON	PS	FR	PRG	\$\$\$\$	A
IV. A	Public Safety	Construct the recommended public safety capital projects to provide adequate police and fire protection coverage when need is warranted .	Livable	ON	PS	LVMPD	CIP	\$\$\$\$\$	C
IV. A	Public Safety	Improve built environment safety and adopt a safe communities strategic plan with an approach that balances property and violent crime prevention with community needs.	Livable	SHORT	PS	LVMPD	PRG	\$	C
IV. A	Public Safety	Increase fire prevention and emergency response efforts.	Healthy	ON	FR	Public	PRG	\$	A
IV. A	Public Safety	Develop Safe Communities strategies for planning areas to facilitate an understanding of public safety concerns.	Livable	SHORT	PS	LVMPD	PAR	\$	C
IV. B	Hazards	Develop hazard prevention, mitigation, vulnerability and recovery frameworks that apply to hazards	Resilient	SHORT	OEM	CC	PRG	\$	A
IV. B	Hazards	Continue infrastructure investments for natural hazards with greatest vulnerability, especially drought, flooding, and seismic activity.	Resilient	ON	PW	MULTI	CIP	\$\$\$\$\$	C
IV. B	Hazards	Prepare for long-term, seasonal hazards such as extreme heat by investing in cooling infrastructure and developing urban design standards that mitigate the urban heat island effect.	Resilient	SHORT	PLAN	DEV	PAR	\$\$\$\$	B
IV. B	Hazards	To lessen economic severity of all types of hazards, develop a comprehensive economic recovery framework that's context sensitive and adaptable to a variety of hazard scenarios.	Resilient	SHORT	EUD	LVGEA	PRG	\$	B

Sec.	Topic	Key Action	Prime Guiding Principle	Timing	Lead Dept.	Partner	Tool	Cost	Ease
CHAPTER 4: SYSTEMS AND SERVICES									
IV. B	Hazards	Increase funding reserves and rainy-day funding to ensure adequate resources are available for emergency operations, preparedness, and response.	Resilient	ON	FIN	NV	LEG	\$\$\$\$\$	B
IV. C	Flooding	Construct the recommended improvements contained within the RFCD's Master Plan to eliminate as much of the FEMA designated flood zone within the City as possible, thereby protecting residents and property.	Resilient	LONG	PW	RFCD	CIP	\$\$\$\$	C
IV. C	Flooding	Determine the effect an increasingly active monsoonal season may have on storm water infrastructure.	Resilient	SHORT	PW	RFCD	CIP	\$	B
IV. C	Flooding	Increase the number of multi-use facilities and utilize low-impact development and other natural drainage techniques	Livable	LONG	PW	RFCD	CIP	\$\$\$	C

