



# City of Las Vegas

Fiscal Year 2027-2031  
Citywide Strategic Plan

[lasvegasnevada.gov](http://lasvegasnevada.gov)



**CORE PURPOSE:**

**BUILDING COMMUNITY TO MAKE LIFE BETTER**

**CORE VALUES:**

**KIND | COMMITTED | SMART**

**STRATEGIC ANCHORS:**

**SUSTAINABLE | ICONIC | SERVICE VALUE**



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# Acknowledgments

## Las Vegas City Council



*Shelley Berkley*  
Mayor



*Brian Knudsen*  
Mayor Pro Tem Ward 1



*Olivia Díaz*  
Councilwoman Ward 3



*Francis Allen-Palenske*  
Councilwoman Ward 4



*Nancy E. Brune*  
Councilwoman Ward 6



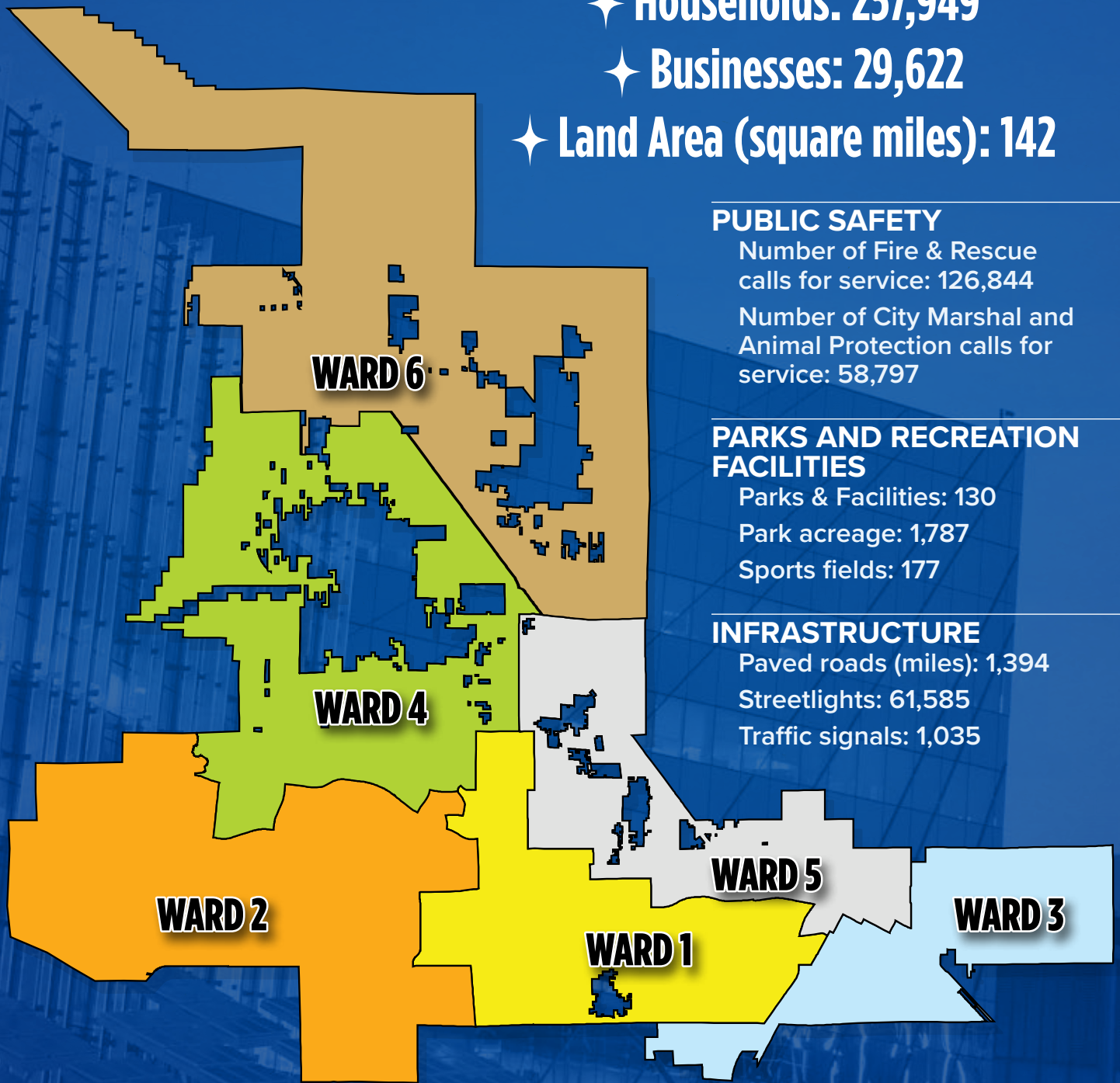
*Shondra Summers-Armstrong*  
Councilwoman Ward 5



*Kara Kelley*  
Councilwoman Ward 2

# Statistics At-A-Glance

- ✦ City of Las Vegas Population: 691,886
- ✦ Las Vegas Valley Population: 2,465,431
- ✦ Households: 257,949
- ✦ Businesses: 29,622
- ✦ Land Area (square miles): 142



## PUBLIC SAFETY

Number of Fire & Rescue calls for service: 126,844

Number of City Marshal and Animal Protection calls for service: 58,797

## PARKS AND RECREATION FACILITIES

Parks & Facilities: 130

Park acreage: 1,787

Sports fields: 177

## INFRASTRUCTURE

Paved roads (miles): 1,394

Streetlights: 61,585

Traffic signals: 1,035

# A Message from the Mayor



Las Vegas is a diverse and dynamic city that continues to grow as we build community to make life better. The city champions a strong culture of strategic planning, collaboration and performance excellence to ensure residents, visitors, businesses and organizations have the services they need to thrive.

The Fiscal Year 2027–2031 Citywide Strategic Plan reflects the work of cross-departmental teams who partner closely with community stakeholders to advance shared priorities and ultimately make our city a better place to live. Employees across the organization monitor progress, measure outcomes and ensure that each initiative delivers meaningful value to the people of Las Vegas. Together, these efforts reinforce our commitment to providing high-quality, evolving services, supporting sustainable growth and transforming bold, visionary ideas into real benefits for our community.

Thank you for taking the time to review the Citywide Strategic Plan and thank you for being a part of our fabulous community.

*Shelley Berkley*  
Shelley Berkley  
Mayor



# A Message from the City Manager



The city of Las Vegas is a vibrant, fast-growing community of more than 690,000 residents spanning across 142-square-miles. The city is supported by an expansive network of roadways and infrastructure, bicycle and pedestrian trails, more than 130 parks, recreation, and cultural facilities and dedicated city employees who take great pride in making our city a great place to live, work, and play.

Throughout Las Vegas, neighbors come together and create a sense of community that the city is known for. From Downtown Las Vegas to our newest neighborhoods in Summerlin, Centennial Hills, and Skye Canyon, the city continues to evolve while honoring its unique history.

Across every neighborhood and initiative like this new strategic plan, the city remains committed to its core purpose: Building Community to Make Life Better.

A handwritten signature in white ink that reads "Mike Janssen". The signature is fluid and cursive, written in a professional style.

Mike Janssen  
City Manager



# The Strategic Planning Process

The development of the Fiscal Year (FY) 2027–2031 Citywide Strategic Plan was conducted through a structured, data-driven and collaborative process designed to ensure alignment between community needs, organizational capacity and the city’s long-term vision. The following summarizes the major phases of the planning effort.

## Environmental Scan and Current-State Assessment

The process began with an environmental scan led by the Office of Strategic Services (OSS). City leadership participated in a full-day summit to examine the internal and external conditions influencing the organization. Using the Political, Economic, Sociological and Technological (PEST) analysis and measuring the city’s Strengths, Weaknesses, Opportunities and Threats (SWOT), participants assessed key trends, emerging challenges and potential opportunities shaping the city’s operating environment. OSS consolidated these findings into a comprehensive current-state analysis to inform subsequent decision-making.

## Community and Employee Input

To ensure the plan reflected both community expectations and organizational insight, surveys were distributed to residents and city employees. Feedback from these surveys helped identify key priority areas to help guide the city’s work for the next five years.

## Establishment of Citywide Priorities

During a Special City Council Meeting facilitated by an external consultant, the City Council reviewed the current-state analysis and formally identified and adopted the priority areas that would shape the new strategic plan. These priorities established the framework for developing the city’s long-term strategic objectives.

## Development of Strategic Objectives

City leadership convened for a full-day retreat to draft strategic objectives for each priority area. These objectives articulate the outcomes the city aims to achieve over the five-year planning period.

## Identification of Key Performance Indicators (KPIs)

Departments collaborated to identify Key Performance Indicators (KPIs) that would measure progress toward each strategic objective. KPIs serve as quantifiable metrics that allow the organization to monitor performance and assess effectiveness. Lead and support departments were assigned to each objective and tasked with developing strategies and action plans to guide implementation.

## Council Review and Feedback

Draft objectives and KPIs were presented to the Mayor and City Council through briefings and individual meetings. These discussions provided opportunities to review content, clarify details, address questions and incorporate feedback prior to finalizing the plan.

## Strategy Development and Alignment

With support from OSS, department leaders engaged staff at all levels to develop strategies and SMART Goals (goals that are Specific, Measurable, Achievable, Relevant and Time-bound). These sessions ensured that priorities were translated into actionable direction, supported organizational alignment and strengthened accountability and decision-making.

## Approval and Implementation

Following approval by the City Manager’s Office and formal adoption by the City Council, the FY 2027–2031 Citywide Strategic Plan will begin implementation on July 1, 2026. Departments will execute their assigned strategies and report quarterly progress to executive leadership. Annual progress for the prior fiscal year will be reported to the Las Vegas City Council and shared with the public. Each year, staff will review the strategies and may adjust as needed to ensure continued progress toward the city’s long-term objectives.



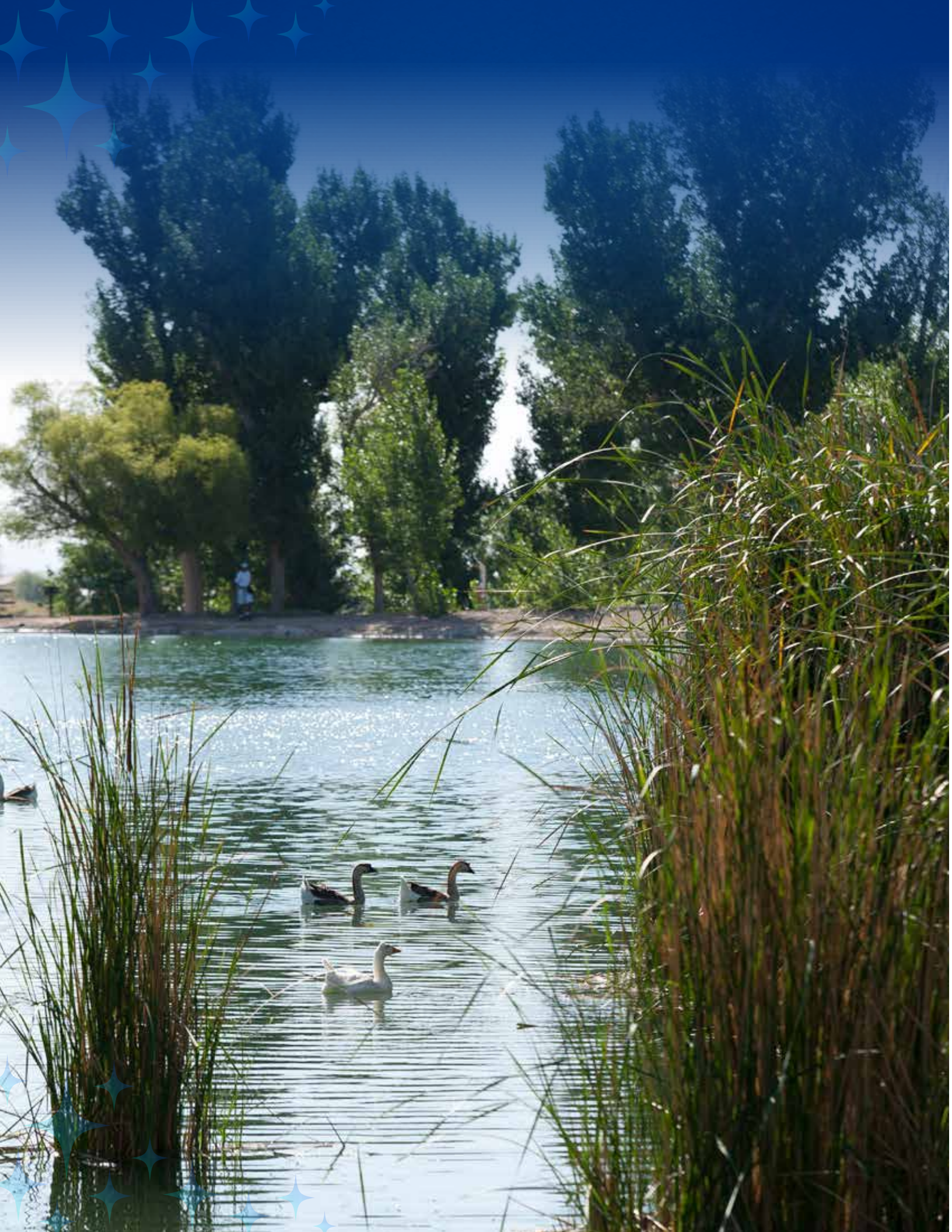
**Develop Strategies & 1-year Action Plans**

**Implement Strategies & Action Plans**

**Monitor Progress**

**Quarterly Check-In Meetings**

**Report Annual Plan & Improve where needed**



# Priority Focus Areas



**Public Safety**



**Healthcare**



**Economic Development**



**Housing and Homelessness**



# Public Safety

The Public Safety priority focuses on building a community where residents, businesses and visitors feel protected, supported and confident in the systems designed to keep them safe. The priority objectives emphasize proactive prevention, collaborative policing\*, data informed decision making and community trust, aligning with the city's long standing commitment to safety and quality of life. The public safety priority objectives are outlined in the next section, along with key strategies that will guide implementation in fiscal year 2027. Progress will be measured using the performance indicators noted on the next page.

*\*The Deputy City Marshals exercise concurrent policing authority with the Las Vegas Metropolitan Police Department within the boundaries of the city of Las Vegas. They work closely with Metro Police and neighboring agencies to provide services to the community.*



## **Objective 1: Decrease traffic fatalities and serious injuries on city roads to improve safe mobility for the community**

- Incorporate Vision Zero elements and safety improvements into roadway reconstruction and rehabilitation program
- Use Highway Safety Improvement Program grant funding to deliver neighborhood traffic calming projects on residential streets
- Assess and inventory previous traffic safety campaigns to determine the most effective approach for the city’s next campaign

## **Objective 2: Implement strategies to prevent crime and enable our community to feel safe**

- Audit existing accessible data sources to improve data utilization within the Department of Public Safety
- Incentivize urban and event programming (i.e., FEED The Block) that increases involvement, participation, and perception in downtown districts
- Administer security improvement grants to incentivize public safety investments
- Develop a Crime Strategy Support Program to increase officer presence and reduce crime through data-driven and evidence-based methods

## **Objective 3: Improve the city’s preparedness and emergency response capabilities to meet the needs of our expanding community**

- Conduct bi-annual table-top exercises to identify gaps in emergency preparedness
- Conduct annual emergency incident simulations to improve emergency response capabilities across agencies
- Explore technology to improve emergency response capabilities
- Implement artificial intelligence (AI) powered RapidSOS capabilities in dispatch center to enhance emergency response

## **Objective 4: Improve community perceptions of the criminal justice system to foster trust, collaboration and awareness of services**

- Develop resource pamphlets for victims of crime
- Plan a public safety open house at Municipal Court
- Expand outreach efforts to increase community-oriented engagement events
- Launch a communications plan to improve public understanding of the Municipal Court process

### **Performance Indicators**

- ✦ Number of safety improvements
- ✦ Number of fatal vehicular crashes
- ✦ Number of serious injuries from vehicular crashes
- ✦ Percent of reduction in crime
- ✦ Percent of residents reporting they feel safe
- ✦ Percent of people reporting having an emergency preparedness plan
- ✦ Number of successful emergency operations center activation exercises
- ✦ Percent of people reporting trust of criminal justice system through community survey

# Healthcare

The Healthcare priority aims to strengthen the community's overall health and well-being by expanding access to essential services, growing the healthcare workforce and improving care delivery for residents with the greatest needs. It recognizes that a healthy city relies on timely, equitable access to providers, effective crisis response systems and opportunities for residents to engage in an active lifestyle. The healthcare priority objectives are outlined in the next section, along with key strategies that will guide implementation in fiscal year 2027. Progress will be measured using the performance indicators noted on the next page.



## **Objective 1: Expand and retain healthcare workforce across priority occupations to ensure timely and equitable access to high demand providers**

- Expand healthcare ecosystem within the Las Vegas Medical District
- Incentivize healthcare property owners to increase capacity
- Recruit and attract healthcare businesses/services
- Develop more housing units and childcare services for healthcare students/workers
- Partner with UNLV to increase the behavioral health workforce and clinical services

## **Objective 2: Increase community access to healthcare for residents in need**

- Implement outreach and engagement to educate the community on importance of primary care and connect residents to a primary care/home provider
- Establish formal partnerships with insurance providers for underserved residents
- Sustain and expand 911 Crisis Response Team coverage and leverage the new 988 Lifeline Crisis Response System
- Increase preventive care utilization among city employees
- Create a campaign to educate the public on when to use 988 versus 911

## **Objective 3: Enhance street-medicine and delivery of crisis intervention services to improve patient outcomes and limit over-burdening of hospitals**

- Implement outpatient psychiatric services at the Homeless Resource Center and adjacent Health and Wellness Center, and inpatient psychiatric services at the Recuperative Care Center
- Guide citizens in need to healthcare resources through partnerships and software improvements
- Increase access to Crisis Stabilization Center
- Coordinate with local courts to develop and implement at least one new resource or program designed to increase access to services for inmates

## **Objective 4: Increase access to fitness and recreation infrastructure to support wellbeing, reduce healthcare costs and improve health outcomes**

- Evaluate gaps in fitness needs for community
- Complete and implement the Fitness Court Master Plan
- Leverage Recreational Trails Program grant funding to implement the Bureau of Land Management trail plan
- Implement a campaign to educate the public on our multi-use trail system and encourage the public to use it

### **Performance Indicators**

- ✦ Number of healthcare professionals by top occupations in need
- ✦ Percent of people who have a primary healthcare provider
- ✦ Percent diverted from emergency rooms
- ✦ Percent diverted from Las Vegas detention center
- ✦ Percent utilization of Crisis Stabilization Center
- ✦ Number of people transported to Crisis Stabilization Center
- ✦ Number of fitness amenities
- ✦ Number of unique fitness pass users
- ✦ Number of users on the city's multi-use trail system

# Economic Development

The Economic Development priority focuses on building a diverse, resilient and opportunity-rich economy that supports long-term prosperity for all residents. The city aims to strengthen its economic foundation by improving infrastructure, expanding job training opportunities, attracting quality employers, revitalizing vacant properties and supporting arts and cultural projects that boost community vibrancy and economic growth. The economic development priority objectives are outlined in the next section, along with key strategies that will guide implementation in fiscal year 2027. Progress will be measured using the performance indicators noted on the next page.



## **Objective 1: Pursue opportunities to secure dedicated funding sources to maintain existing infrastructure, support redevelopment and reduce long-term deferred maintenance burdens**

- Complete the study of Redevelopment Area 3
- Research best practices to address deferred maintenance on public and private assets
- Strategically direct federal dollars toward new construction projects to preserve local funds for maintenance and operations

## **Objective 2: Create, expand, and/or support workforce development and training opportunities for unemployed and underemployed individuals to increase job attainment in high wage, high demand career pathways**

- Create digital advertising campaign for workforce development and training opportunities
- Partner with College of Southern Nevada to deliver occupational skills in high demand sectors via new education and training centers (i.e., WETC, ETC, and METC)
- Explore additional partnerships for pre-apprenticeship training in construction trades

## **Objective 3: Attract and support businesses that diversify our economy and provide full-time, stable jobs**

- Audit processes to improve speed and predictability of doing business with the city
- Activate events, deepen business engagement, strengthen key partnerships, and elevate visibility for talent and investment
- Use video storytelling to highlight business opportunities
- Leverage private investment in broadband infrastructure to attract more remote workers to our city

## **Objective 4: Reduce impact of vacant/abandoned buildings to revitalize communities**

- Adopt a formal program to address vacant/abandoned buildings
- Utilize outreach and incentives to increase occupancy of vacant commercial buildings
- Identify opportunity sites to convert vacant Class B and Class C office buildings to residential properties (i.e., adaptive reuse)

## **Objective 5: Support the development of cultural projects and performance venues that expand entertainment opportunities, strengthen the local arts ecosystem and drive economic activity**

- Evaluate current business licensing and permitting processes to identify regulatory barriers, redundancies, and gaps
- Implement a mural opportunity for artwork on fitness courts and other city assets to support the development of cultural arts

### **Performance Indicators**

- ✦ Funding amount to support redevelopment & reduce long-term deferred maintenance burdens
- ✦ Number of new funding opportunities pursued
- ✦ Number of jobs attained by participants in city-supported workforce programs
- ✦ Amount of funding or in-kind support for workforce programs
- ✦ Industry job rates
- ✦ Number of new business licenses in target industries
- ✦ Number of buildings vacant and abandoned
- ✦ Number of properties redeveloped
- ✦ Number of new cultural projects
- ✦ Funding invested into cultural projects and performance venues

# Housing and Homelessness

The Housing and Homelessness priority focuses on expanding affordable and attainable housing, strengthening homeless services and preventing residents from losing their homes. Its aim is to increase access to supportive programs, improve public awareness of available resources and secure sustainable funding to ensure people in need can achieve stability and long-term self-sufficiency. The housing and homelessness priority objectives are outlined in the next section, along with key strategies that will guide implementation in fiscal year 2027. Progress will be measured using the performance indicators noted on the next page.



## **Objective 1: Pursue opportunities to secure dedicated funding sources to ensure the city is equipped to provide quality homeless services and effective housing programs**

- Dedicate staff time to pursue grant and philanthropic funding for homeless services and housing programs
- Pursue state legislation to retain the current redevelopment agency set-aside of 9% for affordable housing

## **Objective 2: Increase access to affordable and attainable housing**

- Complete Economic Impact Report for Jackson Avenue
- Engage the community stakeholders to better understand legislative priorities for attainable housing
- Identify candidate sites to leverage Tax Increment Financing for Transit-Oriented Development legislation

## **Objective 3: Expand access to services for the unhoused population to help them achieve self-sufficiency**

- Finalize program design to expand transitional housing projects
- Enhance Courtyard Homeless Resource Center programs, such as targeted case management
- Leverage existing contracts for improved service rates

## **Objective 4: Increase public knowledge of resources and benefits related to homeless services and housing affordability**

- Create specialized training for city employees - including Public Safety and Las Vegas Fire and Rescue teams - to strengthen their understanding of homeless services
- Develop and distribute resource cards and trifold pamphlets to support victims of crime and individuals experiencing homelessness
- Promote stories to local news media outlets regarding the revamped MORE (Multi-agency Outreach Resource Engagement) team

## **Objective 5: Implement homeless prevention initiatives to stop individuals and families from experiencing homelessness**

- Integrate the city's Prevention Program into the eviction-court process by partnering with legal and court agencies, creating a shared referral workflow, training staff, developing informational materials and launching coordinated eviction-related referrals
- Use existing software to receive and process Prevention, Diversion and Ticket to Home Program applications to reduce staff workload and increase capacity

## **Performance Indicators**

- ✦ Funding amount for homeless services and housing programs
- ✦ Number of affordable and attainable housing units in city of Las Vegas
- ✦ Number of people accessing homeless services
- ✦ Percent of people showing awareness of resources and how to access them
- ✦ Number of households provided prevention services

## Resources

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2023 City of Las Vegas Community Survey Findings Report

2025 City of Las Vegas Employee Strategic Priority Survey Results

2025 City of Las Vegas Community & City Employee Objective Planning Survey Results

Appendix of Fiscal Year 2027 Priority Objectives – Strategies

[www.lasvegasnevada.gov/StrategicPlanResources](http://www.lasvegasnevada.gov/StrategicPlanResources)



**City of Las Vegas**

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