

2020 CITYWIDE STRATEGIC PLAN (3 – 5 YEARS)

PRIORITY I: PUBLIC SAFETY

OBJECTIVES:

- Implement crime preventive strategies through the development of public trust and community policing programs
- Increase level of safety and satisfaction with law enforcement, fire and medical and judicial services by improving quality of life for our residents, businesses, and visitors
- Address nuisance impacts to businesses and neighborhoods through increased homelessness mitigation efforts
- Develop multi-disciplinary human services to support the public safety system

GOAL I: NEIGHBORHOOD REVITALIZATION

Reenergize and promote neighborhood revitalization programming through collaboration

GOAL II: COMMUNITY & LAW ENFORCEMENT PARTNERSHIPS

Strengthen relationships with the community and law enforcement to respond to diverse needs

GOAL III: ALTERNATIVES TO INCARCERATION

Afford low-level offenders the opportunity to have alternatives to incarceration

PRIORITY II: HEALTHCARE

OBJECTIVES:

- Expand health care services, mental health, and substance abuse services for at-risk populations, including the homeless
- Develop a stronger public health system through public/private partnerships that support the health and wellbeing of the community
- Facilitate development of the Medical District to provide reliable access to medical services consistently throughout the community
- Support efforts to improve technical and higher education in the healthcare field to include research
- Foster the environment for employment opportunities for healthcare professionals in the community (UNLV Medical School)

GOAL I: HEALTHCARE PROGRAMS

Expand healthcare access through community partnerships

GOAL II: CORPORATE RESPONSIBILITY

Align city's marketing strategy to fit into corporate responsibility missions

GOAL III: MENTAL HEALTH RESOURCES

Enhance assistance to connect at-risk and vulnerable populations with mental health

PRIORITY III: DIVERSIFY ECONOMY

OBJECTIVES:

- Incentivize private investment to increase business development and housing options
- Support education from Pre-K through workforce development to prepare for the increasing needs in the high-demand labor markets
- Evaluate zoning and licensing restrictions to allow for new types of business development
- Support large scale business development in the undeveloped portion of the city

GOAL I: INFRASTRUCTURE FOR CONNECTIVITY

Expand broadband connectivity and mobility infrastructure equitably across the city

GOAL II: START-UPS

Streamline the process for start-up businesses to support new innovative opportunities and industry

GOAL III: BIG BOX STORES

Facilitate opportunities for redevelopment of underperforming big box stores and strip centers



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GOAL I: NEIGHBORHOOD REVITALIZATION: Reenergize and promote neighborhood revitalization programming through collaboration

SI1: Develop and implement community outreach program to educate and resolve code violations and improve neighborhood conditions in aging neighborhoods (bilingual)

- KPI1: Number of city of Las Vegas hosted community events (Neighborhood Revitalization Program) to improve condition(s) in declining neighborhoods

SI2: Increase mixed income housing (i.e., vertical density)

- KPI1: Increase in subsidized affordable and mixed-income housing units constructed

SI3: Implement Volunteers-In-Parks programs for playgrounds/tree planting to improve the environmental quality of parks

- KPI1: Community satisfaction survey rate for city of Las Vegas parks
- KPI2: Number of city hosted major community park clean-up events

SI4: Enhance citywide mural program to revitalize neighborhoods to promote community pride, reduce crime and graffiti

- KPI1: Number of painted outdoor community murals



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GOAL II: COMMUNITY AND LAW ENFORCEMENT

PARTNERSHIPS: Strengthen relationships with the community and law enforcement to respond to diverse needs

SI1: Engage the community to increase awareness of public safety services

- KPI1: Number of community-oriented engagement events to promote awareness of public safety services

SI2: Establish and expand community youth mentor programming in collaboration with community organizations (e.g., The Harbor, TAPS Academy, SJP, My Brother's Keeper, Clark County School District, Batteries Included)

- KPI1: Number of positive interactions between law enforcement and youth through strategic juvenile diversion programs and city of Las Vegas partnerships
- KPI2: Number of hours youth participants engage in positive involvement through leadership, workforce training, personal and social development, and mentoring opportunities



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GOAL III: ALTERNATIVES TO MISDEMEANOR INCARCERATION: Afford low-level offenders the opportunity to have alternatives to incarceration

SI1: Enhance diversion programs to connect vulnerable populations with mental health resources to reduce incarceration (e.g., mental health and substance abuse)

- KPI1: Number of participants in Municipal Court Educational and Specialty Court programs
- KPI2: Percentage of Municipal Court Educational or Specialty Court program participants who complete program requirements and did not re-offend with a like conviction in Clark County within 3 years of completion
- KPI3: Percentage of pretrial offenders released on their own recognizance, with certain conditions, in lieu of incarceration

SI2: Explore and expand alternatives to incarceration (e.g., house arrest, specialty courts, misdemeanor work program)

- KPI1: Percentage reduction in the number of individuals sentenced to jail time, excluding traffic offenses
- KPI2: Average daily inmate population
- KPI3: Number of individuals given a citation or warning in lieu of arrest (alternative to misdemeanor incarceration)



PRIORITY II: HEALTHCARE

OBJECTIVES:

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- Facilitate development of the Medical District to provide reliable access to medical services consistently throughout the community
- Support efforts to improve technical and higher education in the healthcare field to include research
- Foster the environment for employment opportunities for healthcare professionals in the community (UNLV Medical School)

GOAL I: HEALTHCARE PROGRAMS: Expand healthcare access through community partnerships

SI1: In collaboration with other agencies, establish Health and Wellness centers in underserved communities to reduce health disparities

- KPI1: Number of new health and wellness centers developed in medically underserved areas

SI 2: Leverage the Medical District to expand health services academic programs (Higher Education and Clark County School District) and research facilities

- KPI1: Number of health service disciplines in the Las Vegas Medical District (UNLV and Cleveland Clinic health service programs)
- KPI2: Increase square footage of research laboratory space within the Las Vegas Medical District

SI3: Pursue opportunities for a specialized hospital for children

- KPI1: Percentage of specialized children's hospital development plan completed



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GOAL II: CORPORATE RESPONSIBILITY OUTREACH: Align city's marketing strategy to fit into corporate responsibility missions

SI1: Leverage partnerships with local professional sports teams to enhance youth sports programs and improve city of Las Vegas facilities

- KPI1: Number of professional and local sports team sponsorship events



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GOAL III: MENTAL HEALTH RESOURCES: Enhance assistance to connect at-risk and vulnerable populations with mental health resources

SI1: Coordinate with local, state, and federal agencies to increase access to mental health resources for at-risk and vulnerable populations

- KPI1: Amount of city program funding spent toward at risk and vulnerable populations experiencing mental illness
- KPI2: Participation in health related programs (e.g., sports, arts, and fitness classes)

SI2: Promote community wellness through Parks and Recreation programs (i.e., use of trails/parks prescribed for medical care)

- KPI1: Number of adaptive and therapeutic programs offered



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GOAL I: INFRASTRUCTURE FOR CONNECTIVITY: Expand broadband connectivity and mobility infrastructure equitably across the city

SI1: Pursue opportunities for innovative transit (e.g., mobility alternatives, unmanned autonomous vehicles) and expand the electric charging stations network

- KPI1: Number of charging stations throughout the city of Las Vegas
- KPI2: Number of passenger counts for the Downtown Loop mobility service

SI2: Develop equitable community-based deployment of high speed broadband services

- KPI1: Increase in city-provided broadband connectivity for underserved areas
- KPI2: Percentage increase in wireless connectivity

SI3: Increase education and outreach for cybersecurity

- KPI1: Number of city hosted cybersecurity trainings



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GOAL II: START-UPS: Streamline the process for start-up businesses to support new innovative opportunities and industry

SI1: Establish a new Smart City campus in downtown Las Vegas

- KPI1: Number of technology partners in the Downtown Las Vegas ecosystem

SI2: Promote quality of life and develop infrastructure for co-working spaces to attract remote workers to the city

- KPI1: Number of city-provided hot-desk working spaces in Downtown Las Vegas ecosystem
- KPI2: Square footage of private co-working spaces in the Downtown Las Vegas ecosystem

SI3: Streamline city entitlement, permitting, and licensing processes

- KPI1: Number of number of new businesses and start-ups



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GOAL III: BIG-BOX STORES: Facilitate opportunities for redevelopment of underperforming big-box stores and strip centers

SI1: Repurpose underperforming and vacant big-box stores and commercial strip sites for higher and better use

- KPI1: Percentage of occupied big-box stores and strip centers

