



2020 CITYWIDE STRATEGIC PLAN *(3-5 Years)*

FY2022 PROGRESS REPORT

City of Las Vegas

November 1 | 2022





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LETTER FROM THE CITY MANAGER



The city of Las Vegas is committed to taking our city into the future, with a clear mission, vision and goals to ensure the city's success. In 2020, as we began opening back up from the COVID-19 shutdown, the city presented its 2020 Citywide Strategic Plan to the City Council, outlining its priorities, initiatives and goals through 2025. Over the last two years, city departments have focused on programs highlighting the three main priorities adopted by the City Council: Public Safety, Healthcare and Economic Diversification.

This report serves as the city's first update in fulfilling the strategies and goals under these priorities during Fiscal Year 2022 (July 1, 2021-June 30, 2022). You'll see the city's efforts in revitalizing neighborhoods, building relationships between law enforcement and the community and addressing alternatives to incarceration. Efforts to increase access to healthcare, align our marketing strategy to fit into corporate social responsibility missions and enhance mental health resources have been tracked with clear targets. Major initiatives to diversify our tourism-reliant economy began, streamlining opportunities for start-ups and redeveloping vacant big box-stores and strip centers.

As we move forward from the pandemic, our city will continue to prioritize the needs of our residents, enhance the provision of services and resources equitably and build community to make life better.


Jorge Cervantes
City Manager

SUMMARY

In February 2020, the city of Las Vegas City Council held a special meeting to determine the city's priorities, narrowing the top three to: Public Safety, Healthcare and Economic Diversification. The onset of the COVID-19 pandemic in March 2020 delayed the city's planning process, but by the end of 2020 city leadership developed a strategic plan to promote these priorities. The 2020 Citywide Strategic Plan included goals and initiatives under each priority area. Thirty-five key performance indicators were developed to track the city's progress in meeting these goals.

This inaugural annual report will review each priority and the city's efforts to achieve the goals outlined in the 2020 Citywide Strategic Plan, including progress on key performance indicators and updates on strategic initiatives. Going forward, the city will continue to produce an annual performance report on the Citywide Strategic Plan, describing the city's fiscal year progress. For ongoing quarterly updates, the city created an online dashboard to share Strategic Plan Performance data with city residents and other stakeholders.

PRIORITY I: PUBLIC SAFETY

In prioritizing public safety, the city identified the following objectives:

- Implement crime preventative 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



In a [2021 City of Las Vegas Community Survey](#), residents held the highest level of public safety satisfaction for fire services (90%), how quickly fire/emergency medical services personnel respond to emergencies (80%), and emergency medical services (85%). In comparing the city of Las Vegas with other communities regionally, satisfaction ratings for the city were rated at or above the Mountain regional average in 31 of the 54 areas assessed.

Three major goals were identified to address public safety issues: Neighborhood Revitalization, Community and Law Enforcement Partnerships, and Alternatives to Misdemeanor Incarceration. Each goal has strategic initiatives and key performance indicators to monitor the city's progress.

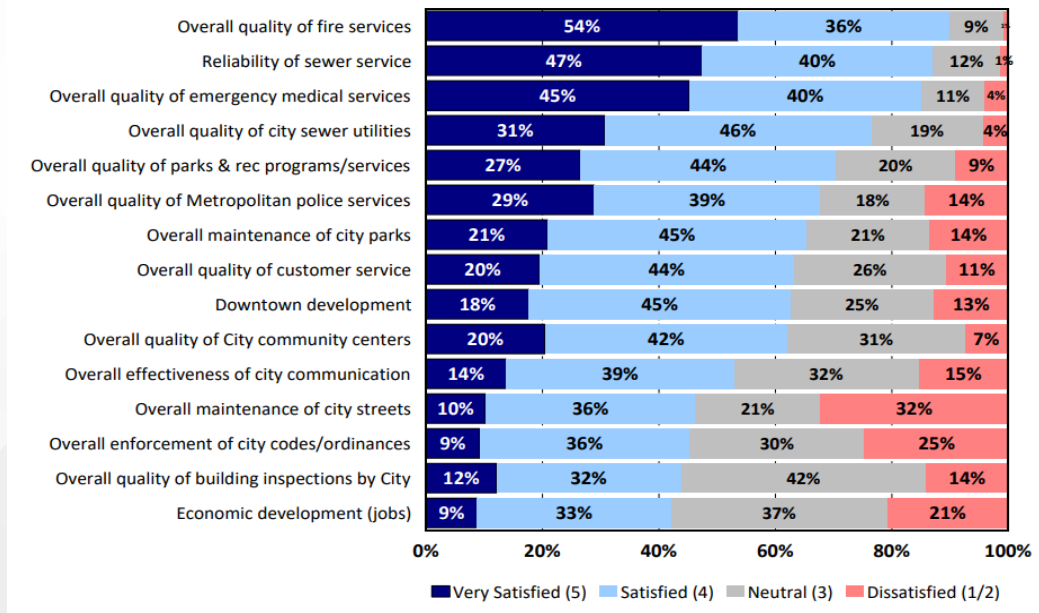


Figure 1: 2021 Citizen Survey: Satisfaction with major categories of city services

In the chart below, survey respondents prioritized city services that should receive the most emphasis over the next two years. Many of these categories include public safety initiatives.

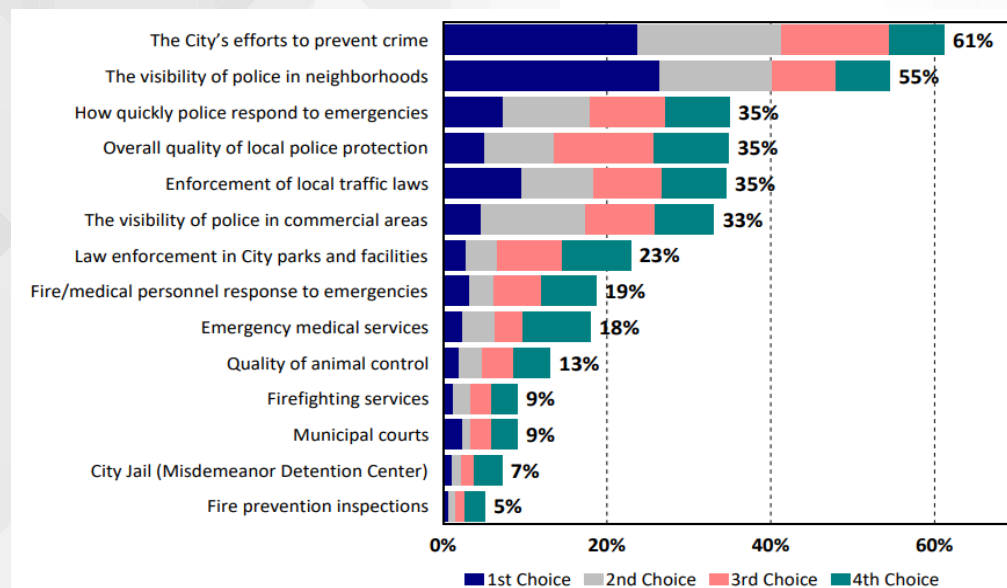


Figure 2: 2021 Citizen Survey: Public safety services that should receive the most emphasis over the next two years

Goal 1: Neighborhood Revitalization

The city of Las Vegas will reenergize and promote neighborhood revitalization programing through collaboration.

The Department of Neighborhood Services (DNS) and the Department of Parks, Recreation and Cultural Affairs (PRCA) have taken the lead in promoting neighborhood revitalization.

The DNS team utilizes an asset-based community development approach to identify the existing assets and strengths in neighborhoods and build upon them to create resilient, self-sufficient places. Active resident participation is crucial in creating transformative change.

Residents in the Las Vegas, Henderson, Paradise Metropolitan statistical area need to work 89 hours per week at the \$10.50 minimum wage to afford a two-bedroom apartment.

One of the keys to a healthy community is the ability to provide safe, quality, affordable housing to its citizens. Housing is deemed affordable when it costs no more than 30 percent of a household's total income. According to the National Low Income Housing Coalition, residents in the Las Vegas-Henderson-Paradise Metropolitan Statistical Area need to work 89 hours per week at the \$10.50 minimum wage to afford a two-bedroom apartment.¹ The city encourages the construction of new units as well as the rehabilitation and preservation of existing affordable units, increasing the inventory of affordable housing. The

Department of Neighborhood Services seeks to construct 300 affordable housing units per year, which will include mixed-income housing intended to serve the entire spectrum of our vulnerable residents' family size and budgets.

Recreation facilities, parks, trails and open spaces contribute to a community's sense of neighborhood livability and provide three values that make them essential services: (1) economic value; (2) health and environmental benefits; and (3) social importance. A park or open space that is clean and maintained offers a healthy, safe and enjoyable place for people to visit. The benefits of community park clean-up events promote collaboration and pride in one's community, waste reduction, recycling and reuse and improve the environment.

To further promote neighborhood revitalization, the city's Department of Parks, Recreation and Cultural Affairs launched a mural program in the Historic Westside that focuses on uniting artists and communities through a collaborative process to create art that transforms public spaces and individual lives. In addition to neighborhood revitalization, research suggests that the presence of murals discourages graffiti, especially when the community is involved in the design and location of murals.

The Mayor's Fund for Las Vegas LIFE was launched by Mayor Carolyn G. Goodman and the Las Vegas City Council in 2017 as the primary method for businesses, foundations and individual donors to invest in programs to improve the lives of city residents. This includes donations to end homelessness, promote affordable housing and a tree planting initiative. Through collaboration with city departments, key projects will be identified for potential funding and matched to individual donor philanthropic plans.

¹

<https://nlihc.org/oor/state/nv>

Below is an overview of the five strategic initiatives under the city's neighborhood revitalization goal, outlining six key performance indicators the city has measured and Fiscal Year 2022 (FY22) progress.

➤ **Strategic Initiative 1: Develop and implement community outreach program to educate and resolve code violations and improve neighborhood conditions in aging neighborhoods**

- **Key Performance Indicator 1:** *Number of city of Las Vegas hosted community events (Neighborhood Revitalization Program) to improve condition(s) in declining neighborhoods*

In FY22, the city of Las Vegas Department of Neighborhood Services hosted 44 community events, surpassing its annual target of 42 events. Most of these events supported major city initiatives, including The HUNDRED Plain in Action, the East Las Vegas Neighborhood Revitalization Strategy Area (NRSA), the Choice Neighborhoods/Marble Manor Initiative and the Ward 1 Meadows Community. In the Historic Westside area, several events were held in collaboration with neighborhood residents and the Marble Manor Resident Council. Events included neighborhood cleanups, resource fairs, surveys and engagement events in areas where residents have a general distrust of government. The Spring Forward Event helped activate Jackson Street and bring health resources into the community as part of the HUNDRED Plan in Action. Cleanups in the Mayfair, Showboat and Cedar areas helped improve conditions in the East Las Vegas NRSA.

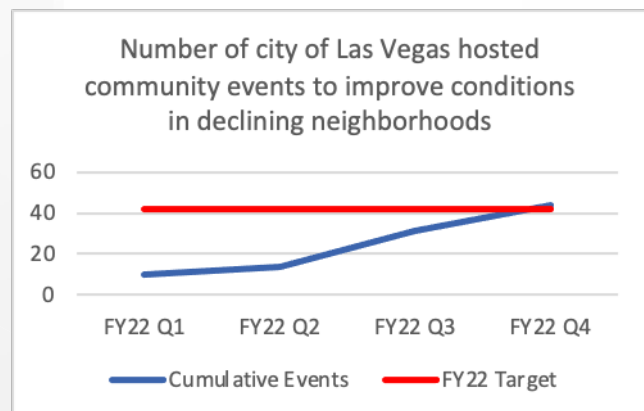


Figure 3: Jackson Ave. Spring Forward Event

➤ **Strategic Initiative 2: Increase mixed income housing (i.e., vertical density)**

- **Key Performance Indicator 1:** *Increase in subsidized affordable and mixed-income housing units constructed*

In FY22, there was a total of 3,616 affordable and mixed-income housing units constructed—just under the 3,734 unit target for the year. Two affordable housing projects completed construction during FY22. Wardelle Street Townhouses added

57 new affordable housing units to Ward 3. The project is a family development and includes supportive service programs designed to assist residents in economic self-sufficiency and homeownership. The rehabilitation of Archie Grant Park Apartments preserved 125 units of affordable senior housing in Ward 5. Archie Grant Park will meet a growing need for affordable senior housing as well as provide residents with social supports such as activity classes, on-site services, and holiday lunches. The development will also employ a part-time Resident Services Coordinator to assist residents with remaining financially and physically self-sufficient.

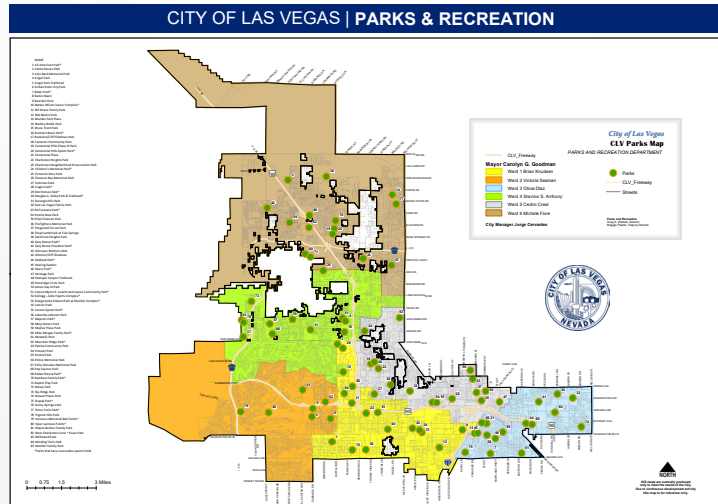


Figure 4: City of Las Vegas boundaries with parks.

➔ **Strategic Initiative 3: Implement Volunteers-In-Parks Programs for playgrounds/ tree planting to improve the environmental quality of parks**

- **Key Performance Indicator 1:** *Community satisfaction survey rate for city of Las Vegas parks*

The most recent community survey, completed in December 2021–2021 City of Las Vegas Community Survey Findings Report–reported a 71% satisfaction rating for the overall quality of the city’s parks and recreation programs and services. This is an increase from the 68% reported in the prior survey in FY17, but below the target of 80%.

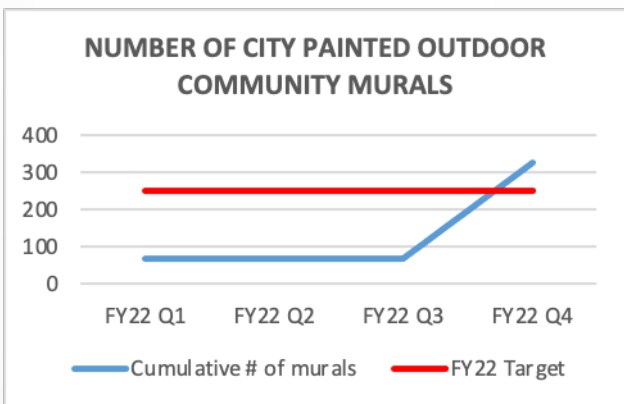
- **Key Performance Indicator 2:** *Number of city hosted major community park clean-up events*

The Department of Parks, Recreation and Cultural Affairs hosted 22 community park clean-up events during FY22, surpassing its goal of hosting 19 events. The Department continues to collaborate with Get Outdoors Nevada through a Park and Trail Assistance Program Agreement that provides park clean-up and tree planting volunteer opportunities throughout all wards of the city of Las Vegas.

➔ **Strategic Initiative 4: Enhance citywide mural program to revitalize neighborhoods to promote community pride, reduce crime and graffiti**

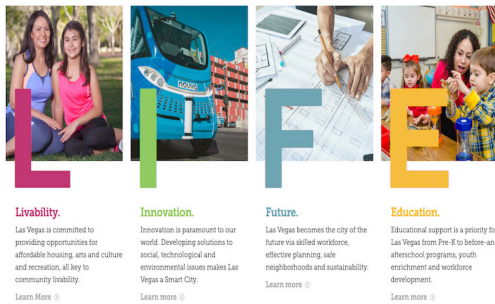
- **Key Performance Indicator 1:** *Number of painted outdoor community murals*

The addition of murals to any public space contributes to place-making and fostering a sense of neighborhood pride. Citizens connect popular murals and other public artworks to specific parts of a city—this helps solidify a positive association. Murals become a destination for photography, cultural tourism and sightseeing. Neglected and under-used public spaces can become hotbeds for criminal activity and vagrancy; increasing visitation and foot traffic through murals is a way to positively stimulate these areas. Locations with thoughtful, well-crafted murals that relay a positive message often see less vandalism, and provide an accessible cultural experience to populations that may not readily have other pathways to experience artwork.



The Department of Parks, Recreation and Cultural Affairs set an FY22 target of painting 250 outdoor murals. The city surpassed this goal with a total of 324 murals during the fiscal year. The Amp Utility Cabinet Painting Project in Wards 2, 3, 5 and 6 had a major impact on the overall increase of community murals during the fourth quarter of FY22.

➤ Strategic Initiative 5: Leverage the Mayor's Fund for Las Vegas LIFE to maximize private sector/non-profit partnership opportunities by aligning city priorities with corporate social responsibility strategies



○ **Key Performance Indicator 1:** Amount of funding through private donations for neighborhood revitalization

In FY22, private donations for the city's neighborhood revitalization efforts totaled \$602,287. This included a one-time donation of \$500,000 from MGM Resorts International for installation of a vertical garden at James

Gay Park. Vertical gardens maximize space while providing multiple benefits, including improving air quality, saving water and more. The remaining contributions were made for the city of Las Vegas Tree Initiative, supporting the Going Green for Good Health program. This program will allow for the planting of more than 60,000 trees by 2050 in the areas of the city most impacted by the urban heat island effect—a result of higher temperatures in cities caused by the increased amount of blacktop and pavement and lower tree canopy. Entities donating to the city's tree initiative included the Howard Hughes Corporation, the Buck Family Foundation, Subaru of Las Vegas, Mayor Carolyn Goodman, Nevada Energy Charitable Foundation just to name a few.

Goal 2: Community and Law Enforcement Partnerships

The city will strengthen relationships with the community and law enforcement to respond to diverse needs.

A large part of community engagement involves education and outreach efforts. In collaboration with other departments, the Department of Neighborhood Services hosts events focused on promoting awareness of public safety services. These events help to foster relationships with the community and public safety agencies such as the Las Vegas Metropolitan Police Department.

The city's Department of Youth Development and Social Initiatives (YDSI) is committed to increasing opportunities for youth to access programs and community organizations that reduce the likelihood of delinquency and promote positive opportunities. Protective factors that help guide youth in making healthy choices, like work experience, mentorship programs and strong support networks, reduce the chance youth will become involved in serious delinquency. Alternative forms of disciplinary actions that seek to understand the reasons for misbehavior and address underlying issues, including, but not limited to homelessness, food insecurity, neglect and mental health, offer remedies that do not remove the student from the school.

The city of Las Vegas developed two strategic initiatives for the Community and Law Enforcement Partnerships goal and outlined four key performance indicators for city departments to measure and track progress during FY22.

➤ **Strategic Initiative 1: Engage the community to increase awareness of public safety services**

- **Key Performance Indicator 1:** *Number of community-oriented engagement events to promote awareness of public safety services*

In FY22, the city hosted 344 community-oriented engagement events to promote awareness of public safety services, surpassing the target set at 300 events. City departments and offices hosting these events include Council offices, Neighborhood Services, Public Safety, Fire and Rescue, Emergency Management and Municipal Court.

The Department of Neighborhood Services held events with the Summerlin, Bolden, Spring Valley, Northwest, and Downtown Area Commands of the Las Vegas Metropolitan Police Department (LVMPD). DNS partnered with the LVMPD to engage Clark and Centennial High School students, survey Sunrise Senior Village seniors, and connect with communities. Departments of Neighborhood Services and Fire and Rescue organized the Vial

of Life event at James Down Towers. DNS also partnered with City Marshals and Code Enforcement on a number of different events this year. One major highlight was the Paws with Patrol–Doggie Days Event where DNS and the Summerlin Area Command introduced residents to a variety of local resources, including the city's Animal Protection Services and Clark County School District (CCSD) Police.

Las Vegas Fire and Rescue hosted 140 community engagement events, totaling 293 hours of public education. Events included: senior fall and fire safety, drowning prevention, demonstrations, fireworks safety and more. The department has seen a decrease in senior fall calls to 9-1-1, a decrease in emergency calls for smoke alarm nuisances and a decrease in home fires due to fireworks.

The city's Emergency Management team implemented the Community Emergency Response Team (CERT) program—a nationally supported, locally implemented initiative to teach people how to better prepare and respond to local hazards that may affect them, their families and communities. Because of CERT training, graduates have helped victims of many local incidents, including victims of the 1 October shooting. In FY22, 82 classes and speaking events were held to provide community members training and resources.



Figure 5: Meadows Area Family Fund Day



Figure 6: Boxing Clinic

The Department of Public Safety ranked community engagement as one of its top priorities. Over the past fiscal year, the department not only participated in close to 100 community-oriented policing events but also expanded its participation to its corrections side, including a specialized corrections team called SERT (Special Emergency Response Team). By expanding its community-oriented policing team, the department was able to improve participation and thus, relationships within the community.

➔ **Strategic Initiative 2: 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)**

- **Key Performance Indicator 1:** *Number of positive interactions between law enforcement and youth through strategic juvenile diversion programs and city of Las Vegas partnerships*

In FY22, the Department of Youth, Development and Social Initiatives, in tandem with its partners, exceeded its goal to increase the number of positive interactions between law enforcement and youth through strategic juvenile diversion programs and city of Las Vegas partnerships, almost doubling the targeted number of participants at 9,458. Harbor referrals, CCSD Police Official Warnings and Teen and Police Services (TAPS) had more programming and participation than expected. Through robust outreach efforts, partnerships and increased number of events that bring police, youth and community together, huge strides were made to mitigate juvenile delinquency and increase community and school safety.

- **Key Performance Indicator 2:** *Number of hours youth participants engage in positive involvement through leadership, workforce training, personal and social development, and mentoring opportunities*



More than 118,000 hours were spent by youth participants engaging in a variety of positive programming. These programs comprised of Batteries Included, Batteries Included NextGen, Strong Future Youth Employment Program, My Brother's Keeper, the Youth Neighborhood Association Partnership Program (YNAPP) and the Strong Future

Technology Training Center. For all programs, the goals were reached and expectations exceeded.

Participants of the Batteries Included Program went on college tours, college and career readiness workshops, cultural diversity events, mental health awareness workshops and leadership conferences. The Batteries Included NextGen program provided participants the opportunity to volunteer in their community, complete YNAPP grant projects, participate in social events, STEM activities and attend conferences. They gained valuable skills in the areas of self-advocating, coping, public speaking and



healthy communication from workshops and summits.

The Strong Future Youth Employment Program included participants from ages 16-24. More than 1,000 hours of workforce development training was provided and included assistance with resume writing, personal and professional branding, interview techniques, dressing for success, social media responsibility, individualized career plans and many other workforce development workshops. Over 260 individuals were employed with meaningful employment. My Brother's Keeper held leadership workshops and law enforcement mentoring opportunities. Police engagement with youth and community included fun and informative events that build authentic relationships. Workshops shared information about jobs in law enforcement and helped participants understand law enforcement, boot camps and much more.

YNAPP offered grants of up to \$1,250 for youth to create and implement neighborhood-based service learning projects. The YNAPP Grant Review Board includes a diverse range of Mayor and City Council-appointed members who learn civic responsibilities, such as becoming a chair and vice chair of the Board, leadership skills and public speaking skills. The Strong Future Technology Training Center provided participants a variety of learning experiences, including College of Southern Nevada ESL courses, Community Health Worker courses with certifications, computer skills training, resume building, workforce development and career exploration high-demand technology fields.

Goal 3: Alternatives to Misdemeanor Incarceration

The city's Municipal Court will afford low-level offenders the opportunity to have alternatives to incarceration

Affording low-level offenders alternatives to incarceration provides positive long-term results for communities. This strategy fosters healthy communities and positively impacts jail population through the reduction of recidivism. By increasing the number of participants in Municipal Court educational and specialty court programs, we afford individuals the opportunity to complete an alternative sentence instead of serving jail time. Las Vegas Municipal Court staff continues to monitor and enforce compliance to ensure defendants adhere to the court order to complete the appropriate classes/programs in a timely manner.

Two strategic initiatives were identified to develop alternatives to misdemeanor incarceration. The city established six key performance indicators for departments to track improvement over FY22.

➤ Strategic Initiative 1: Enhance diversion programs to connect vulnerable populations with mental health resources to reduce incarceration (e.g., mental health and substance abuse)

○ Key Performance Indicator 1: *Number of participants in Municipal Court Educational and Specialty Court programs*

In FY22, there were 3,993 participants in the Municipal Court Educational and Specialty Court programs. The target for FY22 was set at 5,000. Participation in the Municipal Court Educational and Specialty Court programs fell 20% below the targeted number that was expected for the fiscal year as the Court continues to

slowly ramp up to pre-COVID enrollment numbers. Of note, more participants were welcomed into the Specialty Court programs within the last fiscal year and efforts are underway to publicize the Specialty Courts and educational programming, including the refresh of promotional materials and a wider distribution of such. Also, the Court has been actively addressing low staffing numbers so that the needs of growing caseloads are met.

- **Key Performance Indicator 2:** *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*

During FY22, 94% of participants who completed the program requirements did not re-offend within three years of completing the program, going above the 90% target set by city of Las Vegas staff.

Municipal Court's Educational and Specialty Court programming provides alternatives to incarceration while providing intensive case management services to the participants. Defendants, through the Specialty Court program, are assigned coordinators who provide counseling and referrals to therapeutic services for each participant, thereby surrounding the participant with continuous hands-on, wrap around services. Throughout the program, participants receive educational programming, limited components of counseling and case management to prepare them for independent living. In an effort to increase participants' chances for a successful transition to self-sufficiency upon release, the Court partners with multiple Southern Nevada agencies providing housing and other supportive services.

- **Key Performance Indicator 3:** *Percentage of pretrial offenders released on their own recognizance, with certain conditions, in lieu of incarceration*



In FY22, 45% of pretrial offenders were released instead of being incarcerated, short of the 55% target set by the city.

Within the fiscal year, the Court expanded on the implementation of the Nevada Pretrial Risk Assessment release program. Prior to the fiscal year, low risk defendants, scoring at a particular risk level range (Levels 1, 2, and 3) were automatically released

with some exceptions. Within this fiscal year, the Court expanded the program so that those defendants who are rated at a moderate risk level (4, 5 and 6) are, automatically released as well, with exceptions. The implementation of the moderate risk release happened later than anticipated, resulting in the missed target by 22% or 1,342 releases. Although the 55% target was not reached during the examination period, as of July 31, 2022, 55.8% had been released on their own recognizance.

➤ **Strategic Initiative 2: Explore and expand alternatives to incarceration (e.g., house arrest, specialty courts, misdemeanor work program)**

- **Key Performance Indicator 1:** *Percentage reduction in the number of individuals sentenced to jail time, excluding traffic offenses*

There was a 27% reduction in the number of individuals sentenced to jail time in FY22, beyond the 20% target the city set for the fiscal year. Municipal Court saw a 25% increase in the utilization of house arrest monitoring devices in FY22 compared to FY21. Though the Court has utilized house arrest monitoring for many years, the Court examined more closely the use of monitoring devices in the last fiscal year. Additionally, the increase in the use of house arrest assisted with the depopulation of the city jail, particularly as the community was facing an increase in COVID infection rates.

- **Key Performance Indicator 2:** *Average daily inmate population*

The FY22 target was a 2% decrease from the three-year average daily inmate population of 535. The city surpassed this goal with a 17% decrease—averaging a 433 daily inmate population. Affording low-level offenders alternatives to incarceration provides positive long-term results for communities. Through this strategy, offenders are held accountable while ensuring public safety. Through partnership, the Department of Public Safety created programs to positively impact recidivism. For example, the detention center's medical provider and discharge planner work closely with the courts on medication requests, referrals to the Rawson Neal Psychiatric Hospital, some housing placement, and assistance with specialty court requirements. The department created a Program Officer position to develop and administer programs to assist with reentry into society. Some unique programs offered are restorative yoga, art therapy, skills building, job placement services with the Foundation for an Independent Tomorrow (FIT), ServSafe certification training, and various supportive services options.

- **Key Performance Indicator 3:** *Number of individuals given a citation or warning in lieu of arrest (alternative to misdemeanor incarceration)*



During FY22, 17 individuals were given a citation or warning in lieu of arrest as an alternative to misdemeanor incarceration. Collaboration between community partners and law enforcement agencies is vital to prevent crime. Each day, the city Marshals connect with low-level offenders and are the first to identify when a person is in need of resources. Offering alternatives to incarceration to

individuals that have committed low-level crime through issuing citations and providing information to resources will provide long term benefits to the community. While the data shows only seventeen instances, the department believes the actual number was higher and is working towards improving the way this data is captured.

Table A below provides a summary of all key performance indicators under the public safety priority and the progress the city made.

Table A: Key Performance Indicator Progress Table–Priority I: Public Safety		
Priority I: Public Safety	Responsible Department	FY22 Status*
Goal 1: Reenergize and promote neighborhood revitalization program through collaboration		
KPI: Number of city of Las Vegas hosted community events to improve conditions in declining neighborhoods	Neighborhood Services	44 events held (FY22 target 42)
KPI: Number of subsidized affordable and mixed-income housing units constructed	Neighborhood Services	3,616 units (FY22 target 3,734)
KPI: Community satisfaction survey rate for city of Las Vegas parks	Parks, Recreation and Cultural Affairs	71% (FY22 target: 80%)
KPI: Number of city hosted major community park clean-up events	Parks, Recreation and Cultural Affairs	22 events (FY22 target 18)
KPI: Number of city painted outdoor community murals	Parks, Recreation and Cultural Affairs	324 murals (FY22 target: 250)
KPI: Amount of funding through private donations for neighborhood revitalization	Philanthropic Initiatives	\$575,130 (No set target)
Goal 2: Strengthen relationship with the community and Metro through community-led work to respond to community needs for social justice policy reform		
KPI: Number of community-oriented engagement events to promote awareness of public safety services	Public Safety, Fire and Rescue, Emergency Management, Neighborhood Services, Municipal Court	344 (FY22 Target 300)
KPI: Number of positive interactions between law enforcement and youth through strategic juvenile diversion programs and city of Las Vegas partnerships	Youth Development and Social Initiatives	9,458 (FY22 Target 5,217)
KPI: Number of hours participants engage in positive involvement through leadership, workforce training, personal and social development, and mentoring opportunities	Youth Development and Social Initiatives	118,661 hours (FY22 target: 44,287 hours)
Goal 3: Afford low-level offenders the opportunity to have alternatives to incarceration		
KPI: Number of participants in Municipal Court Educational and Specialty Court programs	Municipal Court	3,993 participants (FY22 target: 5,000)
KPI: Percentage of Municipal Court Educational or Specialty Court program participants who completed program requirements and did not re-offend with a like conviction in Clark County within 3 years of completion	Municipal Court	94% Participant completion (FY22 Target: 90%)
KPI: Percentage of pretrial offenders released on their own recognizance, with certain conditions, in lieu of incarceration	Municipal Court	45% (FY22 Target: 55%)
KPI: Percentage reduction in the number of individuals sentenced to jail time, excluding traffic offenses	Municipal Court	27% (FY22 Target: 20%)
KPI: Average daily inmate population	Public Safety	17% decrease: 454 (FY22 Target: 2% decrease: 535)
KPI: Number of individuals given a citation or warning in lieu of arrest (alternative to misdemeanor incarceration)	Public Safety	17 (FY22 Target: 10-15/quarter)

*Green highlight indicates target was achieved

PRIORITY II: HEALTHCARE

The Las Vegas City Council outlined the following objectives for the city's second priority, Healthcare:

- 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 1: Healthcare Programs

The city of Las Vegas will expand healthcare access through community partnerships



The city of Las Vegas is working to improve healthcare equitably. The Department of Neighborhood Services is committed to expanding access to health care for underserved communities. A community is considered medically underserved when there is a shortage of primary health care services for residents within a geographic area. The city is also actively working to expand higher education academic medical programs with physical locations based in the Las Vegas Medical

District. This will increase the demand for physical space, which will in turn catalyze development within the area. The expansion of the Las Vegas Medical District will increase the local capacity to assist underserved communities. According to the International Federation of Clinical Chemistry and Laboratory Medicine, laboratory medical research influences a significant portion of all clinical decisions by physicians and medical care providers. Laboratory research space helps improve medical care by:

- Increasing knowledge and understanding of pathophysiology
- Emphasizing the role of laboratory medicine in diagnostic and/or therapeutic algorithms
- Facilitating the implementation of evidence based clinical guidelines
- Shortening the patient pathway with benefits to both clinical and cost effectiveness

To drive the development of and investment in research laboratory space, it takes collaboration among many different stakeholders. The city has taken the lead in rebranding and restructuring the Medical District to highlight the academic and research components with the creation of the Kirk Kerkorian School of Medicine at UNLV.

According to the Children's Hospital Association, there are certain requirements that children need for proper healthcare such as specialized equipment, extra time for care, tailored

communication and compassionate caregivers. By establishing a plan to bring a children's hospital to the valley, we are working toward improving healthcare for all within the city. City leadership identified three strategic initiatives to expand healthcare access and four key performance indicators detailed below.

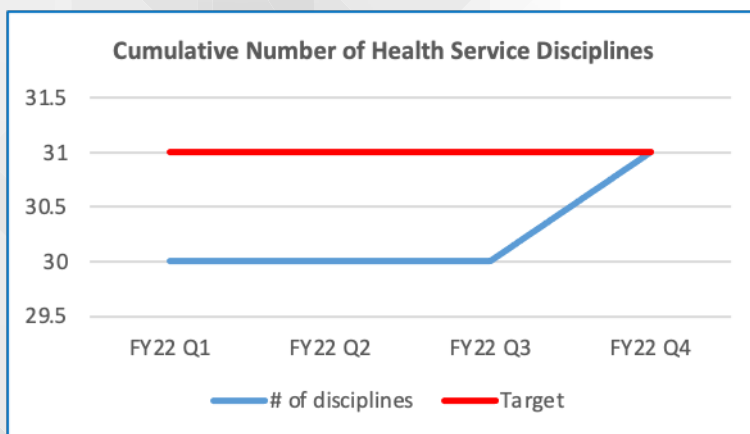
➤ **Strategic Initiative 1: In collaboration with other agencies, establish Health and Wellness centers in underserved communities to reduce health disparities**

- **Key Performance Indicator 1:** *Number of new health and wellness centers developed in medically underserved areas*

Construction of one health and wellness center—on Main Street and Foremaster Lane—began in FY22. DNS anticipates that construction will be completed and the clinic will be operational in FY23. Further, land was purchased for the construction of two additional wellness centers—one in the Historic Westside on Jackson Street and one in East Las Vegas near Bonanza Road and Lamb Boulevard. The design work has started on the Jackson Street Wellness Center and the city plans to begin the design phase for the Bonanza Road Wellness Center before the end of FY23.

➤ **Strategic Initiative 2: Leverage the Medical District to expand health services academic program (Higher Education and Clark County School District) and research facilities**

- **Key Performance Indicator 1:** *Number of health service disciplines in the Las Vegas Medical District (UNLV and Cleveland Clinic health service programs)*



In partnership with UNLV, the city achieved its target of 31 health service disciplines in the Medical District. At the beginning of the fiscal year, there were 28 higher education academic medical programs. Some of the added disciplines included Endocrinology and Diabetes, Forensic Psychiatry and Pediatric

Emergency Medicine Fellowship and a mental health training clinic. The Department of Economic and Urban Development (EUD) continues its efforts to grow the number of health service disciplines. Through a competitive bid process a consultant was selected to assess strategically growing the medical district. Additionally, in June 2022 UNLV was awarded \$4,000,000 of Coronavirus State and Local Fiscal Recovery Funds (SLFRF) from the city of Las Vegas to support the planning and design of a new ambulatory care facility to provide additional healthcare services to the district. This project was awarded an additional \$40,000,000 from the State of Nevada after close of FY22 on August 17, 2022.

- **Key Performance Indicator 2:** *Increase square footage of research laboratory space within the Las Vegas Medical District*

In FY22, laboratory space was not expanded in the Medical District, however, in June 2022, UNLV was awarded \$6,000,000 of SLFRF funding from the city of Las Vegas to support the planning, design, and preconstruction activities for a public health biomedical research lab. On August 17, 2022, an additional \$30,000,000 was awarded from State of Nevada to support development of the public health biomedical research lab. The lab is to be located in the Las Vegas Medical District on Nevada Health and Bioscience Corporation and UNLV's 9-acre lot on Shadow and Wellness.

➔ **Strategic Initiative 3: Pursue opportunities for a specialized hospital for children**

- **Key Performance Indicator 1:** *Percentage of specialized children's hospital development plan completed*

During FY22, there were numerous conversations between city of Las Vegas staff, the city's Ward 1 office, private land owners, non-profit healthcare corporations, and developers to gauge interest in developing a stand-alone Children's Hospital. After FY22 ended, on August 3, 2022 the city entered into an Exclusive Negotiation Agreement with Tru Development for the use of Cashman Center as a mixed use medical campus to include a nonprofit medical project to be operated by the Las Vegas Children's Hospital Foundation.

Goal 2: Corporate Social Responsibility Outreach

The city of Las Vegas will align its marketing strategy to fit into corporate social responsibility missions

The Mayor's Fund for Las Vegas LIFE works to secure funding for a multitude of city initiatives, including healthcare services and youth sports activities. By means of close partnerships, the Mayor's Fund strategically aligns its fundraising campaigns with the philanthropic goals of local corporations. Through this approach, significant funds and in-kind donations were raised to help fund some of the initiatives identified below.

Two major strategic initiatives were developed to ensure the city's marketing strategy alignment into corporate social responsibility missions. Further, three key performance indicators were measured during FY22, which are outlined below.

➔ **Strategic Initiative 1: Leverage the Mayor's Fund for Las Vegas LIFE to maximize private sector/non-profit partnership opportunities by aligning city priorities with corporate social responsibility strategies**

- **Key Performance Indicator 1:** *Amount of funding through private donations for expansion of healthcare services*

The Mayor's Fund for Las Vegas LIFE received \$92,600 during FY22 for healthcare purposes. Silver Summit (Centene Management Company, LLC) provided a \$50,000 donation to use for the city's Street Medicine program, assisting people experiencing homelessness with access to healthcare. Mayor Goodman, Wells Fargo, the Molasky

Group and other private donors contributed \$32,600 in donations for the Courtyard Homeless Resource Center, a one-stop resource for people experiencing homelessness to access services and referrals to providers. The remaining \$10,000 was donated by Anthem, Inc., for a back-to-school vaccination program.

➔ **Strategic Initiative 2: Leverage partnerships with local professional sports teams to enhance youth sports programs and improve city of Las Vegas facilities**

- **Key Performance Indicator 1:** *Number of professional and local sports team sponsorship events*

The goal of the Department of Parks, Recreation and Cultural Affairs is to continue to increase the number of professional/amateur opportunities and experiences to enhance existing programs, facilitate growth and boost community engagement. The impact of these events is positive and creates opportunities of development while crafting lifelong memories for our youth. Seven professional and local sports team sponsorship events were held during FY22.

Darren Waller, a tight end for the Las Vegas Raiders, joined city of Las Vegas staff and Palo Verde High School to implement a community football camp. The camp was two hours of football drills where 92 youths had the opportunity to interact with Darren Waller and their peers. The city also collaborated with the Las Vegas Raiders to provide a 6-week league, which included registration, uniform and coaching. The city provided this free program to 67 youths. Further, the Las Vegas Raiders provided an interactive football camp with guest appearances from Raiders players and staff in the second quarter of FY22. The camp was hosted at Doolittle Community Center where 65 participants from Westside schools league worked through various interactive stations. On December 26, 2021, the Raiders Foundation provided 20 tickets for inner city youth to attend a Raiders game at Allegiant Stadium.



Figure 7: Darren Waller community football camp



Figure 8: Football camp



Figure 9: Shaquille O'Neal outdoor basketball court dedication

In the second quarter of FY22, basketball youth league participants attended the Shaquille O'Neal outdoor court dedication to participate in various skills, drills and 3 on 3 games. The youth were able to interact with Shaq during the game portion of the event and benefitted from the interaction. During the summer camp experience, 440 youth interacted with NBA coaches and trainers while rotating through a series of basketball drills. The coaches focused on beginning skills, terminology and positive reinforcement throughout the camp experience.

○ **Key Performance Indicator 2:** Amount of sponsorship donations for youth sports through the Mayor's Fund for Las Vegas LIFE

During FY22, \$257,720 was donated to the Mayor's Fund for Las Vegas LIFE for youth sports initiatives. The Shaquille O'Neal Foundation donated \$200,000 to refurbish the basketball courts at the city's Doolittle Complex, which are now called The Shaq Courts at Doolittle. The Howard Hughes Corporation donated funds for a youth football camp, basketball tournament and laptops for tournament participants. The Raiders Foundation, Las Vegas Lights, Summerlin MPC South and private donors made the remaining contributions for various youth sports initiatives.

Goal 3: Mental Health Resources

The city of Las Vegas will enhance assistance to connect at-risk and vulnerable populations with mental health resources

The city of Las Vegas is committed to working with local, state, and federal partners to increase access to mental health resources for at-risk and vulnerable populations. In this effort, the city has adopted a comprehensive approach to provide homeless resources, mental health court programming, resources to promote social and emotional youth wellness, and mental health awareness campaigns.



Figure 10: The Courtyard Homeless Resource Center

The Courtyard Homeless Resource Center is an innovative public-private partnership. People experiencing homelessness generally lack access to primary and mental health care and/or basic facilities designed to reduce public health risks. The Courtyard convenes a range of service providers in a central, convenient location, to provide people experiencing homelessness with access to housing, medical and mental health services, legal assistance, employment and

educational opportunities, income/benefit assistance, clothing and additional wraparound services. The city's Arrow shuttle provides transportation to and from organizations that provide essential services such as benefit services, healthcare, meals, shelter, and social services, for those experiencing homelessness.

The Las Vegas Municipal Court Mental Health Court is designed to help people with mental illness who are struggling to stay out of the criminal justice system. Participants may receive targeted case management, medication stabilization, mental health counseling, substance abuse counseling and residential placement. The city of Las Vegas Detention Center provides specialized level of care for individuals in need of psychiatric nursing care. The city's Marshals engage with the community to provide mental health resource information and connect individuals experiencing homelessness with wraparound services.

The city of Las Vegas has also teamed up with several agencies that focus on youth mental health to address the issue. The COVID-19 pandemic took a toll on all of us, but mental health experts say it hit our youth particularly hard. Social isolation, stress from trying to learn from home and fear of the virus itself has caused an alarming uptick in suicides and attempted suicides among teens. Students from the city's Batteries Included program were invited to the City Council Chambers for frank discussions about stress and anxiety in these trying times.

Participation in recreation programs has been linked to healthy lifestyles as well as a perceived sense of improved mental health and well-being. Adaptive recreation programs and amenities both empower and provide individuals with disabilities opportunities to improve their overall quality of life including improved self-esteem, self-identity, confidence and higher life satisfaction.

One strategic initiative was identified to enhance assistance in connecting at-risk and vulnerable populations with mental health resources, as well as three key performance indicators.



➤ **Strategic Initiative 1: Coordinate with local, state and federal agencies to increase access to mental health resources for at-risk and vulnerable populations**

- **Key Performance Indicator 1:** *Amount of city program funding to provide mental health assistance for at-risk and vulnerable populations*

In FY22, the city of Las Vegas spent \$16,280,204 on mental health assistance and programming for at-risk and vulnerable populations across multiple departments. For some program areas, the total expenditures went entirely toward people experiencing mental illness or vulnerable populations. For other programs, the total was calculated by taking a program's fiscal year expenditures and multiplying it by the percent of the national population or people experiencing homelessness who suffer from mental illness. YDSI expended \$10,000 on mental health programming for at-risk and vulnerable

SUCCESS STORY

A youth participant at the Youth Wellness Summit held a negative attitude about school and friends. She had a positive experience from the summit, stating she enjoyed the workshops and learned different ways to cope with stress. She left the summit feeling empowered and encouraged to go forward with her life. Following the summit, she re-enrolled into school and is in a counseling program.

populations during FY22. These funds went toward a community awareness campaign, mental wellness conversations with youth, creation of 500 suicide prevention boxes and suicide prevention training for city staff. The city also hosted a Youth Wellness Summit and a Healing to Health Conference for the faith-based community.

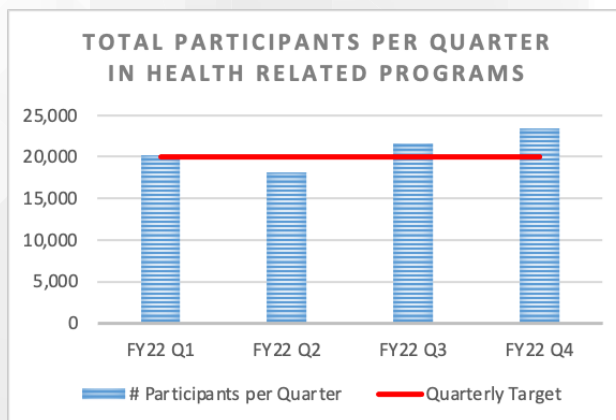
DNS spent about \$6,755,000 on the Courtyard Homeless Resource Center and the Arrow shuttle program—programs providing services and referrals to people experiencing homelessness. An estimated 26.2% of people experiencing homelessness self-reported a mental illness. Based on this information, the city estimates \$1,769,885 in funding for the Courtyard and Arrow programs went toward services and referrals for people experiencing homelessness who have a mental illness. The Courtyard connects at-risk and vulnerable populations experiencing homelessness with mental health resources and referrals. The Arrow shuttle provides no-cost transportation for people experiencing homelessness. The route includes stops at the WestCare Community Triage (CTC), the Summit Behavioral Health Center and the Nevada Behavioral Health Support Center. People experiencing homelessness visiting these facilities may receive behavioral health support as requested.

The city's Fire and Rescue Department spent \$1,141,127 from a Nevada State grant to fund the Crisis Response Team Program (CRT). CRT Units are an Advance Life Support ambulance staffed with a Licensed Clinical Social Worker. These units respond to specific mental health 9-1-1 calls. The Department of Public Safety reports 29.8% of the detention center's population were prescribed mental health medication during

the fiscal year. Based on this, the city estimates \$12,762,059 of the detention center's total funding benefitted those needing mental health assistance.

The Municipal Court operates several specialty courts for at-risk and vulnerable populations, totaling \$222,284 in FY22. The Las Vegas Municipal Court Mental Health Court expended \$181,429, providing targeted case management, medication stabilization, mental health counseling, substance abuse counseling and residential placement. This effort is designed to help those with mental illness stay out of the criminal justice system. The Fresh Start Homeless Court identifies and connects homeless criminal defendants to resources to help them obtain stable housing and income to end their homelessness and reduce criminal activity. This program utilized \$104,143 in funding in FY22. The Veterans Specialty Court expended \$77,434 in FY22 to rehabilitate veterans through creative and alternative sentencing through the criminal justice system.

- **Key Performance Indicator 2:** *Number of participants in health related programs (e.g., sports, arts and fitness classes)*



PRCA reported quarterly participants in health related programs. The department's target was 20,000 participants per quarter, achieving their target three out of the four quarters in FY22.

All city recreational programs have health and mental health components involved. Programs provide physical activity, social interactions, life skills, social services and educational experiences in safe and friendly

environments for all ages. The Department of Parks, Recreation and Cultural Affairs provides a variety of programming for all ages and abilities throughout the Las Vegas Valley. The city offers a variety of fitness memberships, fitness classes, community garden opportunities and a large variety of classes that focus on mental, social and physical engagement.

- ➔ **Strategic Initiative 2:** *Promote community wellness through Parks and Recreation programs (i.e., use of trails/parks prescribed for medical care)*

- **Key Performance Indicator 1:** *Number of adaptive and therapeutic programs offered*

There were 34 adaptive and therapeutic programs offered to city of Las Vegas residents during FY22, achieving the department's target of 34 programs. Through the city's Adaptive Recreation Division, community-based therapeutic recreation services provide opportunities for individuals to become and to stay active in the community. Individuals of all ages and ability levels will find a variety of recreational activities to

enrich their leisure time. PRCA saw an increase in outdoor adventure programs, adult programming and the number of youth camps offered. In addition, various types of grants and partnerships with local organizations allowed the department to expand its targeted programming for Veterans.

Table B reviews the ten key performance indicators under the city's Healthcare priority, reporting on the city's progress during FY22.

Table B: Key Performance Indicator Progress Table–Priority II: Healthcare		
Priority II: Healthcare	Responsible Department	Status*
Goal 1: Expand healthcare access through community partnerships		
KPI: Number of new health and wellness centers developed in medically underserved areas	Neighborhood Services	1 (FY22 Target: 1/year)
KPI: Number of health service disciplines in the LVMD (i.e., UNLV and Cleveland Clinic health service programs)	Economic and Urban Development	31 (FY22 Target: 31)
KPI: Increase square footage of research laboratory space within the LVMD	Economic and Urban Development	0 sq. ft. (FY22 Target: 2,000 sq. ft. annually)
KPI: Percentage of specialized children's hospital development plan completed	Economic and Urban Development	N/A (FY22: Groundbreaking by 2025)
Goal 2: Align city's marketing strategy to fit into corporate responsibility missions		
KPI: Increase in funding through private donations for expansion of healthcare services	Philanthropic Initiatives	\$70,000 (No set target)
KPI: Number of youth sports participation through professional and local sports team sponsorship events	Parks, Recreation and Cultural Affairs	7 events (FY22 Target: 6 events)
KPI: Percentage increase in sponsorship donations for youth sports through the Mayor's Fund for LIFE	Philanthropic Initiatives	\$231,070 (No set target)
Goal 3: Enhance assistance to connect at-risk and vulnerable populations with mental health		
KPI: Amount of city program funding spent toward at risk and vulnerable populations experiencing mental illness	Neighborhood Services, Youth Development and Social Initiatives, Public Safety, Municipal Court, Fire and Rescue	\$16,280,204 (FY22 Target: 5% increase in spending from FY21 \$17 million base)
KPI: Number of participants in health related programs (Parks and Arts)	Parks, Recreation and Cultural Affairs	20,842 average participants/quarter (FY22 Target: 20,000/quarter)
KPI: Number of adaptive and therapeutic programs offered	Parks, Recreation and Cultural Affairs	34 programs (FY22 Target: 34)

*Green highlight indicates target was achieved.

PRIORITY III: DIVERSIFY ECONOMY

The city has identified the following objectives to diversify the economy:

- 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 1: INFRASTRUCTURE FOR CONNECTIVITY

The city of Las Vegas will expand broadband connectivity and mobility infrastructure equitably across the city

Improving infrastructure and connectivity is one of the main focus areas in the efforts to diversify the local economy. Expanding broadband connectivity and mobility infrastructure equitably across the city will open opportunities for residents and other stakeholders to receive information about their community as well as potential job opportunities and provide access to education.

The GoMed project is an autonomous circulator between downtown Las Vegas and the Las Vegas Medical District. The city of Las Vegas is a partner with the Regional Transportation Commission of Southern Nevada. Once the circulator service begins, one of the most significant statistics we will be collecting is passenger counts. Baseline passenger count data will be collected in January 2023 with updates in February of 2025, 2026 and 2027. However, since this project is in the early stages of design, using it for a key performance indicator in the near term will not be feasible. In the near term, the city will continue measuring passenger counts for the Downtown Loop mobility service that the city provides throughout the downtown area. There is currently a project underway to provide new digital and connected signage at each of the stops for improved service and passenger information.

Expanding broadband connectivity and mobility infrastructure equitably across the city requires an increase in education and outreach for cybersecurity. As more citizens gain access to internet resources they must be educated on the potential risk involved with sharing information on the internet. The key performance indicator to measure in support of this priority and goal will be based on the number of city hosted cybersecurity trainings to increase from zero to 12 annually.

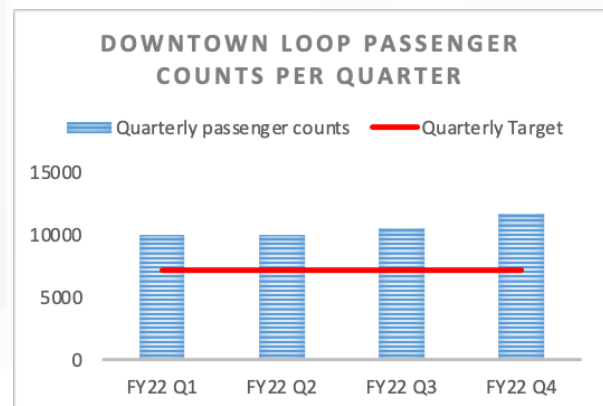
The world is rapidly changing and along with it, the transportation economy. To ensure that Las Vegas is progressing and keeping up with infrastructure updates, the city is tracking and growing the number of electric vehicle (EV) charging stations within the city.

Three strategic initiatives were identified to expand the city's broadband connectivity and mobility infrastructure in an equitable way. From these, five key performance indicators were established to report on the city's efforts.

- **Strategic Initiative 1: Pursue opportunities for innovative transit (e.g., mobility alternatives, unmanned autonomous vehicles) and expand the electric charging stations network**

○ **Key Performance Indicator 1:** *Number of charging stations throughout the city of Las Vegas*

The city of Las Vegas previously installed 75 Electric Vehicle (EV) charging stations and EV charging infrastructure at its garages and facilities citywide and is preparing for upcoming investments. With the passage of SB 448 (2021) and the Infrastructure Investment and Jobs Act, \$7.6 billion in funding for electric vehicle charging infrastructure is in the process of being deployed nationwide in tandem with the launch of a number of new EV models from many automakers. Similarly, NV Energy's Economic Recovery Transportation Electrification Plan (ERTEP) under SB 448 invests \$100 million to develop and construct charging infrastructure over the next three years and includes a variety of programs, including an urban charging depot program, interstate corridor charging and public agency charging. The overall effect will be an increase in the number of EV charging stations throughout the state, region and city. The city is currently preparing an upcoming project to leverage these funding sources and is coordinating with NV Energy under ERTEP's programs for new and expanded charging stations at several community centers. The city is also coordinating with Clark County and other jurisdictions on an EV charging ordinance to establish consistent EV charging code standards for new and existing development for commercial, single-family, and multi-family locations.



○ **Key Performance Indicator 2:** *Number of passenger counts for the Downtown Loop mobility service*

FY22 saw a major increase in passenger counts from FY21. The Downtown Loop paused service for three months in FY21 due to the COVID-19 pandemic. As service resumed in October 2020, passenger counts remained low from the ongoing pandemic, resulting in an FY21 ridership of 16,520. During FY22, there were 42,350 passenger counts for the Downtown Loop mobility service, surpassing the city's fiscal year goal of 28,261, or quarterly goal of 7,207 passengers.

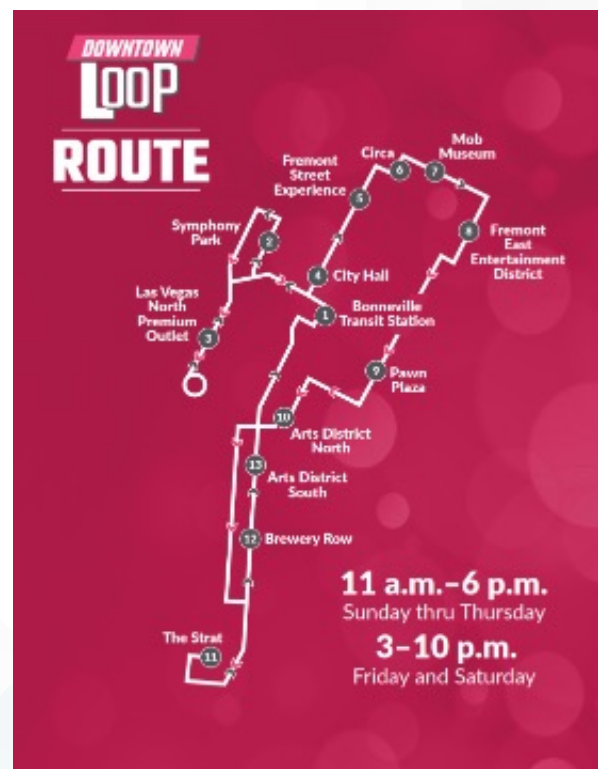


Figure 11: The Downtown Loop route in DTLV



➤ **Strategic Initiative 2: Develop equitable community-based deployment of high speed broadband services**

- **Key Performance Indicator 1:** *Increase in city-provided broadband connectivity for underserved areas*
- **Key Performance Indicator 2:** *Percentage increase in wireless connectivity*

The city's efforts to increase broadband connectivity and wireless connectivity go hand in hand. The Department of Innovation and Technology, alongside the Department of Youth Development and Social Initiatives, applied for an Economic Development Administration grant to fund a demonstration wireless network for impacted sections of the Las Vegas community. In 2021, the city of Las Vegas was awarded a \$1,662,216 grant with a city match of \$531,000, totaling \$2.2 million for the implementation of a community wireless network. In FY22, the city began designing and purchasing hardware, however supply chain issues have delayed the project start date. The Department of Innovation and Technology anticipates the installation of the hardware to begin and be fully operational during FY23.

➤ **Strategic Initiative 3: Increase education and outreach for cybersecurity**

- **Key Performance Indicator 1:** *Number of city hosted cybersecurity trainings*

A 2019 Coronet cybersecurity [report](#) ranked the Las Vegas area the country's most cyber insecure city. The following year as the COVID-19 pandemic was underway, the Innovation and Technology Department applied for funding to adopt a program and software to conduct cybersecurity training. Although funding was not received during the first round, the team continues to research other opportunities to fund training efforts. In FY22, staff began developing an in-house program to provide information on cybersecurity to the community and plans to conduct cybersecurity training in FY23.


GOAL 2: START-UPS

The city will streamline the process for start-up businesses to support new innovative opportunities and industry.

The city's economy has historically been heavily weighted in the tourism and hospitality industry. We have seen significant volatility throughout these industries during economic cycles. In order to diversify the economy, the city of Las Vegas is working to increase the number of technology partners in order to grow different sectors of our economy here in the city.

Startups are a key component of the tech ecosystem. In order to attract startups, we are working to expand the number of city operated hot desk spaces available to startups. With the corporate market ever changing, the needs and wants of different companies remain fluid. In order to remain competitive we are working to offer a wide array of office types and inventory.

The city's business licensing will work to increase the number of businesses through a variety of methods including, but not limited to, changes to our alcohol ordinance and bringing privileged applications online to simplify and streamline the approval process.



The city established three strategic initiatives and four key performance indicators to streamline the process for start-up businesses to support innovative opportunities and industry and further diversifying the city's economy.

➤ **Strategic Initiative 1: Establish a new Smart City campus in downtown Las Vegas**

- **Key Performance Indicator 1:** *Number of technology partners in the Downtown Las Vegas ecosystem*

In 2019, the city launched its first International Innovation Center at Las Vegas. It was immediately a hit, with all available office space filling. The city developed 8 new partnerships during FY22, ranging in scale from international large cap companies such as NTT to non-profit startup accelerators such as Startup NV. The city's EUD team also continues to work with the startup community to grow the ecosystem and promote our city as a great destination for innovative tech companies.

➤ **Strategic Initiative 2: Promote quality of life and develop infrastructure for co-working spaces to attract remote workers to the City of Las Vegas**

- **Key Performance Indicator 1:** *Number of city-provided hot-desk working spaces in Downtown Las Vegas ecosystem*

In late 2021, the city's EUD team began working to expand the city's Innovation Center ecosystem. Additional space was added in the Arts district with three lower office suites, four second floor office suites, and eight hot desks.

- **Key Performance Indicator 2:** *Square footage of private co-working spaces in the Downtown Las Vegas ecosystem*

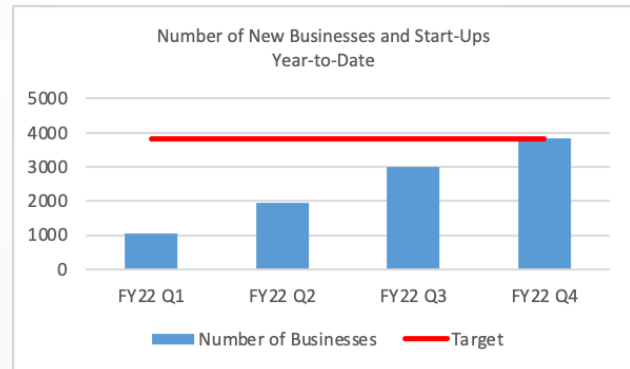
Private co-working spaces continue to be in demand from startup entrepreneurs currently in Las Vegas and those that are looking at Las Vegas as a place to network with other technology and innovative entrepreneurs. In 2022, Pacific Workplaces Las Vegas opened a 16,000 sq. ft. co-working facility at Tower 300 in downtown Las Vegas. This facility provides additional co-working space outside of the current city operated Innovation Centers. Additional co-working spaces are currently being considered by a number of property owners in downtown Las Vegas. This will encourage the growth of the technology eco-system in the downtown area.

➤ **Strategic Initiative 3: Streamline city entitlement, permitting and licensing processes**

- **Key Performance Indicator 1:** *Number of new businesses and start-ups*

The Planning Department adopted a multitude of continuous improvement strategies to streamline the business licensing process. The department passed an ordinance changing the alcohol code to reduce the number of alcohol license categories by more than half. The number of land use types was altered to allow innovation and business opportunities to have greater flexibility in choosing their application categories. Origination fees—which were originally between \$2,500 and \$75,000—were eliminated to open the door to more businesses who previously could not afford to enter the

market. In FY22, the department reduced the number of forms required for applications from 130 to 40. These efforts combined helped the department achieve its goal of streamlining the process for startup businesses to support new and innovative opportunities and industry. The FY22 target was to have 3,829 new businesses and start-ups apply and be approved for licensing. In FY22 there were 3,850.



GOAL 3: BIG-BOX STORES

The city will facilitate opportunities for redevelopment of underperforming big-box stores and strip centers.

To reduce urban blight and promote economic development, the city of Las Vegas is working to reduce vacancy in big-box stores. Through thoughtful planning and creative use cases, we will work to repurpose the properties and fill them. One strategic initiative and one key performance indicator were developed to provide for these opportunities and improve the local economy.

➤ **Strategic Initiative 1: Repurpose underperforming and vacant big-box stores and commercial strip sites for higher and better use**

○ **Key Performance Indicator 1:** *Percentage of occupied big-box stores and strip centers*

84% of big-box stores and strip centers were occupied at the end of FY22, falling just under the city's goal of achieving 91% occupation. EUD has on-going grocery outreach efforts for new store development valley-wide with an emphasis on downtown. Enterprise Park is also an area of focus with completed good and beverage concepts and grocery being developed with Laurich properties. From a more macro-marketing perspective, the city is working on marketing efforts through Costar/Loopnet, broker outreach, convention exhibiting, and more.

Table C below summarizes the 11 key performance indicators that fall under the diversifying economy priority, as well as the city's efforts to meet its goals.

Table C: Key Performance Indicator Progress Table–Priority III: Diversify Economy		
Priority III: Diversify Economy	Responsible Department	Status*
Goal 1: Expand broadband connectivity and mobility infrastructure equitably across the city		
KPI: Number of charging stations	Economic and Urban Development	26 new stations (FY22 Target: 25)
KPI: Number of passenger counts for the Downtown Loop mobility service	Public Works	10,586 on average per quarter (FY22 Target: 7,207 per quarter)
KPI: Number of households with city provided broadband connectivity in underserved areas	Innovation and Technology	0 households (FY22 Target: 2,000 households)
KPI: Percentage increase in wireless connectivity	Innovation and Technology	0% increase (FY22 Target: 15% increase)
KPI: Number of city hosted cybersecurity trainings	Innovation and Technology	0 trainings (FY22 Target: 12 trainings/year)
Goal 2: Streamline the process for start-up businesses to support new innovative opportunities and industry		
KPI: Number of technology partners in DTLV ecosystem	Economic and Urban Development	8 technology partners (FY22 Target: 7 new partners/year)
KPI: Number of city-provided hot-desk working spaces in DTLV ecosystem	Economic and Urban Development	69 (FY22 Target: 94)
KPI: Square footage of private co-working spaces in DTLV ecosystem	Economic and Urban Development	31,200 sq. ft (FY22 Target: 18240 sq.ft/20% increase)
KPI: Number of new businesses and start-ups	Planning	3,850 new businesses/ start-ups (FY22 Target: 3,829)
Goal 3: Facilitate opportunities for redevelopment of underperforming big-box stores and strip centers		
KPI: Percentage of occupied big-box stores and strip centers	Economic and Urban Development	84% occupied (FY22 Target: 91% occupied)

*Green highlight indicates target was achieved.

CONCLUSION

For the current strategic plan period through 2025, the three major priorities—Public Safety, Healthcare and Diversify Economy—will remain the city’s focus areas. City leadership is currently meeting with departments to review FY22 initiatives and set new targets for FY23. If you have any feedback to provide regarding the city’s strategic plan, updates or its targets, please follow this link: https://cityoflasvegas.formstack.com/forms/strategic_plan_feedback or contact the city’s Customer Care Center at 702.229.CITY (2489), open Monday through Friday from 7:30 a.m. to 5:30 p.m.

