

2020 Citywide Strategic Plan FY2022 Progress Report

December 7, 2022



Submitted at Meeting
Date: 12/7/22 Item: 34
By Staff

Background and Summary

- **February 2020:** City Council meeting to determine city's priorities:
 1. Public Safety
 2. Healthcare
 3. Economic Diversification
- 2020 Citywide Strategic Plan: three goals under each priority area and 35 KPIs through 2025
- Fiscal Year 2022 Progress Report: first update of city efforts to fulfill strategies and goals

2020 CITYWIDE STRATEGIC PLAN (3 - 5 YEARS)

<p>PRIORITY I: PUBLIC SAFETY OBJECTIVES:</p> <ul style="list-style-type: none"> • 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 	<p>PRIORITY II: HEALTHCARE OBJECTIVES:</p> <ul style="list-style-type: none"> • 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) 	<p>PRIORITY III: DIVERSIFY ECONOMY OBJECTIVES:</p> <ul style="list-style-type: none"> • 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
<p>GOAL I: NEIGHBORHOOD REVITALIZATION <i>Reenergize and promote neighborhood revitalization programming through collaboration</i></p>	<p>GOAL I: HEALTHCARE PROGRAMS <i>Expand healthcare access through community partnerships</i></p>	<p>GOAL I: INFRASTRUCTURE FOR CONNECTIVITY <i>Expand broadband connectivity and mobility infrastructure equitably across the city</i></p>
<p>GOAL II: COMMUNITY & LAW ENFORCEMENT PARTNERSHIPS <i>Strengthen relationships with the community and law enforcement to respond to diverse needs</i></p>	<p>GOAL II: CORPORATE RESPONSIBILITY <i>Align city's marketing strategy to fit into corporate responsibility missions</i></p>	<p>GOAL II: START-UPS <i>Streamline the process for start-up businesses to support new innovative opportunities and industry</i></p>
<p>GOAL III: ALTERNATIVES TO INCARCERATION <i>Afford low-level offenders the opportunity to have alternatives to incarceration</i></p>	<p>GOAL III: MENTAL HEALTH RESOURCES <i>Enhance assistance to connect at-risk and vulnerable populations with mental health</i></p>	<p>GOAL III: BIG BOX STORES <i>Facilitate opportunities for redevelopment of underperforming big box stores and strip centers</i></p>



Priority I: Public Safety

GOAL I: NEIGHBORHOOD REVITALIZATION

Strategic Initiative 1: Community outreach programs

Strategic Initiative 2: Increase mixed income housing

Strategic Initiative 3: Improve environmental quality of parks

Strategic Initiative 4: Enhance citywide mural program

Strategic Initiative 5: Leverage Mayor's Fund for Las Vegas LIFE to maximize partnerships



Priority I: Public Safety

Goal 1: Neighborhood Revitalization

Strategic Initiative 2: Increase mixed-income housing

In FY22, Neighborhood Services added/preserved 182 units:



Wardelle Street Townhouses (57 units)



Archie Grant Park Apartments (125 units)



Priority I: Public Safety

Goal 1: Neighborhood Revitalization

Strategic Initiative 4: Enhance citywide mural program

In FY22, Parks, Recreation and Cultural Affairs developed 256 community murals, for a total of 324 since project inception



Priority I: Public Safety

GOAL II: COMMUNITY AND LAW ENFORCEMENT PARTNERSHIPS

Strategic Initiative 1: Increase Awareness of Public Safety Services

Strategic Initiative 2: Establish and expand community youth mentor programming



Priority I: Public Safety

Goal 2: COMMUNITY AND LAW ENFORCEMENT PARTNERSHIPS

Strategic Initiative 1: Increase Awareness of Public Safety Services

- Council offices, Neighborhood Services, Fire and Rescue, Department of Public Safety, Emergency Management and Municipal Court hosted events to promote public safety services
- **344 community-oriented engagement events held in FY22**



Priority I: Public Safety

GOAL 3: ALTERNATIVES TO MISDEMEANOR INCARCERATION

Strategic Initiative 1: Enhance diversion programs to connect vulnerable populations with mental health resources

Strategic Initiative 2: Explore and expand alternatives to incarceration



Priority I: Public Safety

Goal 3: Alternatives to Misdemeanor Incarceration

Strategic Initiative 1: Enhance diversion programs to connect vulnerable populations with resources to reduce incarceration

- In FY22:
 - 3,993 participants in Municipal Court Educational and Specialty Court Programs
 - 94% of participants completing requirements did not re-offend within three years
 - 45% of pretrial offenders were released instead of incarceration



Priority II: Healthcare

GOAL I: HEALTHCARE PROGRAMS

Strategic Initiative 1: Establish Health and Wellness centers in underserved communities

Strategic Initiative 2: Leverage the Medical District to expand health services academic programs and research facilities

Strategic Initiative 3: Pursue opportunities for a specialized children's hospital



Priority II: Healthcare

Goal 1: Healthcare Programs

Strategic Initiative 1: Establish Health and Wellness centers developed in medically underserved areas

- FY2021: Recuperative Care Center (RCC)
- FY2022: construction on Main Street and Foremaster Lane center
- ARPA funding for RCC expansion
- FY23: Two centers:
 - Historic Westside
 - East Las Vegas



Priority II: Healthcare

GOAL 2: CORPORATE SOCIAL RESPONSIBILITY OUTREACH

Strategic Initiative 1: Leverage Mayor's Fund for Las Vegas LIFE to maximize partnership opportunities

Strategic Initiative 2: Leverage partnerships with local professional sports teams to enhance youth sports programs and facilities



Priority II: Healthcare

Goal 2: Corporate Social Responsibility Outreach

Strategic Initiative 1: Leverage partnerships with local professional sports teams to enhance youth sports programs and facilities



Priority II: Healthcare

GOAL 3: MENTAL HEALTH RESOURCES

Strategic Initiative 1: Increase access to mental health resources for at-risk and vulnerable populations

Strategic Initiative 2: Promote community wellness through parks and recreation programs

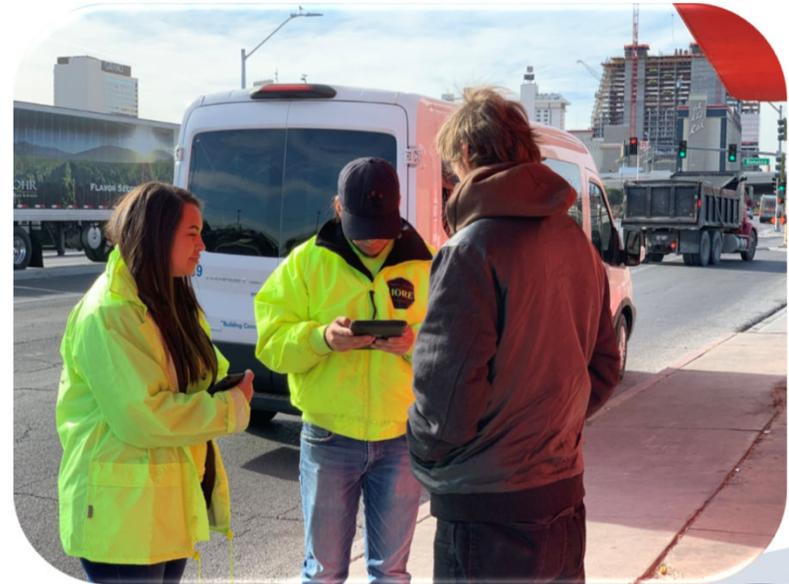


Priority II: Healthcare

Goal 3: Mental Health Resources

Strategic Initiative 1: Increase access to mental health resources for at-risk and vulnerable populations

In FY22 - \$16,280,204 in CLV funding on mental health assistance and programming for at-risk and vulnerable populations.



Priority III: Diversify Economy

GOAL 1: INFRASTRUCTURE FOR CONNECTIVITY

Strategic Initiative 1: Pursue opportunities for innovative transit

Strategic Initiative 2: Equitable high speed broadband services

Strategic Initiative 3: Increase cybersecurity education and outreach



Priority III: Diversify Economy

Goal 1: Infrastructure for Connectivity

Strategic Initiative 2: Equitable high speed broadband services

- \$2.2 million to implement community wireless network
 - Provide connectivity for students in Historic Westside and East Las Vegas
 - Timeline:
 - January 2023: Hardware installation
 - June 2023: Project installation and testing
 - July 2023: Network operational



Priority III: Diversify Economy

GOAL 2: START-UPS

Strategic Initiative 1: Establish new Smart City campus in DTLV

Strategic Initiative 2: Co-working spaces to attract remote workers

Strategic Initiative 3: Streamline city entitlement, permitting and licensing



Priority III: Diversify Economy

Goal 2: Start-ups

Strategic Initiative 1: Establish a new Smart City campus in DTLV

- 8 new technology partners in FY22



Priority III: Diversify Economy

GOAL 3: BIG-BOX STORES

Strategic Initiative 1: Repurpose underperforming and vacant big-box stores and commercial strip sites

- In FY21, 83% of big-box stores/strip centers occupied
 - In FY22, 84% occupation
- ARPA: \$1.5 million to Mario's Westside Market moves market to former big-box store



See the city's Performance Dashboard:

<https://www.lasvegasnevada.gov/>



Performance Dashboard

1. Public Safety



Neighborhood Revitalization

Reenergize and promote neighborhood revitalization program through collaboration.

[Learn More](#)



Community and Law Enforcement...

Strengthen relationships between the community and law enforcement through community-led work to respon...

[Learn More](#)



Alternatives to Misdemeanor...

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

[Learn More](#)

Park Clean-up Events

Number of city hosted major community park clean-up events

FY23 Target: 18 park clean-up events

[Explore Performance Measure](#)

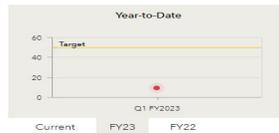


Community Murals

Number of city painted outdoor community murals

FY23 Target: 50 new outdoor murals

[Explore Performance Measure](#)



About

Strategic Initiative

Enhance citywide mural program to promote community pride and reduce crime.

Measure

This measure tracks the number of city painted outdoor community murals.

Baseline

At the start of FY22, there were 68 city painted outdoor community murals.

During FY22, the city painted 256 murals, for a total of 324. 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.

FY23 Target

50 outdoor community murals, for a total of 374 by June 30, 2023.

Why This Measure Matters

The Department of Parks, Recreation and Cultural Affairs is launching a mural program in the Historic Westside that emulates Mural Arts Philadelphia, a program that focuses on uniting artists and communities through a collaborative process to create arts that transforms public spaces and individual lives. Public art has the power to convene a community to create, reflect and take action. 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.

Total Murals
9

Year-to-Date
Reporting Period: Q1 FY2023

Current FY23 FY22



Performance Dashboard

2. Healthcare



Healthcare Programs

Expand healthcare access through community partnerships.

[Learn More](#)



Corporate Responsibility and...

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

[Learn More](#)



Mental Health Resources

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

[Learn More](#)

Professional Sporting Events

Number of professional and local sports team sponsorship events

~~FY23 Target: 10 events annually~~

[Explore Performance Measure](#)



Donations for Youth Sports

Amount of sponsorship donations for youth sports through the Mayor's Fund for Las Vegas LIFE

FY23 Target: No set target

[Explore Performance Measure](#)



Strategic Initiative

Leverage partnerships with local professional sports teams to enhance youth sports programs and improve city facilities.

Measure

This measure aims to track the number of professional and local sports team sponsorship events.



Baseline

This measurement was first developed in FY22. During FY22, there were seven professional and local sports team sponsorship events held. These included football camps with Las Vegas Raiders players, summer basketball camps with NBA coaches and trainers, the Shaquille O'Neal court dedication and more.

FY23 Target

Ten (10) professional and local sports team sponsorship events annually.

Why This Measure Matters

Organized sports activity helps children develop and improve cognitive skills. Many athletes do better in school academically when participating in a sport. Sports also teach teamwork and problem-solving skills and boost self-esteem. The city has partnered with local sports teams to host events such as the Darren Waller Camp, USA Basketball, and the Shaq court dedication at Doolittle Community Center. The city has also partnered with the Las Vegas Raiders to host a Raiders football camp, a Westside Schools League, and invitations to inner city youth for an NFL game and Pac 10 game.



Performance Dashboard

3. Diversify Economy



Infrastructure for Connectivity

Expand broadband connectivity and mobility infrastructure equitably across the city.

[Learn More](#)



Start-ups

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

[Learn More](#)



Big Box Stores

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

[Learn More](#)

Charging Stations

Number of charging stations

FY23 Target: 25 additional stations

[Explore Performance Measure](#)



Downtown Loop

Number of passenger counts for the Downtown Loop mobility service

FY23 Target: 7,207 passengers per quarter

[Explore Performance Measure](#)



Strategic Initiative

Pursue opportunities for innovative transit (e.g., Unmanned Autonomous Vehicles and other mobility alternatives) and expand the electric charging stations network.

Measure

This measure tracks the passenger counts for the [Downtown Loop](#) mobility service.

Baseline

FY19 there were 28,261 passengers on average ridership.

In FY22, there was a total of 42,350 passengers, or 10,838 per quarter on average.

FY23 Target

The city aims for a Downtown Loop mobility passenger count of 28,826, or 7,207 per quarter, by the end of fiscal year 2023.

Why This Measure Matters

The city of Las Vegas is measuring passenger counts for the [Downtown Loop](#) mobility service that the city provides throughout the downtown area. The Downtown Loop is a free shuttle servicing the exciting businesses and attractions in downtown Las Vegas. There is currently a project underway to provide new digital and connected signage at each of the stops for improved service and passenger information. The city is also continually making improvements to the user application.

