



IMPLEMENTATION

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The Implementation Plan presents specific priority actions that the city should be take to implement the plan. These actions are designed to initiate progress towards achieving the goals identified by the community.

The Implementation Plan does not stand alone, but should be used as a reference point for implementing the plan. The body of the plan provides the full road-map to implementation.

OVERVIEW

The Comprehensive Plan includes eight chapters that each cover a certain subject relevant to the community of Las Vegas: Good Governance, Facilities and Administration, Utilities and Transportation, Parks and Recreation, Economic Development, Land Use, Housing, and Hazards Mitigation.

Each of these chapters includes context describing conditions or factors relevant to that subject with recommendations and guidelines for addressing specific issues or needs.

Each chapter concludes by establishing the overall Goals, Policies, and Actions for the subject (*see definitions, right*).

Goals
Overarching statements describing desired outcomes
Policies
Identifying general strategies for achieving goals
Actions
Specific instructions to make the strategy succeed
Recommendations
Detailed actions and guidance for specific, individual topics to address particular issues or needs, in support of the overall goals and policies.
Guidelines
Guiding principals and considerations to inform decision-making in general terms

METHODOLOGY

The Implementation Plan presents specific, priority actions that the city should be take to implement the plan. These priority actions are derived from the complete set of actions identified in chapter goals and policies, and certain recommendations from throughout the chapters.

Actions included in the Implementation Plan were identified as “priority actions” based on the following factors:

- » Achievability - existing municipal capacity to implement the action, or access to funding sources to do so
- » Need - actions that must be implemented before others can, or actions that require immediate action to mitigate or address pressing issues
- » Potential Impact - significance of impact
- » Community Support - broad support exhibited through plan process

Most implementation actions require resources or funding, though a number of actions can be accomplished with existing city resources and personnel. The city of Las Vegas should designate or secure adequate resources as a first step in implementing any action.

Planning Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Establish the 2020 Las Vegas Comprehensive Plan (LVCP) and 2018 MRA Plan as primary references guiding investment and development decisions	Onset	Align priorities to achieve goals
Pledge municipal accountability and consistency in implementing these and other city plans	Onset	Build community trust
Commit to hold biannual, public review workshops to report on plan implementation progress	Onset / Ongoing	
Make the plan publicly available on the city website and at City Hall	Onset	
Conduct community outreach to build and maintain public support and understanding of the plan and planning goals	Onset / Ongoing	
Implement recommendations, plans, and projects in the 2018 MRA Plan	Ongoing	Use MRA and LVCP together as a set
Adopt and maintain an Asset Management Plan, a Facility Master Plan, and a Parks and Recreation Plan, in accordance with the recommendations and guidelines provided in the LVCP	1 Year / Ongoing	Strategic planning needed to improve city services & manage resources
Regularly update city plans, including the Comprehensive Plan	Ongoing	Remain compliant

Good Governance Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Prioritize improving trust in city government through service, outreach, and outcomes	Onset / Ongoing	Earn trust and restore reputation
Update of the City Charter in accordance with the City Charter Recommendations provided in the LVCP	Onset / Ongoing	Collaborate with Municipal League/ oversight entity
Evaluate and amend rules of procedure to promote a healthy balance of power across city government and ensure accountability and equity	1 Year	Include in City Charter Update
Establish municipal oversight protocols, an oversight entity, and oversight responsibilities	1 Year	Include in City Charter Update
Establish policy and standard practices supporting transparency in all municipal activities	1 Year	Include in City Charter Update
Define and enforce mandatory qualification requirements for municipal positions, including management	1 Year	Include in City Charter Update
Establish and implement clear staffing guidelines and policies in accordance with the LVCP, including management guidelines and ethics code	1 Year	Include in City Charter Update
Regularly publish city budgets and funds	Ongoing	Online & print
Conduct a review of City services and contracts to improve cost efficiency and service quality	1 Year	Improve services & lower costs

Administration & Facilities Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Conduct or commission a Facilities Needs Assessment Study to identify long-term facility needs and goals for all city services and departments	1 Year	Essential first step for facility planning
Commission a Long Range Strategic Facilities Master Plan to understand and strategically plan for long-range municipal facilities needs, including ADA assessment and other considerations in accordance with Facility Planning Recommendations in the LVCP	1-2 Years	Needed prior to any facility improvements
Incorporate electrical upgrades necessary to support needed technological upgrades in Facility Master Plan	1-2 Years	
Institute a moratorium on funding municipal facility improvements other than critical maintenance, until a Strategic Facilities Master Plan is in place	Onset, limited duration	
Establish goals for efficiency improvements with resource conservation as a fundamental principal of facilities planning in accordance with the Facility Sustainability & Conservation Recommendations in the LVCP	1-2 Years	
Develop or commission, and implement an Asset Management Plan to ensure efficient use and proper maintenance of city assets in accordance with Facility Planning and Transportation and Utilities Recommendations in the LVCP	1 Year	Asset Management Plan should include all city facilities, infrastructure, utilities and equipment
Delegate Asset Management roles and responsibilities and regularly measure asset management outcomes	1 Year/ Ongoing	Consider Asset Management by a Maintenance Dept
Review facility needs and develop a strategy to address Facility Recommendations provided throughout the LVCP	1 Year	See <i>facility needs by department</i>
Establish a strategy and funding for expanding and improving digital services including GIS database management and digital record-keeping in accordance with the Administrative and Land Use Recommendations	1-3 Years/ Ongoing	Improve services & asset management
Conduct a cost benefit analysis to consider options for expanding municipal capacity and staff including municipal maintenance department, emergency management, economic development, building inspection, and parks and recreation department	1-2 Years	Expanded capacity would support goals in nearly all plan topics

Land Use: Community Appearance Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Prioritize community appearance improvements as a fundamental concern to the public and begin mobilizing resources and capital to improve appearances in Las Vegas	Onset / Ongoing	Community appearance is intrinsic to community pride
Designate resources to conduct initial clean-up efforts for immediate improvements and establish protocols for regular trash and weed details of public areas	Onset	Timely, meaningful results build trust and improve lives
Adopt a long-term community improvement strategy, including incremental landscaping and beautification projects, code enforcement, and community outreach	1 Year/ Ongoing	Focus on community improvements and beautification has been lacking and is elemental to improved quality of life

Transportation and Utilities Actions

MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
In the Asset Management Plan , include an expanded Road Asset Management Plan establishing regular and long-term maintenance guidelines, identifying priority improvement projects, including road design guidelines and incorporating the Transportation and Utility Recommendations in the LVCP	1-2 Years	Integrate streets and sidewalk planing and LVCP recommendations in Asset Management Plan
Establish a long-term strategy for improving and maintaining city streets, include in the Asset Management Plan	1 Year/ Ongoing	Historic approach resulted in widespread condition issues
Align infrastructure planning with overall asset and facility master planning	1-2 Years/ Ongoing	Consider utility upgrades in street project plans
Conduct an ADA assessment of city sidewalks and a sidewalk inventory, include in the Asset Management Plan	1-2 Years	ADA plan included in Facility Planning recommendations
Adopt policy establishing transportation guidelines that support Complete Streets as outlined in the LVCP as a tool to advocate for transportation projects that enhance the quality of life	1-2 Years	Recommendations address traffic control improvements & street design strategies
Prioritize street improvements as a primary concern to the public and begin mobilizing resources and capitol to accelerate efforts to improve street conditions in Las Vegas	Onset	High priority in survey results, integral to improving community appearance
Consider options and funding sources for assigning a permanent staff role dedicated to proactively identify and secure additional streets funding	1 Year	As additional role of existing position or new position
Allocate resources to improve street repair capacity, including purchase of pot-hole repair equipment for immediate repairs	1 Year	Immediately and long-term
Develop and adopt city policy guiding traffic-calming decisions and strategies, as outlined in the Traffic-Calming Recommendations in the LVCP	1-2 Years	Address prolific speed bumps
Identify opportunities to improve and expand sidewalks, pedestrian safety, multi-modal access, landscaping, and lighting	Ongoing	Improve community appearance
Allocate funding and staff to begin upgrading street lighting to LED	1-2 Years	Long-term cost savings
Identify funding to develop real-time water-use metering capacity	2-3 Years	Support water conservation
Implement circulation improvements on University between 8th Street and National Avenue as outlined in the LVCP Wayfinding Recommendations and MRA Plan	1-2 Years	Key circulation improvement for promoting downtown
Dedicate funding to continue expanding wayfinding projects throughout the city and install gateway features and signage at key entrances and downtown	Ongoing	Build on existing plans
Review utility planning, maintenance, and administration needs and develop a strategy, including capitol planning to address Utility Recommendations provided in the LVCP	1 Year/ Ongoing	See <i>Utility Recommendations</i>
Conduct an internal review of potential cost-saving alternatives for solid waste services and identify strategies for restoring recycling services	1-2 Years	Request quotes for contacted solid waste services and identify federal funding for landfill development

Parks & Recreation Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Prioritize park improvements as a primary concern to the public and begin mobilizing resources and capitol to accelerate efforts to improve city park conditions	Onset	Improve park maintenance & expand services
Develop or commission a Parks and Recreation Master Plan to guide parks and recreation management, maintenance, expansions, improvements, and operations as outlined in the Parks and Recreation Recommendations in the LVCP	1-2 Years	Strategic parks planning improves services and identifies opportunities
Identify immediate measures and priorities and allocate funding for improving park maintenance and mitigating maintenance issues in city parks	Onset	Park maintenance was consistently prioritized by the community
Consider options to reestablish a dedicated City of Las Vegas Parks and Recreation Department to oversee all parks and recreation assets in the city	1-2 Years	Creative solutions may include an integrated Maintenance Department
Convene a workshop with city recreation facility staff, community recreation groups, and economic development interests to identify potential sports-complex issues and priorities	1-2 Years	Community improvement and potential economic draw
Commission a feasibility/market study to understand the potential for developing a successful sports complex in Las Vegas	2-3 Years	Ensure prudent public investments
Continue collaborating with community recreation groups to understand and meet needs and improve recreational opportunities in the city	Ongoing	See <i>Community Recreation Recommendations</i>
Consider potential projects to expand the Gallinas Riverwalk throughout the city	Ongoing	Asses potential for continuous river front park
Begin discussions with regional entities and interests on the potential to develop a regional recreational trails network	3-5 Years	Collaborate with county and others

Housing Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Prioritize protecting existing housing stock, preserving historic assets, protecting and improving neighborhoods, improving property maintenance, and limiting vacancies using the strategies and guidelines provided in the LVCP	Ongoing	The community expressed a willingness to participate neighborhood clean-ups, in survey results
Continue to support the Las Vegas Housing Authority and work cooperatively with the Housing and Urban Development Department	Ongoing	Affordable Housing Plan should be updated
Continue to support new housing development, including senior housing, mixed-use, and infill development	Ongoing	See Land Use chapter for development guidance

Land Use Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Update the municipal code to eliminate conflicting rules & outdated references, rewrite for clarity and accessibility in accordance with Municipal Code Guidelines and General Land Use recommendations provided in the LVCP	1-2 Years	Collaborate with city Planning & Zoning and Code Enforcement
Establish and enable record-keeping guidelines and designate resources to digitize land use documentation and records, including GIS mapping and electronic permitting	1-4 Years	<i>See Administrative and Facility and Land Use Recommendations</i>
Establish protocols and designate resources to provide thorough training on land use regulations and guidelines for code-enforcement personnel, planning and zoning commissioners, and other key city staff	1-2 Years	<i>Include in City Charter Update</i>
Establish Planning and Zoning directive and record keeping protocols to improve development review outcomes	1-2 Years	<i>Include in City Charter Update</i>
Evaluate the criteria for approving discretionary reviews to assure that standards are sufficiently clear to inform development decisions	1-2 Years	<i>See Development Review Recommendations</i>
Reinstitute and designate a Development Review Board (DRB) to collaborate in reviewing development applications	1-2 Years	Build on and update historic DRB efforts
Review and amend municipal nuisance and vacancy-abatement authority, including recommended amendments to the Nuisance Code and vacancy strategies provided in the LVCP	Ongoing	<i>See Development Review Recommendations</i>
Implement the TIF District, as outlined in the LVCP and the MRA Plan	Onset	Funding improvements
Adopt the Sustainable Land Use Guidelines and Quality of Life Guidelines provided in the LVCP, and support sustainable land use and quality development practices as outlined in the LVCP	1-2 Years	Sustainability and resources management underlies all planning goals
Refer to the guidelines and recommendations provided in the LVCP when considering annexation, extraterritorial zone development, or subdivision development	Ongoing	Provides development requirement matrix and annexation requirements
Implement MRA Plan recommendations regarding Historic Preservation	Ongoing	Included in LVCP Appendix

Hazards Mitigation Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Consider appointing a municipal Emergency Manager	Ongoing	Collaborate with OEM
Review emergency and crisis management and response capacity and protocols to ensure adequacy and consider the need for additional measures such as supply and equipment stock-piles	1-3 Years	The COVID-19 crisis may have revealed new issues
Conduct regular inspections of City facilities for the need to create defensible space	Ongoing	Safeguard facilities and assets

Economic Development Actions		
MUNICIPAL ACTION	TIME FRAME	CONSIDERATIONS
Update the Las Vegas Economic Development Plan Ordinance to include all LEDA recommendations provided in the LVCP	Onset	Enables funding options for economic development
Convene a special committee to identify potential LEDA incentives and partnerships	Onset / 1 Year	Fully utilize available economic development assistance
Identify and work to implement improvement projects eligible for state participation, including investment in land, buildings, and infrastructure	Onset / 1 Year/ Ongoing	Expanded LEDA provisions offer significant opportunity
Identify target industries and projects to prioritize for economic development efforts including considerations provided in the LVCP	1 Year/ Ongoing	Collaborate with public and private stakeholders
Consider options to support a full time economic development position, including creative and non-traditional approaches	Onset / Ongoing	Prioritize independent economic development capacity supported by municipal funding
Designate city staff responsibilities to maintain proactive coordination with local economic-development groups and institutions to align goals, track capacity and projects, and coordinate efforts between groups to prevent gaps or redundancies	Onset / Ongoing	May be assigned to existing staff position(s) or a new position
Implement the 2018 MRA Plan to support local businesses, improve downtown neighborhoods, and promote tourism	Ongoing	Essential for economic development
Plan to develop a new museum housing the existing archive of the Rough Rider Museum and a new film-history element, in the Rail Road District or other central location, include in Facility Master Planning	5-6 years	See <i>Facilities Recommendations</i>
Consider options to support the workforce in Las Vegas including improved wages and training as outlined in the LVCP	Ongoing	Work to address troubling rise in poverty

RECOMMENDATIONS & GUIDELINES

This is a complete listing of all recommendations and guidelines provided throughout the 2020 Las Vegas Comprehensive Plan (LVCP). Recommendations provide guidance on specific topics in support of overall, broader goals. Recommendations should be implemented to address issues and needs expressed by the community or identified during the planning process.

Context and additional information supporting recommendations is provided in the body of the plan, as are the full complement of planning Goals, Policies, and Actions that constitute the Comprehensive Plan.

GOOD GOVERNANCE

CITY SERVICES RECOMMENDATIONS

These recommendations cover staffing only. Other Good Governance topics are addressed in Goals & Policies

To improve and stabilize the quality of municipal services in Las Vegas, the city must establish and implement clear guidelines and policies defining:

- » Mandatory-experience and educational-requirement specifications, responsibilities, expectations, and chain-of-command for all staff and administrative positions
- » Competitive pay and compensation strategies for recruiting and retaining talent in municipal service
- » Management strategies and guidelines establishing procedures, protocols, and leadership roles, to cultivate an institutional culture of respect and cooperation across municipal branches and between departments, and of public service
- » A municipal code of conduct that promotes respect, professionalism, collaboration, responsibility, accountability, integrity, and public service
- » Strategies for promoting and recognizing excellence in service, and official protocols, with oversight, for addressing conduct or performance issues, including management guidelines to ensure fairness and equity
- » Improved guidelines based on best practices to clarify responsibilities, expectations, and requirements regarding staff appointments
- » Institutional support for professional staff development, including travel and time allowances to attend professional conferences, workshops, seminars, etc.

Charter & Oversight Recommendation

- » Update the City Charter according to the City Charter Update Recommendations to improve municipal procedures and establish the framework for good municipal governance and management

Accountability Recommendations

- » Pledge municipal accountability and consistency in implementing this and other city plans
- » Commit to hold biannual, public review workshops to report on plan progress

Transparency Recommendations

- » Regularly publish city budgets and funds in the local paper and consider options to improve the accessibility of the information using graphics or summaries
- » Establish, in the City Charter, protocols improving transparency and establishing an institutional culture supporting transparency

Public Service Recommendations

- » Adopt and maintain **Asset Management, Facility, and Parks and Recreation Plans** in accordance with recommendations provided here
- » Establish protocols and responsibilities for implementing, referencing, maintaining, and updating these plans in the City Charter update
- » Improve and stabilize the quality of municipal services by establishing and implementing the guidelines and policies in the City Services Recommendations
- » Include these measures in the City Charter update

CITY CHARTER RECOMMENDATIONS

Update the Las Vegas City Charter to improve municipal procedures and establish the framework for good municipal governance and management

- » Review and update the City Charter
- » Designate a permanent oversight entity
- » Working with the entity, establish specific responsibilities and obligations for the municipality and the oversight entity
 - » Include measures to ensure accountability from both parties
- » Establish and clearly delegate specific oversight responsibilities to be carried out by the entity
 - » The primary responsibility of the oversight entity will be regular review and update of the City Charter
- » Establish Municipal responsibilities to
 - » Proactively maintain municipal oversight protocols
 - » Fulfill obligations to the oversight process
 - » Ensure compliance and accountability
- » Working with the oversight entity, commence review and update of the city Charter
 - » Include oversight provisions and procedures in the Update
 - » Include provisions to establish:
 - » An even distribution and balance of power between the executive, legislative, and administrative bodies
 - » Rules of procedure that reinforce the distribution and balance of power and facilitate fair and effective governance
 - » *Address the issues outlined in this plan, including transparency, oversight, accountability, and municipal personnel and management through rules, procedures, guidelines, and policies to be established in the City Charter.*
 - » Include guidelines for City Charter Update and Maintenance with a schedule and procedure for regular reviews of the City Charter to measure the efficacy of policies and procedures and update or amend as needed

ADMINISTRATION & FACILITIES

FACILITY PLANNING RECOMMENDATIONS

To determine prudent options regarding municipal facilities, including City Hall, commission a Facilities Needs Assessment Study and a Long Range Strategic Facilities Master Plan to understand and strategically plan for long-range municipal facilities needs.

The **Facilities Needs Assessment Study** will identify the overall long-term facility needs of all city services and establish long-term goals for accommodating identified needs. The city can elect to limit the scope of the study to selected agencies, if desired.

The **Long Range Strategic Facilities Master Plan** will provide a more detailed supply-and-demand analysis of the city's facility needs, and provide a road map to achieve the city's long-range facility goals. The study will examine inefficiencies and appropriateness of uses of existing facilities, and provide recommendations for consideration, including relocation options, reorganization, reprogramming, and/or rearrangement of city functions to improve organizational efficiencies and delivery of services to the public.

The **Long Range Strategic Facilities Master Plan** should:

- » Include facility condition assessments to evaluate and take into consideration the physical condition of existing facilities, and an ADA-compliance (Americans with Disabilities Act) evaluation. The condition assessments will identify needed repairs, renovations, and replacement, and will include preliminary capital improvement project (CIP) descriptions and costs for use in long-range city capital planning. A facility ADA evaluation is needed to understand improvements needed to bring city facilities into federal ADA compliance
 - » Include a clear strategy for transitioning to higher efficiency LEED (Leadership in Energy Efficiency in Design) buildings, which have 20% lower maintenance costs and a 10% greater asset value (U.S. Green Building Council, 2020)
 - » Include a comprehensive cost/benefit analysis and provide comparative scenarios of potential facility projects and phasing so the city can make an informed decision in selecting a preferred scenario to improve facilities
 - » Provide or inform a strategic facilities master plan implementation procedure to guide the city through a phased reorganization of facilities and assets to accomplish its preferred scenario
 - » Consider and accommodate the needs and recommendations listed by department in this Comprehensive Plan
- » *Until a Strategic Facilities Master Plan is in place, the city should prioritize only critical maintenance funding for municipal facilities*

Goal-setting is a key component of facility planning efforts

As part both the Facilities Needs Assessment and Long Range Strategic Facilities Planning efforts, the City should establish goals for long-range facility planning and management, including:

- » Prioritize an option for a "one stop shop" that houses all customer-services-based city functions and provides City Hall an appropriately sized and located site
- » Consider options for improving the location and prominence of City Hall to project municipal professionalism and improve civic pride

- » Consider historic assets including the former city hall at 7th Street and University Ave., and the Public Service Company of New Mexico (PNM) Building in the Rail Road District as potential facility sites

Refer to the 2018 MRA Plan, PNM Project for implementation guidelines.

- » Consider approaches to rectifying inappropriate co-location of industrial activities at the Public Works Department with civil departments, overcrowding of Community Development and Police Departments, and geographic spread of city services

- » Support developing a joint Police Department/Fire Department substation in a central location, preferably the Rail Road District.

- » Identify a location and strategy for developing a new Rough Riders & Film Museum that is centrally located and includes adequate storage space, temperature and environmental controls, and display accessibility

- » Prioritize energy efficiency upgrades to city facilities including incorporation of light-emitting diode (LED) lighting and solar power

- » Include potential opportunities to integrate economic development projects with facilities planning

- » Develop plans for a new Senior Center with comprehensive transportation accessibility, activities including more outdoor recreation, and support

FACILITIES SUSTAINABILITY & CONSERVATION RECOMMENDATIONS

As part of regular facilities planning, and as a fundamental principal of both the Facilities Needs Assessment and Long Range Strategic Facilities Planning efforts, the city should establish goals for efficiency improvements and natural resource conservation, including:

- » Develop a strategy and time line for upgrading lighting in city facilities and in public places (parks, sports fields, street lights, etc.) to LED
 - » Utilizing city electricians, a rough estimate to replace all city street lamps with LED is relatively low and would result in considerable cost savings in the long run
 - » The city can apply for state funding to conduct an energy assessment to inform lighting improvement efforts
- » Develop a strategy for integrating alternative energy sources
- » Install solar panel parking shades in city parking lots, especially at the Recreation Center, for cost savings
- » Begin incrementally converting city fleet to high efficiency vehicles

- » Collaborate with PNM to identify grants and other funding strategies to improve resource conservation in the city
- » Expand effluent use to water city parks and landscaping
- » Promote the use of native, drought-tolerant plantings in city parks and landscaping and discourage the use of turf to limit water and pesticide use, promote local habitat and wildlife, promote groundwater recharge, and help mitigate storm water runoff
- » Expand recycling options in the city— *See the Utilities chapter*

- » Do not upgrade facilities that may be replaced as a result of the Facilities Plan, but do start upgrading lighting in city parks, upgrading street lamps, and upgrading facilities that will not be decommissioned, such as the Recreation Center

ADMINISTRATIVE RECOMMENDATIONS

Modernize operations by integrating and updating digital systems to improve the accuracy and delivery of services, organize information, streamline functions, and maintain compliance with transparency requirements

Digitize city records and services including legal documents, maintenance records and documents, land use documents and maps, and online city services including permitting, fee payment and requests

- » Geographical Informations System (GIS)
 - » Implement a city GIS database including, at minimum, land use and permitting data but eventually also including utilities, maintenance tracking, infrastructure, emergency and hazards, and other geolocated data to aid resource and asset management and improve decision-making outcomes, especially for underground infrastructure
- » Asset & Document Management
 - » Integrate digital record keeping and tracking tools to improve asset management, for Community Development and other departments (*See Asset Management Guidelines*)
 - » Implement phased development of a Document Management System through the City Clerk's office to manage documents and improve operations (*See City Clerk Goals & Recommendations*)

Address gaps in service by considering developing or staffing the following City departments and positions:

Maintenance Department

- » Consider establishing a municipal Maintenance Department to improve the quality and regularity of asset maintenance, cut costs, eliminate red tape, and relieve department managers and staff not qualified or properly staffed to manage mechanical maintenance.

See Asset Management Guidelines.

Economic Development Director

- » Consider funding a full-time Economic Development position with independent oversight.

See Economic Development chapter

Emergency Management

- » Consider establishing local municipal Emergency Management capacity, including Crisis Management and Hazards & Disaster Mitigation to manage emergency plans, stockpiles, and response.

See Hazards Mitigation chapter

Building Inspector

- » Consider funding options for a local municipal building inspector to streamline the permitting process and improve code compliance.

See Land Use chapter

Staffing

Staffing policy issues are covered in the Good Governance chapter of this Plan.

ASSET MANAGEMENT RECOMMENDATIONS

Develop and implement an Asset Management Plan to ensure efficient use and maintenance of city assets and to guide decision-making to appropriately allocate resources and limit waste.

The city may incorporate an **Asset Management Plan** into the **Strategic Facilities Master Plan** process, or develop it as a separate, stand-alone project.

The **Asset Management Plan** will establish regular maintenance and replacement cycles for equipment and systems, identify Infrastructure Capital Improvement Plan (ICIP) projects, house a regularly updated inventory of city assets, and create an orderly library of all facilities documents such as warranties, receipts, repair history, equipment descriptions and budget information.

This is a strategic and proactive approach, based on data and collaboration, to develop a comprehensive long-term view of infrastructure and asset management.

The **Asset Management Plan** should:

- » Cover all city assets, including facilities, streets, sidewalks, utilities, and other infrastructure, parks and open space, information technology infrastructure, and all city equipment, vehicles, and property
 - » Build on the city's recently completed Road Asset Management Plan
 - » Establish administrative, fiscal, and technical management strategies to ensure that city assets reach expected life cycles and are utilized efficiently and effectively to serve the public interest
 - » Establish preventative maintenance protocols and clearly identify the asset management responsibilities of staff and departments
 - » Identify future facility and infrastructure needs and coordinate with Capital Improvement Planning
 - » Establish protocols for recording and databasing repairs, modifications, and issues. These records should be integrated into the Asset Plan's facility document library
 - » Prioritize projects and goals that support the City's Comprehensive Plan, Facilities Master Plan, Metropolitan Redevelopment Area (MRA) Plan, and other city other plans to coordinate and strategically implement projects and plan for expenditures
 - » Integrate digital record keeping and tracking tools to improve outcomes
 - » Be regularly maintained and updated

To improve asset management and maintenance, the city should consider establishing and staffing a dedicated Maintenance Department to implement the Asset Management Plan, including regular fleet and equipment maintenance.

- » A dedicated Maintenance Department could relieve other departments, minimize maintenance costs, and improve maintenance overall by ensuring scheduled repairs and upkeep is conducted and managed by properly trained professionals

City Hall Goals & Recommendations

- » As part of the Facility Master Plan, consider options for relocation to a more adequate and appropriate location and facility for City Hall

City Clerk Goals & Recommendations

- » Provide storage space and technology upgrades as needed to develop and implement an improved document management system, along the following three phases:
 - » Phase 1: (underway) Complete the process of building and populating a Laser fiche database to enable instant record retrieval
 - » Phase 2: Develop physical and digital archives to manage documents, provide secure record keeping, and streamline physical and digital record management through a single application
 - » Phase 3: Implement a business process management system to facilitate document sharing and improve outcomes by automatically tracking time lines and issuing email reminders and notifications to users

IT Goals & Recommendations

- » Provide up-to-date, up-to-code electrical infrastructure in city facilities to support needed and future technology improvements and upgrades
- » Evaluate the impact of inadequate electrical systems on the overall functioning of the city government and consider this in the cost-benefit analysis of developing new city hall facilities at a centrally located and prominent location

Senior Center Goals & Recommendations

- » Ability to rely on City Maintenance Department for fleet maintenance would eliminate staff hours taken up by repairs and paperwork process, minimize delays in repairs, and drive down costs
- » Promote development of senior living facilities in the city to expand senior living options and promote aging in place for Las Vegas residents
- » Ultimately, the city will need a new, modern facility with transportation capacity

Museum & Library Goals & Recommendations

Develop new, centrally located museum to house Rough Rider's and incorporate a new Film Museum with adequate, environmentally controlled storage space for all collections and archives, including E. Romero Fire Museum archives and collections

- » Proceeds to be used for infrastructure as a revolving fund
- » Location and strategy for development should be included in the Long Range Facility Master Plan
- » Include resources and plans for appropriate, environmentally controlled storage and expanded display areas
- » Identify funding for additional museum staff including curator and display design, educational programming development, and marketing
- » Continue to support maintenance and improvements of library and museum facilities, as well as expansion of programs and user-ship

Emergency Services Goals & Recommendations

- » Prioritize developing a new fire station with a police substation in the Rail Road District to protect assets including new businesses in the area
 - » Renovate the Old City Hall building and consider it as a new substation location
 - » Consider integrating Fire Department Administration in a future Old City Hall station
 - » Consider Fire Department funding implications when planning future consolidations or new department buildings
- » Replace or improve facilities:
 - » Fire Station at 1901 New Mexico Ave.
 - » City police offices
- » Upgrade IT for emergency dispatch
- » Support continued and expanded training and certification for emergency responders and support staff

- » Consider strategies for improving access to training and certification for emergency services, including:
 - » Collaborating with San Miguel County and local institutions to develop a fire-training sub-academy locally
 - » Collaborating with local institutions to develop local emergency medical technician (EMT) training program

- » Conduct a wage study and develop strategies for improving retention in emergency service departments
- » Conduct a feasibility study to determine if the city should establish a public EMS fleet as an alternative to contracting for EMS services

See the Good Governance chapter for additional discussion of private contracting and subsidization for city services

TRANSPORTATION & UTILITIES

To address issues noted in this chapter regarding streets, sidewalks, utilities, airport and drainage, these assets should be included in the Assets Master Plan as outlined in the Administration & Facilities chapter.

Streets Maintenance Goals & Recommendations

- » Expand upon the **Road Asset Management Plan** to include project prioritization and a work program to strategically plan out street repairs and enable targeted funding requests for improving Las Vegas streets
- » Include sewer, gas, electrical, water, and broadband upgrade considerations when planning all streets projects
- » Address drainage issues and weight-limit violations that damage streets and result in costly repairs
- » Promote drainage-mitigation strategies that prioritize natural “soft” infrastructure practices, such as rain gardens and wetland restoration
- » **Accelerate street repair efforts and assign staff responsible for proactively identifying and securing additional streets funding**
- » Purchase pothole-repair equipment and begin immediately addressing street condition issues

Sidewalk Recommendations

- » Build on the **Road Asset Management Plan** by conducting an ADA assessment of city sidewalks, including a sidewalk inventory, include in the **Asset Management Plan**
- » Consider additional crosswalks and the addition of hawk (beacon) lighting and in-road reminders at existing crosswalks to improve pedestrian safety
- » Request that NMDOT conduct a pedestrian count on Grand Ave. at Lincoln in support of installation of a crosswalk across Grand
- » Establish and enforce requirements that new development include complete sidewalks

Refer to the Economic Development and Administration & Facilities chapters for additional recommendations regarding the Las Vegas Airport

COMPLETE STREETS ARE STREETS FOR EVERYONE

Complete Streets is a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

Complete Streets make it easy to cross the street, safe to walk, fun to bike, and pleasant to drive & improve neighborhoods and communities.

Traffic-Calming Recommendations

- » Adopt city policy to guide traffic-calming measures
- » Develop priority strategies, including approaches listed in this plan, for calming traffic while enhancing neighborhood quality and protecting motorists and pedestrians
- » Develop guidelines, process, and parameters for requesting and approving traffic-calming measures, including:
 - » Establish a process for requesting and evaluating requests for traffic-calming measures
 - » Requests should be official, public requests for council review and include a public comment and hearing process
 - » Criteria for evaluation should be clearly defined and can include maximum speed limit, dominant land uses, proximity to emergency services, traffic accident statistics, and appropriate treatment listings.
- » Identify opportunities to eliminate existing speed bumps or implement a preferred traffic calming treatment
- » Identify one-way streets where restoring two-way travel will calm traffic and improve way-finding and navigation
- » Work with NMDOT to install refuge islands at key points, especially along 7th St and Mills Ave
- » Endorse state and federal road projects that prioritize multimodal use and safety and neighborhood character

Airport Recommendations

- » Support federal funding for expansions and improvements at the airport
- » Work with existing clients to improve service at the airport

Multimodal Pathway Recommendations

- » Continue working to expand bike lanes and multimodal pathways throughout the city
- » Prioritize traffic-calming measures that include multimodal pathways or bike lanes in the design
- » Adopt bike-friendly policies and work with local bike enthusiasts to improve bike safety and access in the city

See Parks and Recreation chapter for additional trails recommendations

Lighting Recommendations

- » Expand pedestrian-scaled lighting throughout residential and commercial neighborhoods, and throughout parks and landscaping with high efficient LED lighting
- » Apply for state funds and other incentives to conduct and implement an energy assessment, and begin retrofitting existing lighting and street lights for LED bulbs

Transit Recommendations

- » Streamline fleet repair for the Transit Department
- » Supply additional dispatch staff support for the Transit Department
- » Consider options to expand hours and service of the Meadow City Express
- » Work with regional partners in support of eventually developing a regional transit system providing service between Las Vegas and Santa Fe and other areas

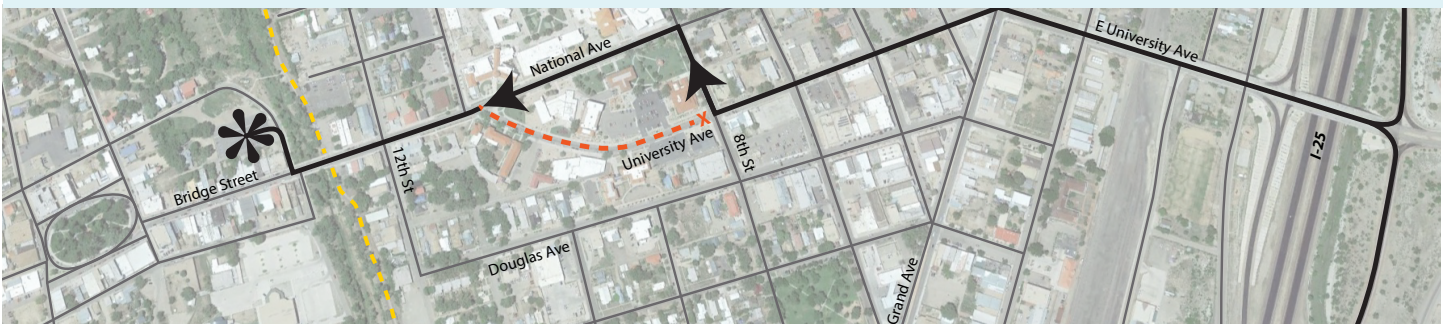
Wayfinding Recommendations: University Ave

- » Implement circulation improvements on University between 8th Street and National Avenue
- » Enter into a memorandum of understanding (MOU) with NMHU, recognizing the University's ownership of the street to enable circulation improvement and campus-safety projects (see MRA Plan for ownership documentation)
- » Work with NMHU to complete the opening of University Ave to two-way traffic
- » Support redesign of National Ave between 8th and 11th Streets, to improve pedestrian safety and campus unity

Wayfinding Recommendations: General

- » Improve wayfinding signage throughout the city
- » Include vehicular and pedestrian signage directing people to areas of interest, such as the Plaza, commercial districts, the River Walk, and parking areas (including the Valencia lot and the parking lot behind the police station)
- » Future wayfinding phases should place signage at the northern and southern I-25 exits and along portions of Grand and New Mexico Avenues and other major roads, and at the proposed truck stop on north Grande Ave
- » Relocate and repurpose the three-sided wayfinding sign, currently in the southeast corner of Grand and University, where it is unseen and underutilized, to the island median east of Plaza Park, as a wayfinding gateway feature, raising the prominence of downtown Las Vegas

Current Condition: To reach downtown from the east, drivers must navigate a series of counter-intuitive turns and drive through the pedestrian heart of NMHU Campus, disrupting circulation and deterring travel to the plaza



Proposed Condition: Drivers are naturally funneled toward the Plaza, around the pedestrian heart of NMHU



Utility Department Needs & Recommendations

WATER & WASTE WATER

- » Develop GIS and CAD mapping inventory and capacity for all utilities and include these data in a citywide, accessible GIS database, as part of an Asset Management Plan to improve the ability to locate and repair utility lines
- » Include real-time water use metering capacity to expedite identification and repair of leaks in water lines for customers and city personnel
- » Establish a strategy, funding source, and schedule for replacing, repairing, and upgrading aging water and waste-water lines throughout the city
- » Plan to upgrade pumps and electrical systems and develop an additional pump station in the future
- » Consider waste-water contamination issues when planning for and prioritizing drainage-improvement projects
- » Begin planning and establishing adequate funding to replace the city's water treatment plant within the next 15 years
 - » Conduct repairs and upgrades at the water treatment plant strategically to ensure continuous service
- » Plan to upgrade waste-water treatment process to meet EPA regulations over the coming two years, including a replacement SCADA system in the short term
- » Appropriately schedule and plan for equipment and fleet replacement and upgrades across all city utilities

MAINTENANCE

- » Include the need for Utility Department fleet and equipment repairs and maintenance in considerations for developing a city Maintenance Department
- » Alternatively, provide needed maintenance facilities for city utility divisions, including solid waste

STAFFING & ORGANIZATION

- » Take action, based on staffing and organizational-improvement material developed by the Utility Department, to overhaul staffing and procedure policies for the water and waste-water divisions
- » Examine the use of private contracting for staffing of certain water, waste water, and gas utilities, and for solid waste services to determine the most cost-effective solutions
- » Evaluate the need to adjust city pay scales to attract qualified utilities professionals, weighing the cost of contracting for these services

SOLID WASTE

- » Evaluate cost-saving alternatives for the provision of Solid Waste services
- » Obtain quotes from independent solid waste service providers to weigh cost-savings potential
- » Investigate the potential to develop municipal landfill services with federal funding assistance
- » Expand capacity of the solid waste transfer station to prevent closures, by adding a secondary tipping floor
- » Develop strategies for providing recycling services in the city

Refer to the Administration & Facilities chapter for recommendations to improve municipal utility facilities

PARKS & RECREATION

PARKS & RECREATION RECOMMENDATIONS

To provide comprehensive Parks and Recreation management and maintenance develop a Parks and Recreation Master Plan and consider reestablishing a dedicated City of Las Vegas Parks and Recreation Department to oversee all parks and recreation assets in the city.

The city should strongly consider reestablishing a dedicated City of Las Vegas Parks & Recreation Department to manage and maintain parks and recreation assets, facilities, and equipment, and collaborate with local and regional partners and institutions to improve and expand services.

A **Parks and Recreation Master Plan** should be in place to guide parks and recreation management, maintenance, expansions, improvements, and operations.

The **Parks and Recreation Master Plan** should:

- » Establish a strategy for improving park quality and maintenance, including staffing professional field-maintenance personnel
 - » Include a scheduled maintenance plan and delegate maintenance responsibilities
 - » Allocate funding for additional, dedicated parks and recreation staff, including youth and professional positions
- » Develop and adopt improved parks maintenance policies, best practices, and staff training
- » Strategically plan to improve and expand sports fields and facilities
 - » Include a market study to understand the potential to host regional sports tournaments
 - » Consider options for a new sports complex in a convenient location to host tournaments
 - » Consider collaborative options for utilizing existing institutional sports recreation facilities to host joint events across the city
- » Conduct field evaluations and strategically plan for field reconditioning and drainage/irrigation improvements
- » Include a plan to expand activities and park assets (skate park, dog parks, play grounds, swimming pools, events, etc.) based on public priorities, needs, and feasibility
- » Establish a time line and strategy for improving existing facilities, including
 - » Improving and expanding park amenities, including benches, tables, water fountains, shade structures, trash cans, restrooms, signage, and security
 - » Improving and expanding trails, lighting, and amenities
 - » Expanding effluent use to maintain grass, and installing LED lighting to lower costs
 - » Define official park spaces to eliminate confusion for users, and clearly outline what activities will be provided support by the city and in which spaces
 - » Consider best-use strategies for Memorial Middle School fields and equipment, Gene Torres Golf Course, and Rodriguez Park
- » Implement a strategy to improve security, install additional monitoring and equipment storage space

City Recreation Goals & Recommendations

- » As part of the Parks and Recreation Master Plan, prioritize and provide funding strategies for improvement and repair projects at the Abe Montoya Recreation Center
- » Work with community recreation groups and area institutions to expand recreational programming and events

A GALLINAS RIVER PARK NETWORK

Significant undeveloped land adjacent to the Gallinas River should be evaluated for potential development as parks and open space to significantly expand the Gallinas River Walk network through central Las Vegas.

The city already owns some riverfront land, including a significant portion at the southeastern side of town. With work to secure easements and obtain property along the river, it could be developed into **a continuous network of Rio Gallinas River Walk parks, trails, and open space that stretches across the city.**

THE GALLINAS RIVER WALK TRAIL

has considerable potential to serve as both a seam, unifying east and west Las Vegas, and as the spine of a regional trails-and-recreation network, extending north to Montezuma and throughout the county to highlight and connect important cultural and natural attractions.

Community Recreation Goals & Recommendations

- » Improve park maintenance, and employ professional maintenance staff to care for recreational fields
- » Expand recreational opportunities for residents, including additional facilities and programming

- » Develop a strategy for improving the city's capacity to host sports tournaments, including understanding the potential to develop a new, centrally located, multifunction Sports Complex for hosting youth and adult sports tournaments

- » Utilize resources from the new State Outdoor Recreation Department

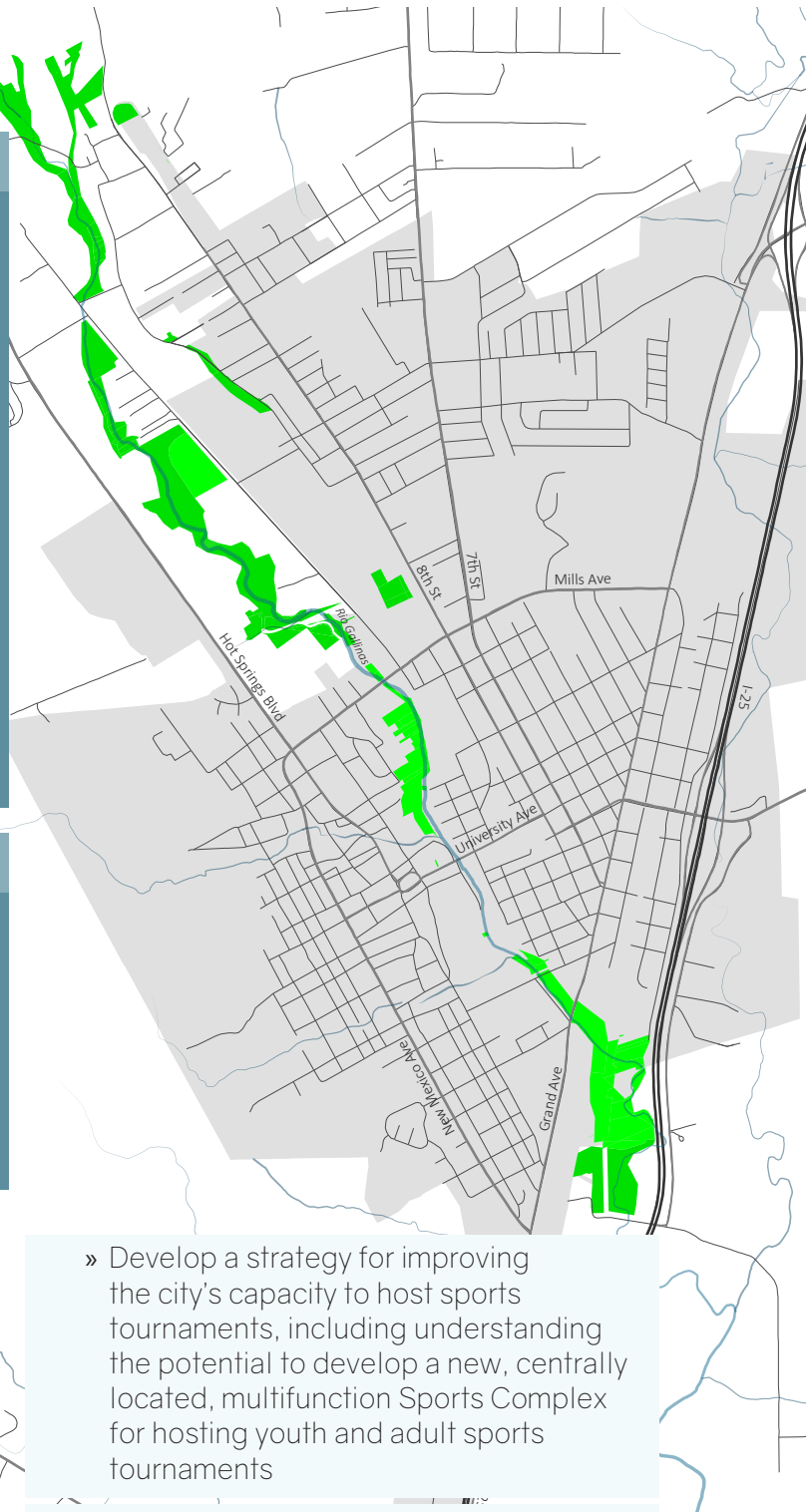
ECONOMIC DEVELOPMENT

Wage Recommendations

- » Promote living wages in Las Vegas
- » Work to attract higher-paying jobs to Las Vegas
- » Consider implementing living wages for city employees

Stability Recommendations

- » Continue to support area institutions as the city's top jobs providers, including New Mexico Behavioral Health Institute and other healthcare jobs providers, and local schools and institutions of higher education



Airport Recommendations

- » Commission or task a local economic development entity to produce an Airport Plan, to identify and validate development opportunities and needs, and to establish a strategy for realizing expanded economic productivity
- » Conduct outreach to stakeholders and potential development targets, informed by the findings of the Airport Plan, to publicize airport capacity and opportunities
- » Collaborate with the NMDOT Aviation Department and the Federal Aviation Administration to realize airport development

Outdoor Recreation Recommendations

- » Continue support for ongoing improvements and expansions of the Rio Gallinas River Walk and Trails
- » In collaboration with local economic-development stakeholders, conduct an in-house inventory of outdoor-recreation assets and opportunities to measure the viability of developing an outdoor-recreation focus
- » Identify partners, potential and feasibility, and priority projects to begin incremental development of a Regional Trails and Attractions Network: see Parks and Recreation chapter
- » Collaborate closely with the state Outdoor Recreation Division to identify opportunities and risks, develop strategies, and identify resources
- » Conduct market analysis and outreach to understand the viability and potential for a new sports complex in Las Vegas, for local use and regional sports tournaments (see Parks and Recreation chapter)
- » Attract or develop public recreation events, including fun runs , hike-a-thons, etc.
- » Promote the responsible and highest use of the Gene Torres Golf Course, including viable options to preserve recreational function as a golf course (see Land Use chapter)

LEDA Recommendations

Update the Las Vegas Economic Development Plan Ordinance (LEDA) to:

- » Expand qualifying entity definitions to include:
 - » Farmer’s markets (listed as a priority category in the review criteria of the city ordinance but not included as a qualifying entity)
 - » Developer of MRA project
 - » Cultural facility (defined in the city ordinance but not included as a qualifying entity)
 - » Retail business
- » Include provisions for state participation in:
 - » Public land, buildings, and infrastructure investments to promote local economic development
 - » Local LEDA projects, including retail projects that will not compete with existing businesses
 - » Consider options for reviewing agency designation, administration, and participation
- » Develop and publicize a list of potential local LEDA incentives
- » Consider convening a special committee, including city, county, state departments and agencies (including NMEDD), local economic development and nonprofit organizations, business and industry, and community groups to identify potential incentives and partnerships
- » Identify improvement projects eligible for state participation, including investment in land, buildings, and infrastructure
- » Identify gaps in services and assets that limit development projects and other potential improvement projects that may be eligible for state assistance
- » Work with the state to develop and complete projects to improve the city’s ability to attract development and investment

LAND USE

LAND USE RECOMMENDATIONS

Land Use Mapping Recommendations

- » Maintain and update accurate land use maps to inform development trends and needs
- » Develop city Geographic Information System (GIS) database to include land use data (plats, parcels, ownership, land use, zoning, special districts, development requests, code violations) and infrastructure data
 - » Ensure that city GIS data base data is publicly available
 - » Prioritize including utility line and shut off location in publicly available GIS database to enable land development
 - » Work with county to digitize and update parcel data layer
- » Develop Future Land Use maps as needed to guide future development

General Land Use Regulation Recommendations

- » Regularly update the city municipal code to:
 - » Eliminate conflicting rules and outdated references, rewrite for clarity and accessibility
 - » Address inadequacies, reflect and respond to land use trends and changes, and improve enforceability
- » Engage the city Planning and Zoning Department and code enforcement staff, and the Planning and Zoning Commission to inform needed improvements and amendments
- » Employ code amendments only when necessary between updates

Municipal Code Guidelines

- » The municipal code should:
 - » Provide clear, consistent, and

comprehensive guidelines regarding development and development review

- » Enhance development standards to improve the quality of life
- » Expand municipal options for addressing land use issues, including code enforcement, property management, and historic preservation
- » Provide a range of incentives, enforceable penalties, and alternative strategies for addressing issues wherever possible

Development Review Recommendations

- » Review existing discretionary review criteria for clarity and consistency
- » As needed, issue administrative Planning and Zoning directives providing guidelines for interpreting municipal codes
- » Establish mandatory land use regulation training guidelines for city staff and review boards
- » Consider incorporating a Development Review Board (DRB) to improve development review outcomes
- » Record and track code-change requests, variance requests, administrative directives, and code issues to inform future code updates
- » Digitize all related documents, including plats and plans and establish a digital archive of the material to improve accessibility in informing variance and permitting decisions and enable land development
- » Enable the implementation of an electronic permitting process, including online payment capacity to streamline the development process and improve the city's permit fee collection rate

QUALITY OF LIFE & URBAN DESIGN GUIDELINES

The quality of the built environment is central to quality of life in a community. A walkable, human-scaled environment incorporating green space and recreation with a blend of cohesive neighborhoods, districts, and areas of mixed-use provides an attractive, accessible, and safe foundation for a thriving community.

- » Improve and maintain the appearance of the city by managing trash and weeds, enforcing codes, and implementing community improvement projects
- » Promote adaptive reuse & historic preservation
- » Promote infill development
- » Develop parks, including pocket parks, for a range of users, including children and dog owners, in visible, walkable areas, especially near residential areas
- » Improve and expand pedestrian-scaled lighting on sidewalks and trails
- » Encourage quality, affordable housing development
- » Encourage mixed-use development where appropriate
- » Prioritize efficient use of existing infrastructure and discourage inefficient greenfield development at the outskirts of town that requires additional development of utility and road infrastructure
- » Implement traffic-calming measures, including re-striping, bump-outs, lowered speed limits, and other street diet approaches, and limit or eliminate speed bumps
- » Integrate services, retail, and residential to create walkable neighborhoods
- » Require and maintain sidewalks, and include regular, visible pedestrian crossings
- » Discourage or prohibit front-facing parking lots
- » Encourage or require minimal setbacks for retail

Las Vegas boasts an exceptional framework in this respect, and by preserving its existing assets and making improvements in certain areas, the city will ensure lasting quality of life for its citizens.

SUSTAINABLE LAND USE GUIDELINES

- » Protect and restore riparian areas and wetlands in the city
- » Discourage or prohibit development in riparian areas and wetlands
- » Incorporate bioretention ponds and bioswales to remediate urban runoff and limit flooding
- » Encourage xeriscaping and promote native species for planting projects and landscaping
- » Discourage or prohibit development on riverbanks, steep slopes, or arroyos to prevent erosion
- » Encourage or require drainage plans to protect neighboring properties and minimize erosion
- » Discourage additional impervious surfaces by eliminating or minimizing parking requirements
- » Protect agricultural lands and waterways
 - » Use conservation easements and acquisitions to retain open lands.
 - » Support agricultural land uses and irrigation infrastructure
- » Encourage or incentivize sustainable development, including:
 - » Climate-appropriate design, including passive solar and xeriscaping
 - » Alternative energy integration, such as solar
 - » LEED (Leadership in Energy Efficiency in Design) certification
 - » Insulated windows, walls, and ceilings
 - » High-efficiency appliances
 - » LED lighting
 - » Climate appropriate design, such as south-facing windows
- » Maintain municipal water lines to minimize leaks and consider implementing a digital monitoring system to identify and mitigate leaks in real time
- » Do not prohibit responsible use of gray water on yards or the collection of rainwater
- » Support energy wise construction projects and promote green building practices

Code Implementation Recommendations

- » Develop a strategy for providing building inspection services locally
- » Improve code-enforcement capacity
- » Engage qualified, experienced code-enforcement management and provide resources and capacity to staff and operate effectively
- » As needed, review and amend municipal nuisance and vacancy-abatement authority, including recommended amendments to the Nuisance Code

Toolkit for combating vacancy

Establish incentives and disincentives to decrease the number of vacant buildings in the city

Consider “Clean & Lien” ordinances requiring annual inspection of vacant buildings

Identify funding sources for property owners to rehabilitate buildings

Connect property owners with nonprofit organizations, entrepreneurs, and other potential tenants

Research methods to streamline or fast-track the permitting process for rehabilitating vacant properties

Support and prioritize adaptive reuse over demolition where at all possible

Conduct outreach to property owners of vacant buildings to offer cooperation and support

Infill development:

- » strengthens neighborhoods, improves quality of life, conserves resources, and improves property values—when managed properly
- » requires more resources and time than new (greenfield) subdivision development, limiting development interest

The city should work to balance infill and greenfield development to nurture and grow the historic core while providing for the expanded housing and development opportunities on the periphery.

Special District Recommendations

- » Expand historic districts and overlays, and implement the TIF district as outlined in the 2018 MRA Plan

Golf Course Development Recommendations

- » Work with NMHU to negotiate the most beneficial and best use of the golf course property
- » Prioritize mixed-use options, including affordable or senior housing with commercial or business park options that follow the Quality of Life Guidelines outlined in this chapter
- » Prioritize options that are economically stable and/or beneficial for NMHU and the City of Las Vegas

Macario Gonzales Development Recommendations

- » Consider Affordable Housing and recreational development options for the Macario Gonzales site

Developable Land Recommendations

- » Work with local property owners to protect urban riparian areas
- » Consider housing and recreational development options for Rodriguez Park area

Annexation Recommendations

- » Consider annexation to expand development options and/or protect sensitive areas
- » Include a transparent cost-benefit analysis with measurable outcomes
- » Follow basic annexation guidelines provided in the Land Use chapter to protect public safety and investment

Refer to the 2011 Las Vegas Comprehensive Plan for detailed annexation guidance

