



AGENDA SUMMARY PAGE
CITY COUNCIL MEETING OF: JULY 19, 2006

DEPARTMENT: CITY MANAGER
DIRECTOR: DOUGLAS A. SELBY

Consent Discussion

SUBJECT:
ADMINISTRATIVE:

Report and possible action related to the Las Vegas Strategic Plan Priorities concerning Revitalize and Enhance our Mature Areas and the Urban Core and Create, Integrate and Manage Orderly and Sustainable Development and Growth of our Community All Wards

Fiscal Impact

No Impact

Augmentation Required

Budget Funds Available

Dept./Division:

Amount:

Funding Source:

PURPOSE/BACKGROUND:

On December 21, 2005, City Council approved the revised Strategic Plan. At the budget workshop on March 27, 2006, key performance indicators (KPIs) were presented to Council. KPIs establish a baseline for implementing the plan and allow for data-driven decision making. Each team responsible for one of the city's eight priorities will make an annual presentation to Council, which will include information on the KPIs and recent accomplishments.

RECOMMENDATION:

Receive presentation and direct staff accordingly

BACKUP DOCUMENTATION:

1. Memorandum on Strategic Goal 8
2. PowerPoint presentation on Strategic Goal 8
3. Priority One PowerPoint presentation
4. Strategic Plan Priorities PowerPoint presentation

Motion made by GARY REESE to Accept the Report

Passed For: 6; Against: 0; Abstain: 0; Did Not Vote: 0; Excused: 1

LAWRENCE WEEKLY, LARRY BROWN, OSCAR B. GOODMAN, GARY REESE, STEVE WOLFSON, STEVEN D. ROSS; (Against-None); (Abstain-None); (Did Not Vote-None); (Excused-LOIS TARKANIAN)

Minutes:

CITY MANAGER SELBY stated that as a result of priorities set in the revised Strategic Plan and presentations made at the 2006 Budget Workshop, staff came up with some key performance indicators (KPI's) designed to integrate data in order to provide a view on the City's performance

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regarding strategic priorities. He noted that priorities cross department boundaries and are basically assigned to an Executive Team member to track, monitor and report on periodically. He indicated that SCOTT ADAMS, Director, Office of Business Development, would report on Strategic Goal No. 8, which is to revitalize and invigorate the mature areas in the urban core of the City, and MARGO WHEELER, Director, Planning and Development, would report on Strategic Goal No. 1, which is to create, integrate and manage orderly and sustainable development.

MR. ADAMS pointed out that the Office of Business Development is simply the team leader for Goal No. 8, but other departments have been involved in achieving the objectives. He expressed appreciation to the departments of Field Operations, Public Works, Finance and Business Services, Planning and Development, Neighborhood Services and Leisure Services for all their assistance.

He continued and gave a PowerPoint presentation, a copy of which is made a part of the minutes, on the four chosen KPI's for Goal No. 8 and the activity thus far under each indicator, with the exception of the KPI for capital investments in the redevelopment area because those numbers are not yet available. If these four KPI's are monitored closely, staff would be able to obtain a good idea of how the redevelopment area is progressing. In trying to assess the dynamics that caused the rapid increase in land values in the redevelopment area, he pointed out that staff found that 50 percent of the increase was due to new construction. So, it was a matter of new projects coming on line and being represented in new construction tax increases. Another trend is that final sales are being added to the tax roll at the higher value.

MAYOR GOODMAN asked if the definition of population includes people who will be living in the area 365 days a year or people that have purchased a condominium to use it two weeks a year. MR. ADAMS answered that the definition includes people that could be counted as being a resident for Census purposes. MAYOR GOODMAN then asked if there are limitations as to how the monies accumulated in the RDA fund can be spent. MR. ADAMS indicated that State law includes a menu of eligible activities on which to expend the monies. It is, however, tied to continued efforts to further the redevelopment area.

COUNCILMAN WEEKLY asked how staff will go about finding a balance between the more mature areas of the City, where an unspoken moratorium has been placed on the construction of apartments, and the areas that need more roof tops to attract economic development. How can some of the benefits being derived in the redevelopment area be used to help offset some of the shortfalls in the older neighborhoods? MR. ADAMS replied that one of the key findings is significant investment in the redevelopment area that will manifest itself in significant tax increment finance revenues. The question is how can those revenues be strategically utilized to catalyze the kind of project necessary in more mature areas to drive economic development. MAYOR GOODMAN asked if it is time to start that discussion. MR. ADAMS answered that at a future meeting staff intends to present a redevelopment area capital improvement plan that projects the revenue streams and how they should be reinvested in the redevelopment area.

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COUNCILMAN WEEKLY stated that his main concern is the lack of affordable rental units, given the increased number of condominium conversions within the past year. He wants to make sure the older areas receive some of the benefits and that costs are offset in order to attract people into the core of the City. MR. ADAMS pointed out that Tax Increment Financing (TIF) legislation includes an 18 percent affordable housing set-aside, which will significantly grow as the TIF funds increase. The increased set-aside funds will give the City a greater ability to effect production of affordable housing. MAYOR GOODMAN added that the Live/Work developer assembled a five-block development area that will include apartment projects.

MAYOR GOODMAN remarked that the exciting development activity occurring downtown could not have happened without the support of the entire Council, the City Manager's Office or the involvement of every department. The set-aside monies are very important and will greatly improve the City.

MS. WHEELER addressed Strategic Priority Goal No. 1 by giving a PowerPoint presentation, a copy of which is included in the minutes. To ensure sustainable development and the long-term growth of the community in a fashion to continue the vision of a world class City, a number of KPI's were identified. With respect to land-use mix, it is necessary to ensure a jobs/housing balance, which is currently somewhat off. The City primarily consists of single-family residential and will continue into the future. Other rapidly growing cities are also predominantly single-family with a lower portion of commercial and industrial land; however, Las Vegas has more single-family and less industrial than the average. The commercial and multi-family categories are holding steady, but it is important that the City not become a bedroom community that is not providing jobs.

In looking at the build-out, the intent is to remain as a predominantly single-family area, but the lack of industrial areas continue to be a concern. While multi-family uses are currently well dispersed, they need to be included in newer areas, and the same applies to commercial uses. However, industrial uses are scarce throughout the City, and this has been part of ongoing discussions. The Southern Nevada Regional Planning Coalition is currently conducting a study on the industrial needs for Southern Nevada. Industrial parks are one of the largest employers, and the City needs to ensure adequate properly zoned land and not build more single-family housing on land that should have job-creating uses in the long term.

Regarding the second KPI, in January 2005, Planning and Development staff put together the Master Plan and Capital Improvement Plan Integration document, which includes all the programs and plans that need to be implemented, to ensure that the Master Plan items approved by the Council are being followed.

As part of the sustainable development indicator, staff is logging and keeping track of the numbers, measures with regard to not only individual projects that are designed to be environmentally sound, but also in the developments.

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Referring to the slide regarding the percentage of overall budget of projects approved, COUNCILMAN BROWN requested a more detailed explanation. MS. WHEELER answered that the slide pertains to the KPI being used to track the percentage of projects budgeted that are referenced in the Master Plan. The figure for 2006 indicates that 47 percent of the projects were not referenced in the City's Master Plan, from a planning perspective; such as the museum and other buildings in the downtown areas that have been identified as historic. COUNCILMAN BROWN then questioned why the figure is so low and asked MS. WHEELER to cite some examples of more expensive projects that have not been included in the Master Plan but have been budgeted. MS. WHEELER indicated that there might be a park project and some street improvements already budgeted that are not in the Master Plan. She noted that this does not mean that the budget is wrong, but rather that the Master Plan needs to better address where the needs are and updated accordingly in order to be in conformance. CITY MANAGER SELBY rejoined that the Council-approved Master Plan included a certain number of projects, but, as new projects were budgeted, they were not added to the Master Plan. As a result of the processes, more amendments to the Master Plan will be presented to the Council, ensuring a more sequential process.

COUNCILMAN BROWN was still confused about how the two connect, because the RTC (Regional Transportation Commission), Flood Control and Sanitation all have master plans that are incorporated by resolution. He insisted that staff give an example of an expensive project that was not included in the Plan. He conceded that the direction being taken with the policy is wonderful, but reiterated that he could not make the connection between the numbers shown and what is being presented. In an attempt to provide clarification, MARK VINCENT, Director, Finance and Business Services, remarked that he was certain that many of the RTC and Flood Control projects were excluded from the calculation, which is why the percentages were off. Also, the Master Plan often does not identify specific projects; it identifies specific needs, such as neighborhood, regional and pocket parks. But, in some cases, projects on the Parks Master List were not necessarily identified as a need in the Master Plan.

Regarding MS. WHEELER'S dialogue about industrial, commercial, and other components of sustainable growth, COUNCILMAN BROWN noted that the City is unique, from a development and geographical standpoint. The map shown with the industrial overlays does not include the large unincorporated County areas in the Northwest; therefore, he does not believe that a traditional mix of uses can be created at this point. That could only be done in the future for land beyond Kyle Canyon. According to the presentation, the only realistic opportunities appear to be within the transportation corridors.

MAYOR GOODMAN commented that the citizenry is not really aware of the boundaries between the local jurisdictions. He suggested that the issue of planning for more industrial parks could be resolved through interlocal agreements with other jurisdictions; for example, North Las Vegas, where there is plenty of land. MS. WHEELER noted that, through MR. ADAMS' leadership, the SNRPC is conducting an economic study to specifically address the regional needs for industrial land. So, the City may not be able to accommodate this need within the City, but it is crucial within the region.

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COUNCILMAN ROSS stated that he views the Master Plan as a living document that will change as the City grows. Therefore, it is important to him that staff help him stay focused with regard to development in the Northwest. The residents also rely on the Master Plan to get a sense of where development is going. COUNCILMAN REESE agreed with the comments of COUNCILMAN ROSS. He thanked staff for its presentations and his colleagues for their leadership with regard to growth.

COUNCILMAN BROWN insisted that the 47 percent figure is deceptive and should be clarified to indicate whether it represents 47 percent of those projects considered part of the Master Plan. He applauded the policy and having the ability to track the numbers, but staff needs to specifically define the parameters of this policy. MAYOR GOODMAN requested particulars be presented at individual Council briefings. COUNCILMAN BROWN stressed that, at a future briefing, he would like to identify the planning direction and strategy of the City with regard to the desired mix of uses.