



CITY OF MESQUITE, NEVADA

3 YEAR

STRATEGIC PLAN

2008-2011

Adopted
February 12, 2008
Mesquite City Council

Strategic Plan MESQUITE, NV

Mesquite Civic Center & Commercial Corridors

We will promote a vibrant downtown with a civic presence and foster economic growth in commercial corridors, which will provide a dynamic commercial and residential environment and allow culture to thrive.

1. **Make Mesquite Blvd. and the downtown area “walkable” and welcoming.**
 - a. Install landscaped medians on Mesquite Blvd. and install decorative street lighting and shaded “pop-outs” in the Downtown Business District.
 - b. Incorporate more benches and garbage cans in the downtown area (bus and pedestrian shelters with art).
 - c. Encourage and install more off-street parking in Downtown Area.
 - d. Revise and Update the C-3 (Downtown Central Business District) code.
 - e. Assist downtown merchants, property owners, residents and other stakeholders in the downtown area to develop and maintain an association to address downtown issues, foster communication and cooperation, and promote business and events in the downtown area.
 - f. Develop and implement a plan to integrate cultural and civic services into the downtown.
 - g. Promote a mixture of land uses to bring people who live and work in the downtown.
 - h. Attract branch offices of other government entities, including County, regional, State and Federal agencies, to downtown locations.
2. **Develop and implement a plan for assisting industrial and quasi-industrial businesses from downtown or Mesquite Blvd. to appropriate locations elsewhere in the City.**
3. **Incorporate more public art in the downtown area and new developments, especially in the commercial corridors.**
 - a. Explore the possibility of utilizing an arts commission to help with developing and incorporating public art and historic monuments into new development.
4. **Identify commercial areas (Destinations) which can be treated uniquely with architecture, benches, art, etc.**
 - a. Incorporate benches, shade structures, and other amenities into public spaces.
 - b. Incorporate public art and historic monuments into new development.

Economic Development and Revitalization

We will create a strong local economy by attracting desirable industry and business opportunities and facilitating the success and growth of existing businesses.

- 1. Develop a comprehensive Marketing Plan to more efficiently outreach to businesses**
 - a. Continue to target primary job creators for the Technology Center.
 - b. Develop specific consumer psychographic information from Buxton Companies to effectively pursue new restaurant and retail businesses.
 - c. Target businesses providing sustainable employment.
 - d. Use the city web site more effectively as a method of providing information to prospects.
 - e. Continue support of tourism advertising as an economic development tool.
 - f. Increase priority of outreach to State and County regarding location of satellite offices.

- 2. Foster user friendly process for establishing a business in Mesquite**
 - a. Implement further web based options for communicating with the City of Mesquite.
 - b. Perform cost benefit analysis of accepting credit card payments in permitting process.
 - c. Continue to strive for standardization of forms and processes.

- 3. Increase priority of Business Retention and Expansion efforts**
 - a. Facilitate growth of Business Development Center including pursuit of grants for the rehabilitation of the Old Gymnasium.
 - b. Create Storefront Improvement Grant Program
 - c. Create revolving fund to mitigate start-up costs for new businesses
 - d. Waive/Defer permit fees for qualifying businesses within the CBD or RDA boundaries.
 - e. Foster the growth of the MDBAC/MACC partnership to promote shopping locally.
 - f. Explore cost benefits of establishing an effective business survey program.

- 4. Be more proactive in quality of place issues**
 - a. Promote the establishment of care facilities for all ages by encouraging businesses to co-op efforts, including participation with non-profits.
 - b. Promote education, art, continuing adult education, non-traditional education in the community.
 - c. Define and pursue the construction of workforce housing and support cooperative financing programs for first time home buyers.

5. **Clearly define areas of priority within "Downtown"**
 - a. Re-write the downtown zoning regulations establishing a town center that serves as a high-density, high intensity, mixed-use employment center.
 - b. Amend the Redevelopment Plan for that portion of the South Urban Corridor District encompassing the Central Business District to include new objectives for land use and zoning, parking in the area, circulation, and design.
6. **Execute land acquisitions for new airport and contiguous parcel**
 - a. Complete EIS process and NEPA qualifications for the airport project.
 - b. Develop presentation demonstrating fiscal stability and desirability of relocating airport.
 - c. Aggressively pursue passage of new Mesquite Land Act.
7. **Redefine and update City Land Sales Policies and Procedures**
 - a. Develop pre-appraisal land purchase process and contract for City owned parcels.
 - b. Establish framework for joint venture relationships to develop other city owned lands.
8. **Develop an action plan to address impacts from Lincoln County Development, Mohave County and surrounding unincorporated Clark County.**

Safe Community

We will protect our community by providing effective police, fire, building, and emergency medical services and promoting quality health care.

1. **Develop a five-year Police Department, Fire & Rescue, and Building Department staffing, equipment and capital improvements, and improved training and hiring practices plan while investigating and investing in new technologies that may reduce the dependency on traditional "bricks, mortar and people" approaches.**
 - a. Research and develop a plan to integrate data and voice communication capabilities in public safety vehicles.
2. **Improve stable communication systems.**
 - a. Study and develop an effective emergency/disaster plan and warning system.
 - (1) Training Exercises for emergency management preparedness.
 - b. Invite cell phone companies to discuss coverage issue.
 - c. Implement an expandable 911 System and dedicated surcharge, workable capital improvement plan, and create an oversight committee to monitor the same.
 - d. Take measures to avoid communications system failure such as was experienced during floods of January 2005. Calls into or out of the City could not be made for quite a while. Should City drive the requirements for service providers to develop contingency plans to avoid this 'black out' in the future?

- 3. Construct public safety substations to augment central police and fire administration.**
 - a. Analyze, design and construction of a Central Police Station and a Fire Station in the central business district close to the current City Hall and planned government/arts corridor.
- 4. Establish plan check fees for Fire Department review.**
- 5. Develop a Growth Development Ordinance to create policy that will ensure that growth will pay for its own emergency service infrastructure.**
- 6. Evaluate all user fees and make adjustments as appropriate (cost of living index?)**
- 7. Aggressively seek grants and other sources of intergovernmental revenue and support.**
- 8. Encourage neighborhood friendly community events to promote public education of city services.**
- 9. See to it the future staffing is utilized in a way to provide optimum safety and security for the growing needs of this unique and beautiful city through aggressive enforcement and positive community involvement (Community Policing).**
- 10. Develop relationships with surrounding jurisdictions for true mutual aid, or fees for services.**

Quality Growth

We will manage growth and preserve a high quality of life by balancing the needs of our community with new and revitalized development.

- 1. Maintain community image, culture and values.**
 - a. Evaluate structure and renovate Old Gymnasium as community center.
 - b. Complete design and installation of Town Square Memorial Park.
 - c. Evaluate opportunities and constraints associated with Art in Public Places programs (public/private partnerships, % of budget)
 - d. Promote the wise use of water, power, and other natural resources, in cooperation with utility providers and other related agencies.
 - e. Educate and enforce best management practices (BMPs) related to land development and environmental protection.
 - f. Support the development of needed private services i.e., child care, adult care, medical specialties, etc.
 - g. Support a proactive, aggressive, compliance-oriented code enforcement program with performance measures and monthly progress reports.
 - h. Develop and maintain engineering and planning standards for streets, drainage, lighting, setbacks, etc.

2. **Complete the update of the functional elements of the Comprehensive Master Plan.**
 - a. Evaluate opportunities and constraints associated with formation of a Planning Commission, i.e. impacts to city code, delegation of council authority, staffing resources, and replace of other committees.
 - b. Prioritize elements of master plan to be updated and establish timeline for completion.
 - c. Identify and prioritize completion of Neighborhood and Corridor Plans.
3. **Maintain the retention of open space (usable parks) in appropriate areas of the City.**
 - a. Evaluate programs for establishing conservation easements, transfer of development rights.
 - b. Engage community about trails connectivity and issues associated with multi-use.
 - c. Identify significant natural features to be preserved or protected, i.e. Flat Top Mesa.
 - d. Evaluate opportunities and constraints associated with ownership and maintenance of steep slopes.
 - e. Update Parks, Open Space and Trails Element of Master Plan.
4. **Require extensive landscaping and aesthetically pleasing architecture and site design elements for all development.**
5. **Develop and implement standards for multi-family housing locations and site designs to promote a high-quality of life for residents.**
 - a. Highlight efforts to help maintain affordable living for retirees and incoming families.
 - b. Evaluate opportunities and constraints associate with increasing building heights to provide more open space in multi family developments, and how development standards could be crafted to relate a project to the natural terrain.
6. **Hold frequent public issue forums on “high profile” projects such as NCS Development, Airport, Fiber Optic Network, etc.**

Unified Leadership

We will foster partnerships with public and private stakeholders by respecting the ideas and positions of all participants in the decision making process.

1. **Mayor, City Council and all City staff treat each other with respect in both public and private.**
2. **Mayor and City Council methodically work to develop relationships of trust and influence with county, state and federal government officials.**

3. **“Personal agendas” are set aside in order to accomplish what is best for the whole City.**
4. **Concerns with specific departments and/or employees are addressed to the City Manager for review and possible action.**
5. **All decisions and planning efforts approached with the view of the long-term impact, not just the short-term impact.**
6. **Elected officials and senior City staff attend and support community events and organizations.**
7. **Develop a speakers’ circuit where City officials regularly speak at community and other civic events.**
8. **City officials take a leadership role in ensuring adequate long-term funding is in place for desired levels of City services.**

Infrastructure & Technology

We will seek innovative technology and anticipate demands for traditional infrastructure through proactive planning to enhance the community.

1. **Complete a pedestrian friendly and interconnect community with our trail system.**
2. **Make all necessary upgrades to the Wastewater Treatment Plant as dictated by increasing volumes and depreciation.**
3. **Investigate low-lighting standards that promote “rural” qualities and protect the visibility of the night sky.**
4. **Incorporate shade structures and amenities community-wide that promote a pedestrian friendly atmosphere.**
5. **As funds allow, construct new parks. Maintain existing parks utilizing a high standard of safety, recreation and aesthetics.**
6. **Hold public forums to discuss impact of Master Plan on roads, sewer and water systems; articulating impact of nearby Arizona communities and rural Clark and Lincoln County development on City services and infrastructure demands.**
7. **Complete the FAA study and begin to plan, design, finance and construct the new Airport.**

8. **Continue exploring improved transportation elements.**
 - a. Encourage NDOT to widen and address issues at Exit 120 Interchange, both short and long term.
 - b. Coordinate new interchanges (108, 118 and eventually 115 for Lincoln County outlet) with NDOT, RTC and FHWA.
 - c. Obtain all resources possible from RTC and other intergovernmental sources.
 - d. Explore improved public transit and specialized services such as commercial area trolleys should be evaluated.
 - e. Explore improved North/South corridors within the community - e.g. Grapevine to Hardy Way.
9. **Landscape interchanges with NDOT financial assistance.**
10. **Develop a financing model for capital projects.**
11. **Explore innovative technology that improves services for staff and residents.**
 - a. Continue to develop and improve online services for both the citizens and City staff.
 - b. Continue to promote broadband telecommunications services as strategically important to the City of Mesquite and its citizens for improved economic vitality and competitiveness.
 - c. Increased focus on technology mobility for City staff.
 - d. Focus on staff training to improve efficiency with technology.
 - e. Improve speed, reliability, security and redundancy in City network systems.

Tourism

We will promote Mesquite to the visitor by increasing awareness of the community as a golf, gaming, family, arts and recreational getaway.

1. **Maintain and expand cooperative efforts with MRA, Golf Mesquite, LVCVA and Las Vegas Events**
 - a. Actively participate in Long Drive Event
 - b. Maintain advertising presence in televised events and in-flight magazines
 - c. Initiate semi-annual summit to coordinate Marketing Goals and Messages among the group
2. **Advance improvements and additions to City owned recreation facilities**
 - a. Add new softball fields to facilitate improved ability to host large events.
 - b. Advance construction of Regional Park and Long Drive Facility by pursuing grants, cooperative agreements with Pulte and advance agreements with promoters of major events 3 to 5 years out.
 - c. Collect data on feasibility of Municipal Golf Course being incorporated into a larger development agreement

3. **Improve Marketing Product Quality**
 - a. Incorporate visitor friendly information into ladder signs
 - b. Standardize the appearance of collateral material, print and electronic
 - c.. Establish program for updating and regularly rotating messages on City controlled billboards

4. **Explore avenues to improve the sharing of public information with residents on issues, happenings and events in the community.**
 - a. Improve in-town visitor services by working with the Chamber of Commerce on collateral distribution and visitor surveys.
 - b. Initiate discussions with the Arts community on their needs and their abilities to generate visitors.
 - c. Seek to provide factual and comprehensive information that will aid in resident understanding the relocation of the Municipal Airport and the importance of the same on our tourist based economy today as well as in the future.

5. **Increase public relations efforts in support of existing and future events.**

Excellence In Service

We will be an organization that continually improves services by engaging our citizens in the public process, encouraging participation and feedback, and developing and retaining talented staff.

1. **Consider/explore “privatization” of certain programs and services for cost savings.**
2. **Provide adequate revenues to maintain quality public services.**
3. **Take advantage of redevelopment and tax-exempt financing options.**
4. **We will maintain the Citizens Coffee monthly and explore other forms of communications in order for residents to discuss specific subjects, to learn more about City programs and provide input and suggestions.**
5. **City will continue to encourage staff to volunteer at special events, activities, and for service programs.**
7. **Continue to support the Chamber on maintaining an effective “new resident” information and welcome packet.**
8. **More adequately invest in the “human capital” of the City organization to ensure we are retaining, recruiting and training the “best and the brightest.”**
9. **Provide specific "Effective Manager" trainings for management employees.**
10. **Evaluate and maintain a compensation pay model that reflects fairness and is responsive to training, experience and performance.**

11. **Continue to increase operational efficiency in every department.**
 - a. Develop Operations Manuals for each department.
 - b. Continue to aggressively invest in technology to assist staff and operational efficiency.
 - c. Develop five-year operational plan for each department.
12. **Enhance “Mesquite Pride” in City officials, employees and residents.**
13. **Implement a “Gotcha” Program to recognize residents/employers when “caught in the act” of doing something beyond expectation – coupon for use with downtown area merchants.**
14. **Evaluate City ordinances and agreements going forward to ensure that timelines, sequencing, expectations and penalties are clearly identified.**
 - a. Review and improve administration of Business Licenses.
15. **Evaluate City's accounts receivable systems to improve ease of access for customers through electronic means.**
16. **Continue to develop online self service opportunities for the community.**

Natural Environment

We will respect the natural character of the Virgin Valley by minimizing the impacts of development to native species and landforms.

1. **Complete planning and adoption of Habitat Conservation Plan for the Virgin River species.**
 - a. Implement Best Management Practices (BMPs) for protection of ephemeral washes and endangered species within the Virgin River corridor area, including public involvement and outreach programs.
 - b. Coordinate and conform land development strategies with state and federal laws related to pollution prevention, waste storage and waste disposal.
 - c. Evaluate mitigation and conservation actions, including purchase and dedication of habitat, and implement programs that will best accomplish goals of HCP.
2. **Establish Conservation Easement Areas.**
 - a. Utilize Recreation Public Purposes Act (R&PP) to establish conservation areas along prominent bluffs or mesas.
 - b. Implement conservations strategies and measures for developing land within and adjacent to the City of Mesquite, in cooperation with state and federal agencies.
 - c. Preserve open and undeveloped area. Designate these areas at the Master Plan level.
 - d. Evaluate use of ordinance/regulatory approaches to protecting significant desert features.

3. **Update the Parks and Trails Master Plan**
 - a. Publicize the trail system
 - b. Establish a network with other trail organizations
 - c. Protect existing and provide new recreation and scenic areas for the use and enjoyment of residents and visitors.
 - d. Assess the viability of using the drainage and power corridors and implement these potential trails where/when possible.

4. **Protect the Scenic Values of Flat Top Mesa and Mormon Mesa.**
 - a. Implement height restrictions on development on top of Mesas and their vicinity to protect views and scenic value.
 - b. Provide recreational access to Flat Top Mesa

5. **Complete and adopt the renewable energy study.**
 - a. Implement options with greatest benefits for Mesquite.

Value of Arts, Culture and Recreation

We will continue to promote a better quality of life for Mesquite residents through community recreation facilities and programs, community arts, cultural activities that celebrate our diversity.

1. **Develop and implement plan for the restoration of historic resources.**
 - a. Implement structural improvements and restoration of Old Gym and Rock House.
 - b. Develop concept plan for Town Square Memorial Park.
 - c. Construct Town Square Memorial Park.
 - d. Pursue state grants to adaptively reuse the Old Gymnasium, to repair and restore the "Rock House", and to improve the old Town Square site.
 - e. Update Historic Properties Preservation Element of Master Plan

2. **Communicate with Library District on future library needs.**

3. **Identify opportunities for new recreational activities.**
 - a. Evaluate need for new aquatics and splash park facilities.
 - b. Evaluate need for teen recreational activities and interests.
 - c. Continue evaluation of an affordable, player friendly golf course that could accommodate junior golfers and the junior golf program.
 - d. Organize tennis leagues, clinics and lessons for new tennis courts.

- 4. Create successful recreational program elements within the Regional Park.**
 - a. Evaluate feasibility of leasing pads for revenue generators at the regional park, such as food services, library/book stores, Big League dream themed fields and other activities that complement the day-long regional park users.
 - b. Pursue design and construction of “creative playgrounds” which involve children in the design.
 - c. Develop and construct splash parks, barbeque/picnic areas, and other park amenities beyond the large functional elements (ball fields, long drive, etc.)

- 5. Develop Museum programs to connect school children with the community’s heritage.**
 - a. Evaluate potential changes to outdoor pavilion to accommodate classrooms and art shows.
 - b. Complete improvements to old firehouse to add museum space.

- 6. Expand Senior Services to include Fitness and Nutrition**
 - a. Evaluate opportunities to create a more functional and expanded Senior Center.
 - b. Develop full fitness senior program.

- 7. Evaluate and potentially adopt a public art ordinance to ensure funding, installation, and maintenance of a public art in the community.**

- 8. Clarify involvement and support of Arts Community**
 - a. Determine the best ways to facilitate broad support of arts education and how to encourage community involvement in events such as plays, musicals, art openings.
 - b. Facilitate development a cultural/arts/museum master plan to address needs and funding.
 - c. Assist with improvements to Arts facilities...upgrade to make the experience more enjoyable.
 - d. Fully utilize the Mesquite Fine Arts Center/Museum expansion.