

# LAS VEGAS, NEW MEXICO



# COMPREHENSIVE PLAN 2020

LV, 20  
NM, 20  
COMPREHENSIVE PLAN

LV 20  
NIM 20  
COMPREHENSIVE PLAN  
DRAFT FOR ADOPTION

Due to layout differences, page numbers in this digital version and the original print version of this plan will differ.

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# ADOPTION ORDINANCE

TO BE ADDED UPON ADOPTION

## **Acknowledgments**

The staff at Architectural Research Consultants, Incorporated thanks everyone who contributed to this plan.

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# INTRODUCTION

# INTRODUCTION

## COMPREHENSIVE PLANNING

### PURPOSE OF THE PLAN

The Las Vegas Comprehensive Plan is an official public document adopted by the Las Vegas City Council as a policy guide for decisions about the physical development of the city.

The Plan indicates in a general way how the community wants the city to develop in the ensuing 20 to 30 years. It is intended to assist city decision-makers in preparing for the future by anticipating change, maximizing strengths and minimizing weaknesses. The Plan sets policies that help guide how to address critical issues facing the community, achieve goals according to priority, and coordinate public and private efforts.

The Las Vegas Comprehensive Plan provides long-range guidance for development activities integrated across the different disciplines and subjects of physical development of the city. The Plan lays out the city's general, long-range approach to be considered when making decisions about any new development, infrastructure, or improvement programs. As a general policy document, the Plan does not carry regulatory authority. It constitutes a comprehensive plan or a master plan, as enabled in the New Mexico State Statutes.

The Las Vegas Comprehensive Plan encompasses all functional elements that bear on physical development in an internally consistent manner, including land use, environment, water and wastewater, county facilities, transportation, housing, economic development, and hazards mitigation.

The Plan encompasses all geographic parts of the incorporated city area, and strongly encourages continuing cooperation with planning for San Miguel County.

*See Implementation Plan for specific instructions on using and implementing your comprehensive plan.*

## LEGAL AND ADMINISTRATIVE FRAMEWORK

### STATE STATUTES OVERVIEW

The authority of a municipality to prepare a comprehensive plan is established in the New Mexico statutes. The following discussion presents an overview of the legal framework for “comprehensive” or “master” planning (these terms appear to be used synonymously in the statutes). It quotes and discusses selected relevant statutory provisions and state regulations. The full statutes and state regulations should be consulted when researching specific questions.

### GENERAL POWERS OF COUNTIES AND MUNICIPALITIES

The statutes of New Mexico enable the preparation of a comprehensive plan by local governments, including both municipalities and counties. Most of the statutory provisions regarding comprehensive plans are written specifically for municipalities.

### PURPOSE OF A PLAN

Section 3-19-9 New Mexico Statutes Annotated (NMSA) 1978 addresses the general purpose of a master plan. Subsection (A) states:

... a municipal planning commission shall prepare and adopt a master plan for the physical development of the municipality and the area within the planning and platting jurisdiction of the municipality, which in the planning commission's judgment, bears a relationship to the planning of the municipality.

### SUBJECTS ON WHICH THE PLAN MAY MAKE RECOMMENDATIONS

Section 3-19-9(B) allows that, in addition to recommendations for the physical development of the municipality and its planning jurisdiction, the master plan may also address:

... streets, bridges, viaducts, and parkways; parks and playgrounds; floodways, waterways and waterfront development, airports and other ways, grounds, places and space; public schools, public buildings, and other public property; public utilities and terminals, whether publicly owned or privately owned; community centers and neighborhood units and the replanning of blighted districts and slum areas; and public ways, grounds, places, spaces, building properties, utilities or terminals.

### ZONING CONFORMANCE TO PLAN

The most specific statutory provision relating to land use regulations is Section 3-21-5 NMSA 1978, entitled “Zoning Conformance to Comprehensive Plan.” Subsection (A) states: “The regulations and restrictions of the county or municipal zoning authority are to be in accordance with a comprehensive plan...”

### APPROVAL OF CHANGES TO PUBLIC PROPERTY AND RIGHTS-OF-WAY

Section 3-19-11 NMSA 1978 addresses the legal status of a municipality’s master plan, including:

(A) After a master plan... has been approved and within the area of the master plan... the approval of the planning commission is necessary to construct, widen, narrow, remove, extend, relocate, vacate, abandon, acquire, or change the use of any:

(1) park, street, or public way, ground, place or space;

(2) public building or structure; or

(3) utility, whether publicly or privately owned.

(B) The failure of the planning commission to act within sixty-five days after submission of a proposal to it constitutes approval of the proposal unless the proponent agrees to an extension of time. If the planning commission disapproves a proposal, it must state its reasons to the governing body. The governing body may overrule the planning commission and approve the proposal by a two-thirds vote of all its members.

## PLANNING PROCESS

In 2019, Architectural Research Consultants, Incorporated (ARC), was contracted by the City of Las Vegas to update the city’s Comprehensive Plan, which had last been updated in 2011. This project was administered by the City of Las Vegas Community Development Department.

### COMPREHENSIVE PLAN STEERING COMMITTEE

In fall 2019, the City of Las Vegas staff formed a Steering Committee to guide the plan process. The Steering Committee consisted of a range of community representatives, including Mainstreet de Las Vegas, Luna Community College, Hermit’s Peak Watershed Alliance, New Mexico Highlands University, West Las Vegas Schools, Committee for Economic Development, Las Vegas Community Foundation, and the New Mexico Economic Development Department.

The Steering Committee guided the plan process by:

- » Designating Focus Groups and invitees
- » Designating the public role and timing of public input and a design workshop
- » Forming an Economic Development Subcommittee to convene and conduct Economic Development Focus Group events
- » Identifying potential priority projects, issues and opportunities, and goals
- » Outlining public capacity and capability
- » Guiding the Plan through city council workshops and adoption

The Steering Committee convened on the following dates:

- October 18, 2019
- November 14, 2019
- January 9, 2020
- January 16, 2020
- February 19, 2020
- February 27, 2020

**FOCUS GROUPS:**

**Economic Development**

- » Mainstreet de Las Vegas
- » New Mexico Department of Economic Development
- » New Mexico Department of Outdoor Recreation
- » New Mexico Department of Tourism
- » San Miguel County
- » Committee for Economic Development
- » Las Vegas Community Foundation
- » New Mexico Highlands University (NMHU)
  - » Education Department
- » NMHU's Achieving in Research, Math, and Science (ARMAS) Center
- » Luna Community College (LCC)
  - » Small Business Development Center
  - » Health Education and Nursing
  - » Admissions
- » Las Vegas First
- » Las Vegas San Miguel Chamber of Commerce and Economic Development Committee
- » Community First Bank
- » Citizens Committee for Historic Preservation
- » Las Vegas Land Grant Board
- » Las Vegas Rotary Club
- » Las Vegas Friends of the Museum
- » Local Business Owners

**FOCUS GROUPS:**

**Youth**

- » West Las Vegas High School Student Council
- » Robertson High School Student Council

**INTERVIEWS & PRESENTATIONS:**

- » City of Las Vegas Department Representatives
  - » Community Development, Planning & Zoning
  - » Utilities
  - » Recreation Center
  - » Public Works
  - » Information Technology
  - » Carnegie Library
  - » Senior Center
  - » Transit
  - » Housing Authority
  - » City Attorney
  - » Fire Department
  - » Police Department, Code Enforcement
- » Las Vegas City Council
- » Committee for Economic Development

**FOCUS GROUPS:**

**Recreation**

- » Meadow City Youth Soccer League
- » Las Vegas Youth Soccer League
- » Las Vegas Little League
  - » La Plaza Little League
- » City of Las Vegas Recreation Department
- » NMHU Athletics Department
- » West Las Vegas Schools Athletics Department
- » Las Vegas City Schools Athletics Department

Detailed Community Outreach listing and documentation of Focus Group meetings is included in the Appendix of this document, as are Steering Committee meeting Sign-in sheets and presentation.

## FOCUS GROUPS & INTERVIEWS

As part of the public outreach process directed by the Steering Committee, ARC conducted a series of workshops with various stakeholder groups to discuss goals, values, issues and opportunities, and plan direction. Focus Group topics and participant groups are listed here.

At the direction of the City of Las Vegas plan administrator, the planning team conducted interviews with city staff including department heads and facility managers, as listed.

Meetings were held throughout the spring of 2020.

## OFFICIAL PARTICIPATION

In January 2020, the city experienced turnover at the mayoral level and a mayor pro tem was appointed. To ensure awareness and support for the project, the Steering Committee convened a workshop with the mayor pro tem, which took place in February 2020.

The planning team also presented material covering the plan project, including plan purpose, process, and progress, to city council and the mayor pro tem at a regular council meeting on February 19, 2020, and July 8th, 2020. A Public Hearing for plan adoption was conducted on October 14, 2020.

## PUBLIC ENGAGEMENT & NOTICE

To announce the plan update project to the community, the planning team and project administrator conducted a radio interview on the local KFUN radio program, and provided the local newspaper, *The Las Vegas Optic*, a press release describing the plan project, purpose, and process, which was published on December 18, 2019.





UNITE TO SERVE & IMPROVE OUR TOWN

## COMMUNITY SURVEY

To provide additional community outreach and opportunity to participate in plan development, the planning team, at the direction and guidance of the Steering Committee, conducted a public survey. The survey consisted of 16 questions and is included in the Appendix of this document.

### SURVEY METHODOLOGY

The survey was distributed electronically through Steering Committee member mailing lists and social media, and posted on the City of Las Vegas website, beginning in December 2019. Print versions of the survey were distributed at various locations in the city, including the Senior Center, Recreation Center, Carnegie Library, Visitor's Center, and City Hall.

In February, all municipal utility bills included a print survey that could be returned with utility payment or dropped off at City Hall.

### Survey Responses Collected:

- » Electronic Surveys: 544
- » Print Surveys: 571

The survey closed on March 1<sup>st</sup>, and a total of 1,115 surveys were completed and analyzed. Survey results are summarized here.

Detailed results with distribution and interpretation considerations and methodology, and a complete listing of comments received through the survey are included in the *Appendix*.

Please see the Appendix for discussion of survey distribution and interpretation considerations, as well as detailed results and comments.

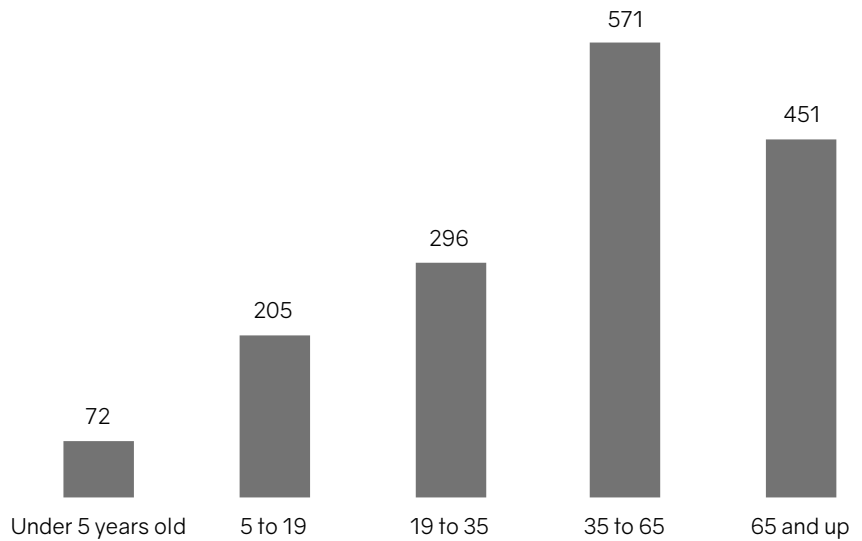
## RESULTS SUMMARY

### AGE

The majority of age ranges represented by all survey respondents' households was over 35. This suggests that youth and early adult needs will be under-represented in survey results.

Because respondents were asked to select all age ranges represented by their household, the number of responses to this question is higher than the number of total respondents.

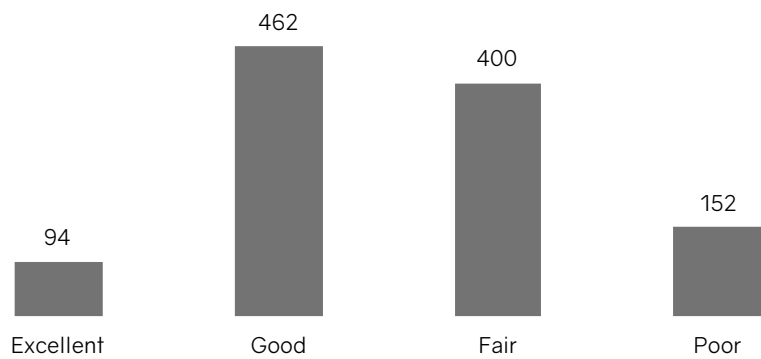
Please select all age ranges represented by your household



### QUALITY OF LIFE

Overall, respondents rate Las Vegas as a "good" or "fair" place to live, with few rating the community as "excellent" and fewer rating the community as "poor."

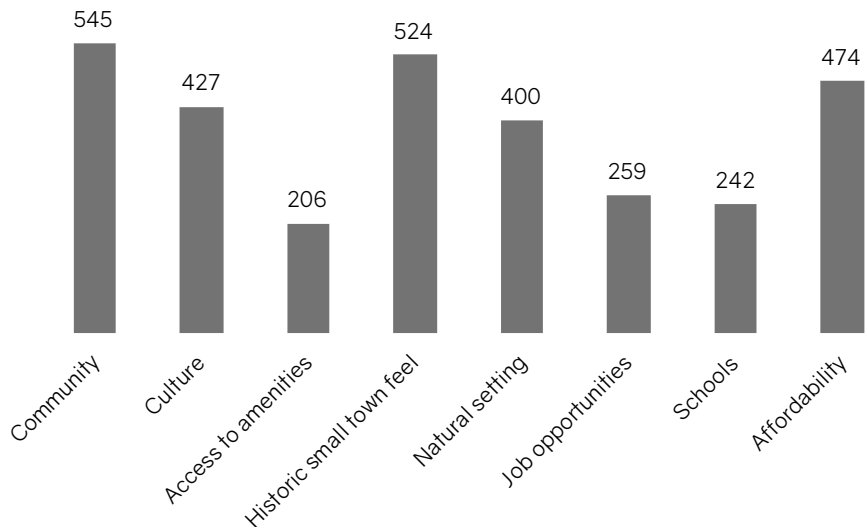
How would you rate Las Vegas as a place to live?



### COMMUNITY VALUES

Community and Historic Small-Town Feel were selected as the top two most valuable aspects of life in Las Vegas, followed by culture, natural setting, and affordability.

Please rank the top three (3) aspects of life in Las Vegas as most valuable to you?



### ISSUES & OPPORTUNITIES

Job opportunities and crime emerged as the top community concerns, with access to services coming in at a slightly distant third. Detailed results (Appendix) show job opportunities represent a higher concern for households representing more working-aged population while crime represents the top concern for households representing more post-retirement age population.

312 respondents identified other concerns in open-ended, written responses to this question. Most frequently noted concerns among respondents were:

- » Education and schools
- » Roads and infrastructure maintenance
- » Overall town appearance
- » Trust in city government

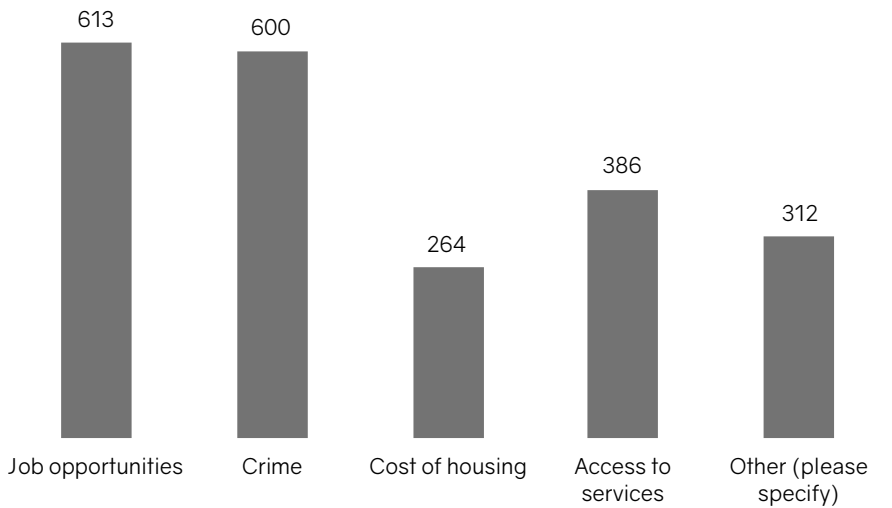
Other concerns noted by several respondents include a lack of access to healthcare and code and ordinance enforcement.

See Appendix for detail.

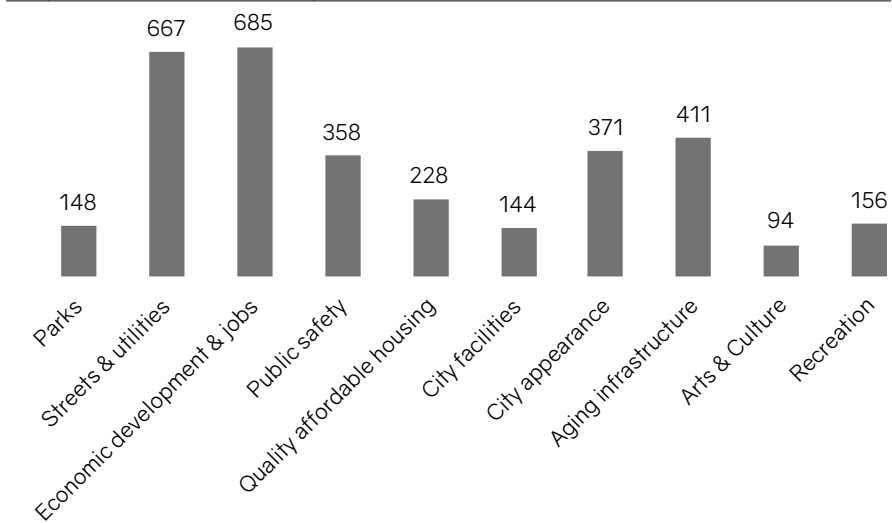
### COMMUNITY PRIORITIES

Economic development and jobs, and streets and utilities emerged as top areas for improvement that would have the biggest impact for the community. Public safety, parks, city appearance, housing, and aging infrastructure were also identified as areas for improvement.

What aspect(s) of life in Las Vegas, NM concern you the most?



What top three (3) areas for improvement would have the biggest impact for the community?



### Open-Ended, Written Responses: Analysis Discussion

The citizens of Las Vegas have provided a rich resource for understanding the hopes, desires, concerns, and needs of this community, and frequently expressed the hope that their responses and comments would be heard and seriously considered. Many respondents also expressed thanks to the city for reaching out to engage the community and seek citizen feedback.

By nature, open-ended, written survey responses include both easily categorized responses and more complex or subjective comments. This introduces a level of subjectivity to the analysis of such responses.

In this analysis, each concern expressed was noted, meaning that if one respondent listed multiple concerns in their answer, each concern was noted equally.

Unavoidably, certain valuable nuance, context, sentiment, or detail provided by our respondents is lost in the analysis and breakdown of results.

The planning team strongly recommends reviewing survey comments in detail, see Appendix.



# Concerns

Jobs • City Services  
Public Safety • Parks • City Appearance  
Housing • Aging Infrastructure

## GOOD GOVERNANCE

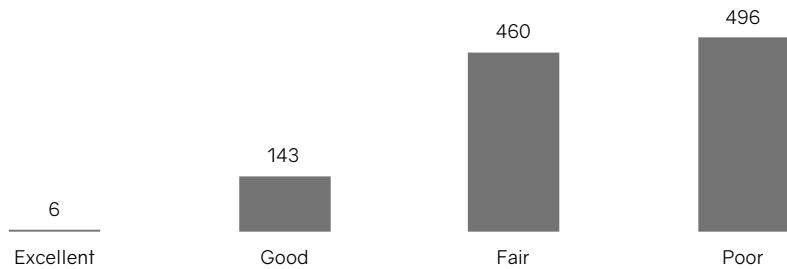
Respondents report a troubling lack of faith in their city government but a somewhat stronger rating of municipal services.

Improved transparency and customer service are identified as priorities for improvement in city administration.

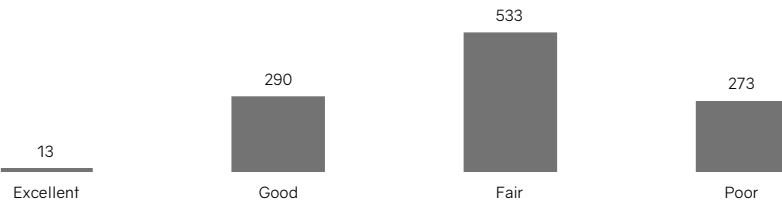
This level of concern over the ability of the city government to meet the needs of its citizens, expressed in the survey results as well as directly from citizens throughout the planning process, prompted the addition of a Comprehensive Plan chapter on Good Governance.

Community trust in their city government, and the City's ability to deliver services have clearly been damaged. Current and future administrations must double efforts to restore faith and capacity.

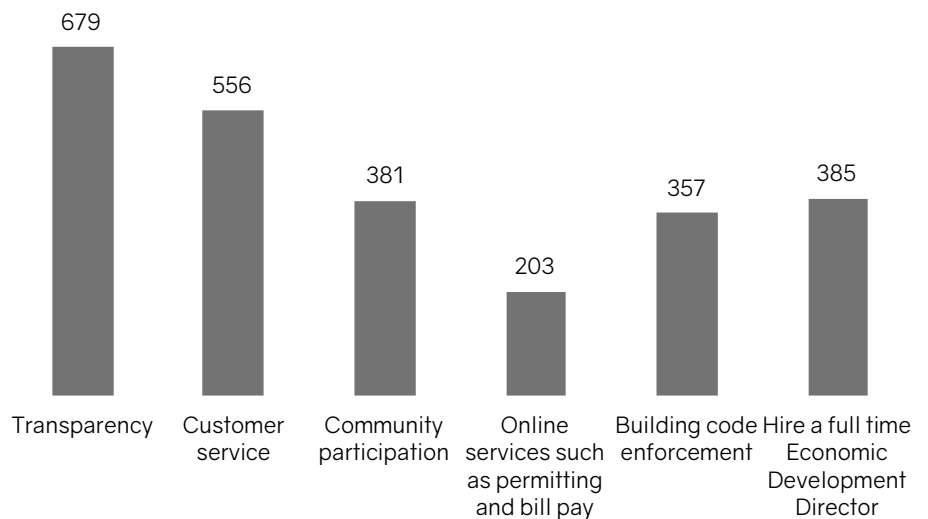
How well does the government of the City of Las Vegas meet the needs and expectations of the residents?



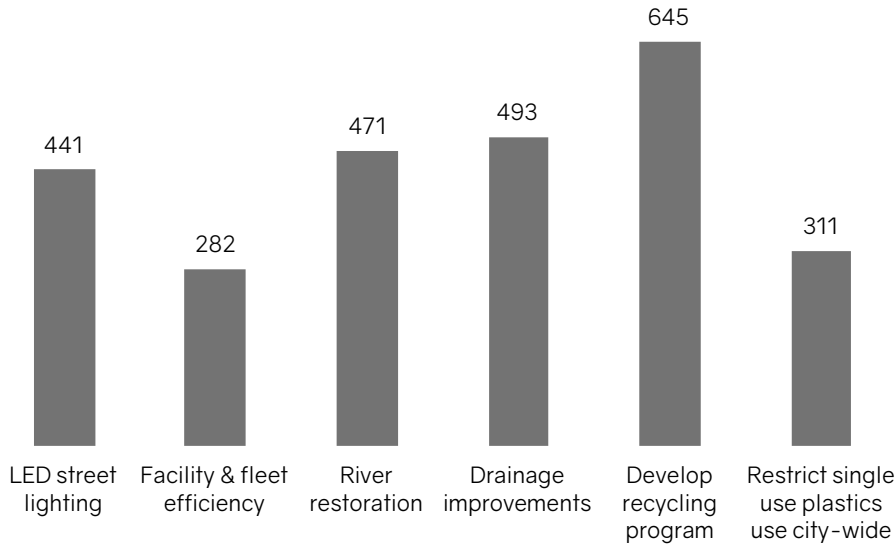
Overall, how would you rate municipal services?



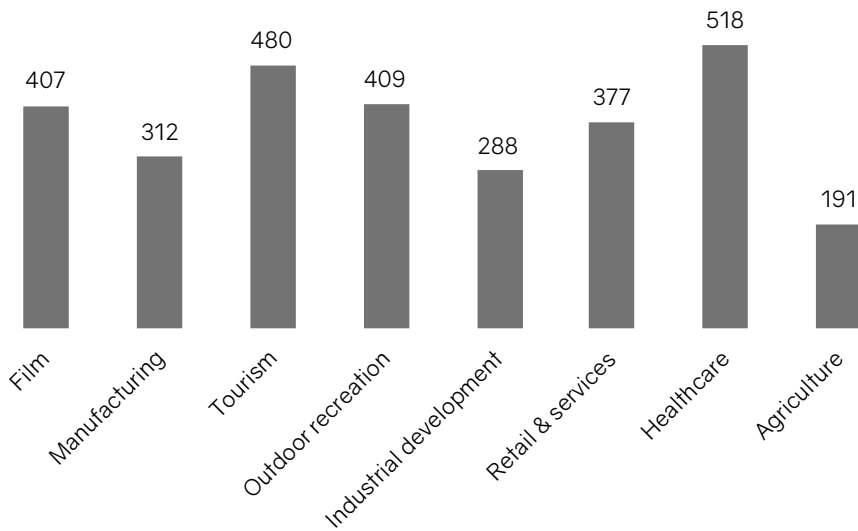
What areas of administration should the city prioritize for improvement?



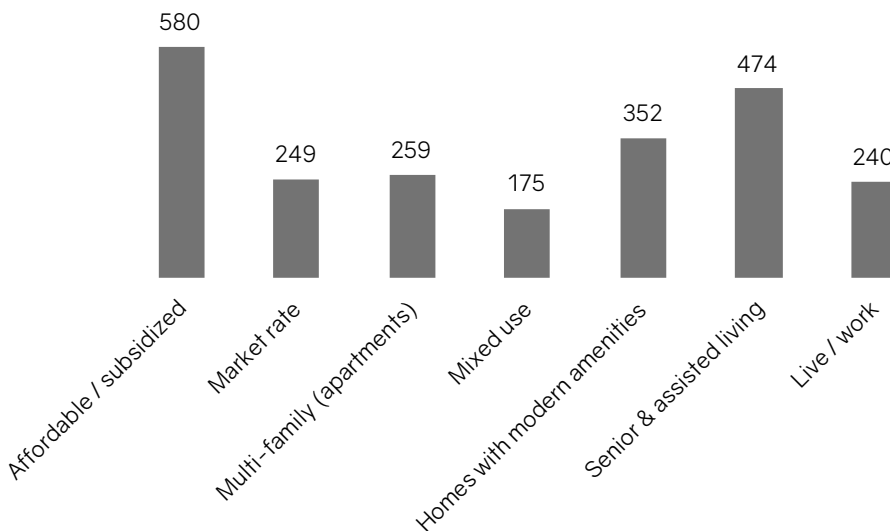
Where should the city focus resource conservation efforts?



What industries should the city focus on for economic development?



What housing type(s) is Las Vegas most in need of?



SUSTAINABILITY

A city recycling program emerged as the sustainability preference across all survey takers, and was frequently mentioned in comments on other questions as well. River restoration, drainage improvements, and expanding the use of LED lighting were also identified as priorities.

ECONOMIC DEVELOPMENT

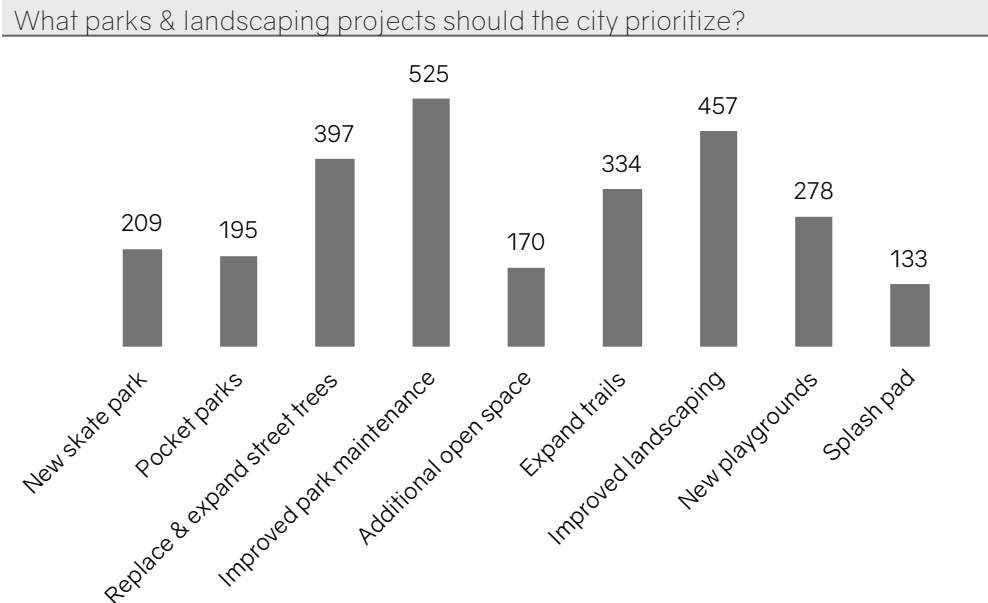
Healthcare, tourism, and outdoor recreation were identified as priorities for economic development in the city. Unweighted responses show significant preference for healthcare expansion.

HOUSING

Respondents overwhelmingly identified a need for affordable/ subsidized housing as the top concern for the city. Generally older, second-round survey takers identified a strong need for senior and affordable housing in the city, while younger respondents identified a need for homes with modern amenities.

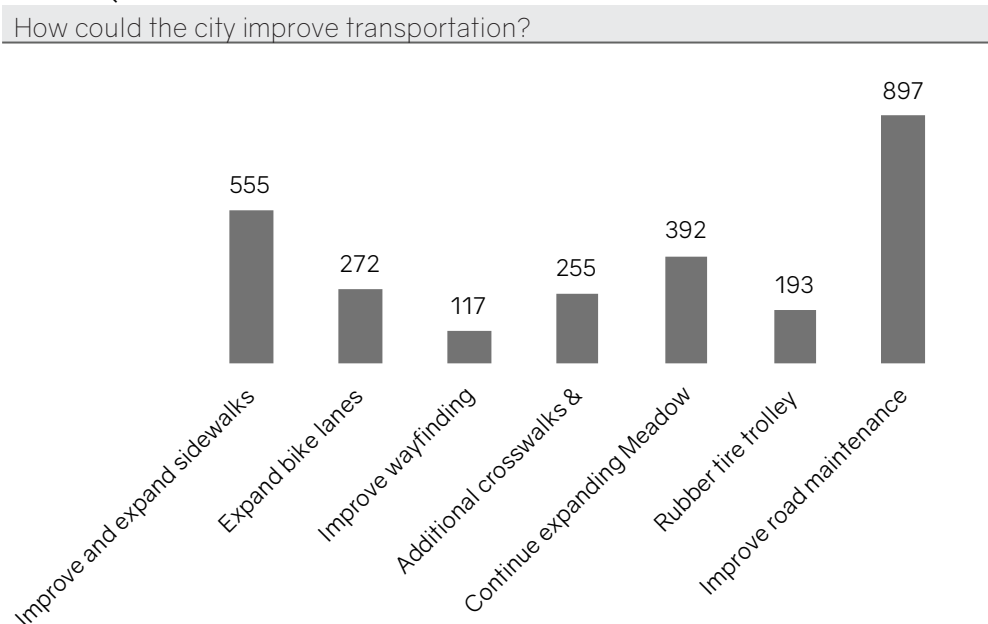
## PARKS & LANDSCAPING

Results here echoed one overarching theme in these survey results, of improving city appearance and maintenance, and also identified street trees and trails as priorities for city parks and landscaping.



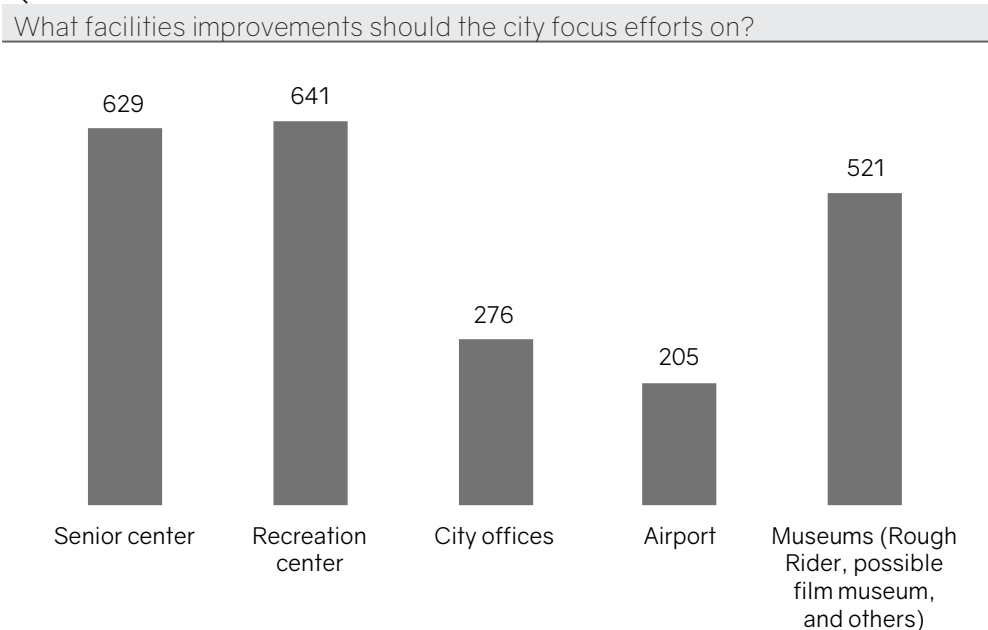
## TRANSPORTATION

Improved road maintenance is the overwhelming transportation priority for survey takers, followed by improved and expanded sidewalks and expanded sidewalks and expanded Meadow City Express service.

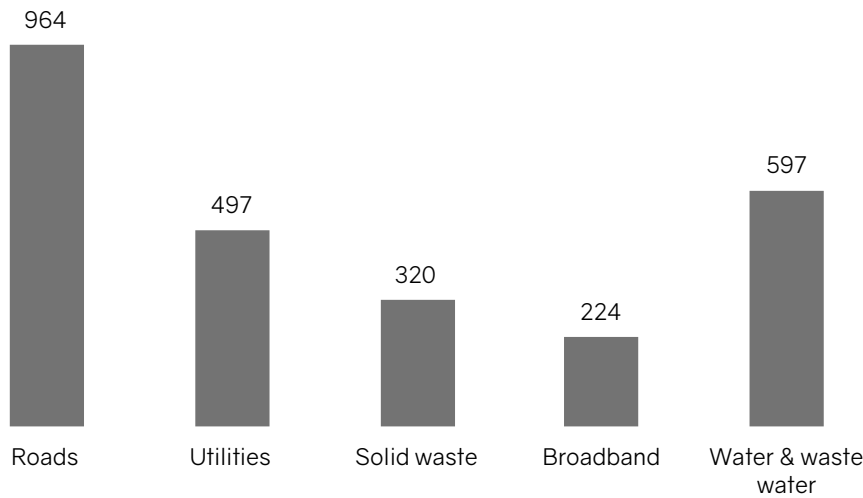


## CITY FACILITIES

Facilities improvement priorities were identified for the recreation and senior centers, as well as the city museums and city offices.



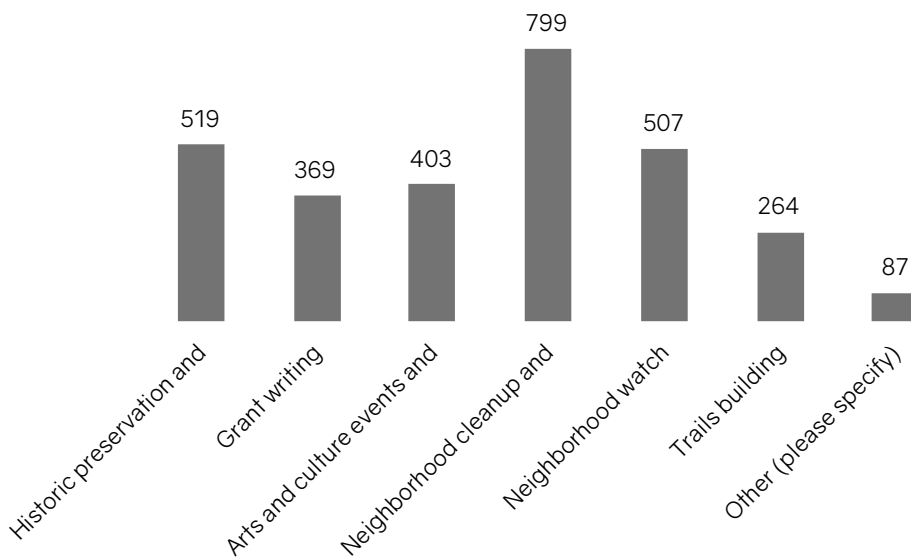
What infrastructure projects should the city focus efforts on?



INFRASTRUCTURE PROJECTS

Improving roads once again rose to the top as a priority, followed by water and wastewater, utilities, and solid-waste infrastructure.

On what issues can / should the public mobilize efforts to make a difference?



COMMUNITY PARTICIPATION

While the focus of this Plan is municipal priorities, community buy-in and participation will play a significant and important role in accomplishing improvements in Las Vegas. Understanding what role the public is willing to embrace in this effort provides valuable insight on a potential pathway for engaging the public, building community pride, and rebuilding a relationship of trust and cooperation with city government.

Nearly 800, or about 80%, of respondents identified “neighborhood cleanup and beautification” as an issue that the public should mobilize around, in order to make a difference in the community. This indicates a clear desire to see the city looking better and a willingness to lend a hand in the effort. Such an overwhelming result may indicate that a city-led effort to organize the community around the issue of cleanup—to provide leadership and some resources such as paint, trash bags, gloves, etc.—could be widely embraced by the community and serve as a successful platform for building community pride, improving the city overall, and rebuilding trust and communication between the city government and its people.

Responses to the “Other” option of this question listed a wide variety of areas for improvement, including specific economic development or recreation projects and general calls for unity and good governance. Overall, these responses highlighted the central themes evident in the survey responses overall.

Once again, the planning team would like to strongly urge readers to review the complete listing of comments included in the Appendix of this Plan.

# Priorities

**City Appearance • Good Governance & Public Trust**  
 Things to do • Unity & Pride • Jobs & Economy

## COMMUNITY SURVEY RESULTS: GOALS

- Improve community pride**
- Build civic unity**
- Improve city appearance**
  - Improve maintenance, especially streets and parks
  - Enforce codes and regulations
- Rebuild trust in city government**
- Expand activities and events**
  - Especially for youth
  - Focus on multicultural and historic assets
- Improve jobs and the economy**
- Improve public education, including unifying school districts**
- Improve recreation**
  - General and expert maintenance
  - Expand options including dog parks and sports fields
  - Focus on Gallinas River Walk

## COMMENTS

With more than 400 comments to this portion of the survey alone, and twice that across all questions, the Las Vegas community provided extensive insight into their thoughts, concerns, priorities, goals, and ideas.

Our analysis of comments identified over 45 distinct topics that were touched on by two or more survey takers, and many more too singular or specific to categorize, however, across all comments a number of topics arose as the most

prevalent. These topics are largely in line with much of what the survey results already revealed in previous questions.

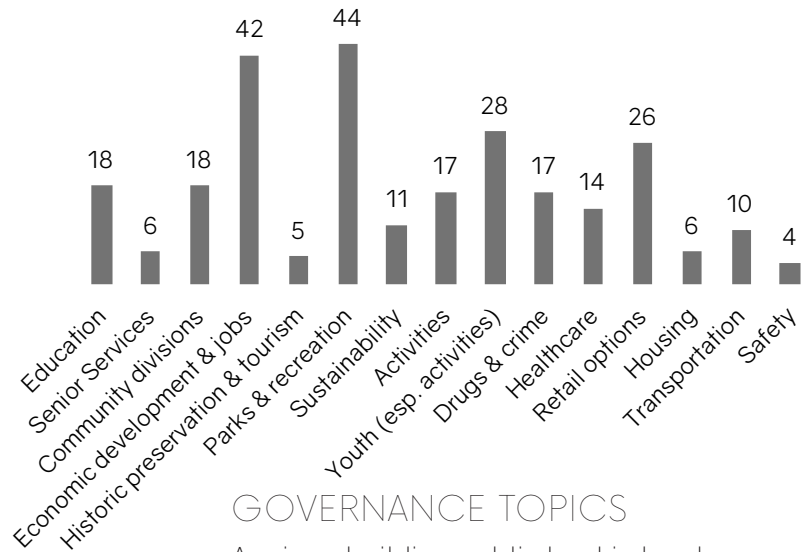
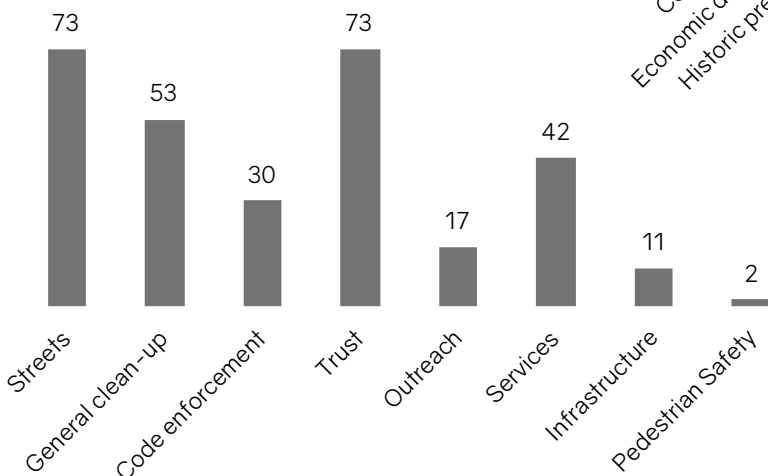
For clarity, results here are divided into two categories: general and governance. General comments express concerns across a wide range of topics, many of which are partially in the wheelhouse of local government, but the comments did not expressly call out government administration. Topics in the “governance” category were expressly directed at city administration.



BUILD CIVIC PRIDE AND UNITY  
 EARN PUBLIC TRUST IN CITY GOVERNMENT  
 IMPROVE THE LIVES OF THE PEOPLE OF LAS VEGAS  
 PROTECT OUR LAND, WATER, AND HISTORY

GENERAL TOPICS

Improving parks and recreation, and expanding economic development and jobs in the city, rose to the top of priorities for survey takers, followed by a concern for a lack of recreational opportunities, especially activities for youth, and a lack of retail options, including access to quality grocery options.



GOVERNANCE TOPICS

Again, rebuilding public trust in local government and improving streets maintenance topped the list of priorities for city government. Improving general city cleanup and the appearance of Las Vegas and improving city services also emerged as important topics of concern for citizens. Once again, we encourage reviewing the comments in whole, which are included in the Plan's Appendix.

# PLANNING REFERENCES

This Plan integrates and aligns with existing community plans in Las Vegas. The 2020 Comprehensive Plan is designed to be used in conjunction with the 2018 Las Vegas Metropolitan Redevelopment Area (MRA) Plan.

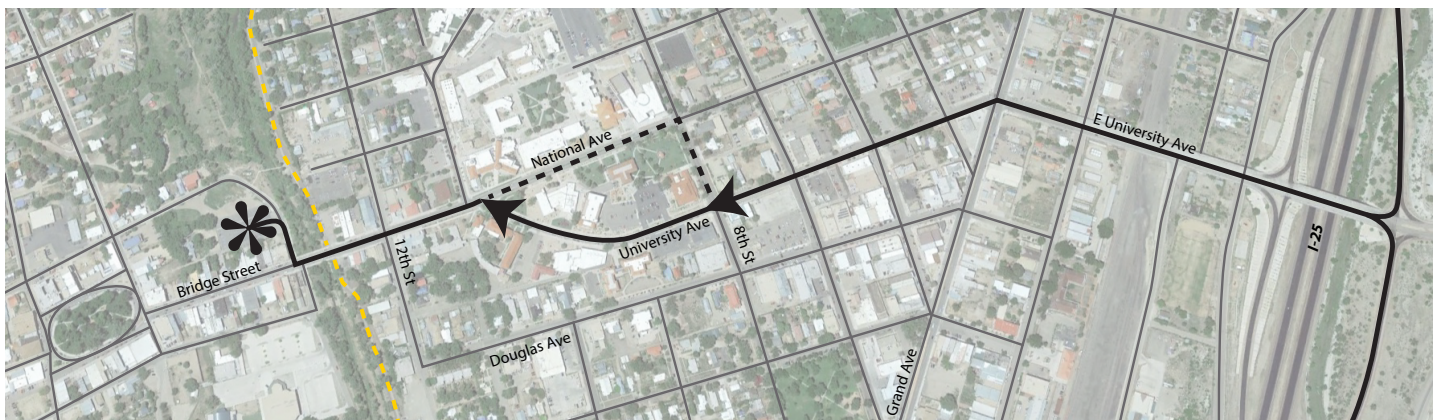
## 2018 METROPOLITAN DEVELOPMENT AREA (MRA) PLAN UPDATE

In 2018, the City of Las Vegas and Mainstreet de Las Vegas contracted with ARC to update the city's Downtown MRA Plan. The Plan update included the following priority projects:

- » Improve Wayfinding
  - » Establish University Avenue as a 2-way connection into downtown
  - » Request that the Department of Transportation (DOT) install wayfinding signs at I-25 exits
  - » Relocate 3-sided wayfinding sign from Grand Avenue and 4th Street to Plaza median
  - » Develop wayfinding sign shop plans
- » Implement downtown Tax Increment Finance district
  - » Establish start/end date
  - » Establish baseline values
- » Support the Gallinas River walk and Park
  - » Continue to expand and improve

Priority projects and recommendations presented in the MRA Plan complement the goals and policies in the Comprehensive Plan and so are included in the implementation plan outlined in this document.

- » Protect Historic Assets
  - » Expand historic district overlays
  - » Work with the community to preserve and restore assets
  - » Update historic district surveys and designations
- » Enable best use of the historic PNM building in the Rail Road District
  - » Conduct a feasibility study first
  - » Consider restoring and repurposing as a new city hall with a weekly farmer's market in the truck bay
- » Improve Pedestrian Safety
  - » Install center yield signs on Bridge Street
  - » Request DOT install a new crosswalk on Grand Avenue at Lincoln Avenue
- » Others
  - » Find a site, design, and develop a new, centrally located city skate park
  - » Support the arts
  - » Establish a rubber-tire trolley between the Plaza and Railroad Avenue
  - » Adopt and enforce a stronger vacant building ordinance





The MRA Plan is designed specifically for the municipality. The projects and implementation plan provide clear, comprehensive instructions specifically for city staff and city officials.

- » Priority projects in the MRA are achievable:
  - » through municipal action alone—not a list of wishes for the private sector
  - » with existing city resources, many at very little cost
  - » in a short time frame, many could be completed almost immediately
  - » to produce noticeable results and meaningful improvements

The MRA Plan is your guidebook for making life in Las Vegas better

The MRA Plan also provides:

- » Long-range goals and projects to fundamentally improve the community over time with clear, simple steps to begin now to complete a comprehensive MRA improvement action plan
- » Analysis, research, and information
  - » Market analysis with consumer trends, gap analysis, building inventory, workforce profile, opportunities for development, and priority industry recommendations





# 2011 COMPREHENSIVE PLAN UPDATE

The large-scale planning project assesses the needs of the Las Vegas community and proposes insightful implementation strategies to guide sensible future physical development. The city retained Architectural Research Consultants, Incorporated (ARC) assisted by Quixote Productions and Wilson & Company to prepare the Plan. The Plan includes the following elements and priority goals (where applicable, progress in achieving goals is noted):

- » Land Use
  - » Site for affordable housing
  - » City Geographic Information System (GIS) system
  - » Land-disturbance permitting
  - » Heighten mobile home placement restrictions
- » Economic Development
  - » Economic development “one-stop shop”
  - » One or two catalytic projects per year, e.g., Gallinas trails, workforce training, rec complex
  - » Form Development Task Force to move projects along
- » Transportation & Storm water
  - » Improve University Avenue as gateway
  - » Comprehensive maintenance program
  - » Sidewalk inventory (*in progress*)
  - » Explore financing options, e.g., tax increase, special district, grants
- » Utilities & Facilities
  - » Preliminary Engineering Report for water strategies
  - » Actively manage park trees (*ongoing*)
  - » Develop new sports complex
  - » Relocate essential city functions downtown
  - » Retain staff for roofing, historic preservation, database, and energy efficiency

- » Hazards Mitigation
  - » Strengthen county subdivision standards and increase accessibility for fire-prone areas
  - » Mitigate landfill

## ADDITIONAL PLANNING REFERENCES

The following plans, projects, and documents were also reviewed and integrated into this Plan where applicable:

- » City of Las Vegas Affordable Housing Plan, 2012
- » Las Vegas City Zoning Code & Design Guide
- » San Miguel County Comprehensive Plan, 2017
- » Village of Pecos Comprehensive Plan, 2017
- » El Valle Subarea Plan, 2010
- » San Miguel County Economic Assessment, 2010
- » Mora, San Miguel, Guadalupe Regional Water Plan, 2016
- » San Miguel County Hazards Mitigation Plan, 2014
- » San Miguel County Community Wildfire Protection Plan, 2008
- » Highlands University Master Plan, 2017
- » Las Vegas MainStreet Community Economic Assessment, 2006
- » New Mexico Tourism Plan (*in development*)
- » Rewinding the Gallinas
- » City of Las Vegas Infrastructure Capital Improvement Plan, 2019-2023
- » Various Project Plans (DOT, MainStreet, HPWA, CLV)

# LAS VEGAS COMPREHENSIVE PLAN UPDATE, 2020

The Comprehensive Plan Update is designed to be used in tandem with the 2018 MRA Plan. Goals, policies, priority projects, recommendations, and material in the two plans are complementary and should be referred to and prioritized equally, as two parts of a set.

This document incorporates the input gathered through the Steering Committee, Focus Groups, interviews, public survey, planning workshops, presentations, and planning references into a comprehensive plan update for the City of Las Vegas covering the following topics:

- » Good Governance
- » Administration
- » Facilities
- » Utilities
- » Transportation
- » Parks & Recreation
- » Economic Development
- » Land Use
- » Housing
- » Hazards Mitigation

The topics of Good Governance and Administration is a unique addition included in this Plan, to assist the City of Las Vegas improve its organizational capacity.

Each topic includes a discussion of existing conditions, issues and opportunities, with recommendations and guidelines, and a series of goals, policies and actions developed as a result of the community planning process.

## 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

Direction for achieving the city's goals and objectives are provided in the Implementation Plan, which includes the following:

- » Designating and Identifying:
  - » Priority projects
  - » Phasing and time frames

The Comprehensive Plan should serve as a road map for the city in making decisions regarding resource allocation, project prioritization, and funding and partnership strategies.

This plan should be updated every 5 years.

### USING YOUR PLANS: USE YOUR 2020 COMPREHENSIVE PLAN & MRA PLAN TOGETHER AS A SET

#### **This Comprehensive Plan Update is designed to be used in tandem with the 2018 MRA Plan.**

The Comprehensive Plan covers citywide topics and issues and the MRA Plan covers issues and topics more specifically relevant to the downtown area. The Comprehensive Plan builds on recommendations in the MRA Plan. Taken together, these plans constitute a comprehensive road map for improving the community as a whole and strengthening its central core.

The MRA Plan provides essential analysis and recommendations that are not covered in this plan but are essential to understanding and delivering community improvements for Las Vegas. The plans should be used together, as a set pair.

# COMMUNITY VISION & VALUES

This Plan represents the aspirations and values of the citizens of the City of Las Vegas. All goals and policies included here reflect the community vision as articulated by the community throughout the planning process and summarized by the following LVCP 2020 vision statement:

The City of Las Vegas is a strong and vibrant community, an economic and cultural hub for Northern New Mexico, and a showcase of historic and natural beauty. Las Vegas is a dynamic and effective partner in economic and community development through ethical governance and professional administration.

We value our cultural history and diversity, protect and preserve our natural resources, honor and respect our community, and work together to continuously improve our city.

This Plan also reflects the **City of Las Vegas Mission Statement, Vision, and Principals** (adjacent) as outlined in the City's 2018 Financial Statement.

## PUBLIC SERVICE

It is the task of the City of Las Vegas administration to live up to and adhere to these values. The trust of the community, the standard of living in Las Vegas, the reputation of its municipal government, the capacity for economic improvement and development, and the sustainability of the city and the community rely on a renewed dedication to these values and community vision. Only by working in service of these principals will Las Vegas overcome the difficulties that have long-plagued the city and win back the communities' good faith and cooperative spirit yearning for a collaborative and responsible municipal partner.

The resources and energy in Las Vegas are vast. Tapping their potential begins with living up to and reliably exhibiting good faith in serving community values and vision.

## City of Las Vegas Mission Statement and Vision

# Mission Statement

The City of Las Vegas is an economic center driven by honoring its rich culture, encouraging value-added industry, preserving the quality of life for all Las Vegasans through Ethical Governance and Professional Administration.

# Vision

Proactive approach to wise use of historical, cultural, educational, and natural resources.

To be the growing economic center of the Northeastern Region.

Explore, promote and partner with smart industry befitting the community.

Proper planning to maintain continuity, self-sufficiency, and cohesive leadership.

## PRINCIPALS

- Honesty*
- Accountability*
- Adaptability*
- Respect*
- Duty*



# What does Las Vegas need?

Establish what you will accomplish for this community, as a city.  
What has the community asked you to do?

Look at how city resources are working and how they're used and managed currently.  
Does this align with the community's priorities?

Understand what is working and what is not working to accomplish community service goals.  
How can the city work better to serve Las Vegas?

Think about how to support what is working and how to fix what isn't.  
What decisive or proactive decisions need to be made by public representatives?

# How will you get it done?

*Use the following information, with the 2018 MRA Plan, as a step-by-step plan of action to guide your decisions to improve Las Vegas*



IMPLEMENTATION

# IMPLEMENTATION

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*).

### METHODOLOGY

The Implementation Plan presents specific, priority actions that the city should 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.*

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

# IMPLEMENTATION PLAN

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 <b>Facilities Needs Assessment Study</b> to identify long-term facility needs and goals for all city services and departments	1 Year	Essential first step for facility planning
Commission a <b>Long-Range Strategic Facilities Master Plan</b> 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 <b>Asset Management Plan</b> 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	<b>Asset Management Plan should include all city facilities, infrastructure, utilities and equipment</b>
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	<b>Community appearance is intrinsic to community pride</b>
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 <b>Asset Management Plan</b> , include an expanded <b>Road Asset Management Plan</b> 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	<b>Integrate streets and sidewalk planing and LVCP recommendations in Asset Management Plan</b>
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
<b>Prioritize street improvements as a primary concern to the public and begin mobilizing resources and capital to accelerate efforts to improve street conditions in Las Vegas</b>	<b>Onset</b>	<b>High priority in survey results, integral to improving community appearance</b>
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, multimodal 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 contracted 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 capital to accelerate efforts to improve city park conditions	Onset	Improve park maintenance & expand services
Develop or commission a <b>Parks and Recreation Master Plan</b> 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 River Walk 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	See Administrative and Facility and Land Use Recommendations
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	Include in City Charter Update
Establish Planning and Zoning directive and record keeping protocols to improve development review outcomes	1-2 Years	Include in City Charter Update
Evaluate the criteria for approving discretionary reviews to assure that standards are sufficiently clear to inform development decisions	1-2 Years	See Development Review Recommendations
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	See Development Review Recommendations
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	Also see Land Use

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 nontraditional 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 this project 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 are provided in the body of the plan, as are the full complement of planning Goals, Policies, and Actions that, all together, constitute the Comprehensive Plan.*

## GOOD GOVERNANCE

### MUNICIPAL SERVICES RECOMMENDATIONS

**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

**Fiscal Responsibility Recommendations**

- » Review and implement policies to improve budgetary management and oversight including funding source use and program oversight, deadline accountability, and audit compliance

**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 Avenue, 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 collocation 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 timeline for upgrading lighting in city facilities and in public places (parks, sports fields, street lights, etc.) to LED
  - » Utilizing city electricians, the cost to replace all city street lamps with LED will be 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 to integrate 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 plants 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.

- » **Do** begin 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 to include 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 permit process and improve code compliance.

*See Land Use chapter*

## 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 preventive 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 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 timelines 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 Avenue
  - » 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

### 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

### Street Design Recommendations

- » Continue working to expand bike lanes and multimodal pathways throughout the city
- » Adopt policy prioritizing street design and traffic-calming measures that promote Complete Streets concepts
- » Adopt bike-friendly policies and work with local bike enthusiasts to improve bike safety and access in the city
- » 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

### 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 inroad reminders at existing crosswalks to improve pedestrian safety
- » Request that NMDOT conduct a pedestrian count on Grand Avenue at Lincoln in support of installation of a crosswalk across Grand
- » Establish and enforce requirements that new development include complete sidewalks

### 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

### Airport Recommendations

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

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

### Minimizing Speed Bumps

Where traffic-calming measures are needed and alternatives to elevation inflection are not feasible, the city should plan carefully and consider options included in the LVCP that limit the negative impacts of elevation inflections (i.e., speed bumps) while still accomplishing traffic-calming results.

### 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.

### 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 Avenue 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 & WASTEWATER

- » 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 wastewater lines throughout the city
- » Plan to upgrade pumps and electrical systems and develop an additional pump station in the future
- » Consider wastewater 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 wastewater 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 wastewater divisions
- » Examine the use of private contracting for staffing of certain water, wastewater, 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

# 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 to improve 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, playgrounds, swimming pools, events, etc.) based on public priorities, needs, and feasibility

- » Establish a timeline 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 Division

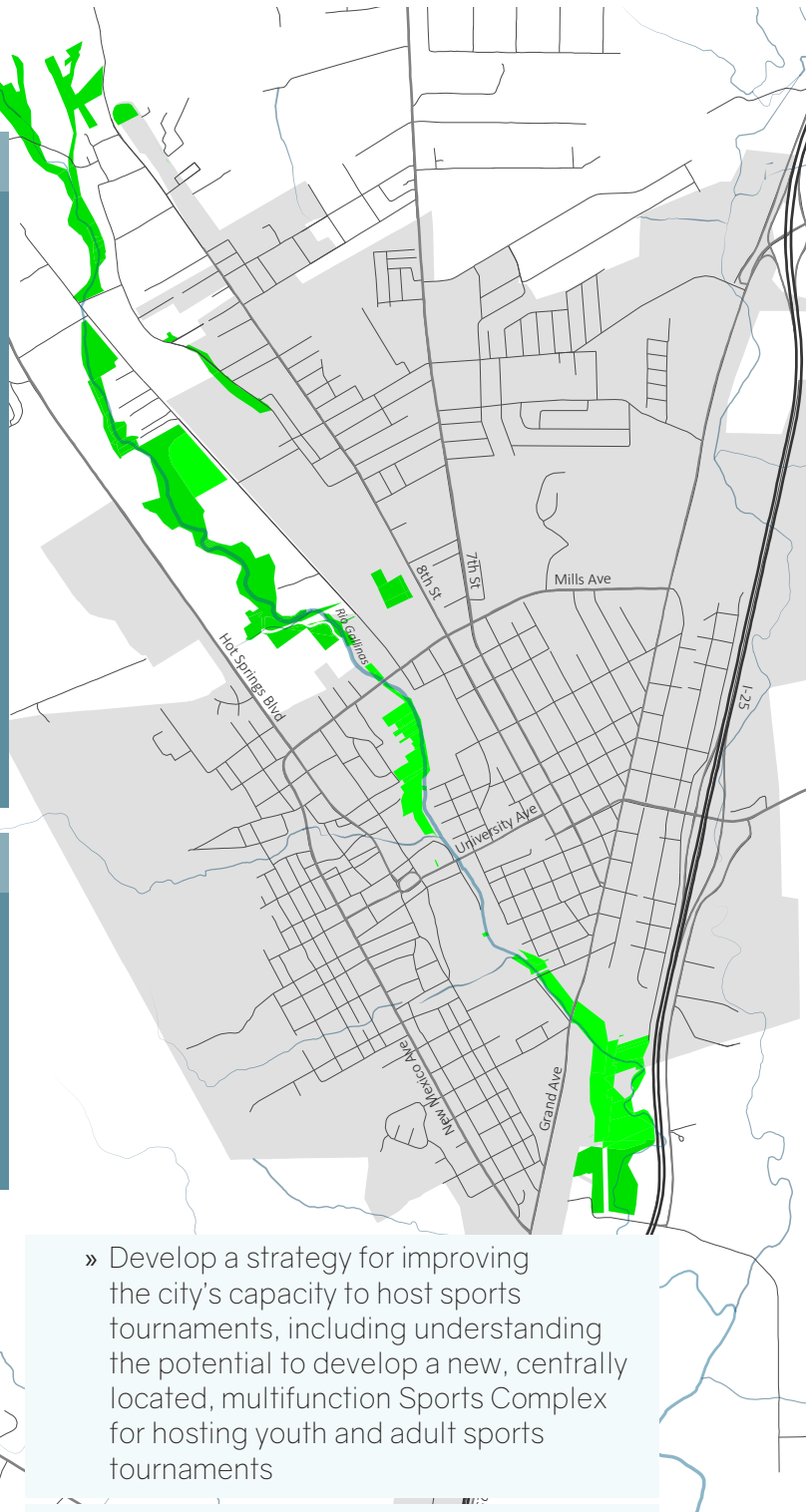
## ECONOMIC DEVELOPMENT

### 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 federal agencies, including NFS, and representatives to realize expanded use

### 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 organizations, local institutions, 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 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 is publicly available
  - » Prioritize including utility line and shutoff 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

- » Actively support the preservation of historic assets and prioritize infill and adaptive reuse
- » Expand historic districts and overlays, and implement the TIF district and Historic Assets projects 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, mixed use, and/ or 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*



CONTEXT

# CONTEXT

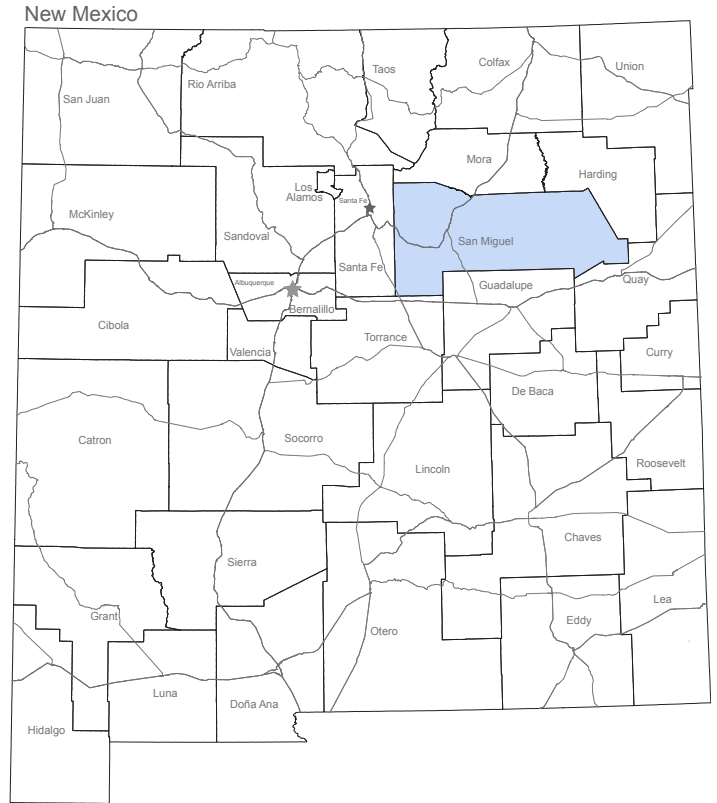
## SETTING

### LOCATION

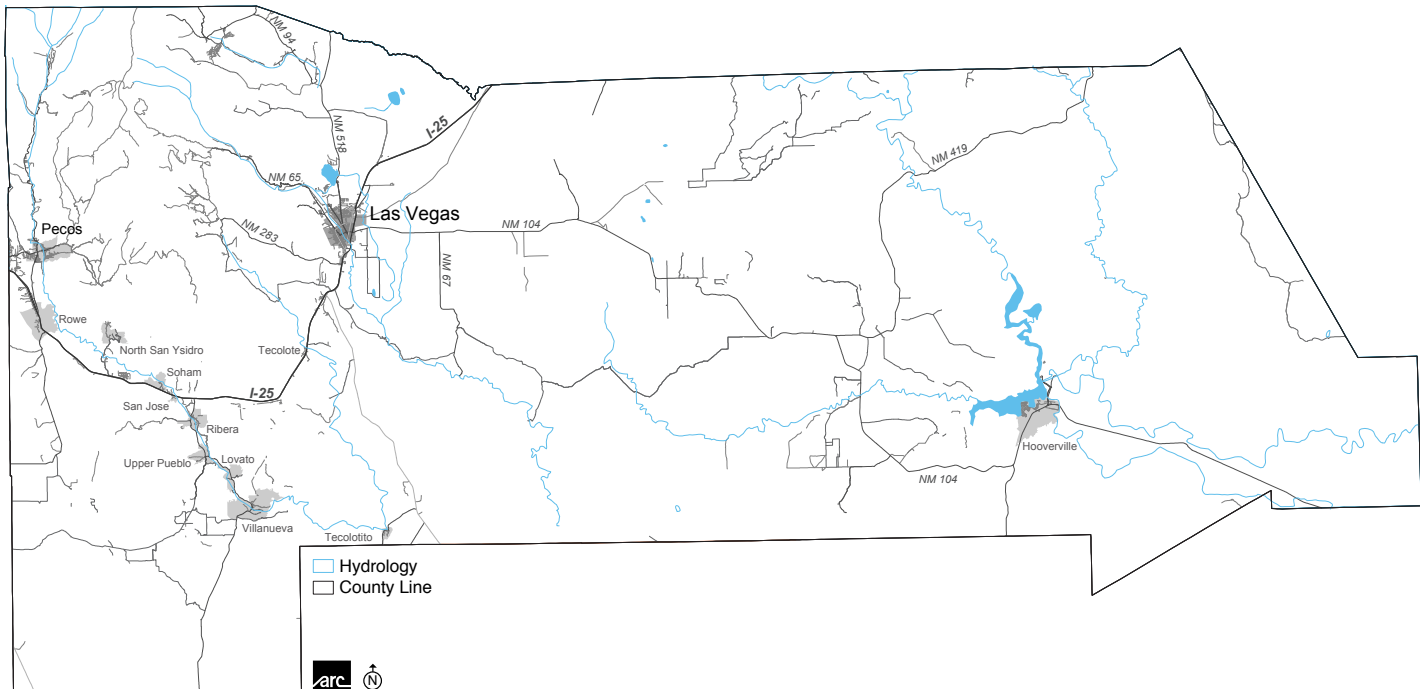
Las Vegas is located in northeastern New Mexico, at 6,424 feet elevation in the Gallinas River Valley on the edge of the Eastern Plains near the Sangre de Cristo Mountains. Las Vegas is the county seat for San Miguel County and is 68 driving miles east of Santa Fe, 123 miles from Albuquerque, and 108 miles south of Raton. It is the largest city in northeast New Mexico, and serves as a trade and service center for a large geographic area. Las Vegas's most direct trade area consists of San Miguel, Mora, Guadalupe and Colfax Counties. While located fairly far east, Las Vegas is historically and culturally part of north central New Mexico.

Las Vegas is in the larger Pecos River watershed, which drains east into the Gulf Of Mexico. Locally, the Rio Gallinas bisects the city running southeast from Gallinas Canyon through downtown and past town south of the Rail Road District.

Context Map: State of New Mexico



San Miguel County



# DEMOGRAPHICS

## POPULATION

For most of the past century the City of Las Vegas experienced steady population growth going from 6,034 in 1910 to 14,565 in 2000 when city and county population peaked.

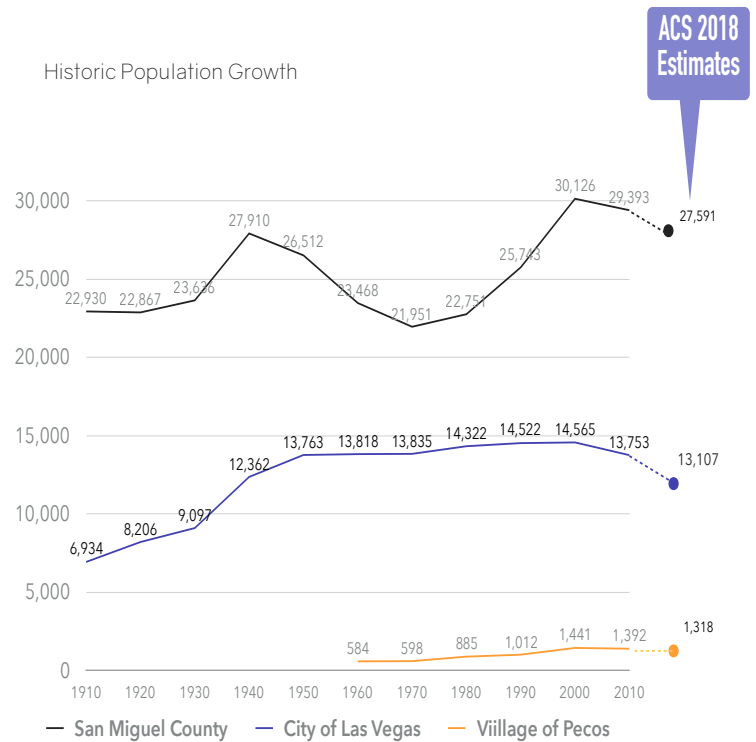
Since 2000, the Las Vegas population has been in decline falling to 13,753 by 2010 and to an estimated 13,107 by 2018, the lowest in 60 years. The city of Las Vegas lost 1,458 in population from 2000 to 2018.

San Miguel County population overall fell by 2,535 from its 2000 peak of 30,126.

Average annual population growth was positive in the county, in the near-by village of Pecos, and in the unincorporated portion of the county from 1990 to 2000 while over that period Las Vegas experienced no population growth.

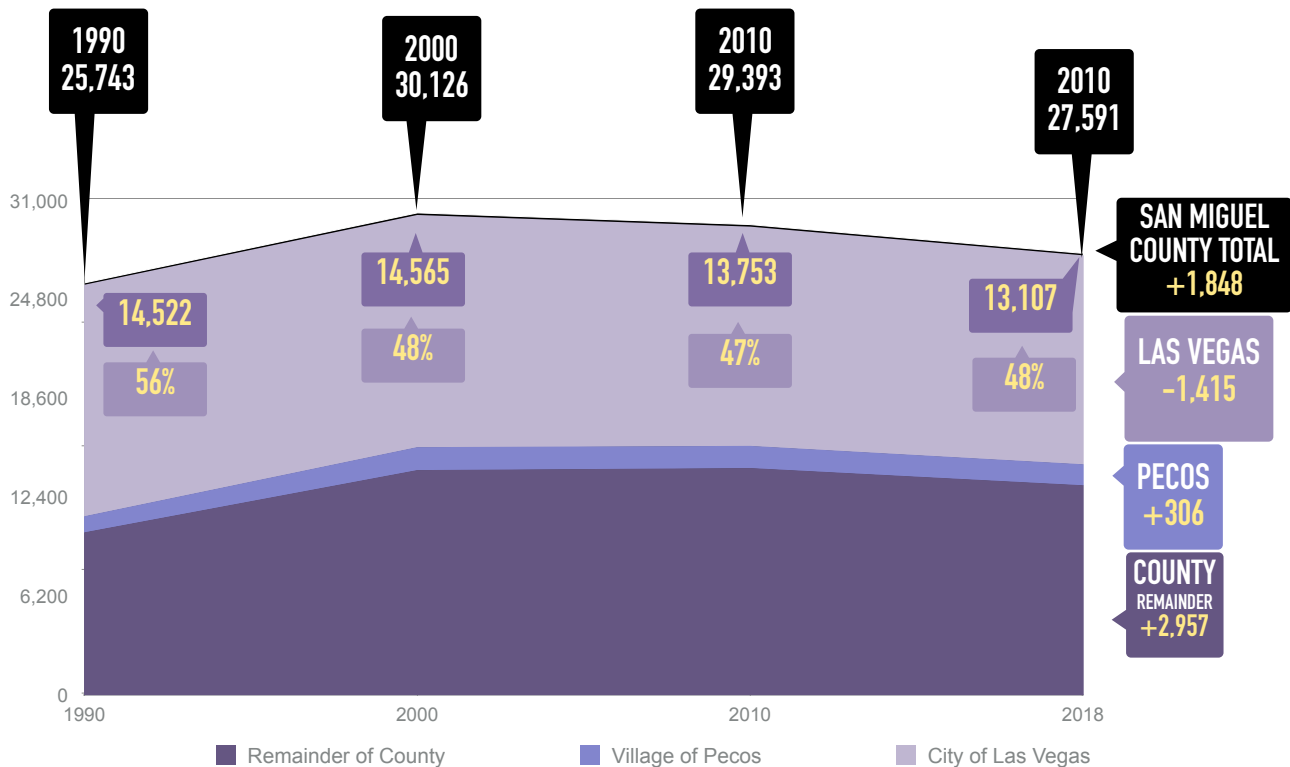
Population growth in Las Vegas, Pecos, and San Miguel County overall and unincorporated geographies has fallen into the negative in the last decade. Las Vegas saw an average annual population growth from 2010-2018 at -0.6%.

Historic Population Growth



Source: US Census Decennial Counts & Census ACS 2018 5-year Average

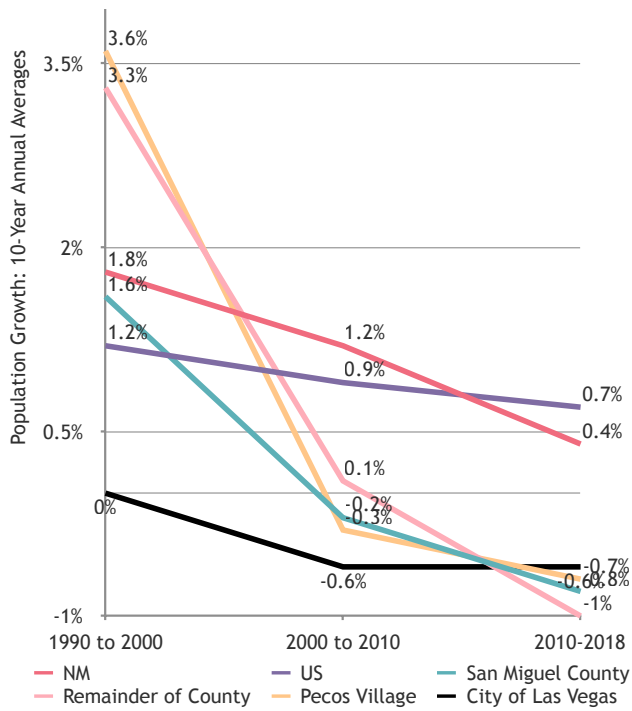
Las Vegas Population as Portion of Total County Population



Source: US Census Decennial Counts & Census ACS 2018 5-year Average



Average Annual Population Growth



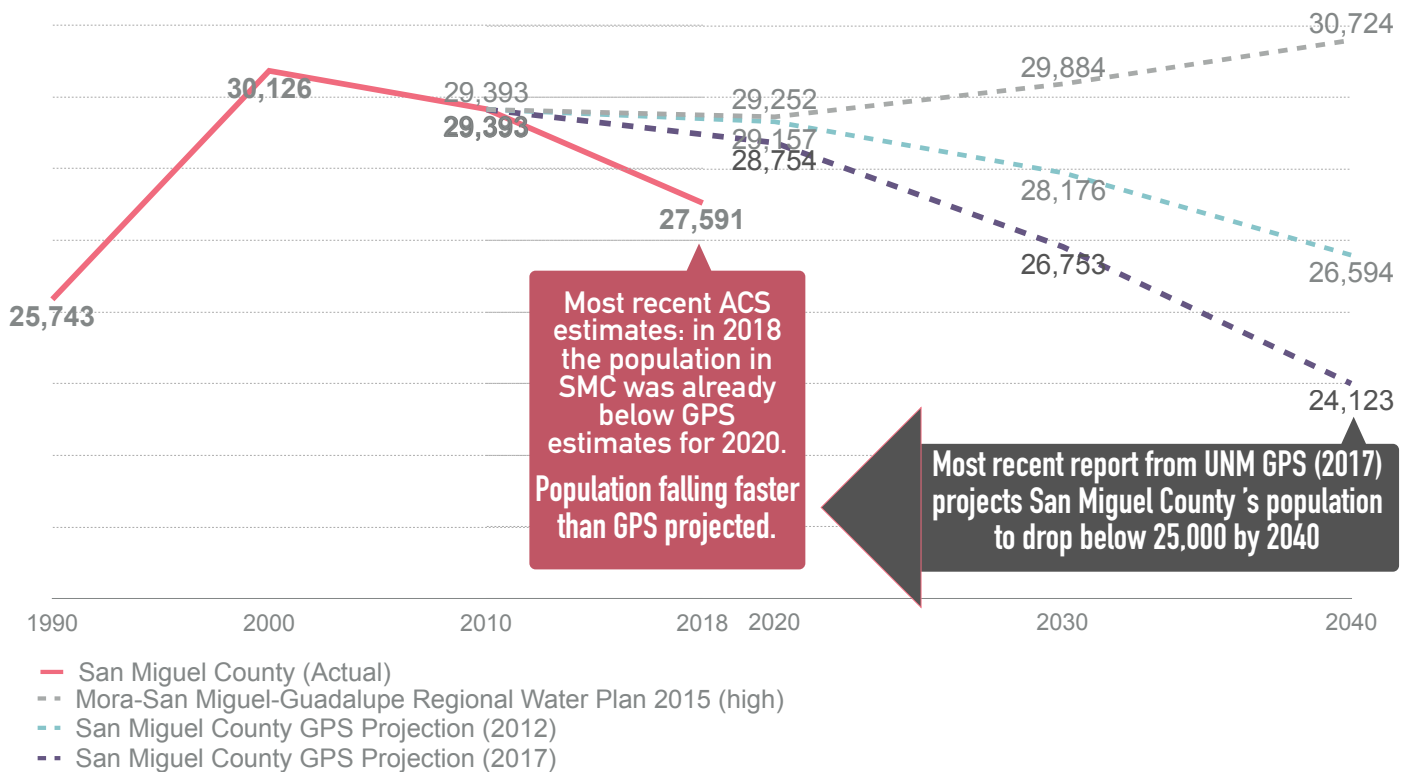
Source: US Census Decennial Counts & Census ACS 2018 5-year Average

## POPULATION PROJECTIONS

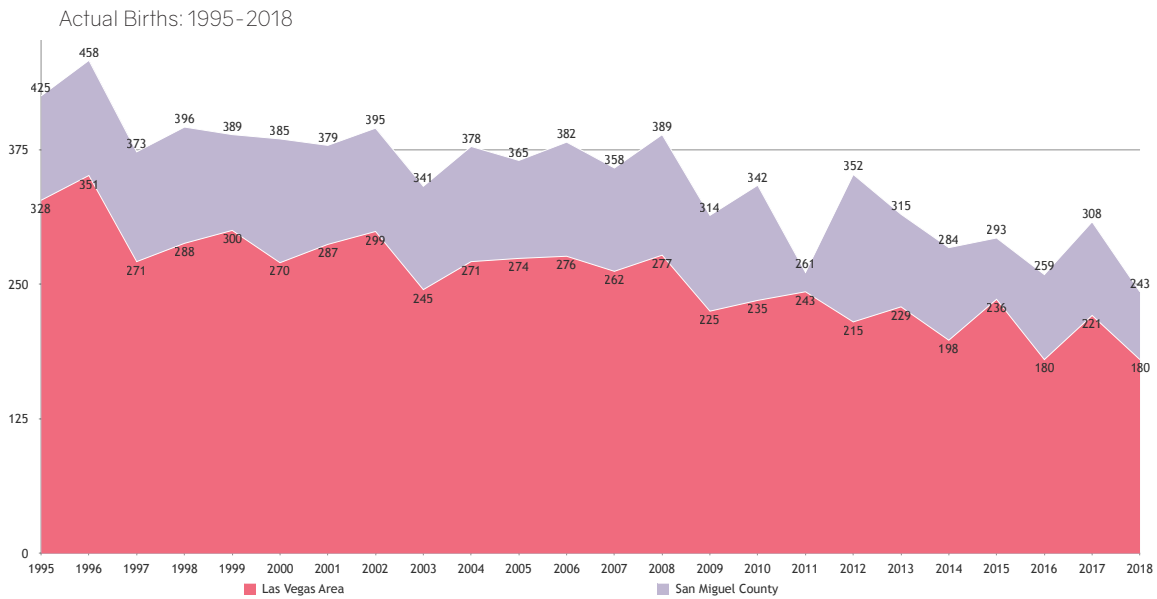
Population decline is projected to continue in the county into 2040. The University of New Mexico's Geo-Population Studies group's most recent projection series from 2017 for New Mexico counties projected San Miguel County's population will fall to 24,123 by 2040.

However, the most recent 2018 US Census ACS population estimate for the county of 27,591 is well below GPS estimates for 2020 indicating that the county population is already falling faster than GPS projected.

County Population Counts, Estimates, & Projections



Source: UNM BBER, 2017 and Census ACS 2018 Total Population Estimate



Source: New Mexico Department of Health and Vital Statistics



Source: New Mexico Department of Health and Vital Statistics & US Census

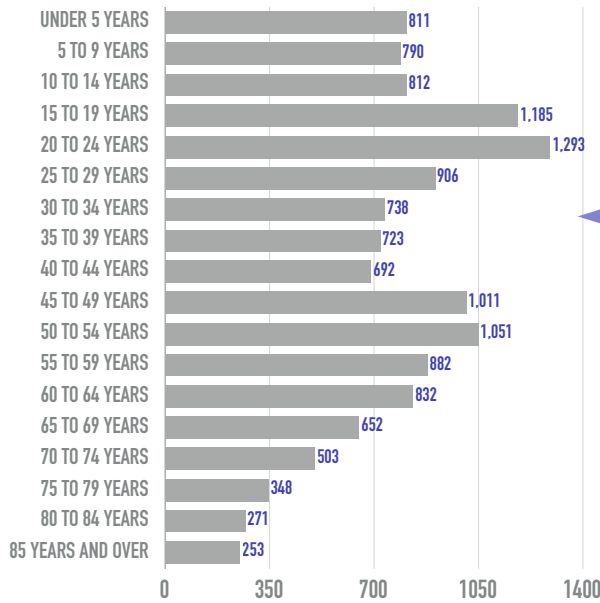
## POPULATION TRENDS

Populations are declining in many rural communities in New Mexico and across the country. A decrease in birth rates and a general outmigration of residents to urban centers result in smaller and on average, older populations.

The birth rate in San Miguel County declined from 15.7 births per 1,000 population in 1990 to 8.7 in 2018 accounting for 243 total births in the count that year compared to a recent high of 458 in 1996. The birth rate in Las Vegas is slightly higher than the county average, but has also fallen significantly from 14.7 in 2000 to 13.7 in 2018. Low births and birth rates will continue to suppress population growth and will have a severe impact on public school enrollment causing it to shrink and remain low for years ahead, even if the population were to grow.

The population pyramid shown right illustrates the distribution of Las Vegas residents by age group. The fall in population above age 24 suggests that students graduating from New Mexico Highlands University and Luna Community College migrate out of the city after graduating.

Las Vegas: Total Population by Age, 2010



In 2010, Las Vegas had strong population cohorts between 15 and 24 years old and between 45 and 54.

High number of 20 to 24 year olds and sharp drop after the age of 25 indicate that kids are getting educations here and moving away to find work in other markets.

Main working years low compared to other age groups.

Source: US Census ACS 2018 5-year Average

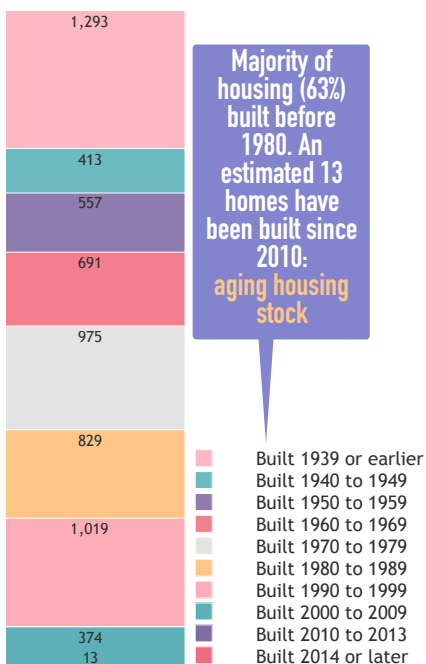
# HOUSING

The US Census estimated that in 2018 the city of Las Vegas had 6,282 total housing units. This is down by 40 units from five years earlier, and down by 309 units from the 2010 US Census count, indicating that there has been little to no new housing development in the city in the past decade. This correlates with a drop in population of about 500 people over that time.

The housing stock in Las Vegas is aging. Coupled with a lack of new housing development, this often results in a decline in the overall quality of the housing stock as a whole as properties age.

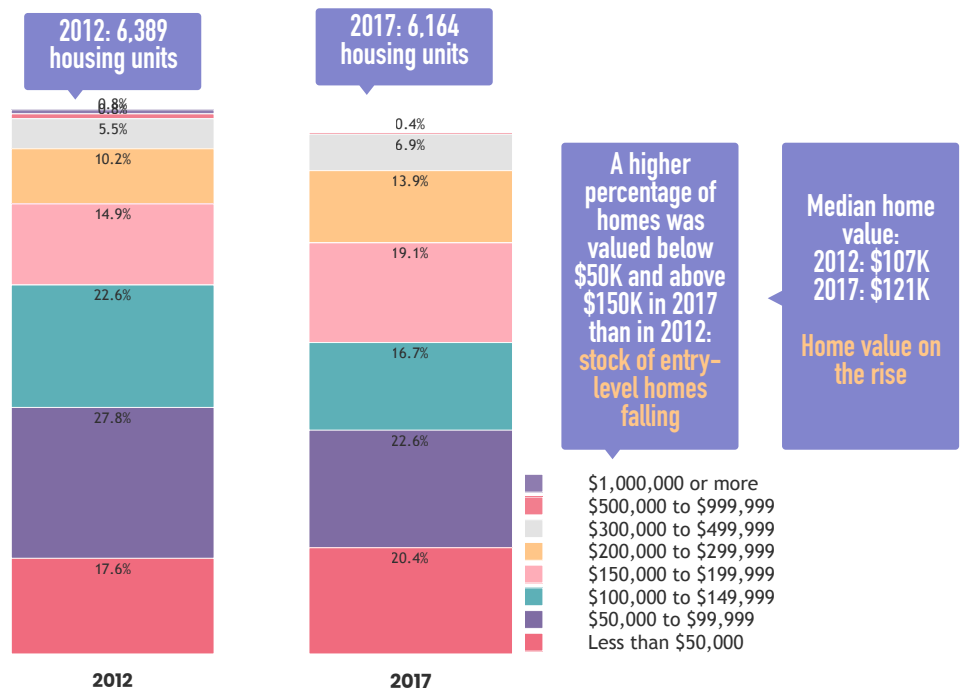
While median home value has risen since 2012, from \$107,000 to \$121,000, the share of entry level homes, valued between \$50,000 and \$150,000 shrank.

Las Vegas Housing: Age of Structure



Source: US Census ACS 2017-year Average

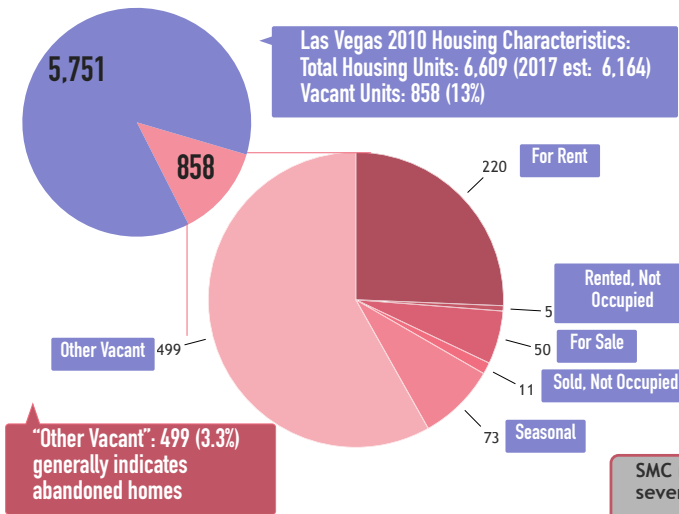
Las Vegas Housing: Home Value



Source: US Census ACS 2017-year Average

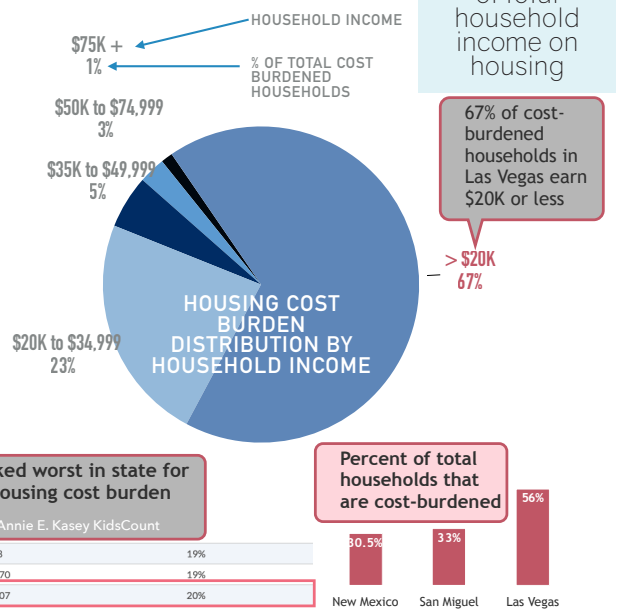
Las Vegas has a relatively low number of vacant houses, 13% compared to 16% for the state average, but the majority of those are categorized as "other vacant" which generally indicated abandoned homes.

Las Vegas Housing: Vacancy Status



Source: US Census ACS 2018 5-year Average

Las Vegas Housing Cost Burden



Source: US Census ACS 2018 5-year Average

At 30.5% of all households, San Miguel has the highest percent of housing cost burden households in the state. Significant factors are a lack of new housing development and low incomes.

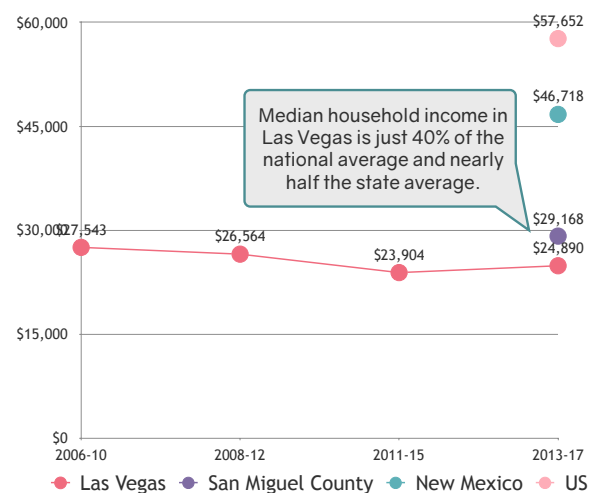
# ECONOMY

Employment and median household income in Las Vegas have both fallen since 2007, after the recession, and have shown no signs of recovery.

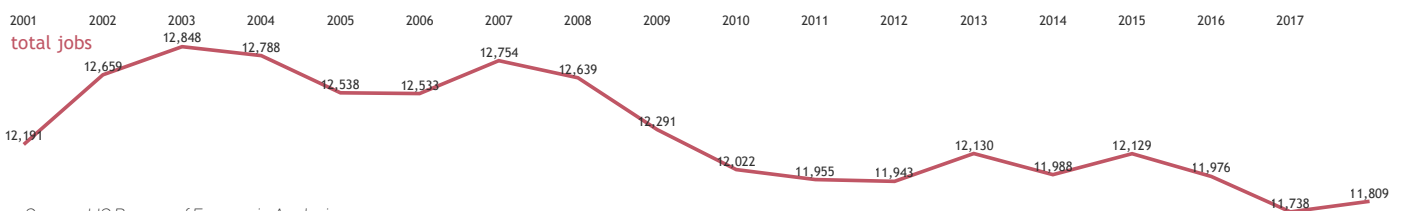
Median household income in Las Vegas is significantly lower than national and state averages at just \$24,890.

Additional economic analysis is included in the Economic Development chapter and detailed material on post recession industry changes, workforce participation, and disability are included in the Appendix.

Median Household Income



San Miguel County Total Employment: 2001-2018



Source: US Bureau of Economic Analysis



GOOD  
GOVERNANCE

# GOOD GOVERNANCE

## CITY OF LAS VEGAS MISSION STATEMENT

The City of Las Vegas is an economic center driven by honoring its rich culture, encouraging value-added industry, preserving the quality of life for all Las Vegas through Ethical Governance and Professional Administration.

*"An ethical and democratic government encourages participation by the people; it enables people to examine how public officials and employees perform their public duties, and holds all government actors to equally high standards. When public officers and employees know that the public joins them in keeping government open and honest, everyone is safer and the government is healthier."*

The Governmental Conduct Act, New Mexico Statutes Annotated (NMSA) 1978, Chapter 10, Article 16 (2015)

## INTRODUCTION

This special chapter is intended to provide the City of Las Vegas with guidance through a unique transition period and into the future. This guidance is based on input specific to Las Vegas, comments residents and stakeholders made to the planning team during the planning process.

This chapter will address municipal governance in Las Vegas in general, and should not be interpreted as a statement on any current or previous administrations of the City of Las Vegas. However, recognition of historic events and issues is necessarily incorporated into the recommendations and discussion, for context.

*The planning team recognizes that the City of Las Vegas underwent a significant municipal trauma and a replacement of city leadership during the course of the development of this Plan. The outline of the events will be noted here, only as a matter of providing context: In January 2020 the mayor of Las Vegas was indicted on a number of ethics and corruption charges and resigned. An acting mayor filled the position until March, when the regularly scheduled municipal election was held. The newly elected mayor took office in April 2020 and began building his administration, installing appointed positions, and reorganizing municipal administration.*

It is the civic obligation of elected officials and public servants to ensure that government functions are carried out in the open, in an honest and fair manner, by people who remain accountable to the public and conduct themselves solely in the interest of the public.

The municipal turmoil of the previous administration highlighted and exacerbated the need to address certain institutional shortcomings and improve municipal administrative policies. This chapter provides recommendations for improving the capacity and efficiency of city administration, establishing and practicing protocols providing for transparency and oversight, and rebuilding community trust and relations. Work to improve capacity and rebuild trust is ongoing at the municipal level in Las Vegas at this time. These recommendations are provided to assist and inform the city's ongoing efforts.

## CONTEXT

At this moment, the City of Las Vegas is in the unique position to overhaul, reorganize, and improve its operations to a degree not frequently available to municipalities. This moment also presents the challenges inherent to the endeavor of reinvention, including the difficult tasks of rebuilding capacity and reestablishing public trust.

The relationship in Las Vegas between municipality and the public it serves is addressed in this chapter through the following topics:

- » **Responsibility:** Regulatory maintenance
- » **Public Trust:** Municipal oversight and transparency
- » **Accountability:** Service to the public interest and plan implementation
- » **Reliability:** Municipal management of assets, including facilities, utilities, fleets, equipment, infrastructure, and records
- » **Service:** Municipal management of capacity, including staffing and administration, and provision of services

## RESPONSIBILITY

Maintaining current regulatory tools that serve the intended function, provide appropriate guidance, establish functional systems, and provide the tools necessary for municipal governance is essential. The city regularly updates ordinances and codes, as good practice.

See Land Use chapter for recommendations regarding development code and land use regulation

## CITY CHARTER

The City Charter is the primary mechanism for establishing the rules and procedures of good municipal government. The charter must be updated to address the needs identified in this Plan, including transparency, oversight, accountability, and municipal personnel and management. Recommendations throughout this chapter will be most effectively addressed through rules, procedures, guidelines, and policies to be established in an updated City Charter.

**Update of the City Charter in accordance with the recommendations provided in the Comprehensive Plan, especially with regards to good governance, is a principal recommendation of this Plan.**

To an important extent, the City Charter establishes the balance of power and the culture of governance in the municipality. Charter revisions should carefully weigh and evenly distribute the balance of power between the executive, legislative, and administrative bodies. Rules of procedure can reinforce, or undermine, the balance of power and should be clearly established in the Charter to facilitate fair and effective governance.

The City Charter should be regularly reviewed and updated, at intervals, and through a process to be established in the City Charter. Regular reviews should measure the efficacy of policies and procedures in the Charter and amend them as needed.

## PUBLIC TRUST

The citizens of Las Vegas, through survey responses and community outreach, have clearly articulated a demand for improved oversight, transparency, and accountability from city government. Though the survey and public outreach for this Plan were primarily conducted prior to the elevation of the administration(s) who will be tasked with implementing the Plan's recommendations, it should not be taken for granted that public sentiment regarding good governance is no longer a priority or that concerns expressed no longer need to be addressed. Meaningful steps to improve oversight, transparency, and accountability are essential first steps in restoring community trust and improving municipal standing.

## MUNICIPAL OVERSIGHT

The City Charter should clearly outline policies and guidelines providing for municipal oversight. These policies and guidelines should be developed with municipal oversight at the outset, and clearly delegate specific oversight responsibilities to be carried out by a permanent, designated oversight entity, such as the Las Vegas Municipal League, or a Special Committee that includes representation from all council districts. Municipal responsibilities to maintain oversight proactively, fulfill obligations to the oversight process, and ensure compliance and accountability should also be clearly outlined in the Charter.

## TRANSPARENCY

Accountability requires transparency. Transparency in all municipal activities should be standard policy, provided and improved through ongoing effort. In the short term, policies to improve budgetary transparency should be a priority. The city should establish protocols for regular public disclosure of city budget(s), funds, accounts, and spending. The city currently publishes its annual budget on the city website, but community feedback indicates that improved visibility and accessibility are needed. The city should publish its budget in the local paper as well as online, and should explore options to improve the accessibility of the information itself, using infographics, simplified tables, or summaries. Public access to municipal budgetary and finance information not only promotes trust, it provides stakeholders and community interests with a real-time indicator of municipal capacity.

## ACCOUNTABILITY

Elected officials and public servants are accountable, foremost, to their electorate. Government officials and employees are entrusted to manage public property and provide services by applying the law as it is written and in ways that best serve the public interest.

## SERVICE TO THE PUBLIC INTEREST

The public interest is rarely monolithic; opposing interests, differences of opinion, and conflicting priorities are inherent, but at its foundation, a community is held together by a shared set of values and unifying principals. The comprehensive planning process of community engagement is crafted specifically to distill out the convergent values that underpin a community's unifying principals and priorities. This Comprehensive Plan articulates those shared values as the community vision, goals, priorities, and recommendations. It is a guidebook for serving the public interest in Las Vegas, as defined and directed by the public.

## PLAN IMPLEMENTATION

The city's elected officials and public servants are entrusted with the responsibility and agency to realize the community's vision. The Comprehensive Implementation Plan provides strategies and step-by-step guidance for accomplishing the short- and long-term goals embodying the community vision. The city should pledge accountability and consistency in implementing this Plan and commit to hold biannual, public review workshops at which city officials, staff, and others responsible for implementing Comprehensive Plan recommendations engage the public directly, to report on projects and plan progress, address issues or barriers limiting progress, and review and revise priority goals and/or strategies to improve outcomes.

## REBUILDING TRUST AND PRIDE

Importantly, these review workshops will provide a platform for the city to engage directly with the public to highlight city accomplishments, present new projects, announce policy changes, and otherwise take the opportunity to demonstrate the city's commitment to improvement and its dedication to rebuild trust and restore community pride.

By pledging to implement this plan with consistency and accountability, the city is committing to work in the interest of the public and faithfully represent the interests of the Las Vegas citizens to produce tangible improvements that positively impact the lives of residents. This will be the real work of rebuilding trust and restoring community pride.

## RELIABILITY AND SERVICE

City officials and employees are entrusted to manage public property and provide services by applying the law as it is written and in ways that best serve the public interest.

Managing public property and providing services constitute two of the primary roles of a municipality. Essentially, these roles are the municipal management of public investments. Responsible municipal management of public investments means fair and reliable distribution of services and capable asset management to maintain and safeguard public property and investments.

The majority of issues related to municipal services and asset management are addressed in other chapters of this Plan.

Developing and enacting a **Long-Range Facilities Master Plan**, an **Asset Management Plan**, and a **Parks and Recreation Plan** in accordance with the recommendations provided in the Comprehensive Plan, as essential tools for the provision of responsible public property management, are principal recommendations of this Plan.

*See the Administration & Facilities, Transportation & Utilities, and Parks & Recreation chapters of this Plan for recommendations regarding the management of public assets*



# GOVERNANCE RECOMMENDATIONS

## MUNICIPAL SERVICES

The city’s ability to provide reliable, effective municipal services hinges on its ability to recruit and retain qualified, experienced management and staff, and to cultivate an environment of respect, cooperation, efficiency, and public service.

Historic staffing practices and trends have diminished the city’s capacity and ability to function as efficiently and effectively as possible. Staffing practices that disregard experience and qualifications required to capably fill a role result in gaps in services and poor quality outcomes that diminish municipal capacity and negatively impact productivity across the board. A history of staffing issues may be linked to ineffective management practices, dysfunctions in the institutional culture, or even uncompetitive pay. The resulting failure to retain staff prevents the accumulation of the institutional knowledge and professional contacts

that are so essential to capable governance. Municipal capacity was further undermined by a systemic failure to fill existing, often key, positions at the city.

This systemic disinvestment in building human capital causes breakdowns and failures across the municipal structure, and over time, as municipal capacity eroded, service quality diminished.

Unstaffed departments, unmaintained parks and streets, cutbacks in services and programming, aging and inadequate municipal facilities, and outdated systems-- incapable at times of providing even basic municipal customer services-- are all indicators betraying a legacy of diminished municipal capacity, and eroding community pride and trust in the city, to protect public investment and provide services.

## MUNICIPAL SERVICES RECOMMENDATIONS

These recommendations cover municipal staffing. 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.

These measures will provide a solid foundation to rebuild municipal capacity, and, with the city’s commitment to its municipal team, its employees, its customers, and the community, will lead to meaningful improvements in city services.

## PROVISION OF SERVICES

In reevaluating its organizational structure and practices, the city should evaluate allocation of resources and provisions of service across the board for opportunities to improve quality or efficiency and lower costs.

Many services that are currently outsourced or contracted, or are subsidies paid to independent providers (including ambulance services, mechanic services for fleets, and certain technical services for utilities), may be of significant higher quality and lower costs if brought in-house. Others that are currently provided with city staff and resources may be more cost effective if contracted out.

A study of municipal service contracts and gaps in services should be conducted, to evaluate the potential for cost savings, improvements to operations, and improved services. The study should include consideration of the following:

- » Developing a city Maintenance Department to manage fleet repair and other maintenance issues, promptly and professionally
- » Developing Municipal Ambulance Services and eliminating private contract service, for cost savings and improved service
- » Developing a center for emergency medical technician (EMT) and other emergency training, to serve regional departments
- » Outsourcing solid waste service and reallocating resources to Parks and Recreation or other municipal departments
- » Developing city landfill services to eliminate costs incurred for regional landfill use
- » Providing for qualified professionals to serve as needed, including for Utilities Department

Ongoing municipal reorganization may result in the need to reevaluate some Plan recommendations prior to implementation.

### 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

### 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

### 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

### Fiscal Responsibility Recommendations

- » Review and implement policies to improve budgetary management and oversight including funding source use and program oversight, deadline accountability, and audit compliance

### 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

# GOOD GOVERNANCE GOALS

## GOAL 1

The City of Las Vegas government serves the public interest capably and faithfully, with transparency and accountability, and the citizens of Las Vegas are secure in their city government to act in the interest of the public good, to govern ethically and responsibly, and to actively work in all its capacities on behalf of the public in service of improving lives and strengthening the community

- 1A. With oversight, update the City Charter to improve municipal procedures and establish the framework for good municipal governance and management
- 1B. Establish municipal oversight protocols and responsibilities, including City Charter review, to improve transparency and municipal procedures
- 1C. Ensure that transparency in all municipal activities, including budgetary transparency, is standard policy and regular practice
- 1D. Use the Asset Management Plan to track and strategically manage assets and maintenance, plan improvements and new projects, and establish future funding needs, and as a reference for asset inventories, records and documents

## GOAL 3

**Municipal services are consistent and reliable**

- 3A. Establish policies to ensure that City staff are properly qualified and experienced, and management and hiring policies support institutional stability and capacity building
- 3B. Manage City services and contracts to optimize resources and prioritize service quality

## GOAL 2

Public resources, including municipal assets, are responsibly managed and maintained

- 2A. Adopt and maintain a Facility Master Plan, an Asset Management Plan, and a Parks and Recreation Master Plan to ensure that public resources, including City assets, are properly managed and maintained
- 2B. Utilize City plans, including the Comprehensive Plan and all Asset Plans, as primary resources and guides informing municipal decisions and priorities
- 2C. Implement plan recommendations to guide municipal progress consistently, across administrations, to accomplish short and long term goals that benefit and improve the community

## GOAL 4

**Charter & Oversight Recommendations:**

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

- 4A. Establish policies to ensure that City staff are properly qualified and experienced, and management and hiring policies support institutional stability and capacity building
- 4B. Manage City services and contracts to optimize resources and prioritize service quality

## ACTIONS

- » Implement the recommendations in this and other Plan chapters



# ADMINISTRATION & FACILITIES

# ADMINISTRATION & FACILITIES

*The purpose of the Administration & Facilities chapter is to assess public municipal administrative and facilities needs and to guide short- and long-term strategies to serve the public good with high quality, well-maintained facilities that accommodate the needs of municipal staff, optimize facility use, and protect public investment. This section will cover how the City should address the long-term and immediate administrative & facilities needs, and meet the needs of the community that it serves.*

The Transportation & Utilities and Parks & Recreation chapters of this Plan complement this chapter and together the three cover all municipal departments.

## INTRODUCTION

City staff and facilities provide essential municipal services and amenities, enabled by and mandated to serve the community.

Ensuring that public services and amenities are accessible, efficient, and held to a high standard of quality and accountability is a fundamental responsibility of local government. Proper management and provision of public assets and services are the foundation of public trust and community pride.

Conscious decision making to protect public investment and optimize city services to meet the public's needs is a fundamental mandate of municipalities.

Elected municipal officials and appointed civil servants hold the honor and the responsibility of implementing this mandate and should be qualified, accountable, and afforded adequate resources to carry out their mission.

These basic functional requirements establish a foundation upon which to build civic unity, pride, and cohesion, serve the community's needs, and protect public investment.

This chapter of the Comprehensive Plan will lay out a road map for the City to:

- » make the best and highest use of existing facilities
- » improve the stature and efficiency of city departments and facilities in the future
- » meet the existing needs of city departments and staff now and in the future
- » protect public investment and improve community pride

## CONTEXT

### FACILITIES OVERVIEW

There are 20 locations with city facilities within and outside of the city limits that house staff and provide services to the community. Some of the sites house more than one facility.

The lack of consolidated services in one location creates barriers for the community.

### ADMINISTRATIVE OVERVIEW

The City of Las Vegas includes numerous administrative and operational departments, including City Clerk and Manager, Public Works, Utilities, Community Development, and Emergency Services. City staff, services, and departments are located in several different locations across the city, with the core city services housed at City Hall on Grand Avenue.

This chapter covers administrative and operational needs, in addition to infrastructural and facilities needs. Improved management tools, staffing, adequate and functional facilities and equipment, technology upgrades, departmental collaboration, and strong policy tools are all fundamental—and often interdependent—elements of city government.

Considering administrative and facilities needs together provides a comprehensive understanding of how to address optimizing functionality and improving services.

# ADMINISTRATION & FACILITIES RECOMMENDATIONS & GUIDELINES

## FACILITIES

The city is currently faced with addressing an array of facilities issues, including:

- » Aging facilities in need of repairs and upgrades
  - » Repairs or upgrades to existing city facilities without proper facilities planning in place can result in unnecessary expenditures of public resources in the long term
- » Outdated and inefficient electrical systems and equipment impacting the City's capacity to integrate new technology and resulting in resource inefficiencies
- » Noncompliance issues of some facilities, including Americans with Disabilities Act (ADA) accessibility
- » Inefficient and inadequate space for city staff and functions
- » City services that are dispersed across several facilities (as illustrated in the map at the end of the chapter) and not centrally located, making services inconvenient and even inaccessible for some residents
- » Fragmented organization of functions and programming
- » Remote location and utilitarian design of City Hall limits accessibility, visibility, distinction and prominence of city government in the community

The scope and complexity of these issues present an opportunity for the city to address its facilities and asset management needs strategically and comprehensively.

## ADMINISTRATION

The city is also faced with addressing administrative gaps and inefficiencies that incur additional spending and impact city operations and services, including:

- » Gaps in city capacity or dedicated staff to address permitting, maintenance, emergency management, and technology
- » Lack of comprehensive maintenance plan and dedicated staff and management, resulting in additional costs due to deferred maintenance of facilities and equipment
- » Lack of centralized oversight or inventory of city equipment and assets, resulting in redundant costs and effort
- » Outsourcing fleet maintenance through individual (non-maintenance) departments to private providers, resulting in delays in repairs, higher costs, and inefficient, inappropriate use of staff hours and skills
- » Need to digitize and upgrade city records and services including:
  - » Maintenance records and documents
  - » Land use documents and maps
  - » Online city services including permitting and fee payment
  - » GIS mapping database and services
- » Building permitting and inspection are outsourced to state offices in Santa Fe, causing delays and removing local oversight
  - » This results in a loss of city revenue and inhibits tracking and accountability

*Use the following facility planning, asset management, and administrative guidelines as a step-by-step plan of action to improve how the city functions.*

**Implementation of the following guidelines should be a top priority for the city.**

## 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 historic assets including the former city hall at 7th Street and University Avenue, 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 collocation 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.

» Consider options for improving the location and prominence of City Hall to project municipal professionalism and improve civic pride

» 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 timeline for upgrading lighting in city facilities and in public places (parks, sports fields, street lights, etc.) to LED
- » Utilizing city electricians, the cost to replace all city street lamps with LED will be 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 to integrate 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 plants 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.
- » **Do** begin 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 to include 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 permit 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 preventive 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 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

# FACILITY NEEDS BY DEPARTMENT

Over the course of plan development, the planning team interviewed facility managers, representatives and/or department directors to determine the needs of individual city facilities and departments. The following describes the capacity and needs the interviewees identified.

**To improve municipal function and efficiency, and to provide city personnel with adequate tools with which to serve the public to their highest capacity, implement the following recommendations, listed by city department:**

## GEORGE ARELLANES MUNICIPAL COMPLEX: LAS VEGAS CITY HALL

Located at 1700 North Grand Avenue in Las Vegas, City Hall houses administrative functions of city government, including Mayor and City Council, City Manager, City Clerk, Community Development, Human Resources, Finance, City Attorney, Council Chambers, and Public Works. The Animal Shelter is located on an adjacent site.

This campus is more than 50 years old. The City of Las Vegas acquired it from the original owner/operator, the New Mexico Highway and Transportation Department, and renovated it for city use in the early 1970s. Repairs and upgrades have been ongoing, however, the facility has reached a point at which the city should reevaluate its adequacy before making any additional investments.

### ISSUES

#### FACILITY NEEDS

- » Current facility is antiquated, unsafe, and inefficient
- » The mix of industrial and administrative uses at the site is unsafe; industrial uses may have caused site contamination.
- » The site currently lacks sufficient space for staff and meeting places
- » Building’s electrical system is outdated and unable to pass inspection.
  - » Current electrical capacity is inadequate to meet the upgrade needs of the Information Technology (IT) Department

- » The facility is not centrally located, prominent, or aesthetically inspiring; it does not convey stature or signal professionalism

#### 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

### ISSUES

#### DOCUMENT MANAGEMENT SYSTEM

The department is in the beginning phase of developing a document management system. Implementation will be conducted in three phases. Phase 1, which is currently underway, is archiving all records into the Laser fiche database, allowing for instant document retrieval. Phase 2 will be developing and deploying capacity to manage physical and digital documents through their life, provide secure record tracking from cut-off to final destruction, and enable management of paper and digital records from single application, one which enables retention alerts, filing, and archiving. Phase 3 of instituting the document management system covers business process management to facilitate the flow of documents between users in an orderly manner and to help enforce timelines by sending email notifications when routed items are inactive beyond a designated time or when documents arrive in certain folders.

## FACILITIES & ADMINISTRATIVE NEEDS

- » Technology upgrades and software and systems improvements including computers and scanners, microfiche, and electronic record keeping/archiving systems as needed for document management improvements and general operations
- » Archive storage space and database systems to serve public records requests and other archived material needs and provide means for tracking documents in compliance with the Open Meetings Act and the Inspection of Public Records Act. This archive should include, at minimum:
  - » City Ordinances & Laws
  - » Mandates & Legal Briefs
  - » Meeting Minutes & Agendas
  - » Resolutions & Contracts

### 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 timelines and issuing email reminders and notifications to users

## INFORMATION TECHNOLOGY

The city's Information Technology (IT) department is housed at City Hall and oversees maintaining, upgrading, and improving the city government's technology infrastructure, including hardware, software, and services.

The department currently has adequate digital hardware and software capacity, including the resources that would be needed to implement and run new services including online permitting.

## ISSUES

### FACILITY NEEDS

The main constraint on the department is outdated electrical systems, particularly in City Hall, which would not meet current codes and are incompatible or inadequate to support modern system requirements or hard wiring. This frequently inhibits the IT department's ability to carry out needed upgrades and improvements.

To upgrade the building's wiring would be imprudently cost prohibitive, and the current hard-wiring limitations hinder the usability of the city's fiscal and other electronic management systems, such as the TYLER software, constraining staff's ability to efficiently manage city business and records.

### 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

The department is funded by New Mexico Aging and Long Term Services Department and manages three sites in San Miguel County (services and numbers served, noted below, are annual projections for FY2020):

### LAS VEGAS

- Congregate meals: 21,600
- Home Delivery: 63,500
- Transportation: 5,280

### PECOS

- Congregate meals: 4,000, no breakfast
- Home Delivery: 10,000
- Transportation: 134
- Evidence-based Programming: 1,296

### SAN MIGUEL

Recently reopened at 4 hours per day and is soon expanding to full time

- Congregate meals: 3168 (shipped from Pecos)
- Home Delivery: 3,834
- Transportation: 1,402
- Evidence-based Programming: coming with expansion

### SERVICES INCLUDE:

- 1,270 annualized units (1 hour/senior)
- Congregate meals
- Meal home delivery
- Transportation to/from the center & for errands
- Monthly trips to Santa Fe
- Evidence Based Programming
- Free Tai Chi for seniors over 60
- Free haircuts through Luna
- Activities: movies, bowling

## PLANNED STAFFING EXPANSIONS

- Case manager, ombudsperson for health care, technology, and life-skills assistance
- Homemakers (2), in-home assistance
- Handyman, in-home outdoor assistance

## CONCERNS & ISSUES

There is no senior living facility in Las Vegas. Though not directly tied to the public Senior Centers network, this adversely affects the life of Las Vegas seniors and limits options for care and aging in place in the city. The city should promote development of senior living facilities in the city to meet this need.

### 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

# CARNEGIE LIBRARY

## SERVICES

- The library gave a library card to every child in kindergarten through fifth grade in the city's schools
- Seven public computers & wifi with access to library programs on personal devices
- Schools & city websites also have remote access
- In-person tutoring
- Story time: Wednesdays, 3 volunteers
- Summer reading program, with performances by guest speakers and storytellers for 200 kids/week

## COLLABORATIONS

- New Mexico Highlands University (NMHU) on book discussions and National Endowment for the Arts Big Read grant
- Mainstreet de Las Vegas, partners on various projects
- Friends of the Library, summer programming funding
- New Mexico Coalition for Literacy, book give-aways twice annually
- City schools, summer lunch for kids

## ASSETS

- 9,000 materials circulation, 200 holds
- Last operational Carnegie Library in the state
- Projection system and screen for movies in the park
  - » Film licensing is expensive
  - » 5,280 patrons / season average when operational
- Lawn
  - Uses effluent
  - Dog bags & bucket stations keep getting destroyed

## NEW DIGITAL LEARNING PROGRAMS

- Mango Languages
- Canopy Video, online streaming, documentaries
- Newsbank, New Mexico media archive
- Mometrix, ebook database including study guides and practice tests
- Brainfuse, resume builder

## NEEDS

### SHORT TERM

- » Technologies upgrades: hardware and software
- » Storage space in existing facility
- » Pest control
- » Fire suppression system flush & test
- » Improved security
  - » Cameras & RFID (Radio Frequency Identification) to protect building and inventory

### LONG TERM

- » Drywall improvements
- » Fix leaks in roof
- » Improve stairs and railings (outside and in)
- » Upgrade electrical and HVAC (heating, ventilation, and air conditioning) systems
- » Upgrade sidewalks for safety and ADA compliance

## GOALS

- » Improve user-ship





# MUSEUMS

## CITY OF LAS VEGAS MUSEUM AND ROUGH RIDER MEMORIAL COLLECTION

The City of Las Vegas Museum and Rough Rider Memorial Collection is a unit of the City of Las Vegas.

The Museum Board oversees strategic planning and policy for the museum. Las Vegas City ordinance created the board, and the mayor appoints its seven members, with the consent of the city council. A small staff administers museum operations, supplemented by a dedicated group of volunteers.

The Friends of the City of Las Vegas Museum, a nonprofit organization, supports the Museum’s mission and goals through financial support of educational programs and community outreach projects.

### ISSUES

#### FACILITY NEEDS

- » Current facility is inadequate
  - » Not large enough; a significant portion of the collection is not on display as a result
  - » Storage facilities are inadequate and not environmentally controlled, placing artifacts in danger of damage or destruction
  - » Facility is aging, deteriorating, and in need of repair or replacement

#### MISSION STATEMENT

*The City of Las Vegas Museum and Rough Rider Memorial Collection engages visitors in the rich history of the Las Vegas area by collecting, preserving, and presenting objects and themes relating to the region’s unique heritage, to increase our understanding of the links between the past, present, and future.*

## E. ROMERO FIRE MUSEUM

The city recently renovated the E. Romero Fire Museum, the state’s oldest fire station, and plans to develop it as a fire house and acequia museum. The building hosts downtown’s only public restroom. The top floor currently houses the Fire Department administrative offices.

### NEEDS

Currently, the facility has only enough room for a fraction of their complete collection.

If the museum expands in the future, the Fire Department will need new administrative space, and the museum will need additional staff.

### ECONOMIC POTENTIAL

The City of Las Vegas Museum and Rough Rider Memorial Collection is a valuable asset for Las Vegas and has great potential to improve economic development opportunities in the city. The museum has seen a 400% increase in visitation in the past five years, even as just a quarter of the museum’s collections can be displayed at this time.

Upgrading the museum’s facilities should be a top priority for the city, especially as an integrated element of a broader and more inclusive museum experience highlighting the expansive history of the area as well as the fascinating film history of Las Vegas.

Modern curation and display design, as well as outreach and educational programming will be essential in raising the prestige and visibility of such a museum and in appropriately displaying the city’s collections. The facility will also need appropriate, environmentally controlled storage and display capacity. This should be an element under consideration in the Facility Master Plan.

**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

### LAS VEGAS FIRE DEPARTMENT & EMS

#### OVERVIEW

##### STATIONS & STAFF

The City has two fire stations, one substation (Old City Hall, used for storage only), and one administrative building (second floor of the E. Romero Fire Museum).

Stations are open 24/7 with a six-member crew in three shifts. The department employs 18 firefighters, one administrative employee, one captain, one deputy chief, and one fire chief. The chief and administrative staff currently occupy the second floor of the E. Romero Fire Museum.

##### EMERGENCY MEDICAL SERVICES (EMS)

Department staff are certified in EMS and can transport patients. City EMS services are contracted out to a private contractor; as an alternative the city has the opportunity to develop a public EMS fleet. Doing so would improve service reliability, and estimates project it would bring a return on investment within two years. The city would need to acquire three additional EMS units and four additional medics.

##### DISPATCH

The Fire Department would like to provide Emergency Medical Dispatcher certification training for dispatch staff, to enable them to provide medical instruction on 911 calls.

#### FUNDING

Funding is based on both the department’s “ISO” and the number of buildings the department maintains.

A company called the Insurance Services Office (ISO) creates ratings for fire departments and their surrounding communities. In the ISO rating scale, a lower number is better: 1 is the best possible rating, while a 10 means the fire department did not meet the ISO’s minimum requirements. A lower ISO rating translates into lower property insurance rates in the service area.

The department was last rated (at a 5) in 2015. It aims to achieve a 4 rating when the ISO reevaluates the department in 2022. To achieve this in the intervening time, the city will need to improve fire hydrant maintenance and testing. The Fire Department recommends contracting this service, which would run the city an estimated \$12,000 annually.

Because funding is also based on the number of buildings the department maintains, it is important for the city to keep this in mind when planning for future substations and administrative buildings for the department. Fewer buildings overall will result in lower funding.

Consistent improvement in service improves a department’s ISO rating, which in turn increases funding and allows for additional service improvements, and so on.

## ISSUES

### ADMINISTRATION NEEDS

#### SALARIES

Firefighter salaries in Las Vegas start at \$10/hour. A trainee in Santa Fe starts at over \$12/hour, and a Firefighter I receives just under \$15/hour. Although firefighters in Las Vegas are eligible for a 12% raise after one year if certified by that time, it's difficult to compete with higher paying departments nearby. This often results in the Las Vegas Fire Department investing time and resources training firefighters only to see them transfer out of the department shortly thereafter. This dilemma also faces the city Police Department.

#### TRAINING & CERTIFICATION

As with most smaller Northern New Mexico fire departments, Las Vegas firefighters must travel to the nearest facility in Socorro for training, which increases costs and inconvenience.

This Plan invites the City of Las Vegas to consider establishing a sub-academy in the county to serve, not just its own emergency officers, but those of neighboring and regional departments as well. To do so, the city could:

- » Collaborate with Luna Community College (LCC) and San Miguel County
- » Develop a development plan & identify funding and grants
- » Start a sub-academy with an Assistance to Fire Fighters grant and a city match
- » Consider entering into a Memorandum of Understanding (MOU) with the County to develop county property for this purpose
- » LCC doesn't have the infrastructure, and it would be expensive to extend services to the campus

A local training facility would increase state funding allowing local emergency departments to improve capacity. The city would also be adding a service that would attract outside departments to send personnel to Las Vegas for training.

Emergency Medical Technician (EMT) certification is also not available locally; the closest programs are in Santa Fe and Albuquerque. Luna Community College had a

basic EMT program at one time and could be a partner in providing EMT certification with the potential to add intermediate, advanced, and paramedic certifications in the future.

### FACILITIES NEEDS

The fire station at 1901 New Mexico Avenue is upwards of 40 years old and was not high quality construction initially. The plumbing has issues, and the water is not potable. The facility is in need of repair or replacement.

The Old City Hall, used as a storage substation, has several issues, but should be the focus of continued restoration efforts. The NM Historic Preservation Division recently awarded Las Vegas a \$50,000 Certified Local Government (CLG) grant to investigate structural problems at the Old City Hall building. This multiphase project includes condition assessment, emergency stabilization, and renovation.

## LAS VEGAS POLICE DEPARTMENT

### ISSUES

#### FACILITY NEEDS

- » The city police offices are obsolete; the department needs a new facility
- » EMS and Police Response (including dispatch) require IT upgrades

#### ADMINISTRATIVE & PROGRAMMING NEEDS

- » Recommendations for officer retention and training
- » Traffic-calming measures such as blinking speed lights and electronic speed signs to reduce the use of speed bumps and require fewer officer patrols
  - » *Note that reducing the prevalence of speed bumps in the city was identified by the citizens of Las Vegas as a priority in the public survey*

See the Utilities & Transportation chapter for in-depth discussion of traffic-calming tactics.

**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 Avenue
  - » 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 and subsidization for city services

INFRASTRUCTURE CAPITAL IMPROVEMENTS PLAN (ICIP)

The local Infrastructure Capital Improvement Plan (ICIP) is a plan that establishes planning priorities for anticipated capital projects. The state coordinated local ICIP process allows local governments with capital improvement needs but limited funding to avoid emergency situations by planning for and establishing long-term funding streams to develop infrastructure over time. This allows communities to identify and prioritize future infrastructure needs and fund them at a sustainable pace.

This Plan supports projects identified in local and regional ICIPs pertaining to the City of Las Vegas, including all projects identified in the current 2019-2023 Las Vegas Plan.

It should be noted that ICIP projects are regularly revisited and may change over time. Adjusting priorities as circumstances evolve is an essential planning practice.

*COVID-19 Note: Public health policy regarding community facility use is evolving and difficult to predict at this writing. This Plan recommends employing the latest evidence-based scientific policy guidelines for protecting community health in developing accessibility and use policies for city facilities.*

# ADMINISTRATION & FACILITIES GOALS & POLICIES

## GOAL 1

City facilities are appropriate, up-to-date, sustainable, accessible, and used efficiently used.

### GOAL 1A

City facilities and uses are strategically and comprehensively planned out, based on a thorough and quantitative understanding of facility needs.

1A: Employ a **Facilities Needs Assessment Study** to understand municipal facility needs

### GOAL 1B

City departments are housed in appropriate, modern facilities that project civic pride and municipal professionalism and are centrally located for accessibility and prominence.

1B: Through Long-Range Strategic Facilities Master Planning efforts, determine viable alternatives to improve facilities for key city departments, including City Hall, with a road map of prioritized, phased development to efficiently guide improvements

### GOAL 1C

City facilities and assets are upgraded to employ high efficiency technology such as LED, solar panels, and other measures for significant cost savings for the city and natural resource preservation for the community.

1C: Best practices for sustainability are integrated into all facilities planning, and the city works continuously to upgrade and improve natural resource conservation across its facilities and assets

## ACTIONS

» 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.

» These efforts should follow all recommended guidelines outlined in the Facility Planning recommendations at the beginning of this chapter, and should take into consideration the various needs outlined in all chapters of this Plan, including Utilities & Transportation, Good Governance, and Parks & Recreation

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

» Goals should consider all Sustainability & Conservation Recommendations listed in this chapter

» *Additional Sustainability Guidelines are included for pertinent topics in the following chapters of this Plan: Land Use, Transportation & Utilities, and Housing*

## GOAL 2

The city properly manages and maintains city assets, and makes them accessible across all departments.

2A: Employ an up-to-date Asset Management plan to manage and maintain all City facilities, streets, utilities, parks and recreation, information technology, administration, and all city equipment, vehicles, and property

2B: Regularly update the Facility Management Plan to address emerging issues, adjust strategies to improve outcomes, and confirm staff and departmental responsibilities

2C: Specifically delegate Asset Management roles and responsibilities, and regularly measure outcomes using quantifiable metrics

2D: Maintain adequate staff, management, funding, and policies to ensure proper and professional management and maintenance of assets

## ACTIONS

» 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 integrate an Asset Management Plan into the Strategic Facilities Master Plan process, or develop one as a separate, stand-alone project.*

» Ensure that the **Asset Management Plan** establishes regular maintenance and replacement cycles for equipment and systems, identifies ICIP projects, houses a regularly updated inventory of city assets, and creates an orderly library of all facilities documents such as warranties, receipts, equipment descriptions, and budget information.

» The Asset Management Plan should follow all recommended guidelines outlined in the Asset Management Recommendations at the beginning of this chapter, and should take into consideration the various needs outlined in all chapters of this Plan, including Utilities & Transportation, Good Governance, and Parks & Recreation

## GOAL 3

City departments and individual facilities are supported and well maintained.

3A: Continuously consult with department heads to understand individual department and facility needs and concerns, and work expediently to address them

3B: Prioritize departmental and facility needs and establish funding and other resources to address issues in a phased strategy that provides adequate resources for current and future projects

## ACTIONS

» Address Facility Recommendations provided in this and other chapters, including Parks & Recreation, Utilities & Transportation, and Economic Development, to understand department and facility needs

» Prioritize repairs and upgrade projects according to need, budget, impact, and feasibility

» Align Facility Recommendations to Facility Master Plan to avoid unnecessary or duplicative efforts

» *Until a Strategic Facilities Plan is in place, the city should prioritize only critical maintenance funding for municipal facilities.*

## GOAL 4

City personnel have the necessary support, tools, technology, staff, and training to accomplish their tasks as public servants and provide the highest quality customer service to city constituents

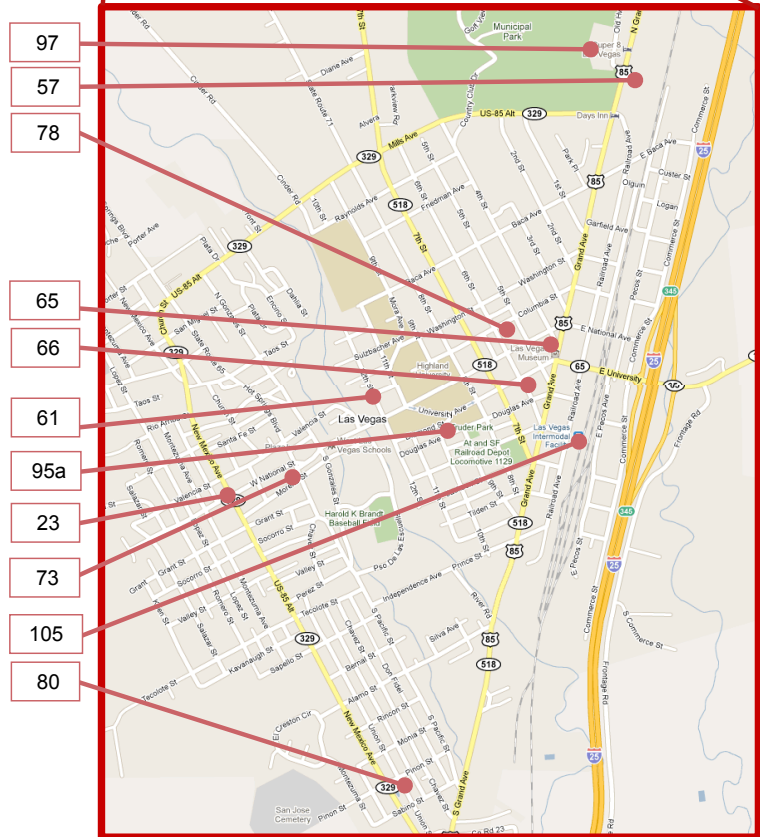
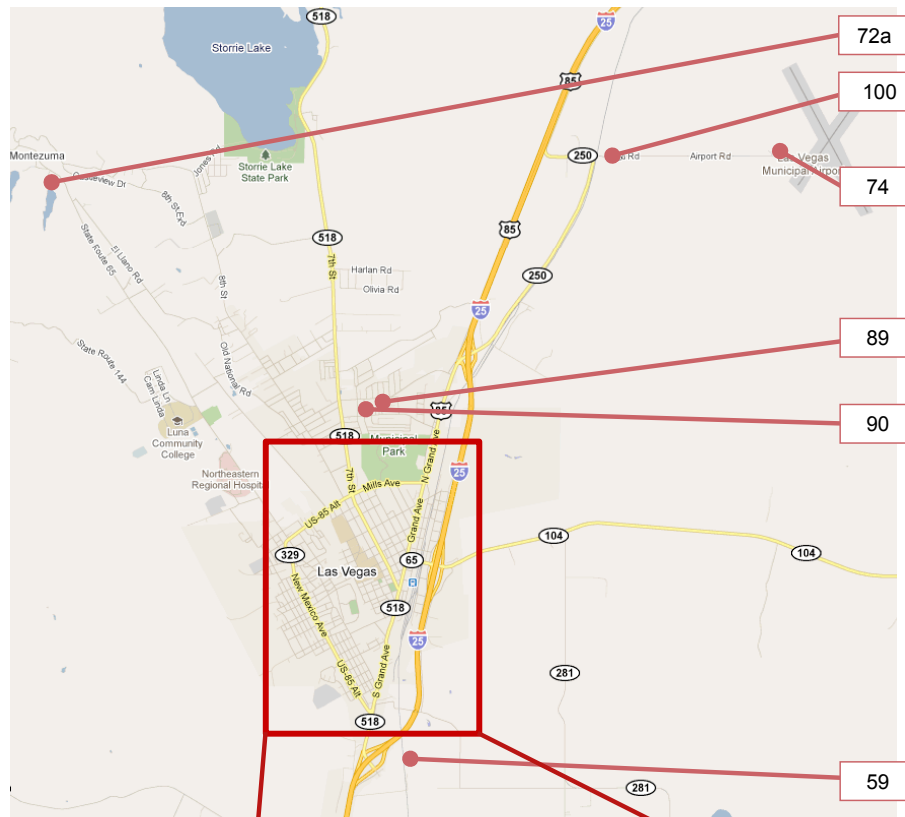
## ACTIONS

» Modernize municipal 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

» Implement the Administration Recommendations included in this chapter with regards to GIS and Asset and Document Management

» Address gaps in service by developing or staffing certain City departments and positions

» Refer to recommendations in the Asset Management section of this chapter and other recommendations in the following chapters regarding staffing: Land Use, Economic Development, and Hazards Mitigation



**LEGEND OF FACILITIES**

- 23 E Romero Fire Station
- 57 George Arrellanes Municipal Complex and Animal Shelter
- 59 Wastewater Plant
- 61 Utilities Center
- 65 Municipal Court and Las Vegas Museum
- 66 Old City Hall and Unmanned Fire Station
- 72a Water Treatment Plant
- 73 Police Department
- 74 Airport
- 78 Carnegie Library
- 80 Senior Center
- 89 Housing Authority Offices
- 90 H Ledoux Fire Station
- 97 Abe Montoya Recreation Center
- 100 Solid Waste Transfer Station
- 105 Intermodal Center





# TRANSPORTATION & UTILITIES

# TRANSPORTATION & UTILITIES

## INTRODUCTION

The Transportation and Utilities chapter provides information regarding public transportation and utility infrastructure needs, issues, and opportunities in order to inform strategies for ongoing improvements in management, maintenance, efficiency, and function of city transportation and utility services and assets.

## CONTEXT

### TRANSPORTATION

#### ROADS

The City of Las Vegas's street network is comprised of approximately 148 center-line miles of roadway. The extraterritorial area outside the city limits includes an additional 46 miles of roads.

#### MAINTENANCE

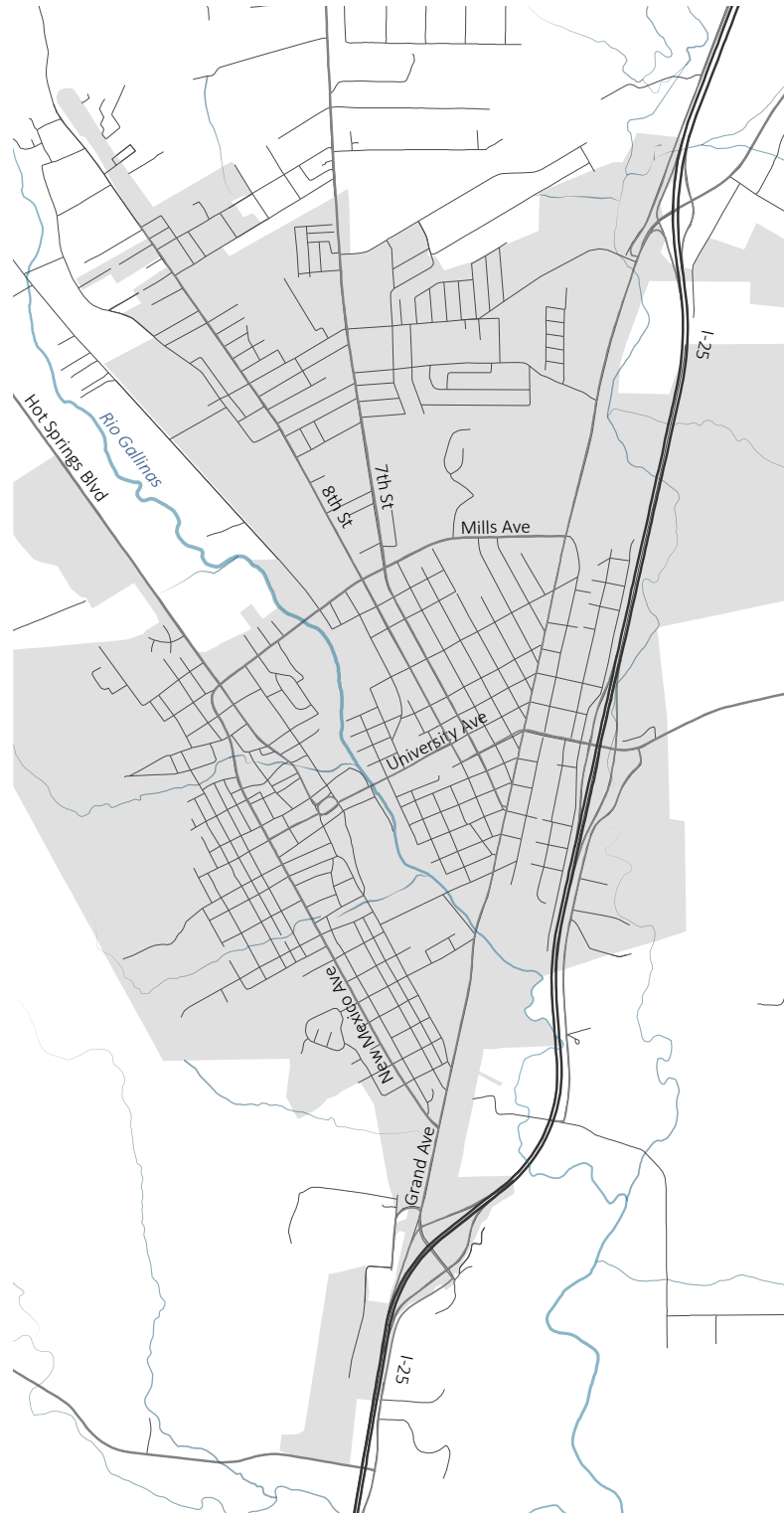
Street maintenance was repeatedly identified in the community survey as residents' top concern, and as the priority focus for city improvement projects.

Street maintenance is overseen by the city's Public Works Department. Funding comes from state and federal highway transportation divisions, the New Mexico Department of Transportation (NMDOT) Road Fund, and city gross receipts tax (GRT) revenue. Funding is regularly awarded for street projects in Las Vegas, but it is very limited. Actively seeking out additional funding and working to get additional projects funded will be absolutely essential to undertaking any level of street repair or improvements needed to begin addressing the condition of streets in the city.

#### ROAD ASSET MANAGEMENT PLAN

The city recently completed a Road Asset Management Plan, including a street condition matrix with road type, needed treatment, and estimated cost. This will inform a Road Asset Management Plan with priorities, allowing the city to prioritize street projects rather than being subject to funding agencies' prioritization.

In the Plan's conditions index, Las Vegas streets are rated low on ride comfort due to surface distress and low pavement quality.



## AIRPORT

The Las Vegas Municipal Airport (KLVS) is located 5.3 miles northeast of the city. The airport is staffed Monday through Friday from 8:00AM to 5:00PM and does not track airport operations (takeoffs and landings) outside that time.

However, the Federal Aviation Administration (FAA) lists airport operations for the facility from 2006 at 11,350 flights for the year, and airport personnel estimate that this number has not changed significantly in the years since.

A fueling station at the airport is usable at all times with a credit card reader; a phone number is provided for on-call staff to accommodate issues.

## RAILROAD

Amtrak's Southwest Chief route goes through Las Vegas, originating in Chicago and terminating in Los Angeles. The train drops off and picks up passengers at the train depot/City Welcome Center at 500 Railroad Avenue

Rail spurs are located northeast of the city, allowing for loading and unloading of goods from rail cars. The spurs could also be used for the transport of industrial products or for rail-related warehousing.

## TRANSIT

Las Vegas's transit system, the Meadow City Express (MCE), works on a "demand response service." The customer must call in advance to schedule service. The service area consists of the city of Las Vegas and the extraterritorial zone, a total area of 35 square miles.

The MCE is managed by the city's Transit Department, which has a staff of seven people and has seven transit vehicles or buses. This transit system provides transportation to approximately 17,000 people per year.

## WAYFINDING

The city recently completed Phase 1 of a Wayfinding Plan and will begin implementing and expanding the plan in phases, eventually providing wayfinding across the city, from the Distrito de las Escuelas area to north Grand Avenue.

## UTILITIES

The city maintains water, wastewater, and natural gas utilities, and manages solid waste.

### WATER

Water use is metered using meters installed in 2010. The city plans to phase in new meters beginning in 2021. Water is stored at Storrie Lake and Peterson Dam. Construction of a new dam, Bradner Dam, is nearly complete, but it needs to be approved by the New Mexico Environment Department, so use of the dam is about year away. A project is listed on the current Infrastructure Capital Improvements Plan (ICIP) to repair Peterson Dam, which leaks, once Bradner Dam is operational.

### WASTEWATER

The city's wastewater treatment plant undergoes regular repairs and improvements, though plans are underway at the federal level to tighten regulations in coming years, which will require upgrades at the city facility. In order to renew its permit with the Environmental Protection Agency (EPA), scheduled to take place in about 2022, the facility will need to comply with the stricter regulations.

### NATURAL GAS

The majority of the city uses natural gas, and there is also service outside of the city limits to users such as the World College. The city maintains and upgrades the gas lines, which consist primarily of polyethylene lines.

### SOLID WASTE

The city provides weekly residential trash pick up and commercial pick up at frequencies that vary according to business needs. The city trash is processed through a city transfer station and stored, at cost to the city, in a multi-county regional landfill located near Wagon Mound.

### RECYCLING

The city used to provide recycling services, but no longer does. Recycling services are encouraged and supported by the public. The City should work to reestablish recycling services. This could be facilitated by utilizing existing equipment.

# TRANSPORTATION RECOMMENDATIONS

The needs and recommendations in this chapter cover the function of transportation and utilities in the city. Needs and recommendations for the facilities and staff that support these departments are addressed in the Administration & Facilities chapter, as noted here by topic.

To address issues noted in this chapter regarding streets, sidewalks, and, especially utilities, these assets must be included in an Assets Master Plan to be developed and adopted by the city, as outlined in the Administration & Facilities chapter.

## TRANSPORTATION

### STREETS MAINTENANCE

*Survey: Improved street maintenance was repeatedly identified as a top priority by the community.*

The city has begun working to improve street maintenance by developing a **Road Asset Management Plan**. This should be expanded upon to include a recommended priorities and work program, to strategically plan out street repairs and enable funding requests for the city's priority projects. This work should be integrated into the city's **Asset Management Plan**, as outlined in the Administration & Facilities chapter.

The city must also consider an option to improve funding access for streets projects, including additional city funding allocation, and actively pursuing and tracking applications for additional funding from state and federal sources..

Preventative measures must also be taken to preserve roadway condition in the city. Drainage issues and vehicles that exceed road weight limits destabilize the durability of city streets, resulting in considerable damage that eventually requires repairs at significant public cost. Increased enforcement of road weight limits, coupled with drainage projects to address issues, will significantly decrease the need for future repairs and should be a priority for the city.

To improve street maintenance in the short term, the city should invest in pothole repair equipment. This will allow the department to immediately begin addressing street issues and could serve as a meaningful measure on the part of the city to address the community's concerns as expressed in the community survey.

#### 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

## STREETS PLANNING

The most consequential and longest lasting element of urban design is street design. Once in place, streets and roadway rights-of-way are extremely difficult to adjust later, due to parcel and development organization and utility placement. Street designs fundamentally determine the character, safety, and appeal of neighborhoods.

Many streets in Las Vegas were planned and built well before it became standard transportation planning practice to prioritize the design of roads on which cars can always travel as fast as possible. These early streets include the gridded, tree lined neighborhood streets of east Las Vegas, and the narrow, close knit streets on the west side. Other streets, especially those under state or federal traffic planning control (including Mills and Grand Avenues) are over designed and are a deterrence to neighborhood building. This limits quality of life and economic development appeal, discourages tourism, and diminishes the overall safety of both pedestrians and drivers along these roads.

The city should adopt transportation guidelines supporting “Complete Streets” (see below) as a tool to advocate for transportation projects that limit lane width, provide for sidewalks, buffers, multimodal pathways, lighting, signage, and street trees, and promote neighborhood use and economic appeal.

Cultivating community resilience, and improving the city’s quality of life and economic viability in the long term, will require active municipal and community advocacy demanding careful design of all street development and improvement projects in Las Vegas.

### 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, and improve neighborhoods and communities overall.

## SAFETY

### TRAFFIC-CALMING MEASURES

#### SPEED BUMPS, HUMPS, AND CUSHIONS

Speed bumps, humps, and cushions all use vertical deflection to slow traffic and improve safety, especially on residential streets. While they are an effective traffic-calming tool, when overused or improperly used they can detract from neighborhood quality.

Many streets in Las Vegas have multiple speed bumps to slow traffic. Many are quite large, forcing drivers to slow down well below the posted speed limit, and many streets feature multiple speed bumps in a single block.

#### PUBLIC SENTIMENT

The number and severity of speed bumps in the city was noted as a negative in numerous survey comments. No comments were submitted in support of existing or additional speed bumps. The city’s Police Department has also expressed the need to reduce the number and severity of speed bumps in the city.

#### SPEED BUMP ALTERNATIVES

There are many traffic-calming alternatives to speed bumps, including blinking speed lights and electronic speed signs, rumble strips, bump-outs, planters, re-striping to include bike lanes and/or on-street parking lanes, and even street trees. The goal is to enhance the sense of intimacy for drivers on the street. This will result in lower driving speeds.

Not only do these measures improve safety, they can significantly enhance the character and desirability of a neighborhood. Many traffic-calming measures can be accomplished at minimal cost and still have a significant positive impact on traffic and neighborhood character. Examples are included on the following page.

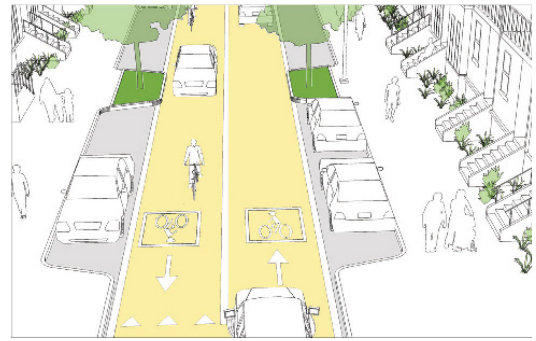
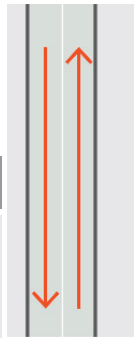
#### TRAFFIC-CALMING IMPLEMENTATION: CITY POLICY

At this time there is no official policy to guide the use of speed bumps or other traffic-calming measures in the city. Recommendations for policy development are included in this chapter.

# APPROPRIATE TRAFFIC-CALMING MEASURES FOR LAS VEGAS

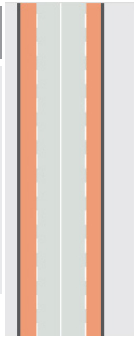
## Two-Way Streets

Two-way streets, especially those with narrower profiles, encourage motorists to be more cautious and wary of oncoming traffic.



## Lane Narrowing

Narrow lanes reduce speeds and minimize crashes on city streets, by way of reducing the right-of-way and making drivers wary of traffic and adjacent users. Use the additional space for pedestrian space, cycle facilities, or green infrastructure.



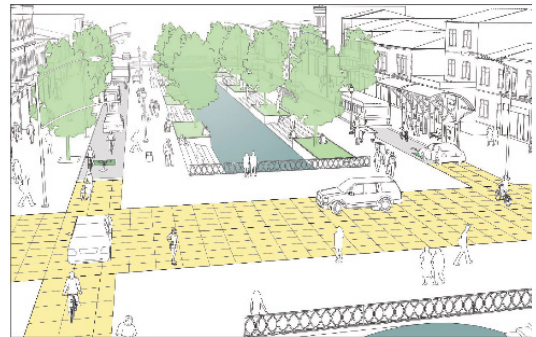
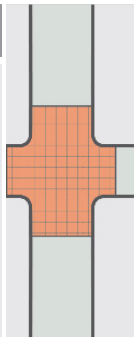
## Buildings and Trees

Buildings at the right-of-way with articulated facades and windows indicate that a street is in an urban environment, not a highway.



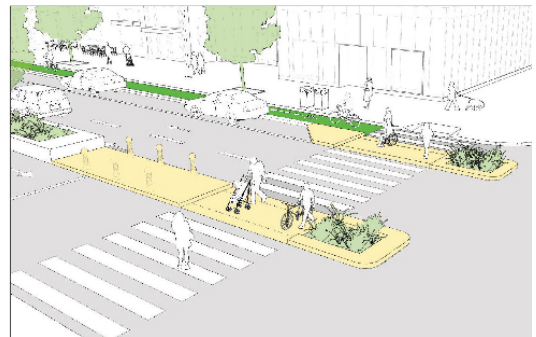
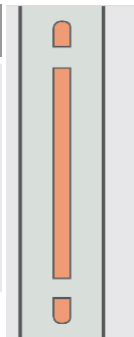
## Pavement Materials and Appearance

Pavement appearance can be altered through unique treatments that add visual interest, such as colored or pattern-stamped asphalt, concrete, or concrete pavers, which can be used to make other traffic-calming techniques more noticeable to drivers. Pedestrian crossings and intersections can be painted to highlight crossing areas.



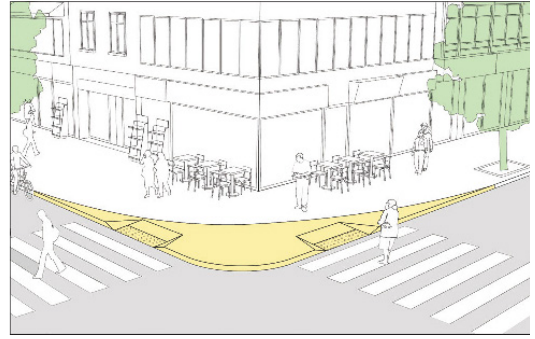
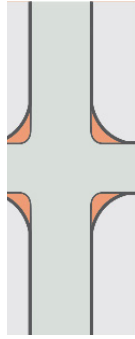
## Medians and Refuge Islands

Raised center medians and pedestrian refuge islands can be used to reduce lane width for vehicles, even on relatively narrow streets. They can also be used to organize traffic at intersections or to block access at strategic points.



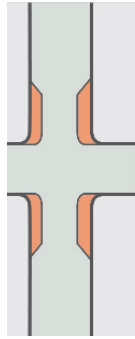
**Corner Radii**

Narrowing the radius of corners reduces vehicle turning speeds as well as pedestrian crossing distances. Minimizing the size of corner radii is critical to creating safe and compact intersections.



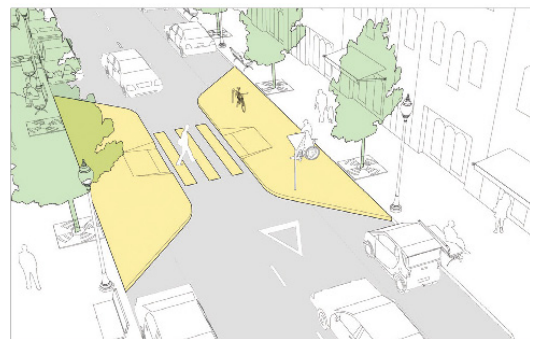
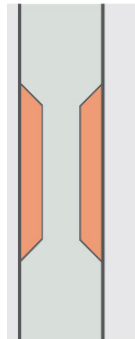
**Gateway Treatments**

Gateway treatments alert drivers that they are entering a slower area. This treatment may include signage, entry portals, speed tables, raised crossings, and curb extensions.



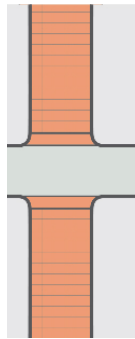
**Pinchpoints**

Pinchpoints narrow the roadway at a mid-block point. They can be combined with speed tables to create high-quality pedestrian crossings. They can also be used on low volume, two-way streets to require facing motorists to yield to one another.



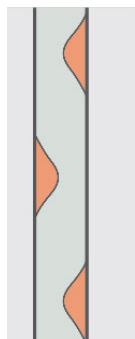
**Shared Streets**

By removing the physical distinctions among pedestrian, cycle, and vehicular spaces, shared-street treatments force all users to share the street, increasing awareness and reducing motor vehicle speeds.



**Chicanes and Lane Shifts**

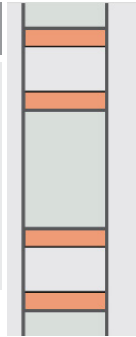
Chicanes and lane shifts use alternating parking, curb extensions, or edge islands to form an S-shaped path of travel, which lowers vehicle speeds.



Where traffic-calming measures are needed and alternatives to elevation inflection are not feasible, the city should plan carefully and consider the following options that limit the negative impacts of elevation inflections (i.e., speed bumps) while still accomplishing traffic-calming results.

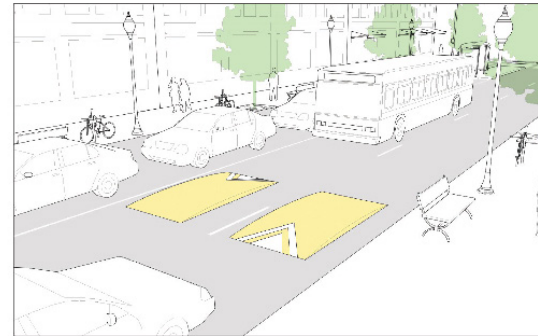
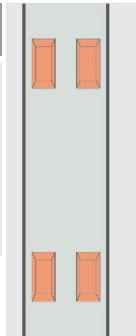
### Speed Tables

Speed tables are similar to speed humps, but have a flat top, typically 6–9 meters (approx. 20–30 feet) long. When speed tables are combined with pedestrian crossings, whether at the intersection or mid-block, they are called raised crossings.



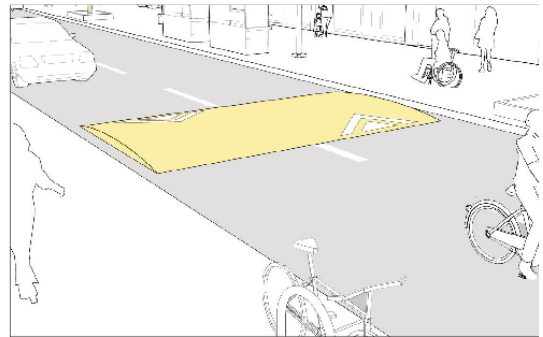
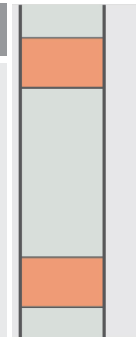
### Speed Cushions

Speed cushions are similar to speed humps but have wheel cut-outs to allow large vehicles such as buses and, importantly, emergency vehicles to pass unaffected while still reducing car speeds.



### Speed Humps

Speed humps are formed by raising sections of the road in a sinusoidal (sine wave) shape, typically 10–15 cm (4"–6") high and 4–6 m (13'–20') long. The dimensions can be tailored to match the target speed of the street. Speed humps are typically constructed of the same material as the roadway but can be of different materials.



Source: Adapted by Global Street Design Guide published by Island Press.

### Traffic-Calming Policy 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



### Street Design Recommendations

- » Continue working to expand bike lanes and multimodal pathways throughout the city
- » Adopt policy prioritizing street design and traffic-calming measures that promote Complete Streets concepts
- » Adopt bike friendly policies and work with local bike enthusiasts to improve bike safety and access in the city
- » 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

## LIGHTING

In general, additional, pedestrian-scaled street lighting is needed across the city, especially in residential and commercial neighborhoods. Excellent examples of pedestrian-scaled lighting are evident along Bridge Street. Parks and landscaping lighting is also important to provide a sense of activity and improve safety.

### LED STREET LIGHTS

The city estimates that the cost to replace all street light heads with more efficient LED bulbs on the city's main streets, using city electricians, would result in considerable cost savings for the city over time, and there may be incentives available to the city to conduct the upgrades.

### 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

## MULTIMODAL ACCESS

There are limited bike lanes in Las Vegas, though the recent Grand Avenue improvement project did include bike and walking paths. Many streets in Las Vegas, especially on the west side, are narrow and would be difficult to expand for improved pedestrian or bike amenities.

Overall, improving bike access and safety, and expanding multimodal pathways should be a continual effort in Las Vegas. Options for traffic-calming measures included in this chapter contain several viable options to utilize multimodal pathway development in traffic-calming measures. This approach can often require simply new striping and signage on a road to have considerable positive impact for a neighborhood.

## SIDEWALKS

The downtown part of the city (both east and west of the Rio Gallinas), where the street network is dense and congested, has an extensive network of sidewalks and pedestrian connections. Many of these sidewalk facilities do not meet current standards for ADA accessibility. Conditions of the sidewalks vary throughout the city, from newly constructed sidewalks along some streets and roadways to severely cracked cement or missing sidewalk stones along other roadways. Farther from the historic district, the streets transition to a rural section, and many streets do not include curb and gutter or sidewalks.

The city should have regulations requiring new development to install sidewalk, curb, gutter, and street buffer with street trees or other plantings, in the core of the city and extended as far as possible into other residential and commercial areas of the city.

## WAYFINDING

### Sidewalk Recommendations

- » Build on the recent **Road Asset Management Plan**, and include in the **Asset Management Plan**, an ADA assessment of city sidewalks, including a sidewalk inventory
- » Consider additional crosswalks and the addition of hawk lighting (safety beacons) 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 includes complete sidewalks

The **2018 MRA Plan** identifies a critical need for adjusting circulation at the critical transportation leg, between the I-25 exit at University Avenue and downtown Las Vegas.

At present, University Avenue allows only east-bound, one-way traffic on a critical portion between 8th St and National Avenue (see map below). This configuration disorients visitors, often resulting in visitors never finding the Plaza and Bridge Street area.

By opening the road to westbound traffic along its length, visitors will be naturally funneled into downtown. As added benefits, traffic will decrease along National Avenue between 8th and 11th Streets, a major crossing point for New Mexico Highlands University (NMHU) students, and pedestrian safety will improve.

The MRA Plan establishes the priority vehicular route for resolving these critical circulation issues, and delineates a detailed, step-by-step action plan for implementing this crucial adjustment at minimal cost or hardship, reprinted here for convenience.

**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





Rendering of Potential Repurposed Wayfinding Signage to Plaza Park, 2018 MRA Plan

NMHU owns this critical portion of University Avenue, and has expressed full-throated support for this proposal—potentially as a first step in a larger project to create a pedestrian mall on National Avenue between 8th and 11th Streets.

Opening University Avenue is the critical first step to improving wayfinding in Las Vegas.

With the road open to east-bound traffic, signage directing visitors to all MRA districts can be put in place.

To accomplish this critical step, an existing island on National Ave at the intersection with University Ave must be removed, and a traffic control put in place.

This is a critical project for Economic Development in Las Vegas.

### Wayfinding Recommendations: University Avenue

Implement circulation improvements on University between 8th Street and National Avenue

- » Confirm NMHU ownership of National Avenue between 8th and 11th Streets
- » Enter into a legally binding, permanent agreement (memorandum of understanding, or MOU) with NMHU, recognizing the University's ownership of the street to enable circulation improvement and campus safety projects
- » Work with NMHU and New Mexico Department of Transportation (NMDOT) to complete the opening of University Avenue to two-way traffic
- » Support redesign of National Avenue 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)
  - » Repurpose / relocate the three-sided sign at the southeast corner of Grand Avenue and University Avenue, possibly to the island median east of Plaza Park
  - » Future phases should place signage at the two other 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 Avenue
- » 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 east Plaza median, as a wayfinding gateway feature, raising the prominence of downtown Las Vegas

## TRANSIT

The City of Las Vegas works to maintain and expand transit service in the city. The topic of regional transit was mentioned several times in the community survey, and a few comments requested expanded hours or regular transit routes within the city. Potential for a regional system may be considered with Mora County, who is in the process of developing transit. However, most public comments noted a need for regional transit west to Santa Fe.

The city's Transit Department has indicated a need for expanded staff, and especially for expanded hours for their dispatch personnel. Due to the lack of city maintenance personnel for maintaining and repairing fleet vehicles, as well as a lengthy procurement process, the department is hindered for long periods by out-of-commission vehicles, and the dedication of significant staff hours to requesting bids and processing purchasing requests, a process that generally takes more than two weeks at minimum.

### Transit Recommendations

- » Streamline fleet repair for the Transit Department

*See Asset Management Recommendations in the Administration & Facilities chapter of this Plan*

- » Supply additional dispatch staff support for the Transit Department
- » Consider options to expand hours and service of Las Vegas MCE (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

## LAS VEGAS MUNICIPAL AIRPORT

The airport grounds, with the exception of the runways, are city owned. Important considerations for the airport regarding economic development potential are discussed in the Economic Development chapter of this Plan.

With regards to improving the transportation utility of the airport, the city should support federal funding and projects to expand and improve the airport in general, and work with current clients including the US Military, regional fire response outfits, and others to improve usability and convenience at the airport.

### Airport Recommendations

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

*Refer to the Economic Development chapter for additional recommendations regarding the employment of airport uses and grounds for economic development.*

# UTILITY RECOMMENDATIONS

To improve utilities service in the City of Las Vegas, implement the following recommendations for water, wastewater, natural gas, and solid waste utilities in Las Vegas.

## UTILITIES

The city manages water, wastewater, and natural gas utilities, as well as solid waste collection. The needs of these utilities are listed, by service.

## WATER & WASTEWATER

### ISSUES

Aging water, wastewater, and drainage infrastructure is in need of repairs and modernization to meet Environmental Protection Agency (EPA) standards and federal regulations for the health and safety of the community.

- » Lines are aging and deteriorating
- » Tree growth, blockages, and settling cause problems
- » Three lift stations are funded through capital outlay for pumps and electrical upgrades, but the city needs to plan for a fourth in the near future
- » Many drainage lines feed into sewer lines and cause contamination problems with roadway contaminants

### WATER

- » The utility needs a live, digital metering system and Geographical Information System (GIS) and computer-aided drafting (CAD) inventory to pinpoint, isolate, and address leaks and other issues, such as seized valves, to improve service and stem water waste
  - » This should include repeaters around town to stream usage data to a central server and make this available online so users can see, in real time, how much water they're using, and for the department to spot leaks in real time to improve conservation
  - » The department currently has no CAD personnel
- » New meters will start being phased in over the next three years

### WATER TREATMENT PLANT

- » Aging facility; efficiency is compromised
  - » Plant should be able to treat 5m gal/day but it can only do 2m. The efficiency is less than 50%
- » Need to replace aging pumps, motors, and mixers, and rehabilitate the filter beds
- » The electrical system is outdated and not compatible with current electrical requirements, nor is it code compliant
- » Processing control system is outdated and will not be compatible with new SCADA\* system
  - » *\*SCADA: A supervisory control system that monitors all parts of the treatment facility and notifies personnel about changes, allowing utility workers to spot potential issues early. The system tracks turbidity and equipment status, and automatically notifies an on-call person. Plans to install the system are currently underway.*
- » Eventually need a modern, compact, upgraded system, including a new treatment plant within the next 10-15 years

### WASTEWATER TREATMENT PLANT

- » Will need to upgrade treatment processes to meet EPA standards
- » SCADA needs to be replaced

### GAS

This utility is well maintained, and gas lines are modernized to meet regulation in Las Vegas. Current issues and projects include:

- » Installation is in progress, at five regulation stations, of systems that monitor pressure and flow through the utility lines. This will enable personnel to identify service issues and respond quickly
  - » This project is included in the city budget
- » An additional regulation station is under development and currently in the design process

## SOLID WASTE

Solid waste is collected by the City of Las Vegas and managed through the municipal transfer station. Solid waste disposal occurs at a regional landfill near Wagon Mound, at cost to Las Vegas.

The city may consider options to outsource the service through private providers such as Waste Management. This may result in a cost savings for the city but would likely also result in increased costs for customers. The option should be considered.

Alternatively, the city may consider seeking federal grants to develop a municipal land fill to meet its solid waste needs.

## RECYCLING

Recycling is no longer provided by the city. The issue was identified in the community survey as a priority for natural resource conservation. Strategies to reestablish recycling services should be included in considerations to improve the function and cost-effectiveness of solid waste services in the city.

Specific needs for the solid waste utility are listed below:

- » The city should schedule and budget for replacement packer trucks at the average rate of one per year
- » The city should schedule regular replacement of heavy equipment and fleet at regular intervals of about 10 years
- » The Solid Waste Department is in need of a maintenance facility for fleet and equipment storage and repairs
- » The transfer station's tipping floor is too small to handle current volumes, resulting in periodic, temporary shutdowns that could be resolved with the addition of a secondary tipping floor to handle additional volume

## STAFFING & ORGANIZATION

Under staffing is an issue across the city's utility divisions. Water, wastewater, and natural gas staff must meet certification and experience requirements, making it difficult to fill those positions locally and at the city's pay scale. This has resulted in the need to contract with a private consultant at a much higher cost to the city in the long run.

The water and wastewater divisions are also in need of updated, clarified job descriptions, adjusted pay scales, and an improved organizational structure that includes supervisory staff. To address these issues, the Utility Department has completed the following groundwork that has yet to be adopted:

- » Pay scale analysis
- » Updated, clarified job descriptions
- » Improved organizational chart

This groundwork provides city leadership the necessary tools to implement human resource improvements for city water and wastewater utilities.

## FLEET MAINTENANCE

Like all city departments, the Utility Department is responsible for fleet and equipment repair and maintenance. Utilities Department needs should be included in considerations to establish a city Maintenance Department.

## DEVELOPMENT LIMITATIONS

City utilities limit potential future development geographically in places where extending utility services is not practical, possible, or cost-effective. Currently, utility access is available adjacent to roadways within the city limits.

Considerations for greenfield development at the fringe or outside of city limits should refer to the Land Use chapter of this Plan for guidance on regulating utility expansion costs and expectations.

Utility capacity, including water availability, is adequate to absorb population growth within the city's service area at this time. Water storage capacity is in the process of being expanded with the Bradner Dam project.

## Utility Department Needs & Recommendations

### WATER & WASTEWATER

- » 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 wastewater lines throughout the city
- » Plan to upgrade pumps and electrical systems and develop an additional pump station in the future
- » Consider wastewater 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 wastewater 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 wastewater divisions
- » Examine the use of private contracting for staffing of certain water, wastewater, 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

# TRANSPORTATION & UTILITIES GOALS

## GOAL 1

City Transportation and Utility assets are properly managed and maintained.

- 1A. Employ **Asset Management Planning** to comprehensively and strategically manage and maintain all city transportation and utility infrastructure and assets
- 1B. Include all city transportation and utility assets in the **Asset Management Plan**, including streets, sidewalks, curbs and gutters, utility lines and controls, drainage infrastructure, equipments and facilities, with inventories, GIS mapping, and databases for ownership and maintenance records
- 1C. Use the **Asset Management Plan** to track and strategically manage assets and maintenance, plan improvements and new projects, and establish future funding needs, and as a reference library of asset inventories, records, and documents

## ACTIONS

- » Develop and implement an **Asset Management Plan**, that includes all city transportation and utility assets, to ensure efficient use and maintenance of city assets as outlined in the **Administration & Facilities** chapter
- » Integrate the Road Asset Management Plan into the overall Asset Management Plan, establish regular maintenance strategies, and identify priority projects
- » Include Transportation and Utilities Plans to support and inform Infrastructure planning (ICIP) and identify priority projects and strategies
- » The Transportation Plan should incorporate transportation planning recommendations provided here regarding streets design, traffic management, and wayfinding priorities
- » Include regular street and utility maintenance and repair schedules and protocols

## GOAL 2

Transportation projects are comprehensively planned out and strategically implemented to promote efficient use of resources and ensure the quality of efforts.

- 2A. Include water, wastewater, drainage, gas, electric, and broadband upgrade considerations in all street project planning
- 2B. Prioritize and advocate for transportation projects that enhance neighborhood character, include pedestrian and multimodal elements, and promote safety for all users, i.e., Complete Streets

## ACTIONS

- » Utilize the Asset Management Plan as a primary reference when considering transportation projects, to ensure that new transportation projects are in alignment with the strategies, future planning, and priority needs identified in the Asset Management Plan
- » Work with state and federal transportation planners to advocate for Complete Street designs
- » Adopt policy establishing transportation guidelines that support Complete Streets as a tool to advocate for transportation projects that enhance the quality of life



## GOAL 3

Las Vegas city streets and sidewalks are well maintained and managed.

3A. Take urgent action to mobilize resources and capital to begin improving street conditions in Las Vegas

3B. Proactively and continuously work to secure and expand funding resources available for city street projects and repairs

3C. Provide ongoing support and additional resources and tools in the short term to improve regular street repair and maintenance

## ACTIONS

- » Mobilize a Save Our Streets initiative and designate resources to improve street maintenance and repair throughout the city
- » Identify priority, feasible, street improvements to accomplish immediately, to demonstrate the city's commitment to address the community's concerns and produce real results
- » Establish a long-term strategy for improving and maintaining city streets, with protocols for regular maintenance and repair work, incorporating the Road Asset Management Plan
- » Purchase pothole repair equipment and begin immediately addressing street condition issues
- » Actively address drainage issues and weight limit violations that damage city streets
- » Provide for and assign a permanent staff role dedicated to proactively identifying and securing additional transportation funding

## GOAL 4

Neighborhood streets are designed to protect pedestrians and drivers, and enhance quality of life.

4A. Manage and address traffic issues through a systematic process, and develop solutions that improve safety and neighborhood quality

4B. Establish guidelines managing traffic issues in the city

4C. Minimize the use of speed bumps throughout the city

## ACTIONS

- » Develop and adopt city policy guiding traffic-calming decisions and strategies, as outlined in the Traffic-Calming Recommendations in this chapter
  - » Include process guidelines for requesting and considering traffic-calming measures
  - » Include priority strategies for managing traffic issues, including preferred designs
  - » Identify opportunities to eliminate existing speed bumps or implement a preferred traffic-calming treatment

## GOAL 5

Sidewalks, and multimodal and pedestrian access and amenities, are adequate, ADA compliant and well maintained.

5A. Continue work to expand and improve sidewalks, pedestrian crossings, lighting, accessibility, and multimodal pathways throughout the city, especially on the west side

5B. Prioritize implementing projects and treatments with immediate impact at minimal cost

5C. Ensure that future development includes appropriate transportation infrastructure

## ACTIONS

» Implement the Sidewalk, Lighting, and Multimodal Pathway Recommendations provided in this chapter

» Conduct an ADA assessment of city sidewalks, including a sidewalk inventory

» Install in-road safety reminders in the crosswalks on Bridge Street

» Identify opportunities to improve and expand sidewalks, landscaping, and lighting throughout the city, especially on the west side

## GOAL 6

The city actively works to improve resource conservation and efficiency in its transportation and utilities infrastructure.

6A. Initiate upgrades to street lighting and water monitoring capability

6B. Support ongoing efforts to improve resource conservation in the city

## ACTIONS

» Upgrade street lighting to LED for cost savings and resource conservation

» Develop real time, water use metering capacity to expedite identification and repair of leaks in water lines and conserve water

» Support ongoing efforts to minimize the environmental impact and improve efficiency of city streets, drainage, and utilities infrastructure (See *Land Use Sustainability Recommendations*)

## GOAL 7

Circulation and wayfinding improvements make it easy and intuitive to navigate the city.

7A. Improve circulation by restoring a direct route into downtown along University

7B. Continue ongoing efforts to improve wayfinding throughout the city

7C. Develop gateway features and signage at key entrances and downtown

## ACTIONS

» Implement the Wayfinding Recommendations provided in this chapter and refer to the Wayfinding Recommendations and Projects included in the 2018 MRA Plan

» Prioritize immediate implementation of the circulation improvement project for University Avenue recommendations

## GOAL 8

City transit services continue to provide regular, reliable transit service for Las Vegas.

8A. Continue supporting and improving public transit services in the city of Las Vegas

## ACTIONS

» Implement Transit Recommendations provided in this chapter

## GOAL 9

The City of Las Vegas Airport continues to provide and improve services.

9A. Continue supporting airport services, maintenance, and improvements

9B. Explore options to expand airport use to diversify economic development (See *Economic Development chapter*)

## ACTIONS

- » Implement Airport Recommendations provided in this and the Economic Development chapters

## GOAL 10

The City of Las Vegas regularly maintains and improves utility infrastructure, and provides safe, reliable water, natural gas, wastewater, and solid waste utility services to Las Vegas customers

10A. Support ongoing maintenance, repair, and improvements of utility infrastructure and equipment to assure reliable city utility services

10B. Responsibly plan for and fund regular utility systems upkeep, repair, replacements, upgrades, and improvements

10C. Maintain updated plans, needs, projects, and inventories of city utilities in the Asset Management Plan, to inform decision-making and resource allocation

10D. Support Utility Department staffing and facilities needs, including efforts to improve staffing and management protocols

## ACTIONS

- » Implement Utility Department Needs & Recommendations provided in this chapter
- » Include all utilities assets and operations in the Asset Management Plan, to serve as a primary planning and management resource for Las Vegas utilities, as outlined in this Plan
- » Continue prioritizing utility projects in ICIP listings
- » Address and implement the Utility Department Needs & Recommendations provided in this Plan
- » Take executive and legislative action, in collaboration with department leadership, to enact organizational and staffing improvements

## GOAL 11

Solid waste services are reliable and cost-effective, and the city works to provide recycling services.

11A. Evaluate cost-saving alternatives for solid waste services

11B. Work to restore recycling services

## ACTIONS

- » Implement Solid Waste Needs & Recommendations provided in this chapter



# PARKS & RECREATION

# PARKS & RECREATION

The purpose of the Parks & Recreation chapter is to assess public municipal parks and recreation needs, and to guide short- and long-term strategies to serve the public good with high-quality, well-maintained parks and recreation facilities. These parks and facilities should accommodate the public, optimize assets, protect public investment and safety, and capitalize on economic development potential. This section will cover how the city should address the long-term and immediate parks and recreation needs, meet the needs of the community, and capitalize potential assets.

## INTRODUCTION

The purpose of the Parks and Recreation chapter is to provide a framework and plan of action to improve and maintain parks and recreation assets and opportunities in the city, and to expand municipal and regional recreational opportunities by building on existing assets.

Parks and recreation have been identified as a top priority for:

- **Improved maintenance and safety:**
  - » **The public**, through the public survey, has called for:
    - » Improved park maintenance to control weeds and trash
    - » Improved park lighting (on timers) to extend hours, and monitoring to improve safety
  - » **Recreation Focus Groups** representing local sports organizations, have called for
    - » Professional parks and recreation facility maintenance to protect and improve existing assets
    - » Improved security measures, including surveillance and fencing, to protect parks and recreational equipment and infrastructure
- **Expanded opportunities, including regional networks and facilities:**
  - » **The public**, through the public survey, has called for:
    - » Expanded activities, especially for youth
    - » Expanded options, including dog parks, pocket parks, and sports fields, additional recreational programming,

and development of underutilized assets, including Storrie Lake and the “Montezuma Skating Pond”

- » **Recreation and Economic Development Focus Groups**, have called for

- » Development of regional, all-ages sports tournament facilities
- » Including redevelopment of local adult sports teams
- » Expansion of regional trails and recreational networks for locals and visitors
- » Development of sports camps, baseball tournaments, and public events such as fun runs and hike-a-thons, etc.

## CONTEXT

### PARKS OVERVIEW

There are 18 municipal parks and additional recreational facilities within and outside of the city limits that provide services to the community.

### RECREATION OVERVIEW

Municipal and community recreation services are extensive, but in need of funding, staffing, improvement projects, and maintenance. This limits their full use.

Opportunities for expansion include additional activities, facilities, and events to improve quality of life for residents, and expand economic development opportunities in the region.

## EXISTING PARKS

*Municipal parks inventory does not include the Gene Torres Golf Course or Melody Park, both of which are owned by New Mexico Highlands University (NMHU)*

Many of Las Vegas's parks, such as the Plaza and Carnegie Park, are well used and well maintained, but others, especially the city's sports fields, have issues that need to be addressed by the city.

## GENERAL PARKS NEEDS

Overall, park maintenance is the top concern. This issue is addressed in detail in this chapter's guidelines and recommendations.

Las Vegas parks are also in general need of additional amenities, including benches, picnic tables, lighting, water fountains, shade structures, security features, trash cans, signage and expanded effluent irrigation. The Park Amenity Inventory in this chapter can serve as a foundation for prioritizing park improvements in the city, which should be worked out in detail in a Parks and Recreation Master Plan (see Guidelines and Recommendations).

The city should begin working towards improving natural resource conservation at its parks, by installing LED lighting and expanding effluent use throughout all city parks.

## SPORTS FIELDS

### GENERAL NEEDS

All sports fields in Las Vegas parks are in need of improved maintenance, preferably by professional maintenance staff.

With the goal of eventually reconditioning all sports fields in city parks, the city should conduct a field assessment to determine issues with drainage, irrigation, field spacing for a range of leagues, and appropriate uses. This should be an element of the Parks and Recreation Master Plan (see Guidelines and Recommendations).

### RODRIGUEZ PARK

The City's largest park, Rodriguez Park, at 32 developed acres (with an additional 223 undeveloped acres), is located at the far

southwestern edge of the city, and is used by the city's community baseball and softball teams.

## ISSUES

The park faces a number of issues in addition to its inconvenient location, including drainage and erosion problems, lack of fencing, and some nuisance sound and traffic issues for the neighborhood.

### » Site

- » The location is inconvenient and difficult to access
  - » Limits the economic potential for tournaments or spin-off activities
  - » Limits the ability of residents to use the park
  - » Limits the ability of the park to foster community pride
- » Adjacent residential neighborhoods report issues with traffic and noise
- » An arroyo through the park leads to drainage issues, and erosion issues occur elsewhere in the park

### » Maintenance & Use

- » Turf condition varies by field
- » Much of the area lacks fencing
- » One concession stand is unused due to water-pressure issues

The facility has valuable assets as well, including a working restroom and concession stand, and five sports fields. The site also has room for expansion and could be utilized to expand housing, mixed use development, or commercial.

Due to its location, this site is not recommended as a potential site for future sports complex development.

## HANNA PARK

Aside from the Gallinas River Walk and the Harris Pond Park, Hanna Park is the city's second largest recreational park. It is an important practice field for the city's community youth soccer leagues, and serves the large residential neighborhoods in the northeastern part of town, including much of the city's affordable housing. This important park is a significant community asset. This park has the greatest potential for redesign to meet community park needs.

## ISSUES

The main issue for Hanna Park’s field is upkeep. The turf is often in poor repair, or simply not there at all. Other issues, especially for the youth soccer leagues, are a lack of storage and security measures, lighting, nets, parking, and fencing.

## MONTEZUMA SKATING POND

The Montezuma Skating Pond is a small reservoir on the Rio Gallinas about 4 miles north of the city, abutting a massive stone cliff face directly to its south. In colder years, the pond froze solid in the winter and was used by the community as a skating pond. Today, it does not freeze hard as frequently, but it’s still used as a fishing spot and serves as an important hatchery for native fish species and wetland providing essential ecologies.

Expanding the usability of this beautiful spot was identified by planning participants and survey takers as a priority. Suggestions included working with the State of New Mexico to designate the area a state park, which would bring state maintenance and amenity-building resources, and provide additional protections for the property.

The pond can also serve as a link in a chain of regional attractions conjoined by the Rio Gallinas Recreational area west of the pond can be redeveloped as a recreational picnic area.

## TRAILS

### RIO GALLINAS RIVER WALK

The primary trail in Las Vegas is the Gallinas River Walk, originating near Bridge Street downtown.

The Gallinas River Walk is a prized community asset that has seen significant improvements and expansions in recent years and is currently in the planning stages for yet another expansion. Expansions include ecological remediation and native plantings, interactive installations, informational signage, and multimodal trails.

Current efforts are focused on the River Walk between Mills Avenue and Prince Street, to the south.

The Hermit’s Peak Watershed Alliance (HPWA)

and the Gallinas River Park Collaborative (GRPC), which consists of many community, municipal, and institutional partners, including the City of Las Vegas and San Miguel County, continues work to improve ecological conditions in the Gallinas River, and develop and improve the pedestrian amenities along the River Walk. The ultimate goal of the project is to expand the River Walk to connect the Las Vegas National Wildlife Refuge, 6 miles southeast of Las Vegas, to Montezuma, north of the city.

Currently, the HPWA is working with a New Mexico Environment Department River Stewardship Program on river restoration between Bridge and Prince Streets.

The HPWA/GRPC plans for revitalization of the Gallinas River Park (GRP) describes many ideas to include in future River Walk expansions that have also been expressed by the community, including:

- » Climbing walls/playscapes with boulders and logs
- » Install public art and a sculpture path
- » Multimodal, accessible paths for bikes, skateboards, strollers, wheelchairs, horseback riding, etc.
- » Skateboard park
- » Community gardens/orchards
- » Urban fishing and birding
- » Winter events such as River of Lights

The Gallinas River restoration, River Walk, and River Park have garnered extremely widespread and enthusiastic support from the public, community groups, institutions, and officials. They represent a major source of community pride.

### REGIONAL TRAILS NETWORK

The Gallinas River and trail system serve as a seam, uniting east and west Las Vegas, and could provide a means for integrating the city with the surrounding county and its natural gems by extending the trail system north to Luna Community College (LCC) and the United World College (UWC) and west into the Santa Fe National Forest, and up to and along El Crestón.

Eventually, this could be developed as a regional draw and significant recreation destination.

# NATIONAL RECREATION AND PARKS ASSOCIATION (NRPA) 2020 METRICS

The 2020 NRPA Agency Performance Review contains data from 1,053 unique park and recreation agencies across the United States, as reported between 2017 and 2019. NRPA's Park Metrics can be used as a benchmarking tool to assist in the effective management and planning of parks and recreation operating resources and capital facilities.

The 2020 NRPA Review does not include "national standards," nor do the benchmarks represent any sort of standards against which every park and recreation system must measure itself, but rather the Review provides park- and recreation-related benchmarks and insights to inform professionals, key stakeholders, and the public about the state of the parks and recreation industry.

Park and recreation performance reviews are an excellent tool by which a city can compare its own level of services offered to the national averages, and help guide priorities for improving park and recreation services in a community.

Achieving, or even surpassing, certain standards for levels of service can greatly improve the quality of life in a community; it can serve as a strong draw for companies or firms considering locating offices or campuses in an area.

## LEVEL OF SERVICE

Of the 306 acres of park land in the city, 185 acres are developed municipal parks. There are 18 designated city parks, but eight of those constitute less than one full acre, and most of those are essentially medians or monument spaces with little recreational value or capacity. Of the remaining 10, the Montezuma Skating Pond is located four miles north of the city, leaving just nine full-sized municipal parks in the city.

By the numbers, Las Vegas ranks well in terms of park service, providing 13.8 acres of developed

park for every 1,000 residents, above the NRPA recorded median (12 acres) for a community of fewer than 20,000 people. Las Vegas also provides a higher number of parks per resident, with one park for every 741 residents, compared to the NRPA median of one park for every 1,300 residents. This metric is slightly misleading, however, given the high number of very small monument and median spaces designated as parks in the city.

## OVERSIGHT & OPPORTUNITIES

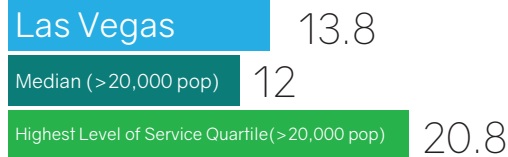
Where the city notably lags behind other communities is in its parks and recreation oversight and management. The average Parks and Recreation agency employs 8.1 full-time Parks and Recreation employees for every 10,000 residents. Responsibilities of these agencies include operation and maintenance, programming and services, special events, and budgetary management.

The parks and recreation opportunities available in Las Vegas, inventoried on the following pages, are limited by a lack of staffing and support to develop and maintain additional programming, variety of park types, and events available to the community.

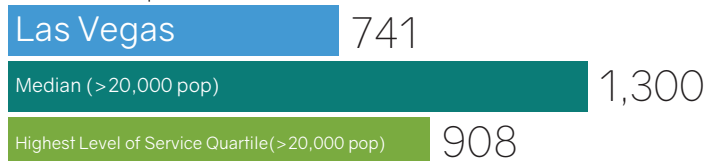
The lack of dedicated Parks and Recreation agency staff in place in the City of Las Vegas has not gone unnoticed by the public. In the community survey, park maintenance and expanded parks and recreation/event opportunities were repeatedly identified as top priorities for the community.

The following table lists park size, uses, and amenities in Las Vegas.

### Acres of Park Land per 1,000 Residents



### Residents per Park





# 2020 NRPA Agency Performance Review Key Findings



Agencies that ban the use of tobacco products at parks and facilities

76%

Full-Time Equivalent Employees (FTES) Per 10,000 Residents:

8.1



Operating Expenditures Per Capita:

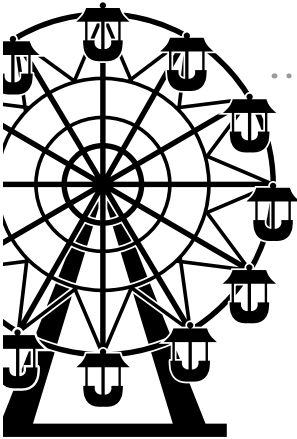
\$81.19/year



54%

of park and recreation agencies deliver STEM programming to children and young adults

Manages 11.0 miles of walking, hiking, running and biking trails



Residents Per Park:

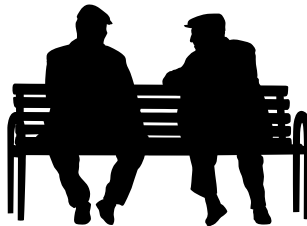
2,281

Revenue-to-Operating Expenditures:

25.9%

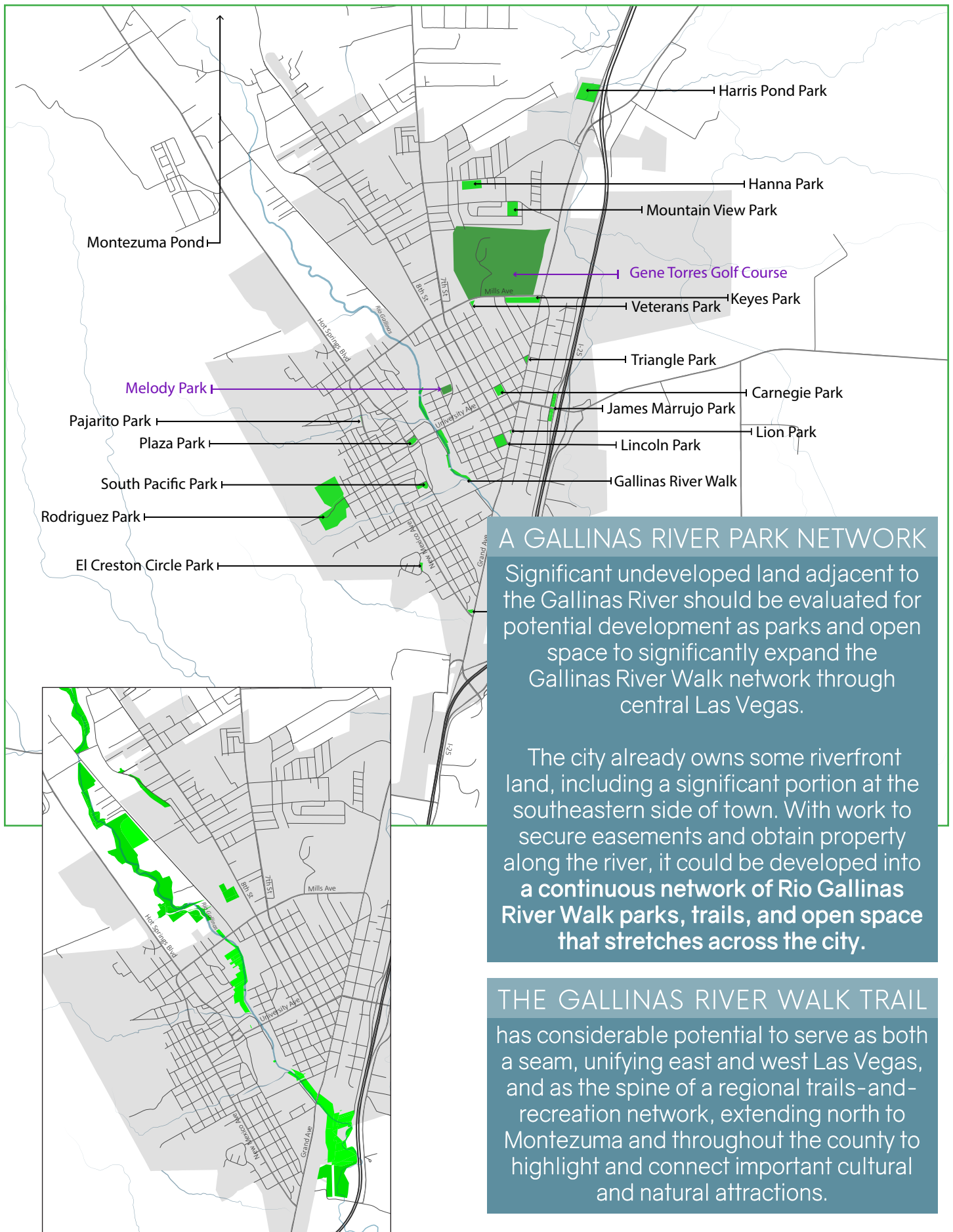
88%

of park and recreation agencies offer themed special events to the public



Source: 2020 NRPA Agency Performance Review

Las Vegas Municipal Parks Inventory																						
	Size (acres)	Location (East, West, Central, etc)	Benches	Lighting	Effluent Use	Water Fountains	Tables	Shade Structures	LED	Sidewalks/Paved Trails	Monuments	Playgrounds	Basketball Courts	Tennis/Volleyball Courts	Baseball Fields	Batting Cage	Soccer Fields	Multiuse Fields	Ice Skating	Fishing	BBQ	
Old Town Plaza Park	1.6	C	x	x					x	x												
Lincoln Park	2.3	S	x		x	x				x		x										
Carnegie Park	2.82	E	x			x																
Harris Pond Park	9.7	NE																			x	
Montezuma Pond	88	*																			x	x
Gallinas River Walk	30	C	x			x				x												
Lion Park	0.5	SE									x											
Truder/Triangle Park	0.5	E																				
Veteran's Park	0.75	E	x	x	x						x											
James Marrujo Park	0.5	SE	x			x	x			x		x	x			x	x	x				
South Pacific Park	2	W	x			x	x			x		x	x	x								X
Welcome/ Caboose Park	0.5	S																				x
El Crestón Circle Park	0.1	SW	x			x						x										
Pajarito Park	0.02	W																				
Rodriguez Park	32	W												x								
Hanna Park	4.7	NE										x										
Mountain View Park	4.2	NE										x				x	x					
Keyes Park	4.4	E				x						x			x							



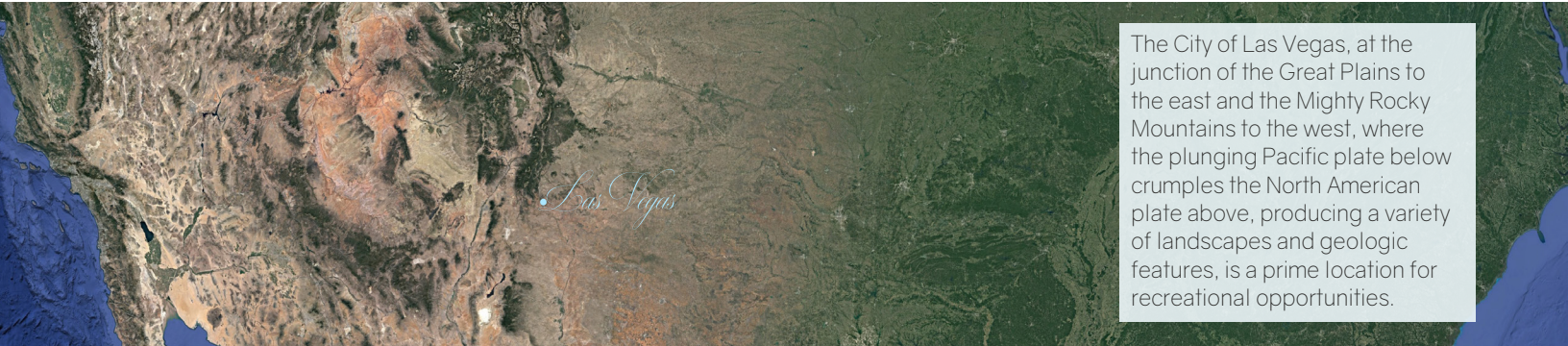
### A GALLINAS RIVER PARK NETWORK

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.



The City of Las Vegas, at the junction of the Great Plains to the east and the Mighty Rocky Mountains to the west, where the plunging Pacific plate below crumples the North American plate above, producing a variety of landscapes and geologic features, is a prime location for recreational opportunities.

## 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 to improve 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, playgrounds, swimming pools, events, etc.) based on public priorities, needs, and feasibility
- » Establish a timeline 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

## PARKS & TRAILS

### PARKS PLANNING

Las Vegas residents value their parks as essential to the quality of life in the city and have identified improved parks maintenance and expanded recreational opportunities as top priorities.

Examining the distribution, sizes, and uses of Las Vegas's parks indicates a distinct need for comprehensive parks planning. This will enable the city to develop a cohesive strategy for improving parks and recreation access and services in the city.

In addition to a **Parks and Recreation Master Plan**, ongoing assessment and adjustment of standards or guidelines for Las Vegas's parks can help to guide long-range park maintenance, planning, and design. This process should include:

- » Periodic citywide surveys of park use to determine trends and demand levels for facilities
- » Periodic assessments of park conditions to measure the success of maintenance protocols established in the Parks and Recreation Master Plan
- » Locational analysis and planning for new parks to ensure equal distribution across neighborhoods
  - » Analysis of community demographic trends, e.g., growth areas and age data to locate specific facility types to meet future needs

### EXPANDING CITY PARKLAND & ACCESS

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.

## TRAILS PLANNING

The Gallinas River Walk trail holds 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.

Opportunities for additional trails include expanding city trails into a regional network that links into hiking trails and can eventually include regional bike routes, mountain biking trails, fishing tours, and nature walks

#### Park Planning General Strategy

The city should avoid developing very small pieces of land, especially adjacent to or between roadways, as parks, with the exception of neighborhood pocket parks.

### PARK AMENITIES & OPPORTUNITIES

The community survey also identified a need for expanded park amenities in the city, including lighting, benches, tables, restrooms, water fountains, etc.

As an element of the Parks and Recreation Master Plan, the city should include an inventory of existing parks and recreation amenities and identify areas to prioritize for improvements. This should be included in the timeline and strategies for improving existing facilities.

Expanded park and recreation opportunities, including programming and facilities, especially for youth, were also identified as a top priority in the community survey. The community identified a need for additional playgrounds, skate park, dog parks, pocket parks, aquatics, and events such as fun runs, jog-a-thons, hike-a-thons, and outdoor movies and public art. Potentials for expanding activities and park assets should be based on public priorities, needs, and feasibility. Identifying these priorities should be an important, community-driven element of the Parks and Recreation Master Plan.

## MAINTENANCE

Through the Las Vegas Community Survey, Las Vegas residents overwhelmingly identified improved park maintenance as a top priority for the community. Guidelines and resources for establishing and managing parks maintenance capacity should be one of the primary focuses of the Parks and Recreation Master Plan.

The City *should not wait* until a Parks and Recreation Plan is in place to begin improving park maintenance. Maintenance improvements, including trash detail, landscaping improvements, and amenity improvements, should be an immediate priority. Ongoing maintenance efforts will inform the development of a Parks and Recreation Master Plan through experience, and assist in identifying needs and management strategies.

## PARKS & TRAILS NEEDS

- » Improved park maintenance overall
- » Additional amenities at existing parks including shade structures, benches, tables, trash cans, signage, and lighting upgrades
- » Bathroom facilities, water fountains, and informational signs should be included where possible and feasible
- » Additional parks, particularly on the west side of town and the Rail Road District, including
  - » Playgrounds
  - » Skate park
  - » Pocket parks
  - » Dog Parks
  - » Art Installations
- » Additional recreational opportunities such as mountain biking, recreation trails, races, wind surfing, ice skating, etc
- » Higher use of existing recreational sports assets such as:
  - » Gene Torres Golf Course
  - » Rodriguez Park area
  - » Memorial Middle School sports fields

## COMMUNITY RECREATION

Community recreational organizations include the Las Vegas Youth Soccer League, Meadow City Soccer League, and Las Vegas Little League. Together they average over 1,200 participants annually.

NMHU facilities and programs include football, soccer, baseball, basketball, and others, as well as the Gene Torres Golf Course.

There is significant community and institutional interest in improving and expanding sports opportunities in the city. Stakeholders have identified a collaborative approach, involving community groups, area institutions and schools, and the city, as the most effective strategy for expanding sports opportunities and facilitating the highest use of existing assets and expanding community usability.

- » Improved utilization of existing recreational park assets, including:
  - » The Montezuma Skating Pond and Hot Springs
  - » Storrie Lake
  - » McAllister Lake
  - » El Crestón
- » Beautification of west side of town; trees, parks, open spaces, art center, pocket parks, benches
- » Expansion and replacement of street trees, especially on the west side
- » Improved multimodal transportation network including expanded opportunities for trails, mountain biking, and hiking
- » Expand opportunities for accessing multimodal transportation and recreational equipment such as bike shares and rentals

## COMMUNITY RECREATION NEEDS

The top-priority needs identified by community recreation stakeholders are:

- » **Improved maintenance of existing facilities**, including dedicated, professional maintenance staff working with a Parks and Recreation Master Plan that provides an equipment inventory and maintenance guidelines
- » **Expanded sports facilities**, especially in support of hosting regional sports tournaments
- » **Expanded sports programming**, including additional leagues and activities

### SPECIFIC NEEDS AND CONCERNS INCLUDE:

- » Lack of adequate turf and existing drainage issues at city fields are dangerous and unattractive; general need for field reconditioning
- » Lack of restroom facilities, resulting in added cost for rented portable facilities
- » Added expense and difficulty for families needing to travel out of town for tournaments, due to a lack of appropriate facilities locally
- » Need to expand effluent use at parks to improve turf and conserve water
- » Difficulties accessing facilities and/or navigating resources limit youth access to scholarships and other opportunities

### COMMUNITY RECREATION WISH LIST

- » Proactive partnerships with local institutions and sport leagues to develop tournaments and sports camps across the city

- » Additional full-time parks and recreation staff
- » Expanded recreational opportunities to take full advantage of existing assets,
- » Additional events such as fun runs and walk-a-thons

### OPPORTUNITIES:

- » Developing a Multipurpose Sports Complex in a central location with adequate parking
  - » Improves accessibility for residents
  - » Would serve as an economic development draw
  - » Could include adult sports tournaments
  - » Should include solar lighting, convertible fields for flexible use, restrooms and equipment storage
  - » *The city should conduct a market study to understand the feasibility and potential success of a new Sports Complex*
- » Develop an outdoor sports and recreation attraction, with donated land at the south commerce field, to provide a welcoming, pleasant gateway to the city
- » Consider options for recreational uses or expansions for the following sites:
  - » Gene Torres Golf Course
  - » Rodriguez Park area
  - » Memorial Middle School sports fields
- » Improve utilization of existing assets, including:
  - » The Montezuma Skating Pond and Hot Springs
  - » Storrie Lake
  - » McAllister Lake
  - » El Crestón

### Community Recreation Goals & Recommendations

- » Improve park maintenance, and engage 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 Mexico State Outdoor Recreation Department

# CITY OF LAS VEGAS RECREATION DEPARTMENT

## City of Las Vegas Recreation Department Mission Statement

*The Las Vegas Recreation Department is dedicated to enhancing the quality of life by providing well-rounded fitness activities for all ages and levels of athleticism, clean facilities, and exceptional customer service for the community we serve.*

## ABE MONTOYA RECREATION CENTER

The City of Las Vegas Recreation Department's primary responsibility is the operation and maintenance of the Abe Montoya Recreation Center, the city's public recreation center, located on Grand Avenue, across from City Hall.

The center currently provides a variety of recreational services, including:

- » Leisure & kiddie pool
- » Skate park
- » Racquetball
- » Weight training
- » Adult, senior, and youth programming and sports leagues
  - » YABL, youth basketball
  - » After-school programs
  - » Summer youth day camps
  - » Karate lessons
  - » Adult basketball, volleyball, and racquetball
  - » Senior Olympics

## FACILITY NEEDS

- » Improve water drainage from roof to stop leaks and the erosion of studs and stucco
  - » Install commercial-grade downspouts
- » Replace and upgrade heating, ventilation, and air conditioning (HVAC) systems, chillers, coolers, boilers, and water heaters
- » Replace entry/exit doors
- » Implement energy efficiency upgrades to save costs and conserve natural resources
  - » Upgrade lighting to LED, including in the parking lot and perimeter
  - » Install water pump downstairs to eliminate unnecessary pumping
  - » Install solar panels in parking lot to cut costs

## CITY RECREATION CENTER WISH LISTS

### FACILITY IMPROVEMENT WISH LIST

- » Playground upgrade with shade structures and improved surface material
- » New scoreboards, baskets, and basket lifts for basketball court
- » Upper-level walking track in gym
- » Outdoor fitness court
- » New weight stations and free weights
- » Improved fleet and fleet parking
- » Improvements to the existing skate park, including additional lighting
- » Expanded pool area, possibly including sauna and hot tubs

### PROGRAMMING WISH LIST

- » Expanded hours
- » Expanded activities, especially for youth, including:
  - » Swim lessons and water aerobics, wrestling, gymnastics
  - » Video gaming, including "Exergames" with T-Wall, a brand of interactive reaction training
  - » Expanded sports tournaments and events, including:
    - » Volleyball
    - » Free-throw events
    - » Skate park events

## 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



# PARKS & RECREATION GOALS

## GOAL 1

City parks are well-maintained, safe, clean, and enjoyable.

1A: Adopt a strategy and allocate resources to mitigate park-maintenance issues in the short term

1B: Establish a long-term strategy for providing sustained, professional park maintenance and improvements

1C: Ensure that adequate resources are available for immediate and perpetual park maintenance

1D: Strongly consider reestablishing a dedicated Parks and Recreation Department to manage park maintenance and oversee park improvements and expansions

## GOAL 2

Park development and maintenance are strategically planned and managed.

2A: Adopt a **Parks & Recreation Master Plan** to guide parks and recreation management, maintenance, expansions, improvements, and operations.

2B: Establish a strategy for improving park quality and maintenance, including staffing professional field maintenance people

2C: Include a scheduled maintenance plan, and delegate responsibilities

2D: Allocate funding for additional dedicated parks and recreation staff

## ACTIONS

» Establish immediate measures and priorities for improving park maintenance and mitigating maintenance issues in city parks

» Designate staff to ramp up park clean up and general maintenance efforts

» Meet with city staff and community recreation organizations to identify priority maintenance and mitigation efforts

» Allocate funding to support immediate park maintenance improvements

» To provide comprehensive Parks and Recreation management and maintenance over the long term, develop a **Parks and Recreation Master Plan** and reestablish a dedicated **City of Las Vegas Parks and Recreation Department** to oversee all parks and recreation assets in the city

» These efforts should follow all recommended guidelines outlined in the Parks and Recreation Recommendations and Guidelines included in this chapter

» The Parks and Recreation Plan should include, at minimum, those topics listed in the Guidelines and Recommendations, including:

» Park maintenance schedule and responsibilities

» A plan to expand sports facilities, including the potential for developing a regional sports complex

» Recreational field improvement and maintenance strategy

» A plan to expand park activities and assets

» Timeline and strategy for improving existing parks and recreational facilities, including added amenities, lighting and irrigation improvements, and trails

» Best-use alternatives for existing underutilized assets

## GOAL 3

A variety of parks and recreation opportunities across the city serve a wide variety of interests and populations.

3A: Work continuously to expand parks and recreation opportunities available in the city

3B: Potential parks and recreation projects should be determined by public priority, needs, and feasibility

3C: Develop new parks in central, easily accessible locations to serve residential neighborhoods; avoid developing parks at the city periphery or in very small lots, with the exception of pocket parks

## GOAL 4

The city provides adequate, well-maintained facilities to host a wide variety of municipal and community sports and recreational activities.

4A: Work with the Abe Montoya Recreation Center staff and local community recreation groups to identify opportunities for improving and expanding recreation opportunities in the city

4B: Work continuously with community recreation groups to align goals, provide collaborative assistance, and ultimately, serve the citizens of Las Vegas with high-quality, comprehensive recreational opportunities for all ages and abilities

4C: Consider the feasibility of developing a centrally located regional sports complex in the city to host youth and adult sports tournaments

## GOAL 5

The City continues to actively support and expand existing parks and recreation, including the Rio Gallinas River Walk and Park, and continues working to develop a regional parks, recreation, and trails network.

## ACTIONS

» As part of the **Parks and Recreation Master Planning** process, identify community priorities for expanded parks and recreation opportunities

» Base parks and recreation project priorities on parks planning best practices and/or a comprehensive strategy as developed in the **Parks and Recreation Master Plan**

» Allocate funding and a timeline for developing new parks and recreation assets and improving amenities

## ACTIONS

» Convene a workshop with city recreation facility staff, community recreation groups, and economic development interests to identify potential sports-complex issues and priorities

» Commission a feasibility/market study to understand the potential for developing a successful sports complex in Las Vegas

» Continue collaborating with community recreation groups to understand and meet needs and improve recreational opportunities in the city

## ACTIONS

» Actively support the Hermit's Peak Watershed Alliance in development and expansion of the River Walk

» Consider potential projects to expand the River Walk regionally and begin establishing a regional recreational trails network

» Consider acquiring or converting city-owned riverfront property into community recreation space, with the eventual goal of developing a green band of riverfront parks and recreational assets along the river, across the length of the city



# LAND USE

# LAND USE

“Land use” is the study and practice of guiding the urban form and development patterns of the community. The Land Use chapter presents a broad vision of current and future land use, and serves as the basis for land use regulation.

## INTRODUCTION

The purpose of the Land Use chapter is to guide the pattern of future land use in the city and adjacent unincorporated county area over the next 20 years. The Land Use chapter presents a broad vision of current and future distribution and character of land uses. The Land Use chapter is the “keystone” in any comprehensive master plan and integrates all plan components. Consequently, it should be consistent with and supported by the other elements of the plan.

## CONTEXT

### SETTING

### LOCATION

Las Vegas is located in northeastern New Mexico, at 6,424 feet elevation in the Gallinas River Valley on the edge of the Eastern Plains near the Sangre de Cristo Mountains. Las Vegas is the county seat for San Miguel County and is 68 driving miles east of Santa Fe, 123 miles from Albuquerque, and 108 miles south of Raton. It is the largest city in northeast New Mexico, and serves as a trade and service center for a large geographic area. Las Vegas’s most direct trade area consists of San Miguel, Mora, Guadalupe and Colfax Counties. While located fairly far east, Las Vegas is historically and culturally part of north central New Mexico.

### CLIMATE

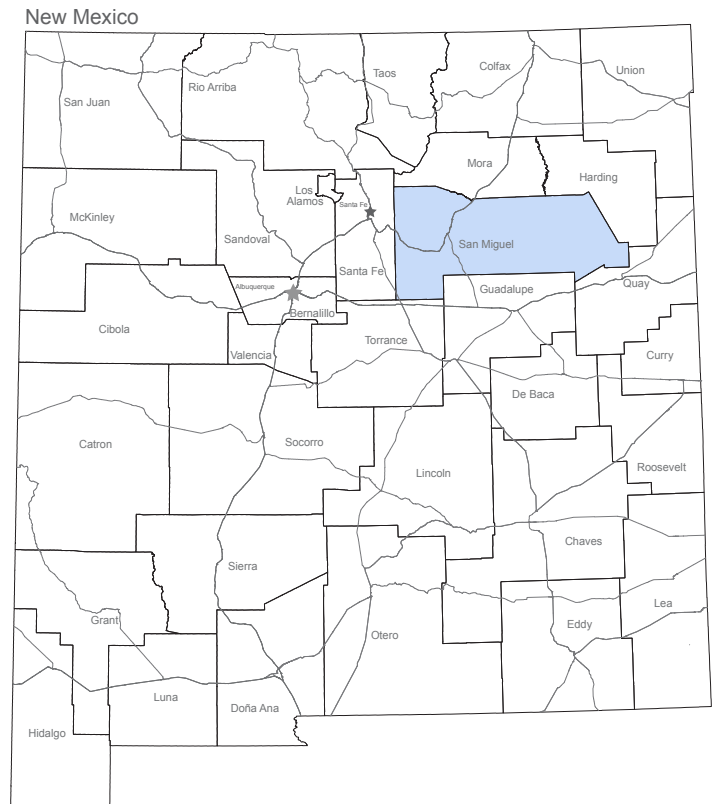
Las Vegas has a cold semiarid climate; the summers are warm and partly cloudy, and the winters are very cold, dry, windy, and mostly clear. Over the course of the year, the temperature typically varies from 23°F to 84°F and is rarely below 12°F or above 91°F.

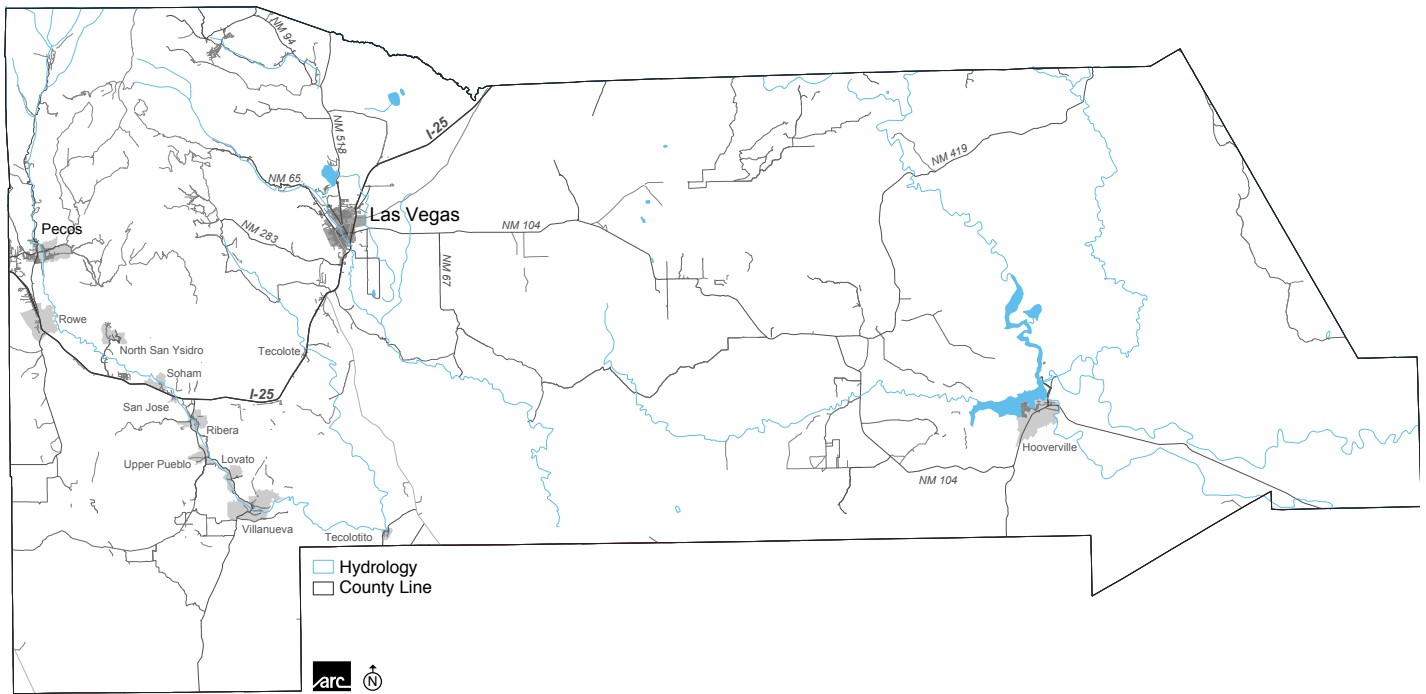
## HYDROLOGY

Las Vegas is in the larger Pecos River watershed, which drains east into the Gulf of Mexico. Locally, the Rio Gallinas bisects the city running southeast from Gallinas Canyon through downtown and past town south of the Rail Road District.

In 1916 a section of the Gallinas River north of the city was dammed, creating Storrie Lake to provide irrigation water. The 1,100-acre lake has a maximum depth of 50 feet and now serves as a reservoir for city water supply. As a dedicated state park, the Storrie Lake area provides regional recreation opportunities.

Context Map: State of New Mexico





## SETTLEMENT HISTORY

As far back as 10,000 years ago, Paleo-Indians took advantage of the natural resources of the Sangre de Cristo Mountains and the meadows of the Las Vegas Plateau for sustenance and livelihood. During the years 1100 to 1400 AD, Pueblo and Plains Indians used the mountain passes northwest and southwest of the city as trade routes.

Francisco Vázquez de Coronado and 30 of his men were the first Europeans to experience the rich resources in the Las Vegas area on their initial exploration of the “New World” in 1541. Between 1581 and 1808, at least 15 other Spanish and French expeditions traveled through the area and crossed the Gallinas River near the present-day location of Las Vegas.

In 1821, Luis Maria Cabeza de Baca and his sons received a land grant of approximately 500,000 acres along the west bank of the Gallinas River, and they attempted to settle in the area traditionally and presently known as Uppertown, or “Upper” Las Vegas, about 3 miles north of the present city. Unable to sustain a presence due to persistent attacks from Native Americans defending their land, the family abandoned the area after several years. In 1835, a group of colonists from San Miguel del Bado received the

same grant. They erected a permanent settlement on the west bank of the Gallinas River, situated along the Santa Fe Trail, the international trade route linking Mexico to the present day United States.

## DEVELOPMENT

### PRE-RAILROAD

In accordance with regulations specified by the Law of the Indies, the original city consisted of a central plaza surrounded by simple one-story adobe buildings connected by common walls. This modest adobe town continued to flourish in a traditionally Spanish colonial settlement pattern, with narrow streets winding away from the Plaza to form the first mostly residential neighborhood, Distrito de las Escuelas.

### RAILROAD

The arrival of the Atchison, Topeka, and Santa Fe Railroad (AT&SF) on July 4, 1879, marked a shift in development patterns. Built a mile east of the Plaza on the opposite side of the Gallinas River, the tracks spurred new development. In contrast to the narrow, winding street layouts of Old Town, which responded to the agricultural landscape, organic pathways, and natural terrain, East Las Vegas streets were wider, more formal, tightly gridded, and oriented to existing property

boundaries on the east side of the river. And unlike Spanish Colonial land-planning concepts in which the Plaza and Church were located on choice high ground, the grid model prominent in the Midwest and now in East Las Vegas made no special provision for religious or civil structures.

Around this same time, property owners around the Plaza began to redevelop. Single-story adobe buildings gave way to elaborate, multistory stone masonry buildings such as the Plaza Hotel. Designed in the Victorian and Railway Gothic styles, these structures featured ornate scrollwork at gables, porches, and interiors such as those of the Plaza Hotel.

Bridge Street linked the settlements on each side of the river, but in 1884, the Territorial Legislature split the town into East and West Las Vegas. The two did not reunite as a single city until 1970.

The presence of the railroad brought wealth and notoriety to the city of Las Vegas, but in 1908, the Atchison, Topeka, and Santa Fe Railway rerouted much of its freight traffic to the Belen cut off, south of Albuquerque. New development grew around a third commercial district along Douglas Avenue, which would thrive until the end of the 1920s.

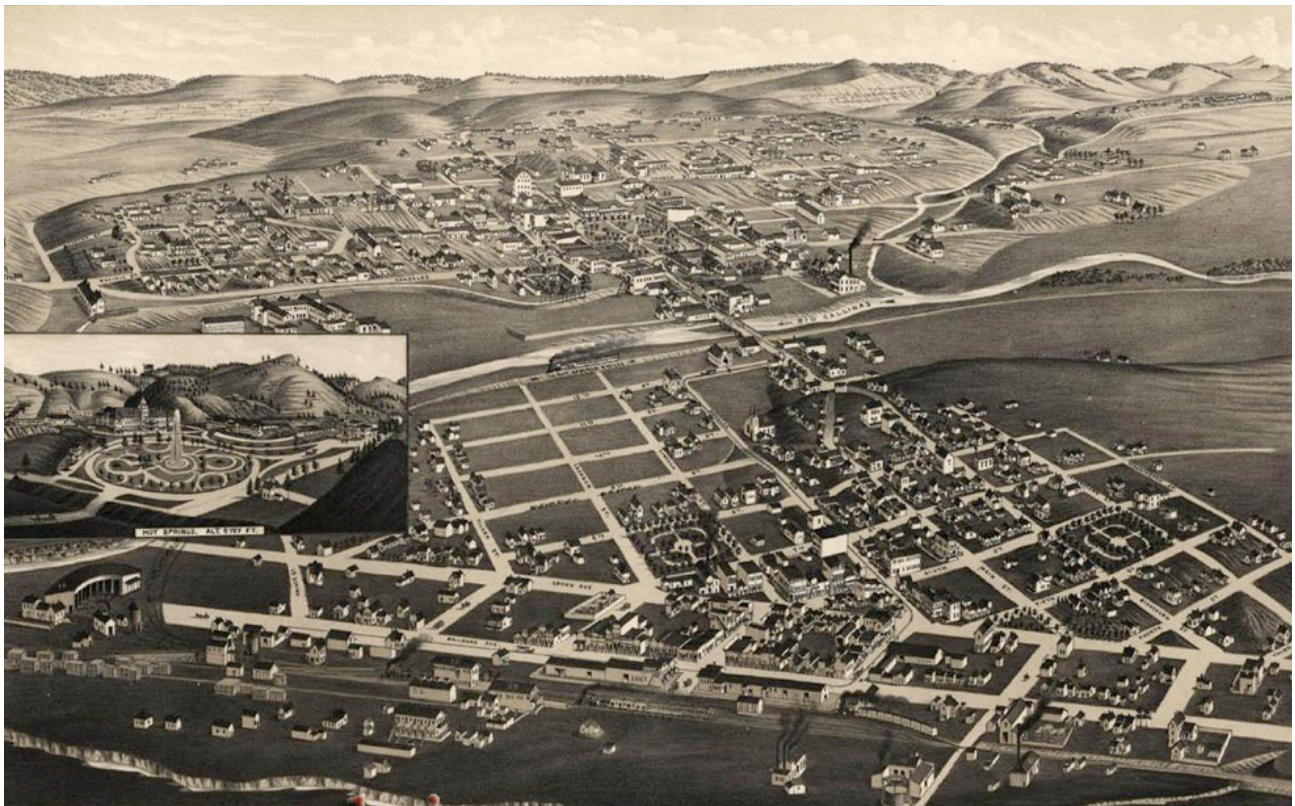
## POST RAILROAD

After declining throughout the Great Depression, Las Vegas experienced a minor uptick in population and economic activity during World War II. The Army Air Corps expanded Camp Luna to house and train enlisted service members, resulting in a boom in economic activity, especially for bars, night clubs, movie theaters, and restaurants.

Once the war ended, like many of New Mexico's communities, Las Vegas experienced a decline in population and economic activity as residents sought careers elsewhere. New Mexico Highlands University (NMHU) benefited greatly from the GI Bill, as many veterans of the war returned to New Mexico to receive an education. But this surge did not last

Las Vegas endured major economic setbacks in the post-war era, including a drought in the 1950s and the closure of the AT&SF headquarters in 1959. Nevertheless, the city held a steady population of approximately 15,000 residents through the remainder of the 20th century.

Bird's Eye View of Las Vegas, Looking East, Circa 1882



Source: U.S. Library of Congress



# EXISTING CONDITIONS

## INTERCHANGES & BRIDGES

Three interchanges on I-25 serve the city. The area near the south interchange includes the Dee Bibb Industrial Park on the west side and the state's Department of Transportation yard on the east side. The central interchange accesses University Avenue to the center of town, and the commercial area along Grand Avenue, just north of the Intermodal Center. With the Pecos Arroyo and hillside constraints, no development is close to this interchange. The north interchange is north and east of the community. The area near this interchange includes the city solid waste transfer station on the east side.

Four vehicular bridges cross the Gallinas River within the city. These are, from south to north, at Grand Avenue near Alamo Street, Independence Avenue, Bridge/National Street, and Mills Avenue.

A pedestrian/bicycle pathway bridge crosses the Gallinas River north of Bridge Street. Bridges and at-grade crossings traverse the railroad tracks at, from south to north, I-25 (bridges), County Road 23 (at grade), East University Avenue (bridge to second I-25 interchange), East National Street (at grade), Olguin Street (at grade), and I-25 (bridges south of the north interchange).

## AIR & RAIL

The Las Vegas Municipal Airport, northeast of town, is open to the public and serves an average 31 flights per day.

BNSF Railroad tracks edge the eastern side of the city, and Amtrack stops at the Rail Station/ Visitor's Center on Railroad Avenue at Lincoln Avenue

## URBAN FORM

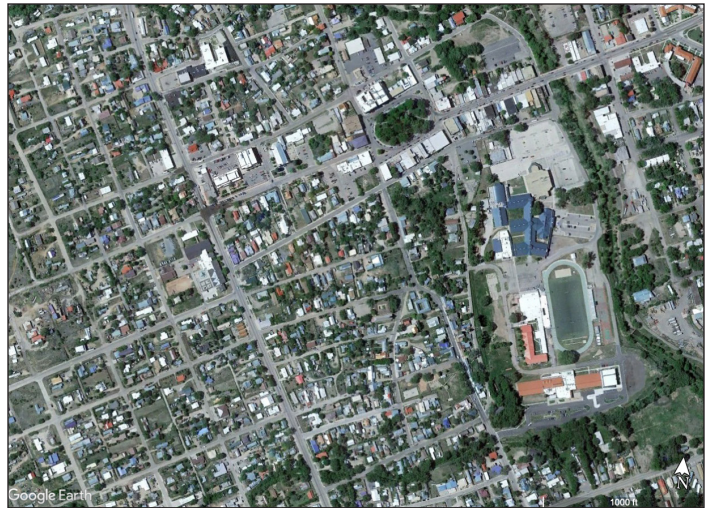
The city itself is generally wedge shaped. New Mexico Avenue, Hot Springs Boulevard, and Grand Avenue form the principal arms of the wedge intersecting at the south and extending north. The Gallinas River runs from northwest to southeast through the center of the community. The historic core of the city consists of fairly compact mixed development that, historically, were the town sites and early subdivisions of the town of Las Vegas (west) and city of Las Vegas (east) prior to the merging of the two municipalities in 1970.

## WEST LAS VEGAS

The west side includes the Plaza and somewhat irregularly spaced streets forming a grid. Many urban form elements of the west side are consistent with Laws of the Indies. The Laws of the Indies, dated 1573, put forward town planning principles for the founding of new towns throughout the Spanish colonies. The Plaza's dimension is approximately 420' by 287' with an irregular shape. Law #113 states that the plaza should be square or rectangular and not less than 300' long and 200' wide. While the orientation of the plaza should be on the cardinal directions, the Las Vegas Plaza is laid out to be parallel to the channel of the Gallinas River. Law #114 requires four principal streets setting off from the plaza with interconnected streets inside the overall network. Law #103 describes the size of lots as varying between 4,232 square feet (sf) to 17,848 sf, with no landowner able to purchase more than 1.2 acres. This law encourages a mixture of lot sizes according to ability to build. Subsequent platting resulted in typical west side lots sized 25'x125' to 25'x175'. Resulting lot sizes are:

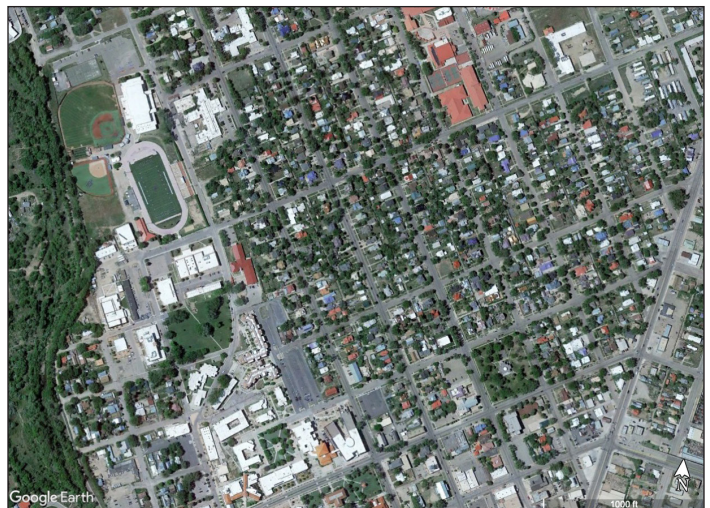
- 3,125 sf to 4,375 sf per lot
- 6,250 sf to 8,750 sf per two lots.

Some properties have been developed as compounds, with as many as five separate houses clustered on a property or on adjoining properties.



West Las Vegas Urban Form

East Las Vegas Urban Form



## EAST LAS VEGAS

The core east side grid consists of two grid patterns. The main area has rectangular blocks with one axis southwest to north. Street Blocks vary from a full size of approximately 840'x380' to a half size of 430'x380'. NMHU campus is located on a rise above and east of the Gallinas River and central to the community. Another grid extends east of Grand Avenue to the east side of the railroad tracks and towards the Pecos Arroyo, with a northwest to southeast axis. The railroad tracks, Pecos Arroyo, and I-25 form a series of barriers limiting development spreading further to the street. Lots are typically 25'x100' to 25'x125' with areas of:

- 2,500 sf to 3,125 sf per lot
- 5,000 sf to 6,250 sf per two lots

Some properties are deeper, resulting in lots of 8,000 to 9,000 sf.



## NORTH LAS VEGAS

A mix of medium-size and large lot subdivisions form a discontinuous layout within the wedge area's valley floor to the north of the city. Between the subdivisions is undeveloped land, some of it irrigated. These newer residential subdivisions, developed since the 1970s, have lot sizes ranging from 6,000 sf to 2 acres. Porkchop Hill is the only significant hill in the middle of the valley floor, located between 7th Street, NM 518 and 8th Street, and north of Porkchop Hill Road. Further to the north and just south of Storrie Lake is a manufactured-home subdivision approximately 80 acres in size. Irrigated agriculture forms a privately owned greenbelt proximate to the Gallinas River, between Hot Springs Boulevard and approximately 8th Street outside the city limits.

## COMMERCIAL CENTERS

### DOWNTOWN & MRA

Downtown Las Vegas, encompassed by the Metropolitan Redevelopment Area (MRA) district, is comprised of three main historic commercial districts and their adjacent residential neighborhoods, described in detail in the 2018 MRA Plan.

- » The Old Town Plaza and El Distrito de Escuelas: primary uses include retail, with an emphasis on tourism, and community facilities such as churches and institutions related to the judicial complex.
- » The New Town District includes the commercial development fronting National Avenue, University Avenue, and Douglas Avenue, and adjacent to the east bank of the river and the residential neighborhood between Douglas Avenue and Grand Avenue
- » The Rail Road District includes commercial uses, including retail, warehousing, manufacturing, services and open-yard storage, and the railroad tracks. The rail depot houses a visitor's center, and to its north, The Casteñeda Hotel and restaurant anchor the neighborhood, a recently renovated former Harvey House hotel.

## COMMERCIAL CORRIDORS

Besides the historic downtown of Las Vegas, more recent development of major commercial corridors is on 7th Street, Mills Avenue, and Grand Avenue. Developed during the last 50 years, these areas are primarily auto-oriented, linear, and discontinuous. They typically have large parking lots in the front and are difficult to access by foot or bicycle.

## INSTITUTIONS

Several major institutions in the community serve as local anchors and nodes. NMHU's main campus is centrally located, consisting of a large area of the city east of the Plaza and north of the Douglas commercial area. The campus is highly walkable and close to retail and services, but it maintains limited interconnectivity with the surrounding city.

The Las Vegas Medical Center (Behavioral Health Institute) and Luna Community College (LCC, or Luna) are located in nodes on the west side of Hot Springs Boulevard, north of the core community area. Neither are within easy walking distance from Las Vegas. Further north on Hot Springs Boulevard, at the mouth of the Gallinas River canyon, is the United World College (UWC), a closed campus junior college housing students from around the world.

## NATURAL ASSETS

### GALLINAS RIVER & BOSQUE

The Gallinas River and surrounding bosque form a central spine of the city, providing natural beauty, ecological diversity, floodplain protection, and recreational opportunities. The city is developing and expanding a river trail system, beginning at Bridge Street and extending north and south along the Gallinas River. The river and trail system serve as a seam, uniting East and West Las Vegas, and could provide a means for integrating the city with the surrounding county and natural gems by extending the trail system north to LCC and the UWC, and up to and along El Crestón.

## URBAN FOREST

Many neighborhoods in Las Vegas have remarkable “urban forests,” which are both beautiful and unique in New Mexico. Trees should be a part of parks, neighborhoods, and business districts in Las Vegas wherever possible. Well managed trees can have positive economic impacts by adding shade and a sense of safety and calm that invites shopping traffic and shopping time, increases property values, improves aesthetics, reduces urban heat islands, and improves quality of life overall. Poorly managed trees do the opposite in that they negatively impact economics by reducing property values and increasing liability by posing potential hazards to the public. In general, poorly managed urban trees also negatively impact aesthetics of communities, which can make a community less attractive for business, tourism, and potential residents.

The New Mexico Statewide Community Forest Analysis and Management Planning Las Vegas Tree Inventory, 2017, and the Urban and Community Forestry Program Strategic Plan, 2016, provide excellent resources outlining the benefits of an urban forest and laying out best guidelines and considerations for maintaining the city’s trees. A dedicated group of citizens has formed the Las Vegas Tree Board to advocate for the issue.

The City should regularly consult these resources when making decisions, and should officially adopt and implement an urban forest maintenance plan based on these resources. In the plan, prioritize areas without street trees for new plantings, especially on the west side of town.

## LAND USE

### LAND OWNERSHIP & STATUS

Land in the City of Las Vegas and vicinity is mainly private. The city, county, school district, and state own small sites, with no state or federal public lands identified within the city. The closest public lands are the National Wildlife Refuge, southeast of the city by approximately three miles, and Storrie Lake State Park, north by approximately three miles. Las Vegas is a gateway community to the Santa Fe and Carson National Forests, short distances to the west and north, respectively.

### EXISTING LAND USE

An inventory of existing land use informs land use patterns and opportunities for future land use in and around Las Vegas. The inventory includes the city and the extraterritorial zoning (ETZ) area. The total ETZ area is 16,750 acres. The total area of the City of Las Vegas is 5,248 acres.

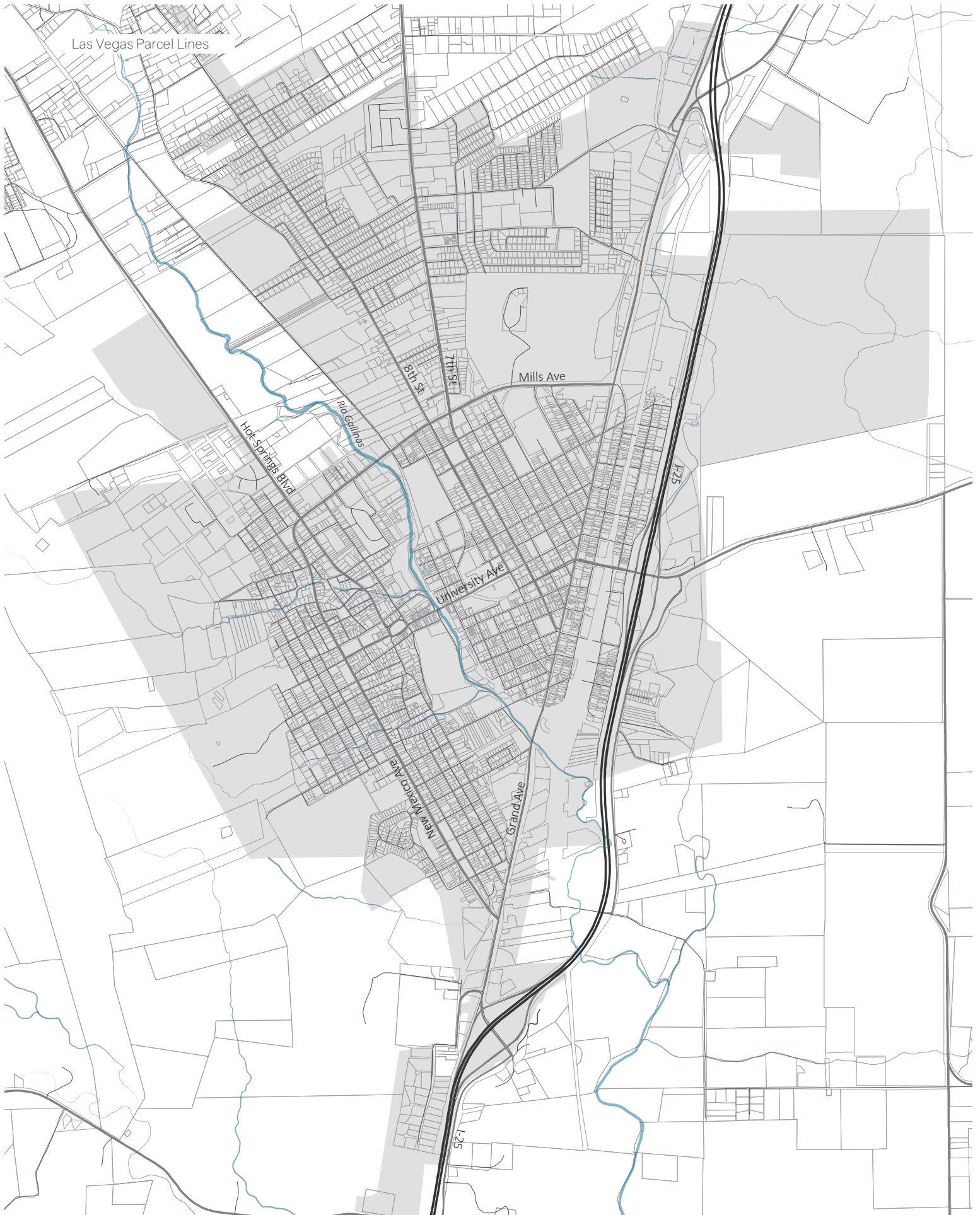
The following table lists existing land use in the city and the ETZ area by category.

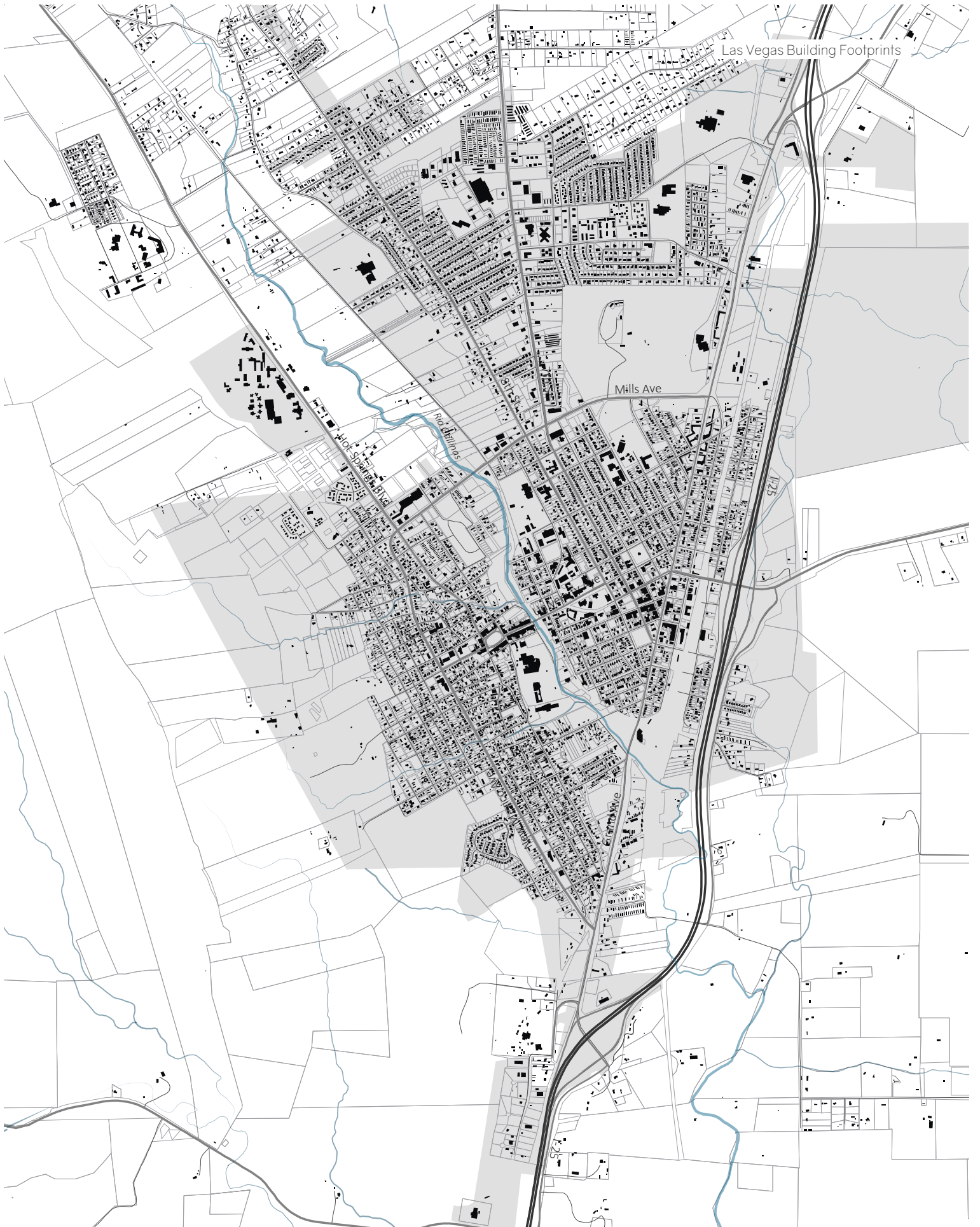
*The Extraterritorial Zone (ETZ) is an area in radius of 3 miles around city limits. Further discussion of ETZs is included later in this chapter.*

Note:

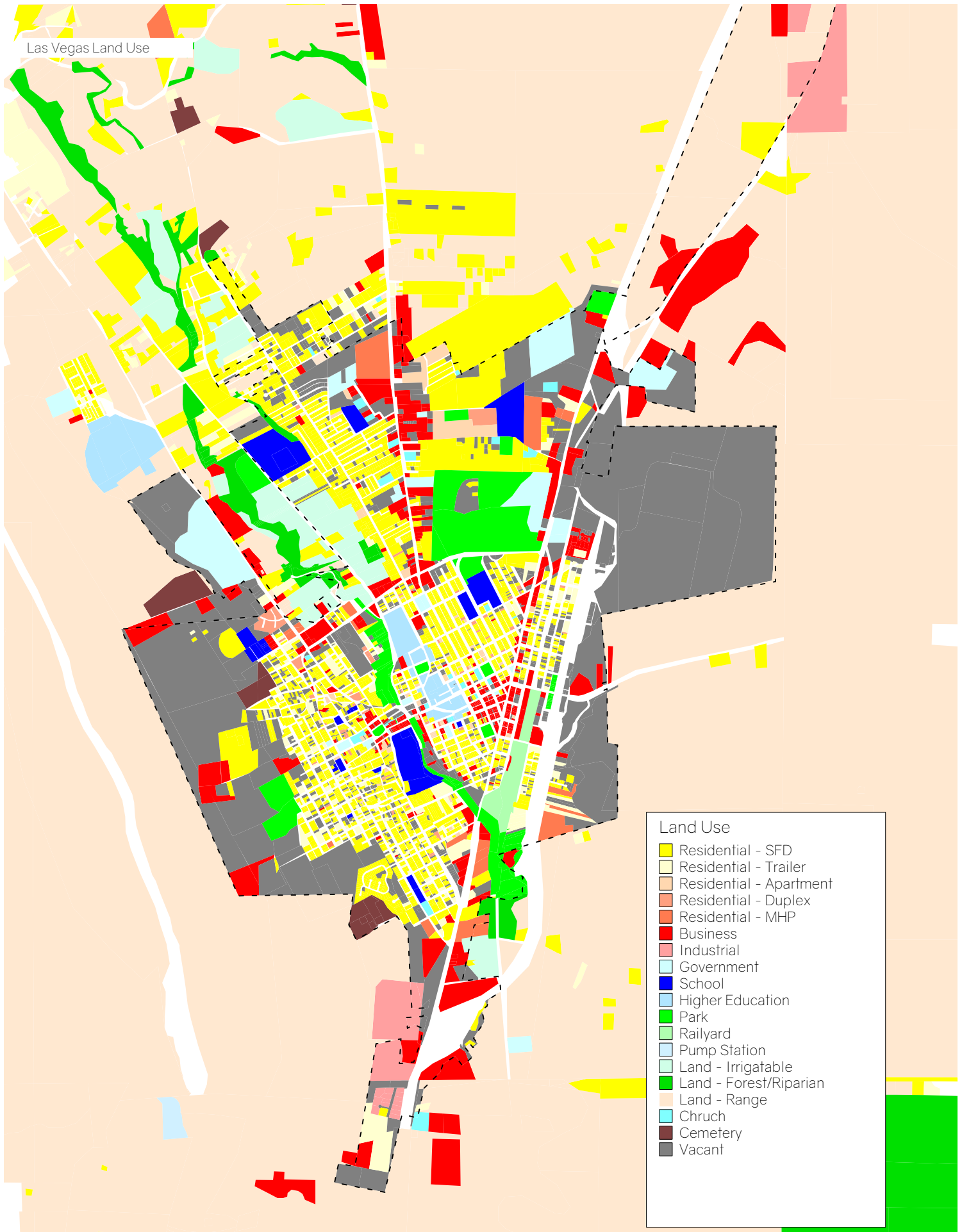
- » Mapping recent city limits and zoning changes required splitting parcels for the inventory, so parcel totals may differ from 2011 totals. Comparing land use inventories between the 2011 plan and the current update would not provide an accurate representation of changes.
- » In this analysis, the “park” category includes riparian land in the city that cannot be developed.
- » Vacant land just outside city limits that is likely to be developed is counted as “vacant.” Vacant land outside the city limits is otherwise categorized as “range.”

For context, the following maps illustrate parcel lines and building footprints in and around the city of Las Vegas.





Las Vegas Building Footprints



Existing Land Use in Las Vegas & ETZ: 2020

Existing Land Use: City of Las Vegas and ETZ								
Land Use Category	Las Vegas City Limits				Las Vegas Extraterritorial Zone			
	Parcels	Acres	% Total	% Developed	Parcels	Acres	% Total	% Developed
Vacant	1,120	1,900.50	36.21%	-	22	58.81	0.35%	-
Single Family Residential	2,836	893.06	17.02%	42.53%	368	945.96	5.65%	49.55%
Business /Commercial	437	382.82	7.29%	18.23%	44	380.45	2.27%	19.93%
Parks	75	306.10	5.83%	-	5	19.02	0.11%	-
Government	31	174.88	3.33%	8.33%	2	18.38	0.11%	0.96%
Mobile Home (Scattered)	306	149.14	2.84%	7.10%	122	329.08	1.96%	17.24%
Schools	31	147.21	2.81%	7.01%	0	0	0	-
Mobile Home Park	20	96.53	1.84%	4.60%	2	22.94	0.14%	1.20%
Irrigated Agriculture	22	79.99	1.52%	-	31	256.50	1.53%	-
Forested	79	54.81	1.04%	2.61%	3	2.62	0.02%	0.14%
Apartment/ Multi-Family	23	49.25	0.94%	2.35%	10	125.35	0.75%	6.57%
Higher Education	18	47.73	0.91%	2.27%	3	78.42	0.47%	4.11%
Industrial/ Heavy Comm.	3	44.98	0.86%	2.14%	1	16.16	0.10%	0.09%
Rail yard	10	39.65	0.76%	-	4	54.65	0.33%	-
Cemetery	9	10.74	0.20%	-	40	234.72	1.40%	-
Duplex, Residential	74	34.03	0.65%	1.62%	0	0	0	-
Church	26	25.50	0.49%	1.21%	2	5.91	0.04%	0.31%
Range (ETZ Vacant)	-	-	-	-	558	13,461.2	81.47%	-
Right of Way	-	811.10	15.46%	-	-	554.83	3.31%	-
<b>Total</b>	<b>5,120</b>	<b>5,248</b>	<b>100%</b>	<b>40% (2,099)</b>	<b>1,217</b>	<b>16,195.2</b>	<b>100%</b>	<b>11% (1,925)</b>

Source: San Miguel County Assessors Data, City of Las Vegas-owned property listing, Google Maps, and ARC inventory and GIS

## DEVELOPED LAND

The developed area of Las Vegas contains 2,099 acres, or 40% of the city. Residential lands require the most area. Single family residential is the largest category, occupying 893 acres, and duplexes, multi-family, mobile homes, and mobile home parks account for 311 acres combined.

The second largest category of land use after residential in the city is general business, occupying 383 acres or 7.3% of the developed area. Industrial/heavy commercial uses occupy a relatively small land area of 45 acres.

Public facilities, including city, county, state and federal offices occupy 175 acres, or 3.3% of the developed area in the city. In addition, there are 306 acres of park land in the city, occupying

5.8% of the developed area. Schools occupy 147 acres, while higher education takes up 48 acres within the city and another 78 acres in the unincorporated ETZ area.

## UNDEVELOPED LAND

Approximately 60% of the land area in the city is undeveloped and is either vacant, irrigated agriculture, park land, rail yard, or in rights-of-way. Not all of this land area is available or suitable for urban uses because of property owners' intentions, drainage, flooding, slopes and other environmental factors, or due to use for streets and other public purposes within rights-of-way.

## ETZ LAND USE CHARACTERISTICS

The ETZ area outside the city limits occupies 16,195 acres, or nearly 25 square miles. Land use in the unincorporated ETZ area includes a large area of over 945 acres which is primarily residential. With generally larger lot sizes, the ETZ area has a density that is much lower than in the city. There are approximately 12 persons per residential acre within the city and 3.4 persons per residential acre in the ETZ.

The general business category in the ETZ occupies 380 acres, about the same as within the city. Business land uses in the city are considerably more compact than in the ETZ, in terms of structures, employees and activity, and taxable gross receipts. Some of the properties identified for business use in the ETZ may have contamination issues from previous uses and may be unsuitable for use without remediation.

## MRA LAND USE

The Metropolitan Redevelopment Area (MRA) district is 279.7 acres, including rights-of-way for streets, railroads, and some unplatted areas of the Gallinas River and nearby riparian (bosque) area.

Commercial uses constitute 30.4 acres and are the core land uses in the MRA. The three primary commercial areas are Plaza/Bridge Street, Douglas Avenue and the Rail Road District.

A significant portion of the MRA, 53 acres, is in residential uses—in neighborhoods along the edges of the commercial areas, El Distrito de Escuelas, and New Town. Most of the area is single-family homes, while some is attached housing (multifamily) and mobile homes. In addition, the area has some mixed use residential on upper stories of commercial buildings.

Vacant land, totaling 25.9 acres, consists of mostly scattered parcels in both residential and business areas of the MRA. The largest vacant properties are north of the Valencia Street parking lot, on the west side of Railroad Street, and east of the River Walk between Independence and Grand Avenues.

*A comprehensive analysis of land use in the MRA is included in the 2018 MRA Plan.*

Existing Land Use in MRA by Total Area and Parcels

Existing Land Use within MRA		
Category	Parcels	Acres
Single Family Residential	322	47.04
Duplex Residential	9	1.34
Mobile Homes Residential	6	1.06
Multi-Family Residential	19	3.49
Commercial	166	30.35
Light Industrial	20	12.45
Public and Quasi-Public	8	4.13
Church	3	1.19
Government	1	0.37
Park	13	15.25
Public Education	5	25.96
Higher Education	1	0.44
Rail Yard	2	8.97
Surface Parking	27	4.78
Vacant	94	20.34
Right-of-Way / Unplatted		102.54
<b>Total</b>	<b>696</b>	<b>279.7</b>

Source: City of Las Vegas-owned property listing, and ARC inventory and GIS

Existing Zoning in Las Vegas by Total Area and Parcels

Las Vegas Zoning by Area			
Zone	Parcels	Acres	% Total
C1	179	165.2	3.7%
C2	282	63.7	1.4%
C3	428	744.3	16.8%
M1	76	52.7	1.2%
M2	58	368.6	8.3%
O1	35	16.2	0.4%
PC	111	186.5	4.2%
R1	1,223	775.7	17.5%
R2	1,170	479.8	10.8%
R3	1,342	636.2	14.3%
RA	214	927.3	20.9%
RR	2	20.7	0.5%
<b>Total</b>	<b>5,120</b>	<b>4,436.9</b>	<b>100%</b>

Source: City of Las Vegas-owned property listing, and ARC inventory and GIS

# ZONING & DISTRICTS

Land use regulations of the City of Las Vegas include the zoning code, subdivision regulations, Cultural Historic Districts Ordinance, Historic Districts Design Guidelines, floodplain ordinance, and airport overlay zone. While each code is independent, all codes should work together with a consistent purpose to effectively guide land use.

## ZONING CODES

Zoning is one of the chief tools to guide the pattern of development, specify allowed densities, create incentives for desired land use activities and disincentives for land uses in inappropriate areas, and specify design and development standards. The zoning code and subdivision regulations should help implement the Comprehensive Plan. The zoning code and official zoning map should also support programs for community improvement, such as housing rehabilitation, downtown redevelopment, economic development, and street improvements. Effective enforcement of the zoning code is critical to maintain the integrity of zone districts and protect community character. The adjacent table presents an overview of Las Vegas zoning districts including development and design standards and allowed uses.

**Summary of City of Las Vegas Zones**

Zone	Overview of Uses and Dimensional Requirements <sup>1</sup>
RA Residential Agriculture	One single family dwelling per acre.
RR Restricted Residential	Half acre minimum lot size. 30' front, 10' side, and 30' rear setbacks. Guest house without kitchen permitted.
R-1 Single Family Residential	6,000 s.f. minimum lot area, 1 dwelling unit per lot. 15' front, 7' side, and 20' rear setbacks.
R-2 Multi-Family Residential	Single family, duplex and townhouse (2,400 s.f. per lot) allowed by right. Condominium, triplexes, and apartments are subject to special use permit. 7,000 s.f. minimum area. Up to 6 dwelling units per gross acre. Minimum of 1,200 s.f. for each dwelling unit. Height limit of 60' or 4 stories whichever is less.
R-3 Mixed Residential	Single family, duplexes, mobile homes, and community adult residences are allowed by right, art galleries, mobile home parks, and hospitals are allowed by special review permits. 5,000 s.f. minimum lot size, 15' front, 5' side, 15' rear setbacks, Height limit of 30' or 3 stories.
C-1 Neighborhood Commercial	Apartments in multi-story buildings, institutions, office, and selected retail and services are allowed. 7,000 s.f. minimum lot size, 1,200 s.f. per family unit.
C-2 Central Business District	Uses allowed in C-1 plus other commercial uses, including 2nd floor apartments are allowed by right. Single family, not mobile homes, are allowed by special use permit. No minimum lot area, no setbacks, height to 45' or 3 stories.
C-3 General Commercial	Various commercial uses for highway oriented commercial areas or large tracts, Uses allowed in C-1 plus other specified uses including mobile home parks. No minimum lot size, 25' front, 15' side, and 25' rear setbacks.
O Office Zone	Clinics, single family, duplexes allowed by right, multi-family allowed by a special use permit, 7,000 s.f. minimum lot size. Height limit of 60' or 4 stories.
M-1 Light Manufacturing	Various light manufacturing or heavy commercial uses including animal hospital, automotive rebuilding and repair, recycling, bakery, fuel yards, lumber yards, and rail yards allowed. 25' front, 25' side, and 25' rear setbacks.
M-2 Heavy Manufacturing	Uses allowed in M-1 plus rock crushing, wrecking yard, and batch plant. No agriculture, residential or commercial uses allowed. No minimum lot size. 25' front, 25' side, and 25' rear setbacks, height up to 50'.
M-3 Special Environment	Uses allowed in M-1 and M-2 plus brick manufacturing, foundry, rendering, meat packing, and railroad tracks and yards.
PC Planned Community	Minimum 5 acres for a project area. Submittal information must be provided as required by the planning commission.
CH Cultural Historic Overlay	Design Review Board review of exterior modifications, additions, new buildings, and demolitions of designated historic structures, as set forth in CH Ordinance 05-01, chapter 20 in municipal code.

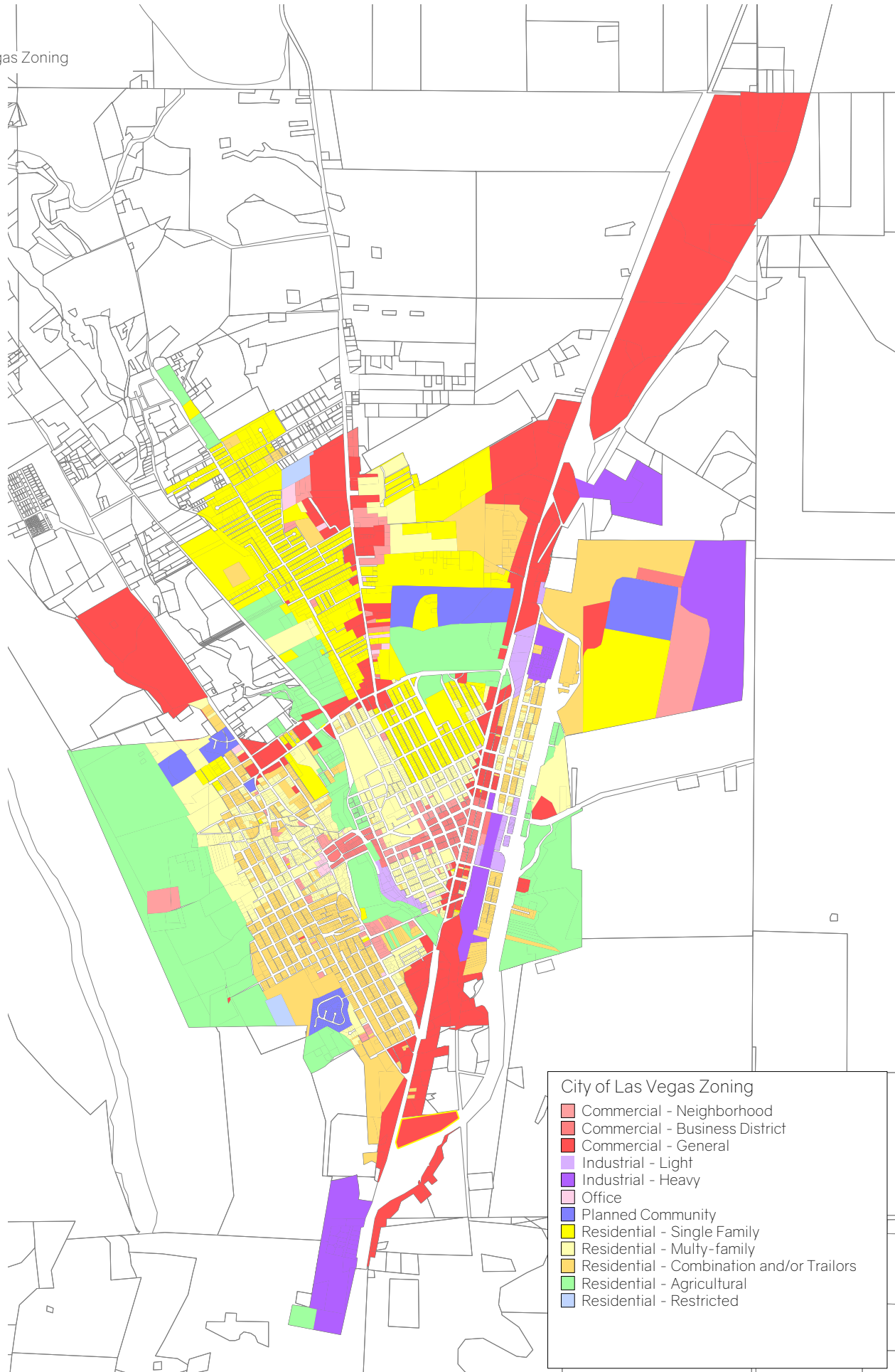
Refer to the municipal zoning code for details.

## ZONING BY AREA

Residential zoned land (R1-RR) accounts for the majority (64%) of zoned land in the city, totaling 2,840 acres. Another 186 acres (4.2%) are zoned for planned communities (PC). Commercial, office, and manufacturing (C, O, and M zones) account for the remaining 32% of zoned land in Las Vegas (see table on previous page).



Las Vegas Zoning



# MUNICIPAL OVERLAY ZONES

Overlay zones are subject to local, municipal land use regulation.

## MUNICIPAL CULTURAL HISTORIC OVERLAY ZONE DISTRICTS

The City of Las Vegas has city-designated historic cultural district overlay zones, as well as state and national register-designated historic districts. Overlay zones are often, but not always, within historic districts. The City of Las Vegas sets and enforces rules governing structures within the overlays.

### DESIGN REVIEW BOARD (DRB)

Developers of any structure within a historic cultural overlay zone must obtain approval of projects from the Las Vegas Design Review Board in order to obtain a building permit. The Review Board refers to The Historic Districts Design Guidelines for Las Vegas, New Mexico, prepared by Winter & Company, in September 2013. These guidelines provide excellent guidance for appropriate historic preservation practices in the city's cultural historic districts. The City should periodically update the guidelines.

Chapter 200 of the Las Vegas Municipal Code establishes the DRB. Duties and responsibilities of this board include issuing or denying certificates of approval for erection, alteration, removal, or demolition of buildings within Cultural Historic Overlay Zones. The board may issue a certificate of economic hardship, including for demolition, authorizing the work requested in an application.

The DRB also reviews nominations of landmarks and districts as historic. The state submits complete nominations, with certifying recommendations, to the National Park Service in Washington, D.C., for final review and listing by the Keeper of the Register. The National Park Service makes a listing decision within 45 days. (Source: [www.nps.gov](http://www.nps.gov))

The National Park Service manages the digital archive on the National Parks Gallery website including nomination forms.

Under the "Maintenance and Prevention of Demolition by Neglect" provision in Chapter 200, the board can request a meeting with a property owner and tenant to discuss ways to improve the condition of the property, may request assistance of private parties, and can submit its concerns and recommendations to the city council.

### COVERAGE GAPS

The overlays protect property owners from inappropriate development that may decrease their own property values. They also protect the City of Las Vegas residents by insuring that Las Vegas's wealth of historic assets is not threatened.

Some significant and important historic structures and areas are not currently included in a historic overlay zone, including the northwestern corner of the Plaza and much of the Douglas commercial district.

### TAX INCREMENT FINANCING DISTRICT (TIF)

In 2009, with the adoption of the MRA Downtown Action Plan, the City of Las Vegas adopted a tax increment financing (TIF) district, as well. The TIF district has the same boundaries as the MRA.

A TIF district allows a municipality to define a geography within an MRA and use the taxes from that district's future property tax increases to redevelop the area.

The TIF district's adoption is still valid, and the city can enact it at any time. The 2018 MRA Plan outlines the steps the city should take to enact this important funding tool.

*Refer to 2018 MRA Plan for discussion and recommendations regarding the adoption and enactment TIF district and expansion of Cultural Overlay Zones.*

Las Vegas Municipal Cultural Historic Overlay Zones



Las Vegas National Register Historic Districts and Historic Properties

National Register Historic Districts and Individual Properties in Las Vegas				
District Name	National Register Date	Number and Types of Significant and Contributing Historic Structures in Districts		
		Residential	Commercial	Church, Government, Park
Plaza	12/10/74	0	23	1
Bridge Street	7/26/78	0	29	1
Railroad Avenue	8/6/79	0	22	0
El Distrito de las Escuelas	3/18/80	44	0	0
Carnegie Library Park	5/12/79	17	0	5
Lincoln Park	8/6/79	170	1	2
Douglas-Sixth Street	7/21/83	0	28	4
North New Town Residential	7/21/83	225	4	6
Old Town	10/28/83	250	6	6
Individual Properties	Various, through 1984	58	8	5

Source: U.S. Department of the Interior, National Park Service, National Register of Historic Places Inventory-Nomination Form for Railroad Avenue Historic District, 1984

# SPECIAL DISTRICTS & DESIGNATIONS

The following special districts and designations are not subject to local municipal land use regulation.

## HISTORIC DISTRICTS & DESIGNATIONS

The architecture of Las Vegas reflects snapshots of its eras of development. The city has nine National Register historic districts, detailed in the table on the previous page and shown below, containing 200 “significant” structures and nearly 500 “contributing” structures. There are also 48 properties individually listed on national and/ or state registries.

See the 2018 MRA Plan (Existing Land Use) for detailed description of historic designations in Las Vegas

Designation opens eligibility to participate in grant programs funded by the Historic Preservation Fund, as well as the federal historic

preservation tax incentives (20% investment tax credit) and state tax credits for certified rehabilitation of listed structures. Technical assistance is also available through the New Mexico Historic Preservation Division (HPD). Designation opens eligibility to participate in grant programs funded by the Historic Preservation Fund, as well as the federal historic preservation tax incentives (20% investment tax credit) and state tax credits for certified rehabilitation of listed structures. Technical assistance is also available through the New Mexico Historic Preservation Division (HPD).

Listing of a property in the National Register places no restrictions on what a private owner may do with property, up to and including destruction, unless the property is involved in a project that receives federal assistance, usually funding

Las Vegas National Register Historic Districts



or licensing/ permitting. If federal funding or a federal permit are involved, proposed changes to the listed property are subject to review by HPD and the Advisory Council on Historic Preservation. If state funding or city funding are used, proposed changes to a state listed property are also subject to review by HPD.

The State’s Historic Preservation Grants Program has assisted in the past with funding for preservation planning and stabilization projects, State and National Register nominations, public education and outreach activities, conferences, publications and surveys, plans, and assessments. The Certified Local Government (CLG) Program was established by Congress in 1980 to assist local governments with integrating historic preservation initiatives at the local level. The City of Las Vegas is a CLG and is eligible to apply for federal historic preservation grants, review National and State Register nominations, and receive technical assistance from the SHPO.

Historic preservation designation at the local, state, and federal level should be expanded to protect vital unprotected assets and secure the value of the city’s historic assets.

**Refer to 2018 MRA Plan for a comprehensive discussion and recommendations regarding historic assets in Las Vegas, including:**

- » Historic Districts
- » Tax Credits & Funding
- » Structure Designation in a District
- » Individual Building Designation
- » Tax Credits for Historic Properties
- » Federal Historic Tax Credit Programs
- » New Mexico Income Tax Credit for the Preservation of Historic Properties

And priority projects, actions, and goals regarding:

- » Historic Value
- » Catastrophic Risks
- » Community Efforts
- » Opportunities

Detail: Downtown Las Vegas Designated and Listed Historic Buildings



See MRA Plan Appendix for a complete list of structures in Las Vegas Historic Districts.

## METROPOLITAN REDEVELOPMENT AREA

The Las Vegas Metropolitan Redevelopment Area (MRA), designated in 2010, is located in and around downtown and includes the Old Town Plaza, New Town (or Douglas Avenue commercial), and Rail Road Districts.

New Mexico State Statute 3-60A empowers municipalities to establish “Metropolitan Redevelopment Areas” or MRAs in downtown areas suffering from blight, physical or economic deterioration, and/or facility underutilization. The statute grants municipal bodies the ability to implement certain activities within these areas that can stimulate economic development, including:

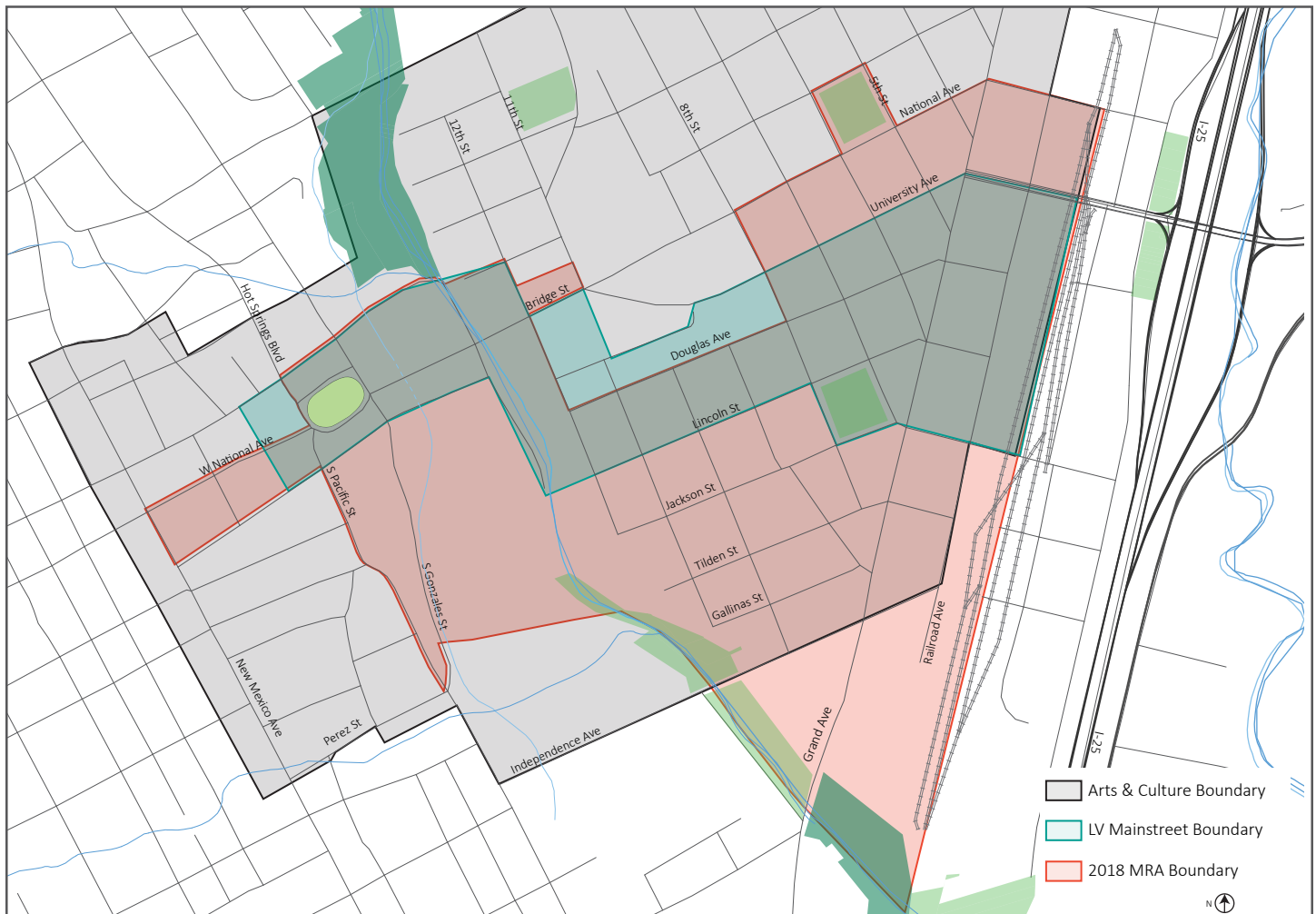
- » Land and building acquisition
- » Rezoning and modification of zoning regulations
- » Community facilities projects
- » Transportation improvements
- » Housing projects
- » Adaptive reuse or demolition

## LAS VEGAS ARTS & CULTURAL DISTRICT

As a result of planning efforts in 2008 and 2009, Las Vegas was one of two New Mexico municipalities approved as pilot cities under the New Mexico Arts & Cultural District Act. The area the new law designated as the Arts and Culture District consists of the central spine of downtown retail from the Plaza to the west, down Douglas Avenue and through to the Rail Road District.

The Arts and Culture District designation enables various incentives and access to expertise, whose aim is to promote local economic development of arts and culture.

See *Economic Development* for full discussion, maps, and recommendations regarding the MRA and ACD.



# LAND USE RECOMMENDATIONS

## LAND USE MANAGEMENT

### LAND USE MAPPING

#### EXISTING LAND USE

The existing land use inventory is an important land use tool for current and long-range planning. For example, in processing development applications, the planner, advisory bodies, and city council can use mapping and land area data as context for their decision making. Knowledge of the existing land use pattern is also important for long-range land use, transportation, and facilities planning.

The city should periodically update the existing land use inventory and continue to improve the identification of uses of properties.

Developing and maintaining a city GIS database will contribute significantly to the accessibility, accuracy, and utility of land use mapping in the city. Over time, consistent land use record keeping will enable chronological analysis of land use to illustrate trends in land use changes, allowing the city to anticipate future land use needs and respond appropriately.

Include utility line and shutoff locations in GIS mapping. This information is necessary for land development. Improving the accuracy and accessibility of this information is foundational to attracting and enabling future development in the City of Las Vegas.

#### FUTURE LAND USE

Developing a Future Land Use Map can serve as an important decision-making tool by providing a template for desirable uses in specific areas of the city. A city with long-established neighborhoods and commercial areas such as Las Vegas will likely see few changes to its established land use pattern and development, and demographic trends suggest limited new development on the horizon. However, if there comes a time when such a guidance tool is required, engage professional planning services to develop a future land use map.

#### 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

#### FUTURE LAND USE NEEDS

The 2011 Comprehensive Plan developed a future land use need projection requiring between 550 and 700 additional developed acres by 2030 to accommodate future population growth.

Demographic and development trends since 2011 have followed a different trajectory and this Plan recommends an approach of maintaining existing assets and sustainable community planning for a population of current size, or an integrally smaller one.

# LAND USE REGULATION

## MUNICIPAL CODES

### LAND USE ZONING

Zoning is an essential tool for maintaining and developing healthy, functional communities. Zoning can protect residential areas from excessive noise and pollution from industry while providing manufacturing the space it needs to function and grow safely. Zoning can define guidelines for developing and protecting valuable community character by defining the physical characteristics of allowable development including height, setback, lot size, and even use.

Zoning can also segregate communities socioeconomically through lot size minimums, or isolate populations inside residential development that lacks services, shopping, recreational opportunities, or multimodal accessibility.

Regular updates and amendments to the zoning code ensure that the city's code is working

to the community's best benefit by reflecting the changing needs of the community, and addressing inequities to improve development outcome. Code updates should clarify language, correct or more clearly define standards, eliminate contradictions or out-of-date references, or create a new focus on the desired form of development based on an updated comprehensive master plan.

The City of Las Vegas has amended its zoning code many times over the years to remain current in numerous areas. The city should consider whether it is more appropriate to continue periodic updates or to perform a major overhaul to make the code generally more useful or improve its clarity.

Code amendments, and ultimately, complete code updates should be regularly employed to guide long term 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

## VARIANCES & ZONE CHANGES

Variations and zone changes are a means of responding to code issues with immediate consequences. While granting variations should not be substituted for making needed code updates, careful and consistent decision-making regarding variance requests allows for flexibility in responding to code issues in real time.

### PROCESS

The city Planning and Zoning Department reviews variance and zone-change requests submitted by property owners, and provides a memo of recommendation for or against approval of the request to the Planning and Zoning Commission, which then makes the final ruling on the request. The Planning and Zoning Department's recommendation is based on specifications outlined in the relevant city ordinance, the goals and policies in the Comprehensive Plan, and the reasons for the request.

### IMPROVING OUTCOMES

There are steps a municipality can take to improve consistency in how requests are decided, and ensure that the process is both fair to the property owner making the request and right for the community.

This Plan recommends that city staff and officials be properly trained in land use regulations and best practices. Planning organizations such as the American Planning Association or municipal leagues may offer workshops or training sessions; staff and officials should be required or encouraged to attend.

#### 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

A VARIANCE is a request to deviate from current zoning requirements. If granted, it permits the owner an exemption in meeting a specific requirement in the zoning ordinance. It is not a change in the zoning of the property. Variations are usually for dimensional requirements such as setback or height. Variations for allowable uses are not a best practice.

A ZONE CHANGE is a request to change the zoning of a certain property. It does not change the zoning of neighboring properties.

Patterns of frequent variance or zone-change requests can indicate the need for code or zoning map changes or updates.

Language in the municipal code must be clear and unambiguous. Where difficulties in interpreting the code occur, the code can be amended for clarity, or the Planning and Zoning Director may issue an administrative directive providing guidelines on how to interpret the code. Frequent issues are a flag that parts of the code need to be amended, and administrative directives can serve as a record of such issues to inform future code updates.

## DEVELOPMENT REVIEW BOARD

Incorporating a Development Review Board (DRB) can be an excellent way to improve development-request outcomes. A DRB is an informal review board consisting of representatives from relevant city departments such as Public Works, City Attorney, Police and Fire Departments, as well as private utilities. The DRB deliberates with the Planning and Zoning Department to provide input from different perspectives regarding a request and can identify conditions that should be required for approval or reasoning for a denial. The Planning and Zoning Department then holds an internal review of the request and outlines the reasoning for its final recommendation in a memo to the Planning and Zoning Commission. DRBs provide additional perspective and can identify potential issues or ramifications of decisions that people might otherwise miss, thereby improving the long-range outcome of decisions for both the applicant and the community as a whole.

## CODE IMPLEMENTATION

The municipal code can only guide the actual physical makeup of the city when city government implements and enforces it consistently.

This is often complex and can be challenging, especially in smaller municipalities, but ensuring that all necessary tools are in place, establishing a definitive strategy, prioritizing goals and outcomes, and providing active support will develop capacity and improve outcomes.

## BUILDING INSPECTION

The City of Las Vegas does not currently have a building inspector on staff. Building permit applications are submitted to the city Planning and Zoning Department and after approval by the city, a process that is often completed via email, applications are submitted to the New Mexico Construction Industries Division, in Santa Fe. State inspectors make regular site visits to Las Vegas to monitor projects and flag illegal building activities.

Local building inspection capability would improve the permitting process and facilitate development in the city. However, funding and filling an on-site building inspector position with qualified staff at a competitive salary are often challenging for smaller municipalities. Some strategies to address this include:

- » Collaborating with regional counties and municipalities to develop a joint-funded position to serve a larger regional area
- » Develop incentives such as housing or travel vouchers to attract a part-time inspector to service a limited schedule
- » Provide or incentivize specialized training of existing staff in a related position, or, develop a new position that covers multiple needs with related training and skills requirements, such as facilities maintenance and management, to cover certain building inspection duties in a limited capacity

## CODE ENFORCEMENT

Code enforcement protects public health and safety, and fundamentally underpins civic pride, property values, and economic viability by enforcing development and property-maintenance standards.

Code enforcement in Las Vegas will play a pivotal role in restoring civic trust and pride, improving lives, and upholding community values.

This Plan recommends that enforcement prioritize improving the appearance of the city by addressing property maintenance, building vacancy, and historic preservation. The city must allocate appropriate attention, funds, and determination to this effort.

## ENFORCEMENT CAPACITY

The city is in the process of rebuilding the department, beginning by staffing a Code Enforcement Supervisor position, and eventually expanding to include additional enforcement staff.

The Code Enforcement Supervisor should be qualified and experienced; He or she will oversee department development, including the establishment of code enforcement policies and priorities, as well as training and experience requirements for staff. Ongoing roles will include:

- » Establishing interdepartmental collaboration protocols and responsibilities, including with Police and Fire, Community Development, City Attorney, and others involved in code management and enforcement
- » Ensuring open collaboration with appropriate entities, including the judiciary, to realize mitigation outcomes
- » Recommending land use regulation training requirements and protocols for city staff and leadership
- » Providing regular input and resources to inform code updates and amendments, including incident record keeping, expertise, and feedback
- » Reaching out and collaborating with the public to improve mitigation outcomes, community appearance, and civic pride
- » Ensuring consistent municipal support and identifying additional funding streams and strategies
- » Collaborating with building inspectors to ensure buildings are developed as per specifications

## VACANT & NUISANCE PROPERTY ABATEMENT

The city's existing legal capacity to address vacant and nuisance properties is outlined in the following city ordinances. This Plan recommends that abatement ordinances be reviewed and improved to address needs and support mitigation efforts.

### CHAPTER 148: VACANT BUILDINGS

Chapter 148 of the Las Vegas Municipal Code allows the city manager to notify property owners that they require a vacant building maintenance

license that must be renewed annually. The city may inspect a building to determine whether firefighters or police can safely enter. The ordinance sets maintenance standards for vacant buildings. Violation of the ordinance can result in civil penalty of fines, which become progressively more stringent at the discretion of the City Manager. The city can eventually place a lien on the property (Section 148-6(C)). This ordinance does not by itself give the city the authority to demolish buildings.

### CHAPTER 301: NUISANCE CODE

In Chapter 301 of the municipal code, nuisances include unsanitary and/or hazardous premises, including unsafe buildings. The code enforcement officer can issue a violation notice (e.g., red tag) for violations. The city can abate the hazard and impose a lien on the property for costs incurred in abatement.

**This Plan recommends amending this ordinance to:**

- » Define "abatement," list acceptable abatement actions, and clarify if these include demolition
- » Clarify what findings must be made before the city can initiate abatement actions, and require a record of these findings
- » Outline a method for determining reasonable costs
- » Clearly outline the rights for, and procedures of, appeal

*Refer to 2018 MRA Plan Land Use chapter for additional discussion of vacant and nuisance properties, and parking and signage requirements.*

### 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

**Special District Recommendations**

- » Actively support the preservation of historic assets and prioritize infill and adaptive reuse
- » Expand historic districts and overlays, and implement the TIF district and Historic Assets projects as outlined in the 2018 MRA Plan

# SPECIAL DISTRICTS

## HISTORIC PRESERVATION & COMMUNITY DEVELOPMENT

Preserving the city’s rare wealth and quality of historic assets is paramount. Development review and municipal land use regulation should prioritize historic preservation of buildings and neighborhoods and promote infill and adaptive reuse.

Some significant and important historic structures and areas do not receive protection under a historic overlay zone, including the northwestern corner of the Plaza and much of the Douglas business district. Outreach, support, and legislative action should prioritize expanding historic protections.

Implementing the TIF and continued support of the Metropolitan Redevelopment Area and Arts and Culture District are invaluable tools for accessing funding and support for community development in Las Vegas.

*The importance of supporting and expanding historic districts and overlays and of implementing the TIF are outlined in the 2018 MRA Plan. The city should refer to and implement those recommendations and projects.*



Refer to Economic Development and the 2018 MRA Plan for comprehensive discussion and recommendations regarding special districts and historic preservation

Coronado Theatre, 6th Street: Original (top) and Current Condition, with Plaster Facade. 2018 MRA Plan.



# DEVELOPABLE URBAN LAND

Although Las Vegas is a historic city, and much of the land within city limits is built out or established at this point, a few centrally located, larger parcels are suitable for infill development, including, most notably, portions of the Gene Torres Golf Course, and the Macario Gonzales Site, both centrally located on Mills Avenue

## GENE TORRES GOLF COURSE

NMHU owns and maintains Gene Torres Golf Course and is currently considering options for the property, which is underutilized and expensive to maintain.

The city may consider entering into a partnership, trade, or transfer of property with NMHU to develop the site. This Plan recommends considering a number of options, including expanding or improving the golf course, adding mixed use or senior housing, developing a business park or additional recreational amenities, or a mix of these options.

### 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

The Macario Gonzales site is an 18.25 acre site just south of Mills Avenue and east of Gonzales Street that was formerly the location of approximately 80 public housing units.

This Plan recommends that the site be considered as a prime candidate for residential affordable housing or mixed use development, or, alternatively, the site of a new sports complex.

This site has ready access to all infrastructure, though new roads, curbs and gutters, and sewer and water lines would be necessary to accommodate a more dense development site plan.

### Macario Gonzales Development Recommendations

- » Consider affordable housing, mixed use, and/or recreational development options for the Macario Gonzales site

# OTHER DEVELOPABLE LAND

## RIPARIAN LANDS

Several large parcels of privately owned land west of the Gallinas River and north of Bridge Street in downtown, represent important riparian areas. This plan does not encourage development of these areas. The city may consider working with property owners to establish protections for these areas and/ or formalize portions as showcases of traditional agriculture, native ecologies and species, or as complementary open space adjacent to the Gallinas River Walk.

## RODRIGUEZ PARK

The area west of Rodriguez Park is identified in both the 2011 Comprehensive Plan and the 2012 Las Vegas Affordable Housing Plan as a leading candidate area for new residential development. Development of the area would require streets and utility upgrades, would need to address drainage and water supply, and should consider adjacent densities. Other plans for the area have proposed additional recreational facilities.

### Developable Land Recommendations

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

# LAND USE PLANNING

## MRA PLAN

The 2018 Las Vegas Metropolitan Redevelopment Area (MRA) Plan provides guidance, recommendations, and priority projects related to or covering land use issues, including:

- » Tax Increment Finance (TIF) District implementation
- » Protecting and restoring historic assets
- » Vacancy & nuisance abatement
- » Improving permitting processes
- » Parking & signage requirements, zoning definition changes, overlay zone expansions, and other topics.

» The MRA Plan should be referred to and implemented in tandem with the Comprehensive Plan.

## ANNEXATION

Though it is not now, the City of Las Vegas may become interested in annexation at some point in the future.

Las Vegas has a limited land base. Scattered vacant lots in the city proper amount to 679 acres. Infill development of a portion of those acres will be limited by water hazard or incompatible uses.

Vacant land inside the city limits but on the fringe of urban development amounts to more than 1,000 acres. Development limitations here include drainage, topography, and access to city utilities.

Annexing territory can be a useful tool to bring properties currently on city utilities into city limits, develop new areas with the extension of city utilities, or protect sensitive or agricultural lands that the city wishes to safeguard from inappropriate development. The 2011 Las Vegas Comprehensive Plan extensively outlines the methodology for executing annexation; this Plan recommends the 2011 Plan serve as the reference and guidebook for annexation should the issue become pertinent.

See additional annexation discussion in *Economic Development*.

The following are basic policies and guidelines for annexation:

- » Contiguity of the annexed area must meet statutory requirements
- » Applications for annexation must describe: boundary lines, total acreages, existing easements, streets and utilities rights-of-way and easements dedicated at the time of annexation, phasing of development if annexation is more than 50 acres (or another land area to be specified), floodplain areas for all drainage-ways, other natural conditions such as prominent land forms or vegetation, and the names of property owners of record within 100 feet of the subject property.
- » Findings should be made to the satisfaction of the city regarding the following:
  - » The annexation does not adversely affect the city fiscally
  - » The city has water and sewer capacity to serve the area, or a development agreement is in place to recover or mitigate costs of extending utilities
  - » Annexed properties shall bring water rights sufficient to serve such properties
  - » The annexed area should contribute to the city urban buffer area when an open land buffer would be consistent with this Comprehensive Master Plan
  - » Streets in the annexation shall be laid out to integrate with existing streets, built to city standards, and dedicated to the city upon the city's approval of the streets
  - » Applications for an annexation shall comply with applicable zoning and subdivision regulations, and the properties will be zoned upon annexation

Since 2011, the City of Las Vegas has annexed various properties totaling 236 acres.

### 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 to protect public safety and investment

# EXTRATERRITORIAL ZONE (ETZ) LAND USE REGULATION

An Extraterritorial Zone (ETZ) is an area of land in proximity to municipal borders within which land use regulation, including land use planning, platting (subdivision regulation), and zoning are shared between the county and municipality. Authority may be exercised separately, concurrently, or jointly by the city and county.

ETZ planning can serve to ensure that development in the ETZ meets acceptable requirements for municipal annexation or to protect sensitive and valuable land and land uses.

The following provides an overview of the subject for consideration.

## PURPOSES OF EXTRATERRITORIAL PLANNING, PLATTING, AND ZONING

The main purposes of extraterritorial planning, platting, and zoning include:

- » Assurance that lands likely to be annexed are developed to the standards of the city so that upon annexation, major upgrading is not required at the expense of the city
- » Cooperative planning for land development activities to proceed in locations where they can be supported in a timely and efficient way
- » Assurance that environmental conditions affecting areas in the unincorporated county and municipality, such as drainages or steep hillsides, are appropriately protected or that impacts of development are mitigated
- » Guidance to ensure the desired character of gateways to cities and areas of interface between urban and rural land use/development pattern

Use a tiered approach to establish development standards within the city's ETZ. These standards should differentiate planning, platting, and zoning standards and responsibilities, and be crafted for the categories in the following table. Tiers 2 and 3 would likely have more rural standards, such as all-weather streets, pathways rather than sidewalks, and septic systems.

## STATUTORY AUTHORITY FOR ETZ PLANNING, PLATTING AND ZONING

The State of New Mexico enables and directs the application of extraterritorial planning, platting, and zoning through several statutes, including:

- » Establishment of boundaries of the extraterritorial planning and platting jurisdiction in Section 3-19-5 New Mexico Statutes Annotated (NMSA) 1978
- » Subdivision regulations in municipal planning and platting jurisdiction in Section 3-19-6 NMSA 1978
- » Master planning in Section 3-19-9 NMSA 1978
- » Concurrent jurisdiction of subdivisions in Section 3-20-5 NMSA 1978
- » Extraterritorial zoning in Section 3-21-3 NMSA 1978
- » Extraterritorial zoning and subdivision regulations in Section 3-21-3.1 NMSA 1978

Counties and municipalities are enabled but not required to establish a joint municipal-county zoning authority for purposes of adopting, amending, and regulating subdivision regulations. Section 3-21-3.1 states "... such subdivision ordinances and regulations may define 'subdivision' in a manner which differs from the definitions set forth in Subsection A of Section 3-20-1 NMSA 1978 and in Subsection I of Section 47-6-2 NMSA 1978 ..." which define county subdivision exemptions.

Consistent with state statutes, the jurisdictional area for *extraterritorial planning and platting* for communities the size of the City of Las Vegas, with a population of fewer than 25,000 persons, is territory within three miles of the Las Vegas city limits.

State statute enables the City of Las Vegas to establish a jurisdictional area for *extraterritorial zoning* within one mile of its city limits. The statute allows two miles for municipalities with a population of 20,000 or more persons.

Subdivision Development Standards that Could Be Set by ETZ Tiers

**Matrix for Comparing Development Standards and Subdivision Requirements for City of Las Vegas and Tiers of ETZ in San Miguel County**

Development Standards	City of Las Vegas	Tier 1 of ETZ	Tier 2 of ETZ	Tier 3 of ETZ
Streets - Public Right of Way Width				
Streets - Dedication or Easement				
Streets - Pavement, All-Weather Gravel and Base Standards				
Streets - Curb and Gutter				
Streets - Sidewalks or trails (describe where required, width required)				
Streets - Bicycle lanes or trails				
Streets - maximum grade, grade at intersections				
Easements for irrigation ditches, drainages				
Streets - Maximum block length, maximum cul-de-sac length, and connectivity				
Streets - Signalized intersections				
Street lights				
Double fronted lots				
Utilities - gas and electric in R.O.W.				
Utilities - required connection to public sewer line				
Utilities - standards for septic systems & minimum lot size for septic and well				
Utilities - domestic water pipe size				
Exemptions from Definition of Subdivision and Subdivision Standards				
Minor subdivisions - summary review process				
Terrain management - grading and drainage plan				
Storm water detention				
Flood hazard areas				
Fire hydrants				
Requirements for survey				
Information required on plats				
Bonding for improvements through a subdivision agreement				
Enforcement				
Master planning and phasing of large developments				
Fees for roadway facilities, public safety facilities, parks/recreation/trails, and drainage facilities				

Extraterritorial zoning, planning, and subdivision regulations: The statutes allow for a one-mile extraterritorial area for zoning and a three-mile extraterritorial area for planning and platting (subdivision). Section 3-21-2(B) NMSA 1978 states:

A municipal zoning authority may adopt a zoning ordinance applicable to the territory within the municipal boundaries and, if not within a class A county with a population of more than three hundred thousand persons according to the last federal decennial census, shall have concurrent authority with the county to zone all or any portion of the territory within its extraterritorial zoning jurisdiction that is within...

(2) one mile of the boundary of any municipality having a population of one thousand five hundred or more but less than twenty thousand persons, provided such territory is not within the boundaries of another municipality...

Section 3-19-5(A) states:

Each municipality shall have planning and platting jurisdiction within its municipal boundary. Except as provided in Subsection B of this section, the planning and platting jurisdiction of a municipality...

(2) having a population of less than twenty-five thousand persons includes all territory within three miles of its boundary and not within the boundary of another municipality.



# QUALITY OF LIFE & URBAN DESIGN

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.

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.

## CITY APPEARANCE

Survey results indicate that improving city appearance is a top concern and major priority for the community. This includes general trash and weed cleanup, vacant and nuisance property abatement, and general landscaping and conditions improvements. Addressing this issue should be a top priority for the city, and steps to address community appearance should be taken immediately.

Clean-up, maintenance, and community improvement projects should be an ongoing priority for the city.

## WALKABILITY & LIVABILITY

Much of downtown Las Vegas and residential areas to the east of downtown meet criteria for being highly walkable. Block size, the presence of sidewalks and street trees, regular placement of parks, and proximity to a mix of uses provide ideal walkability parameters. Building setbacks are appropriate; in residential areas houses are slightly set back with a yard, and in commercial areas no setback provides an engaging interface for pedestrians.

These areas may serve as a template for quality, walkable urban design practices to be applied to new development and redevelopment elsewhere in the city.

In other parts of the city, walkability deteriorates as wider streets, front-facing parking, big-box buildings, a lack of pedestrian access including sidewalks, street buffers, or landscaping, and a hegemony of uses limit urban walkability and appeal.

The urban design guidelines included in this plan should serve as a guide for improving walkability and overall quality of the built environment in Las Vegas.

## NEIGHBORHOOD CENTERS

Neighborhood centers should promote a mix of uses, interrelationships among uses, pedestrian trips, shared parking, pedestrian-scale architecture, slowing of traffic, transit and bicycling modes of transportation, gathering places, lighting, pavement texture, and trees.

The city should designate new commercial development centers based on convenience of access to neighborhoods and proximity to community facilities. The location of new or extended utilities should guide growth to the appropriate areas where centers have been designated.

*Refer to 2018 MRA Plan Land Use chapter for discussion of parking & signage requirements.*

## INFILL & GREENFIELD DEVELOPMENT

The city should prioritize infill and adaptive reuse of existing buildings. Infill development promotes a close-knit, granular community character, and adaptive reuse preserves the city's historic fabric.

New development of vacant land, or greenfield development, should be encouraged but with emphasis on high-quality urban design.

### 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.

## QUALITY OF LIFE & URBAN DESIGN GUIDELINES

### PRIORITY GUIDELINES FOR THE CITY OF LAS VEGAS

- » 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
- » 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
- » Encourage mixed use development where appropriate
- » 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

*Looking Good!*

High impact community improvement projects can be small and require minimal time or resources to complete, such as this wayfinding and landscaping improvement project proposed in the 2018 MRA Plan:



# SUSTAINABLE LAND USE

## WATER

In many ways water is the fundamental resource in Las Vegas. Ensuring it is used and managed properly will be essential to maintaining the sustainability of the community.

## RIPARIAN AREAS

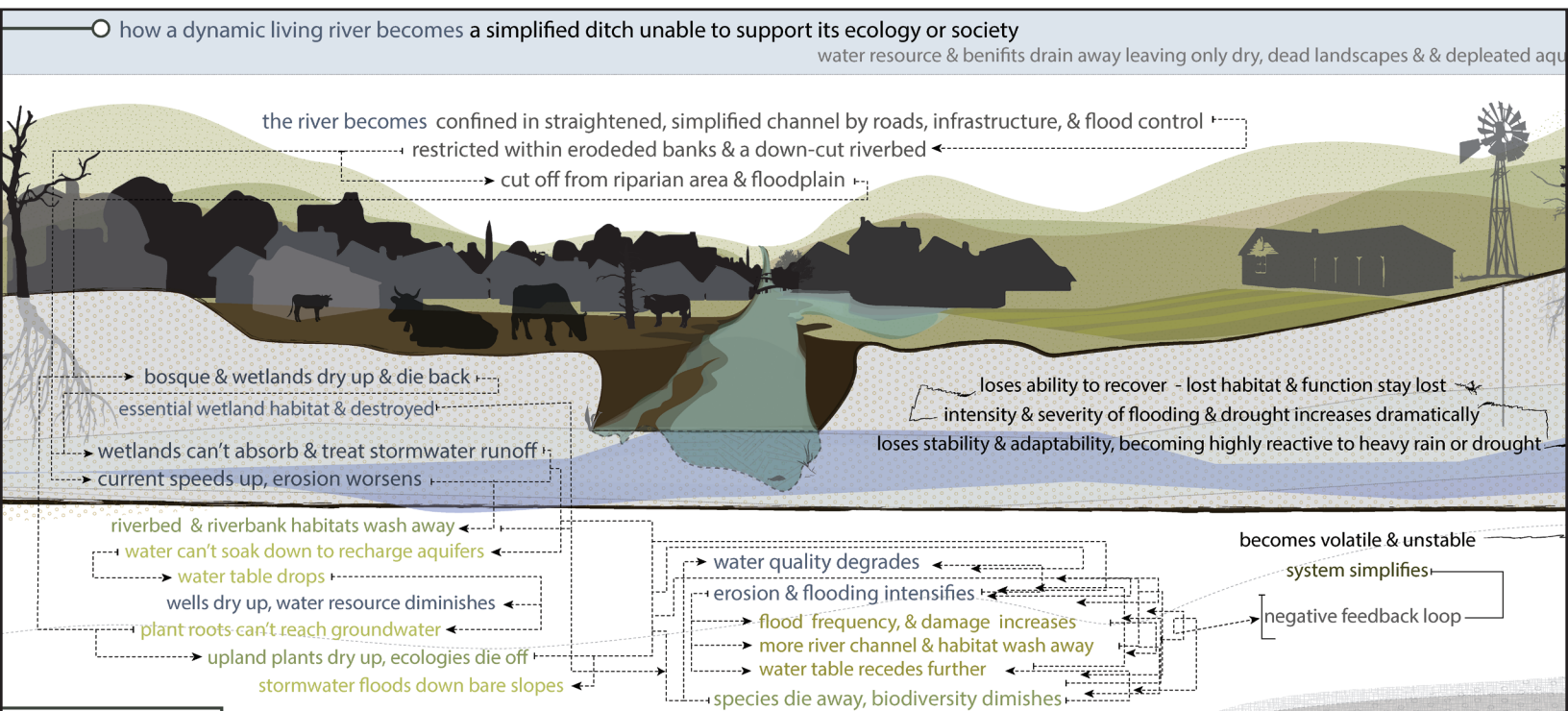
The Gallinas riparian areas provide many important services to the community beyond improving biodiversity, cooling and beautifying the city, and providing recreational opportunities. For example, riparian areas provide flood protection and water remediation. They slow and capture storm runoff, limiting the need for hard flood-protection infrastructure. As captured water soaks down, it recharges groundwater stores. These areas also clean and cool urban runoff, improving ecological health and promoting biodiversity. Riparian areas and wetlands in the city should be protected and restored where needed.

The city should consider discouraging or prohibiting building in sensitive riparian areas, as well as in proximity to the riverbed where disturbances easily cause erosion issues.

## BIORETENTION PONDS & RAIN GARDENS

Bioretention ponds and rain gardens can serve some of the same functions as wetlands, by capturing and cleaning urban runoff before the water reaches the river. These treatments can be small, taking up the space of a single parking spot, but provide significant benefit, including slowing storm surges, limiting erosion, promoting aquifer recharge, and improving water quality in the river. Bioretention ponds and rain gardens should be constructed in areas where runoff flows into the river unmitigated.

Benefits of The Bosque & River Wetlands
» Flood Protection: Minimizes Severity & Frequency of Flood Events
» Cleans Urban Runoff
» Promotes Biodiversity
» Beautifies & Cools Heat Islands
» Provides Recreational Opportunities
» Increases Aquifer Recharge & Limits Erosion



## WATER USE

Efforts to curb municipal and residential water use should be ongoing, and the city should regularly review policies to identify successful efforts and revisit efforts that are not producing results.

Monitoring and repairing leaks in municipal water lines, promoting and installing high-efficiency appliances, and public information campaigns are standard water conservation tactics. The city may consider implementing an incentive program for residents to install efficient toilets and washing machines.

*A detailed review of municipal water utility needs is included in the Administration & Facilities chapter of this plan.*

## GRADING, DRAINAGE, AND EXCAVATION

The city should establish a permitting process for grading and excavation, to assure that excavation does not fill in drainages, and that it uses appropriate soil material for fill (not trash or junk), minimizes land disturbance, and does not change topography in a way that harms neighboring properties. This permitting process should be separate from subdivision regulations and apply to all excavation activities over a threshold size, regardless of whether or not the land is subdivided.

The permitting process should require applications to contain information about the topography before and after excavation, major vegetation, location of any drainages across the property, and location of floodplains. The application should require a description of the excavation technique, erosion control measures and fugitive dust control. The permit should be approved by the Planning Director and Public Works Director.

## OPEN LANDS AND ACEQUIAS/DITCHES

Acequias convey water for irrigation of fields inside the city and in the surrounding county. In addition to the support given by acequias for agricultural activity and local produce for humans and livestock, they provide landowners with the option of retaining their open land

and preempting urban development. This land use provides additional greenery in the valley and contributes to the cultural rural landscape. Residents of the community appreciate this, and it serves as an economic driver. The city acknowledges the valuable service provided by the acequias and desires to support and work in cooperation with the acequia associations. In addition, some open lands lie within the 100-year floodplain (see Chapter X, Hazards Mitigation). Floodplain regulations restrict development in those areas.

## RESOURCES & CONSERVATION

### ENERGY

Curbing energy use and reducing carbon footprints are fundamental steps to improving sustainability and limiting further climate disruption.

Land use policies can encourage residents to improve energy conservation. Solar panels should be encouraged, and the city may even consider offering incentives or waiving permitting fees for energy-saving projects.

Design and construction approaches that promote energy conservation should be supported, including south-facing windows and proper insulation to reduce heating costs, and the use of alternative building materials with smaller carbon footprints than traditional materials.

*A detailed discussion on improving municipal energy efficiency is included in the Administration & Facilities chapter of this Plan.*

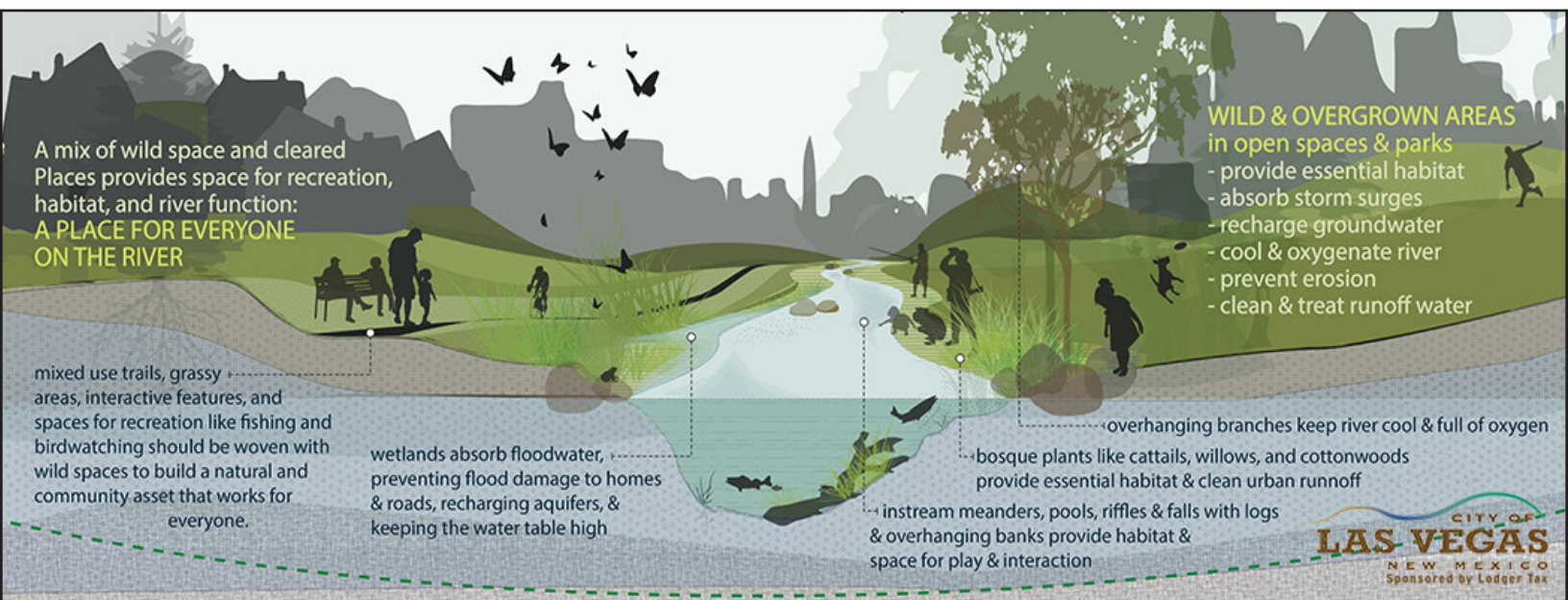
### RECYCLING

The community identified a citywide recycling program as a priority in the survey. The city should consider feasibility and potential assets, as well as partners and funding sources, for instituting and maintaining a recycling program in Las Vegas, to serve city and county residents.

## 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

Sustainability projects can improve overall quality of life, recreation, and economic development in the city while protecting and restoring natural resources, as shown by the many benefits of incorporating “natural park” design into local recreation and restoration projects along the Rio Gallinas, illustrated below.



# LAND USE GOALS

## GOAL 1

City land use regulations provide clear, consistent, enforceable, and accessible guidance for ensuring that the built environment is safe, functional, and appealing.

1A: Ensure that the municipal code is up-to-date, clearly written, consistent, and accessible

1B: Provide appropriate tools, resources, and support for implementing and enforcing land use regulations

1C: Establish incentives and disincentives to decrease the number of vacant buildings in the city

1D: Maintain and regularly refer to and update city land use maps, including platting, zoning, existing use, zone changes, and variances

1E: Improve the development review process to ensure fairness and improve outcomes

1F: Develop case management guidelines for managing and organizing land use and ownership documentation internally

## GOAL 2

The 2018 MRA Plan serves as a guidebook for prioritizing and implementing land use goals and projects that benefit the city as a whole.

2A: Refer to the 2018 MRA Plan and implement recommendations and priority projects outlined there related to or covering land use issues, including:

- Tax Increment Finance (TIF) district implementation
- Protecting and restoring historic assets
- Vacancy & nuisance abatement
- Improving permitting processes
- Parking & signage requirements, zoning definition changes, and historic district and overlay-zone expansions

2B: Continue to actively support the Mainstreet de Las Vegas organization and efforts including grant matching and other funding support

## ACTIONS

» Consider updating the municipal code to eliminate conflicting rules & outdated references, rewrite for clarity and accessibility

» Refer to and implement land use regulation recommendations in the 2018 MRA Plan

» Digitize land use documents, including plats and plans, and establish a digital archive of the material to improve accessibility in informing variance, permitting, and other land use decisions

» Establish and implement case management guidelines for managing and organizing land use and ownership documentation internally

» Implement and maintain a citywide GIS database to map and track land use, including platting, zoning, existing use, zone changes, and variances

» 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

» Mandate and provide appropriate and thorough training on land use regulations and guidelines for code enforcement personnel, planning and zoning commissioners, and other key city staff

» Update or amend the city's Nuisance Code to define and clarify the abatement process

» Evaluate the criteria for approving discretionary reviews to assure that standards are sufficiently clear to inform development decisions

» Incorporate a Development Review Board (DRB) in reviewing development applications

» Monitor variance and code change requests to identify patterns that indicate the need for code or zoning map changes or updates

» Identify and establish regulatory tools, funding sources, fast-track permitting processes, and outreach protocols for combating building vacancy

» Implement recommendations in the 2018 MRA Plan regarding TIF district implementation

## GOAL 3

City appearance is improved and Las Vegas is clean, attractive, and well-maintained.

3A: Institute regular trash and weed detail for all public places, especially parks, roadways, and medians

3B: Actively and continuously improve landscaping in the city and implement beautification recommendations in the 2018 MRA Plan

3C: Maintain consistent and strict enforcement of city codes to improve the appearance and safety of private properties, improve civic pride, and protect property values

3D: Support property owners to improve maintenance and property appearance

4D: Organize and support community clean up initiatives

## ACTIONS

- » Designate resources and establish protocols for regular trash and weed details of public areas
- » Designate funding for regular, incremental landscaping improvements across the city, prioritizing high-impact projects
- » Refer to and implement beautification recommendations in the 2018 MRA Plan
- » Provide adequate resources and support for code enforcement, including training, interdepartmental coordination, and appropriate tools for ensuring compliance
- » Regularly conduct community outreach to organize community clean ups and beautification projects and provide resources such as trash bags, paint, etc.
- » Establish and fund a program to employ area youth in beautification and maintenance projects, including home-maintenance assistance for seniors and other special populations

## GOAL 4

City land use regulations provide adequate protections for sustaining and restoring the natural environment and natural resources.

4A: Protect and restore waterways, including the Rio Gallinas and its riparian areas and wetlands to protect biodiversity, improve aquifer recharge, and mitigate flood risk

4B: Protect, maintain, and expand the city's urban forest

4C: Combat erosion and limit excessive land disturbance

4D: Protect agricultural land, and land use

4E: Employ bioretention ponds and rain gardens to mitigate urban runoff and improve surface water quality

## ACTIONS

- » Refer to the Sustainable Land Use Guidelines outlined in this chapter in approving development projects, proposals, and requests in the City of Las Vegas
- » Support Rio Gallinas restoration and river walk efforts, and implement Rio Gallinas recommendations in the 2018 MRA Plan
- » Establish policies or ordinances that limit the destruction of riparian areas and wetlands, and promote the protection and restoration of river ecology and function
- » Work with the Las Vegas Tree Board to develop and implement an urban forest maintenance plan
- » Develop and fund a strategic plan for expanding the urban forest to all parts of the city, especially the west side
- » Restrict development in sensitive areas, drainage-ways, steep hillsides, and floodplains
- » Consider preventing or limiting the development of existing agricultural land in the city
- » Support irrigation and work with irrigation groups to actively maintain irrigation infrastructure

## GOAL 5

Community character and historic assets are protected and maintained.

5A: Protect existing neighborhood character

5B: Protect and maintain existing historic assets (refer to 2018 MRA Plan)

5C: Adopt high-quality urban design standards to protect and improve the quality of life in Las Vegas

## ACTIONS

» Refer to Urban Design Guidelines outlined in this chapter and the Land Use Plan with Livability/Design Guidelines in the 2018 MRA Plan

» Refer to and implement Historic Assets Recommendations in the 2018 MRA Plan

## GOAL 6

Sustainable development practices and efficiency improvements protect natural resources.

6A: Promote and encourage sustainable development practices in the City of Las Vegas

6B: Improve energy and water use efficiency of city facilities, utilities, infrastructure, and fleet

6C: Conduct a study to determine the feasibility of reestablishing a citywide recycling program

## ACTIONS

» Refer to the Sustainable Land Use Guidelines outlined in this chapter in approving development projects, proposals, and requests in the City of Las Vegas

» Refer to City Efficiency Recommendations in the Administration & Facilities chapter of this Plan

» Continue to expand the use of LED lighting in city street lights and parks, and refer to the Administration & Facilities chapter of this Plan for recommendation to convert city facilities to LED lighting

» Convene a task force including city departments and representatives, area institutions, regional governments, and local advocacy groups to determine the feasibility of reestablishing a recycling program for the City of Las Vegas





# ECONOMIC DEVELOPMENT

# ECONOMIC DEVELOPMENT

## INTRODUCTION

The purpose of the Economic Development chapter is to provide an overview of economic conditions and trends, identify economic development resources and assets, and provide a discussion of economic and economic development issues and opportunities in the city.

## CONTEXT

Las Vegas serves as a commercial hub for a large portion of northeastern New Mexico, but is also in competition with the commercial market of nearby Santa Fe, an hour to the west. The business services that Las Vegas provides for the region include retail, healthcare, social assistance, education, support services, wholesale trade, and information. The three districts within the Metropolitan Redevelopment Area (MRA)—the Plaza and Bridge Street, Douglas Avenue, and the Rail Road District—represent a concentration of commercial activity in Las Vegas, with food service, retail, professional services, and other significant destinations for visitors, residents, and those living nearby. A second retail hub in the city is located to the north of the MRA, along 7th Street north of Mills Avenue. This retail strip features more national chains and big box stores and is dominated by a Walmart Supercenter.

## TRENDS

In 2016, University of New Mexico Geospatial and Population Studies (GPS) projected that the population in northeast New Mexico's six counties will decrease slowly, at an average annual rate of - 0.6%. The regional projected change is from 62,309 persons in 2010 to 51,611 persons by 2040, for a loss of 10,698 persons over the 30-year period. GPS projects that San Miguel County, the most populous in the region, may have fewer than 25,000 residents by 2040. A decline in regional population may impact Las Vegas/San Miguel County market-center trade. Global factors have also impacted the economies of small communities such as Las Vegas. The

consolidation and expansion of retail businesses into mega-industries have severely impacted traditional "mom and pop" businesses everywhere. The ubiquity of the internet and smart phones has severely disrupted existing industries, notably, for Las Vegas, commerce and tourism. Less assured of lifelong career opportunities that once existed in smaller communities, younger workers tend to migrate to urban metro cities seeking employment.

## UNKNOWNNS

The health crisis resulting from the COVID-19 pandemic, at the time of this Plan's development, is still very much a developing situation. What we do know is that unemployment insurance claims in New Mexico spiked by upwards of 28,000 in April 2020 and remained higher than average by thousands per week into July, and unemployment skyrocketed to a peak of about 12%. We know that between April and June the number of oil rigs in operation in New Mexico plummeted from more than 100 to nearly none, as the price of oil fell into unprecedented negative territory. The price of oil has since restabilized, but at a much lower price than it was previously. Similarly, stock market value is edging up after a deep plunge, but by July, 2020 it remained lower than before.

We also know that we have not neared the end of the pandemic, as cases resurge again at this time across the country, and lock down measures are being reinstated, putting the brakes on economies for a second time.

Up to nearly \$4B in state revenue vanished as of July as a result of the crisis, pushing the budget into crisis, with no aid in sight from a shuttered oil and gas market.

Out-of-state visitors are asked to quarantine for two weeks. Visitation marked in hotel stays and airline passengers has vanished.

What we know now is that the pandemic will be a long and difficult road, and, at least for a year to come and maybe more, it will remain a road through a new, unfamiliar reality of social distancing and isolationist protection measures.

Previous projections for economic growth are

no longer applicable, and the ongoing depth of changing conditions and unknowables renders developing new projections or predictions impossible, edging on irresponsible.

The one lesson for economic development is a tried-and-true one: A diverse economy is a resilient economy.

*Source: UNM Resource Geographic Information System (RGIS) Socioeconomic Data Tool: Economic Indicators for Corona virus, <https://bber.unm.edu/covid19>*

## ECONOMIC INDICATORS

In 2017, the U.S. Census American Community Survey (ACS) estimated household median income at \$29,168 in San Miguel County and \$24,890 in the Las Vegas, compared to the state median household income of \$46,718. Median household income in Las Vegas has fallen since 2012, unlike in other areas including the state overall, which have seen steady income growth. During that period Las Vegas also saw an increase in the percentage of households in the city earning less than \$15,000.

Poverty level, in all categories, has been rising sharply since 2006 and is higher in Las Vegas than county, state, or national averages; the percentage of persons with earnings below the poverty level in Las Vegas in 2017 was 36.3%, compared to a national average of 14.6% and a state average of 20.6%. Deepening poverty is reflected in the percentage of households with supplemental assistance growing sharply since 2008, to more than double the state and national averages at a whopping 37.4%, compared to 12.6% nationally.

## LABOR MARKET

Running counter to these many indicators of economic decline, unemployment in Las Vegas actually fell after 2008, from 4.8% to 3% in 2017, remarkably below state and national unemployment rates. San Miguel County unemployment is lower still at just 2.2%.

The persistent trends of jobs losses, falling median incomes, and rising poverty do not naturally correlate with falling rates of unemployment, nor with rates as low as those in the city and county. This indicates an anomaly in the labor market. The anomaly could be the result of one or a combination of conditions at work in the San Miguel County labor market.

Another striking indicator is the very low labor-force participation rate in the county. Just 43% of the population ages 16 to 64 participate in the labor force, compared to 58% and 64% at the state and national levels, respectively. Such low labor force participation, a full 21% lower than the national average, is likely what is driving the low unemployment rate, but this is just another indicator of anomaly, not an answer as to the underlying labor market condition driving such a low participation rate, and by extension a low unemployment rate.

## AGE

Data indicate that the anomaly is not a factor of age. No particular age groups in San Miguel County or Las Vegas are significantly larger or smaller than state and national averages, and labor-market participation is dispersed across age groups by roughly the same proportions (though at consistently lower rates) as state and national participation.

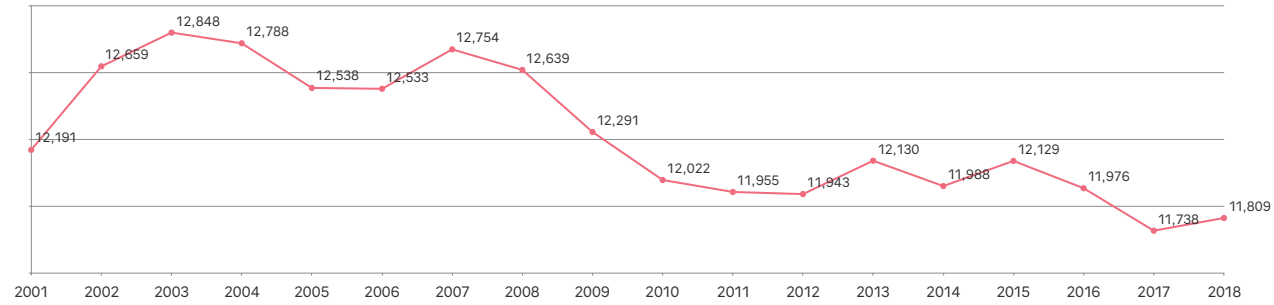
The percentage of population with a disability, however, is remarkably high, a full 20% higher in Las Vegas overall than the national average. Participation in the labor force is 51% lower among persons with disability. Persons not participating in the labor force are not included in unemployment numbers. This is likely the source of the labor-market anomaly but does not entirely describe the underlying condition causing it.

## DISABILITY

The percentage of population with a disability in Las Vegas is significantly higher than state and national averages across all age groups and across all disability types, but some groups are much higher than others. The percentage of working-age population in Las Vegas exceeds averages by the highest level of all age groups. A full 43% of the population aged 35 to 64 years in Las Vegas has a disability—that's 30 percentage points higher than the national average for that age group: 13%. This aligns with such low labor-force participation and unemployment rates.

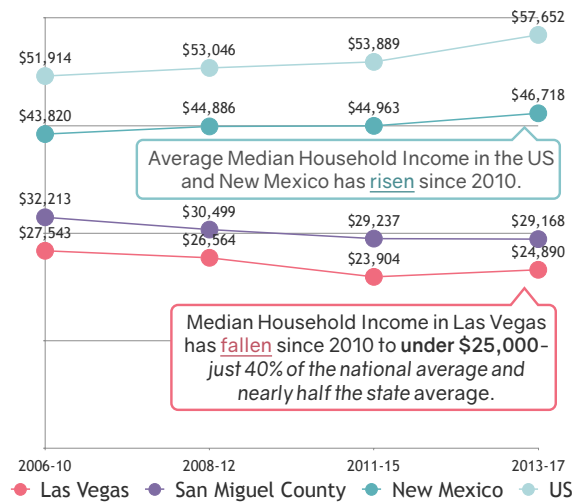
By type, the disability that exceeds averages the most encompasses the range of cognitive difficulties, which affect 17% of Las Vegas's population, 12 percentage points higher than average. Ambulatory and independent-living difficulties exceed the national average by 6 and

San Miguel County Total Employment: 2001-2018



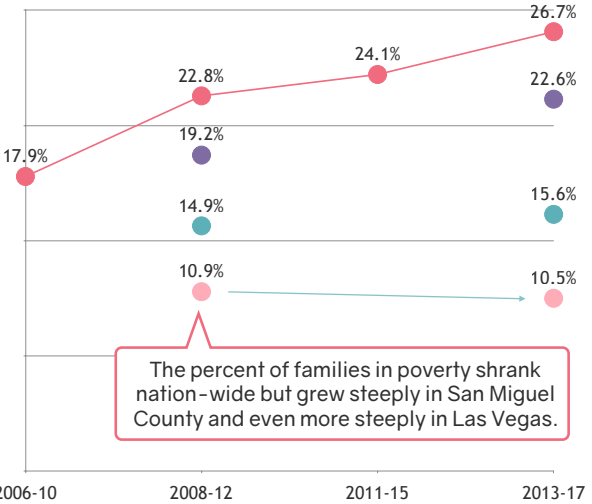
Source: US Bureau of Economic Analysis

Median Household Income

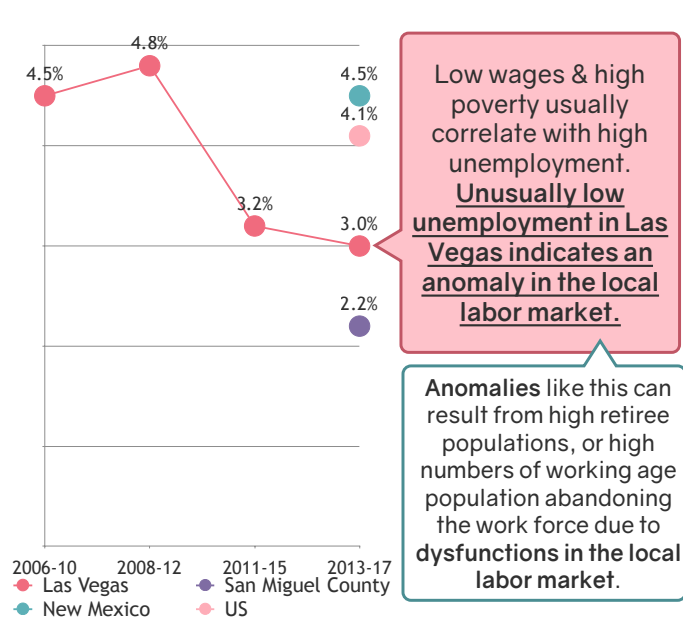


Source: US Census ACS 5-Year Estimates

Households with Incomes Below Poverty Level (as % of total)

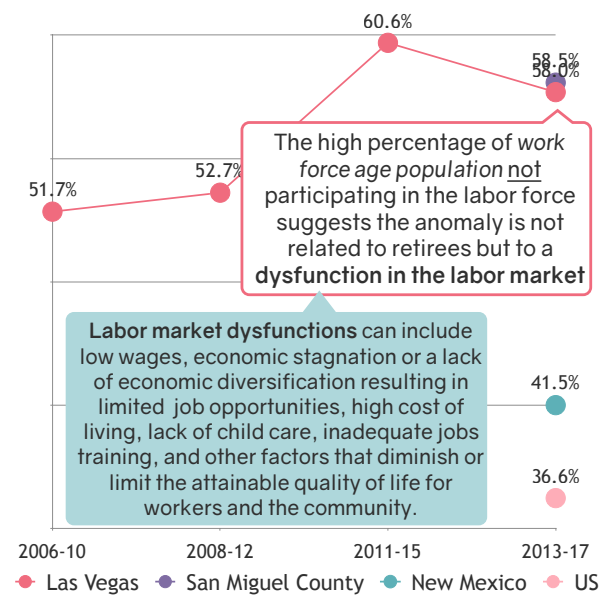


Unemployment Rate



Source: US Census ACS 5-Year Estimates

Not Participating in Labor Force



See Appendix for detailed material regarding Las Vegas Labor Force

10 percentage points, respectively.

This does not tell us what the underlying cause of Las Vegas's low work-force participation and unemployment rates is, but it does tell us that an exceedingly high percentage of Las Vegas residents are disabled, and that the group with highest-above-average rates of disability is the work-force-aged population, and that this is a factor driving down labor participation rates and unemployment rates in the city.

Disability support can serve as a de facto social safety net, especially for those reliant on physically demanding work, and ambulatory difficulties are a leading type of disability in Las Vegas. However, reliance on physically strenuous work often corresponds with lower educational-attainment levels, but Las Vegas is only slightly, not significantly, below state and national averages on higher education. This does not eliminate disability as social support as a factor in work force participation and unemployment rates but indicates it is likely not a very significant one.

## EDUCATION

Education does not appear to correlate with income in Las Vegas the way it does elsewhere, however. Total average earnings in Las Vegas are lower than average across the board, but as educational attainment gets higher, earnings actually grow lower by comparison. Those without a high school diploma in Las Vegas earn, on average, about \$5,000 less than the national average for the same educational level; for high school graduates it's about \$8,000 less than average; some college or Associates Degree attainment falls to \$12,000 below the average; and people with a bachelor's degree earn an astonishing \$26,000 less in Las Vegas than the national average. People with graduate and professional degrees do come up a bit in income but still earn \$20,000 less in Las Vegas than average. Poverty rates are also high in Las Vegas, across all educational levels, but are less high for those with more education.

Interestingly, even bleak earnings prospects do not appear to be driving brain drain in Las Vegas, at least not to any significant degree. Only a slightly lower share (7% fewer) of Las Vegas residents have a bachelor's degree or higher, compared to the state average.

These data do not identify the underlying cause, nor does this discussion cover all the potential factors driving labor force anomalies in Las Vegas. The data do identify several striking characteristics in the labor market, however, including extremely low labor-force participation and unemployment rates, in the face of high and rising poverty and declining incomes, and all this with relatively average educational attainment despite disproportionately lower earnings for those with higher education.

## EMPLOYMENT & INDUSTRY TRENDS

Overall employment in San Miguel County fell sharply from 2007 to 2010, with the recession, and has not recovered but has fallen lower since. In the eight years leading up to the recession, 2001 to 2008, employment growth in the county was positive, adding 448 jobs over that period. With the recession, from 2008 to 2011, the county lost 684 total jobs in just those three years. Job losses continued, but at a slower rate, into 2018, with a loss of 146 jobs during the seven-year period.

Jobs data indicate that, pre-recession, jobs were growing for wage-and-salary workers and for the self-employed. Both groups took losses in the recession from 2008 to 2011, but while wage-and-salary jobs have reversed course to grow since then (at the painful average rate of just 8 jobs per year, but growth nonetheless), self-employed jobs have continued to fall at the same rate (about -27 jobs per year, average) as during the recession.

Farm jobs are categorized separately from private non-farm or government jobs and, including some of the jobs categorized as self-employment, grew consistently, if slowly, after 2008, after shrinking in the years prior to the 2008 recession. The number of state and local government jobs in the county has fallen significantly since 2008, representing a combined jobs loss of 890, and comprising the bulk of wage-and-salary jobs losses since 2008. While government jobs have continued to decline into 2018, jobs in the private market (non-farm wage-and-salary jobs) saw growth of over 300 jobs in the post-recession years.

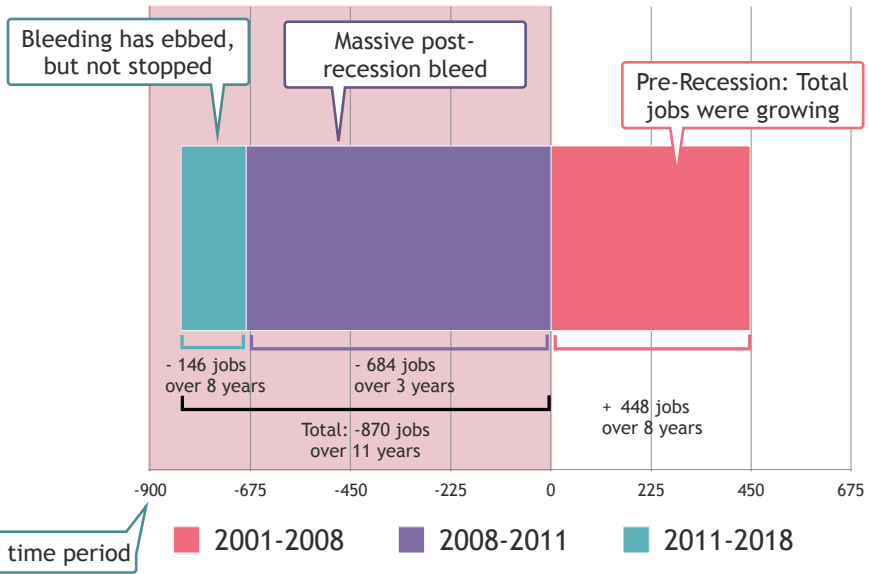
San Miguel County Employment Growth: Recession Impacts

Comparing how many jobs were lost or gained across 3 different time periods:

- Pre-Recession 2001-2008
- Post-Recession 2008-2011
- Recession "Recovery" 2011-2018

we can identify trends & pinpoint how industries are growing or shrinking.

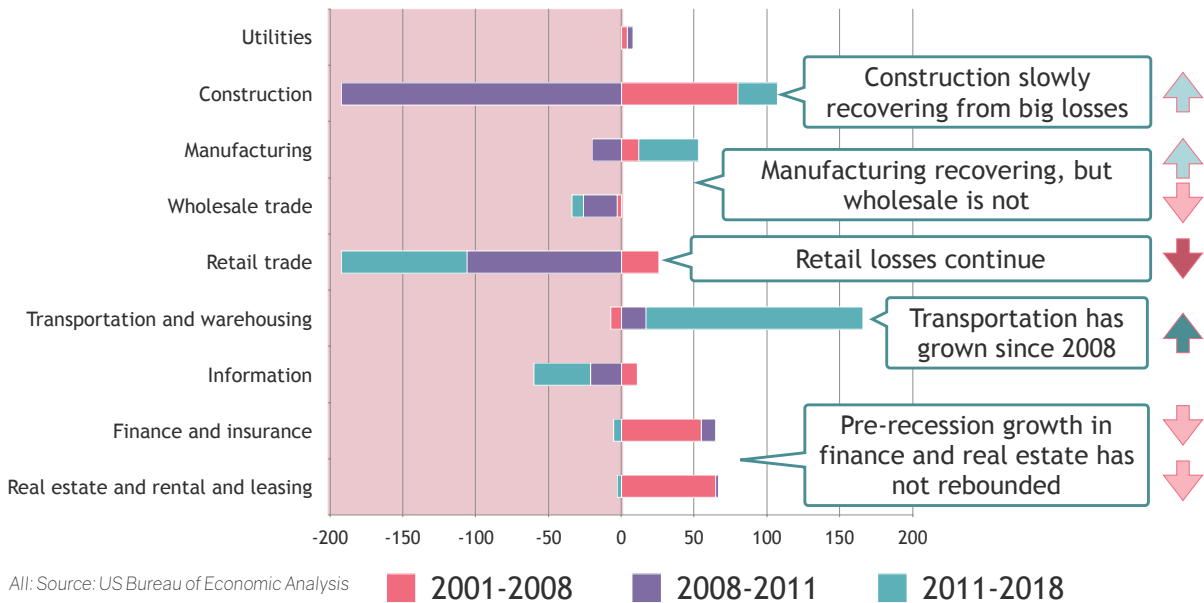
Economy has not recovered from recession but bleeding has slowed.



San Miguel County Employment Growth: Recession Impacts by Job Type (Establishment Ownership)



San Miguel County Employment Growth: Recession Impacts by Industry on Wage & Salary Jobs



All: Source: US Bureau of Economic Analysis

The bulk of that growth has been in the transportation and warehousing industries, with gains for manufacturing and construction as well. Meanwhile, retail and information sectors continued to fall into 2018, while pre-recession growth in the finance and insurance and the real estate industries has not rebounded.

The New Mexico Department of Workforce Solutions (NMDWS) reports the largest sectors of covered (wage and salary) employment in the county were healthcare and social assistance, educational services, and accommodation and food services; public administration remains a strong sector as well. According to the NMDWS, in 2018 most job openings in San Miguel County were in the healthcare and public administration sectors. The average wage of all postings in the area was \$42,545, well above the county's median household income. Jobs posted over extended time periods, especially healthcare jobs, suggest a need for additional healthcare professionals in the area.

## MAJOR EMPLOYERS

The New Mexico Behavioral Health Institute (NMBHI) is the largest employer in the county,

followed by New Mexico Highlands University (NMHU). Both employers, along with many other large employers, have reduced their number of employees from early in this decade. A worldwide trend of fiscal conservancy has caused reductions in government budgets and employment—an employment sector on which Las Vegas and many other communities in New Mexico heavily rely. Major state employers in the county, including NMHU and NMBHI, have adjusted to a period of more restrictive finances. For comparison, adjacent Santa Fe County has a workforce more than seven times larger than that of San Miguel County. Santa Fe County lost 7% employment between 2008 and 2016, per the Bureau of Labor Statistics, while San Miguel County lost 4% during the same time period.

## EMPLOYMENT AND INCOME

Residents of San Miguel County have slightly lower educational attainment than in the state of New Mexico overall; nearly one-fifth do not possess a high school diploma or a general educational diploma (GED), and about one-fourth possess a college degree, compared to about one-third at the state level.

San Miguel County Major Employers

Employer	Sector	2011* Em- ployees	2018 Em- ployees	Change	% Change
NM Behavioral Health Institute*	Health Care	817	775	-42	-5%
New Mexico Highlands University	Education	559	446	-113	-20%
West Las Vegas Public Schools*	Education	385	260	-125	-32%
City of Las Vegas*	Government	254	252	-2	-1%
Walmart Supercenter*	Retail	246	250	4	2%
New Mexico DOT - District 4*	Government	256	244	-12	-5%
Luna Community College*	Education	326	222	-104	-32%
Alta Vista Regional Hospital*	Health Care	278	218	-60	-22%
Las Vegas City Public Schools*	Education	261	200	-61	-23%
Victory Home Health	Health Care	257	188	-69	-27%
San Miguel County	Government	140	131	-9	-6%
United World College	Education	100	111	11	11%
Professional Home Health Care	Health Care	200	90	-110	-55%
We Care Home Health, Inc (Trans- portation and Services)	Health Care	NA	72		
Franken Construction*	Construction	60	55	-5	-8%
Franken Oil and Distributing*	Oil	53	43	-10	-19%
<b>Total</b>		<b>4,192</b>	<b>3,557</b>	<b>-635</b>	<b>-15%</b>

Sources: Las Vegas San Miguel Economic Development Corporation, "Las Vegas at A Glance," 2009.\*ARC calls to employers, February 2018.

# ECONOMIC DEVELOPMENT RECOMMENDATIONS

## WAGES

A fundamental issue, not just for economic development, but also for the standard and quality of life in Las Vegas, is low wages. Low wages stifle the city's ability to attract and retain a qualified work force, limit the local economy by restricting purchasing power, limit municipal tax revenue, and fundamentally lower the quality of life, depressing community pride overall.

The "living wage" is the hourly rate that an individual in a household must earn to support his or herself and family. The assumption is the sole provider is working full time (2080 hours per year). Living wage estimates for San Miguel County range, depending on household makeup, from \$11.59/hr for a single adult with no children, to \$22.32/hr for two adults (one working) with two children, and \$15.98/hr for two adults (both working) with two children. Living wage in the category of households with two adults (both working) and no children is by far the lowest, requiring a living wage of \$9.30/hr. This is still almost \$2/hr above the state minimum wage of \$7.50/hr.

(Source: Massachusetts Institute of Technology MIT Living Wage Calculations, 2020)

Las Vegas's low average income and high poverty, across all education levels, clearly indicate the need for higher wages in the city.

Mandating a citywide minimum wage is one approach, though it is likely to be a divisive issue, and the impacts of citywide minimum wages are not clearly enough understood to predict guaranteed benefits.

Generating more living wage jobs in Las Vegas will mean attracting higher paying jobs, and it leads to economic diversification.

The city could swiftly realize the creation of a significant number of jobs in the city that pay a living wage, by instituting living wages for municipal employees. Not only would this move provide great benefit for city employees, it would raise the floor for wages in Las Vegas and be a powerful signal of the city's commitment to expanding living wages for Las Vegasans. The move

would also be a powerful statement of the City's commitment to build a strong, dedicated, capable team of city employees and rebuild municipal capacity.

*(see Good Governance chapter).*

The real-world hurdles to realizing such a move are significant. With local government jobs lost in San Miguel County since 2011 topping 300, and budgetary limitations that were strict even before the impacts of the current health crisis are fully realized, the resources to support living wages for municipal employees will be hard to muster. However, if the city's commitment to growing wages in Las Vegas is strong enough, the impact of living wages for all city employees, and its potential as a catalyst of broader progress, may outweigh the barriers. It may be an option to consider.

### 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

As noted previously, the economic tenet that a diverse economy is a resilient economy holds true. A diverse economy supported by a diversity of industries is more stable, enduring even if one industry or even a series of industries are disrupted or die away.

The largest jobs-providing sectors for covered (wage-and-salary) employment in Las Vegas are healthcare and social assistance followed by educational services. The healthcare boom resulting from the implementation of the Affordable Care Act (ACA) likely played some part in the prominence of the healthcare industry, at least in recent years, but the economic significance of the New Mexico Behavioral Health Institute as the city's top employer represents



a longer-standing and ultimately more stable source of healthcare and social work industry jobs for the city, along with Alta Vista Regional Hospital and other health providers.

Educational services jobs with public schools, frequently the largest employer in a community, and with NMHU and Luna Community College, represent the city's second economic pillar.

Retail trade, together with accommodation and food services jobs, accounts for a third economic driver, and can be considered representative of a combination of the tourism trade and the city's role as a regional retail hub.

Three legs, anyone knows, makes for stability. Debilitating just one of those legs, however, will provoke instability and leave the city vulnerable.

As employment-trend data showed, retail trade in the city has been bleeding jobs for the last decade, likely linked to growth in online sales, which are likely to ramp up still more as a result of the ongoing health crisis and further diminish the city's role as a regional retail hub.

The pandemic has already ground the tourism trade to a halt. Accommodations and services industries in the city have, however, remained remarkably stable since 2011 and are likely to rebound at some point, when the crisis subsides and health concerns begin to lift. Tourism is, and should remain, a vital economic focus and an important aspect of the city's identity. Still, the need for economic diversification in Las Vegas persists.

### 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

## DIVERSIFICATION

### SURPLUS & LEAKAGE

Data analysis of spending is used to identify certain retail spending gaps known as "surplus and leakage."

"Surplus" refers to money spent in the study area by those living outside it. Surplus in an area represents a condition where supply exceeds the area's demand. Retailers are attracting shoppers that reside outside the trade area. The "surplus" is in market supply. In the case of Las Vegas, surplus is a proxy representation the city's role as retail hub, and tourist spending.

"Leakage," on the other hand, refers to money spent by residents in outside markets. Leakage in a particular industry may indicate a commercial need that is not met locally, driving residents to spend those dollars elsewhere. Leakage in an area represents a condition where demand exceeds supply. In other words, retailers outside the market area are fulfilling the demand for retail products; therefore, demand is "leaking" out of the trade area. Leakage may indicate potential for economic diversification into industries to accommodate the excess demand.

Analysis of spending in Las Vegas indicates that the majority of retail industries are seeing leakage. There is unmet demand in the city for grocery and food shops, clothing and accessories, and other retail, such as books and sporting goods. Automobile dealerships and auto parts stores represent by far the highest amount of leakage, with a combined retail gap, or difference between retail potential and retail sales, of over \$23M annually.

Surplus is much stronger than leakage. Far and away the largest industry attracting outside spending is General Merchandise Stores, with a surplus of over \$99.5M. Nearly all of this amount is almost certainly the spending done at the Walmart Supercenter in northern Las Vegas. Other spending draws in Las Vegas include gas stations (\$14M), food and drinks services (\$5M), and health and personal care (\$1M).

*Source: ESRI Business Analyst software, 2018 data*

Additional market research and industry trend analysis is needed to identify target industries for diversification in Las Vegas.

Refer to the 2018 Las Vegas MRA Plan's Market Conditions chapter for additional economic development tools and analysis, including detailed analysis, research, discussion, and recommendations

- » Market analysis (regional & local)
- » Consumer trends & spending
- » Market gap & surplus analysis (MRA area)
- » Market segmentation
- » Building inventory
- » Detailed land use analysis
- » Workforce & education profile & inventory
- » Identified opportunities for development
- » Priority industry recommendations

Additional references include:

The North Central New Mexico Economic Development District's 2015 Comprehensive Economic Development Strategies

Target Industries:

- » 1. Healthcare and Social Services
- » 2. Tourism and Recreation—cultural and visitor based
- » 3. Renewable Energy/Green Industry
- » 4. Technology—emerging high tech, information technology, and data
- » 5. Agriculture
- » 6. Digital Media/Film
- » 7. Education
- » 8. Exported Services (Financial, Research, Environmental, Construction Management, Philanthropic)
- » 9. Government
- » 10. Solo Workers –independent workers suitable for the district geographic environment

The 2010 University of New Mexico Bureau of Business and Economic Research (UNM BBER) Assessment of the San Miguel County Economy

Recommendations:

- » Create higher-paying jobs

- » Plug retail leakage
- » Recruit developing export-oriented industries (alternative energy, healthcare, hospitality)
- » Develop homegrown industry (value-added timber products, arts and cultural industries)
- » Retain qualified labor force (by addressing community divisions )

## OPPORTUNITIES

Opportunities for economic development, to diversify into new industries or expand existing ones, are wide ranging. The following are opportunities that emerged from the public input during the development of this Plan. They are extensive, but certainly not exhaustive. Some are discussed in further detail elsewhere in this Plan and others are merely mentioned here as potential topics for further investigation.

## LAS VEGAS MUNICIPAL AIRPORT

The Las Vegas Municipal Airport (KLVS) is located 5.3 miles northeast of the city. The Federal Aviation Administration (FAA) lists airport operations for the facility from 2006 at 11,350 flights annually, and airport personnel estimate that this number has not changed significantly since that time. Even with these significant user numbers, the Las Vegas Airport, and its significant service capacity, remains underutilized and represents significant opportunity for economic development and diversification. Increased use is one example of a potential expanded use. Other expanded uses may include:

- » Forest Service use for slurry bomber outpost and refueling
- » Expanded military training
- » Atmospheric weather balloon testing
- » Airspace technology testing
- » Film industry transportation and car service
- » Flight school
- » Small military base
- » Private aircraft manufacture or repair
- » Increased hanger rentals, additional hangars
- » Shipping (Fed Ex, Amazon, or UPS)

### Airport Recommendations

- » Commission or task a local economic development entity to produce an Airport Plan, to identify and vet 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 federal agencies, including NFS, and representatives to realize expanded use

## FILM

Recommendations later in this chapter and in the 2018 MRA Plan cover the potential for harnessing the value of the history of film in Las Vegas, including a film museum and film tourism.

The future of film in Las Vegas represents a whole other set of, potentially, more productive opportunities.

### Opportunities include:

- » Developing a small post-production studio for reviewing production material locally
- » Production partnership with NMHU Media Arts and Luna Community College to develop internship and certificate programs and provide services
- » Identify incentives, including land, to promote location of a branch studio, or a post-production studio
- » 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

## AGRICULTURE

Agriculture and ranching are essential, historic elements of the economy and culture in Las Vegas. Including agriculture should be a priority of economic development and diversification in the city.

### Opportunities include:

- » Establishing a permanent location for a Farmer's Market (see MRA Plan Recommendations)
- » Promote farm-to-table initiatives
- » Encourage value-added production; potentially offer the community kitchen at Luna
- » Capitalize on existing trades knowledge of rural community, especially kids, to encourage entrepreneurship and career building
- » Work with the U.S. Department of Agriculture (USDA) to identify options to address food-desert conditions, especially on the west side of Las Vegas

## FIBER & TECH

Las Vegas has high-speed, fiber-optic cable available that could support tech operations. The city's charm, quiet pace, and natural setting may be an ideal selling point to tech companies looking for lower cost of living and higher quality of life in a more rural setting, with the capacity to support the tech industry.

Cyber security projects may consider partnering with Luna Community College.

## WORKFORCE TRAINING

Las Vegas has a wealth of higher educational assets in NMHU and Luna Community College, as well as the public schools. Partnering with these institutions and enabling partnerships between them and industry to develop workforce training programs is a reliable economic development tool.

### Potential priorities for workforce training programs include:

- » Healthcare: Nursing, emergency medical technician (EMT) certification, Emergency Response Training Center
- » Trade School and Career-Development Programs: In partnership with local high schools, consider programs to utilize workshops and culinary arts assets, and consider arts and culture programs in partnership with local traditional and fine artists, agricultural programs, and entrepreneurial training programs

## RETIREEES

While in some ways Las Vegas is an ideal retirement community, with its small-town character and close-knit community, major shortfalls currently present significant barriers to successfully promoting the city for retirees. The primary issue is that a lack of the range and level of healthcare provided in the community will not currently meet the needs of a retiree population locally. If healthcare capacity expands in the future, the city may consider this strategy.

## TOURISM

A pillar of the Las Vegas economy, tourism certainly has room to grow. Currently focused on the city's unique history and small-town appeal, tourism can expand within its current focus and expand to other tourism markets, including outdoor recreation, and sports tournaments and events.

The 2018 MRA Plan provides extensive background, analysis, and recommendations for further developing the tourism economy, including preserving historic assets in Las Vegas. MRA recommendations should be paired with LVCP recommendations for a citywide Economic Development strategy.

Recommendations in the Administration & Facilities chapter cover the potential to develop a new city museum, combining the existing archive of the Rough Riders Museum and a new archive documenting the extensive and impressive history of film making in the city. This could be an important anchor supporting the established tourism market.

Recommendations in the Transportation & Utilities chapter address the need for improved circulation and wayfinding in Las Vegas, this being fundamental to the success of any tourist experience of the city.

## OUTDOOR RECREATION

Outdoor recreation is the hot economic development topic in New Mexico. Communities across the state, and indeed the rest of the west, are seeking to recreate for themselves the successes of communities like Moab, Utah.

Where many other communities may fail, Las Vegas has an advantage. Fundamental groundwork in the endeavor of developing a strong outdoor recreation economy is a community appeal, as in a pedestrian-scaled, walkable, central shopping district, and attractive buildings and neighborhoods. The heavy lifting of beautifying the central business district is, for the most part, already done in Las Vegas.

## OUTDOOR RECREATION OPPORTUNITIES & POTENTIAL

There is significant potential to expand and integrate outdoor recreation into the existing tourism economy in Las Vegas.

The Rio Gallinas River Walk and River Walk expansion, already underway, will be a key component of any outdoor recreation strategy. The River Walk core in downtown Las Vegas could be developed as the heart of a regional Rio Gallinas trails network dotted with natural, recreational, and cultural attractions including the Montezuma Skating Pond and El Crestón. Potential recreation attractions include bouldering routes, lake activities like water skiing or wind surfing, and bird watching and could be developed either privately or publicly as part of a regional trail network or park system.

A regional trails network would take time, investment, and collaboration but could eventually be built into a remarkable asset and attraction for the region. This will require:

- » collaboration with regional agencies, groups, and institutions to design the network, identify and develop recreational attractions, and secure public access

- » development of a supporting framework of private enterprises including tour providers, equipment rentals, and recreation providers offering experiences like zip lines, hang gliding, or guided fishing trips (along with food and accommodation services, many already established)
- » marketing and promotion

An important new resource for developing an outdoor recreation economy is the newly established New Mexico Economic Development Department's (EDD) Outdoor Recreation Division (ORD), with the stated mission to "...expand the outdoor recreation economy to every corner of New Mexico and bring jobs, prosperity, and wellness to all state residents."

Las Vegas has several important advantages in the drive to develop outdoor recreation based economies: an existing tourist trade and tourism attractions, an attractive central shopping district with retail, and a supply of accommodations both ample and unique, ongoing projects to expand the Rio Gallinas River Walk, and an array of natural beauty and recreational opportunities in and around it.

Work would be required to actively develop a regional trails network, and developing the services and attractions supporting recreation would be among the first orders of business. The city certainly has potential to accomplish this, and with significant advantages in place, this strategy should certainly be a consideration for Las Vegas.

*See Parks & Recreation for further discussion of potential recreational improvements and expansions.*

It should be noted that the existing tourism economy, built on history and small-town appeal, is no insignificant asset supporting the potential to expand into outdoor recreation. The greater the variety of attractions concentrated in a single destination, the greater variety of interests and people a destination can attract. If mom and dad can go shopping and have lunch while the kids go bouldering and grandpa goes to the museum, the city's appeal as a destination increases exponentially.

It must be noted that the travel and the accommodations industry may be fundamentally altered for an unforeseeable period in the wake of the global pandemic.

## SPORTS EVENTS

Outdoor recreation is not limited to hiking and fishing but can include sports attractions as well. Expanding tourism to include sports tournaments and events would represent yet another category of attractions, further boosting the city's appeal as a destination.

Recommendations in the Parks & Recreation chapter cover the potential to meet an existing need for expanded sports facilities while providing significant economic development potential, providing the capacity to host regional sports tournaments. Recommendations in the chapter also note the potential to hold events such as fun runs, hike-a-thons, bike-a-thons, and other activity events.

## GOLF COURSE

The Gene Torres Golf Course is currently owned and maintained by NMHU. In its current capacity, the golf course is a less productive asset than it could be, and the University is working to develop strategies for higher and better uses. As a golf course, the property is an asset to the community, though a course redesign and high maintenance would be needed to improve its appeal.

The city should actively work with NMHU to develop strategies for the golf course that are mutually beneficial and result in an improved community asset. Areas on the large property may be considered for mixed use (see Land Use chapter).

The community supports the property's continued recreational use as a golf course. A small, but adamant, number of comments were issued in the community survey: enthusiastic support of maintaining the use. If a financially sound option for maintaining the property's recreational use is available, the city should support it.

Recreational uses of the property could be integrated into an wider outdoor recreation strategy to provide additional options and attract a wider field of visitors.

**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)

ECONOMIC DEVELOPMENT CAPACITY

This section will provide an overview of the economic development capacity available in the city of Las Vegas. This will include an inventory of organizational capacity at the local level, regional and state resources, development tools such as LEDA, and a list of gaps in service and recommendations to improve capacity.

COORDINATION

A key strategy for economic development will be to efficiently capitalize on the economic resources at hand, especially the wide range of organizational capacities, resources, expertise, interests, and experience represented by the many economic partners vested to work to improve Las Vegas.

The city should proactively coordinate with these local economic development groups and institutions to align goals, track capacity and projects, and coordinate efforts between groups to prevent gaps or redundancies. Getting efforts from all sides, progressing in the same direction, each working with their resources, interests, and talents, towards a unified goal will greatly enable progress. Coordination of these groups is also important to prevent duplicative or counterproductive activities between them, and will allow efficient distribution of activities and resources to prevent gaps or overlap.

Despite the significant range of organizational capacity, several meaningful gaps in economic development capacity hinder development and should be addressed.

**Economic Development Capacity Gaps**

Municipal Economic Development staff & institutional stability

Grant writers & administrative bodies

Man-hours to fill out business opportunity responses & collaborate with NMEDD

Outreach and collaboration with the private sector

Business development training

Collaborations to provide capacity to accomplish grant-funded projects

# ECONOMIC DEVELOPMENT CAPACITY INVENTORY

## City of Las Vegas

### The Las Vegas Community Development Department

The mission of the Community Development Department is to promote progressive, balanced development and improvements that reflect community standards.

Planning and zoning, grant writing, film, events, multimedia production

## Economic & Community Development

### Las Vegas - San Miguel County Chamber of Commerce

The Chamber of Commerce serves local business, visitors, the community and its nonprofits, economic development for the city and the county, and serves as a link within the community.

The LVSMCC is supported by county funds to coordinate economic development in the city and county

### Las Vegas San Miguel County Economic Development Corporation (EDC)

Nurture, retain, and expand existing businesses.

Recruit new businesses.

Encourage local entrepreneurs to establish new businesses.

Facilitate resources for new product development.

"Red Team" Support System (Professional Consulting Service in collaboration with Entrepreneur Network)

Business Advisory Team (formed specifically for each requesting business)

Incubator with NM Technical Institute

The Las Vegas - San Miguel County Chamber of Commerce and Las Vegas San Miguel County EDC have both identified **cyber security** as a target industry

## Las Vegas First Independent Business Alliance

The purpose of Las Vegas First is "...to help the greater Las Vegas area maintain its unique community character, provide continuing opportunities for entrepreneurs, build economic strength, and prevent the mass displacement of community-based businesses by national and international chain

A voluntary association of independently owned businesses include retailers, ranchers, galleries, services, restaurants, business and health professionals, and other nonprofit organizations.

## Las Vegas New Mexico Community Foundation

Raise capital from donors & other institutions to support nonprofits –who play a critical role in economic development by addressing social and community issues that hinder economic development and community improvements.

Have supported 15 nonprofits and other groups

Can serve as an intermediary between city, nonprofits, and businesses

## Friends of the City of Las Vegas Museum

The City of Las Vegas Museum and Rough Rider Memorial Collection engages visitors in the rich history of the Las Vegas area by collecting, preserving, and presenting objects and themes relating to the region's unique heritage, to increase our understanding of the link between the past, present and future.

Institutional liaison

Grant writing, need local & group collaboration to provide capacity to accomplish what's being funded by the grants

## Mainstreet de Las Vegas

The mission of MainStreet Las Vegas is to unify the historic commercial corridor and engender pride in the community while promoting economic development and preserving historical, cultural, architectural and natural resources through partnerships and community collaboration.

Grant writing, project partner & planning

Community Improvement projects (downtown)

Film museum & events

**Private Sector**

Business owners, investors, professionals, and retirees should be vital partners through outreach and collaboration. The private sector's institutional knowledge and experience coupled with the contacts, business planning capacity, and ability to attract private equity are invaluable.

**Community Groups**

There are a number of vibrant community groups in Las Vegas with different interests and capacity such as:

Las Vegas Citizens' Committee for Historic Preservation

Hermit's Peak Watershed Alliance

Casa de Cultura

Sunrise Kiwanis

Las Vegas Rotary Club

Las Vegas Tree Board

Las Vegas Arts Council

**Institutions**

**Luna Community College**

The People's College

Luna's mission is to provide accessible, affordable and quality education designed to optimize opportunities for student participation.

Labor force training

Collaboration with industry to design training programs

Retraining & retooling workforce skills

Business recruitment

**New Mexico Highlands University**

New Mexico Highlands University is a public comprehensive university serving our local and global communities.

Community partner in development, sports and recreation, events

Capacity & resources in technology, digital & fine arts, GIS mapping, ecology & restoration

**Resources**

**New Mexico Economic Development Department**

The mission of the New Mexico Economic Development Department is to improve the lives of New Mexico families by increasing economic opportunities and providing a place for businesses to thrive.

Direct support for community & business development; recruitment, grants, grant-writing, assistance, coordination

**New Mexico Outdoor Recreation Division**

The mission of the New Mexico Outdoor Recreation Division is to expand the outdoor recreation economy to every corner of New Mexico and bring jobs, prosperity, and wellness to all state residents.

Funding and grants

Business development

Organization & planning

**United States Department of Agriculture**

Rural Development

Business & economic development: business loans, donations & nonprofit jobs support

Project funding, facilities & utility infrastructure

Homeownership support



## DEVELOPMENT TOOLS

### METROPOLITAN REDEVELOPMENT AREA (MRA)

The City of Las Vegas became a certified MainStreet community with the New Mexico MainStreet Program in 2005. This certification allowed the MainStreet de Las Vegas organization to access resources and technical assistance from the State of New Mexico and grants the city the ability to implement certain activities within the MRA that can stimulate economic development, including:

- » Land and building acquisition
- » Rezoning and modification of zoning regulations
- » Community facilities projects
- » Transportation improvements
- » Housing projects
- » Adaptive reuse or demolition

The MRA designation enables the city to employ various tools to promote economic development, including:

- » Entering into public/private partnerships, such as a development agreement
- » Funding projects through revenue bonds
- » Acquiring funding through Community Development Block Grants and other state and federal sources
- » Implementing Tax Increment Financing (TIF) districts
- » Employing the Local Economic Development Act (LEDA)

Regularly refer to the 2018 MRA Plan and collaborate with Mainstreet de Las Vegas to implement

## LAS VEGAS ARTS & CULTURAL DISTRICT

Las Vegas was one of two New Mexico municipalities approved as pilot cities under the New Mexico Arts & Cultural District Act to enhance economies through local and state partnerships offering incentives and expertise necessary for the development of sustainable Arts & Cultural Districts.

### FUNDING MECHANISMS

Ability to institute measures such as a Local Option Gross Receipts Tax increment (LOGRT) to support the district's development, a doubling of the state tax credit for rehabilitation of historic structures, and Quality of Life Tax to fund the district's ongoing operations.

### CURRENT OPERATIONS AND INCENTIVES

In the intervening years since the district's formation, state funding was not allocated. The program operated under MainStreet de Las Vegas for a time, but was transferred and now operates under the umbrella of the Las Vegas Arts Council.

The state statute currently provides the following incentives to help investors and local municipalities conserve, grow and revitalize the economy of their Arts & Cultural Districts (ACDs):

- » Doubling of state historic district tax credits for eligible properties within the Arts & Cultural District
- » Access to municipal gross receipts taxes set aside for economic development projects through the state's Local Economic Development Act (LEDA)
- » An ACD infrastructure fund for capital outlay and grant funds for infrastructure
- » Technical assistance and services from cooperating partners in the state ACD Council
- » Participation in the cultural and heritage Tourism Marketing program

## TAX INCREMENT FINANCE DISTRICT (TIF)

In 2009, with the adoption of the MRA Downtown Action Plan, the City of Las Vegas adopted a tax increment financing (TIF) district as well. The TIF district has the same boundaries as the MRA.

A tax increment financing district allows a municipality to define a geography within an MRA and use the taxes from future property tax increases to redevelop the area. It sets a baseline property value and taxes from that baseline continue to flow to their usual recipients. Tax increases due to property value increases, however, are set aside and used exclusively within the TIF district for improvement and redevelopment projects. As redevelopment and improvements progress in the area, property values continue to increase and the TIF fund increases to pay for more improvement and redevelopment projects. Thus, the process creates a positive feedback loop that enables community- focused improvements.

The district has already been adopted and now needs to be enacted by the city. The steps are provided in the 2018 MRA Plan.

## HISTORIC DISTRICTS AND DESIGNATIONS

Historic districts and designations enable significant economic development incentives and tools including tax credits and planning assistance, and protect the city's invaluable historic cultural assets.

Refer to 2018 MRA Plan for a comprehensive discussion of economic potential and recommendations for protecting and developing the historic assets in Las Vegas

## ANNEXATION

Annexation, with the expansion of water and wastewater treatment and new service connections, to promote economic development should be considered.

The city should identify areas to consider for annexation to promote economic development. Considerations should carefully weigh the long-term costs and benefits and follow the annexation basic policies and guidelines in the Land Use chapter.

Consistent funding sources for expanding infrastructure and systems include: Community Development Block Grants (CDBG), Economic Development CDBG, New Mexico Economic Development Department, and USDA Rural Development.

The annexation of an area east of Dee Bibb Business Park and I-25 on the frontage road to provide adequate water and wastewater treatment infrastructure could support a potential 20 new jobs with an additional \$483,000 investment in building and equipment.

## FUNDING & SUPPORT

A vast range of funding sources is available for economic and community development. The New Mexico Economic Development Department (NMEDD) is the primary source for support and information on funding and partnership options.

Las Vegas is served by NMEDD Community, Business & Rural Development Region 4. Close collaboration with the NMEDD Region 4 Representative, including support on business opportunity responses, outreach, and marketing should be active and ongoing.

Other state resources, including the recently established New Mexico Outdoor Recreation Department and established resources such as the New Mexico Film Office and New Mexico True should remain consistent support partners.

# LOCAL ECONOMIC DEVELOPMENT ACT (LEDA) RECOMMENDATIONS

*LEDA is the legal capacity to provide certain public investment and assistance for certain economic development projects in New Mexico. This section provides an overview of the law, including qualifying projects and assistance, recent state LEDA updates, LEDA process overview, and recommendations for enabling and promoting local use. This is meant to serve as a quick reference guide and is not intended as a legal reference.*

## OVERVIEW

New Mexico's Local Economic Development Act (LEDA) allows counties and municipalities to make public investments in certain, qualifying economic development projects. LEDA was adopted by the state in response to the Anti-Donation Clause in the state constitution, in order to promote economic development.

To enact and enable local LEDA investments, a community adopts an ordinance creating an economic development organization and a strategic plan. This enables public support of certain economic development projects (essentially, public/ private partnerships) that foster, promote, and enhance local economic development efforts while continuing to protect against the unauthorized use of public money and other public resources.

**“Qualifying Entities”** are the recipients of public LEDA investments. The types of entities that qualify are limited in order to encourage locally sustainable economic development.

**“Qualified Uses”** define how the entity may use the investment and are also limited to protect public the public interest.

The state (through the New Mexico Economic Development Department or NMEDD), as well as county, and local governments may make LEDA investments. Local jurisdictions may enter joint-powers agreements to both contribute to develop a project. The state may also participate, with additional public support, by agreement on certain local projects and infrastructure improvements (2020 Amendment).

Project criteria and public safeguards, also summarized here, define the LEDA application process, the criteria that applicants must meet, and the required agreement provisions for protecting public investment.

### LEDA Qualified Uses

- » Purchase, lease, grant, construction, improvement, or conveyance of land, buildings, or other infrastructure
- » Rights-of-way infrastructure and broadband expansion
- » Public works improvements or professional services contracts necessary to implement the plan or project
- » Grants for public infrastructure supporting qualified expansion, and grants or subsidies to cultural facilities
- » Includes land purchase for public industrial park or cultural facility, and building construction for qualifying entity use, but does not include water rights
- » Direct loans or grants for land, buildings, or infrastructure
- » Technical assistance to cultural facilities
- » Loan guarantees, by ordinance with limitations

*Uses eligible for state participation vary*

**LEDA Qualifying Entities:**

- » Manufacturing and assembly of manufactured or agricultural goods
- » Commercial storage, warehousing, distribution of agricultural, mining, or industry—not including goods to the public or most utilities
- » Business supplying services to the public, government, or specific industry or customer, including restaurants but excepting retail
- » Indian nation, tribe or pueblo
- » Telecom with majority of customers out of state
- » Farmer’s markets
- » Developer of MRA project
- » Cultural facility\*
- » Retail business in municipalities with less than 15,000 population (*at 2018 pop. 13,107, Las Vegas qualifies for this provision*)
  - » or, between 15,000 and 35,000 population, but only if the project will not compete with existing businesses, and does not involve state funding
- » *Note: the state may now participate in retail projects that meet non-compete provisions in municipalities of fewer than 15,000 people, including Las Vegas*

\*Cultural facility is defined as a facility owned by the public or a qualifying entity that:

- » Preserves, educates, and promotes local arts and culture, including:
  - » Theaters, museums, libraries, galleries, cultural compounds, educational organizations, performing and fine arts venues and organizations, studios, media labs, and live-work housing facilities
- » Local economic development plans must include *cultural* economic development strategies and priority projects (see Economic Development chapter)

## LAS VEGAS ECONOMIC DEVELOPMENT PLAN (LEDA) ORDINANCE

Las Vegas City Code, Chapter 33, is enacted to enable the city to provide public support for economic development projects through LEDA.

The ordinance establishes qualifying entities and uses and assigns responsibilities to the Las Vegas San Miguel Economic Development Corporation (LVSMEDC) Board of Directors as the reviewing agency.

The city ordinance details the project application process and requirements, evaluation criteria including priority project categories, and partnership agreement requirements including Claw Back provisions.

This ordinance defines local LEDA capacity and should be updated to reflect 2020 state LEDA amendments and address existing inconsistencies as outlined in the recommendations.

## 2020 NM STATE LEDA UPDATE

In 2020, the state further expanded eligible projects, as well as the nature of support that may be provided under the law, including state support for local and joint-powers projects.

**These expansions must be adopted in local ordinances to be utilized for local LEDA projects.**

The most recent eligibilities for entities, uses, and partnerships enabled for LEDA support by New Mexico SB118 as enacted in 2020 are summarized here with specific recommendations for updating the City’s local LEDA ordinance.

## 2020 NM LEDA Amendment

The state is enabled to participate in local economic development projects in the following categories:

- » **Traditional LEDA projects that create economic base jobs**
- » Retail projects for communities with fewer than 15,000 (increased by this amendment from 10,000) in population, when the project does not substantially compete with existing business
- » Rural site infrastructure to create “shovel-ready” places for businesses, including roads, rail, water, wastewater, power, broadband, and the like. The new infrastructure must be located on property owned by a local government.

Amendment enables state investment in land, buildings, and infrastructure that are not yet associated with a business expansion, to help rural communities overcome the lack of prepared buildings and sites that accelerate the time frame for business expansions

## Las Vegas is now eligible to utilize LEDA for local retail projects

### Las Vegas is now eligible for state participation on:

- » **Local LEDA projects, including retail projects** that will not compete with existing businesses (non-compete clause only applies to state participation, not local support)
- » **Investments in land, buildings, and infrastructure to attract and accelerate economic development**

## LEDA PROCESS

A person or entity proposing a qualifying project submits an application for LEDA funds to the local governing body. The local governing body appoints an agency to receive and review the application. The reviewing agency will work with the applicant to identify incentives that the governing body can offer, and determine the appropriate level of public investment in direct relation to the project’s demonstrated community benefit. Projects must conform to an adopted economic development plan—a municipality may have more than one economic development plan. The reviewing agency then makes a recommendation to the municipality. The city council makes the final determination for approval.

Approval of a project application is based on the evaluation of the project’s management and financial stability, demonstrated commitment to the community, and a cost-benefit analysis. Further metrics for evaluating project applications may be defined by local municipalities.

The governing body may choose to include NMEDD in advising the development of applications and projects.

## PROJECT PARTICIPATION AGREEMENT

Local governing bodies enter into Project Participation Agreements (PPA) with qualified, approved projects. These agreements outline each party’s respective contributions, security provisions for public investments, provisions for regular performance audits, goals and benchmarks against which the project can be evaluated, and a schedule of project development and evaluation.

## APPLICATION PROCESS

A formalized application form will direct applicants to the proper agency, in the proper order, and will provide each agency and the city with the information necessary to properly evaluate the merits of the proposed project. The application process will be used to verify that all necessary criteria are met by the project. The application may follow the format of another recent New Mexico municipalities LEDA application form that has been vetted by NMEDD.

## REVIEW & RECOMMENDATION

The LEDA funding application process serves many important functions. It provides a mechanism for prospective projects to work directly with local economic development organizations to identify available support, navigate the LEDA application process, and develop a business strategy. It also allows local economic developers an opportunity to identify potential partnerships, and opportunities for potential projects. The acting review agency should keep the city informed by providing a comprehensive report of each application process and its findings, along with its recommendation, on each LEDA application. The reporting responsibilities and mechanisms for the reviewing agency's application recommendations should be clearly outlined, and may be a stipulation for council's consideration of the recommendation.

## PROJECT CRITERIA AND PUBLIC SAFEGUARDS

While each project is unique and evaluation criteria may vary, it is important to develop standard guidelines against which the costs and benefits of projects can be measured. In addition to the city's economic development plan, across-the-board strategic planning and accountability would best position the city to invest in incentives that create jobs.

## CLAW BACK PROVISIONS

"Claw Back" provisions for LEDA projects are required by law and must be secured in every PPA. Claw Back provisions ensure that public investment is repaid if the beneficiary fails to meet agreed-upon targets for returns, such as jobs creation.

At minimum, PPAs must establish security for public support, a project schedule with measurable goals and time limits, provisions for public review, and actions to be triggered if conditions are not met.

## EVALUATION CRITERIA

Standard guidelines for measuring project viability consider the long-term stability of the development and the quality, costs and benefits, and sustainability of the development; these guidelines are set locally. It is the qualifying entity's responsibility to demonstrate that criteria are met.

### Summary of LEDA Application Process for Project Developers

- Meet with Reviewing Agency to determine eligibility, discuss needs and available incentives, and come up with a preliminary plan of action
- Submit formal application to Reviewing Agency to qualify as viable business partner and quantify project's economic benefits to the community. All of the information requested is required by law before any economic development incentives can be provided.
- Reviewing Agency will negotiate specific incentives to be provided; incentives will correlate directly to project's positive impact on the community
- Reviewing Agency will draw up formal Project Participation Agreements (PPA) outlining responsibilities, securities, goals, time limits, oversight and claw Back provisions, to be approved by Reviewing Agency Board PPA then make a recommendation and provide any additional background information (e.g., Reviewing Agency report) to city council
- Council makes final determination on PPA at a public hearing

## MUNICIPAL INCENTIVES

In addition to local infrastructure gross receipts tax, the city should continue working with economic developers to identify additional incentives, including land, structures, infrastructure, professional services, loans, technical assistance, and partnerships.

The city should maintain a list of potential incentives, especially those that are unique or specific to targeted industries, for publication on city and local websites and for distribution in marketing material.

The city may consider forming a special committee, including representatives from the city, county, state departments and agencies (including NMEDD), local economic development organizations, local institutions, business and industry, and community groups to develop a comprehensive list of potential incentives that the city alone, or with state and regional partnership, can offer.

Working with potential applicants to identify specific incentives should be standard.

## STATE PARTICIPATION

The city should begin identifying projects for state participation. Begin by working with economic developers and the public sector to understand existing gaps in services or assets that may be limiting economic development. Work with state departments and NMEDD to identify potential projects for state participation that could address those gaps and improve the city's economic development potential.

Regional representatives of NMEDD can assist New Mexico cities and counties to update, utilize, and structure the use of LEDA for public-private partnerships by:

- » Preparing the ordinance or ordinance update
- » Attending council meetings
- » Being available for questions and answers
- » Identifying and vetting potential LEDA projects and partnerships

## 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 organizations, local institutions, 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

# ECONOMIC DEVELOPMENT GOALS

## GOAL 1

The Las Vegas economy is vibrant, diverse, and strong.

- 1A. Work purposefully to diversify the Las Vegas economy to include a wider range of industries, including economic base jobs development projects and private jobs creation
- 1B. Refer to the 2018 MRA Plan regularly for additional market research and recommendations to attract development
- 1C. Enhance municipal economic capacity by developing tools, resources, and strategies for realizing economic goals
- 1D. Utilize LEDA capabilities and partnerships to attract, develop, and support economic projects
- 1E. Proactively coordinate with local economic development groups and institutions to align goals, track capacity and projects, and coordinate efforts between groups to prevent gaps or redundancies

## GOAL 2

Economic conditions for residents in Las Vegas begin to improve .

### ACTIONS

- » Actively support improving wages in the city
- » Consider implementing living wages for city employees

## GOAL 3

The workforce in Las Vegas is diverse, capable, and well-trained and has access to good-paying jobs.

### ACTIONS

- » Identify potential industries and projects to prioritize, including:
  - » Consider expanded economic potential for the Las Vegas Municipal Airport, the film industry in Las Vegas, and agriculture and agricultural products
  - » Consider options to technology and broadband projects, working with Luna Community College and others
- » Implement the 2018 MRA Plan to support local tourism
- » Plan to develop a new museum housing the existing archive of the Rough Rider Museum and a new film history element
- » Consider options to fund economic development staff
- » Develop incentive packages to support development (see LEDA Recommendations)
- » Proactively coordinate with local economic development groups and institutions to align goals, track capacity and projects, and coordinate efforts between groups to prevent gaps or redundancies

### ACTIONS

- » Conduct outreach to local schools and institutions of higher learning, to develop workforce training programs
- » Encourage collaborations between industry and institutions to promote workforce training partnerships
- » Develop incentives packages (See LEDA Section)





# HOUSING

# HOUSING

## INTRODUCTION

This chapter discusses the existing housing stock and needs in Las Vegas, and how housing relates to other factors affecting the community, including economic development and population growth. The issue of addressing housing needs in smaller, rural communities like Las Vegas is a difficult one, with few easy answers. This chapter provides some steps that the city can take to preserve existing assets and support residents and homeowners in the city.

## CONTEXT

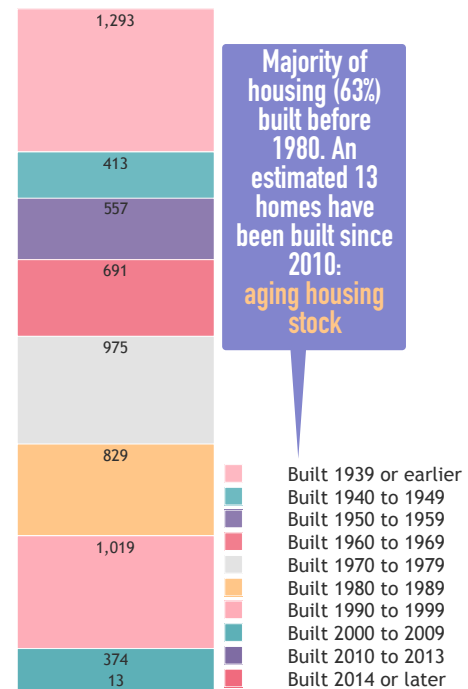
The US Census estimated that in 2018 the City of Las Vegas had 6,282 total housing units. This is down by 40 units from five years earlier, and down by 309 units from the 2010 US Census count, indicating that there has been little to no new housing development in the city in the past decade. This correlates with a drop in population of about 500 people over that time.

Housing is a fundamental driver of population growth and decline. Without new housing development, it is difficult to maintain the variety of available housing needed to support residential mobility; that is to supply college students, graduates, young families, and retirees with the appropriate, affordable multifamily units, rental properties, starter homes, and continuum-care housing they need. Limited housing development also drives up costs and can drive down quality, as supply dries up and properties age.

The resulting limitations in appropriate or affordable housing options available in a community can diminish the quality of life and inflate the cost of living in a community, and can significantly restrict a community's ability to attract or retain population or economic development.

Addressing the issue is difficult, especially in a smaller, more rural city like Las Vegas. Municipal

Las Vegas Housing: Age of Structure



Source: US Census ACS 2017-year Average

strategies to improve the availability of quality, affordable housing in a community are limited. Strategies that have produced minor results in communities comparable to Las Vegas include offering incentives, usually land, to attract small subdivisions, or partnering with private developers to seek funding assistance for affordable housing development.

The city should certainly support and continue working to attract new housing development, and should develop a set of incentives to encourage and enable housing development. Primarily, incentives will be determined and supported by local, regional, and state Local Economic Development Act (LEDA) options, which are outlined in the Economic Development chapter.

Improving housing in a community is not necessarily reliant on new housing development, but can also include shoring up existing housing stock, supporting home maintenance and improvements, encouraging refurbishments, and improving neighborhoods.

# HOUSING RECOMMENDATIONS

At this time, the city should prioritize protecting its existing housing stock, preserving its wealth of remarkable historic assets, protecting and improving neighborhoods, improving property maintenance, and limiting vacancies. Support, including incentives, for new housing developments should remain ongoing.

## Protecting Existing Housing

The most fundamental aspect to protecting existing housing stock is protecting neighborhood quality. Maintaining and improving streets, sidewalks, landscaping, lighting, and amenities such as parks and libraries are all important. Consistent enforcement of building and property maintenance codes is the city's primary tool for protecting neighborhood quality and property value.

See the Land Use chapter for strategies and recommendations for protecting neighborhood character, including code enforcement

## Preserving Historic Assets

The high quality of historic assets in Las Vegas, including neighborhood design, historic homes, historic business districts with the potential for redevelopment as mixed use neighborhoods, and cultural neighborhoods, provides the solid foundation for infill, improvement, redevelopment, and revitalization. Shoring up these existing assets while cultivating their improved and expanded uses should be a priority for the city.

## Historic Districts

Existing historic districts and cultural overlay districts are an extremely valuable tool for the city. Historic districts and listings provide property owners certain assurances that their property value will be protected, and they provide the city and its residents with the assurance that the value of their neighborhood character will be protected. These assurances promote private investment, homeownership, and community pride.

The city's cultural overlay districts and Design Review Board (DRB) are extremely important and effective tools for protecting historic assets. The design guidelines adopted by the city are excellent and should be kept updated.

The city should implement the recommendations proposed in the 2018 Metropolitan Redevelopment Area (MRA) Plan for expanding historic listings and districts, and cultural overlay districts. There are important properties in the MRA not covered by these protections that should be revisited, as described in the MRA Plan.

The city should consider expanding these protections beyond downtown and the east side, especially to some of the intricate historic neighborhoods on the west side of Las Vegas, some of which predate those on the east side of town.

## Housing Rehabilitation

To enable the best and highest use of existing historic assets and promote expanded housing options, the city should evaluate options for assisting and promoting rehabilitation efforts of historic buildings. Supporting efforts to rehabilitate historic mixed use buildings in the MRA, designed for commercial or light manufacturing on the ground floor with residential uses above, could greatly revitalize downtown Las Vegas while providing some of the most needed housing type in the city.

Other historic and underutilized buildings, including abandoned rail, institutional, and manufacturing buildings, should be considered as potential sites for lofts, apartments, or mixed use projects to expand housing options while protecting and revitalizing historic assets. Such projects could be supported by LEDA incentives or partnership and may qualify for state or federal grants, exemptions, or rebates.

See the 2018 MRA Plan for strategies and recommendations on preserving historic assets in Las Vegas; apply throughout town

### Protecting Neighborhoods & Improving Maintenance

Any municipal strategy for protecting existing housing stock should involve assisting homeowners and residents with maintenance and upkeep of their properties. This can include providing or supporting neighborhood cleanup days and senior home-repair assistance efforts, offering free large-item trash pickup, and providing or working with homeowners to find assistance for repairs or upgrades.

Property-owner outreach is also important. Proactively reaching out to owners of vacant or underutilized properties and working cooperatively to find mutually beneficial solutions and resources can catalyze improvements. Proactive outreach can be focused on important properties or specific neighborhoods to promote growth, protect historic assets, or protect neighborhoods.

Community development and neighborhood improvement projects should be an ongoing strategy to protect neighborhoods.

### Limiting Vacancies

Strategies for addressing property vacancy issues are addressed in the Land Use chapter.

### New Development

The city continues to support and encourage new housing development. For the most part, any new development would consist of private development but could, in some instances, be packaged as a public/private partnership. The city should provide resources and support, including incentives to enable and encourage development, while preserving its own financial interests and protecting community character, as outlined in the Land Use chapter of this Plan.

Enabling development that undermines the quality of existing neighborhoods, while providing temporary growth, ultimately erodes property value and quality of life around it, diminishing the overall value and integrity of the community as a whole. On the other hand, careful, well-designed development that prioritizes infill and historic preservation, and adheres to the development standards outlined in this Plan contributes to the quality of life, and improves development and economic prospects in the long run.

The city should identify incentives and potential partnership options, including those available through LEDA or affordable-housing projects to support housing development in Las Vegas.

### Affordable Housing

The city has a significant quantity of affordable housing, much of which is managed by the Las Vegas Housing Authority. Control of the Housing Authority was recently transferred out of city control, as per state and federal recommendation. Affordable housing is an essential element of maintaining quality of life for Las Vegas citizens. The City of Las Vegas should continue supporting the independent management of the Housing Authority and working proactively to expand and improve the delivery of affordable housing in Las Vegas.

Affordable Housing Plans enable municipalities to access a variety of tools and assistance from state and federal sources. Affordable Housing Plans must address a wide range of topics and include detailed analysis that is beyond the scope of a comprehensive plan update. Las Vegas has an Affordable Housing Plan in place, adopted in 2012. The plan provides valuable baseline information, guidance, and support for providing and expanding affordable housing. Regular updates to the plan are necessary.

### Housing Variety

There is a lack of senior housing in Las Vegas. This limits the ability of residents to age in place. The city should encourage and promote development of elderly care facilities and housing types in Las Vegas including accessible housing, continuum care, nursing facilities, assisted living, and others

### Housing Strategy

The recommendations presented here will not solve the housing issues in Las Vegas, nor are they likely to generate significant new housing development in the short term. What these recommendations do is provide guidance to support residents in their neighborhoods and preserve foundational neighborhood and historic assets in Las Vegas, ensuring that prospects for housing solutions and development remain viable in the long term.

# HOUSING GOALS

## GOAL 1

Maintain existing housing stock and support housing development projects to provide a variety of affordable, quality housing options for residents

- 1A. Protect neighborhood quality and property value by maintaining infrastructure, enforcing development standards, and supporting community improvement projects
- 1B. Ensure that building and property maintenance code enforcement is consistent and effective in addressing problem properties, limiting vacancy, and ensuring building and development standards are met
- 1C. Support and expand protections for historic assets in the city, including overlays and districts
- 1D. Support restoration and adaptive reuse projects
- 1E. Conduct outreach and support efforts to improve neighborhoods and properties
- 1F. Develop strategies and incentives to support housing development projects including LEDA projects and partnership options
- 1G. Support development of elderly care facilities and housing types in Las Vegas including accessible housing, continuum care, nursing facilities, assisted living, and others
- 1H. Continue supporting the Las Vegas Housing Authority to provide and expand affordable housing, and regularly update the City's Affordable Housing Plan

## ACTIONS

- » Identify community development opportunities to improve neighborhoods
- » Provide adequate resources and training to support consistent code enforcement
- » Monitor code enforcement outcomes to ensure that the process is effective
- » Work to limit property vacancy through enforcement and outreach (see Land Use Chapter for additional vacancy strategies)
- » Provide support, including materials such as trash bags and paint, for neighborhood clean up efforts
- » Identify priority properties for redevelopment or improvements and conduct outreach to initiate action
- » Identify restoration and redevelopment strategies to support improvements and expanded uses, including housing
- » Consider expanding Cultural Overlay districts and historic designations to cover important structures and neighborhoods
- » Identify funding and grant resources to support senior housing development



# HAZARDS MITIGATION

# HAZARDS MITIGATION

## INTRODUCTION

*The purpose of hazards mitigation in comprehensive planning is to identify preventative measures that could minimize the extent of damage resulting from potential hazard events, as well as resources available to inform, in more detail, decisions regarding hazards mitigation.*

*Hazards mitigation is linked to other elements in the Comprehensive Master Plan in a variety of ways. For example, storm water runoff must be managed to prevent damage to city streets and cleaned to prevent ecological contamination, drought can impact agriculture and economic development, and city facilities must be protected from the risks of flooding and wildfires.*

*The City of Las Vegas/San Miguel County Office of Emergency Management (OEM) is responsible for emergency planning and training, emergency operations, and coordinated hazards mitigation planning and response. The OEM manages and maintains, for the city and county, the Emergency Operations Plan, which serves as the primary, comprehensive resource for hazards preparedness, response, recovery, and mitigation. A comprehensive hazard-and-risk assessment is contained in the San Miguel County / City of Las Vegas mitigation plan, and is also maintained by the OEM. Hazards mitigation in the context of comprehensive planning recommends preventative measures to complement the primary work done by the OEM.*

## PANDEMIC

*The COVID-19 pandemic is an unprecedented event in modern times. Mitigating the damage to life and the economy from the ongoing crisis is, for the most part, beyond the scope of this Plan. Partly, this is because mitigation planning is intended to address preventative measures; partly, it is due to the jurisdictional limitations of a municipality in the context of a global-level event such as this.*

*This Plan will attempt to address strategies to cope, to the extent possible, with long-term ramifications and the ongoing threat of future outbreaks. However, the expanse of unknowns in this situation severely limits the scope of recommendations that a comprehensive plan can responsibly provide.*

## VIGILANCE

*It is important to note that, despite the pressing and unprecedented nature of the COVID-19 crisis, it in no way minimizes the threat of any other hazards facing the community. A flood does not stop for a pandemic. The city must remain vigilant and actively support mitigation efforts addressing all hazards.*

*The importance of mitigation planning, even for hazards that may seem unlikely, has been crystallized by the COVID-19 pandemic. The importance of staying prepared and taking preventative measures cannot be overstated. This lesson should be taken to heart and used to drive municipal hazard-mitigation practices.*

## CONTEXT

The city/county Emergency Operations Plan (EOP) lists probable hazards and risk of significant impact to the city. Hazards with a “high probability of occurrence; at least 50 percent or more of the population at risk from hazard; significant to catastrophic physical impacts to buildings and infrastructure; major loss or potential loss of functionality to all essential facilities (hospital, police, fire, emergency operation centers, and shelters)” for Las Vegas are listed below:

- » Drought
- » Wildfire
- » Winter storm
- » Critical infrastructure or utility failure
- » Hazardous materials
- » Windstorm
- » Tornado
- » Pandemic event

Of those, drought and wildfire are rated highest risk in terms of probability, magnitude, warning time, and duration.

## DROUGHT

Drought, a condition of water availability related to water use, frequently impacts the city, resulting in city water restrictions that have remained in place since 2014.

The city is located within the Gallinas River Basin, and the Gallinas River runs through the center of town, feeding city water supply and irrigation in and around the city. To ensure water supply in times of drought, the City of Las Vegas relies upon the 1,200 acre-foot (af) bulk purchase of water from the Storrie Project Water Users Association (SPWUA) to supplement the city's diversion from the river and maintain adequate storage in Peterson Reservoir. The city's return flow to the river from the Las Vegas Wastewater Treatment Plant (LVWWTP) at the end of town, can supply enough flow in the river to allow irrigation in the lower reach of the river to continue normal farming.

## DROUGHT PLANNING RESOURCES

The 2016 Mora-San Miguel-Guadalupe Regional Water Plan, developed by the State of New Mexico Interstate Stream Commission through the Office of the State Engineer, provides legal context and evaluates the region's water supply and demand. The plan identifies gaps between water supply and demand, and provides strategies to meet future water demand.

The Gallinas River Basin is one of seven priority basins in New Mexico recognized by the Active Water Resource Management (AWRM) initiative launched by the state engineer in 2004, in response to continued drought conditions. The AWRM enables active Office of the State Engineer (OSE) management of the state's limited water resources and assigns a 'water master' to manage activities in each basin. The water master submits annual reports to inform OSE water management. The 2018 Gallinas River Water Master Report documents water diversions, flow, storage, and infrastructure issues and improvements in the Gallinas Basin. The report also addresses water supply and demand for the year and identifies supply gaps.

The 2010-2011 Preliminary Engineering Report (PER) provides recommendations for

improvement projects addressing the overall needs of the city's water system. The City of Las Vegas Utility Service Department reported progress addressing PER recommendations, along with an overview of conditions and projects, in the 2016 Water Enhancement Program Progress Report.

## WILDFIRE

The majority of risk to wildfire in San Miguel County is in the forested areas in the western part of the county. Risk of wildfire within Las Vegas is relatively minor, but implementing protective measures to limit risk to structures and homes is nevertheless recommended for the city and the public.

Creating a perimeter around structures clear of brush, wood, and other potential fuel sources, known as defensible space, limits the risk of fire transmission and provides a level of protection for homes and other structures. The city should work with the city and county fire departments to create and maintain defensible space for all city facilities and buildings. Specific fuels-reduction prescriptions should be developed with the consultation of a representative of San Miguel County, a qualified fire mitigation specialist, and a forester or landscape architect, depending on vegetation.

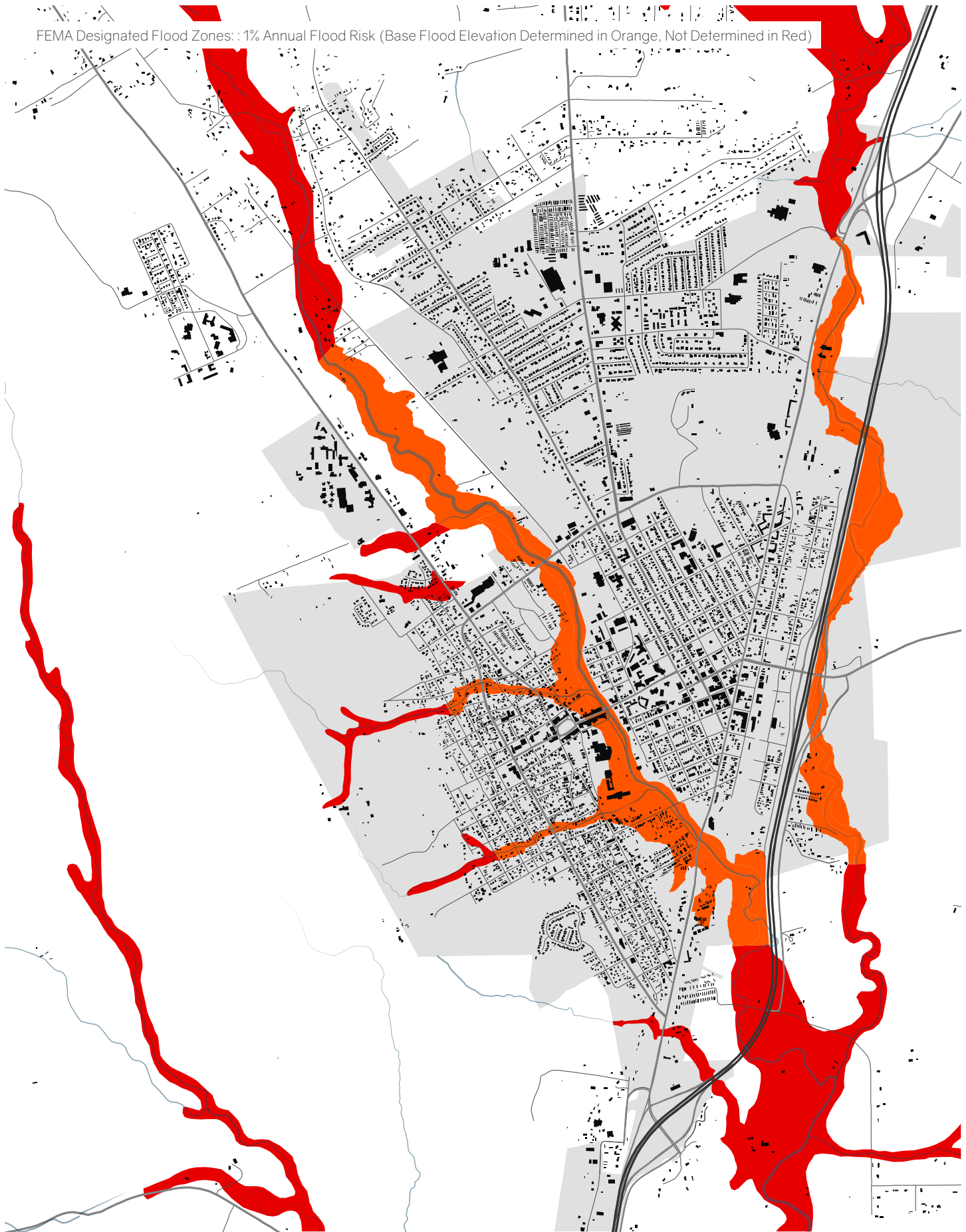
Strategies for encouraging defensible space practices on private property include public information campaigns such as information fliers in utility bills, public bulletins, incentive programs, and assistance providing defensible space training, tools, tree cutting services, free yard waste pick up, and consultations to identify fire risks and recommend mitigation strategies.

## WILDFIRE PLANNING RESOURCES

The 2018 San Miguel County Community Wildfire Protection Plan (CWPP) covers county jurisdiction and provides an overview of wildfire risks and recommendations for improving response capacity and public outreach, reducing risk to structures, and identifying specific fuel treatments.



FEMA Designated Flood Zones: 1% Annual Flood Risk (Base Flood Elevation Determined in Orange, Not Determined in Red)



## FLOOD

*Although flooding is not identified as a high-risk hazard for Las Vegas, flooding and drainage relate directly to municipal policy in certain ways that are relevant to comprehensive planning.*

*Recommendations to address drainage issues that cause damage to city streets are included in the Transportation & Utilities chapter.*

*Storm water runoff from streets and parking lots carry contaminants into the Gallinas River system, damaging river health and ecologies; it also poses an urban flooding risk if drainage systems become backed up. As alternatives to hard infrastructure treatments, the Land Use chapter of this Plan provides softer solutions for treating runoff and mitigating flooding, such as rain gardens, retention ponds, and riparian conservation.*

*Areas in the city identified by the Federal Emergency Management Agency (FEMA) to be at risk of flooding are subject to municipal development and land use restrictions under the city's Flood Hazard Prevention ordinance. These guidelines and restrictions are supported in the Land Use chapter.*

*Earth-moving projects and inadequate drainage planning can cause flooding and erosion issues that impact neighboring properties. Regulating drainage and earth-moving projects is discussed in the Land Use chapter.*

## ECONOMIC MITIGATION

Hazards Mitigation planning should include Business Continuity Planning to allow essential businesses and employees to return, and to plan for the provisions of essential goods and services needed for business districts to reopen following a hazard event.

## MUNICIPAL RESPONSE & READINESS

The Office of Civil Emergency Preparedness is established in the city's Emergency Preparedness ordinance. The stated purpose of the Office is to "coordinate the efforts of all local and county governmental departments and agencies and to maintain liaison with and cooperate with civil emergency preparedness agencies and organizations of other political subdivisions and of the state government. It shall be the duty of said organization to coordinate the development of a civil emergency preparedness plan for the protection of lives and property adequate to cope with disasters ... and to coordinate the implementation of said plans during periods of emergency within the territorial limits of the City [of Las Vegas] and the County of San Miguel."

Currently, the San Miguel County Office of Emergency Management (OEM) provides emergency management in Las Vegas and is responsible for emergency planning and coordinating efforts in the city. The current global health crisis resulting from the COVID-19 pandemic has highlighted potential for a municipal emergency and crisis management role as well. A city Emergency Manager, in coordination with the OEM, could manage and maintain municipal supply stockpiles, and directly oversee municipal and emergency-preparedness, crisis-response measures.

# HAZARDS MITIGATION GOALS

## GOAL 1

Las Vegas is prepared for, and has taken preventative measures to mitigate, impacts of high-risk hazard events and other emergencies or crises.

- 1A. Conscientiously and proactively establish measures to protect the residents and resources of Las Vegas from risk of hazard
- 1B. Maintain and improve municipal capacity to prepare for, and respond to emergencies and crises
- 1C. Implement defensible space measures to mitigate risk from wildfire to municipal buildings and assets wherever appropriate
- 1D. Continue to ensure that city water reservoirs are appropriately protected from risks
- 1E. Continue enforcing city flood-zone development restrictions
- 1F. Continue to improve drainage systems in the city, to prevent road damage and potential flooding issues
- 1G. Manage urban runoff to minimize ecological contamination and damage in the Gallinas River (see Land Use chapter)
- 1H. Continue supporting Utility Service Department efforts to implement PER recommendations

## ACTIONS

- » Consider appointing municipal Emergency Manager, to improve and directly oversee city preparedness and response, in coordination with the OEM
- » Continue supporting OEM operations, services, recommendations, and coordinative efforts
- » Continue support for the Emergency Management Plan, and other emergency and hazards planning relevant to the city
- » Inspect City facilities for the need to create defensible space
- » Consider drainage plan and earth-moving regulation (see Land Use chapter)

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# APPENDIX

# COMMUNITY ENGAGEMENT

## LAS VEGAS COMPREHENSIVE PLAN UPDATE, 2020 COMMUNITY ENGAGEMENT SCHEDULE

*Outreach and public notices: City of Las Vegas website & Facebook pages, Email mailing lists, Radio interview, Press Release & notifications in Las Vegas Optic newspaper*

October 18, 2019

- » Steering Committee Meeting 1: Kickoff

November 14, 2019

- » Steering Committee Meeting 2

December 18, 2020

- » Community Survey Release, electronic via City Website & Mailing Lists

January 3, 2020

- » NMHU Golf Course Meeting
- » Interviews:
  - » City IT Department
  - » Public Works Department
  - » Distribution of Survey hard copies

January 9, 2020

- » Steering Committee Meeting 3

January 16, 2020

- » Steering Committee Workshop with Mayor Pro Tem
- » Interviews:
  - » City Utilities Director
  - » Planning and Zoning Director
  - » Recreation Department Director

February 19, 2020

- » Steering Committee: Economic Development Subcommittee
- » Focus Group Meeting: Recreation
- » Meeting with West Las Vegas High School Student Council

February 21, 2020:

- » Focus Group Meeting: Economic Development I

» Interviews:

- » Carnegie Library Director
- » Senior Center Director
- » Transit Department

February 24, 2020:

- » Las Vegas Economic Development Committee Meeting

February 27, 2020

- » Steering Committee Meeting 4
- » Interviews:
  - » Las Vegas Fire Chief
  - » City Attorney
  - » Housing Authority
- » Meeting with Robertson High School Student Council

March 20, 2020

- » Focus Group Meeting: Economic Development II,  *canceled due to COVID*

April 24, 2020

- » Community 2-Day Charrette: Economic Development, Land Use, Housing, Hazards, Transportation, Utilities, and Facilities workshops,  *canceled due to COVID*

May 19, 2020

- » Zoom Interviews:
  - » Community Development Director
  - » City Attorney
  - » NMEDD Representative

May 20, 2020

- » Phone interview:
  - » City Manager

July 8, 2020

- » Presentation to City Council on Plan Progress

September 9, 2020

- » Public Hearing & Plan Adoption

# PRESS RELEASE

Printed: Las Vegas Optic, December 18, 2019

## **City Launches Survey to Collect Public Input for Comprehensive Plan Update**

The City of Las Vegas is in the beginning stages of updating its Comprehensive Plan for 2020 and is announcing the first element of public input through an online community survey launched this week. The survey can be accessed from the city website ([lasvegasnm.gov](http://lasvegasnm.gov)) or at <https://www.surveymonkey.com/r/TDTKQTV>

A Comprehensive Plan is an official policy document, to be adopted by City Council to guide decision-making regarding the future development of Las Vegas. The plan is an update of the 2011 Las Vegas Comprehensive Plan and will cover topics including land use, economic development, parks and recreation, housing, transportation, facilities and utilities, and the environment including hazards mitigation.

A Comprehensive Plan provides policy support for projects and actions identified by the community, and made actionable by the planning team, to form a roadmap that city officials for many years to come can reference to keep projects on track and momentum going forward. Road Priorities identified in the plan also receive funding preference from state and federal agencies.

Public participation is essential to developing a plan that truly reflects the public's priorities and values, and the city hopes that Las Vegas citizens will provide significant input and guidance during the plan process. The first chance to do so is by completing the community survey, which should take about ten minutes, and can be accessed on the City website ([lasvegasnm.gov](http://lasvegasnm.gov)) and social media, and through many community groups and institutions involved in this planning effort such as the Hermit's Peak Watershed Alliance, and Luna Community college. The survey seeks public feedback to identify community values, priority projects, areas for improvement, and opportunities and issues facing the community.

The planning team will hold public engagement sessions early next year to visit with the public in person, review draft material, listen to concerns and ideas, and verify priority actions. The planning team expects to begin publicizing future events early next year, and will continue updating the public throughout the remainder of this process.

To access the survey directly, go to: <https://www.surveymonkey.com/r/TDTKQTV>

For additional information contact:

Project Administrator: Robert Archuleta, Las Vegas Community Development Department.  
[rjarchuleta@lasvegasnm.gov](mailto:rjarchuleta@lasvegasnm.gov) (505) 454-1401

Project Manager: Liza Miller, ARC Planning, Inc. [lmiller@arcplanning.com](mailto:lmiller@arcplanning.com) (505) 842-1254

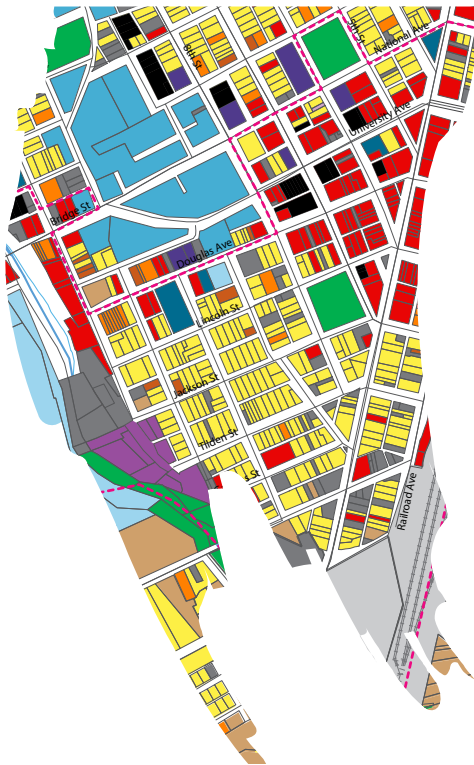
# SAMPLE MEETING PRESENTATION



1



## LAS VEGAS COMPREHENSIVE PLAN



2

## WHAT IS A COMP PLAN?

### A POLICY GUIDE

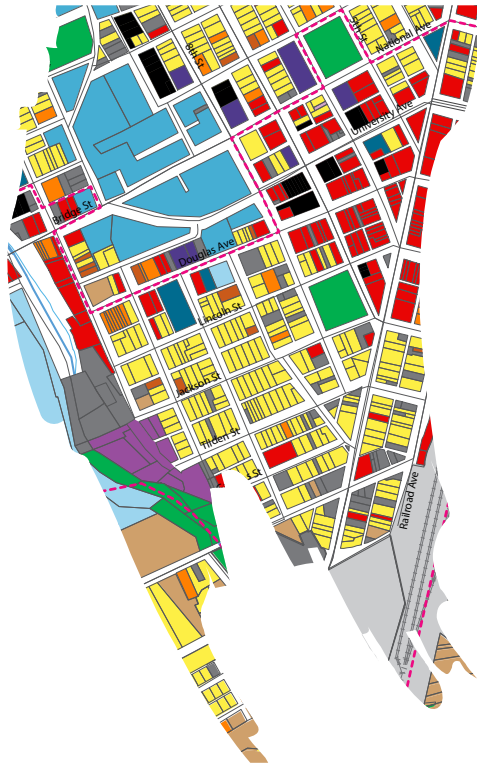
The Comprehensive Plan is an official public document adopted by City Council as a policy guide to decisions about the physical development of the community.

### A REFLECTION OF THE COMMUNITY

It presents in a general way how the community wants the City to develop in the ensuing 20 to 30 years.

### PROACTIVE

The plan will set policies that anticipate change, maximize strengths, mitigate risks, and address critical issues to achieve community goals and coordinate efforts.



3

# WHAT IS A COMP PLAN?

## A ROAD MAP

This document will establish community goals and values (as identified by the community- not the planning team!) and provide a step by step guide for achieving those goals.

## A TOOL FOR CONTINUITY

The Comp Plan outlines goals that can be achieved in the short term, ongoing best practices, and long term goals, including ones that may be 20 years out but steps should begin now in order to achieve them. This document ensures that even as administrations change, work towards these community priority goals continues.

## A REFERENCE MANUAL

City officials should refer to this document frequently when making decisions regarding resource allocation to ensure that public efforts keep in line with community goals and priorities.

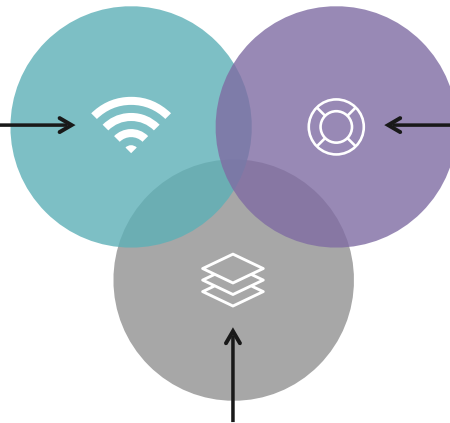
# PLAN ADMINISTRATION

4

## MANDATE

New Mexico encourages all municipalities to have up-to-date plans (every 5 years).

Projects & goals identified in Comp Plans get funding priority.



## STATE ROLE

The plan must be approved by NMFA and NMEDD.

## Local Municipality

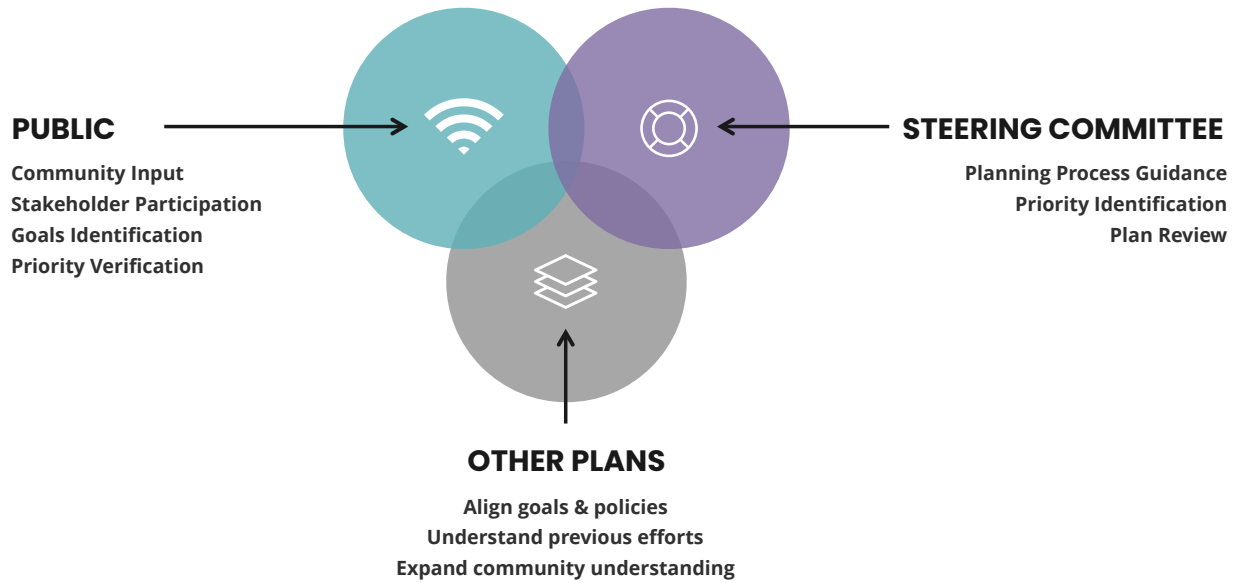
City staff applied for and received state funding assistance to develop this plan.

City staff serves as project administration and oversees planning contractor.

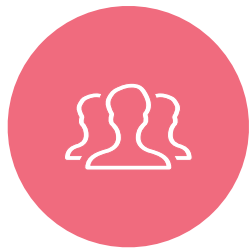
Project Administrator serves as liaison between planning team and municipality (departmental collaboration & official review/ adoption).



# PLAN INPUT

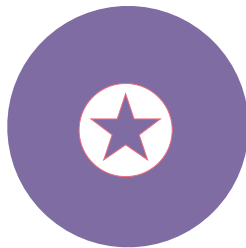


# STEERING COMMITTEE GUIDANCE



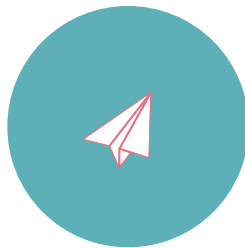
## Public Input

Designate focus groups and interviewees. Design public engagement process. Identify public input tools.



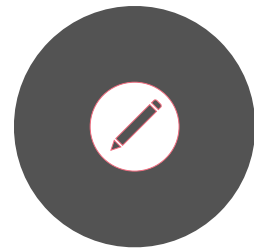
## Priority ID

Draft Vision. Identify priority projects, issues and opportunities, and goals



## Public Capacity

Assist planning team in identifying and outlining community capacity (what tools are on-hand to move projects forward)



## Review

Review draft material and provide feedback. Support adoption by City Council.

## PLAN REFERENCES



### CITY PLANS

2011 Comp Plan, MRA Plan, Affordable Housing Plan, City Zoning Code & Design Guide



### REGIONAL PLANS

San Miguel County Comp Plan, Pecos Comprehensive Plan, El Valle Plan, SMC Economic Assessment



### NATURAL RESOURCES PLANS

Regional Water Plan, Rewinding the Gallinas



### SAFETY PLANNING

SMC Hazards Mitigation Plan, SMC Community Wildfire Protection Plan



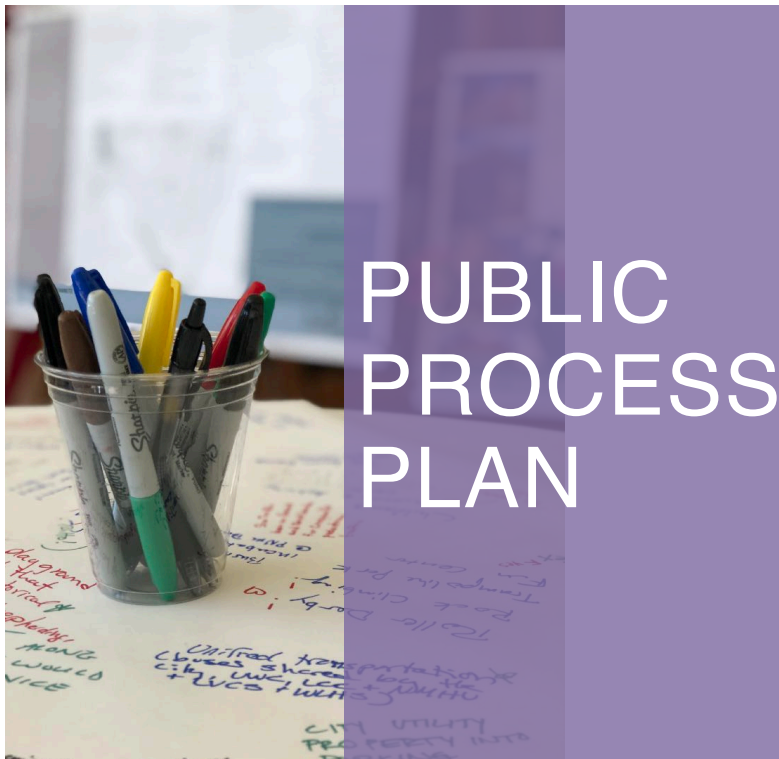
### INFRASTRUCTURE

City & County ICIP, Various Project Plans (DOT, MainStreet, etc.)



### PARTNER PLANS

Highlands University Master Plan



### Public Engagement

Public planning event (workshop/charrette), usually towards middle/end of process to present findings & gather feedback.

### Community Survey

Helps identify community priorities, issues, values, and goals.

### Focus Groups & Interviews

Provide platform for more targeted discussion & opportunity to establish collaborative relationships.

# STAKEHOLDERS



**Institutions**  
Schools, Student Groups



**City & State  
Departments**  
NMDOT, Historic  
Preservation, NMEDD, City  
Department Heads



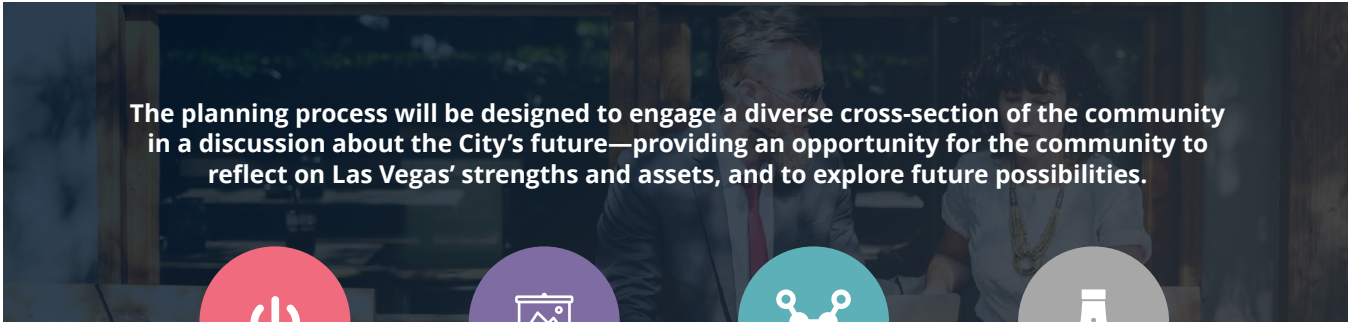
**Community Groups**  
HPWA, Arts Council,  
Historic Preservation, Local  
Business Groups



**Community Members**  
Youth, cultural  
representatives, artists,  
advocates

## FOCUS GROUPS & INTERVIEWS

# PLAN PROCESS



The planning process will be designed to engage a diverse cross-section of the community in a discussion about the City’s future—providing an opportunity for the community to reflect on Las Vegas’ strengths and assets, and to explore future possibilities.



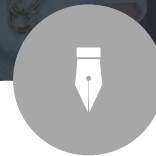
**Task 1**  
Project  
Initiation



**Task 2**  
Discovery



**Task 3**  
Synthesis



**Task 4**  
Report &  
Adoption

# TASK 1 INITIATE PROJECT



## Project Outline

With City Admin., identify topics to be covered in the plan & develop outline



## Steering Committee

Designate community members to guide plan process



## Kick-Off

Convene to orient committee & outline planning process & priorities

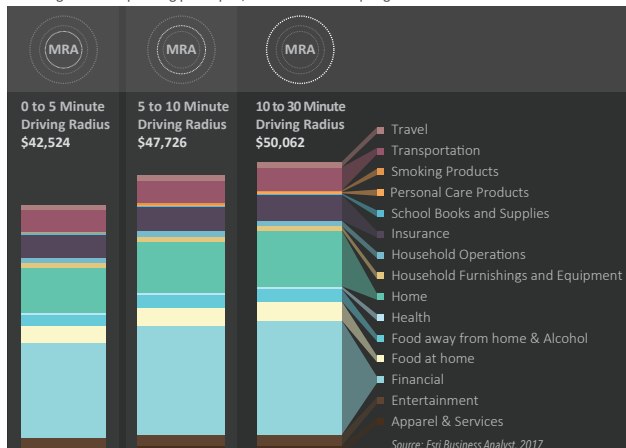


## Plan Process

Decide on community participation model & methods. Identify Stakeholders.

# TASK 2 DISCOVERY

Average Annual Spending per Capita, Goods & Services | Regional Markets



## Review Plans

Planning team conducts comprehensive review of existing plans & projects



## Collect Data

Planning team collects data using census, studies, site visits, and interviews



## Existing Conditions

Planning team compiles data to describe existing community conditions



## Validate & Vision

Planning team presents findings to the steering committee for validation & review. Visioning workshop.

# Plan Process is Here

## COMMUNITY OUTREACH SO FAR

**1**

### Publicity

GETTING THE WORD OUT

Radio Interview:  
October 23, 2019

Optic Press Release:  
December 18, 2019

Facebook Page:  
December 18, 2019

**2**

### Survey

LISTENING TO OUR COMMUNITY

Community Survey:  
Electronic Survey Launched  
December 18, 2019

- Distribution:
- Link printed in Optic
  - Link shared by Steering Committee Members' social media and web sites
  - Link on City Homepage

The LVCP Steering Committee identified a community survey as a priority public engagement tool.

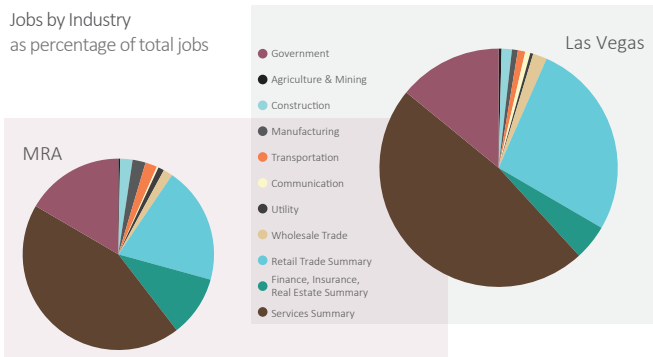
Community Survey:  
Paper Survey Launched  
January 10, 2019

- Distribution:
- Local establishments
  - Institutions
  - Public facilities
  - Via City Utility Bills (Feb)

Analysis & Release:  
Survey will conclude on March 1, 2020. Data will be collected and analyzed by the planning team over the following weeks & will be released for community review with the draft Comp Plan

## TASK 3 SYNTHESIZE

Jobs by Industry as percentage of total jobs



**1**

### Data

Transform and interpret data into useful information

**3**

### Public Engagement

Focus groups and outreach as guided by the steering committee including public workshop/ charrette

**2**

### Draft Findings

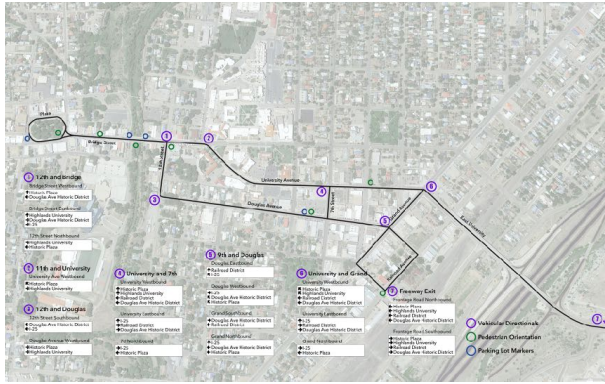
Synthesize data to inform draft vision, findings, recommendations, and plans

**4**

### Review

Steering Committee review and validate draft vision, findings, recommendations, and plans

# TASK 4 REPORT & ADOPTION



## 1

### Draft Report

Planning team will compile developed material into a draft report

## 2

### Draft Review

Steering Committee will review draft and provide feedback. State departments will also review.

## 3

### Public Hearing

The plan will be presented to City Council at a public hearing

## 4

### Adoption

City Council adopts the plan by resolution. The plan should be updated again in 2025.

# TABLE OF CONTENT



## INTRODUCTION / PROFILE

Community history & existing conditions.  
Population trends & projections



## TRANSPORTATION

Streets, bridges, airport, sidewalks, trails, connectivity



## LAND USE

Existing Conditions, sustainability, environment, regulation & future land use



## HOUSING

Existing, market factors, need, affordable housing, incentives



## FACILITIES & UTILITIES

Water & wastewater, utilities, buildings, parks, infrastructure, sustainability, facilities management, ICIP



## ECONOMIC DEVELOPMENT

Economic profile, LEDA review, potential incentives and strategies

## ADDITIONAL TOPIC: ADMINISTRATION

# GOALS & IMPLEMENTATION PLAN



## IMPLEMENTATION PLAN

- Identifying:**
- Priority projects and goals
  - Parties responsible for accomplishing plan actions
  - Phasing and time frames
- 
- Finance strategies
  - Available revenue
  - Potential additional revenue sources, strategies
- 
- Metrics: methods, techniques and indicators to measure progress

# PRELIMINARY PRIORITIES | EMERGING TOPICS



## Administration

- City Charter
- Transparency
- Effectiveness



## LAND USE

- Code Update
- Electronic permitting process
- Code enforcement



## FACILITIES & UTILITIES

- City facilities needs & utilization
- Infrastructure maintenance
- Improving sustainability
- Expand / improve parks & other amenities
- Maintain/ upgrade utility lines



## TRANSPORTATION

- Infrastructure maintenance (roads & sidewalks)
- Pedestrian safety (speed bumps, crosswalks)
- Improving connectivity
- Expanding trails



## HOUSING

- Incentives to attract development
- Opportunities for mixed use: Golf Course



## ECONOMIC DEVELOPMENT

- Capacity: community collaboration & City ED funding
- Making LV attractive to visitors and residents: Museums, events, MRA Plan, appearance, amenities (sports complex), recreation (river walk), connectivity (trolley, one-ways)
- Resources: LEDA, funding options

# COMMUNITY SURVEY



The City of Las Vegas is updating its Comprehensive Plan & needs your input!

The Comprehensive Plan is an official public policy document adopted by City Council as a policy guide to future decisions about development priorities for the community.

*We need your input on what's important to you and your community!*

**1. Please select all age ranges represented by your household**

- Under 5 years old
- 5 to 19
- 19 to 35
- 35 to 65
- 65 and up

**2. How would you rate Las Vegas as a place to live?**

- Excellent
- Good
- Fair
- Poor

**3. Please rank the top three (3) aspects of life in Las Vegas as most valuable to you?**

- Community
- Culture
- Access to amenities
- Historic small town feel
- Natural setting
- Job opportunities
- Schools
- Affordability

**4. What aspect(s) of life in Las Vegas, NM concern you the most?**

- Job opportunities
- Crime
- Cost of housing
- Access to services
- Other \_\_\_\_\_

**5. What top three (3) areas for improvement would have the biggest impact for the community?**

- Parks
- Streets & utilities
- Economic development & Jobs
- Public safety
- Quality affordable housing
- City facilities (rec. centers, etc.)
- City appearance
- Aging infrastructure
- Arts & Culture
- Recreation

**6. What housing type(s) is Las Vegas most in need of?**

- Affordable / subsidized
- Market rate
- Multi-family (apartments)

- Mixed use (comm. & residential mix)
- Homes with modern amenities
- Senior & assisted living
- Live / work

**7. What industries should the city focus on for economic development?**

- Film
- Manufacturing
- Tourism
- Outdoor recreation
- Industrial development
- Retail & services
- Healthcare
- Agriculture

**8. Where should the city focus resource conservation efforts?**

- LED street lighting
- Facility & fleet efficiency
- River restoration
- Drainage improvements
- Develop recycling program
- Restrict single use plastics city-wide

**9. What parks & landscaping projects should the city prioritize?**

- New skate park
- Pocket parks
- Replace & expand street trees
- Improved park maintenance
- Additional open space
- Expand trails
- Improved landscaping
- New playgrounds
- Splash pad

**10. How could the city improve transportation?**

- Improve & expand sidewalks
- Expand bike lanes
- Improve wayfinding
- Improve/ add crosswalks
- Continue expanding bus service
- Rubber tire trolley downtown
- Improve road maintenance

**11. What facilities improvements should the city focus efforts on?**

- Senior center
- Recreation center
- City offices
- Airport
- Museums (Rough Rider, possible film museum, and others)

**12. What infrastructure projects should the city focus efforts on?**

- Roads
- Utilities
- Solid waste
- Broadband
- Water & waste water

**13. Overall, how would you rate municipal services?**

- Excellent
- Good
- Fair
- Poor

**14. How well does the government of the City of Las Vegas meet the needs and expectations of the residents?**

- Excellent
- Good
- Fair
- Poor

**15. What areas of administration should the city focus on for improvement?**

- Transparency
- Customer service
- Community participation
- Online services (permitting, billing)
- Building code enforcement
- Hire a full time Economic Development Director

**16. On what issues can / should the public mobilize efforts to make a difference?**

- Historic preservation and restoration
- Grant writing
- Arts & culture events and marketing
- Neighborhood cleanup & beautification
- Neighborhood watch
- Trails building

**17. Comments:** \_\_\_\_\_  
*(Continue on back if needed)*

THANK YOU!!!

Return with utility payment, or to City Hall before March 1<sup>st</sup>, 2020

Questions: Robert Archuleta, CLV (505) 454-1401 or rjarchuleta@lasvegasnm.gov



# COMMUNITY SURVEY RESULTS

## DETAILED RESULTS

### CONSIDERATIONS

#### TIMING & DISTRIBUTION

Due to differences in survey timing and distribution methodology between the first and second rounds of surveys, the two sets of responses represent distinct pools of feedback.

The first-round survey was completed mainly online, by a younger demographic, during December and January, in the lead-up to the resignation of the city's mayor, on January 8, 2020.

The second round was distributed on paper, in utility bills to Las Vegas residents during the February billing cycle, and represent an overall older demographic responding in the wake of the mayor's resignation.

These distinctions resulted in certain notable differences in the survey results. In these instances, this analysis distinguishes the first and second sets of responses.

#### RANKED SURVEY QUESTIONS

Throughout this survey, where questions ask respondents to rank a series of options, a variability arose between the online and paper surveys. The electronic, online survey allowed respondents to select ranking numbers for each option, enabling selections to be weighted in analysis according to the rank assigned. No limit was placed on the number of options respondents could rank, and many ranked more than three; these responses were weighted appropriately and provide additional insight into community values.

Most respondents to the paper survey did not rank their choices, instead indicating their selections identically. Unranked selections were given equal weight in analysis.

Weights are applied in reverse. In other words, the respondent's most preferred choice (which they rank as #1) has the largest weight, and their least preferred choice (which they rank in the last position) has a weight of 1.

For example, if a ranking question has 3 answer choices, weights are assigned as follows:

» The #1 choice has a weight of 3

» The #2 choice has a weight of 2

» The #3 choice has a weight of 1

We apply weights in this way to ensure that when the data is presented on a chart, it's clear which answer choice is most preferred.

In this example, the choice with a cumulative score closest to 3 (the total number of choices) is the most preferred.

Weighted results are presented for ranked selections, and unweighted results are presented for unranked selections.

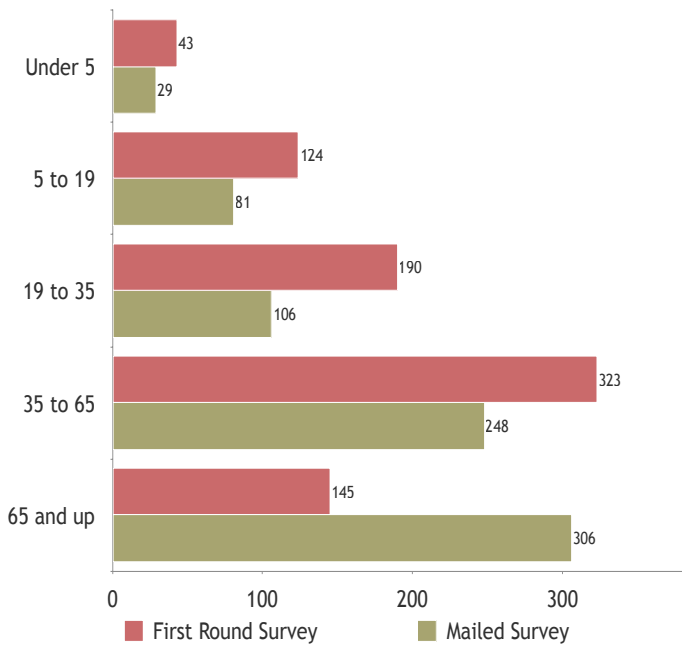
While this introduces some discontinuity between the representation of weighted and unweighted results, we feel that it is important to present all data provided by the community in the most accurate way possible. We caution against comparing the response sets directly to each other, however, and recommend considering results from the two survey groups independently.

## RESULTS SUMMARY: QUESTIONS

### AGE

Age ranges represented by households responding to the first-round survey were generally younger with more households representing age ranges below 65, while the mailed-survey households represent predominantly individuals over age 65. Because respondents were asked to select all age ranges represented by their household, the number of responses to this question is higher than the number of total respondents.

Q: Please select all age ranges represented by your household.



### COMMUNITY VALUES

Community and Historic Small-Town Feel were selected as the top two most valuable aspects of life in Las Vegas, followed by culture, natural setting, and affordability.

Weighted results scores (of 8 choices):

1. Community (6.18)
2. Culture (5.49)
3. Historic small-town feel (5.29)
4. Affordability (5.01)

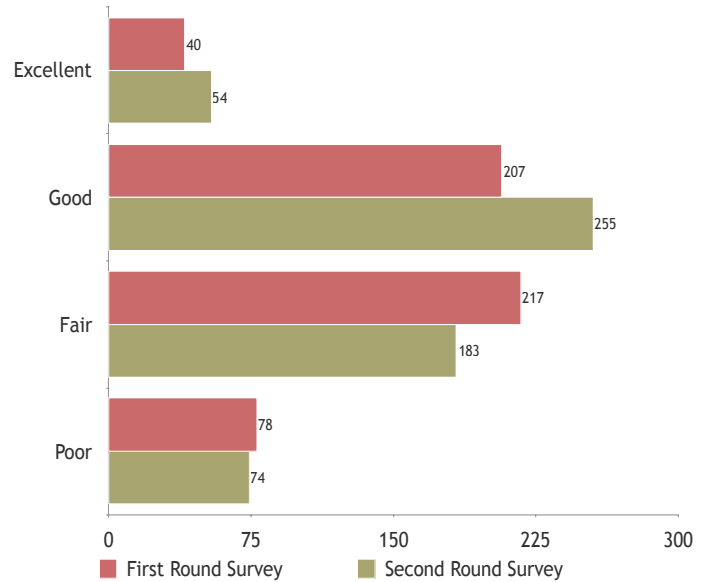
Non-weighted results:

1. Historic small-town feel (312)
2. Affordability (265)
3. Community (260)
4. Natural setting (227)

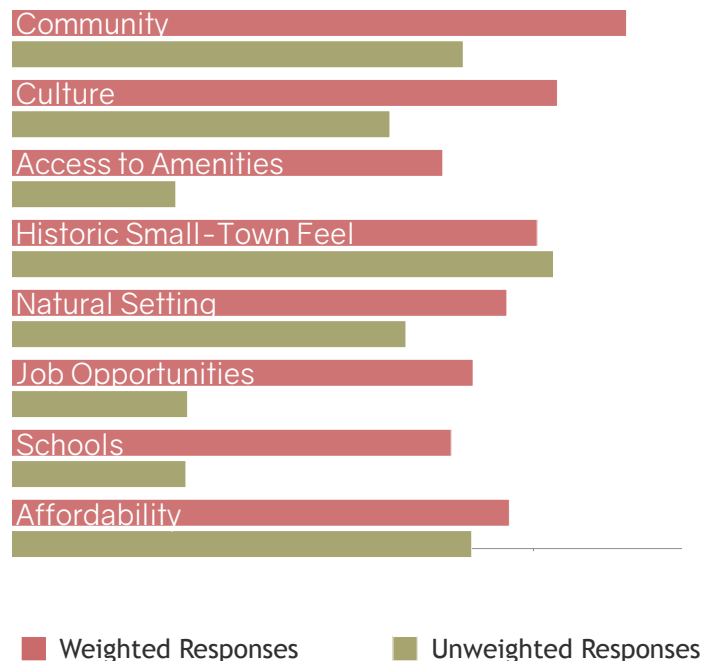
### QUALITY OF LIFE

Overall, respondents rate Las Vegas as a “good” or “fair” place to live, with few rating the community as “poor” and slightly fewer rating the community as “excellent.” First-round respondents rated the city slightly lower than second-round respondents did.

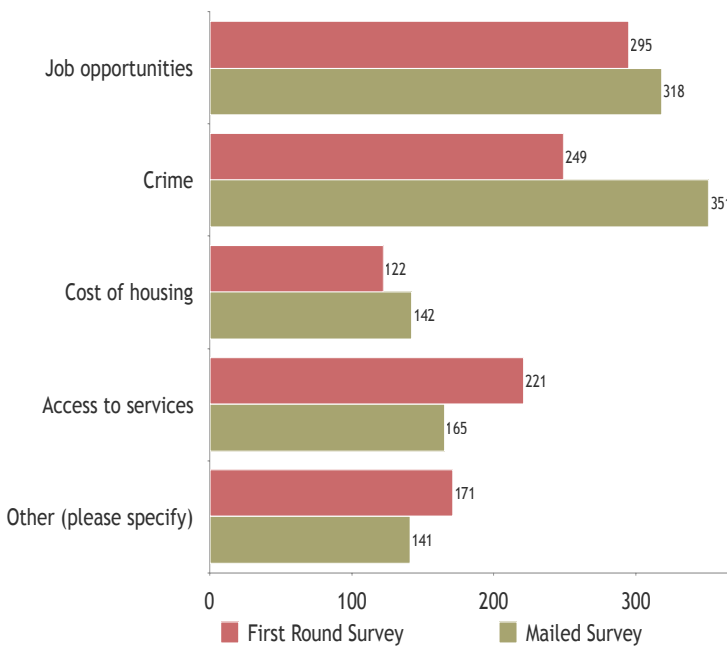
Q: How would you rate Las Vegas as a place to live?



Q: Please rank the top three (3) aspects of life in Las Vegas as most valuable to you.

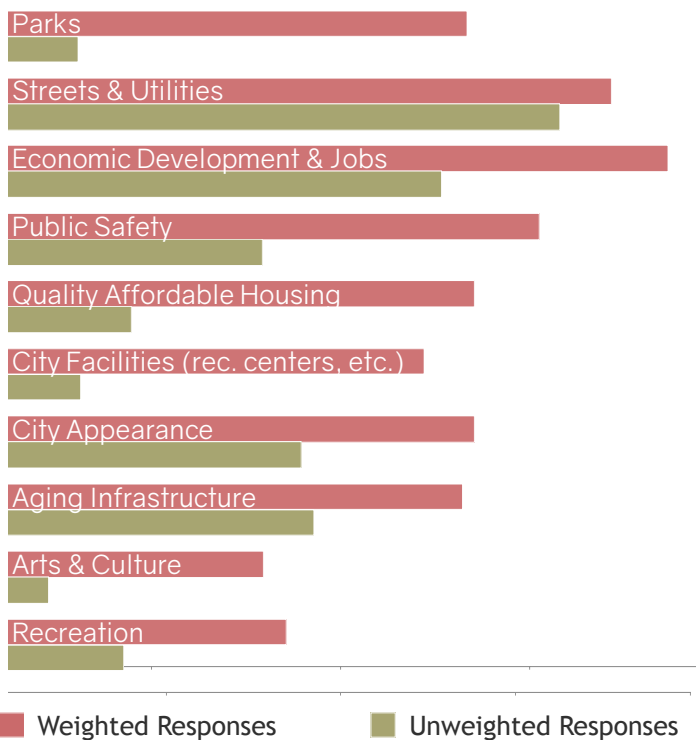


Q: What aspect(s) of life in Las Vegas, NM concern you the most?



See complete comments in the following section

Q: What top three (3) areas for improvement would have the biggest impact for the community?



## ISSUES & OPPORTUNITIES

Job opportunities and crime emerged as the top community concerns, with access to services coming in at a slightly distant third. Understandably, job opportunities represent a higher concern for households representing more working-aged population (first-round survey). Crime represents the top concern for households representing more post-retirement age population (mailed survey).

312 respondents identified other concerns in open-ended, written responses to this question. While analysis of survey comments carries a level of subjectivity, clear concern over a number of issues emerged in these responses. Education and schools far and away topped concerns for first-round survey takers, identified in 37 written responses.

Roads and infrastructure maintenance emerged as a top concern across both rounds of surveys, as did overall town appearance. Trust in city government, cultural divisions, and a lack of retail and recreational options were frequently noted concerns among respondents.

Other concerns noted by several respondents include a lack of access to healthcare and code and ordinance enforcement.

## COMMUNITY IMPROVEMENTS

Economic development and jobs, and streets and utilities emerged as top areas for improvement that would have the biggest impact for the community. Public safety, parks, city appearance, housing, and aging infrastructure were also identified as areas for improvement.

Weighted results scores (of 10 choices):	Non-weighted results:
1. Economic development and jobs (8.4)	1. Streets and utilities (407)
2. Streets and utilities (7.73)	2. Economic development and jobs (322)
3. Public safety (6.87)	3. Aging infrastructure (231)
4. Parks, appearance, housing, and infrastructure (tie: 5.95-6.09)	4. City appearance (222)
	5. Public safety (194)

**Open-Ended, Written Responses: Analysis Discussion**

By nature, open-ended, written survey responses include both easily categorized responses and more complex or subjective comments. This introduces a level of subjectivity to the analysis of such responses.

In this analysis, each concern expressed was noted, meaning that if one respondent listed multiple concerns in their answer, each concern was noted equally.

Open-ended responses often voice complex concerns that are difficult to put into any single, clearly delineated box. Organizing such responses is still necessary in order to analyze and communicate results, however, and so were housed in overarching, “umbrella” categories. For example, concerns over cultural, social, or demographic divisions, gentrification, or a lack of cooperative engagement were all housed under an umbrella category representing concerns over “community division.”

Unavoidably, certain valuable nuance, context, sentiment, or detail provided by our respondents is lost in the analysis and breakdown of results.

**The planning team strongly recommends reviewing survey comments in detail.**

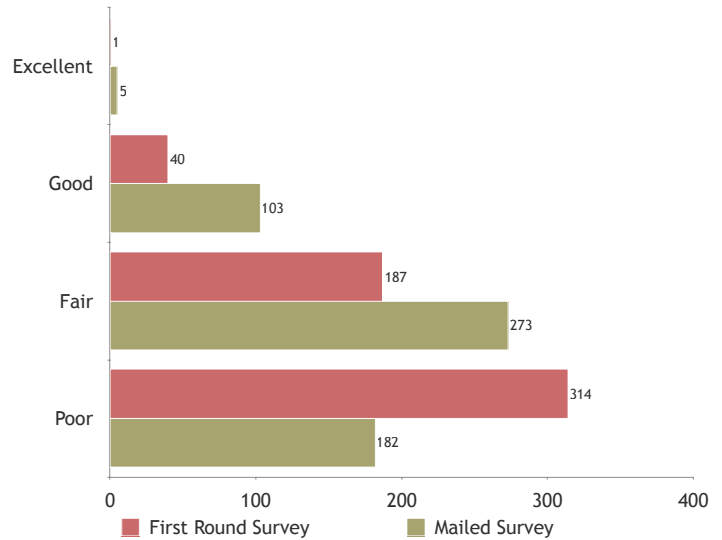
The citizens of Las Vegas have provided a rich resource for understanding the hopes, desires, concerns, and needs of this community, and frequently expressed the hope that their responses and comments would be heard and considered seriously. Many respondents also expressed thanks to the city for reaching out to engage the community and seek citizen feedback.

**GOOD GOVERNANCE**

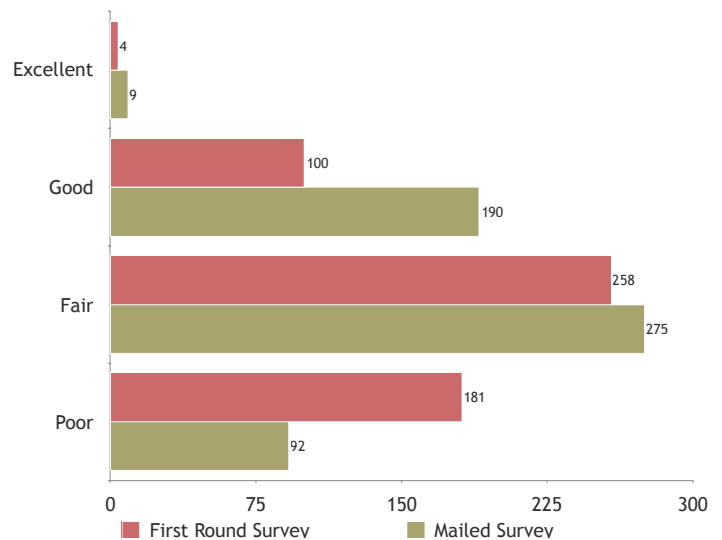
Respondents report a troubling lack of faith in their city government but a somewhat stronger rating of municipal services. The timing of the two surveys, online and mailed, highlights a shift towards good faith in city government in public sentiment from December to February, with the former mayor’s resignation in January.

Improved transparency and customer service are identified as priorities for improvement in city administration.

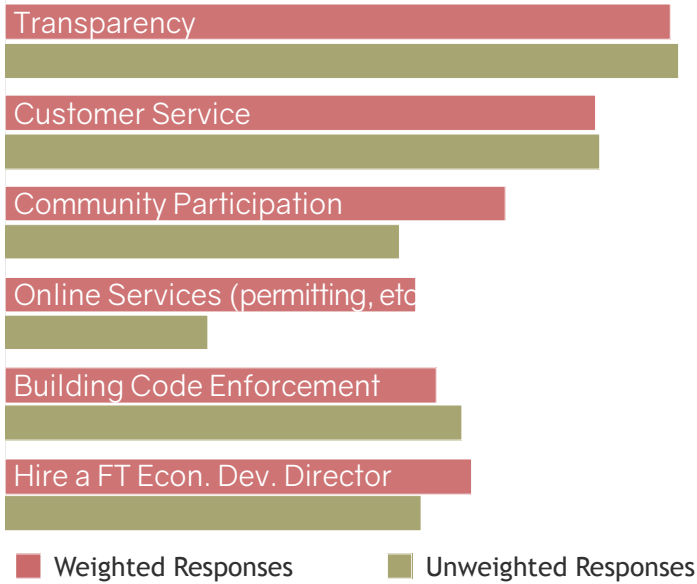
**Q: How well does the government of the City of Las Vegas meet the needs and expectations of the residents?**



**Q: Overall, how would you rate municipal services?**



Q: What areas of administration should the city prioritize for improvement?



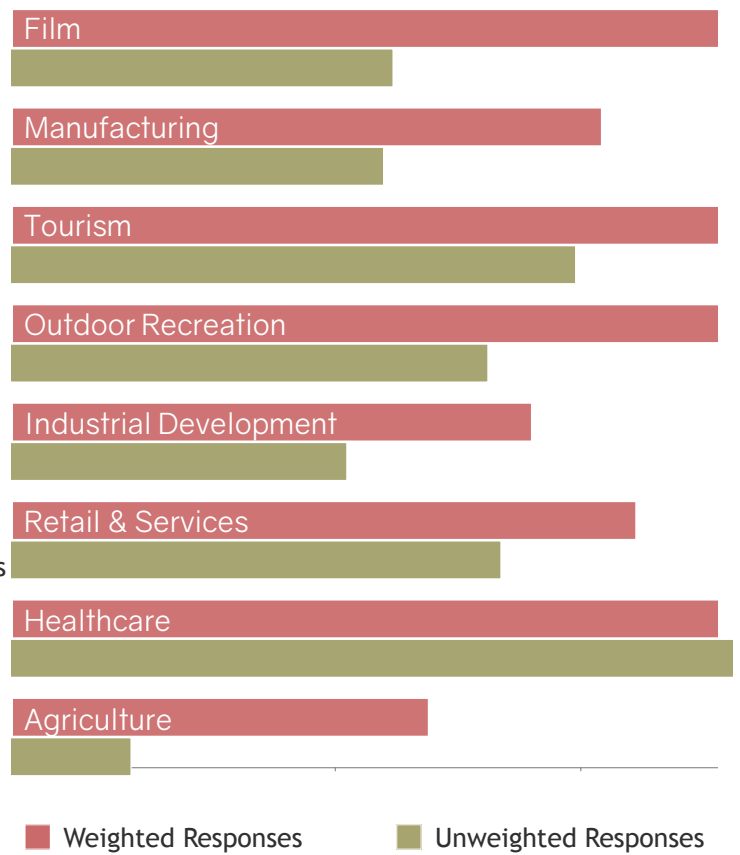
Weighted results scores (of 6 choices):

1. Transparency (4.9)
2. Customer service (4.35)
3. Community participation (3.69)
4. Hire a full-time Economic Development Director (3.44)

Non-weighted results:

1. Transparency (283)
2. Customer service (250)
3. Building code enforcement (192)
4. Hire a full-time Economic Development Director (175)

Q: What industries should the city focus on for economic development?



Weighted results scores (of 8 choices):

1. Tourism (5.48)
2. Film (5.42)
3. Healthcare (5.36)
4. Outdoor recreation (5.35)

Non-weighted results:

1. Healthcare (289)
2. Tourism (230)
3. Retail and services (207)
4. Outdoor recreation (203)

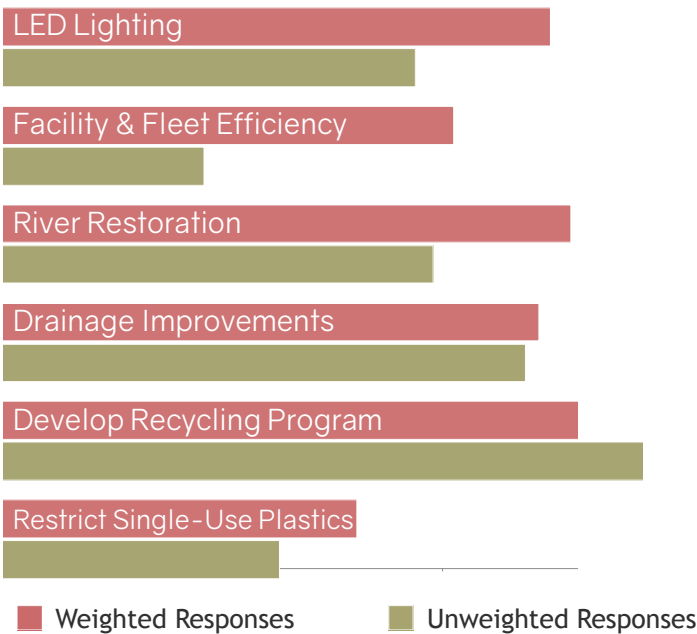
## ECONOMIC DEVELOPMENT

Healthcare, tourism, and outdoor recreation were identified as priorities for economic development in the city. Unweighted responses show significant preference for healthcare expansion.

## SUSTAINABILITY

A city recycling program emerged as the sustainability preference across all survey takers, and was frequently mentioned in comments on other questions as well. River restoration, drainage improvements, and expanding the use of LED lighting were also identified as priorities.

Q: Where should the city focus resource-conservation efforts?



Weighted results scores (of 6 choices):

1. Develop recycling program (4.35)
2. River restoration (4.07)
3. LED lighting (3.95)
4. Drainage improvements (3.88)

Non-weighted results:

1. Develop recycling program (301)
2. Drainage improvements (244)
3. River restoration (204)
4. LED lighting (196)

## HOUSING

Respondents overwhelmingly identified a need for affordable/subsidized housing as the top concern for the city. Generally older, second-round survey takers (non-weighted) identified a strong need for senior and affordable housing in the city, while younger, first-round (weighted) respondents identified a need for homes with modern amenities.

Q: What housing type(s) is Las Vegas most in need of?



Weighted results scores (of 7 choices):

1. Affordable / subsidized (5.58)
2. Homes with modern amenities (4.91)
3. Multifamily (4.45)
4. Market rate and senior/assisted living (4.27 and 4.29)

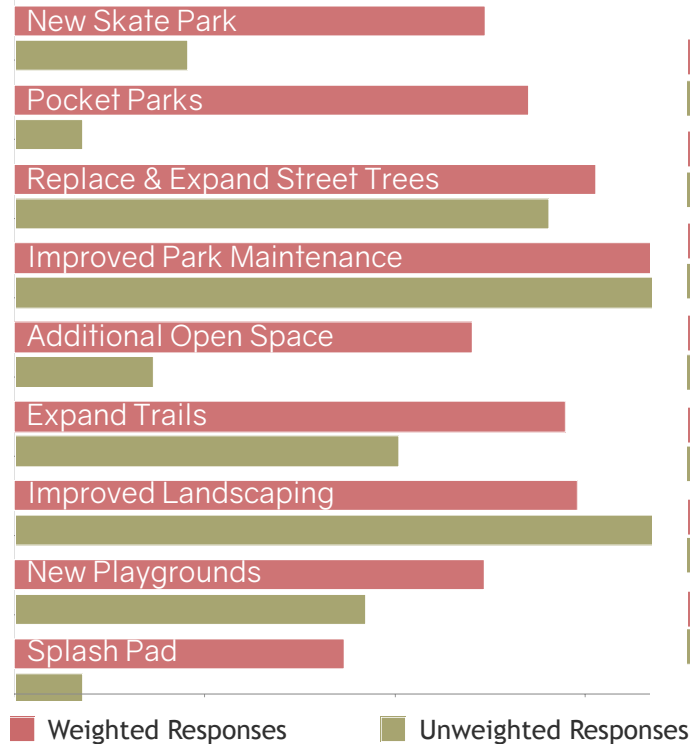
Non-weighted results:

1. Affordable/subsidized (269)
2. Senior/assisted living (267)
3. Homes with modern amenities (128)

## PARKS & LANDSCAPING

Results here echoed one overarching theme in these survey results, of improving city appearance and maintenance, and also identified street trees and trails as priorities for city parks and landscaping.

Q: What parks and landscaping projects should the city prioritize?



Weighted results scores (of 9 choices):

1. Improved park maintenance (7.04)
2. Replace and expand street trees (6.11)
3. Improved landscaping (5.91)
4. Expand trails (5.79)

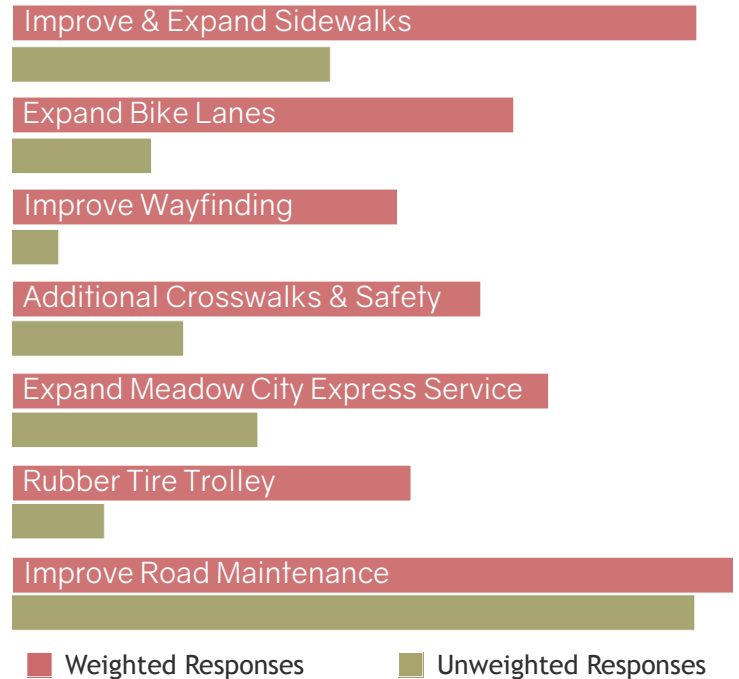
Non-weighted results:

1. Improved park maintenance (251)     tie:  
Improved landscaping (251)
2. Replace and expand street trees (194)
3. Expand trails (150)

## TRANSPORTATION

Improved road maintenance is the overwhelming transportation priority for survey takers, followed by improved and expanded sidewalks and expanded Meadow City Express service.

Q: How could the city improve transportation?



Weighted results scores (of 7 choices):

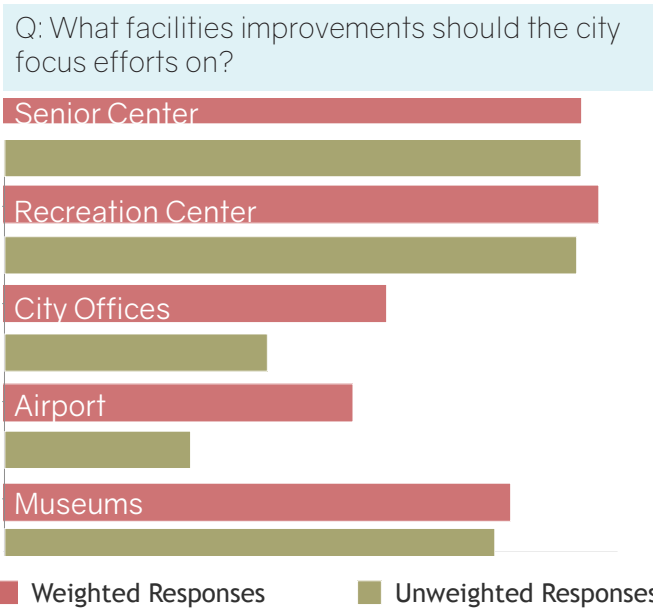
1. Improve road maintenance (5.73)
2. Improve and expand sidewalks (5.42)
3. Expand Meadow City Express service (4.31)
4. Expand trails (5.79)

Non-weighted results:

1. Improve road maintenance (493)
2. Improve and expand sidewalks (232)
3. Expand Meadow City Express service (180)
4. Additional crosswalks and safety (127)

### CITY FACILITIES

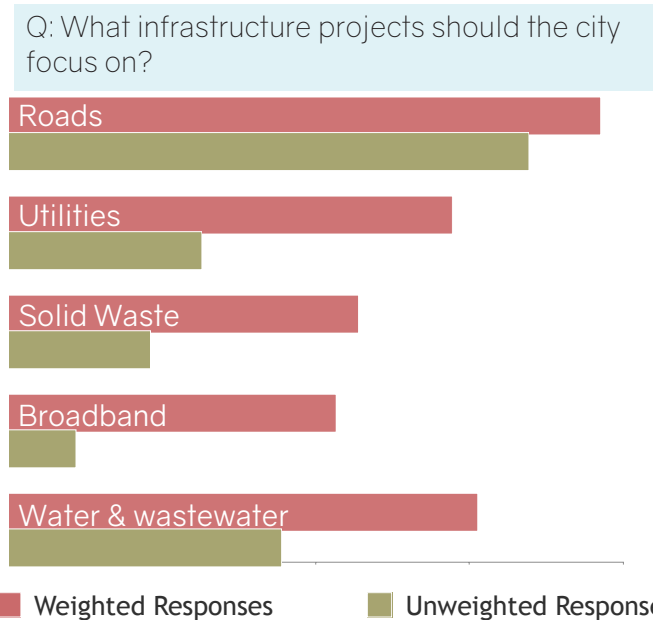
Facilities improvement priorities were identified for the recreation and senior centers, as well as the city museums and city offices.



- Weighted Responses**      **Unweighted Responses**
- Weighted results scores (of 5 choices):
1. Recreation center (3.88)
  2. Senior center (3.77)
  3. Museums (3.31)
  4. City offices (2.51)
- Non-weighted results:
1. Senior center (248)
  2. Recreation center (246)
  3. Museums (211)
  4. City offices (113)

### INFRASTRUCTURE PROJECTS

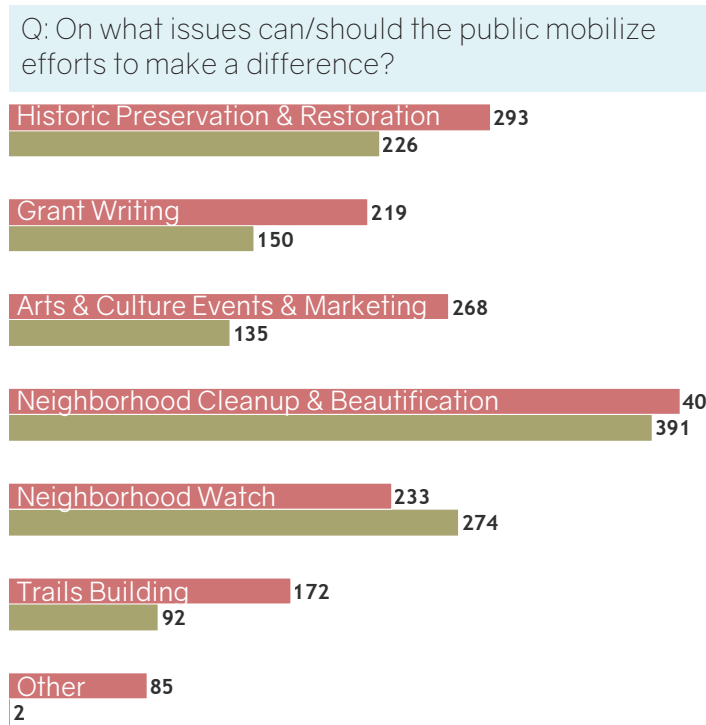
Improving roads once again rose to the top as a priority, followed by water and wastewater, utilities, and solid-waste infrastructure.



### COMMUNITY PARTICIPATION

While the focus of this Plan is municipal priorities, community buy-in and participation will play a significant and important role in accomplishing improvements in Las Vegas. Understanding what role the public is willing to embrace in this effort provides valuable insight on a potential pathway for engaging the public, building community pride, and rebuilding a relationship of trust and cooperation with city government.

Nearly 800, or about 80%, of respondents identified “neighborhood cleanup and beautification” as an issue that the public should mobilize around, in order to make a difference in the community.



- First Round**      **Mailed Surveys**
- Weighted results scores (of 5 choices):
1. Roads (4.24)
  2. Water and wastewater (3.36)
  3. Utilities (3.18)
  4. Solid waste (2.35)
- Non-weighted results:
1. Roads (510)
  2. Water and wastewater (269)
  3. Utilities (191)
  4. Solid waste (141)



# SURVEY COMMENTS

Certain comments were edited to exclude personal information and, to the extent possible, personal attacks. Otherwise, comments have been unadulterated.

## Q: What aspect(s) of life in Las Vegas, NM concern you the most?

First-Round, Online Surveys	Quality of schools K-12	when needed	Lack of pride with street maintenance, dirty yards, stray animals and closed businesses.
Infrastructure: poor roads, no recycling, unreliable trash pickups; inconsistent city policies.	Lack of healthy food options (bakeries, affordable supermarkets like Trader Joes I drive to Santa Fe once a month to shop for those items.	Improved golf course	
reputation of Smack Town, drugs, alcohol, child abuse	City government allowing infrastructure to fall apart	Schools. Education.	Rasing future children - schools, care, resources & Grocery store variety - lack of healthy options
Medical Care, Housing Quality, Schools	Lack of Assisted Living Business	Gentrification	The care for our elderly and children well being.
lack of public transportation to Santa Fe & Albuquerque	development opportunities for children and youth	Education! K-12 very poor. Nothing will change w/o improvement.	attaction form medical providers,
Government Corruption	Extreme resistance to even positive change	Trauma affecting children	Drug problems
Minimal options for entertainment, food, nightlife, shopping	lack of different restaurants and entertainment	Outdoor & Nature in the city	Run down, neglected appearance
Lack of enforcement on building ordinances	Education	Nepotism's	Lack of variety in grocery shopping.
public schools number one problem	Respect for its people and cultures	Dirty Politics	Water issues
Lack of Industry	Graffiti and poorly maintained streets and buildings	Recreational, family entertainment	Shrinking population
Officer and Community safety	Divisions of class and race	Incoming wealthy people	Lack of medical professionals
Efficiency of grades K-12	Business environment	Stagnant growth	Drugs
unnecessary divisions, seemingly lack of motivation to change and grow	uninformed local government	K-12 education quality	Medical availability
schools	Possibility (or not) of selling my home	Both school districts are terrible. Terrible administrators and corrupt board members.	NMHU
		Animal Control	Social equality
		Community feel	School systems
		Lack of continuity at the local government level	Loss of golf course and diminishing population
		Roads, sidewalks and weeds. Can we clean our town	Customer service/ Communication at local restaurants, shops, and university
		The roads	There is no housing for people with pets.
		Active Adult Senior Living	Quality of education
		Lack of Physicians	Corrupt city government
		Government corruption	Education
		Schools	

Dysfunctional government, substance abuse, economic state.	The trash and dilapidated homes that are in need of razing, cleaning, removing of trash.	No where for kids to have fun/ parks are out dated unsafe skatepark is like a jail with fencing and gate no lighting, no grounds keeping or maintaining
This town needs more businesses that stay open after 8:00 PM. It needs businesses that have activities (on a regular basis) for families.	Bad road conditions and excessive noise from motorcycles and Bridge Street business (in the summer)	We need a commuter transportation system to Santa Fe. Taos has one that is free, through the RDT. The latest daytime bus to Santa Fe is 6:05 am, with the last bus back to LV at 5:30. It's a great service, but unusable for many due to the restrictive hours. It could even run one or two days a week, and would allow us to see medical specialist, friends and family, etc. If it allowed for a return bus at 7 or 8pm or so, then one could actually have dinner out w friends/family. This would make an enormous difference in my life. And a local bus line on a regular schedule would also be helpful for many who don't drive for a variety of reasons.
Good Education for Kids and lack of commute options to nearby cities.	Abandoned buildings, attractiveness to tourists and job opportunities to keep and attract people to this town	Weak infrastructure--roads in need of repair, vacant buildings, golf course that's not being used, no collaboration between important stakeholders (city, county, NMHU, LCC, LVCS, WLVS, BHMI, Alta Vista, etc.)
Unless you're in the service industry, not any job oppts for professionals or college graduates	incompetent and self-serving elected officials, nepotism, lack of transparency in city government	How students at NMHU from outside the state (both international and domestic) are made to feel welcomed and valued in the community, because at the moment, I think many do not.
all streets especially school and university streets need major work there are holes everywhere in the road	Growth and having people stay in the town to make it more professional and start keeping Alumni from NMHU to stay	I feel that if Las Vegas does not catch up with the times and allow for other businesses to start and grow here, Las Vegas will turn into a ghost town. No one will move here, shop here, live or raise a family here. Things need to start changing for the better or the Las Vegas as we know it will parish.
Wages do not allow for growth in this community. Living wage is higher than the actual wage.	Lack of economic development and the high cost of gas (heating), as well as the lack of progress - vision	Lack of proper snow removal equipment when significant amounts of snow fall. Not being able to properly remove the snow, leads to the roads being in terrible shape. Also, the City's water/sewage infrastructure is in disrepair
People are leaving, Top people in committees do not let Las Vegas grow, which is a major problem	condition of roads and trees falling because they have not been trimmed	Schools
Markets and support for food production: processing plants. Also markets for locally produced items. Local employment would be enhanced.	Racial discrimination against all non-Hispanic people and aging infrastructure	
Nepotism and the not what you know, but who you know. Attitude You cannot get ahead here if your not in the right circle.	Lack of public transportation and shopping	
We want more restaurants more stores we need more options and bringing businesses will bring more jobs and make travelers want to stop	Government crime, government nepotism, small-mindedness	
Cleanliness of town and neighborhoods Streets damage and street signs.	Help for the elderly/those shut in and activities (other than sports for youth)	
	Infrastructure - snow removal, road maintenance	
	Upkeep of public amenities such as parks	

Retail options	POT HOLES EVERYWHERE	weeds, unkept properties.	Second-Round, Mailed Surveys
The Public Schools, K-12	Drug addiction	Access to good, affordable good, affordable food	utility costs
Public Transport	Drug epidemic	Quality of education provided k12	city charging too much
Poor k12 education system	Roads are bad in alota places around town	Healthcare access	schools
Condition of streets	Roads and parks	Cleanliness	schools (good schools)
All of the good shopping is in Santa Fe!	Roads	infrastructure	Education
quality of education in public schools	Crumbling infrastructure	the schools	Dirty
Maintenance of the city itself. Roads, signage, etc.	city government	Government	people trash their property/Where is code enforcement!
drug use	image of the City of Las Vegas elected officials	quality of governance	Health Care
need other businesses to come in along with a variety of restaurants	Poor quality schools	Governmental corruption	Drug Culture
Corrupt politics	Poor schools K-12	Drugs i see needles when I walk my dogs. Even at the parks.	Activities for kids
Government	friends and family	Nothing here for our children to do	political corruption
Schools	trash in the city especially after Parades and on City walkways	No businesses	to have a clean city
Education	Drug use	Need more things to do to stop the decrease of popultion.	Dogs running loose
lack of community pride - the town is falling apart	Corruption at Highlands and Luna CC	Declining number of families w children	Medical
Corrupt Leadership	Quality of city services, ie infrastructure	No job opportunities	poor healthcare, i.e., hospital
Public education	Being lastfor public education	Disfunctional local government	road potholes!!
Schools	Needs to be self sustaining	Poor management of local government	Growth
Loose dogs	Quality of local elementary, middle, and high schools	Nepotism in politics	Growth
Parks and roads maintained	Quality of K-12 schools	City's failure to enforce codes	Cleanliness
Schooling	Gentrification	Schools	Poor City Gov't
There is no decent grocery store!	Infrastructure-roads, sewers, internet...	Lack of good sidewalks...no good for wheelchairs	Corruption in city government
Need to pay Officers more	It's dirty. Graffiti,	Corruption in the city of Las Vegas	infrastructure problems
Schools and healthcare			nothing to do
Drugs			unleashed dogs
			City offices not in great working order
			Pollution of river
			infrastructure (lack of)
			city gov.
			No new business

Loose dogs running around!	Pot holes	Quality food like organic	junk in yards, animal control, code enforcement, pot holes
rotten politics	schools	potholes	
institutional corruption	High utilities	Drugs	Drugs
pot holes	Life	All	City becomes an employment agency for family members
poor civic pride & work ethic	city management	Drug use	garbage all over town/ illegal dumping
Cost of utilities	political scandal	Maintenance of Infrastructure	poverty
recreation for youth	utility costs	city government leadership	corruption cronyism
Senior activities	safety after dark	Lack of streets, signage	the way the city looks
Cost of municipal utilities	Health Care	Housing does not keep up with property	education
Wandering begging people	corruption	lack of chain restaurants	Recreational activities-lack of
Medical	Corrupt politics & leaders, The destruction of the Montezuma skating pond by the City Council is the most devastating action of the past 3 decades.	streets	Cleanliness
All Aspects	Supporting 2 school districts	Parks/Recreation	stores
infrastructure	potholes in streets	Trash within the streets & parks	Lack of Doctors
cost of utilities	streets	unattended dogs	condition of streets
schools, hospital, roads, government	Trashy, dirty	Addiction	Roads need repair
Gentrification	Corrupt city gov't & police force	Poor street repairs	Loose Dogs
Politics, Health Care	Medical	streets	Trash and Bad Roads
Schools/ability to attract professionals w/children	Potholes	need better roads	family activities
Safety	over charging on utilities	Education	note enough apartments
derelect looking	Creepy men at Lincoln Park! Call police they do nothing!!!	Road Detioration	recreation for kids
High cost of living	Streets, needs beautification, city appearance	lack of enforcement for dog barking	For younger residents
animal welfare (pets) animals on chains	Deplorable road conditions. Worst in the state	need better schools	transport services
Road Conditions	water	need better schools	Pot holes, street
danger from loose dogs	health care services	activities for kids	Drug Addiction Help
Economic Development	Roads, vacant buildings, old pipes, no assisted living	Property taxation too high	job wages
Animal Control		streets/trash	low wages
Political corruption		school system	better paying jobs
noisey (sic) vehicles		Bad streets	pay
Sanctuary state bad idea		politics	nothing to do
		activities for children	

Q: On what issues can/should the public mobilize efforts to make a difference?

First-Round, Online Surveys	visitors (July 4th run)	Keeping elected officials accountable	taken care of!
super nice convention center-arena/ additional lodging (motels)	Historic buildings should be preserved and used but not the old Baptist church on 7th and University which is ugly and not old	Homeless and shelterless - boarding homes that kick out residents for the day. We need adult day care centers.	Making the city something to be proud of . So much corruption
various and many types of activities for children and youth	Continue River improvements	Gallinas River Park	EDUCATION - K-12
safer crosswalks with traffic lights	all of the above	Litter control	Support local businesses, support rec soccer
21st Century Technology to run the City Services (GIS)	Shuttle service	remove hazard trees where people walk, sit, play	Getrid of the run down and abandoned buildings that make this city a total eyesore!!!
Education reform, consolidate school districts, Las Vegas does not need two school systems, both are inadequate and fail to prepare the average student for college	local affordable transportation	The river walk and trails. Removal of trash, high weeds, snow removal, old cars etc from their property	Job opportunities that pay well
Promoting highly skilled and intentional customer service in every government, school, business, store, and restaurant entity for all employees from the top to the bottom ranks.	Education	Reaching out to stakeholders (like NMHU and other entities) to create space for and value of youth involvement	Roads
with help from city create an incentive for locals to walk.	This community has amazing performing arts talent which is receiving almost no support from the city, county, or local institutions. A performance center is desperately needed.	Public safety and mental health/ homelessness	A working City government
Golf course	Schools....support consolidation	Water solutions	protect expand library
Save and develop the Torres golf course.	Large community makerspace	All of the above.	marketing History of the WILD WEST, Harvey House Hotels, Natural environments in the area
A dog park for people to safely exercise their dogs.	We could be a center for alternative energy	Improved library access	Soccer fields and expert maintenance of fields. They need to be maintained by experts.
Continued focus on events to bring in	Golf course	Public transportation	Parks and recreation
	meaningful communication between east and west Las Vegas	rideshare	public use facilities. Parking, restrooms, water fountains, garbage cans.
	Education. Las Vegas citizens are remarkably unaware and small-minded.	Homeless project to help people get employed/dignity	Code enforcement
	Unification of school districts	We need a dog park!	Fix the city streets potholes are ridiculous
	Youth projects	Find out how it came about that the city owes 4M to HUD for mismanagement of HUD properities/ funds.	River park restoration/ redevelopment
		Roosters within city limits need to be	Maintain South Pacific Park
			Marketing is so important but making

this city more tourist friendly is important. When tourists come they need things to do for the week or weekend so trails and excursions are ideal

Soccer fields

Quality health care access

lobby to combine the two school districts and to have Luna Community College run by NMHU

Anti-corruption and regime change

Why don't we have a film festival?

Stop letting these politics have a say about new businesses coming into Las Vegas

Growth of the city. Bring in more economy

Community wide muticultural events

More jobs

Youth lead/focused initiatives

The creation of an 18 hole golf course instead of a 9 hole golf course.

Education

More public events. Adding new events besides the plaza.

Creating a dog park

Education - K-12 & College

Stop gentrification, leave Vegas as it is. We don't need to be like everyone else. The more the monies, business interests change it, the less it is Las Vegas

Ownership of their property, neighborhood, and utilized facilities, attendance at community events, support of the University

We live in such a small community if we do not do anything to keep people here in las vegas we will keep losing our people to Albuquerque. Its sad that we can't get good jobs here in lv cause of all the movidas that people have with each other like not letting other restaurants, stores or anything else for that matter come to l.v. due to the people that have business here in l.v. how are we ever gonna grow with out letting these businesses come into our town ,job opportunities ext. You also need to do something about the elm trees between west l.v. schools and the round house. Make our community better and a nicer place to live. Our roads are horrible everywhere in this town they need to be fixed!! Have some pride las vegas city council and government let's get this city up to par that way we can be proud of were we live!!!

City needs to get after people not cleaning their yards or personal properties, remove old cars , make it look nice, recycling center needs to clean up theri act, makes us look dirty

ending corruption on ALL LEVELS in the City of Las Vegas. Following the rule of law not the rule of nepotism or my friends need a handout

More activities to do. Old Mission Church is a place that should be used for more social, fun events. NMHU has very little programs and should be more involved in having students doing fun things in the community

A public recycle center, focusing on clean up throughout the town. Give incentives for recycling, so in turn there is a positive reinforcement for taking that extra step.

Public transportation. Can't tell you the number of times visitors (especially older tourists and particularly on hot days) are dismayed to find they can't get a taxi back to their hotels after enjoying a walk to the Plaza. Either that or they turn back and don't try to go further.

investigate which local projects that city can purchase and improve for tourism and make money for the city as a whole. For example, bring back the skating pond, turn it into a tourism destination. It can serve year round tourism dollars, skating, fishing, camping, zip line. this would be a revenue generating and job creating opportunity.

Second-Round, Mailed Surveys

Fix Streets, Animal Control, Law enforcement

Comment for #12: Repave hundreds of holes

Q: Comments:

Round-One: Online Survey

Roads, recycling (now practically non-existent), renewal of our crumbling infrastructure-- especially water and sewer systems, and review of ordinances, many of which are obsolete or unenforced are top issues for us. Also a serious lack of something that concerns state and federal programs more than the city itself, which is lack of services for seniors, especially the whole range of services facilitating aging in place.

Thank you for doing this survey.

Speed and pedestrian activated street lights on Mills/Cinder Road, Safeway Parking Lot/Charlie's, 7th Street/Magistrate Court, and Breezeway on Bridge Street

One of the most unique towns in NM that is overlooked and needs revitalization

The city needs a greater web exposure (story maps, crowd data collection, pot hole locating and repair updates, street light outage reporting, water leak reporting, neighborhood watch reporting, DWI reporting, etc.)

Manufacturing, education investment, eliminate systemic east v west nepotism in all levels of business, city administration and law enforcement

Thanks for all you do!

Our city needs to look good in order to keep and attract quality people; thus the need for taking care of the roads, parks, infrastructure, etc. To keep quality people here and to get tourists to come back we need to provide excellent over-the-top customer service. Bad experiences at the local fast food restaurants and gas stations alone will kill Las Vegas immediately. People will (already do) have bad opinions about our community. We need to change that with exemplary customer service EVERYWHERE in Las Vegas to EVERYONE - whether a long-time resident, a transplant, a visitor, tourist, etc.

The roads needs massive work, all initial efforts should go there.

The city needs to address water issues using wells not only the gallinas river

Las Vegas is a beautiful and soulful place to live. We just need to highlight what makes us special and clean up the town as much as possible.

Perhaps with a new mayor, whomever that may be, the city will show vast improvement from the last 3 years.

First of all get rid of that mess in the city government. The mayor was a good first step. Permanent heads of department denote stability!

It is a serious mistake--both short term and especially for the long term health of Las Vegas--for the university and city to close the Torres golf course. Closing the course is a blatant, obvious symbol of a community on the decline.

albq. did dog parks and it helped.

Only the right people making the right decisions can lead to the right outcomes. Las Vegas needs to shed the good old boy network and cronyism and make decisions for the good of all citizens.....not for the prosperity of a few.

Implement and/or enforce vehicle code regarding junk, unlicensed autos on streets, lots and cluttering yards. Review city ordinances (if they exist) or create fines, taxation enforcement related to unoccupied properties. Enforce the ordinances. Clean up vacant lots, yards. Make property owners responsible. Celebrate and acknowledge community or individuals which make community more attractive, livable and/or safe.

Thanks.

We need a youth center for kids who don't play sports that offers a sanctuary, tutoring and mentoring.

I would tidy up some neighborhoods

Las Vegas should be a destination site for tourism, given its history, historic buildings, cultural variety, welcoming and inviting.

The city council does and should acknowledge triumphs like sports teams for schools and city but also other activities. The city council should encourage interest in architecture, city wildlife, walking trails with signs especially of local sites and special plants, and biking within the city.

Carry on!

The real issue is local leadership. Electing, hiring, and retaining trained, knowledgeable, skilled leadership that acts in the public interest rather than for personal political gain is paramount. Without this, no degree of planning will suffice. Also - it would be great to see actual implementation and follow through on all the planning that is done. There should be a staged implementation plan with benchmarks and accountability for any plan that is developed.

Great plan. Now to implement.

Thank you

Some questions are unanswerable without more information. We live in a rural area and are unfamiliar with some terms and issues.

A higher minimum wage is urgently required, as is oversight on local, privately-held banks and their mortgage policies which are usurious. High-speed internet in rural areas is urgently needed -- Satellite internet is very expensive and not sufficient for many work from home, or recreational needs (like Skype and Zoom).

Las Vegas is fractured, and seemingly is okay with that. From its roots as two towns following the railroad's arrival, the city has never coalesced as a single community. Dysfunction seems to be not only tolerated but encouraged, as everyone clings to a piece of the pie. If we could learn to work together with a common purpose, this town could shine.

Streets are in dire need of repair.

I don't live in the city but use it as my base for city functions

Although marketing is important, if the city does not provide more support for the organizations, infrastructure and events upon which marketing is based, those dollars are largely wasted. This community desperately needs a performance venue that is tied to the community, not educational institutions.

Need to support efforts to treat drug addiction epidemic, consolidate the school systems and provide better school programs. Bring back and support semi-professional baseball team. Work with HUD to be able to use vacant land on Mills to recreational use (could other city owned property be designated or acquired for housing to substitute?).

Our beautiful and historic town needs a clean up in many neighborhoods

thanks

All of the ideas proposed are priority for the continued success and survival of our community. All should be tacked but on a first needs basis. Infrastructure is number one. Streets, water, sewer and gas.

We need a schedule of when the streets will be cleaned. Also after a parade the streets should be cleaned a fee for the parade should cover this. The loose dogs in town are a big problem there should be a full time dog catcher if the pound is full then the dogs should be put down. The two schools should consolidate. The city should provide large item pickup that are free so we can clean up some of the yards on town

Need qualified energetic recreation staff.

need recycle centers

There wasn't a way to add comments for the other that I selected for #4 most concerns. The biggest concern I have is the illegal drug use that is rampant in our town. It affects our children horribly and only those of us who work in field that serve our most vulnerable see this tragic, ongoing problem. Nothing else matters as long as the illegal drugs are being ALLOWED to be in our community and affect the children who are being raised by the users. The city government needs to go to our schools, clinics who offer counseling and social work to our children and their caregivers. Filming the next tv series or a trolly from the plaza to the RR district should be the least of our priorities. Find professionals to get these drugs off our streets and out of our children's homes!

Las Vegas needs cleaning up & beautification. Recycling goes along with that. Need street signs. Need grant program for the 900 historic buildings restoration. This could be a solid tourist attraction & help clean-up the city.

Help maintain golf course as quality of life issue. It will give another option to vistors to the city

This is a nice place to live, but until the members of the community agree on what the town should be like nothing will save it from a slow deterioration.

You need to leave a space for written in questions, the choices are not always relevant to everyone

Make more places for the youth. A skating rink, multi lane bowling alley



Thank you for asking. This survey should be included in utility bills and published in the Optic.

One of the things everybody talks about but no one addresses is the NOISE level - motorcycles, amped cars, and dogs roaming all day and night.

Las Vegas is a beautiful place with so much possibility but there is too much nepotism, too much focus on political parties and not enough actual serving of the community. It suffers from the same thing that other communities suffer from: We want to improve but I don't want that improvement to help those I do not like.

There are 150-175 years worth of problems. There are very few people in Las Vegas capable of making any of the necessary changes - no one is qualified. The depth of ignorance, superstition, and selfishness is more extreme than any of the other 12 places I have lived!

Clean up & make Kings Stadium a Park with trails & picnic area & preserve the amphitheater!

Please make your town grow!!!

Why no mention of the golf course

Personally, arts and culture are the most important to me, but everything else has deteriorated so much that it has priority...but not preference.

The schools are a wreck, but nobody in a position to do anything cares. People get into positions to watch out for their own (see LVCS and employment of school board family members for example) and harm others. They remove good administrators for no reason. BUT the biggest problem schools are ignoring is the rampant sell and use of drugs on campus. My kid is offered Ritalin on a weekly basis. I'm not talking about expelling kids; I'm talking about programs for addiction.

Las Vegas has such great potential, being right off I-25, beautification, better food service and standards, restore the historical amenities to attract more tourism.

The roads

Stop the gentrified attitude in our community

There needs to be more activities for students who are attending colleges.

Thank you for the survey. Difficult to prioritize because there are many issues to be addressed. I do think we need to have access to fresh food/grocery options for students at Highlands, especially international students and I would love a Safeway/Albertson/Furrs or other quality grocery store with expanded fresh market.

There should be more accountability when city employees do work such as street repair and city office employees. There should be a master plan that is used by the current and future administration for street repairs and New sidewalks. Our playgrounds are disgusting and should be replaced immediately

We just need to clean Vegas up. From the infrastructure to the people. It could be a really cute little town with a ton of tourists if there wasn't so much trash and crime. We need better healthcare facilities, better treatment centers, quicker and more efficient clinics. We need to clean up, all of us together.

One of the most important things the city needs to focus on is youth involvement in the community. This doesn't mean inviting youth to community events. Instead, the city needs to ask youth what they want from the community and then take concrete steps to address it with them. For example, rather than just this survey, someone should be leading focus groups among students at our colleges, high schools, and middle schools.

We need to stop the use of politics to promote people's own greedy agendas such as giving out jobs to family members, business owners keeping new businesses from coming into town bringing in new jobs, and we need honest people who want to see Las Vegas grow and offer good paying jobs so that we stop losing all our youth to the bigger cities. We also need more things for our youth to do instead of having nothing to do and getting in trouble.

the town is really best for retirees who have money since the town does not offer much in the way of employment--unless you are related to someone--which keeps the employment pool generally underskilled and inadequate. In reality, this community best serves its own--hostile to outsiders--whoever they are.

The city of Las Vegas has been historically corrupt and shady. The current administration is no different. I urge you to avoid these half baked schemes about expanding parks and building a crash pad, to instead invest in the youth and crumbling infrastructure, but most of all, draining the scum from city offices.

Las Vegas, NM is a decent place to live but is not sustainable in its current state - water, deteriorating infrastructure, cost of living, no industry, lack of support of the University (biggest employer)/industry/tourism, safety, establishing community to entice people to stay to raise their families, move here, or stay after graduation. This city has not maintained itself to keep up with the surrounding areas like Taos, Santa Fe, and ABQ - it will be left behind if drastic measures aren't taken. As a young couple who work, live, and give back to Las Vegas, we do not want to start a family here due to the lack of support, opportunity, and failing schools. The housing market is terrible for first time buyers and for selling. The recreational opportunities for children are poor - poop all over the soccer fields, unsafe playgrounds, homeless populations, broken glass, or space that is children friendly outside of a JC's pizza place. I could go on. Lastly, the town is full of trash, poorly landscaped public areas, and eyesores of homes, yards, streets, and sidewalks. Unless you are walking on campus or just around the plaza, it is unsafe feeling and unmaintained.

Las Vegas is in dire need of someone who cares for the community as a people and not a census number for the city to do with what they have because of the communities taxes being paid into a town that needs caring for our people in this town. Politically it seems that once people are up there they do for those that stand behind them instead of doing their elected job. I would love to see someone who cares for the community do something for the people especially the elderly and children. It would be the right thing to do and mostly a good thing and that is why they are in the position to do it. Thank you for allowing me to share my heart.

Drainage is a huge problem where we live. Water runs down the street and seeps into basements in the homes in our neighborhood.

Fire the Mayor and all those who supported her.

Make the town attractive to bring in new competition in business. To have options.

city govt should organize public events on all specific days or holidays

Las Vegas is a great place to live. I wish more people would stay, and make it a vibrant town. We need more things to do. The City should partner with NMHU to develop areas for things to do at the Golf Course - things that would provide more things for citizens and students to do. Have more restaurants that are open past 8:00 PM.

The Grand Ave looks great! I'm a gen xers and believe that live work space is number one and only cities that have more liberal as in less LAWS and bureaucracy to make livelihood possible is best. And this DOES NOT MEAN REPUBLICANS OR DEMOCRAT!!! ITS ABOUT EMPOWERING THE INDIVIDUAL TO THRIVE not merely survive. Las Vegas is in a good position to attract people seeking lower cost of living in a natural area... people who work from home...

Thanks for asking

Consolidate the school districts

City needs to provide salt for roads when it snows in the steep hills and fix the roads. Stop stealing from the city with corrupt government.

Upgrade efficient toilets in all government controlled buildings and residences. Offer reduced rates for people who separate garbage into usable recyclables

I hope you make these results available on the City website as well as publishing them in the Optic. I'm proud of the City for making an effort to involve its citizenry in improving the City

More meetings and good publication of meeting where residence can give input to city council

Las Vegas is great but it lacks stores and other places to keep Alumni from NMHU. It would be great to have more opportunity in the city and roads and schools need improvement.

There needs to be more things to do for teenagers and children of all ages. It would be nice to have outside recreation.

people need places to work or crime will continue

I am new in the town. And rather than feeling the charm of a quaint historic old town, I feel quite distressed looking at the condition of decaying homes and neighborhoods. I think the most urgent part would be take try develop a good face value of the town and then probably market it for tourism. This would promote sustainable economic development and this way Las Vegas benefits in multiple ways.

Now that previous mayor is out, let's come together as a community to make Las Vegas a better place. Stop the bickering and get to work!

It is very sad the condition/appearance of the city. Ordinances do not exist or have never been followed. All it has taken in the past is a little sad story to over ride zoning restrictions... there are mobile homes where there shouldn't be, yards are a mess, junk yards everywhere... no jobs, bad healthcare, bad schools. People are leaving and it is impossible to get new people to move in. Drugs, murders, pot holes, weeds, golf course closing. Disappointment very which way you look! We need serious help! Praying for a miracle so our kids can make a living in Las Vegas, raise their kids and be proud of where they are from!

Our city council should be open to outsiders establishing businesses in our community. We do not have a variety of restaurants because of the fear it may close down an existing one. The restaurants should compete for business and not rely on the monopoly they've created by being the only restaurant to offer a certain type of food, i.e. other towns have a Denny's, IHOP, Chili's, etc. Our town is being held back by those who may loose revenue, yet the community suffers from a lack of variety. It would be nice if we had more recreational activities and a larger movie theater. Our roads are in drastic need of repair. Our city parks need regular maintenance and repair. We need safe, clean areas for our youth to play sports.

Stop allowing business owners to dictate what franchises should or shouldn't be allowed to come in when [others] had no trouble getting a business and liquor license

I just moved here 6 months ago. I love the community and the people. One area of improvement is streets and road. We need to have sign for speed bumps or have painting on them. It is hard to see.

Las Vegas has 3 colleges and 2 high schools therefore having quite a lot of youth in the area. However, most students are forced to drive to Santa Fe or even Albuquerque for basic necessities. Las Vegas has the potential to be great and with improvements on retail, services and food, more people would be less likely to seek education or living in another town.

Our greatest resource is our wonderful history. Capitalize on this to drive tourism. Improve and expand the museum!

The city needs a dog park!!!!

stop nepotism and employ fair hiring processes and offer competitive wages

This survey is very limited on user input. Not a representational approach to achieve a community consensus. Many concerns/options in this survey do not reflect the wide population needs of LV and San Miguel.

The town will never expand as long as people resist developments. That's the part of small towns that I don't love. You can do both and still keep the Vegas charm

I think it would be great if the city including more youth people and people with diverse background (Black, Asian, LGTBQ+, women) on boards, committees, etc. I'm disappointed in seeing photos of events, meeting, community base organization with nothing but older white people and a few latinx representatives. I understand that the old white money is helping revive the city, but including the next generation in discussions and project will help keep the revive city a live longer. Just a thought.

For the 25 years that I have been living here, I've heard a million times, Las Vegas has so much potential. But ... . Things are better: the two hotels renovated and attracting customers; the plaza/Bridge Street and the Rail Road District have seen real improvement; more film activity; NMHU's campus has grown and beautified. But Walmart kills the city and its businesses. Crime is an ongoing issue. K-12 schools are iffy. The working relationship between the city and the three post-secondary schools in/around us doesn't seem very good. The golf course property is an unexploited resource. There's no real tourist center. Two school districts makes for inefficiency and wastefulness. Some of the problems are, to be sure, very difficult to deal with (e.g., crime, Walmart). But some of what I described as problems could be dealt with quickly. If we really want to have a better city. And sad to say, my sense is that a number of people here in LV don't want that because their ability to control things for their own good would be compromised, and so they continue to frustrate and undermine the greater good.

I have lived in a lot of places over my lifetime and I was born in New Mexico. I have never hated a place I lived more than I hate Las Vegas. The roads are terrible and never plowed when there is snow. The whole city looks like a dump and every building is run down and old fashioned. There is nothing to do in this town unless you want to drive an hour to Santa Fe for something as simple as a better grocery store. Everything is so expensive

here and you get very poor quality for the amount of money you spend to live in this town. The only reason I am here is for school and as soon as I graduate I will be leaving and NEVER returning. Nothing about this town appeals to me: there's nothing to do, it's expensive, the people are so rude (and I'm from New Mexico and this is just a Las Vegas thing). I doubt this town will ever get better but maybe for the people that like it here it will improve. I just wish I didn't have to live here at all.

The roads in Las Vegas definitely need work. I have yet to see a smooth driving road. There are many pot holes, missing street signs, speed bumps are mountain high without signs indicating a speed bump, missing curbs, missing road lines. Moreover, although parking is very flexible- there should be parking spots in certain areas such as the plaza and NMHU.

I moved here a year and a half ago to become a late in life grad student. I immediately fell in love with this little town. My husband and I purchased a house and have open a business last summer. We see the amazing potential in this town BUT things like the terrible street conditions, water issues, and lack of shopping (we often go to Sante Fe for groceries) as well as poor transportation for tourists are things that need to change for us to grow.

The city government should require the mayor, judges, and city councilmen to at least have a bachelors degree. These individuals make significant decisions and their lack of education has made Las Vegas a very poor and backward community. For instance, look at the last few mayors?

Education needs to be severely improved across all four major institutions.

An honest government would go a long way to improve Las Vegas.

Make the city a place where the young want to stay. As soon as kids graduate, they leave and don't come back. As a citizen I am planning on moving also. Las Vegas has no job opportunities.

I think the city is really trying and soliciting input from the community is important. I'd like to hear what that input yielded and what the prioritized plans for improvement are and continued updates on getting those plans executed, with a cost and timeline. We're owed that. We're the taxpayers. We shouldn't have to ask for it. It should be a matter of transparency and letting us know that City Employees are working to their job description.

I was born and raised here. I left for about eight years and returned because of the failing health of my parents. My daughter and I are really into recycling and environment protection. It's sad to see how much untapped potential this town actually has. There is so much more that could be done, with the right leader. This town can be so much more self reliant through solar energy, wind energy, and boom with a proper ran recycling center. There are so many things that could be done through public events to teach and train our youth and adults to rehabilitate our environment. We are leaving this world to them, lets do our best to teach them how to be self reliant, how to grow their own food, how to grow tend to livestock, to butcher their own food. We live in a world that relies on others to feed us, to put GMOs in our foods, then the after effects of dealing with the cancer, obesity, diabetes, and other illnesses because of it. We as adults, as leaders in this community, we need to cut those ties off with corporations and get back to the basics and leave a better world for our future and their children. Lets put Las Vegas first on the map for reusable energy and a homestead approach, lets show the country and the world that it can be done. There are Grants that are available for everything that I listed. Tap into those monies and this town could grow and expand so much more. SM.

Thank you for taking the time to survey members of the community as potential individuals that can influence change in Las Vegas. I think it would also be valuable to keep in mind the perspective of current students and specific needs they may face while attending Highlands University and engaging with the Las Vegas community

One of the main reasons families leave Las Vegas is the lack of min-range family homes and a very bad educational system. The middle class families are leaving Las Vegas for Rio Rancho.

Public transport is biggest problem in the town specially for students.

Glad you are doing this, and thank you for the opportunity to add my two cents!

Las Vegas needs a dog park much more than we need a golf course!

Bring in an Applebee's, Denny's or other chain restaurants as well as a craft supply store for the arts community such as Michaels or hobby lobby

In an ideal world, the city of Las Vegas would benefit with more job opportunities other than retail and hospital jobs. This would give people incentive to stay here. Las Vegas also would benefit from having more things to do like having more recreational opportunities such as having a mall, shopping centers, and other opportunities to go out and have a good time. This is the reason people here go to Santa Fe or Albuquerque for enjoyment purposes, because there's virtually nothing to do here in Las Vegas. Thus, efforts should be made to model these cities (Santa Fe and Albuquerque) and provide more opportunities to engage public interest and well-being.

How many Mayor's has the city gone through as we accumulated the 4M we all now owe to HUD? If the Mayor does not take ownership of this huge inconvenience to the people of Las Vegas, who does? Why should the people of Las Vegas be asked to pay 4M back to HUD because of incompetencies in our local government? As I fill out this survey I wonder how our city could spend 4M if it wasn't now earmarked to HUD?

I love this town, but the streets are in horrific shape, the corner of 4th and Columbia has a stop sign that is so faded you can hardly read it, the rec center has become a joke, and code enforcement is NON-EXISTENT! Make people clean up their disgusting yards full of trash, quit letting this whole place look like a dump. Also, there is no transportation! How are people who arrive on the train supposed to get anywhere in town? It's embarrassing.

The first thing a visitor is going to notice about the city is the extremely poor conditions of all of the roads and streets in town. This makes the entire city appear dilapidated. Repave all the streets in town. This would make the single largest improvement to the city overall, and make the city much more appealing to visitors.

Las Vegas NM is a poorly maintained city with incredibly limited resources. It is ridden with debilitating nepotism and outdated ideals. City facilities often fail (water, electricity etc.), and road conditions are grossly sub-par. Growth and advancement is smothered by city officials for personal interest. This town is far from an accepting and encouraging environment to live and succeed. It is obvious why those who want to succeed in life often choose to distance themselves from Las Vegas, New Mexico.

I think if the city pushed an effort to clean up and fix things like sidewalks, roads, keep the weeds down, and trim the trees it would present a sense of pride into the city and people would start to clean up their own places.

Health care especially mental health services need to be more available so not everyone goes to Santa Fe.

Please consider an indoor sports complex for recreational soccer, baseball, basketball, and football. The sports fields in Las Vegas are terrible and unusable in some weather conditions.

I think the biggest problem in town are the streets. Transportation would be much quicker and safer if the roads were not riddled with pot holes.

I think a recycling program is top priority. After that, the city should look into renewable energy to help their residents with utilities. The roads & sidewalks need to be fixed. And more crosswalks installed.

Las Vegas is a nice place if we take care of it. Seems like city only gets after some in town, recycling center area gross, especially now with castanera open should look better. some properties are in horrible shape. also, let the town grow please, get new people in committees is the same group with small businesses that stop us from growing. hire qualified people to run the city, not crooks. be transparent.,

need more late night food places we need a Dennys why dont we have one..i hear some dont want it [edited to remove specificity] some real competition

The children and youth of this city have been neglected for far too long. Please invest in safe and clean parks to include playgrounds, soccer fields, multi-sport facilities and other park improvements for them! This city has much potential but the level of neglect that has taken place, especially in regard to parks, soccer fields, and other public spaces is disgraceful.

fix the damn potholes

Fix the HUD issues.

Please fix the potholes around LV! Please pick up trash around town. Many vacant lots have become dump sites for trash and an eyesore and NOT attractive to tourists. We need a focus group or committee with local experts to work on long range planning for specifics on how to make Las Vegas a destination.

Our kids need a voice. Far too few questions included in this survey even hinted at that. I am fearful that in 10 years the decisions made through initiatives like this will have completely alienated the people inheriting this town. Find a way to include voices that don't give a F^#( about plastic bags & wayfinding, otherwise this is a gigantic waste of time. Please. Involve young people. I know it's difficult, but it's also very important.

Las Vegas has potential, but the community mind set needs to change

We need more grocery stores, clothing stores, and restaurants such as Dennys, Chiles, or applebees

Politics and favoritism should not be how employees are chosen. The best person for the job should be chosen. Not who they are related to.

Please work on the transit system in Vegas as well as giving seniors computer skills so they do not need to get behind a wheel and drive to get their bills paid. On line banking and bill pay would be helpful.

One major problem are the number of loose and aggressive dogs roaming the streets. Tighter leash laws and animal control

Water. Nothing else matters if we can't manage our water supply.

We have a beautiful town. We need things to do for our young people. We need to show kindness to all.

Finish the Bike trail to United world college

Our City has been corrupt for too long. It needs to be improved for all of our people. Not just a select few.

This town is a great place to raise kids but needs more support for the parks, rec sport programs especially soccer, and family friendly entertainment

Las Vegas needs little league parks and soccer fields

Our town is falling apart. Too much political motivation and nepotism. Roads need repairs, can never find what I'm looking for in the local shops and if I do, it is severly over priced! This is my hometown however it doesnt feel like home any longer

HEALTHCARE IS POOR TO NON EXISTANT AND NEEDS OVERHAUL!!!!!!

Good survey

There is a palpable lack of vision within the city government. It is difficult to preserve the small town aura and support local business. A balance must be found between protecting existing small business and allowing new businesses. People need jobs, the city needs to progress. This tension has always existed, but Las Vegas Must figure it out. We cannot continue with the same city counsel members who block all development. Red River provides a good example. They invest heavily in advertising their city and always have stuff going on. This is one direction we need to go. But also, we can't keep out businesses that want to come here out of fear of competition. The city needs a stronger tax base to fix our streets for example. Our streets are an embarrassment.

the city of las Vegas is a beautiful Place but we have to work on the beautifcation of the whole city too many rundown building poor street maintainance ,people do not obey traffic laws or traffic signs

Safer roads, cleaner parks, job opportunities, code enforcement if you want people to stay

We need a new approach on the Solid Waste Department

The drug use in this city is horrific, the police need to crack down on it. This city has so many abandoned and run down buildings it is pathetic and it is embarrassing to have out of town visitors come visit. At the first exit coming in to town they have made wonderful road improvements but the buildings lining the road are horrific. The trailer parks are an eyesore! There are no decent grocery stores either. Most of us go to Santa Fe to shop which means the city is losing major tax funds but they don't seem to care. The reason you cannot find health care providers to come here is because the schools are so bad and no stores except Walmart which is a breeding ground for bacteria!

No more stealing and please catch thieves like the former mayor, and increase crime investigation of the robberies along grand and solve the murder cases

This city need to improve the trash collection program

Can there be bathrooms installed at public parks. Sidewalks on 600 block of New Mexico Avenue Pot holes

We should have Cowboy Days in September to capitalize on NMHU'S students and the agricultural community. Run it over Labor Day weekend. Get the Farmers Markets to provide goody baskets of fresh food. Host a Mantanza and Chile Festival. Host it not on Bridge Street but on Douglas or at the Rail House on Grande.

Bring in more franchise stores and restaurants such as Home Depot, Lowe's home improvement, hobby lobby, and Michaels for the huge artist community to get supplies also restaurants like Chili's, Applebee's, Denny's, IHOP etc.

We need something for our kids in this town to do other than drugs and alcohol they are our future how about a facility such as a trade school not every child does well in school setting

Thanks for the opportunity to put my two cents.

Roads please roads our cars are suffering.

Las Vegas could be a beautiful place to live. As a new parent and educator I feel as if though I need to leave Las Vegas so that my child can have better opportunities. We need to improve our schools!!!!

Raises for city employees

Encourage transparency in government

City officials need to be more responsive to public and answer questions when they are asked by Optic. Roads are in terrible condition.

Get some new blood and some new thinkers into city government. The old style of politics is killing Las Vegas and San Miguel county. We should be working for the betterment of all, not toward the betterment of a few families.

I'm sure the high schools must be integrated into city work but feel out of touch with city events so ill equipped to advise

Shopping sucks, there's no Starbucks, mayor needs to go please get her out of office. If I was mayor I'd do a better job. The situation is toxic, embarrassing, and pathetic already.

We need a Better Mayor

Increase behavioral health and resolve drug epidemic killing this community.

Light pollution, remove stop signs and speed bumps, more courtesy from city workers (they make an appointment with you and then are late and keep you waiting. They answer their phone and talk while you are right in front of them.) The animal control does pick up skunks or roaming dogs.

Make Las Vegas youth friendly, people move out of Las Vegas because there's nothing for kids or teenagers to do beside get into drugs or alcohol because lack of community youth investment/ involvement, they made a skatepark when I was younger but no one maintained it or ever asked/ tried to expand it to challenge the youth in their skills in BMX, Skateboarding, rollerblading etc. and the economy sucks I was an employee for the city and they paid me so sorry, how can anyone even afford to survive anything.

I personally think new skateparks would improve not only the city's aesthetic it will give a new place for skaters/people in general to have fun

I answered the questions giving high numbers to high priorities! It seemed confusing on the first question which way it should be answered!

Response to 16 as cannot enter Other - specify above. Community forest aging rapidly, maintenance and renewal is urgent as most of street and park trees are in poor to dying condition.

Las Vegas is a great city to live in! We need more job opportunities for our youth to find a niche in the community to keep families here: light manufacturing such as food products with an approved kitchen such as Luna Community College. And others which don't tax our water and air quality; Certified vocational programs in Welding, Construction, Auto maintenance, repair and restoration, as our locals are efficient in these. Also would like to see Recreational rentals such as canoes, fishing boats and equipment, and wind surfing at Storey Lake to bring more people to enjoy our natural resources. We have so much to offer here.

Our city needs change!!! We live in a wonderful town, we need someone who loves it to run it!! We need people who really care in our city offices. A few stores would also help out our community..

Drug use is up, tourism brings money, there is so much LV and film history. More job opportunities. Safety important. Need one stop shop location for all activities and events.

Letting new company's or business get started easily,

Allow new businesses to come to Las Vegas. Certain people control Las Vegas and don't let new businesses in.

My hope is that this survey is heard by those who have been elected and strongly considered moving forward. The city is at its worse, the roads are deplorable, employee morale and pride is below par - no I am not a city employee, and we are losing families. This census is going to be a wake up call and it may be too late.

There should be more recreational activities for our youth

Embrace change.

The City needs to hire qualified people to complete projects and gain more funding. Paying people with the correct qualifications should be a priority.

The community needs to collaborate with the schools and with the University to build multi use facilities.

I would like to see sidewalks on west side of LV residential area. We were given funding for sidewalks on the streets that are near and around LV Baseball fields. Money was rerouted to other areas. WLV is ignored. How can the people make a change without the support of the City. Properties are neglected and nothing is being done. By helping with sidewalks we can motivate beautification efforts and bring back pride of ownership. We pay taxes on the west side too. Valley street needs to be paved between Salazar and Keen. Keen needs to be paved also. Enable and support Code Enforcement. Get LV to look attractive. The homes behind the abandoned Welcome LV Train are horrible to look at when you are coming in through Exit 343 on New Mexico. Construct a wall to cover it up. Install drainage on NM Avenue by the DA's office on Old National. There's always a giant puddle when it rains or snows. A lot of small changes that could make a difference. The construction coming in on exit 343 is looking nice and those changes are good. Get David Ulibarri to cover up his junk yard. He keeps it clean but it's an eyesore for visitors. Fine people that own abandoned properties. Clean up yards and have a free trash day if you clean up your yard. This would help when people toss their old mattresses, furniture, refrigerators and washers/dryers. Lots of work to be done. Stop fighting and get the job done (Mayor and Council)

City streets are disgusting need to set that as priority

The city badly needs to look at its human resources and reward those who are productive and replace those who are just putting in their time.

Earn the trust back. Think and act quickly to improve the cleanliness of City. It's dirty. Be transparent and accountable.

This city has so much potential, I would love to see tourism but also infrastructure that will provide lasting jobs and economic development. Not just filming either, which is awesome and I totally support it, but to bring and keep people here we need jobs that promote personal and professional development. Thank you for doing this survey! I am so excited and love seeing the Castenada here and potentially prompting surveys like this!

I would work in Las Vegas but was pushed out by Alta Vista. We need a community owned hospital. Those people are sucking the life blood of the residents of Las Vegas. Get rid of Alta Vista and its parent company, CHS!!

All areas of the city need to have derelict decaying buildings either removed or restored. They are health hazards and make the town look trashy.

Need to get rid of the mayor

There needs to be quality health care access. Community should not have to travel an hour two just to feel like they are getting quality care. It should be accessible in the community.

We live in a beautiful town that is over run with crime and the good ol boy mentality. We need to concentrate on safety for our younger generation

The City of Las Vegas has potential to be a great place but it's time to diversify our economic offerings. It's time to start encouraging business growth that brings jobs so people can actually afford homes and create lives. Under the current administration efforts have been squandered, and nobody can be right besides the mayor. Las Vegas is a dying town, with less and less people coming for college and university, and as generations begin to pass on, more homes are for sale or foreclosed because nobody can afford paying a mortgage on the home their parents or grandparents kept. We are losing a lot more than we've gained and it's time for a change.

Save the golf course



The city officials need to enforce all policies, no exceptions made. We have people who upkeep properties those who don't need to be fined or the city needs to take action.

Need a lot of improvement. Politics in this town have always been a set back. Businesses can't come in without other businesses complaining and stopping them. Who you know shouldn't matter for receiving help and aide when needed as well.

Need to allow more business to come in Vegas needs to change

I think the City should focus on making sure our Police Officers are equipped with the most up to date vehicles and equipment. The City focuses their attention on providing the streets/maintenance crews with new vehicles every year or two and the road and parks are still not being maintained. Public safety should be one of the City of Las Vegas's top priorities due to the nature of their job. The community utilizes these resources on a daily basis, they should be treated accordingly.

The streets throughout Las Vegas need to be repaved not just filled in. Also street signs including stop signs need to be replaced. Clean up neighborhoods to not have neighbors with trash and old junky not being used vehicles.

Let's get together! Get er done! Let's rise above!

This town needs more choices, Restaurants, Movies, etc.

This town is beautiful and has so much potential to be the hub for the Northeast party of new Mexico, and may being in people from other surrounding states for regular business if there was a little effort put into the important areas of growth and hAvenue Make Las Vegas what it was always meant to be!

If we don't change as a community and make it a better place to live we will continue to loose our people to Alb/ Rio rancho. I here Rio rancho is the New Las vegas,n.m. half of Vegas lives there. Pretty sad!!! CHANGE IS GOOD AND WE NEED CHANGE....

Until you get better schools the city will not grow it will only attract retired citizens. Retired citizens do not want to pay for more improvements since they are on a fixed budget we need to attract young famalies.

Customer relations of city workers is deplorable. Failure to return calls, failure to honor appointments, unnecessary delays in service, just putting the citizen last have all been problems I have personally experienced. The many obsolete speed bumps, unnecessary stop signs, and generally poor street layout are egregious. They make law breakers or at least disrespectors of everyone. The city government is the prime violator of the city's excellent outdoor lighting ordinance. Improved outdoor lighting, especially less glare, pollution of the night sky, and light trespass would greatly enhance our environment as well as save on resources and ultimately global warming. Specifically, the flashing city light at Mills and Grand shines into my window at night and decreases my quality of life. As a bicycle rider, street sweeping is important to me. Litter on the roadside is dangerous, causes tire damage and just yucky. Please continue sweeping the streets.

We need a Council that has ideas and will move to bring industry to LV. Our beautiful city is vastly becoming a ghost town. The city streets need to be fixed before anything.

I am unsure if my husband and I should buy our first home here. There are so many good things here such as low cost of living and we get fiber internet. The university is affordable. But there isn't much fun stuff for people in their 30s. The economy is not good and the hospital is worse. And there is trash every where which takes away from the beauty of the town. Also let's not forget the rampant corruption thru out the city,didn't the mayor use city funding improperly? Suggestions from the local paper that the police may be corrupt and connected with that padillia drug gang which trafficked all the heroin and crack into our small community? How is that going to be cleaned up and resolved? This area has the potential to grow. Especially if NM moves to recreational marijuana, this area could be comparable to Trinidad CO which has had major growth and development in the past 5 years.

Las Vegas is a great community!

Our roads are falling apart and don't receive any maintenance, we have a beautiful city, but needs major attention, it looks very run down, there is no pride in the work from City employees. Violent crime is at a high, nothing is being done, or it is being kept a secret.

I love our community and wish we could do more to help and have more things for our children to do and families all together. Something we could all look forward too. Besides drinking and drugs.

We can start with the continued waste of taxpayers monies. Stop installing unnecessary speed bumps on side roads like Sperry Drive near the Disgraceful Mayor's friends homes.

You can do it CLVNM!

We need a change the youth is leaving because there's nothing to offer here no jobs nothing to do it stays the same nothing new ever comes in

Las Vegas is a great community, but it should improve on getting more activities (new restaurants, stores, or recreational places), kids local hangout places, and upgrading these old building to make more out of this town but still keep the culture.

The same old food sucks already

Need to improve access to healthcare.

Improve ball parks. Build a city facility with multiple fields. Turf fields. Ex. Albq Baseball complex.

The City of Las Vegas has played out the historical card it has not and will not assist us in any future economic growth, we need to modernize our town and bring in more industry, please move on from the historical nonsense, also remove the mayor

City needs to improve on public safety, Increase police officers, and focus on education. School system is horrible. Kids are our future

The city needs to work on gaining new business for better employment. All the college kids are moving away after getting a degree. We need better jobs. And legalize rec marijuana. Ive seen how it can really help small towns. For example Trinidad ,Co. It was a crummy town 3 yrs ago but now its great ! New houses , new parks , new business and they r fixing their old buildings. Their down town is gonna be really nice once finished.

End the nepotism that plague this city. Not everyone's uncle should be employed to position they are clearly not qualified for. Even at that I'm unsure city official will understand this metaphor

The city should focus on a major economic development push. Las Vegas should be a major outdoor recreational area in New Mexico as well as a major tourist destination. Start branding the area as the Front Range of New Mexico and capitalize on the natural amenities. Push hard for economic development which will ripple effect into better housing and amenities!

Safety first

Round-Two: Mailed Survey

Paper surveys frequently included hand-written comments next to survey questions. These comments are included here, indicated by the number of the question next to which the comment was written. General comments written in the "Comments" section of the survey do not include question numbers.

golf course

Comments to #8: get light working 1st!, #15: Professionalism! In key administrative positions. Leadership, #17: Monitoring production of City Adm. We need professional leadership in key position.

City Dept. is horrible

Comments to #3: Residents working & supporting each other.#6: Town full of empty bldgs #11: Clean up the place! #15: No more city \$ wasted on (?) relatives, friends #17: Las Vegas govt. does not enforce its codes concerning animals, filth, (Education - ranked low in state - state ranked lowest in nation....)

Clean the Gallinas River and make it beautiful, plant fruit trees and flowers

I need a regular running bus!

Need jobs for youth

We would like for the cost of the Gas Transport to be looked or revisited it. This is an outrageous cost for customers. We have a home that non one lives in and the cost for gas is 320.00 & so is the cost for transport and this is ridiculous! This really needs to be looked at!

We would like for the cost of the Gas Transport to be looked or revisited it. This is an outrageous cost for customers. We have a home that no one lives in and the cost for gas is 320.00 & so is the cost for transport and this is ridiculous! This really needs to be looked at!

Streets are highly needing repair. This should be number 1 on list of things to start.

Uphold the rule of law! New attorney?? (city)

We're all in this together!

Comment to #10: Remove center curbs on Grand! Stop installing them

Comments to #10: I fell down crossing street, stepped in pothole #3: Climate

Decrease utility cost (trash fee) and city tax.

High fees in L.V. Plastic recycling plant in Las Vegas

Comments to #9: Cut dead trees #15: Hire more police & keep them here #17: Have dog owners clean up after their dogs while walking them

Developing Storrie Lake to bring in tourism, water park/water rentals, jet skis/boards - Developing hot spring baths - Montezuma, ice skating pond

Developing Storrie Lake shallow water, water park/lake rentals - jet skis - boats Developing - Hot Springs, Montezuma & ice skating pond

Thank you for allowing people's points of view.

Cleanup government!!! Get rid of city manager plus dept heads

The City looks like a ghetto. Trash & wrecked cars. Need code enforcement! We own a historic home on 8th Street. We take pride in it & our property & take excellent care of it for our own family but also for our City. Our neighbor just to the south also owns a historical home & it has done nothing but decay over the 20+ years we have lived in Las Vegas. 4 years ago, their barn which is falling apart sustained damage during a wind storm. The north side of the barn blew out landing on our property. We have brought this to the City's attention numerous times as this barn continues to deteriorate & creates a fire hazard as it is filled with junk. Even the fire marshall stated it needs to be torn down. But nothing gets done. In addition there are numerous junked cars all over this property & the remnants of a car wreck that occurred over 10 years ago. We see situations like this all over the City. I hope the new mayor & his administration can correct his through better code enforcement.

need recycling program, more community gardens

Comments to #11: Relocate museum to plaza-purchase vacant bldg. #17: Many people are relocating to Rio Rancho because new businesses are not coming into LV - the town needs new businesses & growth.

Comment to #10: ADA compliance!

I love Las Vegas, NM

Get things done!

good???

Comments to #12: Roads, roads! New paving!! Get the semis off 6th Street It's historic - they have destroyed the street #14: Has been (poor). Have great hopes for whoever wins.

Comments to #9: Keep the city clean of trash. Clean up litter. Require trash bags to prevent litter that doesn't make the trash truck.

create a real beach at Storrie Lake with sand & have wind surfing come back

City of Las Vegas should stop illegal backyard junkyards and over stock of wood piles. Residents in Las Vegas should show that they care how their city looks.

People in this town don't want anything to change. That seems to be the opinion of the city council too. Junked houses and cars everywhere. Potholes everywhere. Clogged street drains constantly. Power goes off way too often. We pay over \$3000.00 in property taxes and get nothing. Old Town neighbors are suing a guy for fixing up his house! This city doesn't even own a paving machine for the streets! The city doesn't even recycle! Just get it together, please! This town could be on the map and even nicer than Durango, CO!

When people have concerns they should be paid attention to. The utilities director is always too busy.

I love Vegas (both)

Comments to #2: too many LVMC outpatients on streets, drugs, homeless #17: SOS a sinking ship drowning in a cesspool of negativity up to out chinny chin chin

All dept need improvement

Vote Louie

Generate revenue by cracking down on untaxed transactions- -bricks & mortar businesses should not be the only GRT payers!

Hope all issues are worked on.

Expand industrial park

Restrooms at parks and roaming dogs need to be addressed.

When will extraterritorial residents ever become residents!

Comments to #3 re: schools: very bad here, folks moving cuz don't want to put kids in school

here #10: Create incentives for walking!! Create contests, give out pedometers, most miles, most weight loss. Just ideas	Comments to #8: consolidate school districts #17: I love LV! so much potential here
Fix the streets	Comments to #7: 1) Bike trail from Montezuma to San Augustine; 2) A park at Kings (?) Stadium #9: poop p/u bags in parks, dog park #10: repaint crosswalks #11: public restrooms-Plaza & Gallinas #14: Permit Dept. needs help #15: stray dogs & cats #17: tress in cages in Lincoln Park need weeds removed
Elect honest city officials	Enforce dilapidated properties!!
people take pride when the surrounding(s) are neat & clean	Look into the price of water & gas - some people can't afford, other cities - like Santa Fe & Albuq. are cheaper than in Las Vegas. This should not be so -
Elect a mayor with ethics.	please make pedestrian traffic safer & easier. Can't walk in L.V. due to poor sidewalks & mean dogs on the loose
Elect a Mayor that communicates thru media with residents	Comments to #15 re: hire a full time Economic Development Director: Not a cousin but a professional #17: The budget will drive any improvement - Fix it first
Comments to #5: make more public housing #7: response to agriculture: legalize marijuana #9: pocket parks: in vacant lots #16: clean food, support the farmer's market #17: Stop allowing gentrification of Las Vegas	Fix Grand Ave Street
Comments to #10 re: trolley: Between old town & new town #11 re: senior center: more east side #17: Until our schools improve, we aren't going to get young families moving here. Hard to recruit doctors, professors, etc., to L.V. Comments to #13: excellent if streets & sidewalks get paved #14: this could be a great retirement community #17: with good health care facilities many opportunities exist to make this town a desirable retirement and tourist destination attracting restaurants and art like Taos.	We need better healthcare options
We need a decently run hospital.	Comments to #6: Adaptive use of historic structures #8: Watershed restoration/ protection #9: Remove hazard trees #11: Use money elsewhere #15: No nepotism, base hiring on merit and qualifications, clean up corruption #17: I'm looking at options for moving away from Las Vegas due to the noise, crime, and poor government.
Comments to #5: neglect along river walk #11: this seems good #14: Again, animal welfare needs work - education for community re: spay, neuter pet care. Punishment for folks abusing pets. Restricting dogs on chains. maybe a program to help build enclosures? (for those who can't afford it). Also: trash along river walk (I walk there daily) is coming from WHS. A cooperative effort is needed. The trash issue needs to be addressed. As well, the river walk is neglected. A tree that fell last year is still there. So many tourists walk the river, and we could really make this a focal point of our community.	Comments to #9: Community population too small-no need for more #10: Make L.V. safer so above can be used #12 Gas too costly! Find another provider #17: People in Power now & historical(ly) have personal agendas not community. Comments to #5: No more taxes increase #9: None, lower water rates #10: Private taxi or Uber #11: Training vocational facilities #12: Solar & battery system should power grid go down #13: No pro active, you all wait till it breaks then bandage it again & again #14: Going two years waiting for results #15: No more creative jobs & policy #17: Lost trust, Transfer station: Public trash disposal-bins- for trash individual drop off different parts of town -instead of dropping off at Allup's, Dick's, back of strip m all. These places will have battery drop off, oils & pain, tree branches area, and canopy area for reusable or recycle area
Jump start Vegas	Every time the city denies permits to new
I hear gunshots every night! I've lived in 3 locations in my 25 years here. It's UNSAFE!	
Comments to #15 re: customer service: Spanish speaking	
The city officials need to focus on the needs of the citizens that pay their salaries and not politics.	
Need to maintain our golf course (Highlands)	

business it also takes away much needed jobs. Let greed stay out of politics.

Comments to #9: Dog Park

Hope City Council pays attention to all comments stated by the public on survey.

Fix the massive pot holes. No matter how much you improve the City--all the disgusting pot holes are getting worse & are an embarrassment to this town. I detour from the tourist attraction. This issue must be dealt with. This should include the residential areas.

Comments to #12: Roads are an embarrassment now! #15: Too many employees--downsize #17: Need a better recycling program

Water rates are too high.

Really need to improve

Comments to #5: Dogs all over! #9: Beach @ Storrie Lake #15: Animal control

Gas & water rates are too high.

Friendlyer (sic) police with public.

Keep sending a rep to the Legislature to lobby for money for road improvements etc.

Fix the roads. Nobody needs more medians.

Methods of slowing down drivers should be considered on Mountain View Dr. People are driving way too fast. Definitely drivers not obeying posted speed!!

Comments to #15: Stop employees idol (idle) time and have knowledge of their job #17: better money management and cut back on employee waste of time. Improve employee time management!

Very good survey - much thought went into this

Corruption of political leaders is rampant

Fix the potholes. They are terrible.

Repair roads, streets, & free Rec. for kids & programs or-affordable

Code Enforcement (yards are a mess everywhere, more police patrolling, law enforcement

I am a consumer but not a resident.

We need a good senior care housing facility

so elders can spend their last years in their hometown near family & friends and not isolated in Santa Fe or Abq.

This city needs major improvements on roads, crime, recreation.

Comment to #15: Get people to clean up their streets! #17: The amount of trash on the streets is embarrassing. And we want tourists to come here? Where is the Las Vegas Pride??

Comments to #8: Drainage improvements to Vegas Drive

Fix streets & repair all holes in streets.

City streets need to be fixed.

School website update for sub-teachers

Crime is bad!

make property owners of vacant lots and buildings (vacant) clean them up & keep them from falling down

Comments to #3: no job opportunities #11: Jail house is horrible #12: too many potholes #17: Fix the roads

Comment to #5: too much dog poop!

I don't believe the city should focus on the film industry for economic development. I have watched movies filmed her in Las Vegas & I see they don't put Las Vegas at the end of the movie. I always see Wyoming. we have a beautiful town. we are blessed. I believe the film industry should put us on the map. That would increase tourism. Also I believe most of the film crews almost always bring their catering kitchen. They probably do spend money but not as much as they should. I also thing the city appearance needs a lot of work. The city needs to pass ordinances laws and get tough on the residents about keeping their years clean. Get tough and give citations! Have more amnesty days. Also, I think Las Vegas businesses (grocery stores etc,) should sell customers paper bags for 10 cents a piece like they do in Santa Fe, NM and have that money go to streets, beautification projects, landscaping. Do away with plastic because that just turns into trash! I also would like the city & county to come together and come up with a solution on the road & lighting coming up on 8th Street Extension going to Country Acres. It is a bad accident waiting to happen. The roads are very bad that drivers try to miss huge pot holes & go on to other lane. Also no lighting. It is very dark and dangerous especially at night. The roads are in need of repair. Also figure out a system for people

that have yard sales to make sure they remove signs after yard sale. As they do turn into trash/ eyesore	Fix the streets
I appreciate housing but there is room for improvement!! Move forward!	Clear up River walk
Comments to #3, #5 & #7: Driveable roads, road conditions, road conditions top priority #15: Customer service is really poor in Las Vegas. Training is much needed. #17: Please make our city roads right. Patching is done g(h)etto style. You can't drive on any street that is driveable in this city.	Ger Mayor-City Council-P.D.-City Manager-City Attorney all on the same page
Getting rid of all dirty politicians in the city	Comments to #5: no pride in our community anymore #9: clean and maintain existing parks #10: paint crosswalks #11: property maintenance 12th St office #13: except switchboard never answers phone
fix streets Potholes!!!	Comment to #13: South Commerce has no natural gas services which we need (not fair for us) #17: Retired, Thinking of moving to Rio Rancho with my family
More Restaurants	More things to do for everybody. Free concerts, community services
Pot holes are the worst!	
New Restaurants!	Beautiful location...wonderful people! City Gov. needs to get it together, I hope it can.
Good Job	Please improve roads & update parks for kids to enjoy
1) City need(s) to focus on street repair. Bad 2) City needs to have employees pick up trash. This means get off the truck to do it. City has employees that get paid to do this. Enforce it. 3) Transfer station needs clean-up. Branches, broken vehicles that shouldn't be there should be removed, eye sore! Looks bad. 4) I think the city employees that work the street department, drive the same streets as all residents, how an why does it take so long to fix the problem. There's money out there. Hire someone that know how to get it.	Code enforcement must be stronger and implemented. Animal Control must be enforced.
fix potholes on the streets around town. Make it mandatory to clean their properties of debris on both sides of Las Vegas (East and West Las Vegas) not just East Las Vegas.	Elected officials should strive for a better Las Vegas, NM
More affordable housing rents	Good survey!
Better city government/ reps	Comment to #9: New sidewalks #17: Glad that the city has concerns about Our City of Las Vegas!!!!
Planning & Zoning should stop allowing mobile homes to mix with onsite homes, need better zoning laws	Code enforcement officers needed
City should require all council applicants to have a bachelor's degree (minimal).	The property taxes and utilities exceed those of Santa Fe.
Comment to #11: Hire more police @ better wages #17: Improve public trust	Fix the streets - - too much potholes!
Effective pot hole(s) repairs needed...	7th Street by Lowes needs fixing bad and Legion Dr. by Walmart and all of 8th Street. Add dog parks please...
We should involve our young people more in decision making - Have a representative from both high schools on the city council and pay them	1. Prioritize road maintenance badly needed. 2. Lower cost of natural gas. The delivery charges for natural gas are ridiculous! I pay more to get the gas than I pay for gas! 3. More trash cans needed on Gallinas River Walk. Also more cooperation from Wes H..S. - so much trash blowing for H.S.
	We need to support our youth in preparing for a job - create job opportunities for young

people	Youth Center needed!
Read meters	Recycling is a disaster here.
we need a golf course!	Utilities in Las Vegas are old (water lines & sewer) and all utilities are too expensive. Too much cronyism!
What Vegas needs is a real grocery store.	have more transportation for old people
it is difficult for me to find things to do with the kids	Comment to #9: Potholes (is a must)
Effluent water should be available to all residences to improve the beauty of homes with lawns. The city should look at making Green areas of empty lots, i.e., 8th St & Freedman. Lot is full of weeds. Area could be plowed over, and a nice vegetable fruit garden could be in it's place or flowers. The area could at least be landscaped.	Overall good!
Slow down on traffic speeders.	Comment t #9 splash pad: (no, get gross/homeless bathe in them & use restroom #17: Much to improve upon for a healthy/happy/habitable community.
I work at a retail store where many out-of-towners shop. They are always commenting on the lack of code enforcement--historic areas that have mobile homes in them, graffiti, unsightly yards, abandoned buildings, trash, etc. Regardless of the many assets we have, out-of-towners base their opinion on appearance.	City code enforcement does nothing.
Pecos Street so ugly. A lot of eye sores in L.V.	Comments to #17.a) As part of Legion Drive project, remove all traffic speed bump(s)/humps where there are no longer schools present b) Encourage E-W traffic to use Legion Drive west of NM 518/7th Street c) Discourage traffic from using Lee Drive as a major thoroughfare between 7th and 8th Streets, e.g., make the part of Lee West of Koenig one-way West bound, Post no left turn signs at 7th & Lee, etc.
Stop people from parking in their front yard & lawn. Enforce cleaning their yards especially the front yard	We would love to help in any way-Kevin/Beth #15-need a manufacturing facility for jobs #9- We support the HU Rugby team and what we hear is-first impression-this place is a dump, what is there to do for young adults-they don't want to go to the bars. They wish there was a place to go hang w/friends and dance and chill. There is not a coffee place to hang out after 5:00 PM. Retailers are missing out on revenue. #10 Transportation Blows-Since there is not an Uber or Lyft-college kids, seniors and those w/ out an auto-needs a ride & they have been told I'm not going there today. This is from LV's Little Bus system. The system sucks. Not dependable. The trolley is a great idea. #15-Transparency is the only way this town is going to be able to function. What has gone on the past since 2001 is disgusting! #16-It would be a 360 turn if the community would take pride in their properties-you have a family from out of town, their response is this is a dirty unkept (sic) town. NO PRIDE-
Comments to #8: Make sure Camp Luna has water #9: Fix potholes, work on rifle range	Comment to #11: library
We need new opportunities for this community, and have good communications skills.	Need monies and a lot of work
Comment to #7: Community Center is not enough room for everyone. Children need more than what we hAvenue #10: Most signs are missing on streets. #17: When or who works on community areas that are next someones property. That belongs to the City like of the street curves areas	Need jobs with insurance & retirement benefits.
Comment to #9: Ban Elm trees.	Comment to #12: too many potholes
Elect a good mayor that will work for a better Las Vegas city.	
It's good to see your are prioritizing.	
Employment jobs for the youth too many leaving Las Vegas for jobs. Seniors leaving LV because of medical care	

Comment for #11: Beautification of the city  
 #17: there is a huge trash issue in this city!  
 Roads are a big mess...

Comment on #8: solar on public buildings  
 #11: trails/walking overpass to Rec Center

HELP The city is dying!

Please fix all the roads and sidewalks and bring more programs for our kids other than sports. Comments to #9 arcade or bowling alley!

Make buses available on weekends and holidays! Not have to call 4 hours in advance!

Please fix our streets & have all crosswalks painted, Handicap painting, fire, etc. Have all street lights maintenance (maintained). Have all shopping center lights fixed or bulbs replaced. Fix sidewalks. Landscaping in residential & city sidewalks. The only time I see that crosswalks are painted is in July or when the summer program is on. Thank you to the youth that do the painting. Have our city painting as needed not just during the 4th of July & Biker Rally. Be consistent! Keep it beautiful all year round!! Fix potholes the right way. Not just patching. Doesn't last long. Spend \$ to do it the right way & it'll last longer.

Need more medical services

Comment for #12. Participant did not check but inserted Housing. #17. sober living, Transportation is a great void in our town.

Bus service is limited. No service on weekends, holidays!

Bring in business 4 jobs, which provide money to the city to give raises and rebuild infrastructure. Jobs business create revenue

More restaurants, Healthcare, urgent care, Leadership

Better paying jobs as per national census. Better health care

All are (our) parks are unsafe. Roads should be priority! Roads are horrible shape. Municipal services no(n) existant (sic)

Las Vegas is a town that working here just gives enough to live paycheck to paycheck we have limited resources here why most of us look forward to weekend to head out of town for shopping and recreation.

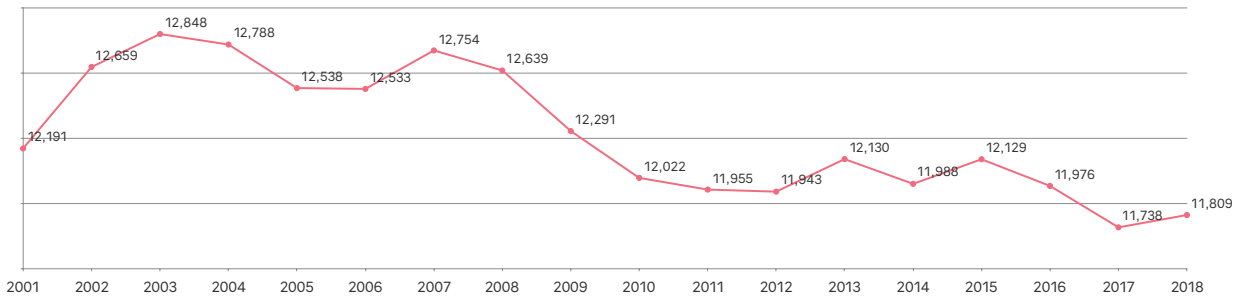
We need more jobs raises and the roads fixed

Let new businesses come into our town and let it grow.



# ECONOMIC ANALYSIS

## SAN MIGUEL COUNTY TOTAL EMPLOYMENT



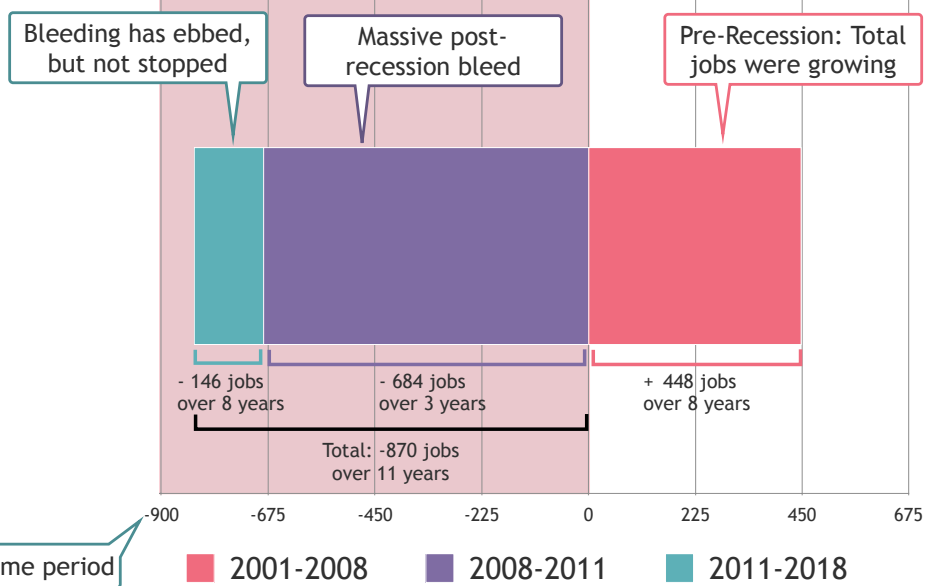
Source: US Bureau of Economic Analysis

Comparing how many jobs were lost or gained across 3 different time periods:

- Pre-Recession 2001-2008
- Post-Recession 2008-2011
- Recession "Recovery" 2011-2018

we can identify trends & pinpoint how industries are growing or shrinking.

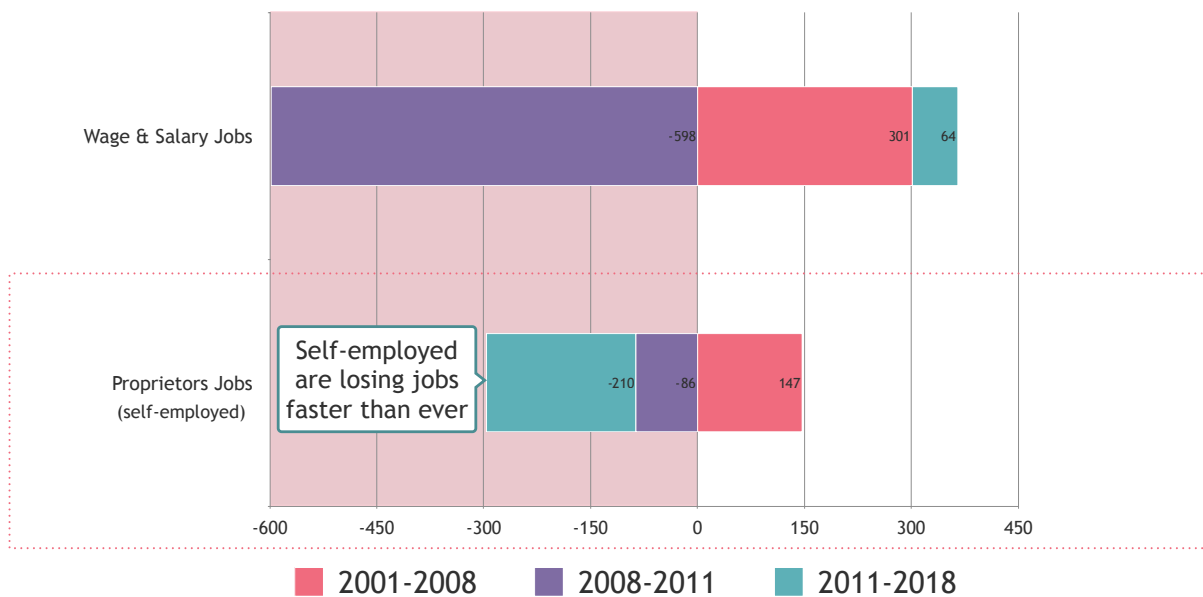
Economy has not recovered from recession but bleeding has slowed.



Jobs lost or gained over time period

## SAN MIGUEL COUNTY EMPLOYMENT

Source: US Bureau of Economic Analysis



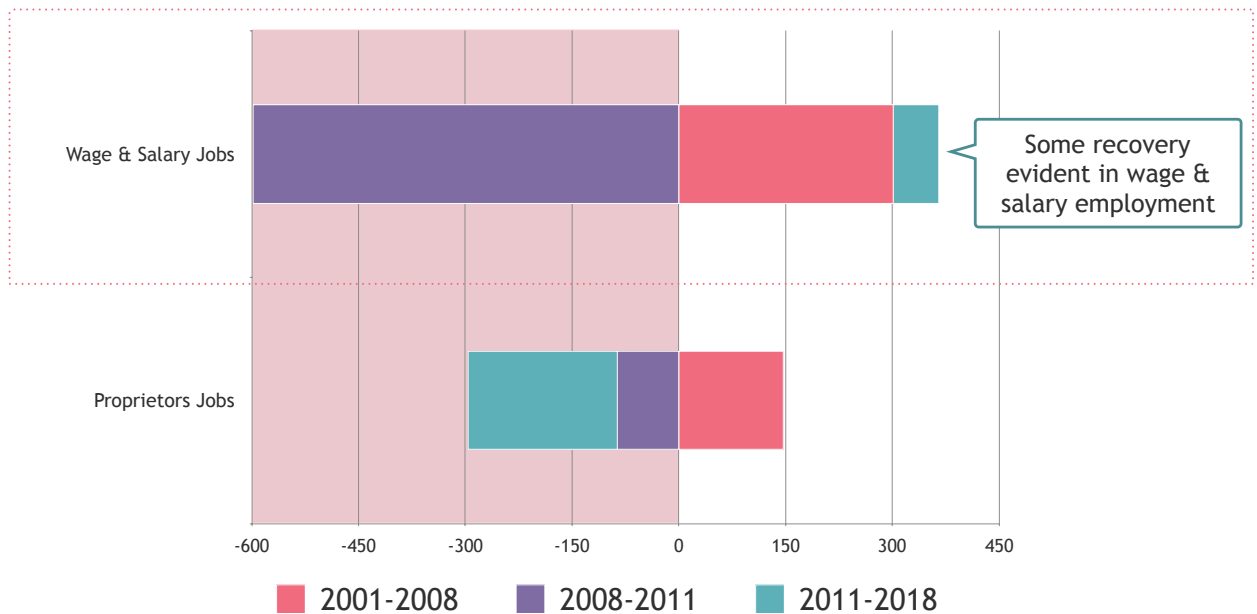
“Proprietor numbers are calculated for each county by the BEA based on federal tax Form 1040 (Schedule C) for sole proprietorships and Form 1065 for partnerships data. These estimates include individuals who may be otherwise employed but have additional income from self-employment, and they may include multiple filings by the same individual. While proprietors cannot be equated with entrepreneurs per se, they arguably have more in common with this group than with wage and salary workers, or workers who choose to remain unemployed after a lay-off. Proprietors create new jobs for themselves, and often for others.”

Source: US Bureau of Economic Analysis



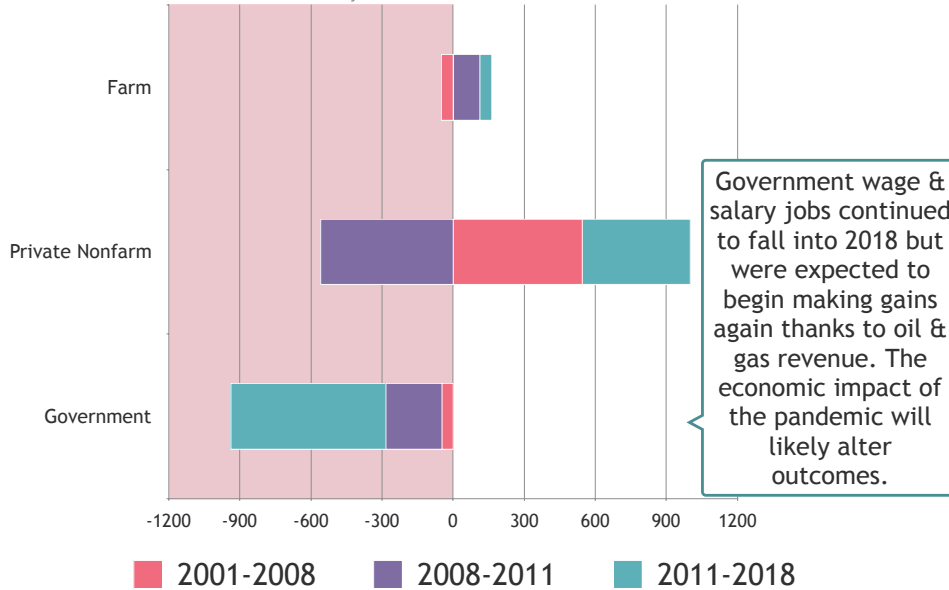
### SAN MIGUEL COUNTY EMPLOYMENT

Source: US Bureau of Economic Analysis



WAGE & SALARY LOSSES CONCENTRATED IN GOVERNMENT JOBS

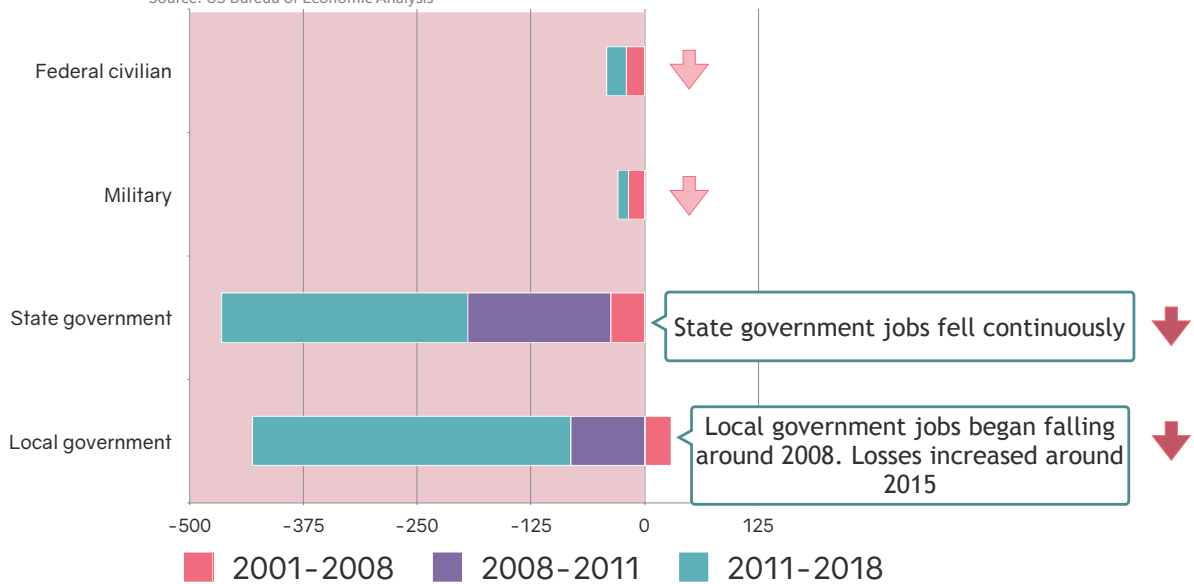
Source: US Bureau of Economic Analysis



Government wage & salary jobs continued to fall into 2018 but were expected to begin making gains again thanks to oil & gas revenue. The economic impact of the pandemic will likely alter outcomes.

Significant losses in government wage & salary jobs: 890 since 2008

Source: US Bureau of Economic Analysis

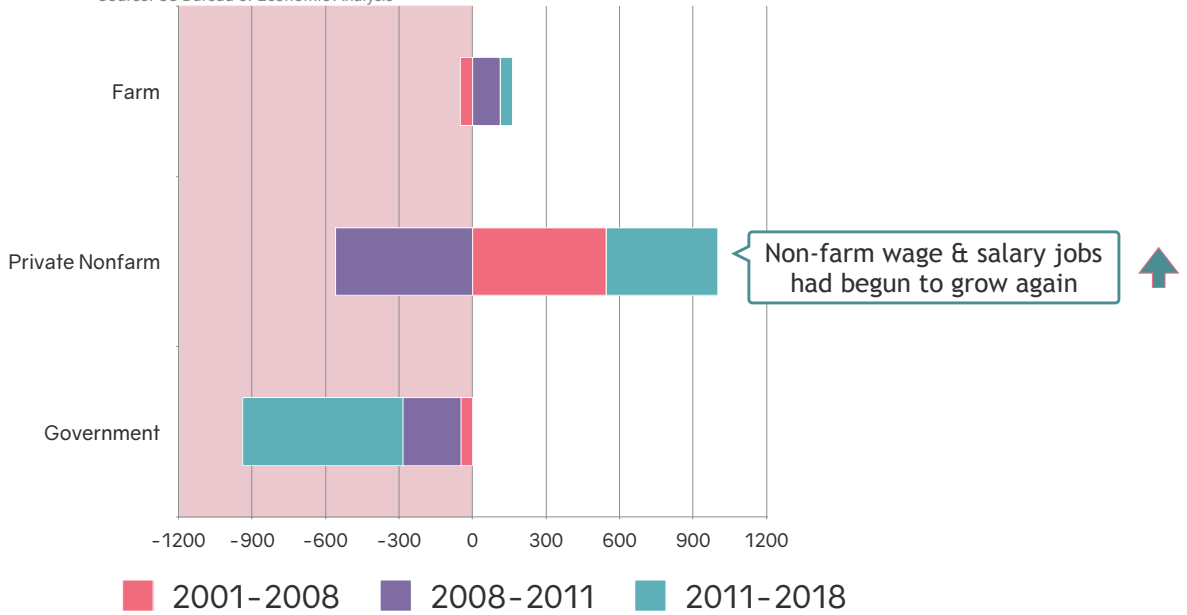


State government jobs fell continuously

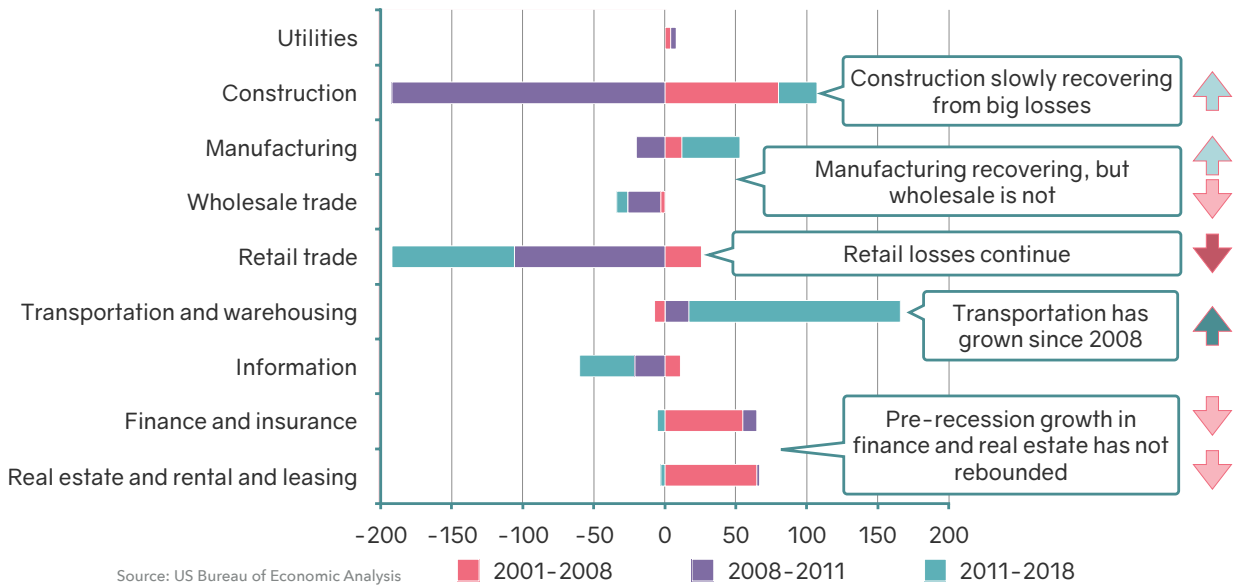
Local government jobs began falling around 2008. Losses increased around 2015

### WAGE & SALARY LOSSES CONCENTRATED IN GOVERNMENT JOBS

Source: US Bureau of Economic Analysis



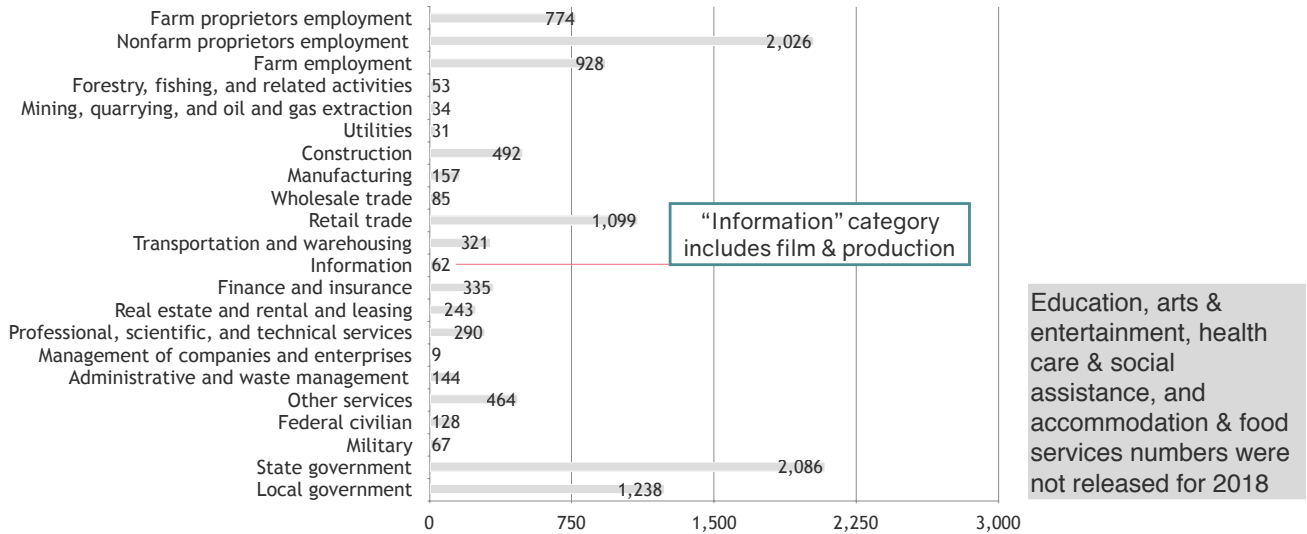
### Wage & Salary Jobs: Non-Government



Source: US Bureau of Economic Analysis

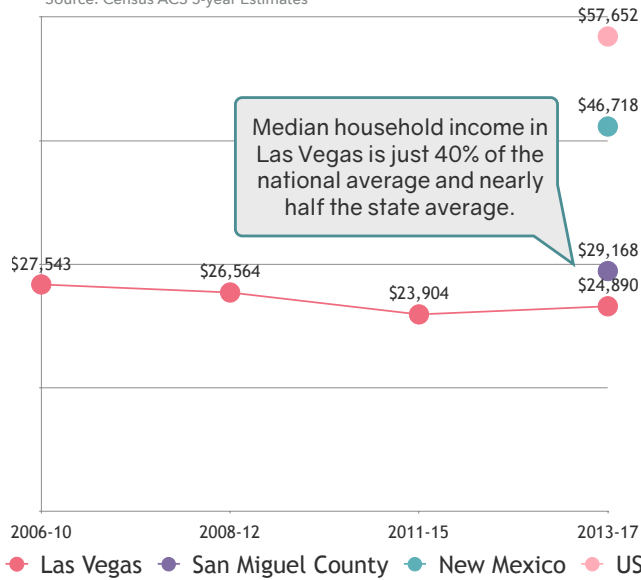
### County Jobs by Industry

Source: US Bureau of Economic Analysis



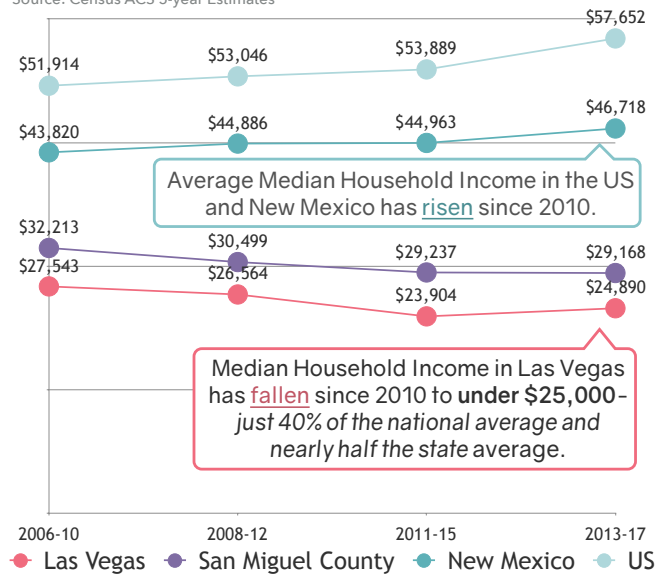
### MEDIAN HOUSEHOLD INCOME

Source: Census ACS 5-year Estimates



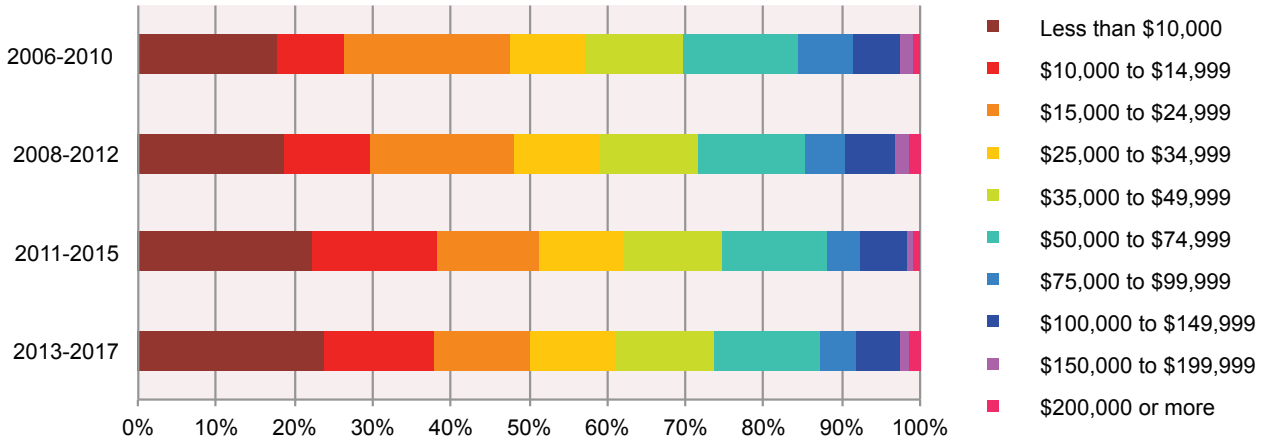
### MEDIAN HOUSEHOLD INCOME

Source: Census ACS 5-year Estimates



## MEDIAN HOUSEHOLD INCOME

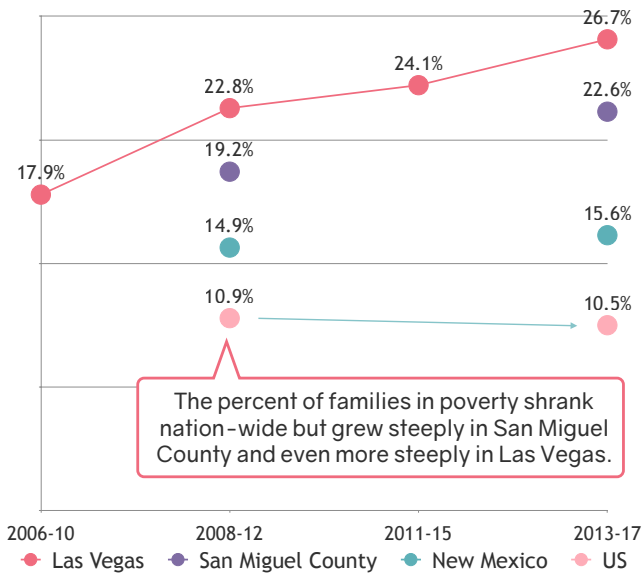
Source: Census ACS 5-year Estimates



Percent of households earning less than \$15K has grown dramatically since 2012. Over 80% of Las Vegas households earn less than national average of \$57.6K.

## FAMILIES BELOW POVERTY

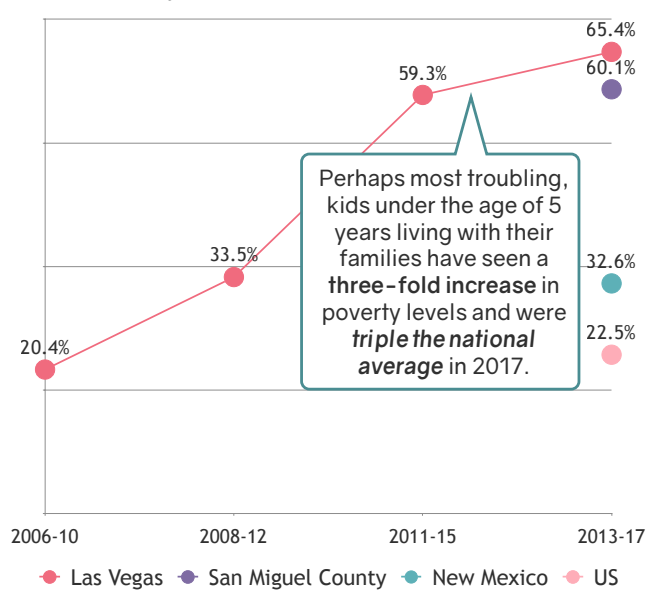
Source: Census ACS 5-year Estimates



The percent of families in poverty shrank nation-wide but grew steeply in San Miguel County and even more steeply in Las Vegas.

## KIDS UNDER 5 LIVING BELOW POVERTY

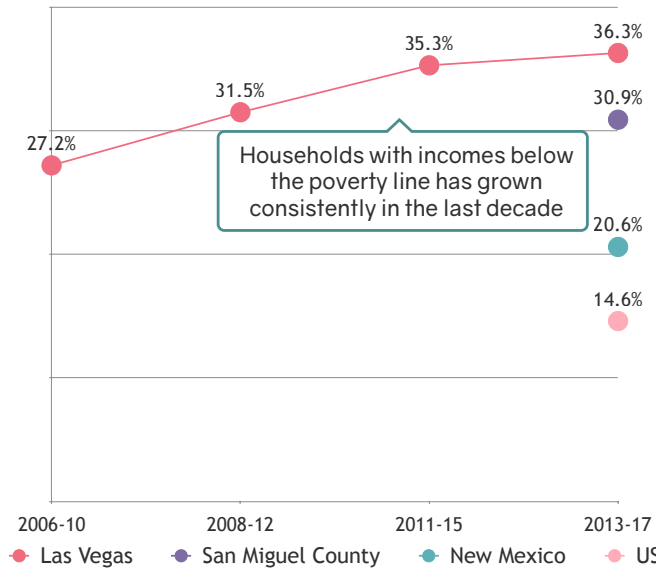
Source: Census ACS 5-year Estimates



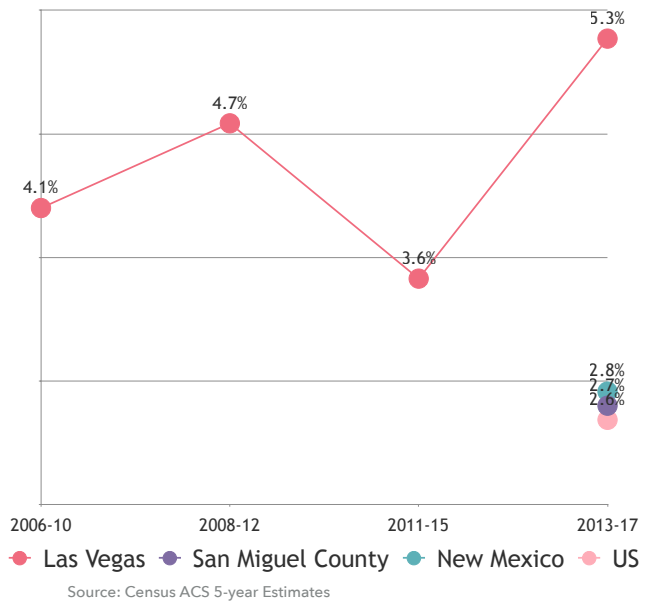
Perhaps most troubling, kids under the age of 5 years living with their families have seen a three-fold increase in poverty levels and were triple the national average in 2017.

### ALL PERSONS BELOW POVERTY

Source: Census ACS 5-year Estimates

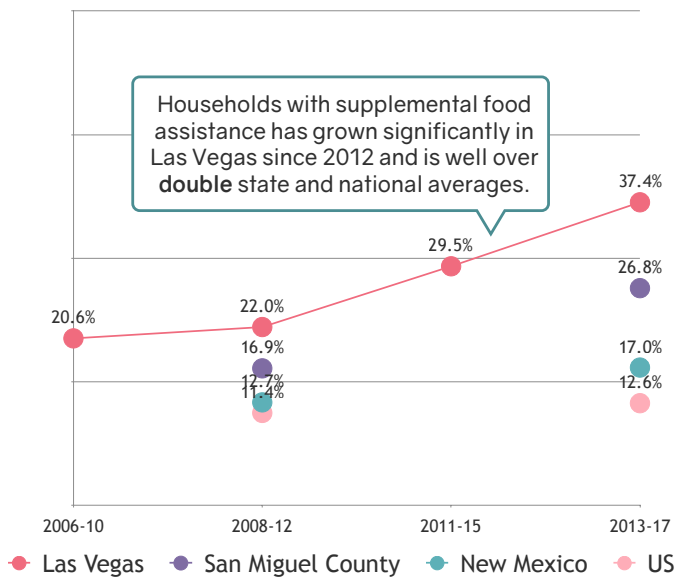


### WITH SUPPLEMENTAL CASH ASSISTANCE

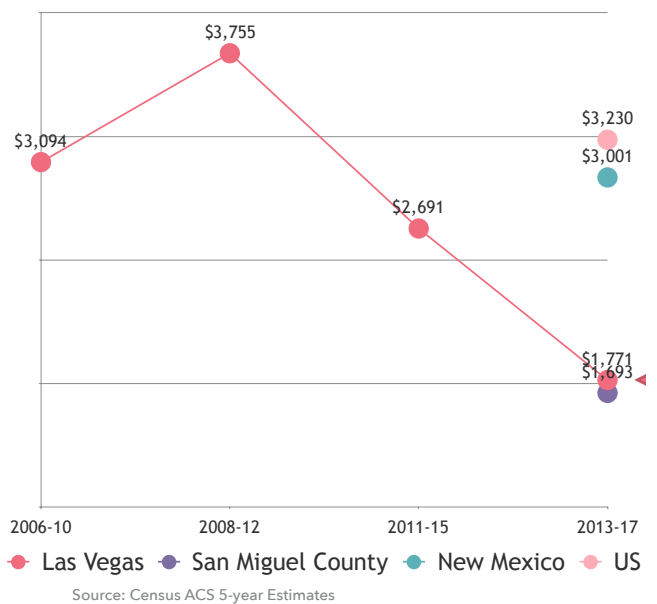


### WITH SUPPLEMENTAL FOOD ASSISTANCE

Source: Census ACS 5-year Estimates

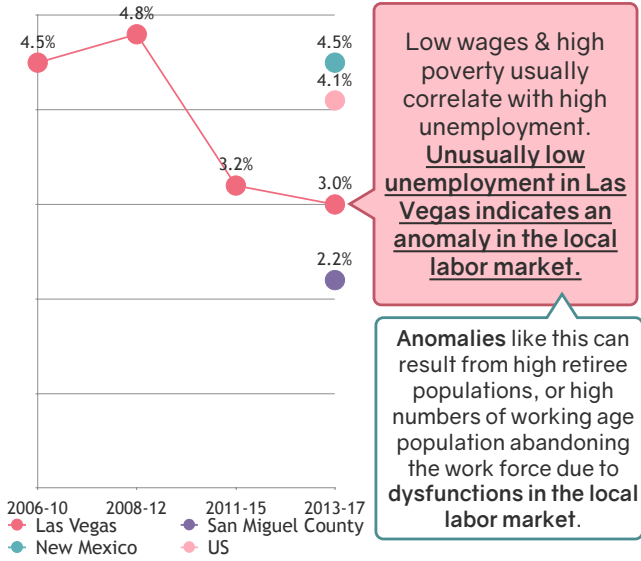


### MEAN CASH ASSISTANCE (\$)



### UNEMPLOYMENT RATE

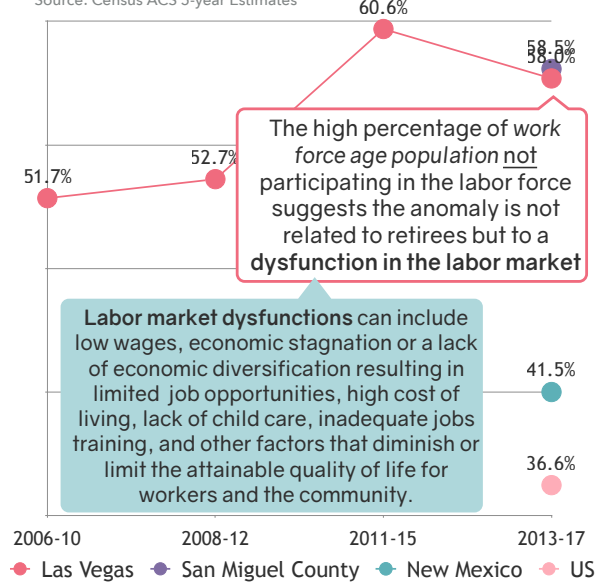
Source: Census ACS 5-year Estimates



### WORK FORCE AGE POPULATION NOT PARTICIPATING IN LABOR FORCE

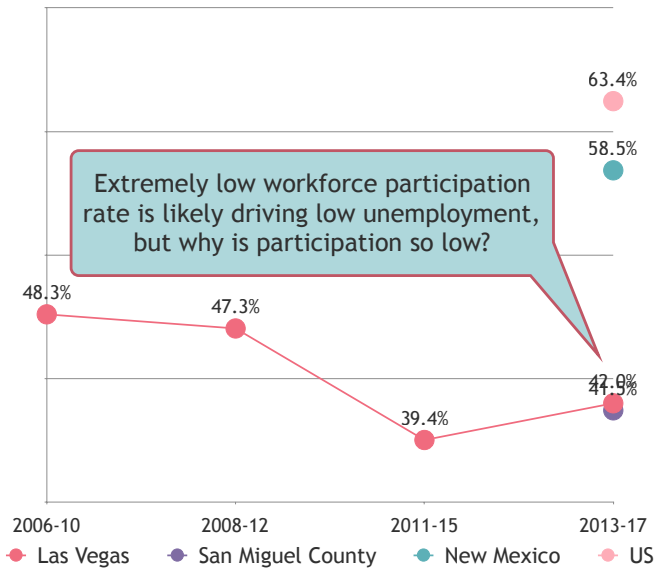
Population over the age of 16 and under 65

Source: Census ACS 5-year Estimates



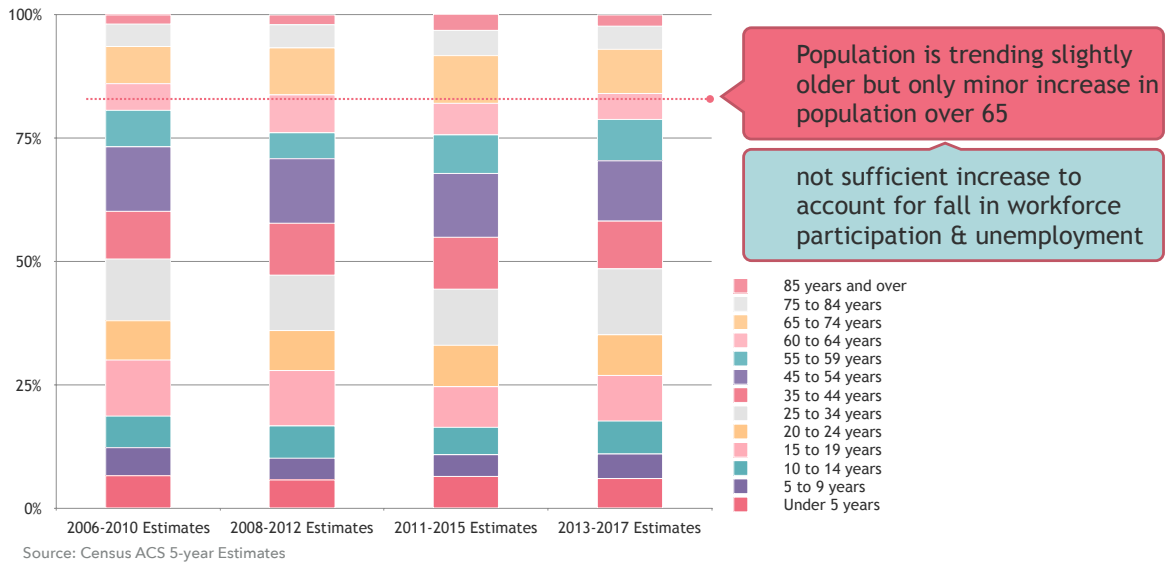
### POPULATION OVER 16 IN LABOR FORCE

Source: Census ACS 5-year Estimates





### LAS VEGAS POPULATION BY AGE GROUP: 2006-2017

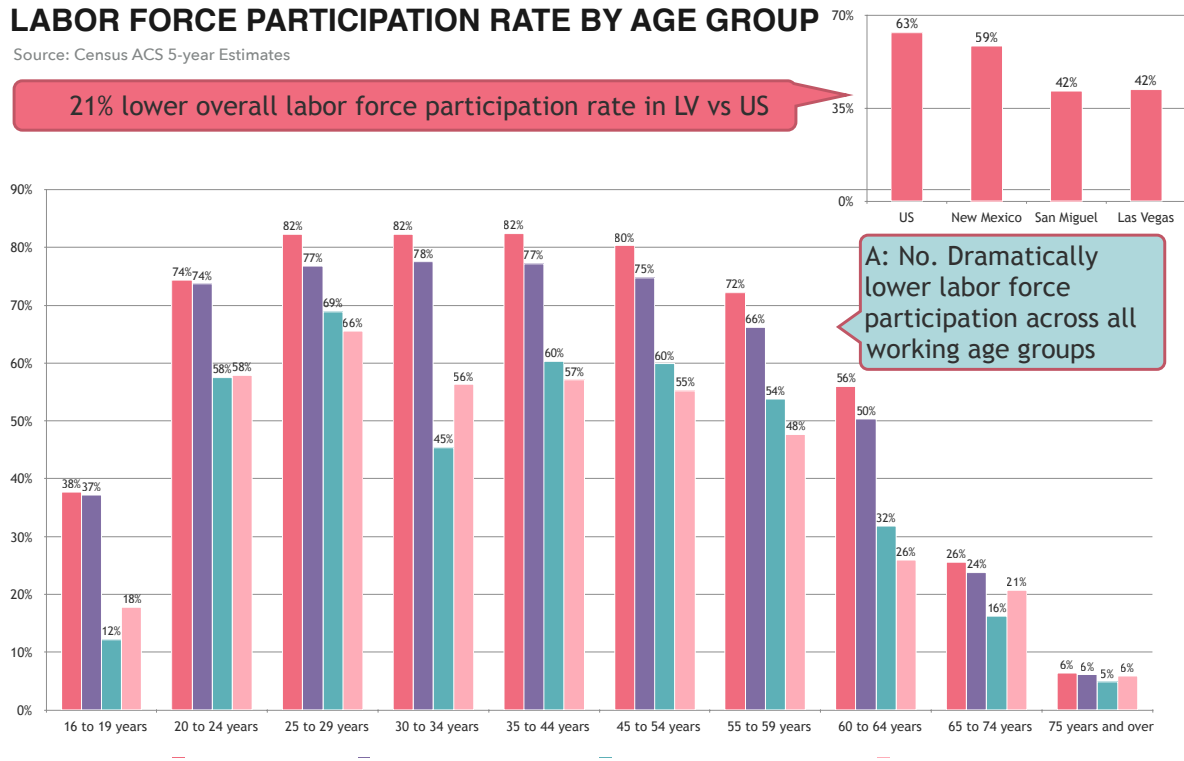


### COMPARATIVE POPULATIONS BY AGE GROUP



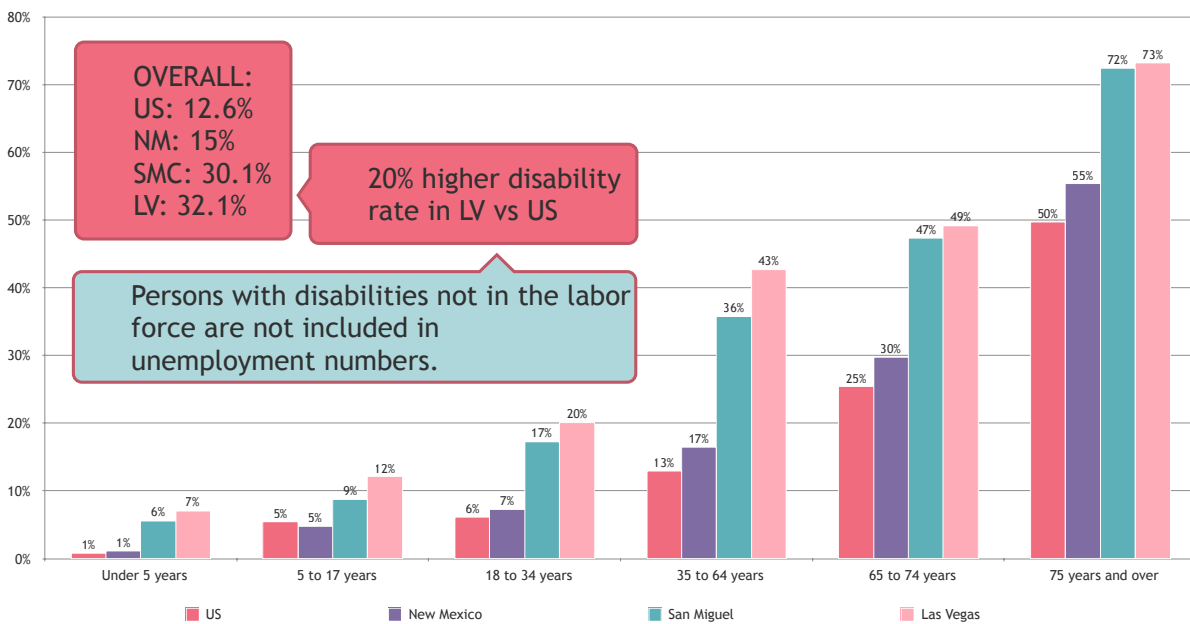
## LABOR FORCE PARTICIPATION RATE BY AGE GROUP

Source: Census ACS 5-year Estimates



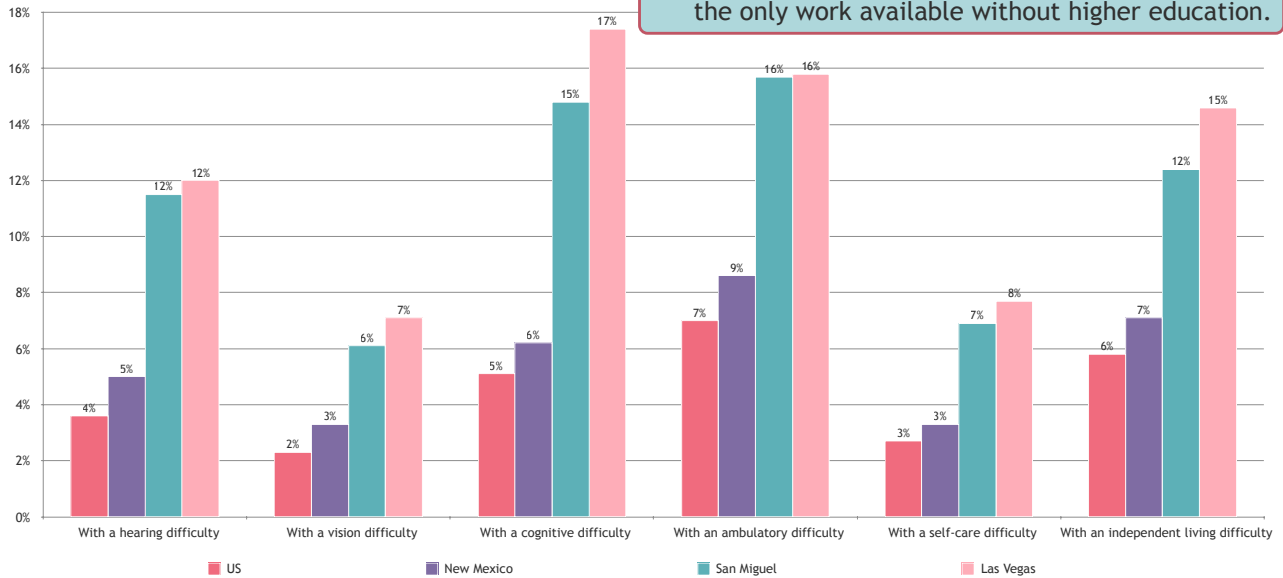
## PERCENT OF POPULATION WITH A DISABILITY

Source: Census ACS 5-year Estimates



### PERCENT OF POPULATION WITH A DISABILITY BY DISABILITY TYPE

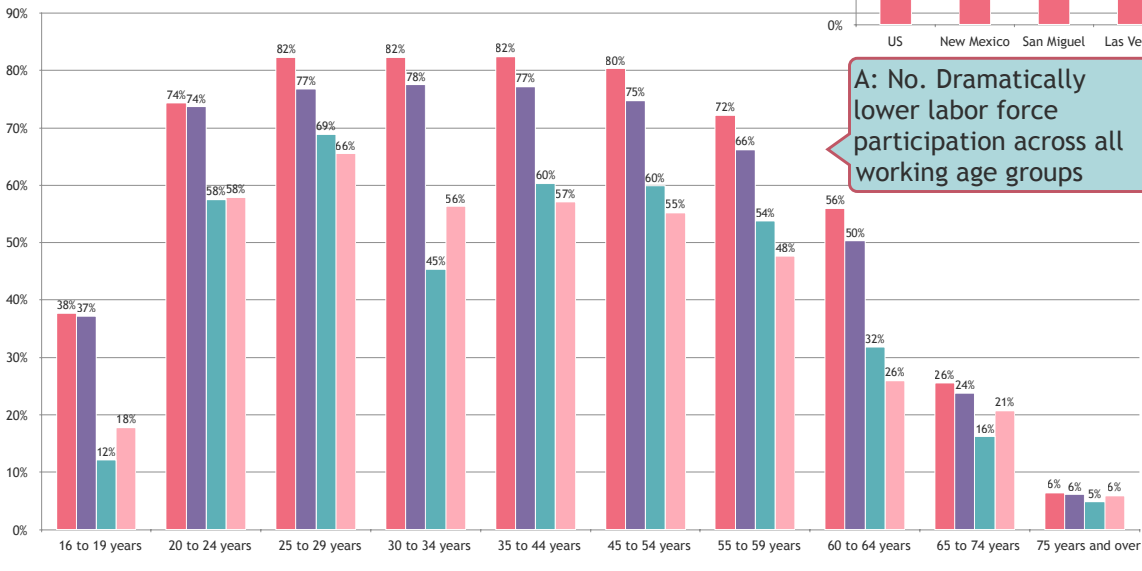
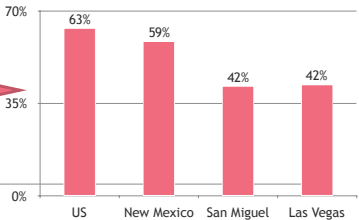
For many, disability support has become a de facto social safety net, especially for those who have to rely on physically strenuous jobs- often the only work available without higher education.



### LABOR FORCE PARTICIPATION RATE BY AGE GROUP

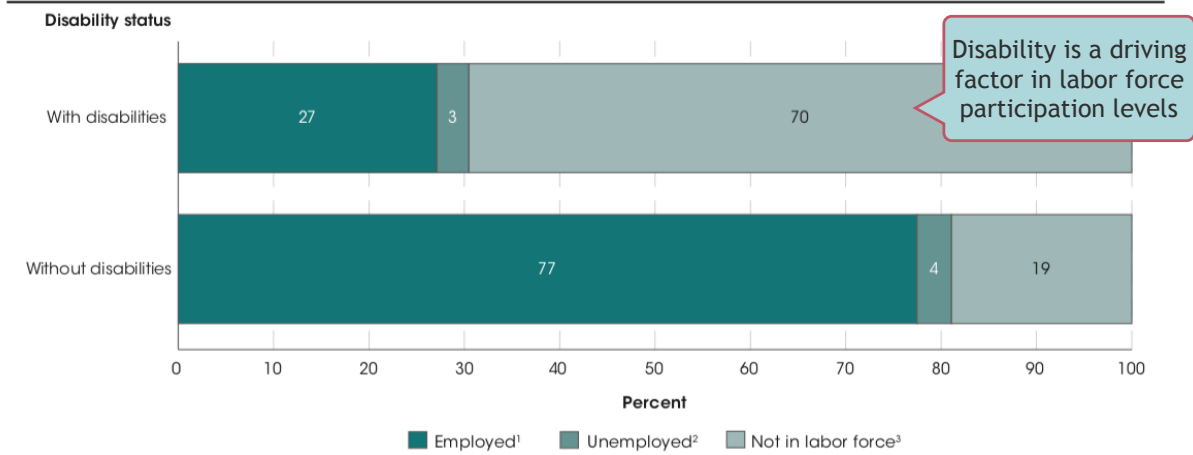
Source: Census ACS 5-year Estimates

21% lower overall labor force participation rate in LV vs US



A: No. Dramatically lower labor force participation across all working age groups

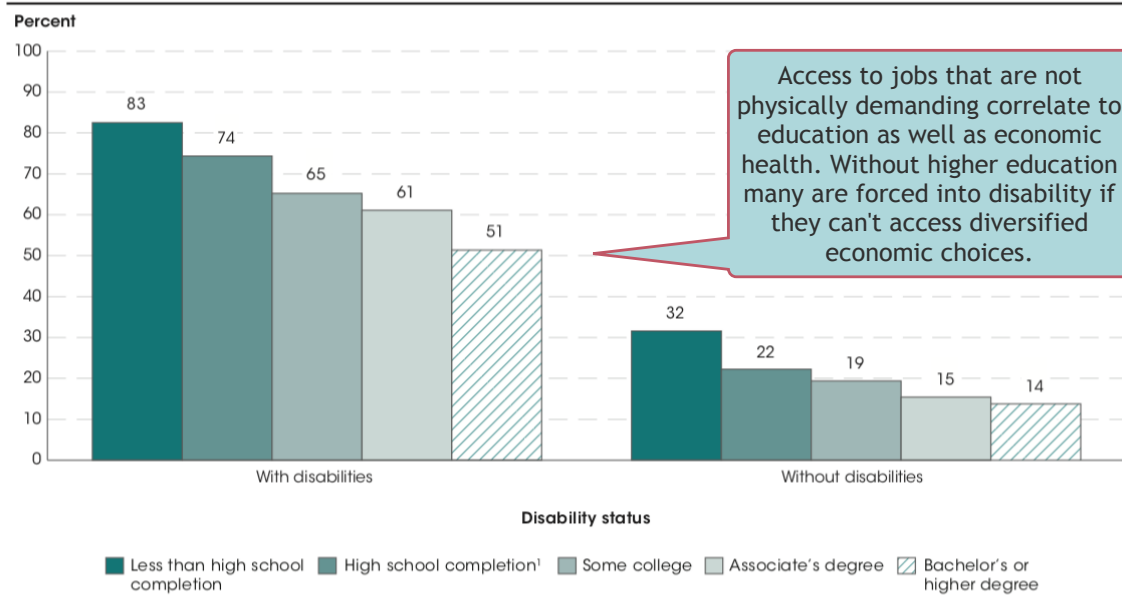
**Figure 3. Percentage distribution of 25- to 64-year-olds with and without disabilities, by labor force status: 2015**



Disability is a driving factor in labor force participation levels

<sup>1</sup> Respondents were classified as employed if they worked during any part of the survey week as paid employees. Those who were employed but not at work during the survey week were also included.  
<sup>2</sup> The unemployed population consists of individuals without jobs who are actively looking for work. The unemployment percentages shown in this figure are not comparable to the Bureau of Labor Statistics' unemployment rates, which excludes from the denominator individuals who are not in the labor force.  
<sup>3</sup> The population not in the labor force consists of persons who are neither employed nor seeking employment.  
 NOTE: Data are based on sample surveys of the noninstitutionalized population, which excludes persons living in institutions (e.g., prisons or nursing facilities); data include military personnel who live in households with civilians, but exclude those who live in military barracks.  
 SOURCE: U.S. Department of Commerce, Census Bureau, Current Population Survey (CPS), Annual Social and Economic Supplement, 2015. See *Digest of Education Statistics 2016*, table 501.35.

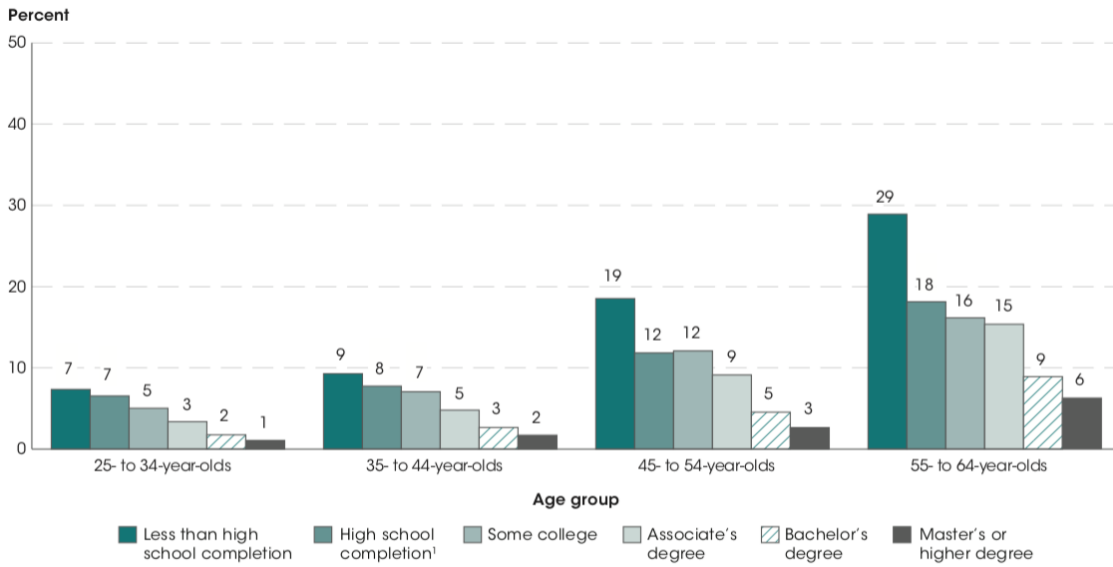
**Figure 8. Not-in-labor-force percentage of 25- to 64-year-olds with and without disabilities, by educational attainment: 2015**



Access to jobs that are not physically demanding correlate to education as well as economic health. Without higher education many are forced into disability if they can't access diversified economic choices.

<sup>1</sup> Includes completion of high school through equivalency programs, such as a CED program.  
 NOTE: The population not in the labor force consists of persons who are neither employed nor seeking employment. Data are based on sample surveys of the noninstitutionalized population, which excludes persons living in institutions (e.g., prisons or nursing facilities); data include military personnel who live in households with civilians, but exclude those who live in military barracks.

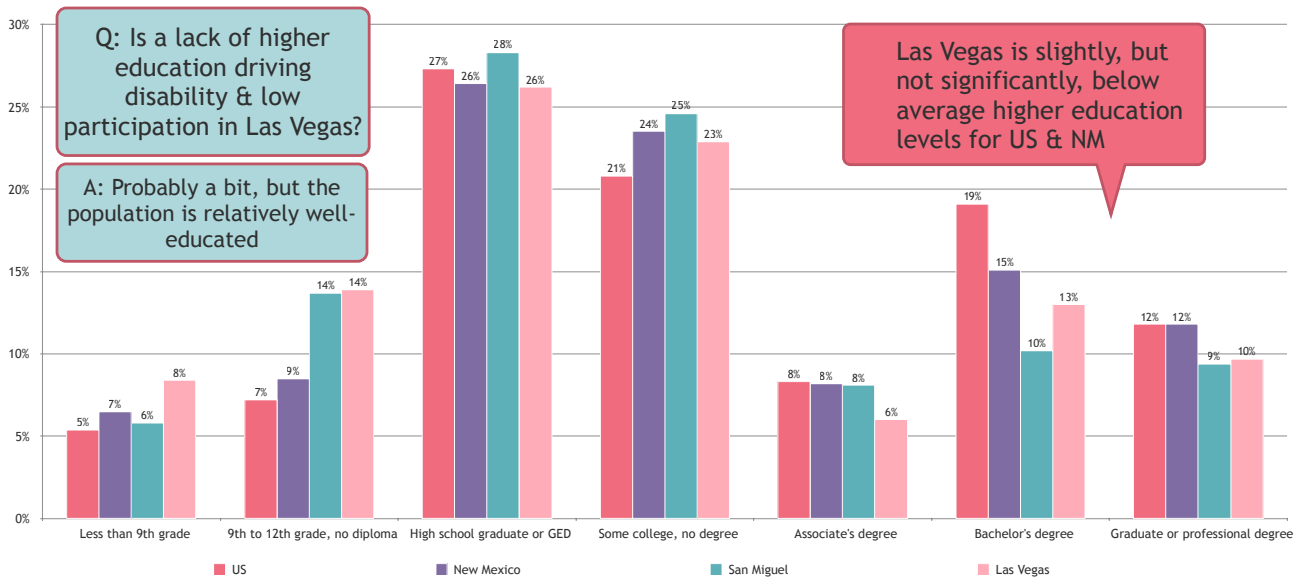
**Figure 2. Percentage of 25- to 64-year-olds with disabilities, by age group and educational attainment: 2015**



<sup>1</sup> Includes completion of high school through equivalency programs, such as a GED program.  
 NOTE: Data are based on sample surveys of the noninstitutionalized population, which excludes persons living in institutions (e.g., prisons or nursing facilities); data include military personnel who live in households with civilians, but exclude those who live in military barracks. Although rounded numbers are displayed, the figures are based on unrounded estimates.  
 SOURCE: U.S. Department of Commerce, Census Bureau, Current Population Survey (CPS), Annual Social and Economic Supplement, 2015. See *Digest of*

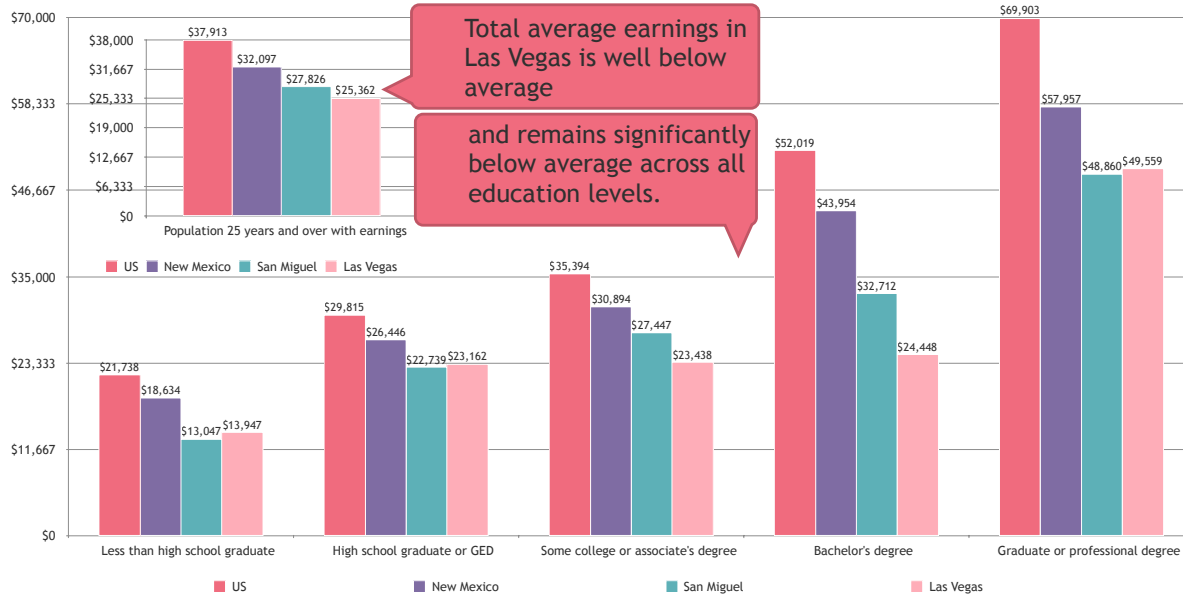
### POPULATION OVER 25: EDUCATIONAL ATTAINMENT

Source: Census ACS 5-year Estimates



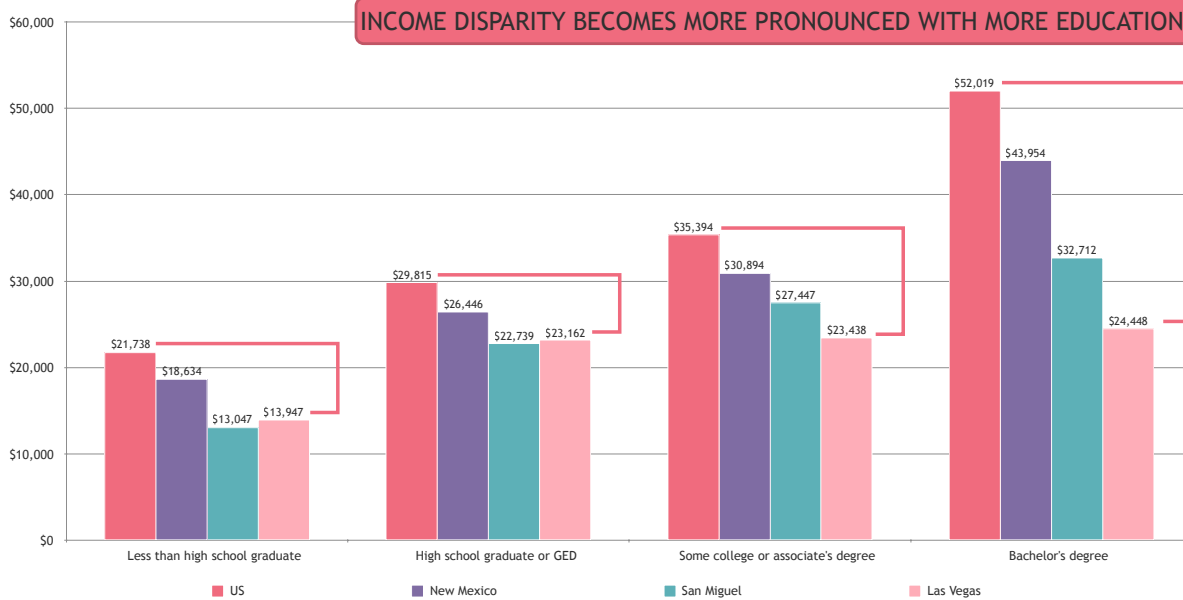
## EARNINGS BY EDUCATIONAL ATTAINMENT

Source: Census ACS 5-year Estimates

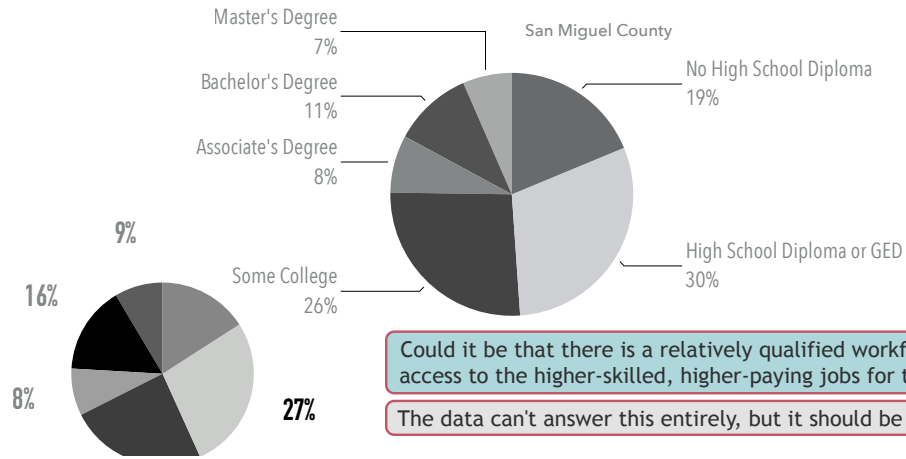


## EARNINGS BY EDUCATIONAL ATTAINMENT

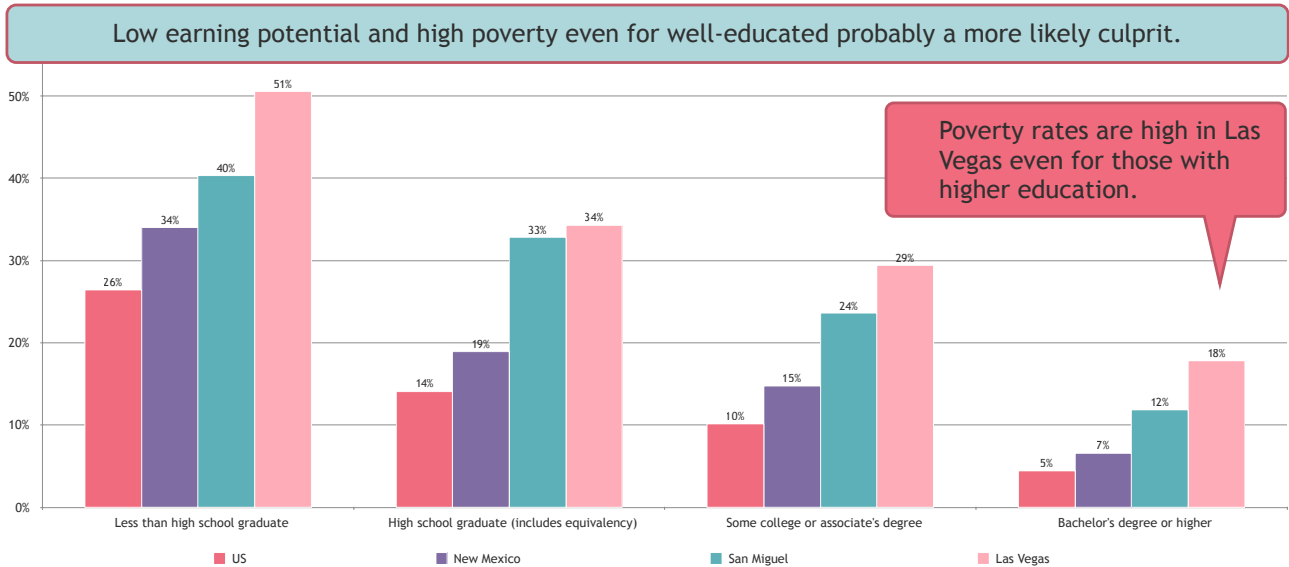
Source: Census ACS 5-year Estimates



## EDUCATIONAL ATTAINMENT, AGE 25 AND OVER



Source: Census ACS 5-year Estimates



## MEETING SIGN-IN SHEETS

LAS VEGAS COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE   SIGN-IN SHEET		
<b>Project:</b>	Las Vegas Comprehensive Plan Update	<b>Meeting Date:</b> 10/18/2019
<b>Facilitator:</b>	ARC Planning	<b>Place/Room:</b>

Name	Role / Affiliation	E-Mail
Stephen Salas	Congressman Ben R. Lujan	Stephen.Salas@mail.house.gov
Francisco Aponso	LUNA CC <sup>PROVIDOR</sup>	fepodaca@luna.edu
<del>Robert Archuleta</del>	City of Las Vegas	robertj.archuleta@lasvegasnm.gov
Elizabeth Juarrros	Hermit's Peak Watershed Alliance	ejuarros@hermitspeakwatersheds.org
Reina Fernandez	Pueblo Del Sol Real Estate	reina.nm.realtor@gmail.com
Michael Peranteau	Main Street de Las Vegas	michaelperanteau@cool
Tim Haggaman	NMEAD	tim.haggaman@state.nm.us
Elmo Baca	Indigo Theater	elmobaca@gmail.com

LAS VEGAS COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE   SIGN-IN SHEET		
<b>Project:</b>	Las Vegas Comprehensive Plan Update	<b>Meeting Date:</b> 11/14/2019
<b>Facilitator:</b>	ARC Planning	<b>Place/Room:</b>

Name	Role / Affiliation	E-Mail
Elmo Baca	Steering Comm.	elmobaca@gmail.com
<del>Robert Archuleta</del>	City of L.V.	rjarchuleta@lasvegasnm.gov
Francisco Aponso	LUNA CC	fepodaca@luna.edu
Michael Peranteau	Main Street	michaelperanteau@cool.com
Tim Haggaman	NMEAD	tim.haggaman@state.nm.us
LIZA MILLER	ARC	lmiller@arcplanning



LAS VEGAS COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE   SIGN-IN SHEET		
<b>Project:</b>	Las Vegas Comprehensive Plan Update	<b>Meeting Date:</b> 1/09/2020
<b>Facilitator:</b>	ARC Planning	<b>Place/Room:</b>

Name	Role / Affiliation	E-Mail
Stephen Salas	Congressman Luján's office	Stephen.Salas@mail.house.gov
Rania Fernandez	HPWA, Realtor	
Sam Miner	NMMU	sminer@nmhu.edu
Francisco Aparicio	LCC	Fapodara@luna.edu
Elizabeth Juarros	HPWA	ejuarros@hermitspeakwatersheds.org
Tim Haganman	NM EAD	tim.haganman@stet.net
Christopher Gutierrez	WLVS	Christopher.Gutierrez@wlv.k12.nv.us

LAS VEGAS COMPREHENSIVE PLAN UPDATE STEERING COMMITTEE   SIGN-IN SHEET		
<b>Project:</b>	Las Vegas Comprehensive Plan Update	<b>Meeting Date:</b> 1/15/2020
<b>Facilitator:</b>	ARC Planning	<b>Place/Room:</b>

Name	Role / Affiliation	E-Mail
Robert Archuleta	City of LV. Project Mgt.	rjarchuleta@lasvegasnv.gov
Michael Percebo	Main Street	michael.percebo@col.com
Elmo Baca	Indigo Theater	elmobaca@gmail.com
Tim Haganman	NM EAD	tim.haganman@stet.net
Sam Miner	NMMU	sminer@nmhu.edu
Elizabeth Juarros	HPWA	ejuarros@hermitspeakwatersheds.org
Stephen Salas	Congressman Luján's Office	Stephen.Salas@mail.house.gov
Vince Howell	MAYOR CLV	vhowell51@gmail.com

## LAS VEGAS COMPREHENSIVE PLAN UPDATE ECONOMIC DEVELOPMENT FOCUS GROUP | SIGN-IN SHEET

<b>Project:</b> Las Vegas Comprehensive Plan Update	<b>Meeting Date:</b> 2/21/2020
<b>Facilitator:</b> ARC Planning	<b>Place/Room:</b>

Name	Role / Affiliation	E-Mail
Michael Peroteau	EDY Main Street de Las Vegas	michelp@state.nm.us
Patrick Alarid	Mainstreet / Museum	JPalarid@hotmail.com
Tim Haggman	NMESA	tim.haggman@state.nm.us
Mike Melton	Community / 1st Bank Las Vegas	mmelton@cf1blv.com
Moses Marquez	Luna Community College	mmarquez@luna.edu
Harold Garcia	San Miguel County Commissioner	garciahardb505@gmail.com
Andres Aragon	USDA - RETIRED RURAL DEV - RANCH	bluejayinc@mscv.com
Frank Beurskens	Main St, FMHS retired	frankbeurskens@gmail.com
Francisco Apodaca	Luna Comm. College	fapodaca@luna.edu
Stella Buerciasa	BUENAVISTA MAJO ST LANL COORDINATOR	stella.buerciasa@gmail.com
Mariano Ulbarrri	@NMHU / YOUTH ADVOCATE	mmulibarrri@nmhu.edu
Dion Martinez	Intern / NMHU	
Maxine Hughes	Director of Nursing Luna Comm. College	mhughes@luna.edu
Phillip Martinez	US SAN MIGUEL CHAMBER OF COMMERCE	Phillipmartinez@frankconstruction.com
Tim Abreu	Northeast Regional Education Cooperative	rec4@nmhu.edu
Elmo Baca	City Plan Steering Committee	elmobaca@gmail.com
Felicia DePaula	NM TOURISM DEPT	FELICIA.DEPAULA@STATE.NM.US
Suzanne Lawrence	"	suzy.lawrence@state.nm.us



LV 20  
NIM 20  
COMPREHENSIVE PLAN