



# Clark County Master Plan & Development Code Rewrite: Public Involvement Plan

**MARCH 2020 (UPDATED: 06.29.20)**



## **CONTENTS**

<b>1. Introduction.....</b>	<b>3</b>
<b>2. Community Stakeholders .....</b>	<b>5</b>
<b>3. Groups in the Process.....</b>	<b>6</b>
<b>4. Communications Strategy .....</b>	<b>7</b>
<b>5. Engagement Opportunities .....</b>	<b>9</b>

# 1. INTRODUCTION

## About the Process

The Transform Clark County process emerged from a need to establish a cohesive, countywide vision for the future of Clark County and an actionable strategy to achieve that vision. This ambitious effort will include a rewrite of Clark County’s Master Plan and Development Code. Completing this work as part of an integrated process will ensure that the County’s key policy and regulatory documents are closely aligned.

Clark County encompasses a large geographic area and a diverse community of interests. Ensuring that the updated Master Plan and Development Code are reflective of both countywide and area-specific priorities will require extensive community and stakeholder input. This Public Involvement Plan outlines an overall strategy for public engagement that will provide broad and inclusive opportunities for input as part of the Transform Clark County process. It will be used as a tool to guide the efforts of County staff and the Project Team, and to inform interested residents and stakeholders about the process and various opportunities for input.

## Guiding Principles for Community Engagement

The following principles should guide all community engagement efforts to ensure participants feel heard and understand how their input will be used in the Transform Clark County process:

1. **Engage varied perspectives** in the process
2. **Bridge differences between diverse groups** by promoting civil/civic conversations and seeking common ground on contentious issues
3. **Promote civic engagement** using participatory approaches that encourage a greater sense of responsibility and increased participation in political decision-making
4. **Focus on key issues and opportunities** identified by the community and County leadership
5. **Provide multiple and meaningful ways for the community to engage** in the process—creating an environment that promotes collaboration and cooperation
6. **Strengthen community understanding** of the Master Plan and Development Code, the role they play in day-to-day decision-making, and the community’s role in helping to shape the future of Clark County
7. **Be transparent** throughout all phases of the process

## Process Overview

An overview of the process and the community engagement objectives for each project phase are provided below. Community engagement strategies will be tailored to fit these objectives and will therefore vary by project phase. Additional detail is provided in the sections that follow.

PROJECT PHASE	TIMELINE	COMMUNITY ENGAGEMENT OBJECTIVES
<b>1: Project Initiation and Orientation</b>	Jan. – Mar. 2020 (Postponed until June due to COVID-19 shutdown)	<ul style="list-style-type: none"> <li>• Develop awareness in the community about the Transform Clark County process</li> <li>• Seek input on issues and opportunities facing the community that should be addressed as part of the Master Plan and Development Code rewrite</li> </ul>
<b>2: State of the County</b>	Feb. – May 2020 (Extended through June due to COVID-19 shutdown)	<ul style="list-style-type: none"> <li>• Establish a baseline understanding of the major trends and key issues that will influence Clark County over the next ten to twenty years</li> <li>• Evaluate existing policy foundation</li> </ul>
<b>3: Vision and Goals</b>	Jun. – Sept. 2020	<ul style="list-style-type: none"> <li>• Seek community/stakeholder input on their vision and aspirations for Clark County’s future, and the draft vision and goals that emerge from initial input received</li> </ul>
<b>4: Policy Directions/Code Assessment</b>	Sept. 2020 – Jan. 2021	<ul style="list-style-type: none"> <li>• Seek input on consolidated land use categories and accompanying place-based opportunities and analysis to help inform the draft plan</li> <li>• Seek input on preliminary policy directions to support the draft vision and goals</li> <li>• Seek input on preliminary recommendations to improve alignment between the Development Code and Master Plan based on the Code Assessment</li> </ul>
<b>5: Draft Comprehensive Master Plan</b>	Jan. – Apr. 2021	<ul style="list-style-type: none"> <li>• Seek input on the consolidated draft Master Plan and accompanying implementation strategies</li> </ul>
<b>6: Comprehensive Master Plan Adoption and Implementation</b>	Apr. – Jul. 2021	<ul style="list-style-type: none"> <li>• Seek input on the adoption draft of the Master Plan</li> </ul>
<b>7: Draft Development Code</b>	Jan. 2021 – Aug. 2022	<ul style="list-style-type: none"> <li>• Seek input on individual modules of the draft Development Code: Districts and Uses, Development Standards, and Procedures</li> </ul>
<b>8: Development Code Adoption and Implementation</b>	Sept. – Dec. 2022	<ul style="list-style-type: none"> <li>• Seek input on consolidated and adoption drafts of the Development Code</li> </ul>

## 2. COMMUNITY STAKEHOLDERS

A diverse array of community stakeholders will be engaged as part of the Comprehensive Master Plan process, both formally and informally. This list represents a broad spectrum of interests in Clark County, but is not intended to be all encompassing. It will be updated as needed throughout the process. In alphabetical order, community stakeholders include:

### ADVISORY GROUPS

- Citizens Advisory Councils (CAC)
- Town Advisory Boards (TAB)
- Sustainability Task Force (STF)
- Water Quality Citizens Advisory Committee (WQCAC)

### ARTS AND CULTURE

- Art Committee
- Cannon Aviation Museum
- Clark County Museum
- Las Vegas-Clark County Library District
- Searchlight Museum

### ECONOMIC DEVELOPMENT

- Business owners
- Culinary Workers Union
- Laborers Union
- Teamsters
- Las Vegas Convention and Visitors Authority
- Nevada Resort Association
- Sunrise Hospital

### EDUCATION

- Clark County School District
- College of Southern Nevada (CSN)
- Nevada State College (NSC)
- University of Nevada, Las Vegas (UNLV)

### AGRICULTURE, ENVIRONMENTAL, AND CONSERVATION INTERESTS

- Agricultural and ranching community
- Center for Biological Diversity
- Desert Tortoise Council
- Friends of Sloan Canyon
- Friends of Gold Butte
- Environmental groups
- Recreation user groups

### LAND USE/DEVELOPMENT/HOUSING

- Architects/landscape architects/land planners
- CrossRoads of Southern Nevada
- Nevada Partnership for Homeless Youth
- Realtors

- Salvation Army of Southern Nevada
- St. Jude's Ranch for Children
- Southern Nevada Home Builders Association (SNHBA)
- Southern Nevada Regional Housing Authority
- The Shade Tree

### INCORPORATED CITIES

- City of Boulder City
- City of Henderson
- City of Las Vegas
- City of Mesquite
- City of North Las Vegas

### REGIONAL AGENCIES/SERVICE PROVIDERS

- Clark County Water Reclamation District
- Las Vegas Valley Wash Coordination Committee (LWVWAC)
- Las Vegas Valley Water District (LVWWD)
- Southern Nevada Water Authority (SNWA)
- Southern Nevada Regional Planning Coalition (SNRPC)

### STATE AND FEDERAL AGENCIES

- U.S. Bureau of Land Management (BLM)
- U.S. Forest Service (USFS)
- National Park Service (NPS)
- Nevada Department of Wildlife (NDOW)

### PUBLIC SAFETY

- Las Vegas Metropolitan Police Department
- Clark County Fire Department

### TRANSPORTATION

- Nellis Air Force Base
- Department of Aviation (McCarran International Airport, Henderson Executive Airport, North Las Vegas Airport)
- Nevada Department of Transportation (NDOT)
- Regional Transportation Commission of Southern Nevada (RTC)

## **3. GROUPS IN THE PROCESS**

### **Advisory Boards and Councils**

By design, Clark County's six Citizen Advisory Councils (CACs) and 13 Town Advisory Boards (TABs) represent a wide cross-section of interests in both urban and rural parts of the County. The CACs and TABs will be engaged throughout the process to help disseminate information to a broader audience of Clark County residents and to encourage participation. A preliminary strategy for engaging the CACs and TABs in the Transform Clark County process is provided in Section 5. This strategy will be refined following initial meetings with representatives from both groups as part of project kick-off meetings in March 2020. A variety of in person and online input opportunities will be provided for CAC and TAB members. Methods of involving CACs and TABs are expected to vary based on engagement objectives during each phase, but may include focus groups, or smaller gatherings based on defined planning areas or other geographies, common sets of issues (e.g. urban, suburban, rural) or topical considerations.

### **County Staff**

County staff will play a key role in facilitating the overall process and in providing feedback on interim work products to ensure they are feasible and implementable. The project team will work closely with a core team of County staff from the Advanced Planning and Current Planning Divisions on a day-to-day basis. County staff from other departments will be engaged to provide input on interim drafts and technical data as necessary to help guide the Master Plan and Development Code rewrite.

### **Elected and Appointed Officials**

Project team members will provide progress updates to the Board of County Commissioners and Planning Commission at key points during the process to share input received from the community at large; present preliminary findings and alternative solutions; and seek guidance on key policy choices. County staff will also provide brief updates to both bodies at regular meetings, as needed.

### **Technical Advisory Committee**

A Technical Advisory Committee (TAC) will be established to help guide the Development Code rewrite stage of the process. The TAC will be made up of County staff from multiple departments that deal with zoning and land-use issues. The TAC will be tasked with reviewing all staff-level drafts of work products and help ensure consistent feedback from County departments. The TAC will also serve as "ambassadors" and advocates of the Development Code rewrite process. The details of the TAC's membership and meeting schedule will be determined as the Development Code rewrite gets underway during Phase 4.

## 4. COMMUNICATIONS STRATEGY

### Objectives

Establishing and maintaining open lines of communication between the County and the community is a central component of this Public Involvement Plan. Clark County’s Public Communications Office has established connections to dozens of social media networks, newsletters/blogs, CCTV, local news outlets, and distribution lists (and many tens of thousands of people). Tapping into these established networks is one of the most efficient and effective ways to get the word out about the Transform Clark County process. The table below outlines primary communication channels that will be used to keep people informed, generate a “buzz” around the process and upcoming events, and direct people to online input opportunities. All communications related to Transform Clark County will be closely coordinated with the County’s Public Communications Office.

Unless otherwise noted, Clarion will prepare a brief set of talking points two weeks in advance of each round of community and stakeholder engagement for distribution by the County’s Public Communications Office via the appropriate channels. Talking points will generally include the following, as applicable:

- Meeting/event dates and locations
- Participants (who’s invited, who will host the meeting)
- Outcomes
- Meeting event/format
- Agenda (as applicable)
- Links to relevant materials on the project website

Talking points will be provided to Clark County in English. Translation needs will be provided by Clark County on an as needed basis.

### Primary Communication Channels

TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
<b>Web</b>			
<ul style="list-style-type: none"> <li>• Dedicated project website</li> <li>• County website</li> </ul>	<ul style="list-style-type: none"> <li>• Provide community with general project information</li> <li>• Advertise upcoming meetings and engagement opportunities (in person and online)</li> <li>• Provide access to work products, input summaries, and other project-related materials</li> </ul>	<ul style="list-style-type: none"> <li>• Clarion will be responsible for managing materials and information posted to the project website</li> <li>• County staff will be responsible for providing a link/feature on the County’s website that directs people to the project website</li> </ul>	<ul style="list-style-type: none"> <li>• Launch project website in early June 2020 and update as needed throughout the process</li> <li>• Major updates will generally coincide with the completion of a project phase or community engagement series</li> </ul>

TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
<b>Print/Online Media</b>			
<ul style="list-style-type: none"> <li>Las Vegas Review-Journal</li> <li>Las Vegas Sun</li> <li>Las Vegas Weekly</li> <li>Nevada Independent</li> <li>Nevada Current</li> <li>Associated Press Las Vegas office</li> </ul>	<ul style="list-style-type: none"> <li>Build awareness of Transform Clark County process and initial online survey</li> <li>Expand reach of advertising for public meetings and events</li> </ul>	<ul style="list-style-type: none"> <li>County staff will craft press releases and conduct interviews at key points during the process</li> </ul>	<ul style="list-style-type: none"> <li>Press releases will be issued at least one week prior to a community and stakeholder engagement series and prior to public adoption hearings</li> </ul>
<b>Radio</b>			
<ul style="list-style-type: none"> <li>KKLZ (96.3 FM)</li> <li>KSNE (106.5 FM)</li> <li>KWID (101.9 FM) (Spanish)</li> <li>KCEP (Power 88)</li> <li>KNPR (88.9 FM)</li> <li>KXNT (840 AM)</li> </ul>	<ul style="list-style-type: none"> <li>Expand reach of advertising for public meetings and events</li> </ul>	<ul style="list-style-type: none"> <li>County staff will craft messages</li> </ul>	<ul style="list-style-type: none"> <li>Periodic announcements by County staff leading up to community and stakeholder engagement series (as needed – likely once or twice during the Master Plan portion of the process)</li> </ul>
<b>Television</b>			
<ul style="list-style-type: none"> <li>CCTV (public acc.)</li> <li>KSNV (NBC)</li> <li>KLAS (CBS)</li> <li>KLVX (PBS)</li> <li>KTNV (ABC)</li> <li>KVVU (FOX)</li> <li>KBLR/KMCC/KINC (Spanish)</li> </ul>	<ul style="list-style-type: none"> <li>Expand reach of advertising for public meetings and events</li> </ul>	<ul style="list-style-type: none"> <li>County staff will craft messages</li> </ul>	<ul style="list-style-type: none"> <li>Periodic announcements by County staff leading up to community and stakeholder engagement series (as needed – likely once or twice during the Master Plan portion of the process)</li> </ul>
<b>Flyers</b>			
<ul style="list-style-type: none"> <li>Community message boards</li> <li>County buildings</li> </ul>	<ul style="list-style-type: none"> <li>Promote awareness of the project and/or upcoming community engagement events</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will develop flyers for County staff review</li> <li>County staff will print and distribute flyers as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Approximately two weeks prior to each community engagement series</li> </ul>
<b>Social Media</b>			
<ul style="list-style-type: none"> <li>CC Facebook (25k followers)</li> <li>CC Twitter (120k followers)</li> <li>CC Instagram (30k followers)</li> <li>CC LinkedIn (20k followers)</li> </ul>	<ul style="list-style-type: none"> <li>Expand awareness of public meetings and events</li> <li>Direct community to online engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>County staff will prepare posts leading up to events and post images following community events (as appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>Post periodically throughout the process</li> <li>Begin advertising for community and stakeholder engagement series two weeks in advance</li> </ul>



TOOL	OBJECTIVES	RESPONSIBILITY	TIMING
<ul style="list-style-type: none"> <li>NextDoor</li> </ul>	<ul style="list-style-type: none"> <li>Highlight participation in community events and activities</li> </ul>		
<b>E-mail Blasts</b>			
<ul style="list-style-type: none"> <li>Multiple listservs (20k contacts combined)</li> </ul>	<ul style="list-style-type: none"> <li>Provide brief updates on the project</li> <li>Advertise upcoming meetings and engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>Clarion will draft content for County staff review</li> <li>County staff will send email blast once finalized</li> </ul>	<ul style="list-style-type: none"> <li>Approximately two weeks prior to each community engagement series, or to announce the release of interim drafts for review</li> </ul>

## 5. OPPORTUNITIES FOR INPUT

### Overview

This section outlines specific opportunities for community and stakeholder input during the Transform Clark County process. Because the process includes both a Master Plan and a Development Code rewrite, conversations with the community and stakeholders will range from “big picture” to highly technical. As a result, events for the Master Plan and Development Code portions of the process are presented separately, below.

### Master Plan Events

An initial list of Master Plan events is listed below. Details for each event will be refined based on discussions with County staff, elected and appointed officials, and other County stakeholders as the process moves forward.

INPUT OPPORTUNITY	DATE	EVENTS	DESIRED OUTCOMES
<b>Kick-off Meetings</b>	March 2020 (Postponed until June due to COVID-19 shutdown) <sup>1</sup>	Initial interviews and meetings with key stakeholders, such as County staff, outside agencies, Board of County Commissioners, Planning Commissioners, TAB and CAC representatives, outside agency representatives, and other outside stakeholders.	<ul style="list-style-type: none"> <li>Introduce key stakeholders to the Transform Clark County process and build awareness upcoming events and input opportunities</li> <li>Develop a general understanding of trends, key issues, and opportunities in Clark County</li> </ul>
<b>Online Questionnaire</b>	April 2020 (Postponed until June due to COVID-19 shutdown)	Online survey designed to solicit input on both countywide and planning-area specific considerations	<ul style="list-style-type: none"> <li>Understand what residents, business owners, and other stakeholders value most about Clark County, and what, in their view, would threaten these valued aspects of the community in the future.</li> </ul>

<sup>1</sup> Overall timeline to be revisited and updated after Kick-off Meetings in June.

INPUT OPPORTUNITY	DATE	EVENTS	DESIRED OUTCOMES
			<ul style="list-style-type: none"> <li>Identify major issues and opportunities in Clark County and how they vary across the various groups that make up the community (e.g., youth, seniors, families, urban/rural communities, residents of incorporated areas, etc.)</li> </ul>
<b>Community Engagement Series #1 – State of the County</b>	June 2020 (combined with kick-off meetings due to delayed start - follow up meetings TBD)	<ul style="list-style-type: none"> <li>Update the Board of County Commissioners and Planning Commission.<sup>2</sup></li> <li>Update the TABs and CACs on project progress and solicit feedback.</li> <li>Host stakeholder interviews/focus groups (as needed to supplement March meetings).</li> <li>An online input opportunity will also be provided.</li> </ul>	<ul style="list-style-type: none"> <li>Confirm findings from preliminary community engagement activities – stakeholder interviews and online questionnaire.</li> <li>Present key findings from the State of the County Report (report on trends and forces) and Plan and Policy Audit (report on current plans and policies) for public review.</li> </ul>
<b>Community Engagement Series #2 – Vision and Goals</b>	September 2020	<ul style="list-style-type: none"> <li>Update the Board of County Commissioners and Planning Commission.</li> <li>Update the TABs and CACs on project progress and solicit feedback.</li> <li>An online activity to review and comment on the draft vision and goals of the Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Collect input on the preliminary vision statement, goals, and structure of the Master Plan.</li> <li>Identify areas where the draft vision and goals do or do not align with the community’s vision and draft revisions to address concerns.</li> <li>Identify where current Master Plan goals and policies have been ineffective in the past and require enhancements to deliver more successful outcomes.</li> </ul>
<b>Community Engagement Series #3 – Preliminary Policy Directions/Place-based Opportunities</b>	February 2021	<ul style="list-style-type: none"> <li>Host a digital design charrette or other interactive meeting to show development scenarios depending on parameters and contexts.</li> <li>Update the Board of County Commissioners and Planning Commission.</li> </ul>	<ul style="list-style-type: none"> <li>Gather feedback on the consolidated land use categories/place-based opportunities analysis, updated planning area maps, and draft policy directions of the Master Plan.</li> <li>Confirm that the consolidated land use categories and draft policies align with the</li> </ul>

<sup>2</sup>Project team updates to the Planning Commission would be provided on Tuesday of each Engagement Series week, followed by an update to the BCC on Wednesday. PC and BCC Updates will generally coincide with the 3<sup>rd</sup> week of the month.

INPUT OPPORTUNITY	DATE	EVENTS	DESIRED OUTCOMES
		<ul style="list-style-type: none"> <li>Update the TABs and CACs on project progress and solicit feedback.</li> <li>Provide an online input opportunity to allow review and comment on the draft Master Plan policies.</li> </ul>	<p>community’s vision and goals for the future and adequately address the issues and opportunities facing Clark County.</p> <ul style="list-style-type: none"> <li>Gauge the community’s preferences for development types and contexts.</li> </ul>
<b>Community Engagement Series #4 – Draft Master Plan</b>	April 2021	<ul style="list-style-type: none"> <li>Update the TABs and CACs on project progress and solicit feedback.</li> <li>Update the Board of County Commissioners and Planning Commission.</li> <li>Provide an online activity to review and comment on the draft Master Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Introduce and seek input on key components of the draft Master Plan and implementation strategies prior to adoption.</li> <li>Vet implementation actions with individual County departments to ensure the actions are realistic and actionable, and that there is support in the larger organization for pursuing them.</li> <li>Identify priority initiatives to focus near-term efforts and a set of meaningful metrics for monitoring implementation progress.</li> </ul>

### Development Code Events

An initial list of Development Code events is listed below. Details for each event will be further defined as the Transform Clark County process moves forward, and the Master Plan is nearing adoption.

INPUT OPPORTUNITY	DATE	DESCRIPTION	DESIRED OUTCOMES
<b>Community Engagement Series #5 – Code Assessment</b>	February 2021 (follows Master Plan meetings in early-Feb)	<p>Present and solicit feedback on the Code Assessment to:</p> <ul style="list-style-type: none"> <li>Board of County Commissioners;</li> <li>Planning Commission;</li> <li>TAC; and</li> <li>Other stakeholders as identified.</li> </ul> <p>Provide an opportunity for online review and comment.</p>	<ul style="list-style-type: none"> <li>Present key themes and recommendations for improvements to the Development Code, as identified in the Code Assessment.</li> <li>Identify areas of agreement or concern as a basis for initiating the drafting process.</li> </ul>
<b>Community Engagement Series #6 – Districts and Uses</b>	April 2021	<p>Present and solicit feedback on installment one of the draft Development Code (Districts and Uses) to:</p> <ul style="list-style-type: none"> <li>Board of County Commissioners;</li> <li>Planning Commission;</li> <li>TAC; and</li> <li>Other stakeholders as identified.</li> </ul>	<p>Introduce proposed changes to zone districts and uses and solicit feedback on modifications.</p>

INPUT OPPORTUNITY	DATE	DESCRIPTION	DESIRED OUTCOMES
		Provide an opportunity for online review and comment.	
<b>Community Engagement Series #7 – Development Standards</b>	May 2021	Present and solicit feedback on installment two of the draft Development Code (Development Standards) to: <ul style="list-style-type: none"> <li>• Board of County Commissioners;</li> <li>• Planning Commission;</li> <li>• TAC; and</li> <li>• Other stakeholders as identified.</li> </ul> Provide an opportunity for online review and comment.	Introduce proposed changes to development regulations and solicit feedback on modifications.
<b>Community Engagement Series #8 – Administration and Procedures</b>	September 2021	Present and solicit feedback on installment three of the draft Development Code (Administration and Procedures) to: <ul style="list-style-type: none"> <li>• Board of County Commissioners;</li> <li>• Planning Commission;</li> <li>• TAC; and</li> <li>• Other stakeholders as identified.</li> </ul> Provide an opportunity for online review and comment.	Introduce proposed changes to administration and procedures and solicit feedback on modifications.
<b>Community Engagement Series #9 – Consolidated Draft Development Code</b>	March 2022	Present and solicit feedback on the consolidated draft Development Code to: <ul style="list-style-type: none"> <li>• Board of County Commissioners;</li> <li>• Planning Commission;</li> <li>• TAC; and</li> <li>• Other stakeholders as identified.</li> </ul> Provide an opportunity for online review and comment.	Present information key changes to the draft Development Code as a result of ongoing discussion and solicit feedback on a final round of modifications.