

# NEVADA PLANNER



American Planning Association  
**Nevada Chapter**

*Making Great Communities Happen*

A Publication of the Nevada Chapter of the American Planning Association

## WINTER/SPRING 2018

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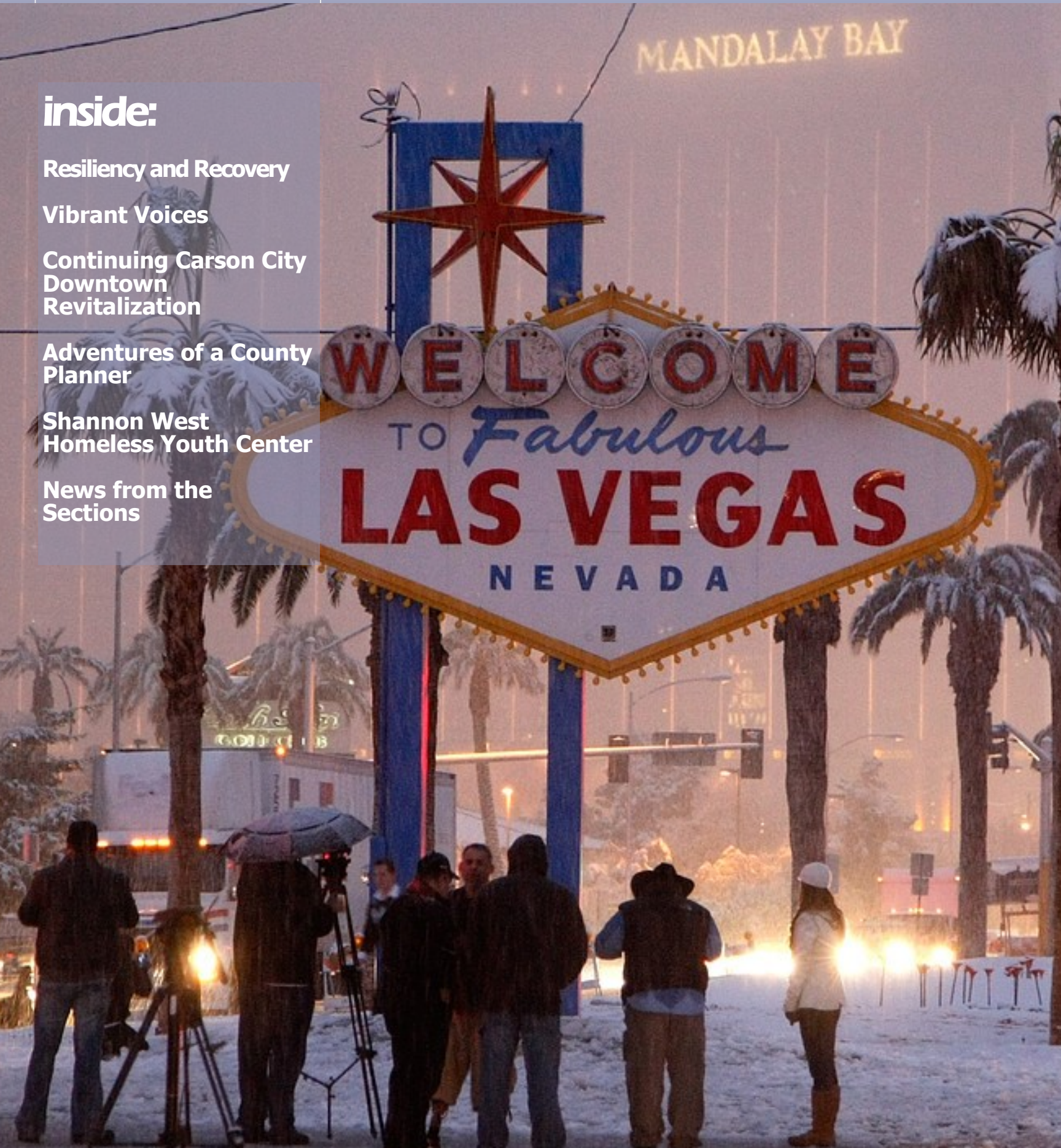
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**ON THE COVER:** A snowy Strip causes a scene.  
Photo credit: [Zimbio.com](http://Zimbio.com)

# WHO's WHO

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# NORTHERN SECTION NEWS

ANGELA FUSS, AICP  
DIRECTOR, NORTHERN SECTION

On January 30<sup>th</sup>, Kelly Rae from HabeRae Homes made a presentation on the topic of Tiny Ten development, a community of ten miniature homes located in Reno's downtown urban core that range in size from 650 to 684 square feet. She shared lessons learned and success stories from the development, which will be featured on an upcoming episode of HGTV's Tiny House Hunters.

The Northern Section is excited to announce our newly elected Board:

Director: Angela Fuss, AICP  
Assistant Director: Jeff Borchardt, AICP  
Secretary: Amber Harmon  
Treasurer: Susan Dorr Pansky  
Planning Official: Peter Gower, AICP

# SOUTHERN SECTION NEWS

LISA CORRADO, AICP  
DIRECTOR, SOUTHERN SECTION

The Southern Section invites you to the Annual State Conference! Please Save the Date for the 2018 Conference: *Welcome to the Big Leagues Nevada!* October 8-10, 2018 at UNLV.

The APA Nevada Chapter is proud to partner with UNLV's Brookings Mountain West and The Lincy Institute for its Annual State Conference! This year's conference will focus on Nevada maturing alongside national peers; advancing in education, economic development, technology, sports and healthcare; and becoming more metropolitan and transit-friendly! Topics will include new sports teams, stadium development, denser housing, mass transit, creative community development, community resilience and other innovative planning techniques, tools and technology.

The Southern Section is also hosting a March lunch program: *The Golf course Conundrum* featuring prominent land use attorneys, Chris Kaempfer, Bob Gronauer, and Stephanie Allen of Kaempfer Crowell Law Firm. Come get your law credits! The event is on March 20<sup>th</sup>, 2018 at 11:30am at the Desert Research Institute, 755 E Flamingo Rd, Las Vegas, NV 89119. To RSVP, please contact [Annamarie.Smith@cityofhenderson.com](mailto:Annamarie.Smith@cityofhenderson.com).

The Southern Section is excited to announce our newly elected Board:

Director: Lisa Corrado, AICP  
Assistant Director: Garrett TerBerg III, AICP  
Secretary: Annamarie Smith  
Treasurer: Jim Marshall, AICP  
Planning Official: Nelson Stone



April 21–24, 2018 • New Orleans

# 2017 DeBoer Award Winners

## **OUTSTANDING PLAN**

Tahoe-Truckee Plug-in Electric Vehicle Readiness Plan

## **OUTSTANDING IMPLEMENTATION PLAN**

RTC Washoe Sustainability Plan

## **OUTSTANDING RURAL PLAN**

Eagle Valley Trail Inventory, Review, and User Needs Assessment  
Downton Fernley Revitalization Planning Study

## **OUTSTANDING PUBLIC OUTREACH**

Tahoe-Truckee Plug-in Electric Vehicle Readiness Plan

## **CITIZEN PLANNER**

Henderson Councilman Dan K. Shaw

## **PROFESSIONAL PLANNER**

Robert Summerfield, AICP

## **ELECTED OFFICIAL**

Fernley Mayor Roy Edgington

## **PRESIDENT'S AWARD**

Angela Fuss, AICP

## **PRESIDENT'S LIFETIME ACHIEVEMENT AWARD**

Michael Harper, FAICP

## **DeBull Award**

Stacie Huggins





# RESILIENCY AND RECOVERY AFTER DISASTER STRIKES

## LESSONS LEARNED FROM THE OCTOBER 1 LAS VEGAS SHOOTING

IRENE NAVIS, AICP



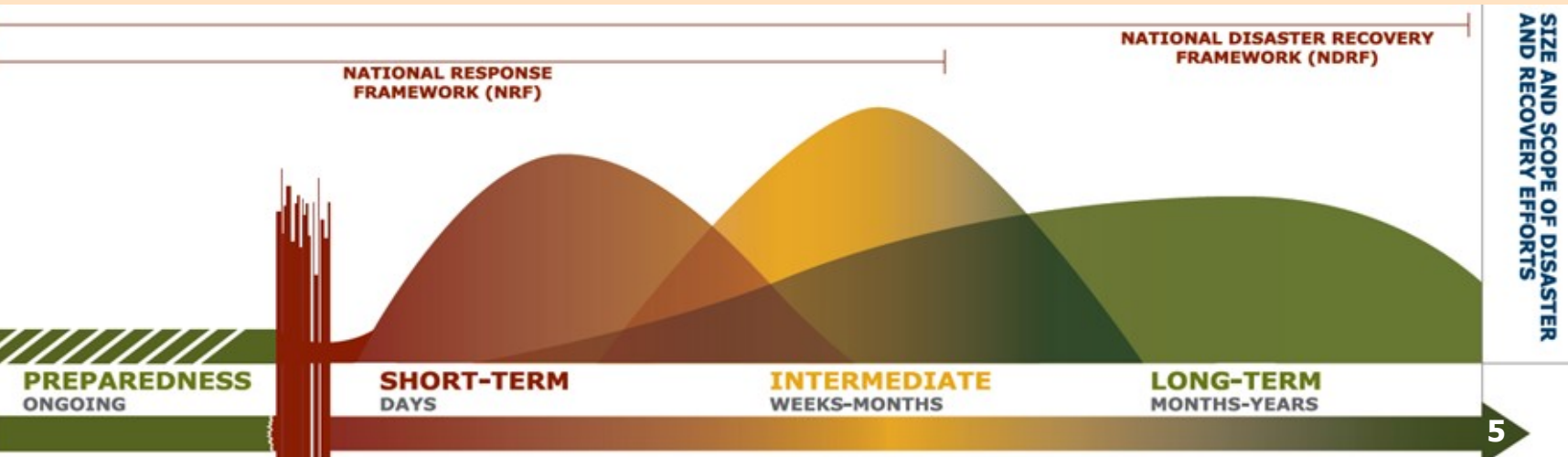
The tragic shooting on the Las Vegas Strip on October 1, 2017 shook the Las Vegas area to its core. Residents, visitors, first responders, and certainly the nearly 24,000 people in attendance or working at the Route 91 concert have been changed forever. The

concept of community resiliency is often examined in the context of recovery from a natural event like a community-wide earthquake, or in terms of economic recovery. How do we respond when someone, for some unknown reason, tries to shred the very fabric of our community? What is not often discussed in the world of traditional community planning is what happens when an event is so horrible, so tragic, that it rips at the very heart and soul of who we are as individuals and a community. Sadly, too many jurisdictions across the U.S. are dealing with such an aftermath: Aurora Colorado, San Bernardino, California, Orlando, Florida, and so many others. What have we learned from these events that we can apply to our own recovery efforts? *Clark County's Resiliency and Recovery Framework* is a plan that tries to tackle these issues. We took lessons learned from other similarly affected communities, and applied them to our own planning efforts.

The *Clark County Resiliency and Recovery Framework*, written within days of the tragedy, addresses the phased

continuum of community recovery:

Community recovery begins with "Preparedness." It has been proven time and again that how prepared a community is to withstand a disaster dictates how quickly and how fully it will recover. Experts and those who have experienced a mass casualty event have told us that recovery can take years, so our Framework employs a multi-year approach, with long-term resources applied, to address first the immediate needs of the individuals affected (think "Maslow's Hierarchy of Needs"), and then interim individual and community needs. The Framework also addresses the long-term individual support and community-wide strategies to make sure that we not only survive, but thrive from a social, environmental, and economic standpoint. The resiliency and recovery effort quickly took on the "Vegas Strong" label, and all efforts since the early days of recovery have focused on conveying that message of support, strength, and community unity. The Framework's vision statement, "VEGAS STRONG: A United, Safe and Welcoming Community," articulates that we are in this together, that it is safe to live, work, and play here, and we welcome all visitors who recognize that Las Vegas is the ultimate global tourist destination. The Framework's mission statement: "The VEGAS STRONG Resiliency and Recovery effort is to create a framework that supports long-term commitment to promote healing and strengthen the whole community." This mission statement articulates







the need for leaders and champions who are committed to this effort for the long term. It acknowledges that it is incumbent on the entire community to participate in the healing process and help us find our “new normal.” Goals and objectives within the Framework are based on what we know has been important in other stricken communities. The Family Assistance Center, stood up within 12 hours of the incident, helped over 4,200 people over a three week period with immediate needs such as food, shelter, transportation, family reunification and identification of deceased and personal belongings, and psychological and spiritual care. The Vegas Strong Resiliency Center has been in operation since October 23, 2017, and will provide ongoing support and services to victims, first responders, and anyone else who needs assistance over the next several years.



Ongoing community resiliency efforts include three key areas: Community Planning and Capacity Building, Economic Recovery, and Health and Social Services. While we are focused on the residents and visitors in attendance that night, we cannot forget the first responders and emergency management personnel, hospital workers, ambulance drivers, vendors at the concert, and others. Throughout the community, we are already seeing work-related stress disorders and sudden retirements. Our first responder heroes, many of whom have never been involved in a mass casualty event of this magnitude, will need care and support so they can go on doing the work they love, while maintaining their physical and mental health.

The importance of donations and volunteers after a large-scale incident cannot be overstated. Hundreds of volunteers donated money, food, time, blood, and items that provided comfort to the victims and their families. Hotels arranged for transportation and more than 25,000 free room nights to support incident-related travelers. Millions of dollars have been raised through various Go Fund Me accounts to support medical care, burial services, and ongoing support for the victims. Organizations such as “*Nothing but Love Notes*” from Peoria Arizona delivered nearly 2,000 thank you notes for first responders, hospital personnel, and veterans, just to make us feel better and to be sure we know that we have support from around the country.

From previous communities affected across the country, from Orlando to San Bernardino, we learned that as a recovering, yet resilient, community, it is our duty to “pay forward” our experiences, our lessons learned, and our best practices to help the next community to be affected by a similar tragedy. Lessons in survival, recovery, and resilience must be shared in order to have maximum value. Being a positive example to others is the ultimate demonstration of resiliency.

The *Clark County Resiliency and Recovery Framework* can be considered a blueprint intended to leave a lasting imprint. Years from now, Las Vegas will hopefully not be remembered solely as the location of the worst mass shooting in U.S. history. Rather, we will be remembered for the extraordinary resiliency of our leaders, residents, and business owners who came together in the worst of times and showed the entire world the best of who we are: **Vegas Strong!**

For more information about the Vegas Strong Resiliency Center, visit the website at: <https://vegasstrongrc.org/> NV

**Irene Navis, AICP**, has been the Assistant Emergency Manager for the Clark County Office of Emergency Management and Homeland Security since 2012, after spending 25 years in various positions in the Clark County Department of Comprehensive Planning. Irene is retiring after 30 years of county service and is Managing Partner of her own consulting company, Navis Strategic Services LLC.





# VIBRANT VOICES: PLANNING FOR CITIZENS OF ALL AGES

ANNAMARIE SMITH

On January 16, 2018, the City of Henderson became the first city in Nevada to formally accept an Age-Friendly Action Plan, which is a direct result of Henderson's collaboration with the AARP and their Age Friendly Communities Initiative. The Age Friendly Henderson Action Plan establishes a vision, goals, strategies and action items to respond to the needs of its senior residents. The Plan is an implementation item of the Henderson Strong Comprehensive Plan and goes into further detail on strategies to ensure Henderson remains a welcoming and premier place for seniors now and in the future.

In July 2015, Henderson was designated as the first Age-Friendly Community in Nevada and was chosen in part based on its history of providing quality recreational and housing services for its senior population, as well as having the proven ability to develop a comprehensive plan with broad stakeholder participation.

An Age-Friendly Community is defined by the AARP as "A community that is safe and secure, has affordable and appropriate housing and transportation options, and has supportive community features and services. Once in place, those resources enhance personal independence, allow residents to age in place, and foster residents' engagement in the community's civic, economic, and social life."

The AARP Age-Friendly Communities Program requires members to respond to the needs of its senior residents. There are eight key pillars of an Age Friendly Community including:

- Transportation
- Housing
- Outdoor spaces and buildings
- Social participation
- Respect and social inclusion
- Civic participation and employment
- Communication and information
- Community support and health services



In early 2016, Henderson conducted an Age-Friendly Community Survey that found a large majority of residents feel the City is a good, very good, or excellent place for people to live as they age, and most respondents think Henderson does well at providing amenities and services that are important to seniors and people of all ages. The survey also pointed out areas in which the city could improve, including disseminating information on transportation options and health care.

The City created a temporary Age-Friendly Henderson Stakeholder Group that met four times between May and October 2016. The group included city staff members from Long Range Planning, Parks and Recreation, and Neighborhood Services; members of the Senior Citizen Advisory Commission; senior city residents; non-profit leaders; a Planning Commissioner; and a volunteer representative from AARP. The Age-Friendly Stakeholder Group helped establish the community vision, priority statements and strategies for action within the plan.

According to the AARP, in the United States, the population of people aged 65 and over is expected to grow from 35 million in 2000 to 88.5 million by 2050, taking the total share of the 65+ population from 12% to 20% of the total population.

As Maria Dent, President of AARP Nevada states, "This is a time of profound and permanent demographic change. We are seeing a dramatic rise in both our senior population as well as our young adults. National data indicates that not only empty nesters, but millennials as well, want to live in a complete community."

Henderson has a history of providing quality recreational and housing services for its senior population. The City of Henderson currently has two senior recreation centers – the Downtown Senior Center, a 6,000 square foot facility with a fitness room, wellness area, dining room and activity room; and the Heritage Park Senior Facility – Henderson's flagship, state-of-the-art facility that features a 29,000 square foot senior center, and offers a wide variety of programming, ranging from art and cooking








classes to exercise and dance programs, in addition to social and wellness services designed to meet the needs of Henderson's active 50+ population. Additionally, senior nutrition services and help with insurance and prescription drug plans are offered and referrals are provided for programs addressing senior housing, utility assistance and senior food programs.

Henderson also strives to provide a well-versed mixture of housing options for the elder and disabled populations. The City has worked diligently with private developers to offer our residents affordable active, disabled and senior communities as well as affordable long-term care facilities. The City of Henderson partners with the Southern Nevada Regional Housing Authority (SNRHA) and other non-profits such as Nevada Hand, to offer a senior public housing apartment complex and twelve affordable senior apartments and two affordable disabled apartment complexes. Over the next five years, Henderson has a goal of increasing its supply of affordable senior housing and ensuring quality housing products in desirable neighborhoods.

Most recently, Henderson hosted the inaugural Senior Summit, an implementation item of the Age Friendly Henderson Action Plan, in partnership with AARP Nevada. The event was well attended with more than 125 engaged senior residents, and included a welcome from Mayor Debra March, presentations from Maria Dent, President of AARP Nevada, Stephanie Garcia-Vause,

AICP, Director of Community Development and Services, and Adam Blackmore, Recreation Superintendent. Dr. Jennifer Carson, a Research Assistant Professor in the School of Community Health Sciences and Director of the Gerontology Academic Program from the University of Nevada, Reno, delivered the keynote, "Stigma, Stereotypes, Segregation, and the Need to Disrupt Aging." The event also featured four breakout sessions and informational booths for seniors to learn more about specific topics and services available in the community.

Moving forward, City staff will be working with the City of Henderson's Senior Citizen Advisory Commission on additional implementation items that are designed to influence and enhance the health and quality of life of residents as they continue to age in place.

This effort is a product of the Long Range Planning Division of the Community Development and Services Department at the City of Henderson. The Long Range Division focuses on the practice areas of land use, analytical services, regional collaboration, and community outreach. All divisions of the Community Development and Services Department work to partner with the community to plan and promote a vibrant, safe, balanced, cohesive city for today and tomorrow. For more information on initiatives like these and other community development and services happenings visit [cityofhenderson.com/planning](http://cityofhenderson.com/planning). 

***Annamarie Smith*** is a planner at the City of Henderson. She primarily focuses on long range planning with an emphasis on the environment as well as community outreach and engagement.





# THE SHANNON WEST HOMELESS YOUTH CENTER

## A COLLABORATION TO ADDRESS YOUTH HOMELESSNESS

DONNA DANIELS



Youth homelessness is a pressing problem in the Las Vegas Valley, with southern Nevada leading the nation for the number of unsheltered homeless youth. Jurisdictions in the Las Vegas Valley joined forces with HELP of Southern Nevada to foster a coordinated approach and to pool resources for addressing youth homelessness by constructing a new Shannon West Homeless Youth Center adjacent to the offices of HELP. The new center opened in July 2017.

The young people who are served at the center range in age from 16 to 24 and are homeless or at risk of homelessness. Unaccompanied young people who experience homelessness face [far more challenges](#) than their adult counterparts. They have more difficulty finding employment. They also have a harder time accessing services, shelter, and medical care. They are at a higher risk of falling prey to human trafficking, engaging in survival sex, and becoming involved in criminal activities. Meanwhile, breaking the cycle of homelessness before a young person is age 25 is much more likely to end the possibility of chronic homelessness.



For nine years previous to the opening of the new Shannon West Homeless Youth Center, HELP of Southern Nevada had operated the center in the Corridor of Hope, an area with a large population of homeless individuals who are primarily adults. HELP had been discussing moving the center out of the area and into a facility that could serve more young people and increase the types of services provided.

Fuila Riley, HELP's president and CEO, explains, "At first we thought to purchase an existing motel property and convert it to fill our needs. However, we found ourselves competing with cash buyers and we weren't winning. HELP of Southern Nevada is very experienced at providing services, but we aren't experienced at developing, designing, or financing a construction project. We had no idea how or even where to start. What we did know is that we needed the help of folks that had expertise and resources."

HELP of Southern Nevada reached out to several partners. Nevada HAND provided expertise in development and design. Clark County, the City of Henderson, and the City of North Las Vegas included the Shannon West Homeless Youth Center in their plans for Community Development Block Grant funding. The City of Henderson also provided HOME Partnerships funds to the project. The City of Las Vegas contributed Redevelopment Agency set-aside funds toward the purchase of the land for the center. The Englestad Foundation also contributed critical early seed funding to the project. These pooled resources allowed HELP to access New Markets Tax Credits for the project.

"Without funding from all of the jurisdictions, we would not have the local investment required by the New Markets Tax Credits to move the \$10 million project forward," Fuila says. She also notes that the New Market Tax Credits program is underutilized in Nevada, with the state ranking among the lowest in the nation for use of the program. She hopes that the success of the Shannon West





Homeless Youth Center will expose more of the community to this financing tool.

Fuillala acknowledges that the project had a complicated funding structure. “All involved were open-minded,” she says, “and willing to undertake a funding collaboration that might be a bit different than usual. Everyone wanted the project to happen.”

The jurisdictions have also expressed the value of the collaboration. “The City of Henderson works with regional partners to provide services for our most vulnerable populations in Southern Nevada. The Shannon West Homeless Youth Center is a great example of our jurisdictions and non-profit partners coming together to combat some of our community’s most critical issues,” says the City of Henderson’s Director of Community Development & Services, Stephanie Garcia-Vause, AICP.



Clark County Social Service Director Mike Pawlak shares, “As a community issue, youth homelessness doesn’t recognize jurisdictional boundaries. A collaborative approach to these issues is part of Clark County’s strategy through the efforts such as the Continuum of Care, which brings together various agencies that serve the homeless population. Joining forces to support the Shannon West Homeless Youth Center was a natural fit.”

“The City of North Las Vegas was proud to collaborate on

a project that is now making a significant contribution to addressing youth homelessness. We felt it was very important to help provide a healthy and positive environment for these young people. Working together, as well as addressing the need as early as possible, increases the success rate for youth,” explains Lorena Candelario, Manager of the Real Property and Housing Services Division at the City of North Las Vegas.



That sense of shared mission to serve an underserved population was the impetus for the City of Las Vegas to support the Shannon West Homeless Youth Center, as well.

The collaboration has led to a larger community benefit by more than doubling the former facility’s capacity, bringing the total number of beds available to 166. The new 37,000 square-foot, three-story building has 40 dormitory style rooms with four beds per room. The remaining 6 beds are in Step Up rooms. Each of these 6 units houses one person and provides a studio apartment experience for youth who are ready to transition out of the center. Through this experience, the young people learn how to manage a lease and other life skills.


The facility also includes a laundry area, computer lab, and a multi-purpose TV and recreation room on each floor. The new facility also features a dining room that is large enough to accommodate all the residents of the center at once, something that wasn’t possible in the previous facility.

But the Shannon West Homeless Youth Center does much more than offer food and a safe place to sleep. The center is located just several hundred feet from HELP’s main campus, which facilitates connecting residents to other services, such as counseling, education and workforce training, and other social services. And the new location is more central to education and employment opportunities for youth seeking a path out of homelessness. Since opening in July 2017, the Shannon West Homeless Youth Center has served 240 young people.

Fuillala offers the following advice to other jurisdictions or





organizations interested in doing this kind of collaborative planning, funding, and implementation of a project: "It's ok to hire consultants and experts to get you to your goal. Choose your partners well," she says. "We had a long standing relationship with Nevada HAND." She advises to be very open and honest with your jurisdictional partners and keep that open communication going throughout the project and even afterwards. And lastly, she emphasized the importance of understanding and aligning with the planning and development goals of the jurisdictions with which you plan to partner. "When your project aligns with their goals, it makes everything so much easier." 

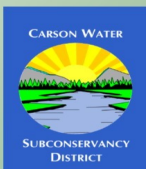
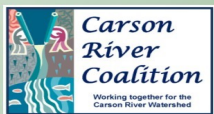


**Donna Daniels** is a Principal Planner for the Community Resources Management Unit of Clark County Social Service. She has more than 25 years of experience in community development that has included work with nonprofit and grassroots efforts in rural Appalachian communities, as well as her current work with Clark County's programs funded by the U.S. Department of Housing and Urban Development.

**Carson River Watershed  
Management Forum  
April 11th – 12th, 2018  
Carson City Community Center**



Hosted By:



**Information and  
Registration Forms  
available at [www.cwsd.org](http://www.cwsd.org)  
or call 775.887.7450**

**CEU's available for Planners,  
Engineers and Teachers**

**Registration includes complimentary  
lunch and snacks.**

# COMING EVENTS

## **Southern Section Luncheon** **The Golf Course Conundrum**

March 20, 11:30 a.m. - 1:00 p.m.  
Desert Research Institute  
755 E. Flamingo Rd.  
Las Vegas 89119  
RSVP to [Annamarie Smith](#)  
1.5 CM LAW pending

## **The Participation Company**

**Foundations in Public Participation:** Two modules, each focusing on one of the two major phases of public communication and participation – Planning and Techniques – offered over 5 days in partnership with the International Association for Public Participation (IAP2).

Phoenix, March 19-23

**Planning** for Effective Public Participation 3-Days CM I 18  
**Techniques** for Effective Public Participation 2-Days  
CM I 12

## **Strategies for Dealing with Opposition and Outrage in Public Participation (IAP2)**

Salt Lake City, March 26-27 CM I 12

## **Utah APA Spring Conference**

April 12-13  
Washington County Fairgrounds  
5500 West 700 South  
Hurricane UT 84737  
[Register Here](#)

## **Northern Section Luncheon**

### **Truckee Meadows Reginal Plan Update**

April 17, 11:30 - 1:00  
RTC Conference Room, 1105 Terminal Drive, 1st floor



American Planning Association  
**Nevada Chapter**

*Making Great Communities Happen*

# THE BEST-LAID PLANS DO NOT ALWAYS FOLLOW STRAIGHT LINES

## MY 30-YEAR ADVENTURE AS A CLARK COUNTY PLANNER

IRENE NAVIS, AICP

Life is what happens while you are busy making other plans.

- *John Lennon*

Just over 30 years ago, I began working in the Clark County Department of Comprehensive Planning. I was a new bride, married just 6 months. My plan at the time was to help my husband complete his degree at UNLV, work for a couple of years, and then stay home and raise my kids. My kids are now 27 and 26, and the only time I have not worked has been due to vacations, surgeries, or childbirth. My first position in Comprehensive Planning was as a "Zoning Assistant." I interviewed for that job only because the District Attorney's Office never called me back to schedule an interview for a Paralegal position they had open at the same time. Ironically, one of the main reasons I was told I got the job in Comprehensive Planning was because I had both legal and land use planning background, and the other six candidates did not. I'm not sure if that was what sealed the deal, or if it was my future co-worker who held up a sign that said, "HIRE HER" as I walked past him to the interview room!

In any case, I got the job, and my "Zoning Assistant" duties consisted of providing customer service assistance at the front counter. My "desk" was, in fact, the front counter for two years! Over the course of a few years, I experienced job reclassifications and promotions, moving from Zoning Assistant to Zoning Specialist to Management Analyst II. During my time in what was known back then as the "Zoning Division," I had some very interesting experiences. For example, when the Pepcon plant exploded in May of 1988, my job was to handle the calls coming in from all over the country from attorneys and the media (because I was the only one with legal background.) When we were sued by owners of adult businesses over a change to our zoning code, I was assigned to write an updated zoning ordinance for adult uses, coordinate legal actions with the District Attorney's Office, testify in court and in depositions, and develop a new administrative approval process. I also had to meet with adult use business owners and a few times conduct on-site inspections. That was less than fun at 8 months pregnant!

Over the next few years, additional reclassifications and promotions allowed me to work on updating and creating new zoning ordinances, conduct public outreach, participate in department and county process improvement teams, as well as department and county organizational development efforts and regional planning efforts. I became known as an expert in meeting facilitation, leadership development, strategic planning, as well as, of course, adult uses. I became the "go to" person for assignments that were "one of kind," "first" or "previously failed." However, most people did not consider me a "real


planner" because I didn't have an "advanced planning degree from an accredited school." While it wasn't required for county employment, it seemed to be required for many of my peers to take me seriously as a planner. At that point in time, I recognized the importance of at least having a planning credential to bolster my credibility as a professional planner. So, in 1996, I decided to join an AICP study group and to take AICP exam the next time it was offered. I am proud to say I passed the test on my first try in the summer of 1996. Statistically, my chances were very slim. At that time, less than 25% of applicants without a degree passed the test. Since that time, I have maintained my certification, and have never regretted my 4-month crash course in professional planning. In the interest of full disclosure, during most of the time of my progressive movement through Comprehensive Planning, I did not have a planning degree, or any kind of degree for that matter. I finally obtained a Bachelor's in Management & Leadership in 2008. I went back to school starting in 1999, intent on being the first woman in my family to receive a college degree.

The zigzag trajectory of my career continued into the late 1990's and early 2000's, as I went from a Senior Management Analyst position to an Assistant Planning Manager, to eventually being promoted to Planning Manager over the Nuclear Waste Division. My appointment came just months before the 9/11 tragedy, and within a year of my having survived brain surgery, followed by going back to college. At the time of my selection for that position, what I knew about radioactive waste could have fit in my coffee mug. I was assured I could learn the technical aspects of my job, and I was selected due to my leadership abilities, experience with public outreach, and experience with building strong teams. I am beyond grateful that I took a chance on department and county leadership and had enough confidence in my abilities to take on what most people saw was, at best, an impossible task, and at worst, career suicide. I am proud of my time with the Nuclear Waste Program, which went from an obscure program most people hadn't even heard about to a national and international award-winning program that resulted in my staff and I traveling around the country and around the world, speaking on technical panels and making conference presentations, and hosting members of foreign parliaments who visited us to discuss the best practices and lessons learned from our program.

In 2010, I had an opportunity continue to managing the Nuclear Waste Program and leading the Office of Emergency Management for Clark County at the same time. That was an unforgettable experience, full of lessons learned, successes and challenges. Due to a county reor-



ganization, I have had the honor of working as the Assistant Emergency Manager as part of the Clark County Fire Department. In this capacity, I have served the community in many ways, including during the worst day of Clark County history, the October 1 shooting on the Las Vegas Strip. Working in emergency management can be rewarding, humbling, stressful, and exhilarating, but never boring! Working in the field of emergency management has given me a whole new set of skills, and an expanded network of friends and colleagues. I have even learned from those that have given me the honor of being their mentor. I do a lot of work with the UNLV Master's in Crisis and Emergency Management program, making presentations and mentoring individual students. Investing in mentorship has been a valuable, rewarding experience, and I highly recommend taking the opportunity to help anyone who thinks enough of you to hear what you have to say and learn what you know.

As I conclude both this article and my county career, I must give a "shout out" to my family, without whom I could not have done any of it, my supervisors, managers, and mentors who were integral to my journey here at Clark County. If it was not for their support, encouragement, and confidence in my abilities, I would not have had the career experience that I did. I will always remember with fondness my many co-workers, consultants, counterparts from other jurisdictions, and all of the wonderful Clark County residents whom I have served for 30 years. It is the residents, after all, for whom we work and to whom we are accountable. I am grateful for a lifetime of learning, professional and personal growth, and investment in my future afforded by Clark County employment. Every experience, good and bad, every assignment, simple or challenging, every encounter with an inspiring or a difficult person, has provided the bricks in my zigzag path toward retirement. Life is short. Give all you can, be kind, listen more than you talk, and pass on what you know to others. 




**Irene Navis, AICP**, has been the Assistant Emergency Manager for the Clark County Office of Emergency Management and Homeland Security since 2012, after spending 25 years in various positions in the Clark County Department of Comprehensive Planning. Irene is retiring after 30 years of county service and is Managing Partner of her own consulting company, Navis Strategic Services LLC.

## CARSON CITY DOWNTOWN REVITALIZATION CONTINUES WITH CURRY STREET

DAN STUCKY

The Revitalization of the Downtown Carson City corridor continues this spring with the construction of the Downtown Curry Streetscape Project. The project includes major utility and streetscape improvements along Curry Street from Musser Street to Robinson Street, as well as beatification improvements for five east-west downtown streets between Carson Street and Curry Street (Robinson Street, Spear Street, Telegraph Street, Proctor Street and Musser Street) and the Telegraph to Spear alley.

Project improvements include replacement of aging water, sewer, and storm drain infrastructure, pavement rehabilitation, wider sidewalks, energy efficient LED street lights, undergrounding of overhead power lines, landscaping, urban street furnishings, and other streetscape amenities. The improvements will expand upon and leverage over \$10 million in previous local investment on Downtown Carson Street improvements, completed in 2016, further creating a redefined urban complete streets corridor. The project design team is working on the design anticipated to be completed in early March 2018 with construction starting by the end of April 2018. 



**Dan Stucky**, City Engineer for Carson City, Nevada, Dan is responsible for overseeing the planning and design process for roadway, storm drainage, water, sewer, and other public works capital improvements, as well as managing the engineering review of development projects.



A DESIGN RENDERING SHOWS THE POTENTIAL FUTURE APPEARANCE OF CURRY STREET IN CARSON CITY. CONSTRUCTION ON THE PROJECT TO REDESIGN CURRY STREET IS EXPECTED TO BEGIN IN APRIL.



# PLAN TRUCKEE MEADOWS

LAUREN KNOX AND NATE KUSHA

It's an exciting time in the Truckee Meadows! In the midst of increased economic opportunity and regional growth, we are updating the Truckee Meadows Regional Plan. The Plan provides the framework for growth in the Truckee Meadows region, which consists of Reno, Sparks, and Washoe County. It directs where growth will occur, identifies development-constrained areas that are not suitable for future development, sets priorities for infrastructure development, and addresses natural resource management. The Regional Plan is also designed to coordinate provision of services and capital improvements, as well as foster collaboration, among the local governments and affected entities in the region.

*Plan Truckee Meadows: Mapping Our Future*, the name of the update project, gives us a chance to envision and shape the future of the Truckee Meadows, which is expected to grow by approximately 120,000 new residents over the next 20 years. Efforts leading up to the update have been underway for quite some time, and have helped provide a robust foundation of information.

These efforts have included information, data-gathering, and analysis studies including two landmark studies: the *Industrial Land Needs Analysis* and the *Truckee Meadows Housing Study*.

The *Industrial Land Needs Analysis* was completed in 2013, prior to industrial development conversations becoming “hot” in our region. This study essentially looked at the supply of industrial land in the region, including location, size, and suitability, and compared it to potential future needs and demand.

The *Truckee Meadows Housing Study*, completed in 2016, examined housing in the region and assessed potential difference in costs, dependent on how and where future housing is realized. The study addressed the current supply of housing and residential land in the region, the needs based on likely population growth and types of housing, future housing scenarios, and the implications for public policy.

Both of these studies recognized that the region's vitality hinges on the region's ability to remain attractive to workers, employers, existing residents, new residents, and visitors. Additionally, through these studies, the Truckee Meadows Regional Planning Agency (TMRPA) also acknowledged the importance of working collaboratively with a variety of regional partners to achieve a common understanding. The Regional Plan Update will capitalize on these projects and the relationships we have developed with our regional partners to define a future and cre-



PHOTO BY EVAN PETTY



ate a foundation for our region that is well-planned and resilient.

Beginning in August 2017, TMRPA kicked off the official public outreach and engagement process of the Regional Plan update. This effort included many outreach types, such as presentations, an online survey with opportunities for free responses, and multiple types of broad media advertising. Over the course of three months, TMRPA staff conducted more than 50 “roadshow” presentations at a wide range of public and private stakeholder meetings in order to inform residents about the purpose of the Agency, the role of the Regional Plan, and the update process. A major focus of the presentation was to encourage people to take our first online survey for the update regarding regional concerns.

TMRPA chose to utilize an online survey platform called MetroQuest, a public involvement software that allows the survey creator to choose from various screen types to create an interactive survey. For the survey taker, the surveys are highly visual and allow many feedback opportunities. TMRPA will use the data received to help guide the update and ensure that there are open engagement lines and opportunities for community members to provide valuable feedback throughout the process.

Our first MetroQuest survey garnered nearly 1,900 participants, 2,500 comments, and over 34,000 different data points. To analyze the information received, we looked at the *quantitative* inputs, drawn from data received from survey answers, as well as *qualitative* inputs, drawn from the free-answer comment information provided by survey participants.

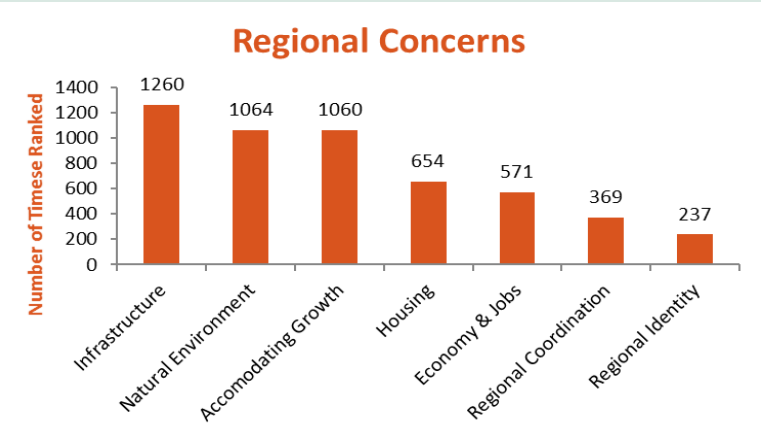


FIGURE 1

Overall, when asked what their biggest concerns for the region were, respondents identified Infrastructure, Natural Environment, and Accommodating Growth, as shown in Figure 1.

The survey then explored each of these identified concerns more, to better understand what the survey participants thought the challenges were in regards to a chosen concern. Additionally, users were asked to identify tradeoffs when it came to infrastructure provision, growth, housing, and transportation. Users had a preference to maintain and improve existing services and facilities, “Grow Up” instead of “Grow Out,” housing with less land

and more access to services and amenities, and a slight preference for more public transportation instead of more roads.

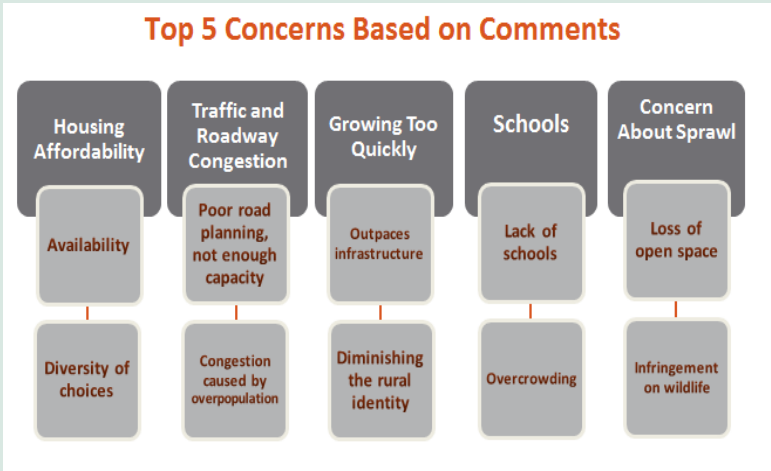



FIGURE 2

As stated earlier, TMRPA also received nearly 2,500 free response comments. To analyze these data, we sorted the comments by prominent subject(s) and then further analyzed them to understand the overall idea(s). By analyzing all comments received from participants, TMRPA staff found that within the ranked concerns, survey takers were particularly worried about traffic congestion, housing affordability, and growing too quickly. Figure 2 shows the top comments received.

The MetroQuest survey results provided TMRPA with key information about the public’s concerns and perceptions of our growing region. Based on this information, Agency staff is able to focus its efforts on areas that are of greatest concern to the public and to understand what topics on which to focus education efforts. We plan to launch a variety of follow-up surveys throughout the Regional Plan Update process, which will be ongoing through Fall 2018.

We are excited to have the opportunity to work with the entire community and numerous regional partners to create a new Regional Plan. Please keep an eye out for new surveys and other ways to engage with the *Plan Truckee Meadows: Mapping Our Future*. 

For more information, please visit [PlanTruckeeMeadows.org](http://PlanTruckeeMeadows.org)

**Lauren Knox**, is a Regional Planner at the Truckee Meadows Regional Planning Agency (TMRPA). She received a Bachelor of Science Degree in City and Regional Planning from California Polytechnic State University, San Luis Obispo, and has gained professional experience in planning and building in Northern Nevada.

**Nate Kusha**, is a Policy Analyst at the Truckee Meadows Regional Planning Agency (TMRPA). He received a Bachelor of Science Degree in Environmental Studies from the University of Utah and has been building his knowledge of planning and development in the Northern Nevada area.



# NEVADA PLANNER

The *Nevada Planner* is a publication of the Nevada Chapter of the American Planning Association, with a circulation of approximately 300 Chapter members, members of APA leadership, and Chapter Presidents. It is published three times per year.

## ARTICLES

To submit articles, letters, announcements, events, photos, or advertisements, please contact Greg Toth, Editor, at [greg.toth@cityofhenderson.com](mailto:greg.toth@cityofhenderson.com). The next issue will be published this summer.

## CHANGES OF ADDRESS

The Nevada Chapter receives all member mailing and email addresses from the National database. To change your mailing address or email address, please log in to [www.planning.org](http://www.planning.org) and update your information there.

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