



OUR COMMUNITY



OUR FUTURE



AMENDED MAY 2020



COMPREHENSIVE PLAN
Appendices

Appendix A – Executive Outreach Summary



OUR COMMUNITY



OUR FUTURE



MAY 2017



COMPREHENSIVE PLAN Outreach Summary



Outreach Summary

Introduction

Henderson Strong is the Comprehensive Plan for the City of Henderson, a citywide planning document that communicates the vision, long-term goals and strategies that guide the physical development and orderly management of growth of the City over the next 20 years. Henderson seeks to align local plans with the Southern Nevada Strong (SNS) Regional Plan, a collaborative regional planning effort that identified a series of priorities, goals and strategies to increase the region's economic competitiveness. Henderson is making a conscious effort to tie its citywide Comprehensive Plan directly to Southern Nevada Strong in order to position Henderson as a regional leader and allow the City to apply regional principles locally.

Built on a strong foundation of research and community engagement, Henderson Strong capitalizes on the City's strengths and addresses weaknesses to ensure it remains a premier community. The process was driven by extensive community outreach that draws from City input into the SNS Regional Plan coupled with in-depth resident and stakeholder engagement in Henderson. Outreach methods were conducted between June 2015 and March 2017, and included both traditional and innovative engagement approaches.

Henderson community members, including: residents, local business leaders, nonprofit groups, faith-based organizations, private and public sector stakeholders, elected officials and community groups among others, weighed-in to help define a shared vision for the community. During the four phases of public outreach, we reached more than 26,000 residents and received nearly 5,500 direct inputs. The end product of the process is the Comprehensive Plan that develops the goals and strategies for creating healthy livable communities; a vibrant, resilient economy; and active, complete transportation within Henderson.

Key Participant Groups and the Public Engagement Plan

PROJECT TEAM AND PARTNERS

Project Team

Staff from the Long-Range Planning Division of the Community Development & Services Department led the Comprehensive Plan update process as the Project Team. The Project Team’s responsibilities included project management duties and support for the Stakeholder Groups, Advisory Committee and Staff Working Group. The Project Team provided frequent progress updates to all participants.

Staff Working Group

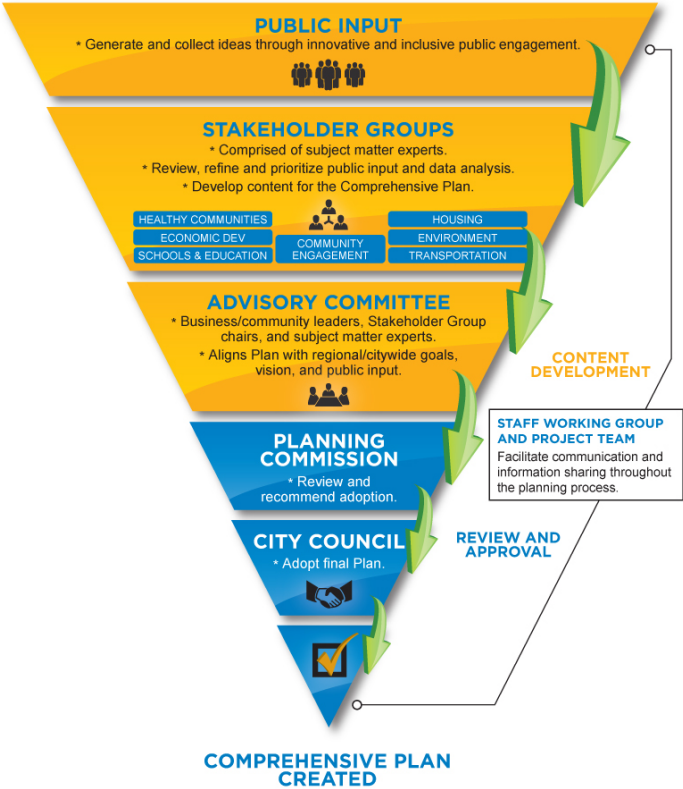
Cross-collaboration between City of Henderson departments is critical for the successful implementation of the Comprehensive Plan. The Staff Working Group served as a technical review committee and sounding board and included staff from the Community Development and Services Department, Utility Services Department, Public Works Department, Parks and Recreation Department and Economic Development and Redevelopment Department.

Stakeholder Groups

The principal purpose of the Stakeholder Groups was to refine, synthesize, and prioritize input received from community members through the public engagement process. Seven Stakeholder Groups (representing the content areas of transportation, housing, environment, healthy communities, community engagement, schools and education and economic development) met regularly between June 2015 and April 2016 to use the community input to develop the goals and strategy that constitute the foundation of the Comprehensive Plan. Joint meetings were held with all Stakeholder Groups to build consensus at key milestones.

Advisory Committee

Its members appointed by the Henderson City Council, the Comprehensive Plan Advisory Committee oversaw the development of the Comprehensive Plan. The Committee ensured that the outreach process and content developed by the Stakeholder Groups were in alignment with City Council expectations and incorporated the principles, goals, objectives and strategies developed through the Comprehensive Plan. The Committee’s role was to serve as the recommending body between the Stakeholder Groups and the City Council to ensure findings, recommendations, and strategies were in alignment with the overarching goals and vision of the draft Plan and reflected community input.



Working to support the Advisory Committee, City staff served as Technical Advisors in their relative departments and subject matter. Technical Advisors included management staff from the Community Development and Services Department, Utility Services Department, Public Works Department, Parks and Recreation Department and Economic Development and Redevelopment Department as well as the City Manager's Office and City Attorney's Office.

Planning Commission

Members of the City of Henderson's Planning Commission received briefings from the Project Team on key findings and milestones. The Planning Commission will review and accept the Plan and recommend approval to the City Council.

City Council

City Council played an advisory role throughout the process and received briefings from the Project Team on key findings and milestones. City Council members are the governing body that will approve and adopt the Comprehensive Plan.

PUBLIC ENGAGEMENT PLAN

The Public Engagement Plan (PEP) helped the City develop a multi-layered outreach approach, defining methods and tools and implementation measurements for target audiences to ensure the City was reaching community members across geography, age, income, language spoken and ability. The Project Team proactively reached out to and engaged a range of residents and stakeholder groups, including typically hard-to-reach groups who were less likely to provide input into the Comprehensive Plan Update including seniors, young people and low income residents.

The public participation process accommodated engagement in a variety of settings, for both individuals and different size groups at various locations. The process emphasized "meeting people where they are" so most outreach activities were conducted out in the community at popular locations or on the web with a handful of strategically hosted events interspersed throughout the process as well.

Participation and Results

As outlined in the Public Engagement Plan, a wide range of community members throughout Henderson were able to participate in outreach events and methods conducted by Henderson Staff.

PARTICIPATION BY THE NUMBERS

Community members were able to participate through four phases of outreach in different activities and meetings, and through different mediums. Given the range of activities and mediums, participation in Henderson Strong can best be summarized in terms of individual inputs per method. Overall, we reached more than 26,000 residents and received nearly 5,500 direct inputs. Our outreach participation by the numbers can be summarized as follows:



OUTREACH TOTALS = 26,000 REACHED 5,500 INPUTS

Outreach Activity	Approximate # of Inputs
 Henderson Strong Phase 1 Survey	1,800+ responses
 Henderson Strong Phase 2 Survey	1,300+ responses
 AB394 Phase 1 Survey (Complementary Initiative)	1,000+ responses
 AB394 Phase 2 Survey (Complementary Initiative)	700+ responses
 Age Friendly Community Survey	500+ responses
 Advisory Meetings	65 attendees
 Stakeholder Meetings	555 attendees
 Henderson Strong Joint Stakeholder Meeting	45 attendees
 Working Group Meetings	85 attendees
 6 Open Houses (Henderson Strong (2), AB394, Heritage Hybrid, Comprehensive Plan Preview)	540 attendees
 Speaking Engagements (Presented or Hosted)	30+ events
 Public Events (Held or Attended)	40+ events
 Focus Groups	40 participants
 Flyers Printed and Distributed	1,000 flyers
 Las Vegas Review Journal Notification (Plan Preview Open House)	106,400 avg. daily readers
 Potential Land Use Changes Noticing (Letters, Post Card Mailers)	2700+ notices sent
 Targeted Stakeholder Interviews	20 participants
 Social Media Reach	47,500 impressions
 City of Henderson's Web Banner Inclusion	90,000 web visitors/month
 City Staff "All User" Email	6,600+ emails sent
 Henderson Strong Eblast Database	8,400+ emails sent
 Public Relations Impressions	numerous
 Draft Plan Review	230 responses

Outreach Activities, Methodology and Findings

The outreach process utilized a variety of tools throughout the phases that identified and explored key locations and types of improvements Henderson community members would like to see in the future.

PHASE 1 ACTIVITIES

Phase 1 outreach activities prioritized educating community members about Henderson Strong and gaining an understanding of the issues, concerns and priorities of the Henderson community. This phase was implemented through the Henderson Strong website, an online survey, an intercept survey and two open house workshops. This combination of in-person and online participation activities helped the City reach and engage almost 1,900 members of the public.

Henderson Strong Website

The project website www.HendersonStrong.org was launched in early September 2015 and served as an information portal for project updates, milestones and opportunities for engagement.

Phase 1 Survey

The Phase 1 survey, developed using the MetroQuest platform, received 1,878 total responses and 1,766 complete responses. In addition to obtaining quantitative information, respondents submitted 500 comments collectively regarding priority improvements and priority areas.

Intercept Surveys

Intercept surveys are an effective tool to elicit input from residents and visitors who otherwise may not participate in the planning process. Project Team staff traveled to community events and destinations, such as at Henderson's Oktoberfest, Stroll and Roll and Zombie Run 5k events, inviting community members to complete the Phase 1 Survey on the spot using iPads. This approach ensured participation by those with little or no access to the internet at their homes, and helped reach targeted demographic groups.

Open House Workshops

The City hosted two open house workshops on November 9 and 10, 2015 that reached over 40 residents. The workshops were held at the Silver Springs Recreation Center and the Henderson Convention Center. Although this method does not generate as much participation as other methods, it helped ensure a physical presence in the community and provided an opportunity for staff to interact directly with the public.

Speakers Bureau

The Speakers Bureau included a circuit of speaking engagements and presentations to professional groups and organizations including boards and commissions, rotary clubs, Henderson Chamber of Commerce, PD Management Group, CEO Roundtable, Water Street Business District Association, the American Planning Association Southern Nevada Chapter, to name a few.

Phase 1 Findings

This combination of in-person and online participation activities helped the City of Henderson reach and engage almost 1,900 members of the public with responses received from racial and ethnic groups that align closely with the City of Henderson’s demographic makeup.

The MetroQuest survey results offered rich insight into the priorities and priority areas of participants. The survey offered eight priorities for respondents to rank including topics such as Aging Neighborhoods, Economic Competitiveness, Health and Well-Being, Housing Choices, Parks and Open Space, Schools and Education, Transportation Choices, and Water Conservation. Of the eight priorities available for respondents to select as their top-three choices, Schools & Education was the most popular priority across all demographic groups and zip codes, followed by Health and Well-Being and Parks and Open Space, respectively.

The MetroQuest survey also tasked respondents to identify their top-three choices of locations for future focus within the City of Henderson, including the Boulder Highway Corridor, Downtown Henderson, Galleria Drive Corridor, Lake Mead Parkway Corridor, North Green Valley, Southeast Henderson, Sloan Canyon Gateway and St. Rose Parkway Corridor. Of the eight priority areas available for respondents to select as their top-three choices, Downtown Henderson was the most popular area identified, followed by Boulder Highway Corridor and Lake Mead Parkway, respectively.

PHASE 2 ACTIVITIES

During Phase 2 activities, the focus of the engagement activities was to validate and refine the findings of Phase 1. The outreach strategy for this phase was crafted to capitalize on the success of hosting outreach at established events and through online methods.

Heritage Festival Hybrid Open House

City of Henderson Staff created a fun and engaging booth to bring visibility to Henderson Strong and collect input. The “hybrid” open house style brought Henderson Strong to a wide audience as the Heritage Festival is an immensely popular event held in Downtown Henderson that reaches more than 20,000 residents. This event is a Henderson tradition and attracts residents citywide. Its physical location ensured participation from downtown residents, which is important as the area continues to be identified as a priority for improvements. The participation of downtown residents helped validate and refine the outreach findings. Conducting outreach activities at a fun and engaging booth helped make Henderson Strong accessible to a wide audience; bring visibility to the planning process; and, collect community input in a fun, casual setting. We received input from nearly 200 engaged Henderson residents.

Phase 2 Survey

The Phase 2 survey garnered 1,381 responses. For the Phase 2 survey, the Project Team asked respondents to confirm the priority locations and identify desired improvements they would like to see in Henderson. The City of Henderson engaged community members in a simpler, shorter, on-line survey than Phase 1, refining the questions and allowing for some open-ended responses through the use of the Survey Monkey platform. The use of open-ended questions allowed participants to elaborate on specific strategies they would like to see implemented in three key locations: Downtown Henderson, Boulder Highway Corridor and Lake Mead Parkway.

Intercept Surveys

Building on the success of reaching community members through intercept events in Phase 1, the Project Team continued to go to city-wide events and high trafficked community meeting spots to reach a broad range of participants. Project Team staff attended events such as Crazy Spokes, the Art Festival of Henderson, and Henderson Shines (a community cleanup and recycling day), along with going to the Heritage Senior Facility, Valley View Recreation Center and Gibson Library.

Stakeholder Interviews

Members of the Henderson Strong Project Team conducted interviews with individuals and organizational representatives identified during Phase 2 activities. These interviews helped to identify potential partners for strategy implementation in the priority areas. In addition, the interviews provided an opportunity for the Project Team to delve deeper into specific topics, ensure that input from a particular group was captured, and further engage key stakeholders in the process. The Project Team identified and interviewed nine stakeholders representing either a business, organization, or resident living or working in Downtown Henderson, Boulder Highway Corridor, or Lake Mead Parkway priority areas.

Speakers Bureau Presentations

A continuation of the Speaker Bureau Presentations from Phase 1 kept citizens, professional organizations, boards, commissions and city leadership and staff up-to-date, to remain engaged and participating in the comprehensive planning process. The presentations shared draft strategies and allowed attendees to vet concerns, integrate comments and create shared buy-in.

Education Focus Groups and Surveys

Henderson residents value high-quality education. This has been a strong and consistent theme from public outreach for Henderson Strong and Assembly Bill 394 (legislation aimed to re-organize the Clark County School District). As part of Henderson's ongoing involvement in the AB394 Advisory Committee and community engagement efforts, through a complimentary initiative, the City of Henderson conducted two online surveys, hosted a community open house event and four focus group sessions with local community members. The purpose of these outreach efforts was to get Henderson residents' feedback on the topic of education and parental engagement. The focus groups also provided substantial information on suggested improvements to the educational environment and how students access their school. This complimentary initiative garnered nearly 2,000 additional resident inputs.

Phase 2 Findings

Outreach efforts from Phase 2 brought in over 1,300 survey responses (not including the AB394 efforts), over 200 in person interactions with community members, and 20 in-depth conversations with targeted stakeholders. The Phase II survey provided Henderson Strong with details on positive improvements to the community in the past 5 years; activities needed for Henderson to remain a premier community and desired improvements in three specific focus areas. Respondents provided more than 400 comments regarding positive improvements the City has made to parks and recreation within the last five years, highlighting City-led parks and recreation action as a success. This was consistent with overall agreement by respondents to "maintain parks, open space and natural resources" in the future. In addition, ensuring good jobs and a skilled workforce and improving the quality of schools and education in Henderson were highly rated actions requested by respondents.

The Phase 2 survey also allowed the public to provide input on desired changes or developments within three focus areas. For example, for Boulder Highway Corridor and Lake Mead Parkway Area, top

recommendations were for increasing the amount and variety of retail, grocery, dining and entertainment options in the area, including revitalizing and updating shopping centers. Likewise, in Downtown Henderson, the most commonly noted need was for increased and updated businesses in downtown, particularly in the Water Street district. More generally, respondents agreed that these areas need to be cleaned up, updated and revitalized.

PHASE 3 ACTIVITIES

During Phase 3 activities, the focus of the engagement activities was to receive and review public comments on the draft Comprehensive Plan. The outreach strategy for this phase was primarily through innovative and interactive online methods.

Public Comment

During this phase of public input, the goal of the Henderson Strong Project Team was to gather comments and feedback on the draft Comprehensive Plan. The public comment period occurred from September 1-30, 2016. The Henderson Strong Project Team used an interactive, visual tool entitled, CiviComment, which allowed members of the public a completely online review of the document in its entirety. The tool allowed people to suggest edits to language, photos and maps.

Phase 3 Findings

Overall, the public comment period was a success, garnering more than 230 comments from a variety of stakeholders including the public, professional associations, the business community and various staff members across city departments. Henderson Strong Project Team members addressed and reviewed comments, vetted additional strategies and suggestions with other City departments; developed updated graphic material, maps and an implementation matrix to identify key roles and actions for implementation of the Plan.

PHASE 4 ACTIVITIES

The Henderson Strong Project Team has heard directly from more than 5,500 residents since beginning their community outreach in the fall of 2015, and has created a plan for the future. During Phase 4, the focus of the engagement activities was to share Plan progress with residents, including staff responses to additional comments received during the public comment period and to preview the final Comprehensive Plan products prior to adoption. The outreach strategy for this phase primarily included workshops and open meetings promoted through email blasts, social media posts, press releases, new stories, Citywide emails, web banner inclusion and other promotional opportunities.

Open House Workshops

The City hosted two open house workshops on January 24 and 25, 2017. The workshops were held at the Henderson Multigenerational Center and the Henderson Convention Center. This method helped ensure a physical presence in the community and provide an opportunity for staff to interact directly with the public regarding the final product of the Comprehensive Plan by: reviewing goals, implementation items and land-use changes. More than 110 residents participated and both events were well attended.

Potential Land-Use Changes Notification(s)

Per NRS 278.210 outreach and notification efforts included:

- Letters to 450+ business and land owners near proposed land-use changes.

- Postcard mailer invitations to more than 2,250+ nearby residents/addresses.
- Notification in the Las Vegas Review Journal running on January 10, 2017.
- Neighborhood meetings held on January 24 and 25, 2017.

Speakers Bureau Presentations

A continuation of the Speaker Bureau Presentations from the previous phases kept citizens, professional organizations, boards, commissions and city leadership and staff up-to-date, to remain engaged and participating in the comprehensive planning process. The presentations shared draft strategies and allowed attendees to vet concerns, integrate comments and create shared buy-in. Specific presentations include those given to the Galleria Mall, Anthem residents and the Commercial Real Estate Development Association (NAIOP), among others.

City Council and Planning Commission Meetings

- Planning Commission meeting: Tentative adoption Spring 2017
- City Council meeting: Tentative adoption Spring / Summer 2017

Phase 4 Findings

- General support for the strategies proposed with some concern regarding potential land-use changes in Green Valley. Considerations will be forwarded to Planning Commission for further vetting.

Conclusion

The Project Team for Henderson Strong implemented a successful engagement strategy that tapped into the vision, knowledge and ideas of the general public and leaders in the community to craft a community-advised and community-based Comprehensive Plan. Henderson Strong's inclusive and innovative outreach methods aimed to "meet people where they are," such as at local fairs and events and through online formats, allowing people to participate on their own time and at their own comfort. Through continued engagement efforts, the City will continue to encourage community members to remain involved in the implementation and evaluation of the Comprehensive Plan.