



SOUTHERN NEVADA STRONG

DATE: March 25, 2025
TO: Scenario Planning Advisory Committee
FROM: EConorthwest, MIG, & RTC
SUBJECT: Scenario Planning Advisory Committee Meeting #1 Agenda

Date: March 25, 2025

Time: 10:00am – 12:00 PM PST

Location: [RTC Administration Building, Room 108](#)

1. Welcome and Introductions

Time: 10:00 AM – 10:10 AM (10 minutes)

2. Overview of the SNS Regional Plan Update

Time: 10:10 AM – 10:15 AM (5 minutes)

3. Scenario Planning Background

Time: 10:15 – 10:30 (15 minutes)

4. Examples of Scenario Planning

Time: 10:30 – 10:50 (20 minutes)

5. SWOT Analysis Exercise

Time: 10:50 AM – 11:35 AM (45 minutes)

6. What's Next: SNS Scenario Planning Workplan

Time: 10:35–11:55 (20 minutes)

7. Next Steps and Action Items

Time: 11:55 AM – 11:57 AM (2 minutes)

8. Open Forum and Adjournment

Time: 11:57 AM – 12:00PM (3 minutes)



Scenario Planning Advisory Committee (SPAC)

MEETING #1 SUMMARY

Tuesday, March 25, 2025

10:00 – 12:00 PM

RTC Administration Building, Room 108
600 S Grand Central Pkwy #350, Las Vegas (RTC Offices)

Overview

The RTC has launched the Southern Nevada Strong (SNS) 2050 Regional Plan Update, a new plan driven by our community to bring housing we can attain, higher-paying jobs, and better ways to get around the region for everyone. To support this effort, a dedicated Scenario Planning Advisory Committee (SPAC) was convened to guide the scenario planning elements of the Southern Nevada Strong (SNS) 2050 Regional Plan Update.

The first meeting introduced the purpose and framework of scenario planning, gathered background knowledge from participants, and engaged the group in a SWOT analysis to surface shared priorities and challenges for long-range planning in Southern Nevada.

Participants

SPAC members in attendance included representatives from:

- ◆ City of Henderson
- ◆ City of Las Vegas
- ◆ City of North Las Vegas
- ◆ Clark County Comprehensive Planning and Housing Departments
- ◆ Clark County School District (CCSD)
- ◆ Regional Transportation Commission (RTC) of Southern Nevada
- ◆ Nevada Department of Transportation (NDOT)
- ◆ NV Energy
- ◆ Nevada Housing and Neighborhood Development (HAND)

- ◆ University of Nevada, Las Vegas (UNLV) Lied Institute
- ◆ U.S. Nature Conservancy
- ◆ Sierra Club – Southern Nevada Group
- ◆ Southern Nevada Water Authority (SNWA)
- ◆ Urban Land Institute (ULI)
- ◆ National Association of Industrial and Office Parks (NAIOP)
- ◆ US Department of Housing and Urban Development (HUD) (via advisory partners)

Agenda

- ◆ Welcome and Introductions
- ◆ Overview of the SNS 2050 Plan
- ◆ Scenario Planning Background and Examples
- ◆ Strength, Weaknesses, Opportunities, and Threats (SWOT) Analysis Exercise
- ◆ What's Next: Scenario Planning Workplan
- ◆ Next Steps and Action Items

Welcome and Introductions

Michelle Larime (RTC) welcomed participants and provided an overview of the meeting's purpose and agenda. Participants introduced themselves and responded to the icebreaker prompt:

“What is your own personal or professional experience with scenario planning?”

Responses reflected a wide range of familiarity with the concept—from direct use in land use, school siting, and utility planning, to broader applications in sustainability, climate resilience, and community redevelopment. The diversity of perspectives helped frame the group's role in shaping a regional approach to long-range planning.

Overview of the SNS 2050 Plan

Tyler Bump (ECONorthwest) provided an overview of the Southern Nevada Strong (SNS) 2050 Regional Plan Update, situating scenario planning as a central strategy for shaping the region's long-range growth plan. Building on the original 2015 SNS Plan, the update aims to address pressing regional challenges, including housing affordability, transportation access, land use coordination, and climate resilience, through an integrated and forward-looking strategy.

Scenario planning will play a key role in this process by allowing regional partners to:

- ◆ Explore alternative futures based on trends, constraints, and community values
- ◆ Evaluate quantitative outcomes (e.g., housing supply, transportation access, infrastructure costs) across different growth patterns
- ◆ Support shared decision-making through collaborative analysis and reflection
- ◆ Define a preferred regional scenario that reflects both technical insights and stakeholder priorities

The presentation emphasized that scenario planning is not about predicting the future, but about managing uncertainty, testing assumptions, and building a strategy that is resilient to change.

The SNS 2050 process will use scenario planning alongside other components such as activity center analysis, housing needs assessments, and opportunity site evaluations.

Scenario Planning Background and Examples

Andrew Parish (MIG) provided an overview of scenario planning, including key concepts, vocabulary, and the role this tool will play in the SNS 2050 Regional Plan Update. Scenario planning was framed as a way to test assumptions, evaluate trade-offs, and explore alternative growth pathways under conditions of uncertainty.

The group reviewed a range of national and local examples—including the 2015 SNS Vision, Envision Utah, Charlotte's 2040 Comprehensive Plan, and the Truckee Meadows Regional Plan—to illustrate how scenario planning has been used to inform land use, infrastructure, and environmental decision-making in regions facing similar challenges.

To guide the conversation, participants were asked to reflect on the following questions:

“What’s most important for scenario planning to address in Southern Nevada?”

“What should success look like in a regional scenario planning process?”

The group emphasized that successful scenario planning in Southern Nevada must go beyond models and maps—it must also drive alignment, strengthen public understanding, and support political and institutional change.

Key themes from the discussion included:

- ◆ Southern Nevada’s constrained ability to grow outward, due to geography, Federal land ownership, and infrastructure limitations
 - ◆ Lessons from past “business-as-usual” development along the urban fringe, and the consequences of continuing that pattern
 - ◆ The need for greater investment in infill development, transit service, and regional collaboration
 - ◆ Funding and governance barriers, including state constitutional restrictions that prevent investment in certain public transit options
 - ◆ Recent success of regional planning in the SNWA Water Resource Plan
 - ◆ A broader lack of regionalism and aligned leadership, which makes long-term implementation difficult despite strong planning staff
-

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis Exercise

Facilitated by ECONorthwest and MIG, SPAC members engaged in a SWOT analysis to examine the Strengths, Weaknesses, Opportunities, and Threats that influence Southern Nevada’s ability to coordinate regionally, plan for the future, and achieve shared goals.

Participants were guided by the following overarching question:

“How do we come together as a region to determine a preferred growth scenario that aligns with community values and future needs?”

The exercise was designed to surface regional assets, challenges, and ideas that could inform the scenario planning process. Members were divided into small groups to ensure a mix of perspectives and experiences, and each group reported out key insights. Insights included:

Strengths: What strengths does the region have to develop and implement a shared vision for growth? What infrastructure, partnerships, or regional dynamics support collaboration and long-range planning?

- ◆ Strong tourism and multicultural identity
- ◆ Presence of organized labor and union strength

- ◆ Federal land availability (with caveats)
- ◆ Commitment to long-term planning within jurisdictions

Weaknesses: What are the biggest barriers to developing and implementing a shared vision for growth? Where do current planning efforts fall short? Are there governance or funding gaps that hinder long-term progress?

- ◆ Limited affordable housing
- ◆ Fragmented regional coordination and leadership buy-in
- ◆ State-level constraints on transportation funding
- ◆ Development pressure beyond urban boundaries
- ◆ Dependence on gaming and tourism industries

Opportunities: What new resources, policies, or partnerships could help the region plan more effectively? What strategies could build stronger alignment across agencies, jurisdictions, and communities?

- ◆ Partnerships with universities and school districts
- ◆ Workforce development innovation
- ◆ More intentional scenario modeling of environmental and financial resilience
- ◆ Regional policy alignment and cross-jurisdictional planning
- ◆ Major industry diversification

Threats: What regional or external challenges could disrupt the planning process or derail implementation? How might environmental, economic, or political pressures impact the region's ability to stay on course?

- ◆ Unpredictability around federal land use decisions
- ◆ Extreme heat and climate-related risks
- ◆ Lack of implementation tools and funding strategies
- ◆ Rising development costs and affordability pressures

What's Next: Scenario Planning Workplan

Andrew Parish (MIG) provided an overview of the upcoming scenario planning workplan, outlining how the process will evolve over the next several months. Scenario planning will serve as a key tool to test trade-offs, align regional goals, and guide long-term decision-making across the SNS 2050 Plan Update.

The workplan includes three main phases:

1. **Framing the Scenarios** – Define the values, challenges, and key questions that scenarios should explore, grounded in regional input and technical analysis.
2. **Building and Testing Scenarios** – Use a consistent framework to evaluate land use, transportation, infrastructure, and sustainability outcomes under different growth patterns.
3. **Creating a Preferred Scenario** – Identify areas of alignment and trade-off, and use this shared vision to inform recommendations for the regional plan.

Scenario planning will also integrate with other key components of the SNS 2050 planning process, including the Housing Needs Assessment, Economic Development strategy, and Activity Centers Analysis. Participants were encouraged to reflect on how this work could support better alignment across jurisdictions and advance shared regional outcomes.

To prompt discussion, participants were asked:

“Do you have questions about the SNS scenario planning process?”

“What else should the team be aware of as we embark on this work?”

Discussion highlights included:

- ◆ Participants emphasized the need for transparency around assumptions, especially related to land availability, development constraints, and infrastructure limitations.
- ◆ Several raised the importance of framing scenarios around real-world trade-offs—not just technical outputs—so the process can inform public engagement and decision-making.
- ◆ There was strong interest in ensuring that federal land management, funding limitations, and governance dynamics are reflected in the modeling process.
- ◆ The group asked for materials from other task group discussions (Housing and Economic Development), as well as access to the Underutilized Land Inventory, to help inform their understanding of regional development pressures.
- ◆ Some participants suggested that the process should include room to test bold or transformative ideas, in addition to more likely baseline scenarios.

Next Steps and Action Items

- ◆ Take the Phase I survey when it becomes available to share input on key priorities and scenario values.
- ◆ Review the “Business as Usual” scenario, which will serve as a baseline for comparing alternative futures.
- ◆ Review the initial framing of scenario alternatives, including key assumptions, outcomes, and trade-offs.

- ◆ Attend the next SPAC meeting in June 2025, where the team will present draft scenarios and gather feedback to refine the preferred regional growth vision.

The next Scenario Planning Advisory Committee Meeting will be held *virtually* on June 6, 2025 at 10:00 AM.

Southern Nevada Strong

Regional Plan Update



Scenario Planning Advisory Group

Meeting #1 March 25, 2025



SOUTHERNNEVADASTRONG

LET'S GROW OUR FUTURE TOGETHER

Agenda



- **Welcome and Introductions** (10 mins)
- **Overview of the Southern Nevada Strong (SNS) Regional Plan Update** (5 mins)
- **Scenario Planning Background** (15 minutes)
- **Examples of Scenario Planning** (20 mins)
- **SWOT Analysis** (45 mins)
- **What's Next: SNS Scenario Planning Workplan** (20 mins)
- **Next steps and action items** (2 mins)
- **Open forum and adjournment** (3 mins)

Welcome and Introductions



Welcome! Let's get to know each other.

Introduction Round-Robin:

Each person, please share:

- *Your Name*
- *Your Organization*
- *Your Role*
- *Your Answer to the Icebreaker Question*

Let's take a moment to connect and learn more about each other before we dive in!

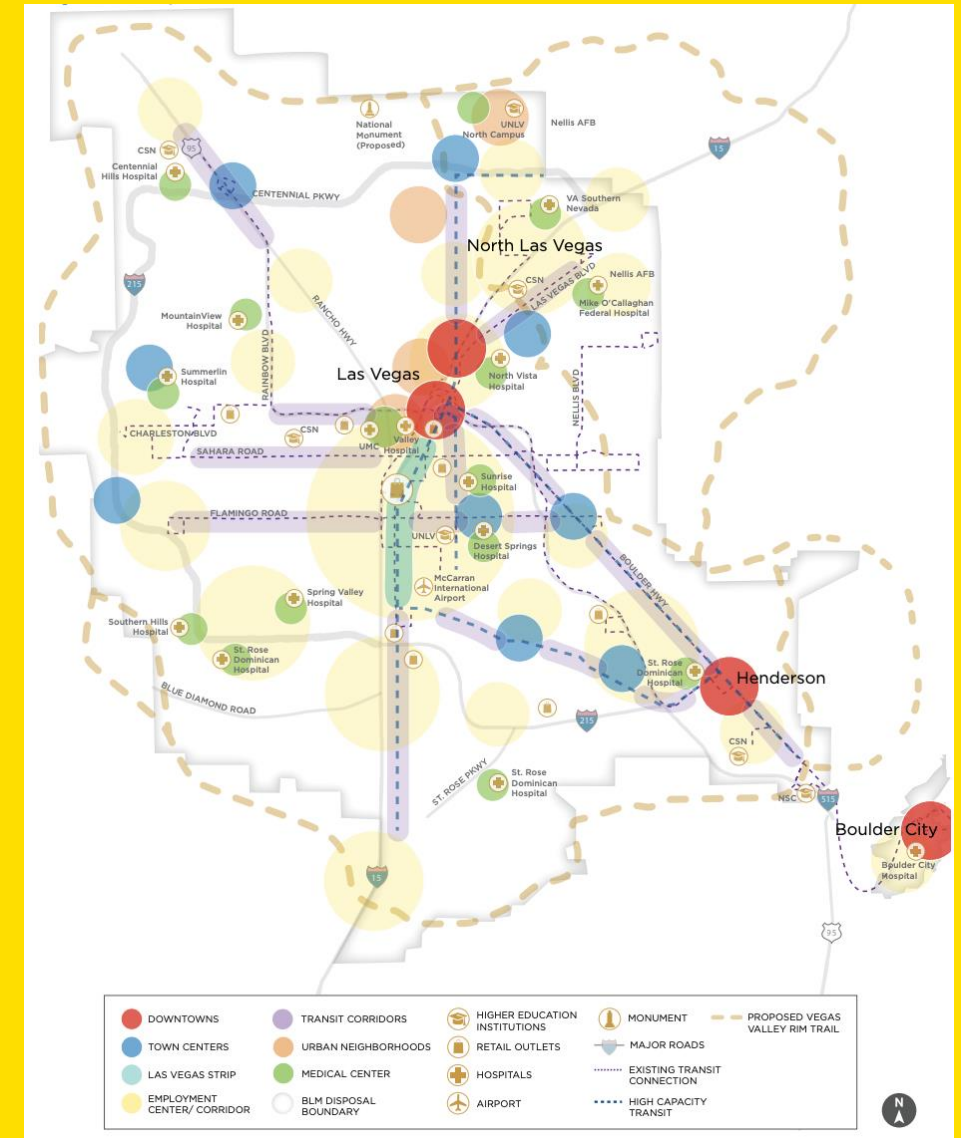
Icebreaker Question

What is your own personal or professional experience with scenario planning?

Overview of Southern Nevada Strong (SNS) **Regional Plan Update**

Evolving RTC's Role in Regional Planning

- **Adopted the Southern Nevada Strong (SNS) Regional Policy Plan** in 2015 to support growth.
- **SNS Plan promotes regional coordination** to tackle shared challenges and enhance quality of life.
- **RTC's MPO oversees the SNS Plan**, integrating transportation with housing, land use, and economic planning.
- **Plan update aims to** address challenges, strengthen coordination, and implement the 10-year update.



Overview of SNS 2050 Process



Role of the Scenario Planning Advisory Committee

The **Scenario Planning Advisory Committee** will help our team develop a regional housing strategy and regional plan for Southern Nevada.



- Attend meetings every few months to provide input and reviewing key deliverables related to the scenario planning tasks, along with policy development. Up to 5 Meetings.

ROLE OF THE SCENARIO PLANNING ADVISORY COMMITTEE

- 1** Represent yourself and your organization
- 2** Provide ideas and input
- 3** Review draft work products
- 4** Ask questions & participate in discussions

WHAT IS SCENARIO PLANNING?



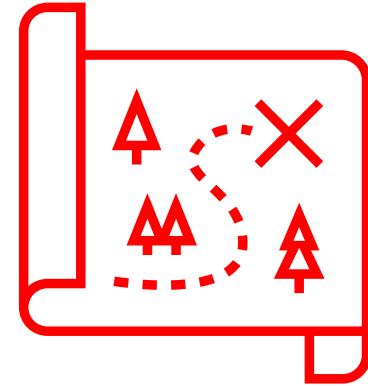
EXPLORATION

Identify
possibilities



ANALYSIS

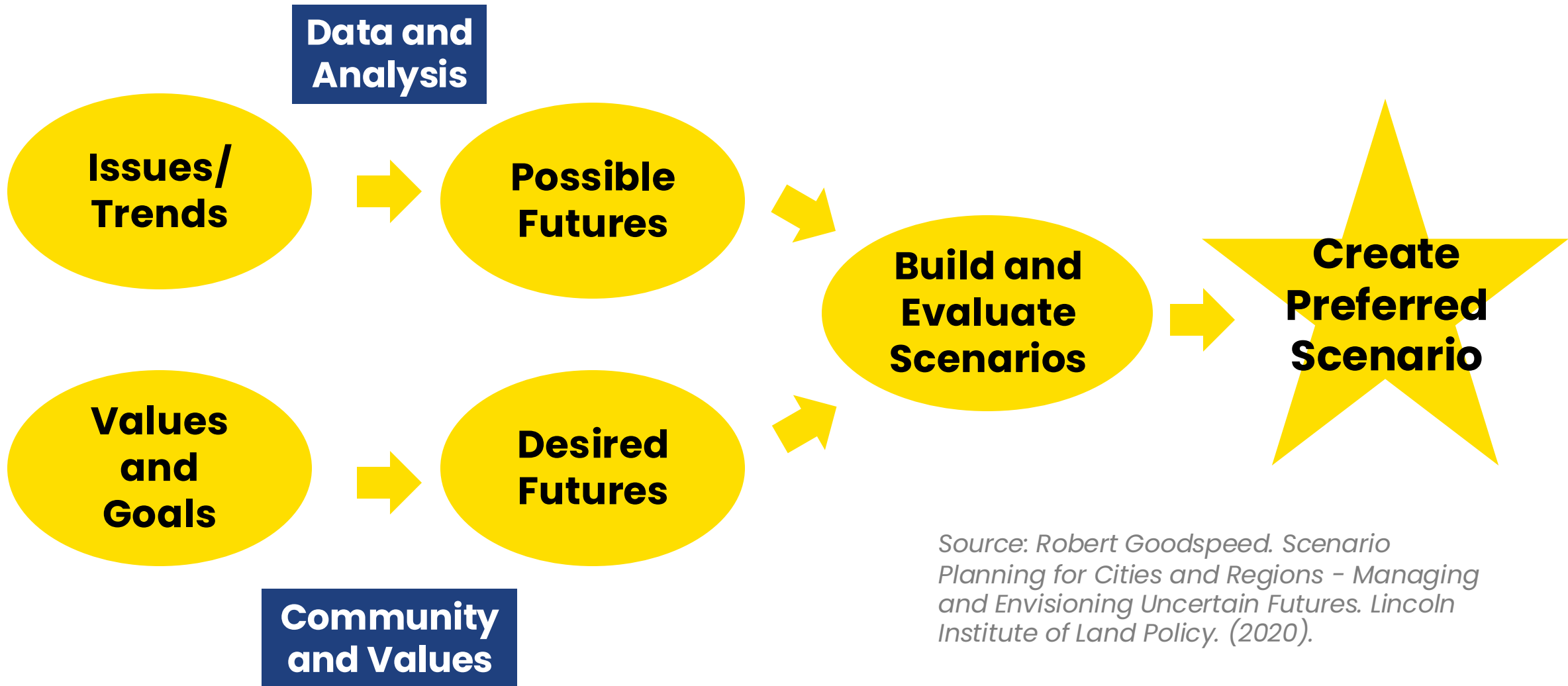
Evaluate
metrics



PLANNING

Strategize for
the future

WHAT IS SCENARIO PLANNING?



Source: Robert Goodspeed. Scenario Planning for Cities and Regions – Managing and Envisioning Uncertain Futures. Lincoln Institute of Land Policy. (2020).

WHY SCENARIO PLANNING?

**Improved
Decisions**

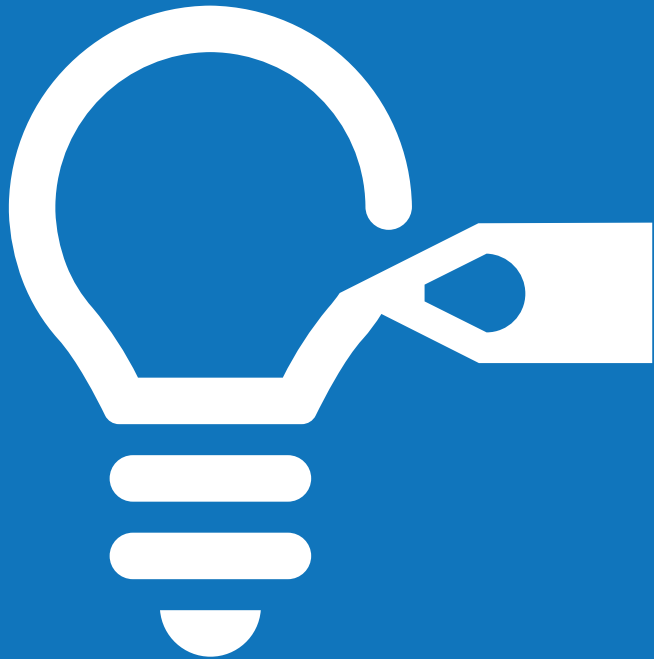
**Collective
Learning**

**Institutional
Change**

**System
Change**

Source: Robert Goodspeed. Scenario Planning for Cities and Regions – Managing and Envisioning Uncertain Futures. Lincoln Institute of Land Policy. (2020).

Lessons for Effective Scenario Planning Efforts



Projects should have 4–6 plausible scenarios

Scenarios are an opportunity for exploration

Relies on collaboration and participation

Tailor tools to the project at hand

Benefits from shared factfinding and social learning

Scenario Planning Examples

1. Charlotte, North Carolina – Charlotte 2040 Comprehensive Plan & Policy Mapping

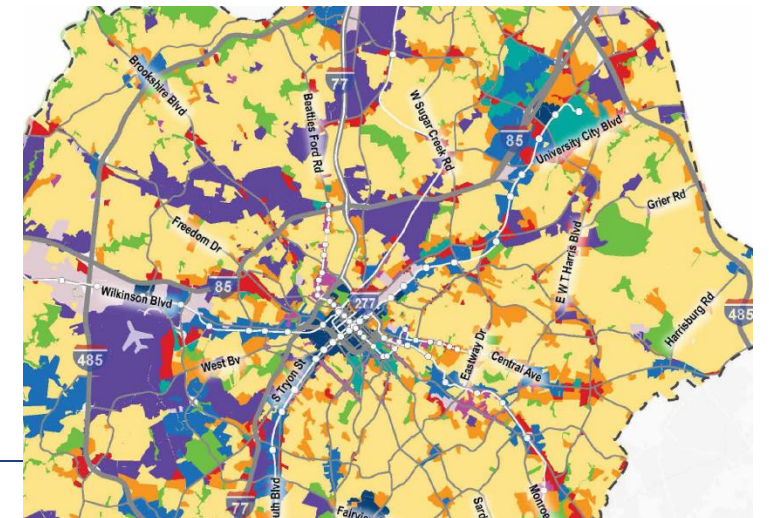
2. Truckee Meadows – Update to prior plan with Land Use Alternatives and Fiscal Impacts

3. Envision Utah – Statewide visioning starting in the 1990s

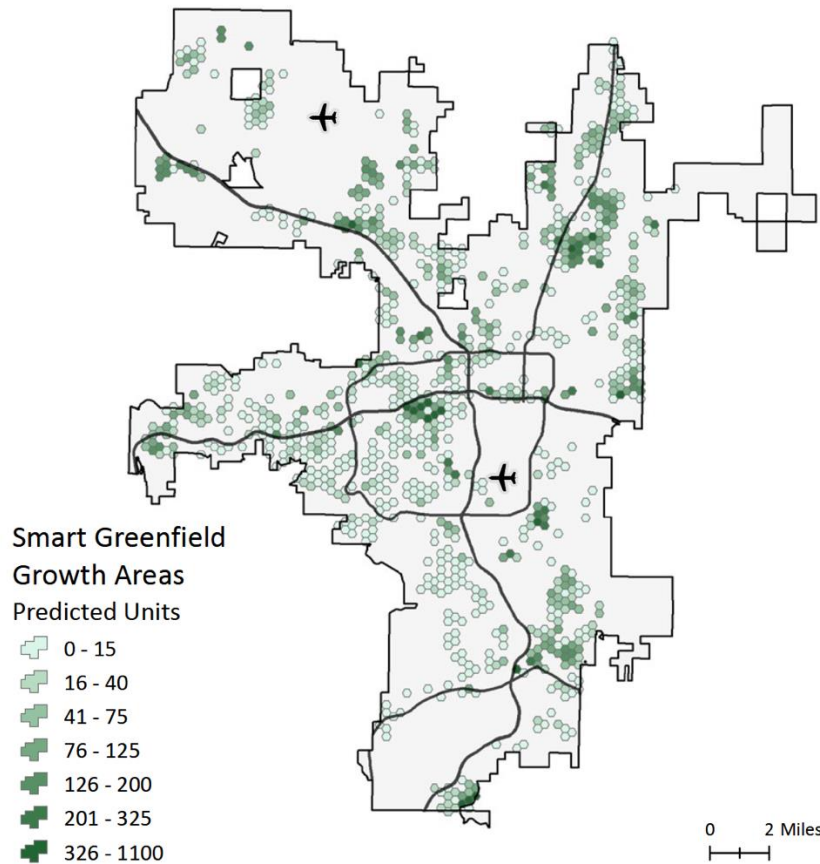
1. Charlotte 2040 Comprehensive Plan & Policy Mapping



2040
COMPREHENSIVE
PLAN

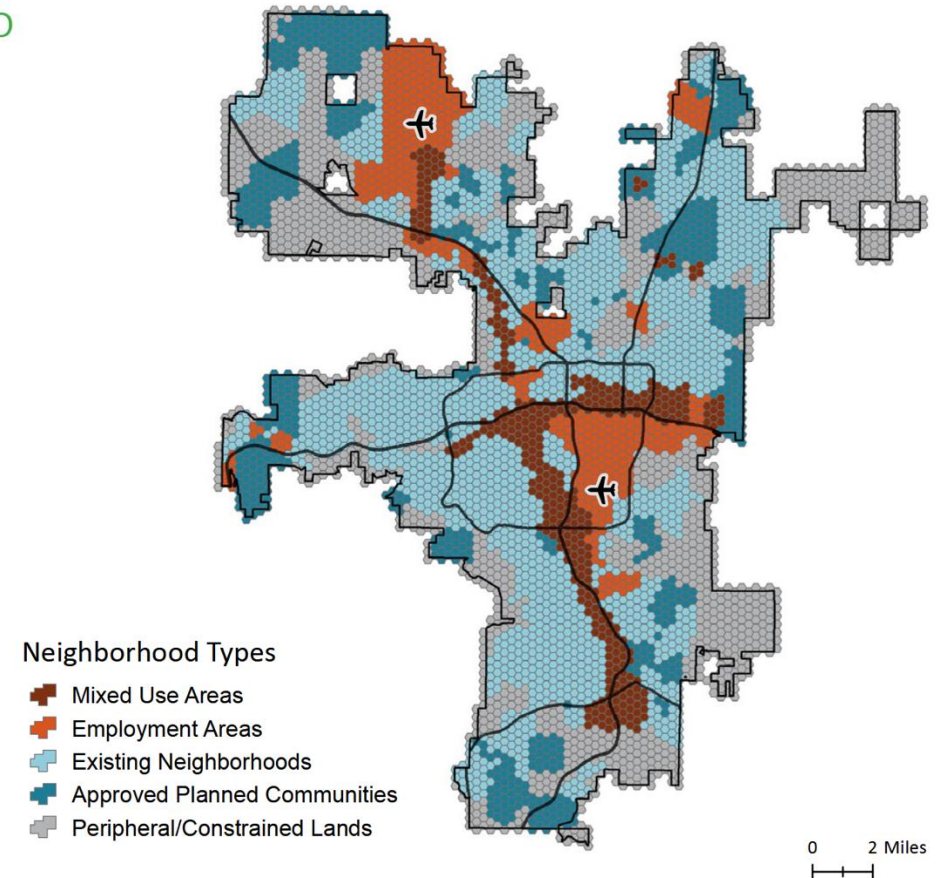


2. Truckee Meadows

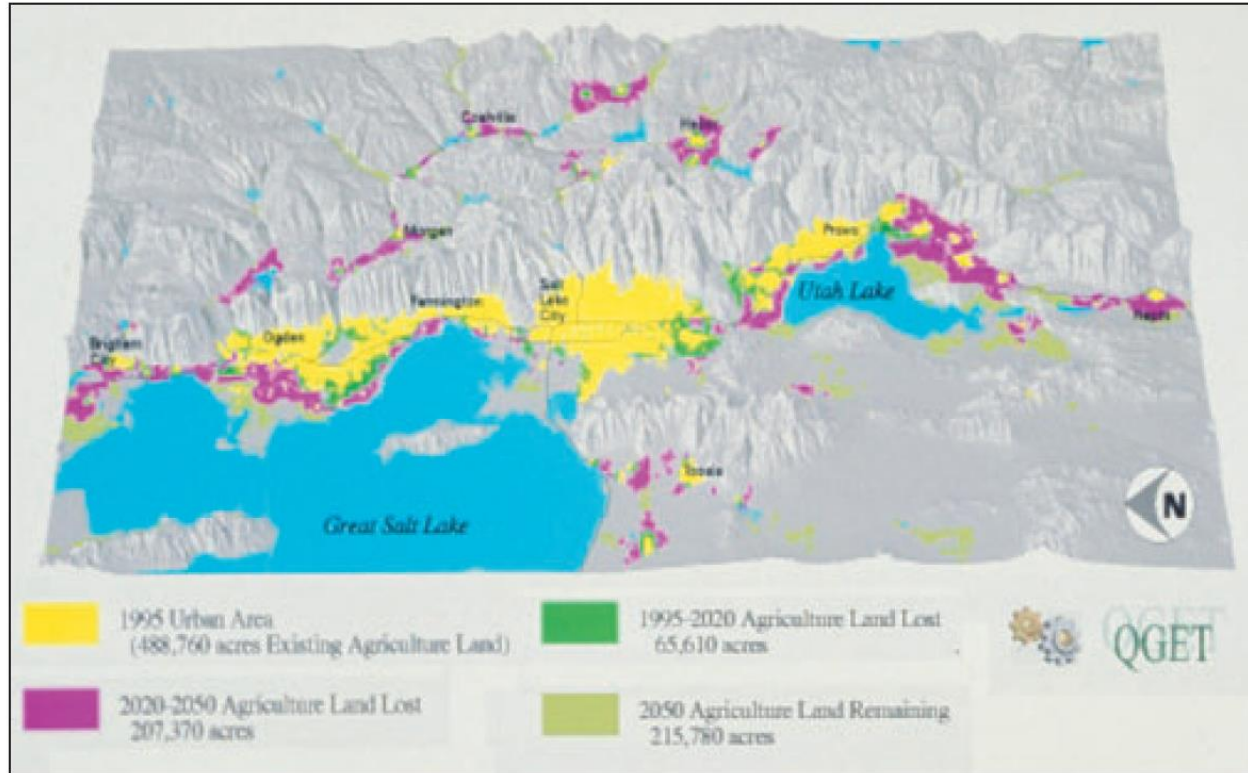


Smart Greenfield Scenario

- Emphasizes growth on larger, vacant tracts of undeveloped land
- Does not preclude infill but acknowledges challenges
- Housing type mix targets set to emphasize denser housing types
- Allowed for targeted changes to existing zoning



3. Envision Utah (2000s)



Baseline map projecting future land use development.

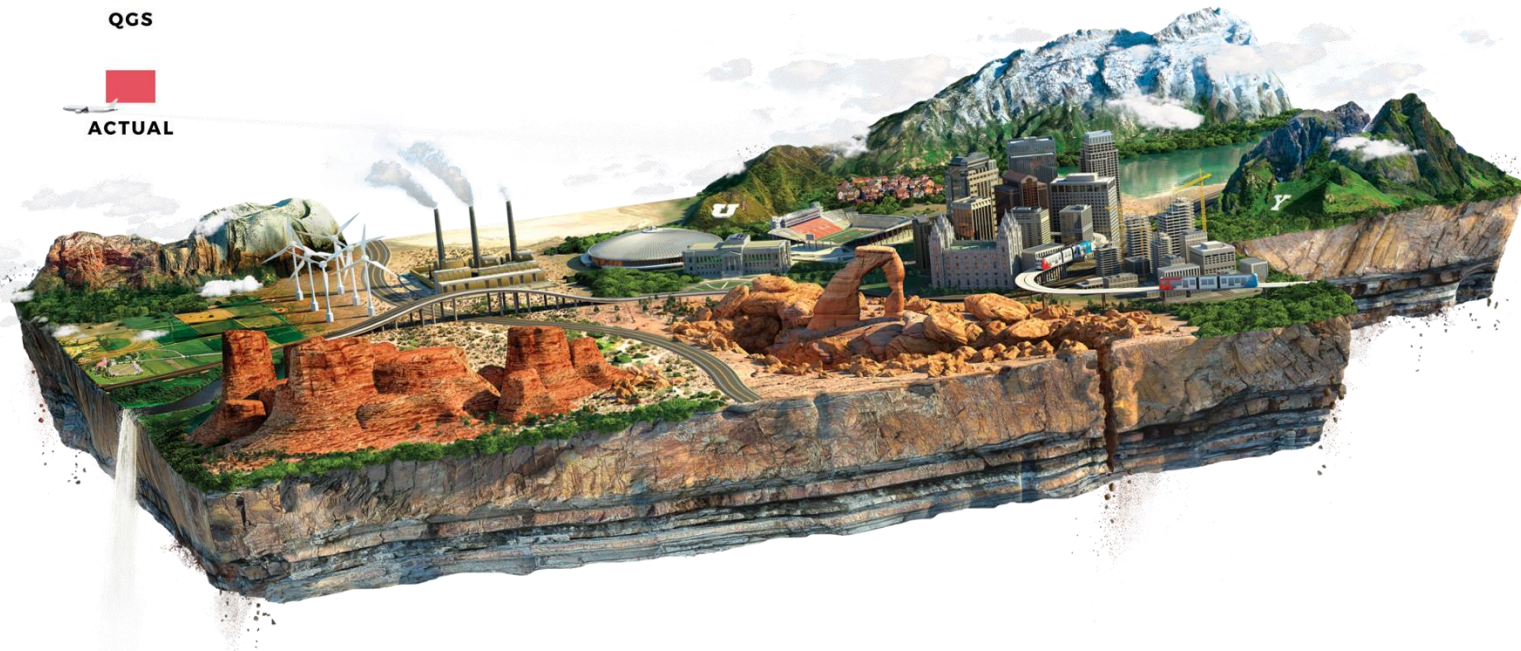
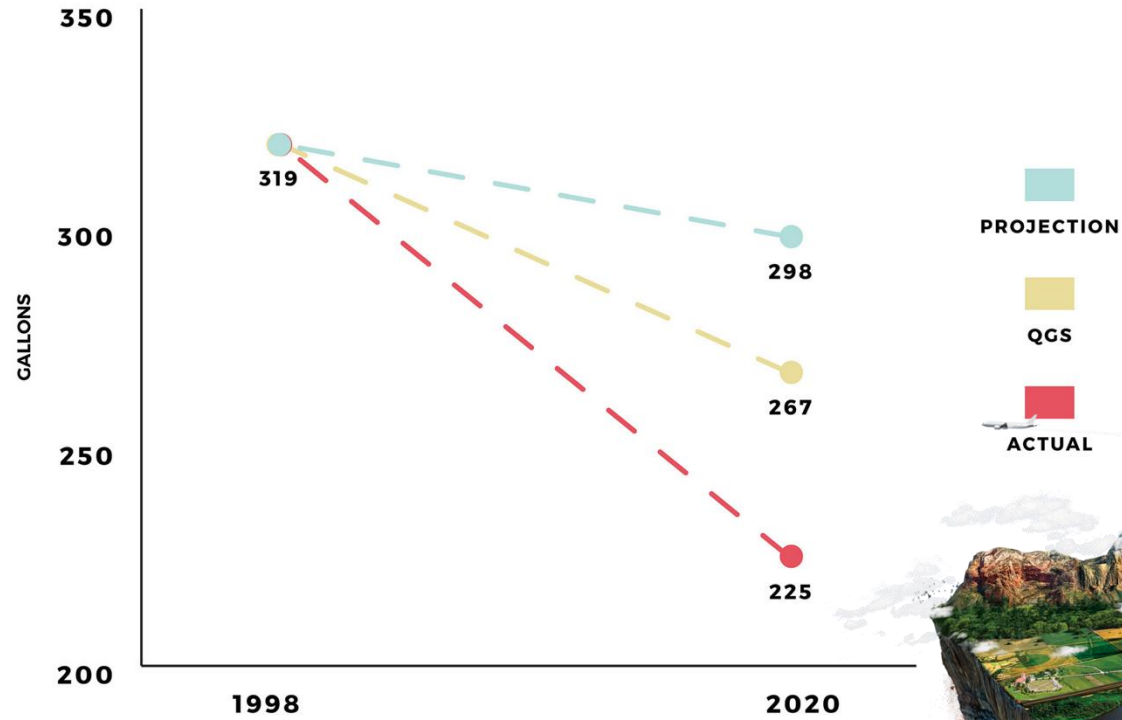


Scenario C

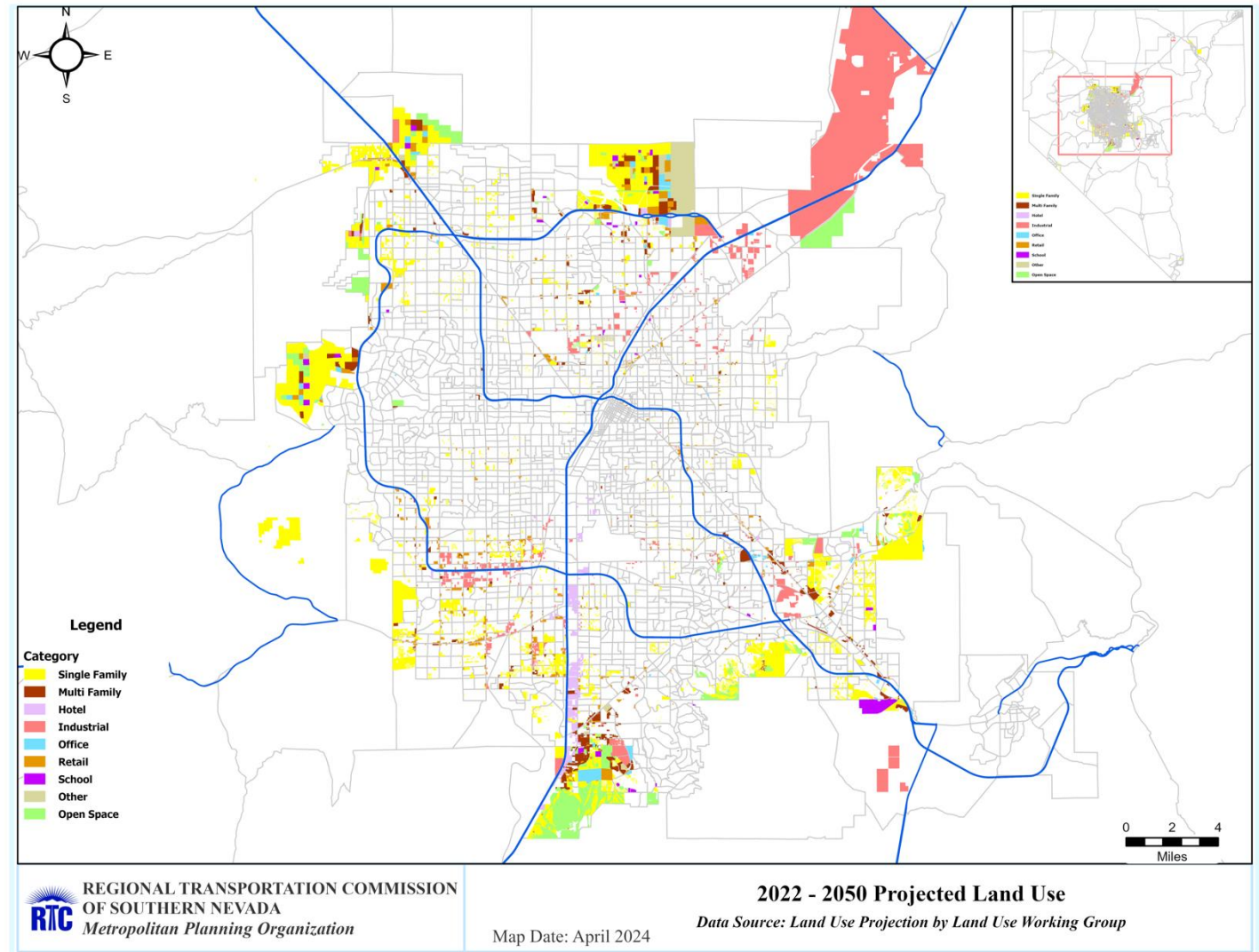
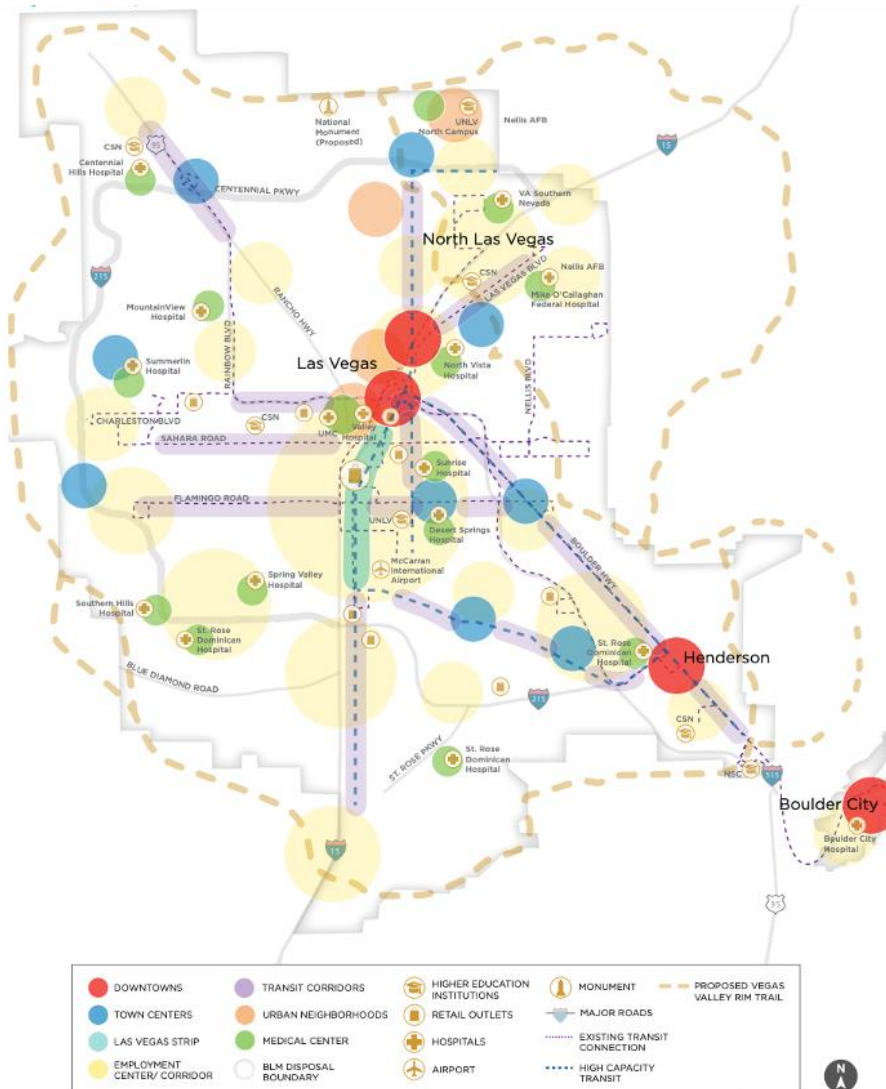


3. Envision Utah (2020s)

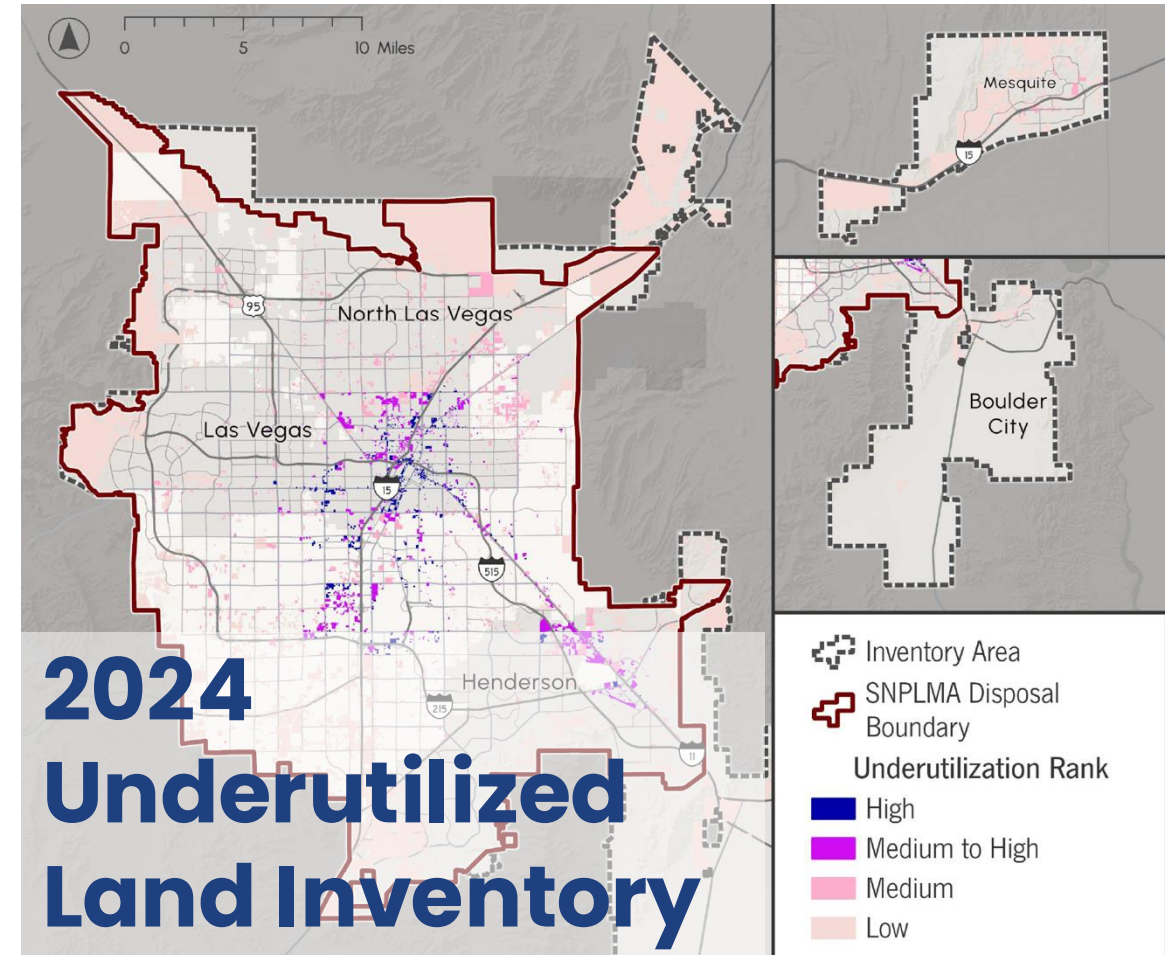
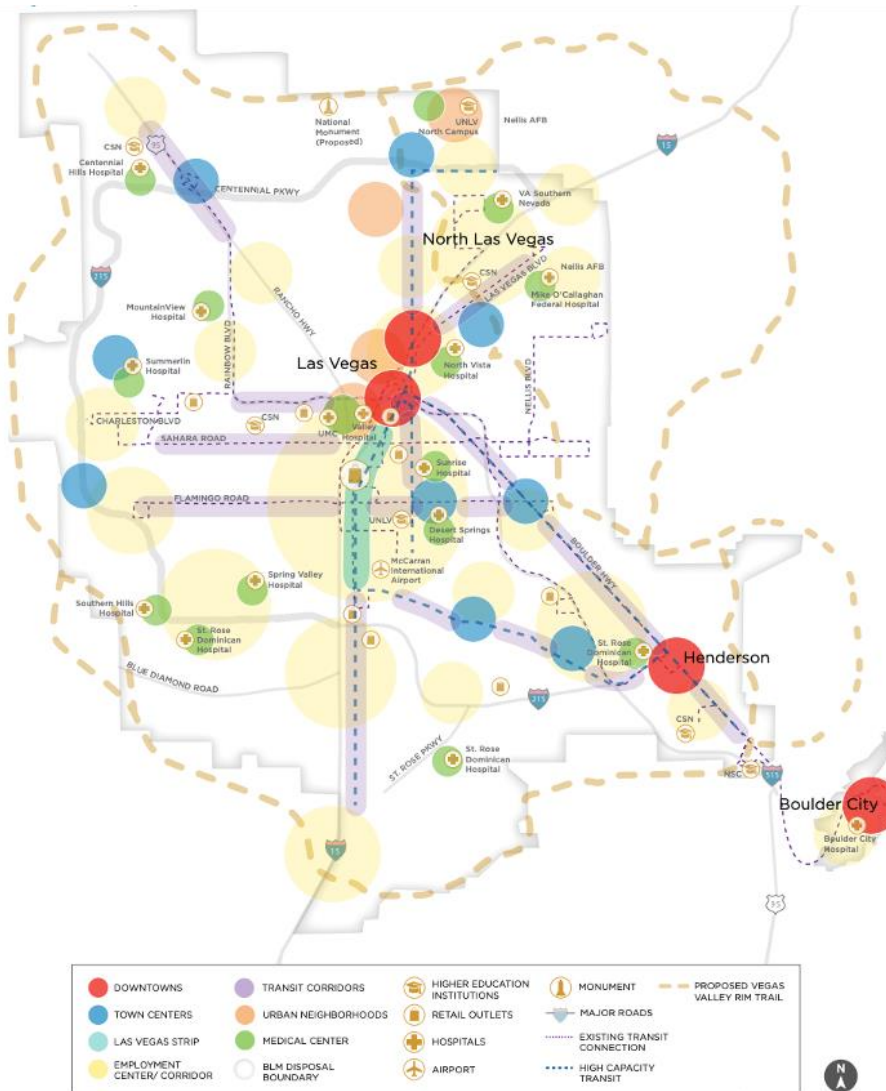
WATER USE PER CAPITA PER DAY
(10 COUNTY WASATCH FRONT + BACK)



Southern Nevada Strong 2015 Regional Plan



Southern Nevada Strong 2015 Regional Plan



Discussion

What has made Southern Nevada grow more like the “business as usual” scenario than the 2015 SNS Vision?

What are other examples of scenario planning? How is it currently being used in our community for planning?

How is the region currently benefitting from scenario planning?

SWOT Analysis Exercise

Understanding SWOT Analysis

A **SWOT Analysis** is a strategic planning tool used to assess an organization, project, or region by identifying key internal and external factors that impact success. It helps organizations make informed decisions and develop strategies for growth.

The Components of today's
SWOT Analysis include:

Strengths	Weaknesses
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BREAKOUT GROUP #1

- **Andrew Powell**
- **Minjia Yan**
- **Jamie Thalgott**
- **Laura Martin**
- **Jacob Simmons**
- **Mike Jackson**
- **Maurica Baca**

BREAKOUT GROUP #2

- **Zane Marshall**
- **Johanna Murphy**
- **Tony Vanchieri**
- **Gena Kendall**
- **Niki Thomson**
- **Sabina Malik**

BREAKOUT GROUP #3

- **Dimitrios Karapanagiotis**
- **Marco Velotta**
- **Martin Geiss**
- **Vinny Spotleson**
- **Jodi Bechtel**
- **Geri Inciso**

Virtual Group

- **Simon Kim**
- **Leo Murrieta**
- **Sabrina Glenn**
- **Rebecca Kapuler**

Staffing

- **Breakout #1: Tyler & Josie**
- **Breakout #2: Lee Ann & Justin**
- **Breakout #3: Andrew & Miguel**

STRENGTHS

- What strengths does the region have to develop and implement a shared vision for growth?

WEAKNESSES

- What are the biggest barriers to developing and implementing a shared vision for growth?

SNS Process

1

**Data
Acquisition**



2

**Baseline &
Business-
As-Usual
Scenario**



3

**Create &
Evaluate
Future
Scenarios**



4

**Create One
or More
Preferred
Scenarios**



5

**Policy and
Implement-
ation**



SNS Process

1

**Data
Acquisition**



2

**Baseline &
Business-
As-Usual
Scenario**



3

**Create &
Evaluate
Future
Scenarios**



4

**Create One
or More
Preferred
Scenarios**



5

**Policy and
Implement-
ation**



**PUBLIC
ENGAGEMENT**

**Sharing
Trends**

**Sharing
Alternatives**

**Sharing
Results**

SNS Process

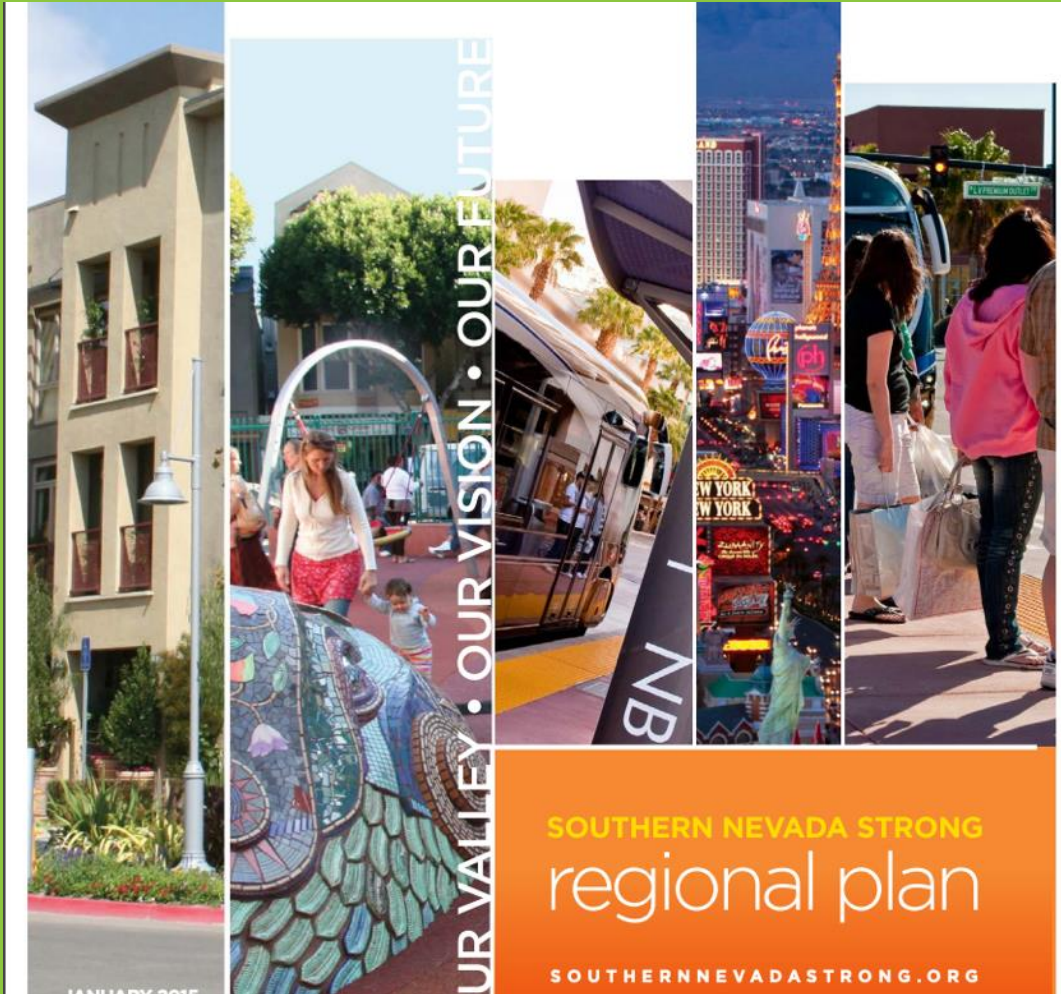


Discussion:

Do you have questions about the SNS scenario process?

What else should the team be aware of as we embark on this work?

Next steps



- **Take the Phase I survey** when it becomes available
- **Review** “Business as Usual” Scenario
- **Review** initial Framing of Scenario Alternatives
- **Next meeting** in June 2025



Thank you!



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