

Executive Summary



OUR COMMUNITY



OUR FUTURE



MAY 2017



HENDERSON COMPREHENSIVE PLAN



HENDERSONSTRONG

Acknowledgements

City of Henderson staff, the Henderson Planning Commission, the Henderson Strong Comprehensive Plan Advisory Committee, along with industry experts, professional planners, Henderson residents and community members, local business leaders, nonprofit groups, faith-based organizations, private and public sector stakeholders, elected officials and community groups weighed in and shared their input and priorities to help define the shared vision for our community. In doing so, they helped to identify ways to apply the strategies identified in the Southern Nevada Strong Regional Plan on a local level to improve conditions here in Henderson.

Subject matter experts from a variety of public, private and nonprofit organizations also participated in working groups to provide technical expertise and assistance in synthesizing public input into draft plan strategies. Together, they comprised seven Stakeholder Groups that focused on specific areas: Healthy Communities, Economic Development, Schools and Education, Community Engagement, Housing, Environment and Transportation. The Henderson Planning Commission and the Henderson Strong Comprehensive Plan Advisory Committee will review the draft and recommend the final version for adoption by the Henderson City Council upon the document's completion.

Special thanks to the vision and leadership of Henderson's Mayor and Council, including Mayor Andy Hafen, Councilwoman Gerri Schroder, Councilwoman Debra March, Councilman John Marz and Councilman Dan Stewart who empowered the Community Development and Services Department, under the supervision of Director Stephanie Garcia-Vause, to manage this effort on behalf of the City of Henderson.



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WHAT IS SOUTHERN NEVADA STRONG?

The City of Henderson was the lead agency in developing the recently completed Southern Nevada Strong Regional Planning project – a three-year effort funded by a \$3.5 million grant from the U.S. Department of Housing and Urban Development (HUD). SNS involved extensive research, community outreach efforts and collaboration among multiple jurisdictions, resulting in Southern Nevada’s first federally-recognized Regional Plan for sustainable development, identifying goals, objectives and strategies to better integrate housing, transportation and jobs and ultimately improve quality of life and economic competitiveness throughout the valley.

The final SNS Plan was adopted by the Southern Nevada Regional Planning Coalition, the Regional Transportation Commission and all local municipalities.

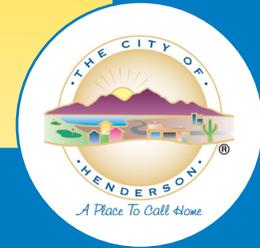
For more information visit
SouthernNevadaStrong.org.

Great places are not created by accident. Communities like Henderson make choices every day about the type of places they will become. Today’s communities have been shaped by numerous decisions over time and will continue to be reshaped by those of the future. The City of Henderson, time and again has proven its inherent strength and resiliency, as well as its ability to come together as a community.

Henderson has experienced demographic and economic change since its last Comprehensive Plan was adopted in 2006, and is projected to continue changing and growing over the next 20 years. Additionally, both the regional and local economy experienced a significant downturn during the Great Recession of 2007-2009. While today, in 2016, the economy is experiencing a continued rebounding, this experience and these changes, in addition to state requirements, warrant a comprehensive re-evaluation of current conditions and community priorities in order to keep Henderson an attractive place for those who choose to live, learn, work and play here.

Henderson recently completed the Southern Nevada Strong (SNS) Regional Planning project. As the leader of the regional initiative, Henderson is making a conscious effort to tie its citywide Comprehensive Plan directly to SNS in order to position the City as a regional leader and to apply regional principles locally. Choosing “Henderson Strong” as the brand for our citywide planning effort reinforces the connection with the Regional Plan and leverages the research and input that it has to offer.

As a citywide planning document, the Comprehensive Plan communicates the vision, long-term goals and strategies that guide the physical development and orderly management of growth in the city over the next 20 years.



A comprehensive plan that supports the priorities of its residents is one of the most effective tools available to make positive changes in communities. Henderson Strong provides:



- » **Guidance for the next 20 years** to support a projected population of approximately 390,000 people.
- » **Clear and effective goals and strategies** for achieving the community's vision.
- » **Predictability and fairness** for all citizens and stakeholders through a land use plan that offers appropriate recommendations for the type, location and scale of new development.
- » **An organizing framework** that allows City departments, organizations and the community to successfully utilize the related plans and guiding documents toward a common purpose.
- » **Priority areas of 'on the ground' case studies** where policies are applied to specific priority areas within the city and can be replicated.
- » **A vision map** that shows how the themes of the Comprehensive Plan apply spatially.
- » **A revamped Master Transportation Plan** that includes policy language, a map and a table that integrate land use and transportation and apply Complete Streets concepts.
- » **Sidebar articles and research** introducing trends, best practices and creative techniques for capital improvement funding.

A PLACE TO CALL HOME

The City adopted the slogan "Henderson - A Place to Call Home" in order to reflect a community that enjoys small town values while benefiting from big city efficiencies. The fine amenities found in our community include a celebrated variety of excellent shopping, dining and entertainment options, earning Henderson national recognition and awards, such as:

- » **National Gold Medal Award Winner for Excellence in Parks and Trails** from the National Recreation and Park Association
- » **One of America's Best Cities** by *Business Week*
- » **One of America's Safest Cities** by *Forbes Magazine*
- » **A Bicycle Friendly Community** by the League of American Bicyclists
- » **Certified 4-STAR Community** in the STAR Community Rating System for Sustainability
- » **Age Friendly Community** by AARP and the World Health Organization



Henderson in 2016

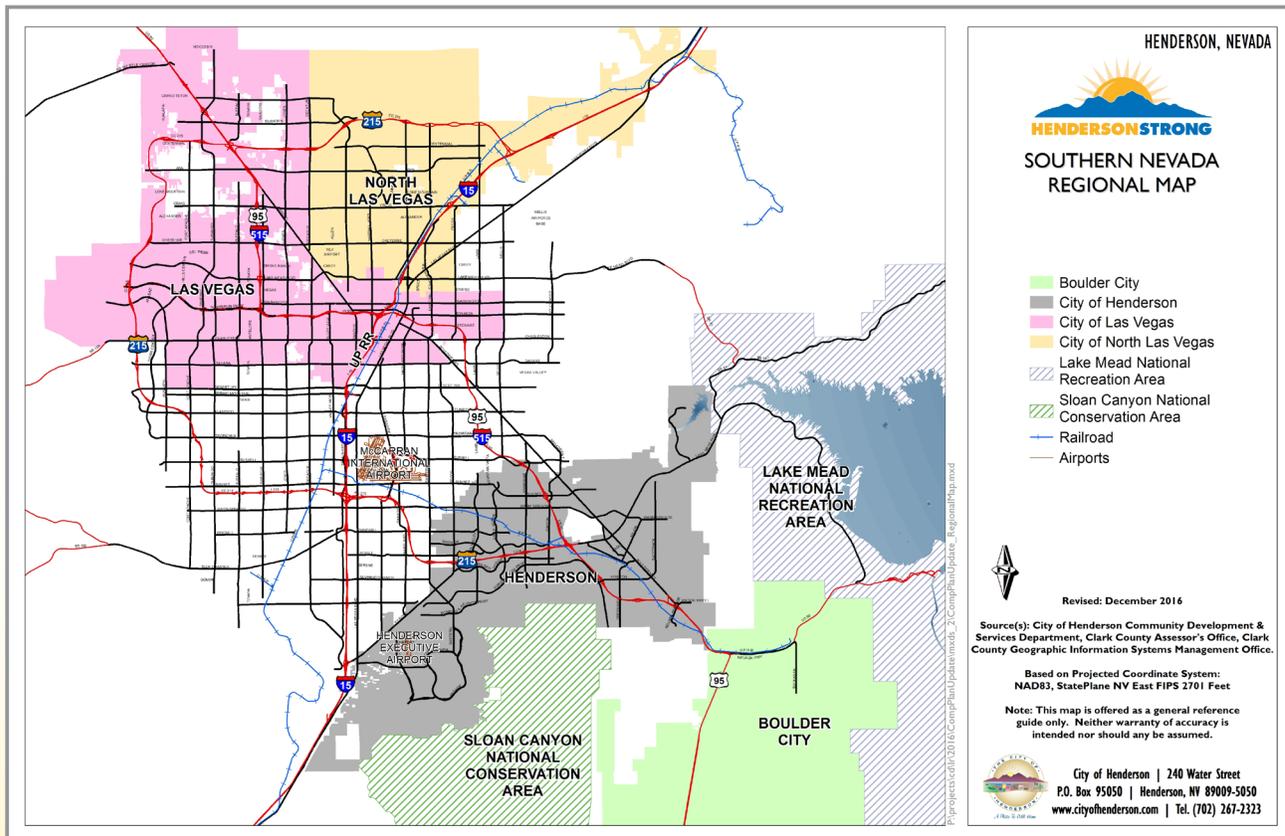
Located in the southeastern portion of the Las Vegas Valley and less than 20 miles from downtown Las Vegas, the City of Henderson is surrounded by abundant natural beauty, including mountain ranges and permanently protected local and federal open space and recreation areas. Lake Mead National Recreation Area bounds the city to the east and Sloan Canyon National Conservation Area bounds the city to the south. The climate of the region is classified as a subtropical, hot desert climate, with mild winters and hot summer months.

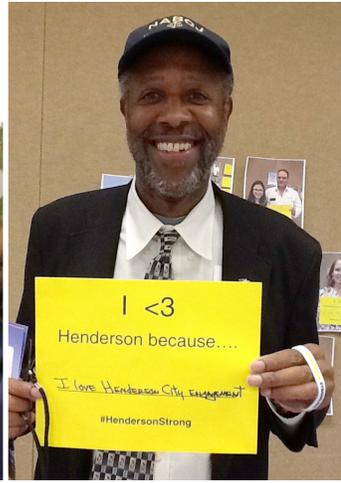
A freight railroad route (UPRR) and two interstate highways (I-15 and US 95) and the 215 Southern Beltway cross Henderson and serve to connect people and move goods throughout the city and to other parts of the state. Together with Las Vegas, North Las

Vegas, Boulder City and the unincorporated townships of Clark County, these communities comprise the Southern Nevada region.

The City of Henderson is the second-largest municipality in Nevada, with an estimated population of 290,000. Incorporated in 1953, Henderson currently encompasses more than 105 square miles and is situated near three of the most renowned man-made attractions in the world – the Las Vegas Strip, the Hoover Dam and Lake Mead National Recreation Area. It also sits adjacent to one of the most significant cultural resources in Southern Nevada – the Sloan Canyon National Conservation Area – home to not only extraordinary hiking but to one of the most historically significant collections of Native American rock art, including more than 1,500 distinct petroglyphs.

Figure 1: Southern Nevada Regional Map





Of all the municipalities within Clark County, Henderson has perhaps the brightest future for Southern Nevada. Planned residential areas, progressive business development, new roads and public works projects, outstanding parks and recreation facilities and excellent schools serve to make Henderson one of the nation’s most dynamic communities.

Henderson residents and businesses love their city and consider it a great place to live, learn, work and play. Henderson is home to a committed citizenry who value a great public education system, health and well-being, strong neighborhoods, economic opportunity and reliable transportation. The city possesses many of the critical resources needed to realize a shared vision of success: generally affordable quality housing stock, ample parks and outdoor recreation opportunities, a strong workforce and a culture of community pride and inclusion. Henderson has made progress in identifying and responding to trends and challenges that include rapid population growth and a rebounding economy after the last recession. To maintain its desirable conditions, the City must continue to address issues and challenges and respond to coming trends. The Henderson in 2016 section serves as a baseline for this Plan and will help track and monitor our progress toward the future.

Ensuring competitiveness for implementation funding through local, state and national sources is one reason Henderson sought to



Henderson residents and businesses love their city and consider it a great place to live, learn, work and play. The Henderson Strong initiative asked the community to weigh-in and define a shared vision for our future.

align its plan with the SNS Regional Plan. SNS identified a series of priorities, goals and strategies to increase the region’s economic resiliency. And, the Comprehensive Plan allows Henderson to customize and apply these principles at the local level in creative ways that work for our unique community. 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 itself.

Henderson community members, including residents, local business leaders, nonprofit groups, faith-based organizations, private and public sector stakeholders, elected officials and other community groups weighed-in to help define a shared vision for the community.

KEY CHALLENGES AND OPPORTUNITIES FOR THE CITY OF HENDERSON

The following table of key challenges and opportunities for the City of Henderson are based on the preceding analysis of current conditions and extensive community input.

Courtesy of The District



Key Challenges

Opportunities

Growing population.

Henderson is a desirable community that expects to add new residents and retirees to the tune of 100,000 by 2036. This continued growth contributes to overcrowding of schools, traffic congestion, increased water usage and other related impacts.

Diversified population.

The city's population is becoming more diversified, which adds to the city's cultural richness. Bi-lingual communications (English/Spanish) may help some new residents participate more actively. New residents also may be more receptive to new development patterns and be more willing to use transit as these resources become available.

Growing demand for new homes.

Our growing population creates demand for more housing and creates pressure to convert employment lands to residential uses. This will limit opportunities for future job-generating uses in key locations. It also sustains the imbalance of residential development relative to other uses.

Marketing employment lands.

Proactively marketing our employment lands to employers consistent with our economic development strategy can help the city attract the quality jobs it needs to keep residents working closer to home.

Maintain education as a priority. Continually one of the highest priorities for residents, education standards need to be improved, school choice needs to be broader and areas surrounding our learning environments need to be safer and easier for parents and children to walk and bike to school.

School siting and connectivity.

Expansion of Safe Routes to School, Complete Streets and other policies can help shape and improve the environments around our schools. Active participation by the City in school siting decisions can proactively address these issues as new facilities are conceptualized and built. Additionally, the City can participate in future discussions regarding school choice and improving the standard of education throughout Henderson schools.

Jobs and housing imbalance.

Most residents work outside of the city. Residents spend an average of 61% of their income on transportation and housing, compared to 55% for typical Clark County residents. This imbalance also burdens municipal coffers.

Locate jobs near housing and services.

When businesses, housing and stores are located closer together and are served by transit, this lowers personal costs and conserves government resources. This type of development supports the economy by making it cheaper and easier for people to get to work, increasing foot traffic for small businesses and attracting employers and workers who value a community's quality of life.



Key Challenges

Water usage.

As a desert community with a growing population, Henderson's water resources will always need to be carefully managed and conserved.

Auto-focused development.

Henderson's development patterns require residents to have a car to be able to travel easily and efficiently. Eighty percent of Henderson residents currently commute by car.

Limited housing choices.

70% of Henderson's housing stock (or 82,000 units) are single family homes; fewer options are available at lower price points.

Air quality and heat islands.

Vehicle usage and the area's geography combine to make these ongoing issues.

Poor Connectivity.

Traditional development patterns have typically seen new growth expanding the edge of the community, with land uses often separated by block walls. This has made it difficult for people to walk or bike to jobs and services, which doesn't allow people to incorporate physical activity into their day.

Opportunities

New technology and green building techniques.

Retrofits, green building techniques and new development provide opportunities to incorporate new technology and infrastructure improvements that reduce water usage.

Active transportation solutions.

A growing emphasis on walkable and bikeable communities and an increasing interest in public transit shows strong community support for policies and projects that better integrate land use and transportation planning, and that increase transportation choice, and will likewise necessitate continuity of facilities and better integrated land use and transportation planning.

More housing options.

Current residents indicate a growing interest in a wider variety of housing options. New residents also may generate demand for different housing types. Locating higher density, multi-unit buildings near transit can provide these options in a way that reduces traffic impacts and the amount residents have to spend overall on housing and transportation. Additionally, seniors prefer to remain in their communities as they age rather than moving and will need access to different levels of supportive housing and proximity to top notch medical care.

Green building techniques and new development patterns.

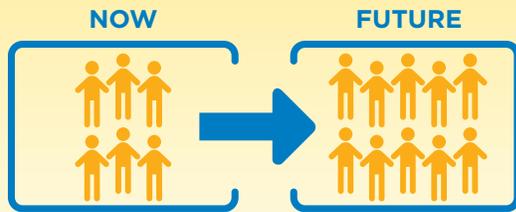
Efforts to change development patterns, incorporate sustainable features and provide greater transportation options can help reduce overall car usage and related pollution and emissions.

More compact development.

Improvements to our streets, walkways and bike paths can address this problem and increase opportunities for physical activity.

Need for the Comprehensive Plan

Growing Population



Henderson is home to 290,000 residents who take great pride in their community and value the unique attributes that offer an enhanced quality of life, including outstanding parks and recreation facilities, progressive planning, the availability of quality housing, a robust workforce as well as a variety of cultural arts programs and amenities. However, the City projects an additional 100,000 people by the year 2036 and in order to maintain these premier standards, the City of Henderson must continue to address the needs of its current residents and the impending challenges associated with growth and future development.

Over the past 20 years, Henderson has been among the fastest growing cities in the nation and today is home to 290,000 people. Between 2000 and 2010, more than 80,000 people moved into Henderson, an annual average growth rate of 4.7%.¹ Growth is expected to continue in the future, albeit at a slower pace than experienced in the past two decades. Housing values for new homes in Henderson are generally higher than in surrounding communities. These homes continue to be built on the expanding outward edges of the community while lower-income residents tend to live in older housing stock located closer to Downtown Henderson.

Public School Performance

Clark County School District (CCSD) operates 37 public schools in Henderson, including 25 elementary, seven middle and five high schools. Henderson is home to ten charter schools and 15 private schools.

Henderson residents continue to prioritize the quality of education in their community and are concerned about the performance rate of CCSD. Compared to the national average, CCSD has a low graduation rate, with 71% of high-school-aged CCSD seniors graduated in 2014, more than 10% lower than the national average of 82% reported that same year.² Additionally, Nevada is ranked 47th out of 50 for overall child well-being according to the Annie E. Casey Foundation.³

Two constraints, a low public expenditure per pupil and a high pupil-to-teacher ratio, have been highlighted as some of the biggest barriers to student success. In 2009, Clark County spent just more than \$8,200 per pupil, the lowest amount of all 17 Nevada counties.

While student achievement on average is lower in CCSD, many of the most highly rated schools are located in the City of Henderson.

Figure 2: CCSD School Star Ratings 2014



Source: Applied Analysis. Note: Not all schools are rated.

1 Source: U.S. Census Bureau, 2000 Census, 2010 Census.
 2 National Center for Education Statistics, Adjusted Cohort Graduation Rate (ACGR) in the United States, http://nces.ed.gov/programs/digest/d15/tables/dt15_219.46.asp
 3 Source: Annie E. Casey Foundation, 2016 Rankings: <http://www.aecf.org/m/databook/2016rankings.pdf>

DID YOU KNOW?



82% of people working in Henderson commute via single-occupancy vehicle.

Over **90,000** Henderson residents commute outside of the city to work every day.



Henderson residents spend an average of **25%** of their income on transportation alone.



Communities can benefit from housing options located near employment opportunities, shopping, schools and other daily destinations by helping residents reduce their transportation costs.

Jobs and Housing Imbalances

Within the city limits, Henderson has an imbalance of jobs and housing with a jobs-housing ratio of 0.6, in other words for every house there is 0.6 jobs. This implies that many more people live in Henderson but commute outside city limits for their jobs, many of which are part of the service-industry-centered regional economy. Significant opportunity for additional employment land growth still exists in Henderson, however, with nearly 30,000 vacant acres within the existing incorporated limits (a third of which is public land owned by the U.S. Bureau of Land Management). Much of this land is in the West Henderson area and over time is expected to be privatized through the Southern Nevada Public Lands Management Act public land auction process and is prioritized for employment uses and intended to help achieve the City's goal of improving its jobs-housing ratio to 1.7 jobs for every housing unit.⁴

Henderson has a strong reputation as a great place to live. New residents are attracted to the affordable cost of living, ample city amenities and nearby job opportunities. The city has

seen a resurgence of the housing market in recent years, realized largely through single-family development on the urban fringe and higher-end apartment development in more established parts of the city. Development of other housing types, however, has been limited.

As compared to the region as a whole, Henderson has housing stock with higher values. The median housing value is 30% higher for Henderson homes compared to homes in unincorporated Clark County. Even though residents have higher incomes and housing values, households still often spend a higher percentage of their income on housing costs. Nearly 40% of households in Henderson are considered cost burdened, spending more than 30% of their income on housing. The sprawled and car-dependent nature of housing development in Henderson adds to households' cost burden; on average Henderson residents spend 61% of their income on housing and transportation costs combined. Spending more than 45% of a household's income on housing and transportation is defined as 'cost-burdened' by the Center for Neighborhood Technology's Housing + Transportation Affordability Index.⁵

5 A 1.0 job-housing-balance would indicate one job for every housing unit or an equal number of jobs as housing units.

4 City of Henderson West Henderson Land Use Plan, 2014

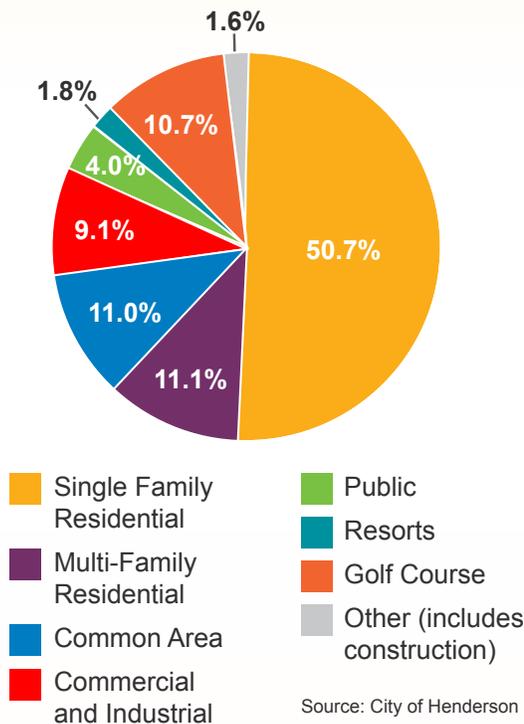


The Henderson Strong plan prioritizes preserving natural resources and open space such as the Henderson Bird Viewing Preserve pictured here.

Environmental Challenges

Recently awarded 4-Star certification by the STAR Communities Rating System for Sustainability, Henderson is on the path to becoming an environmentally sustainable city through its efforts to address key issues such as water conservation, energy conservation, waste reduction and green building technology. Like other cities in the desert climate of Southern Nevada, most of Henderson’s water is used by residential land uses. Water usage and water conservation is a key challenge. The Southern Nevada Water Authority reports that 60% of water use in Southern Nevada is for residential customers, and of that, 45% is for single-family homes.

Figure 3: Henderson Water Use by Sector, 2015



Henderson has implemented a number of water conservation measures within the last few years, such as seasonal watering schedules and a tiered water rate structure, that create incentives and guidelines for citizens to conserve the water they use. Since 2007, Henderson has decreased its annual water use by 1.5 billion gallons per year, even while adding 25,000 new residents.

Air quality and the heat island effect also remain challenges for the City. While air quality has improved in recent years, the topography of Henderson, in the context of bowl-like Las Vegas valley, is surrounded by mountains, combined with the high percentage of car usage, makes the area highly susceptible to air quality issues. Henderson also is susceptible to the heat island effect. Over the last 40 years, the average temperature of the region has increased four degrees.⁶

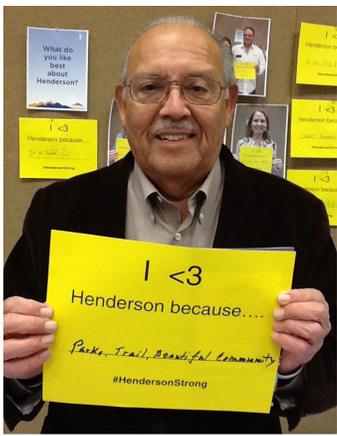
5 Source: Center for Neighborhood Technology's Housing + Transportation Affordability Index. <http://www.htaindex.org/>.

6 Southern Nevada Strong Existing Conditions Report



DEFINITION > WHAT IS A HEAT ISLAND?

Heat islands are defined as an urban area that experiences higher average temperatures than nearby rural areas. As vegetation in rural areas is gradually replaced by asphalt and concrete for roads, buildings and other structures closer to cities, urban heat islands develop. Asphalt and concrete absorb the sun’s heat rather than reflect it, causing surface temperatures to rise.



How do we want the city to look and feel?

Where are we headed?

What are Henderson's priorities?

What are the key actions needed to get us there?

What We Have Heard

The City of Henderson intentionally launched its city-wide Comprehensive Plan update immediately upon completion of the SNS Regional Plan in order to build upon a robust background of existing resident input, including nearly 70,000 residents – many of them from Henderson. This regional precedent lays the groundwork for Henderson Strong and future local planning efforts to create meaningful change by informing, engaging and activating citizens. Henderson's outreach efforts focused on engaging all segments of Henderson residents, including hard-to-reach and normally marginalized groups. Henderson community members, including residents, local business leaders, nonprofit groups, faith-based organizations, private and public sector stakeholders, elected officials and other community groups, weighed in to help define a shared vision for the community. During the four phases of public outreach, the City of Henderson utilized a broad array of tools and techniques to gather public input, including:

- Focus Groups
- Directed, targeted stakeholder interviews
- Online surveys
- Intercept surveys
- Hybrid open house
- Eblasts
- Speaking engagements
- Online comment tool on the draft Plan

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



TOP PRIORITIES & PRIORITY AREAS IDENTIFIED DURING COMMUNITY OUTREACH

- 1** SCHOOLS & EDUCATION
- 2** HEALTH & WELL-BEING
- 3** PARKS & OPEN SPACE

- 1** DOWNTOWN HENDERSON
- 2** BOULDER HWY CORRIDOR
- 3** LAKE MEAD PARKWAY
- 4** WEST HENDERSON AREA





Henderson in 2036: Population 390,000

Henderson expects to add 100,000 new residents in the next 20 years and 145,000 in the next 30 years. The mission of Henderson Strong is to develop and implement land use, zoning and growth plans for a diverse, vibrant community. Henderson Strong also aims to customize the strategies identified in the Southern Nevada Strong Regional Plan – to better connect housing, transportation and jobs – at the local level and in ways that work for our unique community.

The community engagement efforts surrounding the Plan's creation confirmed the issues of greatest concern and helped determine how they can be addressed in a manner that reflects what residents value, while preparing them for unanticipated trends and challenges.

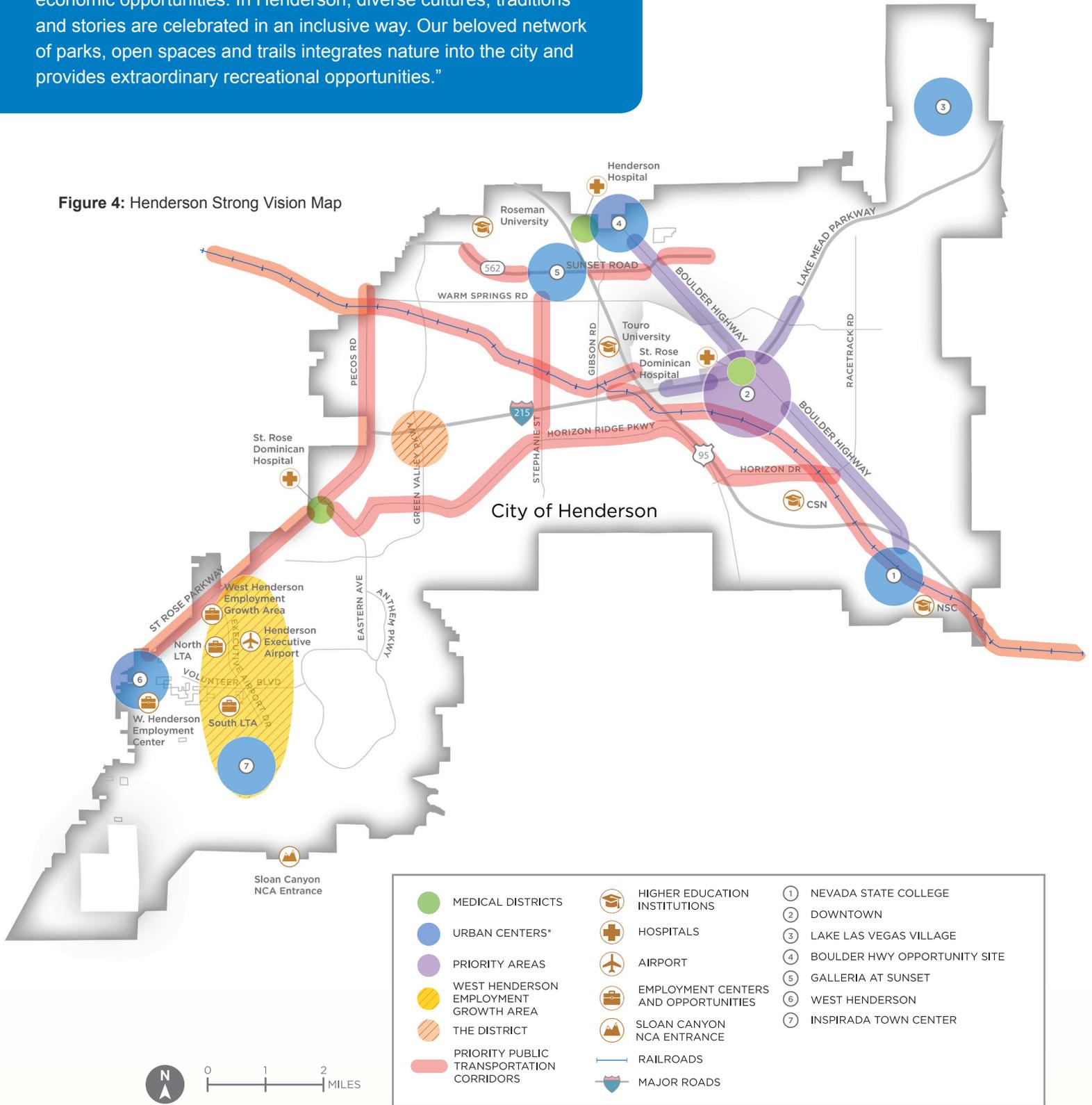


Like business plans, comprehensive plans provide the framework for how our communities will grow and prosper.

VISION FOR THE FUTURE

“Henderson is an innovative, forward thinking city with a small town feel. Our neighborhoods are welcoming, connected, vibrant, and safe and offer a range of housing and transportation choices. Every resident has access to the city’s exceptional education and broad economic opportunities. In Henderson, diverse cultures, traditions and stories are celebrated in an inclusive way. Our beloved network of parks, open spaces and trails integrates nature into the city and provides extraordinary recreational opportunities.”

Figure 4: Henderson Strong Vision Map



* Each Urban Center is unique and will have guidelines and development standards appropriate for the location and context.

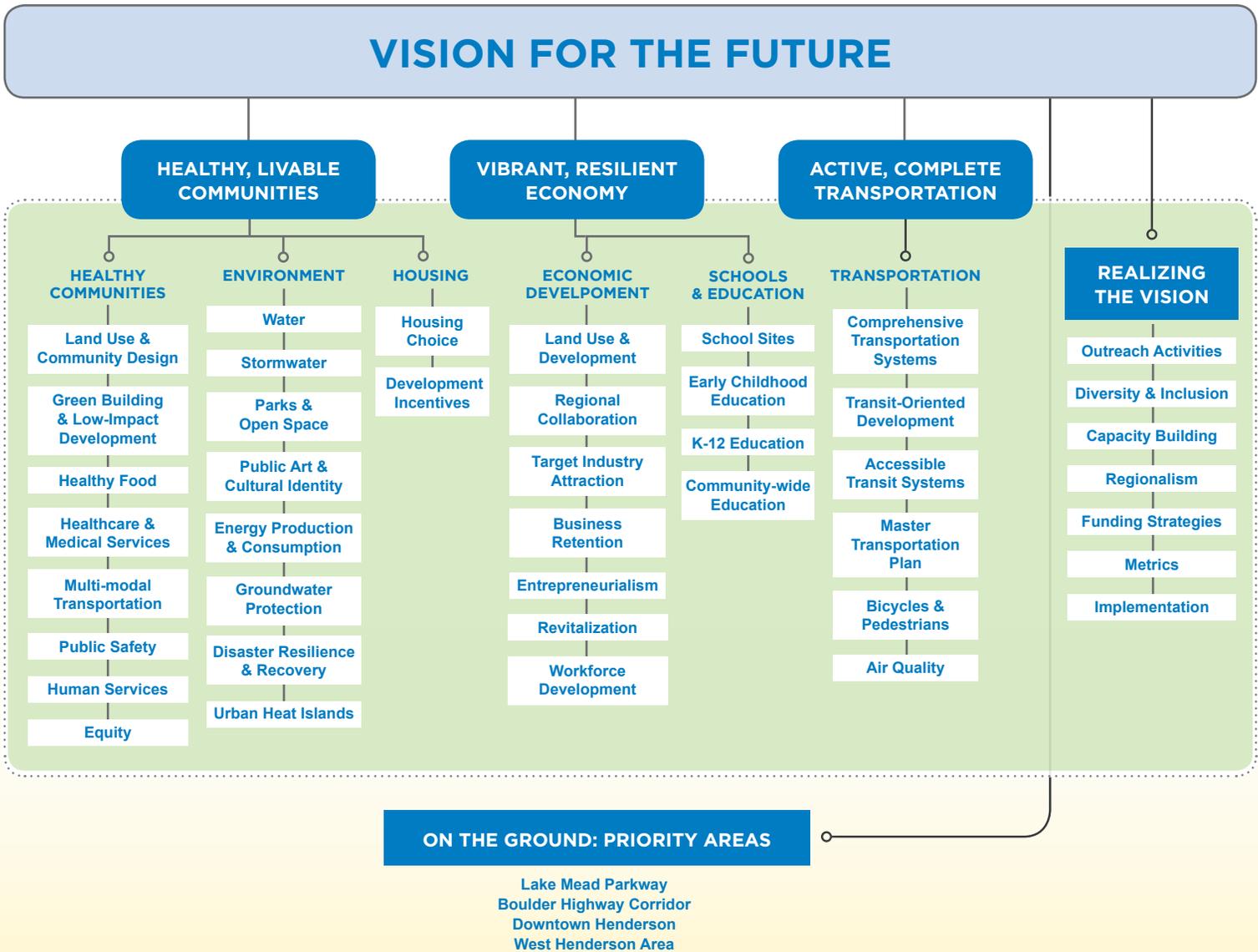
How do we get there?

Henderson residents have high aspirations for their community – aspirations that can be achieved through thoughtful, consistent implementation of land use policies for our communities. Taking into consideration policies that promote better connections between the types of housing we build, how these locations interact with our transportation network and their proximity to jobs, schools and services will lead us to realize our shared vision. The City seeks to achieve this by focusing on three major themes:

- **Healthy, livable communities**
- **Vibrant, resilient economy**
- **Active, complete transportation**

COMPREHENSIVE PLAN GOALS AND STRATEGIES

The three major vision themes and the corresponding topic and subtopic areas shown in the diagram below provide the organizational framework for the Comprehensive Plan goals and strategies. Together, the strategies provide the City with a set of tools to guide land use and transportation decisions in a way that supports the city’s vision.



HEALTHY, LIVABLE COMMUNITIES

Communities that promote healthy living are designed to be safe, walkable and bikeable, free of pollution and have easy access to health care and social services, fresh food and parks and recreation. By providing opportunities for regular physical activity in a safe, clean environment, residents experience positive health outcomes and community interactions. Easy access to adjacent natural environments – including Sloan Canyon, the Clark County Wetlands Park and Lake Mead National Recreation Area enhance physical and emotional wellbeing. Southern Nevada has a growing need for more acute care and specialized healthcare services, and Henderson aspires to be the center of excellence for quality healthcare.





GOALS FOR HEALTHY, LIVABLE COMMUNITIES

HEALTHY COMMUNITIES

Land Use & Community Design

- H1:** Strive for a diverse mix of land uses that support complete neighborhoods, transit use, aging in place and community health as supported through the Vision Map.
- H2:** Support responsible growth and development patterns to accommodate the expected 100,000 more residents by 2036.
- H3:** Encourage a network of pedestrian-oriented, sustainable streets and public spaces.
- H4:** Enhance character and quality of life in neighborhoods.

Green Building & Low-Impact Development

- H5:** Support high-quality, sustainable and healthful building design and development.

Healthy Food

- H6:** Increase access to healthy food.

Healthcare & Medical Services

- H7:** Increase access to medical and mental health services.

Multi-modal Transportation

- H8:** Improve conditions along roadways to reduce vehicle, pedestrian and bicycle conflicts, and encourage development that integrates street and pathway connectivity for safer and direct pedestrian and bike access.

Public Safety

- H9:** Design a resilient community that promotes neighborhood safety through reduced crime rates, emergency preparedness and effective rescue and emergency response.

Human Services

- H10:** Ensure that human services in Henderson meet diverse needs in the community.

Equity

- H11:** Support environmental justice and equitable distribution of community facilities, parks and infrastructure.

ENVIRONMENT

Water

- H12:** Protect, conserve and enhance the City's water resources.
- H13:** Encourage water-wise landscape practices.

Stormwater

- H14:** Improve water quality through stormwater management and reduce the volume of stormwater runoff.
- H15:** Manage open space for improved water quality and natural resource protection.

Parks & Open Space

- H16:** Expand and enhance the parks, trails and open space system.
- H17:** Increase public access to parks, trails and other recreational amenities.
- H18:** Ensure parks, trails and open space areas are well maintained.

Public Art & Cultural Identity

- H19:** Support efforts to protect and enhance public art and cultural resources.

Energy Production & Consumption

- H20:** Increase energy efficiency and conservation throughout the city.
- H21:** Encourage renewable sources of energy.
- H22:** Use lighting efficiently to prevent unwanted or unneeded illumination.

Groundwater Protection

- H23:** Prevent and remediate groundwater and soil contamination.

Disaster Resilience & Recovery

- H24:** Respond to the long-term effects of climate and disaster risk.

Urban Heat Islands

- H25:** Minimize "heat islands," which are higher temperatures caused by heat-generating activities, heat-absorbent surfaces and lack of vegetation.

HOUSING

Housing Choice

- H25:** Encourage a variety of well-designed housing choices throughout the city to meet the needs of all residents and with convenient access to goods and services.

Development Incentives

- H26:** Consider incentives to stimulate investment and enable preferred types of housing development.



HENDERSON DESIGNATED AARP AGE-FRIENDLY COMMUNITY

Henderson was the first city in Nevada to be designated as age-friendly, defined by the AARP as an inclusive and accessible urban environment that promotes active aging. With an age demographic that, on average, is older than that of the United States as a whole, Henderson was chosen 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.

VIBRANT, RESILIENT ECONOMY

A strong economy that can endure changing cycles of investment is critical to the long-term well-being of the community. Henderson is committed to creating an environment that supports established businesses while attracting new opportunities. High growth business startups employ residents with the skills to grow those businesses. Targeted business development activities, coupled with a strong commitment to workforce development and quality education, contribute to the stability and prosperity of the city.





GOALS FOR VIBRANT, RESILIENT ECONOMY

ECONOMIC DEVELOPMENT

Land Use & Development

- E1:** Prioritize the marketability of commercial, office and industrial land through master planning, incentives and improved inter-agency and dry utility cooperation.
- E2:** Leverage existing and future infrastructure, including transit and aviation, to attract and support businesses.
- E3:** Align land use planning with anticipated needs of target industries and future population.
- E4:** Leverage City-owned land to attract businesses in target industries and to achieve economic development goals.
- E5:** Attract and retain a talented workforce for established and new businesses by creating communities with a variety of amenities, along with varied housing and transportation options.

Regional Collaboration

- E6:** Collaborate with state and regional entities (GOED, LVGEA, CCSD and academic institutions) to develop legislative priorities that achieve Henderson's economic development goals.
- E7:** Distinguish Henderson in the context of Southern Nevada as a global business destination.

Target Industry Attraction

- E8:** Prioritize recruitment efforts and strategic marketing campaigns for Henderson's target industries, including advanced manufacturing and logistics; healthcare and life sciences; headquarters and global finance; technology; and hospitality, tourism and retail.
- E9:** Attract visitors and conventions to further increase the tax base for the City and encourage visitor expenditures throughout the city.

Business Retention

- E10:** Retain and expand existing businesses in Henderson.

Entrepreneurialism

- E11:** Foster innovation through the cultivation of high-growth entrepreneurship.

Revitalization

- E12:** Prioritize and expand revitalization efforts of older parts of Henderson.

Workforce Development

- E13:** Continue to pursue excellence in Henderson's public and private higher educational system by supporting community colleges and other higher-education institutions to provide comprehensive adult education programs, continuing education, job training and career advancement.

SCHOOLS AND EDUCATION

School Sites

- E14:** Work closely with educational providers to encourage new school siting that better integrates schools into the community and multimodal transportation network, that improves the learning environment and that ensures lower educational opportunity areas are emphasized.
- E15:** Improve transportation planning for areas surrounding proposed school sites.
- E16:** Improve transportation planning around existing schools to ensure safe and manageable access via walking, bicycling, vehicle use and transit options.
- E17:** Improve land-use planning around schools.

Early Childhood Education

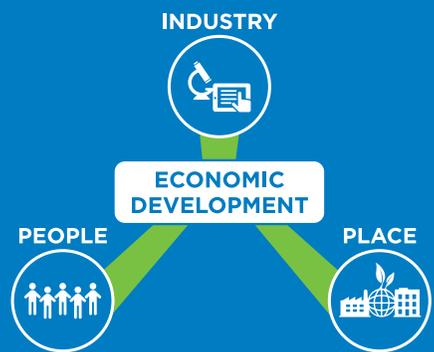
- E18:** Raise awareness of the importance of early childhood education, especially for our vulnerable populations.
- E19:** Support educational institutions in providing high-quality improvements in early childhood education environments.

K-12 Education

- E20:** Support educational institutions in providing high quality K-12 learning environments to prepare today's youth for future career success.

Community-wide Education

- E21:** Support initiatives to ensure our educational system is providing high quality educational opportunities to all residents, regardless of age, income level, race, ethnicity or physical or mental impairment.



3-PRONGED FRAMEWORK

Industry priorities focus on business development, including recruitment, expansion and retention.

People-based strategies influence workforce development and talent pipeline initiatives to connect labor to the job market.

Place-based strategies influence redevelopment, revitalization efforts, desired infrastructure priorities, leveraging City-owned land and other development priorities.

ACTIVE, COMPLETE TRANSPORTATION

Thriving cities have a high-quality, complete transportation network. Mobility in Henderson has long been supported by a growing network of roads and freeways, resulting in an auto-centric culture. As more residents seek to spend less time driving, the City will focus on policies that facilitate more compact development, help residents increase their use of transit and expand opportunities for people to walk and bike to their destinations. The City will also keep an eye on new transportation technology, such as self-driving vehicles.





GOALS FOR ACTIVE, COMPLETE TRANSPORTATION

TRANSPORTATION

Comprehensive Transportation Systems

T1: Support the RTC's efforts to plan and fund the expansion, operation and maintenance of transit systems and routes and to identify corridors and neighborhoods where major transportation infrastructure investments are needed to support economic opportunities and improve public transit performance.

Transit Oriented Development

T2: Integrate land use planning with existing and future transportation capital projects and improvements.

Accessible Transit Systems

T3: Improve access to transportation services and facilities for the underserved, people with disabilities and seniors.

Master Transportation Plan

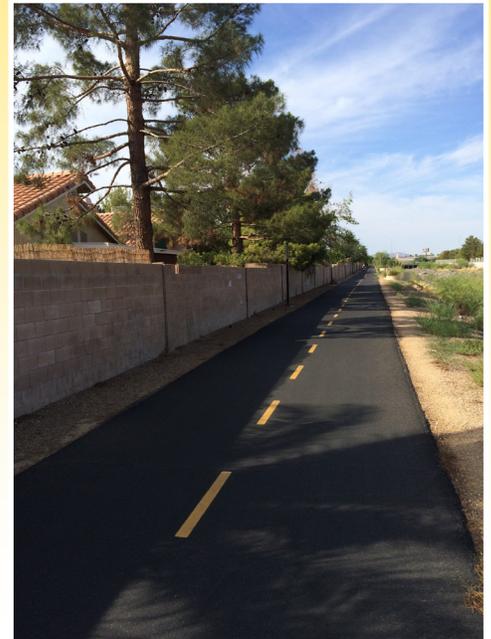
T4: Implement Complete Streets principles in support of the Master Transportation Plan for all modes and encourage healthy, active transportation.

Bicycles and Pedestrians

T5: Continue to develop a robust trail and bike facility network that safely connects users throughout the City of Henderson and Southern Nevada.

Air Quality

T6: Reduce transportation-related emissions of ozone and carbon monoxide and vehicle miles traveled (VMT).



COMPLETE STREETS

The first Complete Streets-like policy was enacted in Oregon in 1971, requiring that new or rebuilt roads must accommodate bicycles and pedestrians. The concept gained significant attention in 2005 when the National Complete Streets Coalition was formed by Smart Growth America. Since then, more than 490 jurisdictions in the United States have adopted a Complete Streets policy.

Complete Streets are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities, making it easier to cross the street, walk to shops and bicycle to work.



Boulder Highway at Gibson

This rendering depicts what the intersection of Boulder Highway and Gibson could look like with focused reinvestment and complete street principles applied.

They allow buses to run on time and make it safe for people to walk to and from transit stations.

By adopting a Complete Streets policy, communities direct their transportation planners and engineers to routinely design and operate the entire right of way to

enable safe access for all users, regardless of age, ability or mode of transportation. This means that every transportation project will make the street network better and safer for drivers, transit users, pedestrians and bicyclists – making your community a better place to live.



PRIORITY AREA REINVESTMENT BENEFITS

- New gateways to Henderson and strengthened identity.
- Safe, active and well-maintained streets and public spaces.
- Improved open spaces, parks and pathways.
- Enhanced safety and connectivity for bicyclists and pedestrians.
- Greater access to transit.
- Increased residential and employment density that supports commercial activities.
- New businesses and a greater variety of retail, grocery and dining options.
- More opportunities for community members to connect and build strong neighborhoods.

ON THE GROUND: PRIORITY AREAS

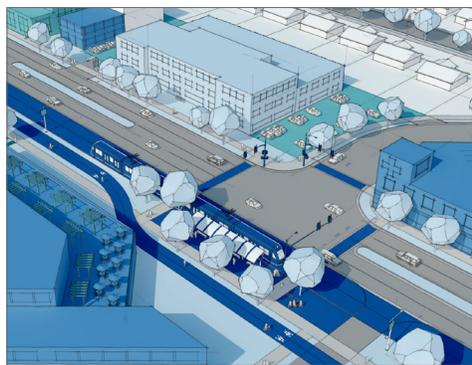
Priority Areas for Reinvestment

The City of Henderson has demonstrated an ongoing community commitment to reinvesting in its core areas. Through careful planning and design, these areas and corridors will evolve into active hubs with clusters of commercial activity and walkable, complete streets. Together, they will link residents, workers and visitors to Downtown, other Henderson neighborhoods and regional destinations. Each of the three priority areas will have its own character and distinct uses, with each meeting the shared goal of developing complete, compact communities within the City of Henderson.



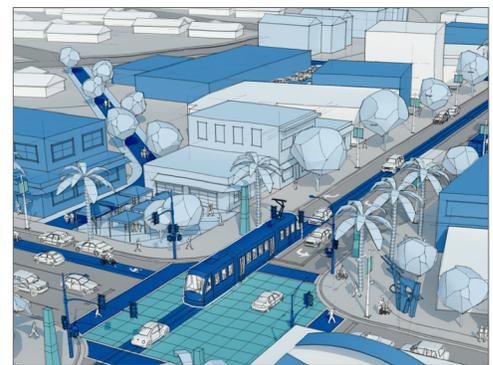
LAKE MEAD PARKWAY

Lake Mead Parkway should serve as an attractive and inviting gateway into Downtown Henderson. Great bicycle and pedestrian facilities already in and near the corridor should be made safer and better connected to neighborhoods and other destinations. Active transportation improvements and opportunities for providing healthier food options will be critical as residential and employment density is realized along the corridor.



BOULDER HIGHWAY CORRIDOR

Focused efforts to improve the Boulder Highway Corridor by narrowing the right-of-way and updating the land uses throughout the thoroughfare would emphasize safety for all users, but especially pedestrians, bicyclists and transit riders. High capacity, high performance transit should provide connection between homes, good jobs, healthy food options, dining, entertainment and recreation.



DOWNTOWN HENDERSON

As home to the City government and administrative functions, as well as the Henderson Convention Center, Downtown already has many amenities. There is a strong desire to further leverage investments in Downtown by attracting more people to the area with a greater number and diversity of events, services, restaurants and entertainment. It will be important to define a niche for Downtown Henderson that isn't being filled elsewhere.



WEST HENDERSON NEW GROWTH AREA BENEFITS

- A diverse set of choices of housing, employment and retail services to maintain the city as a vital community.
- Alignment of land use and transportation plans with local and regional economic development plans.
- Resource-efficient land use and development practices.
- High-quality design and development standards provide well designed and long-lasting projects throughout the community.
- Opportunity to provide wildlife corridors and habitat and give the community a unique and closer identity with the desert environment.
- A balance mix of land uses, flexible enough to respond to current and future market conditions.
- High level of services and amenities.
- Development that allows the city to better achieve long-term economic sustainability.

Priority New Growth Areas

The West Henderson Area is one of the city's only new growth areas which presents a variety of opportunities and challenges. As a new growth area, it still needs major infrastructure investment for development to be feasible, but at the same time, large undeveloped swaths of land allow flexibility and can accommodate larger site users that can't find necessary acreage in other areas in the region, creating a prime opportunity for economic development and employment growth.



WEST HENDERSON AREA

West Henderson is envisioned as the premier destination for economic development and livable neighborhoods through integrated mobility solutions, vast recreation amenities and diverse housing opportunities. The Priority Area provides the City its greatest opportunity in terms of the availability of land to achieve a healthy jobs-housing balance; the proximity of the Priority Area to major transportation infrastructure, the Henderson Executive Airport and existing industrial uses places it among the prime industrial locations in Southern Nevada.



Courtesy of the BLM

REALIZING THE VISION

Meaningful and long-lasting change happens when a variety of organizations and stakeholders work together, which will be critical as Henderson Strong transitions to implementation. A vision can only be achieved when all efforts are aligned and working in concert. With that in mind, this section of the Plan outlines key activities to support implementation, continue outreach and collaboration, develop measures to monitor progress, pursue funding to support items with fiscal impacts and build capacity in Plan concepts.





GOALS FOR REALIZING THE VISION

Outreach Activities

- V1:** Innovate and improve City public engagement efforts by using both established methods, new techniques and emerging technology to reach new markets.
- V2:** Develop and maintain partnerships with business and community leaders, neighborhood groups and service clubs so that they will have an understanding of the planning process and access to participate in local initiatives.

Diversity and Inclusion

- V3:** Ensure Henderson remains a welcoming place for people from diverse backgrounds, ages, ethnicities, languages and incomes.
- V4:** Promote awareness, inclusion and participation with those who live, work and play here, and those who will potentially live, work or play here.

Capacity Building

- V5:** Increase business community, neighborhood associations, HOAs, service clubs and schools' awareness and understanding of Henderson Strong and other planning processes so they can effectively participate and influence outcomes.
- V6:** Build capacity and experience in Henderson Strong Plan concepts among developers, financing institutions and professional staff.

Regionalism

- V7:** Promote regional collaboration and leverage resources to implement the principles and strategies in the Henderson Strong Comprehensive Plan.

Funding Strategies

- V8:** Continue to actively seek and develop funding sources and technical assistance to implement items with fiscal impacts.

Metrics

- V9:** Building on national best practices, such as the STAR rating system and the American Planning Association (APA) Comprehensive Plan Best Practices, and following input from the Henderson Strong Advisory Committee, develop, monitor and evaluate Henderson Strong metrics.
- V10:** Utilize quantitative measures to communicate priorities through the planning process.

Implementation

- V11:** Ensure mechanisms are in place to continue momentum and implementation of Comprehensive Plan goals and strategies.

LONG RANGE PLANNING PUTS REAL PROGRAMS TO WORK



Henderson Strong seeks to align local plans with the SNS Regional Plan to ensure competitiveness for implementation funding through local, state and national sources. SNS identifies a series of priorities, goals and objectives to increase the region's economic competitiveness and Henderson Strong is the City's effort to integrate and customize these principles at the local level and in ways that work for our unique community.

Building on the investment in SNS, which resulted in research, regional data, unprecedented public input and vetted implementation strategies, the Henderson Strong effort had significant resources available at the onset. As a result, steps were taken to integrate and implement SNS strategies and find creative funding sources as applicable here in Henderson almost immediately.

Henderson competed and was awarded several technical assistance grants, designations and creative funding opportunities in direct response to SNS implementation recommendations, and in line with Henderson Strong strategies.

> **Local grants secured and other implementation efforts include the following:**

- **AARP Age-Friendly Community Designation and Resulting Plan**
- **EPA Communitywide Brownfields Assessment Grant**
- **EPA Local Food, Local Places**
- **Master Transportation Plan Update**
- **Robert Wood Johnson Foundation Invest Health Strategies for Healthier Cities**
- **State Historic Preservation Office 2016 Historic Preservation Fund Grant**
- **STAR Communities Designation and Resulting Metrics**

