HENDERSONSTRONG

OUR COMMUNITY

OUR FUTURE

AMENDED MAY 2020

THE CITY OF HENDERSON
A Place To Call Home

HENDERSON
COMPREHENSIVE PLAN

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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.

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HENDERSONSTRONG

COMPREHENSIVE PLAN

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CHAPTER 1

Introduction & Overview

The Henderson Strong Comprehensive Plan represents a reevaluation 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.

CHAPTER 1

Introduction & Overview

Great places are not created by accident. Communities make choices every day about the type of places they will become. These choices are incremental and the impact of a single decision is not always immediately clear. Today's communities have been shaped by numerous decisions made over time and they will continue to be reshaped by those of the future.

Comprehensive planning brings a variety of benefits to Henderson's neighborhoods by identifying local solutions to regional problems. A clear vision and interdepartmental cooperation will improve the quality of life in our communities by locating homes closer to transit, jobs and services. Along with improving local conditions, these factors are essential to attracting and retaining quality jobs that provide opportunities at all employment levels.

The City of 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. Following the economic recession of 2007-2009, the regional economy experienced a significant downturn. The economy has improved incrementally since this time, and today in 2016, is experiencing a continued rebounding. These changes, in addition to state requirements, warrant a comprehensive reevaluation of current conditions and community priorities in order to keep Henderson an attractive place for residents, students and businesses.

Additionally, Henderson recently completed the Southern Nevada Strong (SNS) Regional Planning project, (see sidebar). As the leader of the regional initiative, Henderson is making a conscious effort to tie its citywide Comprehensive Plan directly to Southern Nevada Strong in order to position

SOUTHERN NEVADA STRONG

WHAT IS SOUTHERN NEVADA STRONG?

The City of Henderson was the lead agency in developing the recently completed Southern Nevada Strong (SNS) Regional Planning project – a three-year effort funded by a $3.5 million grant from the US 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.**

Henderson community members helped to define a shared vision for the community in a variety of hands-on events.

Henderson as a regional leader and allow the City to apply regional principles locally. Choosing "Henderson Strong" as the brand for our citywide planning effort reinforces the connection with Southern Nevada Strong and leverages the research and input that it has to offer.

As a citywide planning document, the Henderson Strong Comprehensive Plan communicates the vision, long-term goals and strategies that guide the physical development and orderly management to accommodate the projected additional 100,000 residents that will call the city home over the next 20 years. Henderson seeks to align local plans with the SNS Regional Plan to ensure competitiveness for implementation funding through local, state and national sources. SNS identified a series of priorities, goals and strategies to increase the region's economic resiliency. 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.

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** allowing City departments, organizations and the community to successfully utilize the related plans and guiding documents toward a common purpose.
- **"On the ground" case studies** where policies are applied to specific priority areas within the city and can be replicated.
- **A vision map** showing how the themes of the Plan apply spatially.
- **A revamped Master Transportation Plan** including policy language, and a map and table integrating land use and transportation and applying Complete Streets concepts.
- **Sidebar articles and research** introducing trends, best practices and creative capital improvement funding techniques.

Henderson in 2016

Key Challenges and Opportunities

Henderson residents love their city and consider it a great place to live and work. Henderson is home to 290,000 residents – a committed citizenry who value a great public education system, 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 Great Recession. Over the past 20 years, Henderson was among the fastest growing cities in the nation and today is home to nearly 300,000 people. Between 2000 and 2010, more than 80,000 people moved to 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. To maintain its desirable conditions, the City must continue to address issues and challenges to serve the needs and preferences of its existing 290,000 residents and begin to respond to the needs of the additional 100,000 residents who will call Henderson home by 2036. Henderson in 2016 serves as a baseline for this plan and will help track and monitor our progress toward the future.

HOW DO CAPITAL IMPROVEMENT PLANS RELATE TO THE COMPREHENSIVE PLAN?

Capital budgeting is important for long-range plans because of the impact these major expenditures have on issues close to the heart of a community: public buildings and spaces, water facilities, sewers, streets and sidewalks, parks and trails. Good capital planning can work to help reduce sprawl, increase green practices and increase citizen's access to transportation. The Lincoln Institute of Land Policy recommends the following actions be taken to ensure the two plans are complementary:

- **Establish** or participate in a local capital budgeting process to focus infrastructure investments strategically and to insure life-cycle budgeting;
- **Influence** regional capital facility partners;
- **Promote** conservation strategies for the jurisdiction's infrastructure;
- **Increase** public participation with decision support tools.

We have shared case studies throughout this plan to illustrate how other cities have used non-traditional funding methods to achieve their goals.

1 Source: U.S. Census Bureau, 2000 Census, 2010 Census.

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, schools 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.

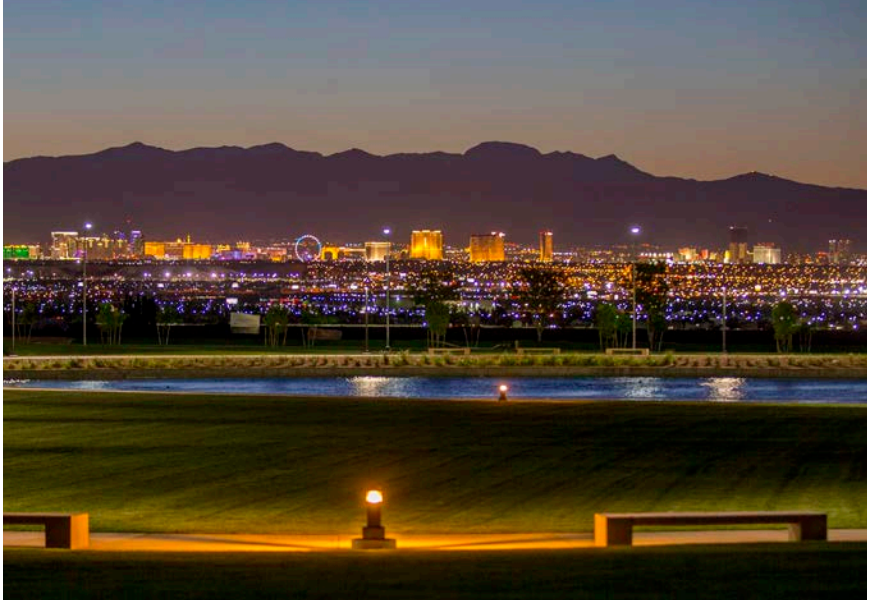
Key Challenges	Opportunities
Water usage. As a desert community with a growing population, Henderson's water resources will always need to be carefully managed and conserved.	**New technology and green building techniques.** Retrofits, green building techniques and new development provide opportunities to incorporate new technology and infrastructure improvements that reduce water usage.
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.	**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.
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.	**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.
Air quality and heat islands. Vehicle usage and the area's geography combine to make these ongoing issues.	**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.
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.	**More compact development.** Improvements to our streets, walkways and bike paths can address this problem and increase opportunities for physical activity.

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

Downtown Henderson is an 24-hour hub of activity serving residents and visitors alike.



Courtesy of Cadence

Henderson in a Regional Context

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 on the east and Sloan Canyon National Conservation Area bounds the city on the south. The climate of the region is classified as a subtropical, hot desert climate, and our residents experience 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, an area whose overall future and aspirations are presented in the Southern Nevada Strong Regional Plan (2015).

The City of Henderson is the second-largest municipality in Nevada, with an estimated population of approximately 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

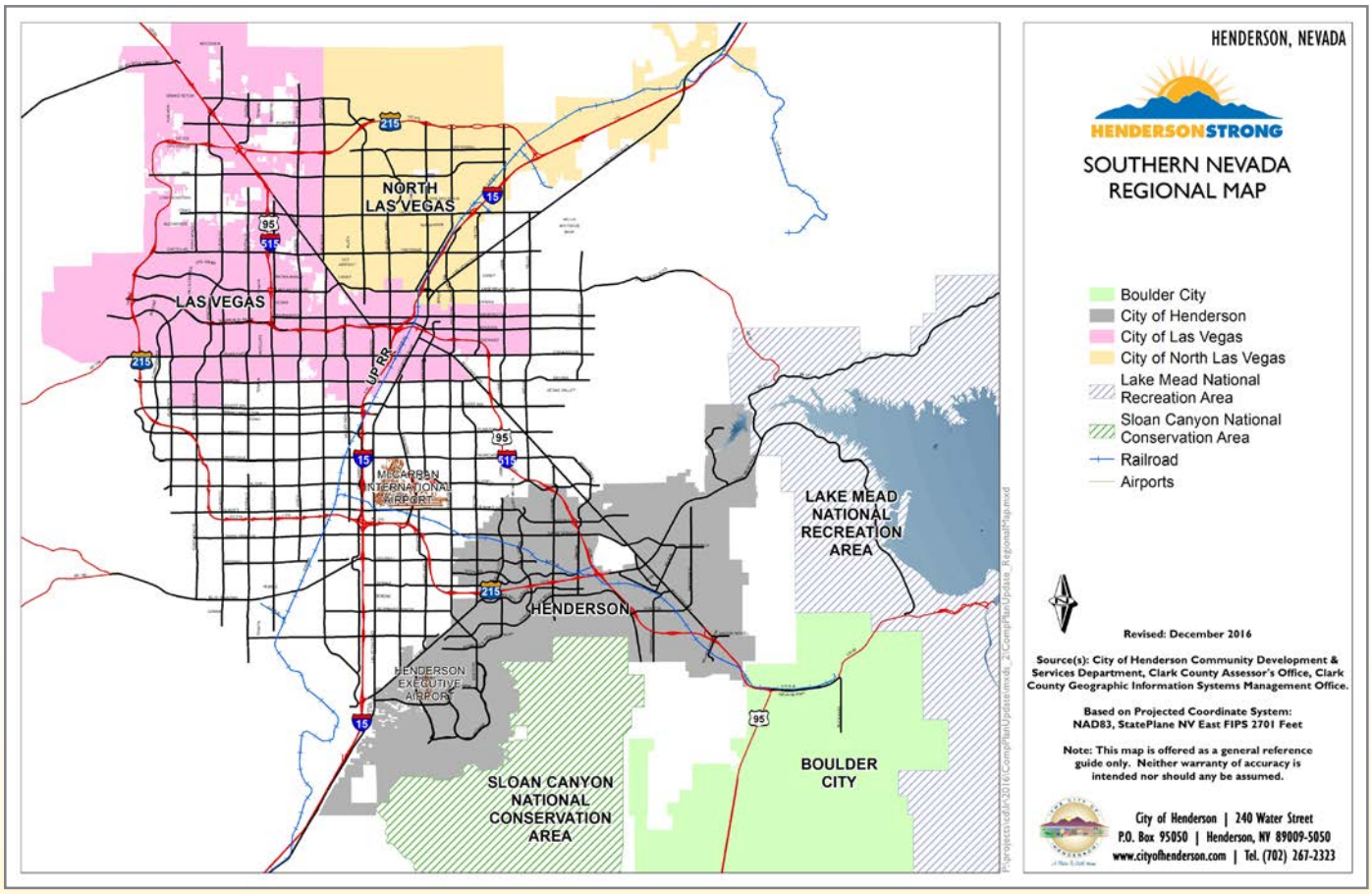
of the most significant cultural resources in Southern Nevada – the Sloan Canyon National Conservation Area – home to not only extraordinary hiking but to one of the most historically significant collections of Native American rock art, including more than 1,500 distinct petroglyphs.

An increasing number of restaurants, gaming resorts and other cultural amenities offer residents a variety of choices for leisure time. The city also boasts the largest recreational facility in Nevada, as well as the only scenic bird viewing preserve. Henderson supports a variety of other cultural events, many of which are held at the outdoor amphitheater, the largest one of its kind in the state.

Of all the cities 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 (See Figure 1).

The City's parks, open spaces and cultural and recreation institutions provide residents with ample amenities and high quality of life. More than 1,300 acres of developed parkland constitute the 64 parks within the open space system. These parks include more than 120 miles of trails that connect to a larger city-wide network that totals about

Figure 1: Southern Nevada Regional Map



Henderson residents value their close proximity to the many premier parks and open spaces available to them.

200 miles. Henderson's park system has been recognized nationally, including receiving the National Gold Medal Award for Excellence in Parks and Recreation from the National Recreation and Park Association in 1999 and 2014.

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.

Henderson also has become a much more racially and ethnically diverse city in recent years. The percentage of residents who identify as Hispanic has nearly doubled in the last 20 years, from 8% to 15%. In addition, the percent of residents who identify as African American and Asian also has increased considerably (See Table 1).

Similar to other areas within the Southern Nevada region, the population has grown older. Henderson has a much larger senior population than it had in the past, and the median age of city residents is 41.[2] Between 2000 and 2010, the percent of residents who were over age 65 increased from 10% to 14% (See Table 2).

Table 1: City of Henderson Race and Hispanic Origin, 1990 –2010

YEAR	WHITE	AFRICAN AMERICAN	ASIAN	ALL OTHER REPORTED RACES	MULTIPLE RACES	HISPANIC OF ANY RACE
1990	91.5%	2.7%	2.1%	3.8%	N/A	7.9%
2000	84.5%	3.8%	4.0%	4.3%	3.5%	10.7%
2010	76.9%	5.1%	7.2%	6.0%	4.8%	14.9%

Source: U.S. Census Bureau, 1990 Census, 2000 Census, 2010 Census

Table 2: City of Henderson Residents by Age, 2000–2010

YEAR	UNDER 18 YEARS OLD	18 TO 24 YEARS OLD	25 TO 44 YEARS OLD	45 TO 64 YEARS OLD	65 AND OLDER
2000	25.0%	7.6%	33.0%	24.4%	10.0%
2010	22.6%	7.8%	27.5%	27.8%	14.3%

Source: U.S. Census Bureau, 2000 Census, 2010 Census

2 Source: U.S. Census Bureau, 2000 Census, 2010 Census.

As compared to the region, Henderson families have a higher annual income. In 2014, the median household income was $63,830, as compared to $52,070 for all households in Clark County. More than 10 percent (10.2%) of the population is below the poverty level, as compared to 15.7%[3] in Clark County. In addition, a larger number of Henderson residents receive Social Security income or have a retirement income (30% and 19% respectively) when compared to Clark County as a whole, leading to a relatively high reliance upon fixed income for Henderson residents (See Table 3).

Henderson residents are more likely to have graduated from high school than residents of other areas within the Southern Nevada region (See Table 4). Of Henderson residents, 92.6% are high school graduates or higher, as compared to 84.2% of Clark County residents. A similar percentage of Henderson residents hold post-secondary degrees: 38.5% have an Associate's degree or higher, as compared to 29.7% of Clark County residents.

Access to excellent schools and educational opportunities continues to be a high priority for Henderson residents.

Table 3: Median Income and Percent Fixed Income, Clark County and Henderson

	MEDIAN HOUSEHOLD INCOME	% WITH SOCIAL SECURITY	% WITH RETIREMENT INCOME
Clark County	$52,070	26.2%	17.1%
Henderson	$63,830	30.5%	19.4%

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Table 4: Education Attainment, Clark County and Henderson

	HIGH SCHOOL GRADUATE OR HIGHER	ASSOCIATE'S DEGREE OR HIGHER	BACHELOR'S DEGREE OR HIGHER	GRADUATE OR PROFESSIONAL DEGREE
Clark County	84.2%	29.7%	22.2%	7.4%
Henderson	92.6%	38.5%	30.7%	11.6%

3 U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Schools and Education

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.[4] Additionally, Nevada is ranked 47th out of 50 for overall child well-being according to the Annie E. Casey Foundation.[5]

Courtesy of Nevada State College

Many highly rated schools, both K-12, and several higher education institutions are located in the City of Henderson.

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, whereas per-pupil expenditures vary widely based on population.

While student achievement on average is lower in CCSD, many of the most highly rated schools are located in the City of Henderson (See Figure 2). Additionally, the City of Henderson has made a concerted effort to recruit and create a robust system of higher education within the community, including 24 public and private colleges, universities and technical colleges located within Henderson city limits (See Figure 3).

Calling Henderson home since its inception in 2002, Nevada State College specializes in four-year baccalaureate education, with areas of emphasis on teaching and nursing degrees. The College of Southern Nevada Henderson campus offers general education classes and specialized programs, such as Welding, Computer Technology and Horticulture. An additional 10 Henderson-based institutes of higher learning include two of the valley's most prolific educators in health and medicine, Touro University and Roseman University of Health Sciences.

4 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

5 Source: Annie E. Casey Foundation, 2016 Rankings: http://www.aecf.org/m/databook/2016rankings.pdf

Figure 2: Henderson Nevada School Performance Framework Ratings

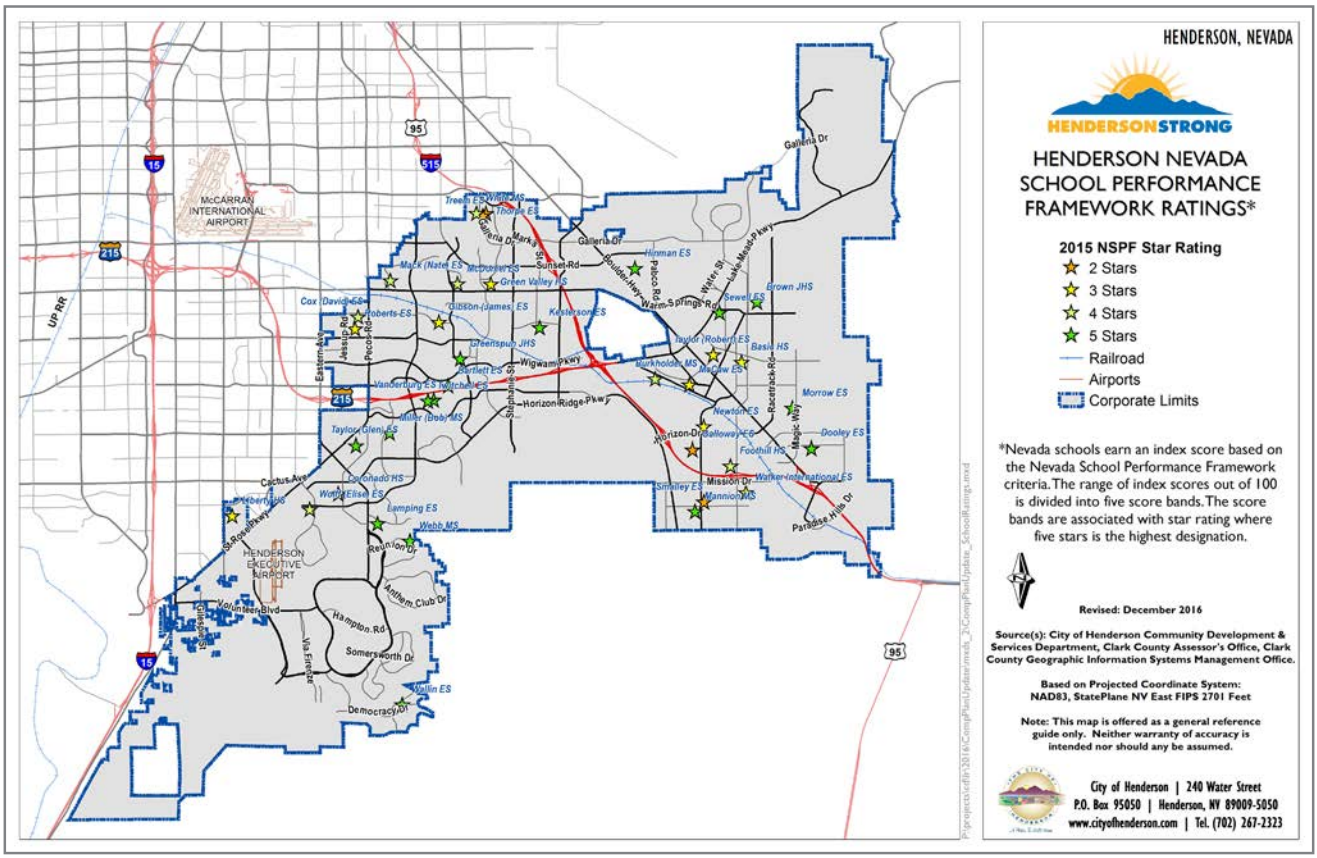
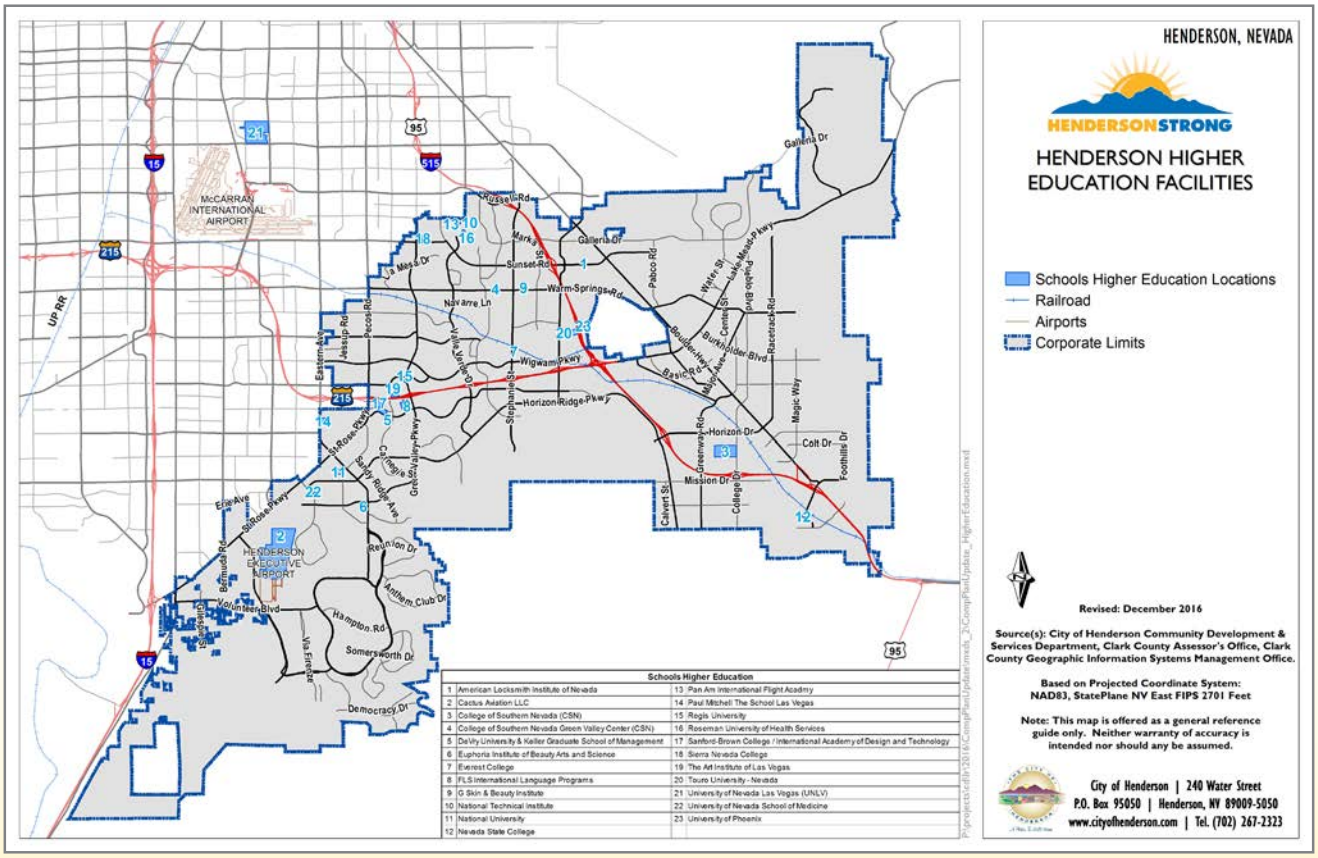


Figure 3: Henderson Higher Education Location



Economic Development

Henderson's original economic driver was the Basic Magnesium Plant, the main supplier of magnesium for use as an aluminum alloy during World War II. Today, Henderson has reinvented itself, and many of its workers are employed in the public sector, health and medical services and various service industries (See Table 5). These economic clusters are reflected by the top five employers in the city: The City of Henderson, St. Rose Dominican Hospital and three privately owned resort hotels. (See Table 6).

Henderson and other Southern Nevada communities were hit particularly hard by the most recent recession. In 2010, the unemployment rate in Clark County rose to 13.8% (see Table 7), as compared to 9.8% nationwide. Since then, the level of unemployment has slowly declined, and is now approximately 7%, while the population and workforce has increased. The reliance of Clark County, and to a lesser extent Henderson, on the tourism and gaming industry, makes the region vulnerable to national economic turns. While a notable part of Henderson's workforce is employed in the gaming and entertainment sector (8.4%), the overall percent of employees is proportionally less than the rest of Clark County (17.8%).

Several advanced manufacturing companies call Henderson home.

As the economy has begun to rebound, planning efforts such as the Southern Nevada Strong Regional Plan (2015) and the Las Vegas Global Economic Alliance's Comprehensive Economic Development Strategy (2013) are making strides to ensure that Henderson and local economies emerge from this downturn more resilient and better positioned for sustained economic growth through diversification.

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 are 0.6 jobs (A 1.0 job-housing-balance would indicate one job for every housing unit or an equal number of jobs as housing units). This means that many more people live in Henderson but commute outside the city limits for their jobs. Many of these jobs are part of the service-industry centered regional economy. Significant opportunity for additional employment land growth still exists in Henderson, with nearly 30,000 vacant acres within the existing incorporated limits, a third of which is owned by the United States Bureau of Land Management (BLM). 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.[6]

6 City of Henderson West Henderson Land Use Plan, 2014

Table 5: 2015 Private Sector Employment by NAICS Sector Classification, Henderson and Clark County

SECTOR	HENDERSON	CLARK COUNTY
Retail Trade	17.3%	12.6%
Health Care and Social Assistance	16.7%	11.0%
Accommodation and Food Services	10.4%	14.4%
Arts, Entertainment, and Recreation	8.4%	17.8%
Other Services (except Public Administration)	6.10%	4.9%
Finance and Insurance	5.8%	4.0%
Educational Services	5.6%	4.2%
Real Estate and Rental and Leasing	5.2%	3.9%
Construction	4.9%	5.3%
Professional, Scientific, and Technical Services	4.9%	5.9%
Administrative Support and Waste Management and Remediation Services	4.8%	4.9%
Manufacturing	3.5%	2.5%
Information	2.8%	2.0%
Wholesale Trade	2.1%	2.8%
Transportation and Warehousing	1.1%	3.2%
Mining, Quarrying, and Oil and Gas Extraction	0.1%	0.0%
Utilities	0.1%	0.4%
Agriculture, Forestry, Fishing and Hunting	0.0%	0.1%
Management of Companies and Enterprises	0.0%	0.2%

Source: Claritas Inc.

Table 6: Ten Largest Employers in Henderson

EMPLOYER	NUMBER OF EMPLOYEES*
City of Henderson	2924
St. Rose Dominican Hospital, Siena Campus	1500-1999
Green Valley Ranch Station Casino	1500-1999
Sunset Station Hotel and Casino	1000-1499
M Resort Spa & Casino	1000-1499
St. Rose Dominican Hospital, Rose de Lima Campus	700-799
Fiesta Henderson Casino Hotel	700-799
Barclay's Services, LLC	600-699
Titanium Metals Corp of America	600-699
Wal-Mart Stores, Inc.	500-399

Source: City of Henderson 2015 *Comprehensive Annual Financial Report.*

* For privacy, exact employment numbers are unavailable.

Table 7: Clark County Labor Market, 2000 - 2015

YEAR	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT RATE
2000	727,521	693,933	4.6%
2001	759,562	717,631	5.5%
2002	783,659	737,301	5.9%
2003	806,062	762,771	5.4%
2004	830,951	793,908	4.5%
2005	869,251	833,919	4.1%
2006	917,900	881,109	4.0%
2007	951,064	908,308	4.5%
2008	980,238	915,147	6.6%
2009	967,672	856,495	11.5%
2010	984,004	848,573	13.8%
2011	995,532	863,350	13.3%
2012	1,000,923	888,208	11.3%
2013	1,006,724	909,999	9.6%
2014	1,019,653	940,006	7.8%
2015	1,033,166	959,433	7.1%

Source: Nevada Department of Employment, Training and Rehabilitation

Housing

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 apartment development in more established parts of the city. Development of other housing types, however, has been limited (See Table 8).

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 Clark County (See Table 9). Even though residents have higher incomes and housing values, households still often spend a higher percentage of their income on housing costs (See Table 10). Nearly 40% of households in Henderson are considered cost burdened, and families spend 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, with anything above 45% generally considered to present a cost burden to the household.

Table 8: 2015 Housing Counts by Type and Henderson Zip Codes

ZIP CODE	SINGLE FAMILY	MOBILE HOMES	MULTI-PLEXES	APT. UNITS	TOWN HOMES	CONDOS	TOTAL UNITS	POPULATION ESTIMATE
89002	10,152	314	-	1,101	984	-	12,551	34,626
89011	6,422	199	93	487	673	1,046	8,920	19,649
89012	9,681	-	-	2,739	945	661	14,026	33,843
89014	7,834	22	-	6,229	1,322	1,570	16,977	40,096
89015	11,048	513	356	2,916	509	443	15,785	41,871
89044	8,207	30			493	16	8,746	16,758
89052	16,758	-	100	3,189	880	2,073	23,000	52,381
89074	12,891	357	-	3,218	1,721	1,922	20,109	49,919
89122	-	-	-	390	-	-	390	845

Source: City of Henderson Community Development Department

Figure 4: Henderson Median Home Value

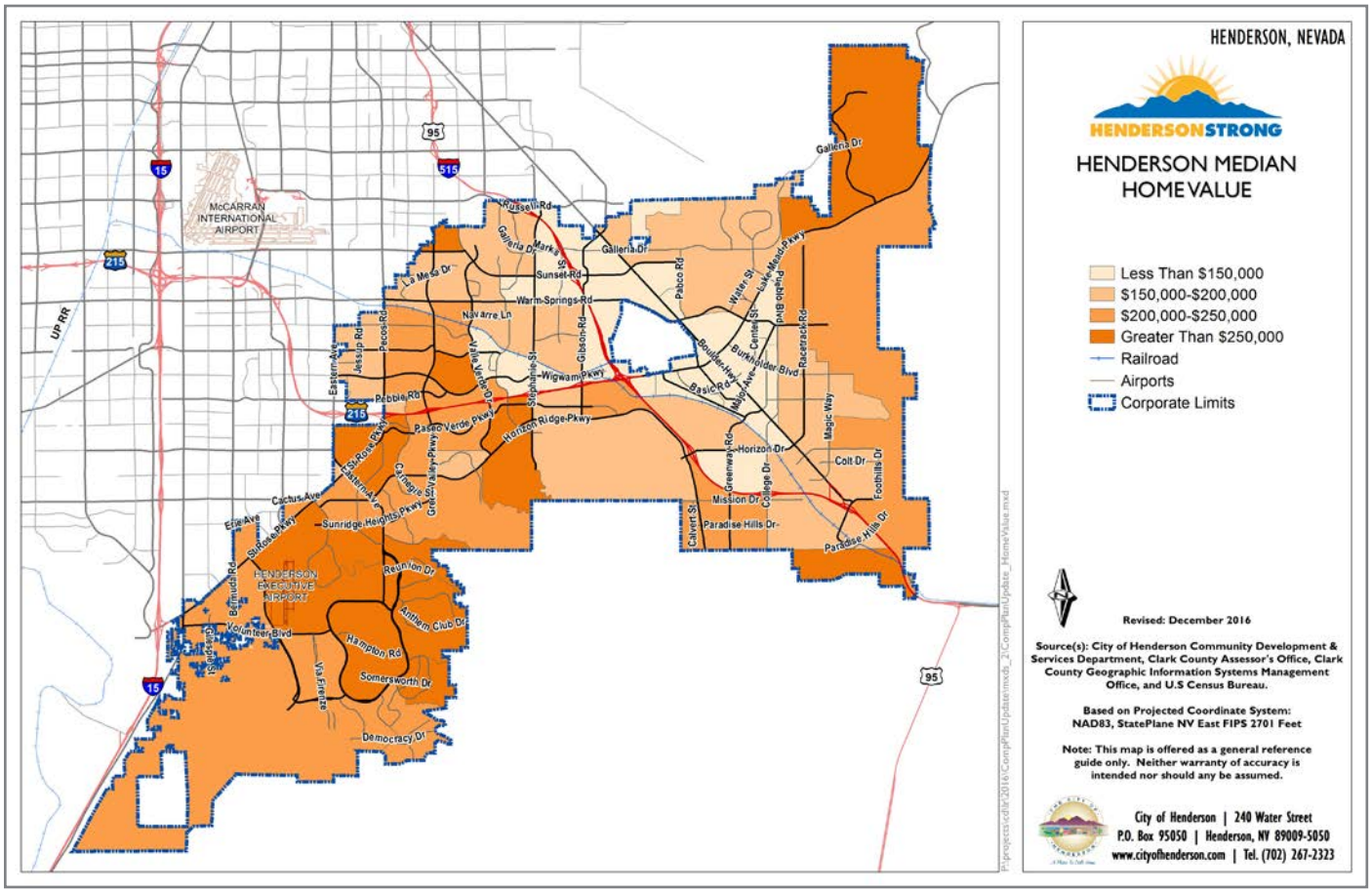


Table 9: Housing Characteristics, U.S., Clark County, and Henderson

	VACANCY RATE	MEDIAN CONSTRUCTION YEAR OF HOUSING	PERCENT OWNER OCCUPIED	MEDIAN VALUE	AVERAGE HOUSEHOLD SIZE
United States	4.0%	1975	64.9%	$176,700	2.62
Clark County	7.3%	1994	54.4%	$165,000	2.75
Henderson	4.4%	1996	64.0%	$213,700	2.57

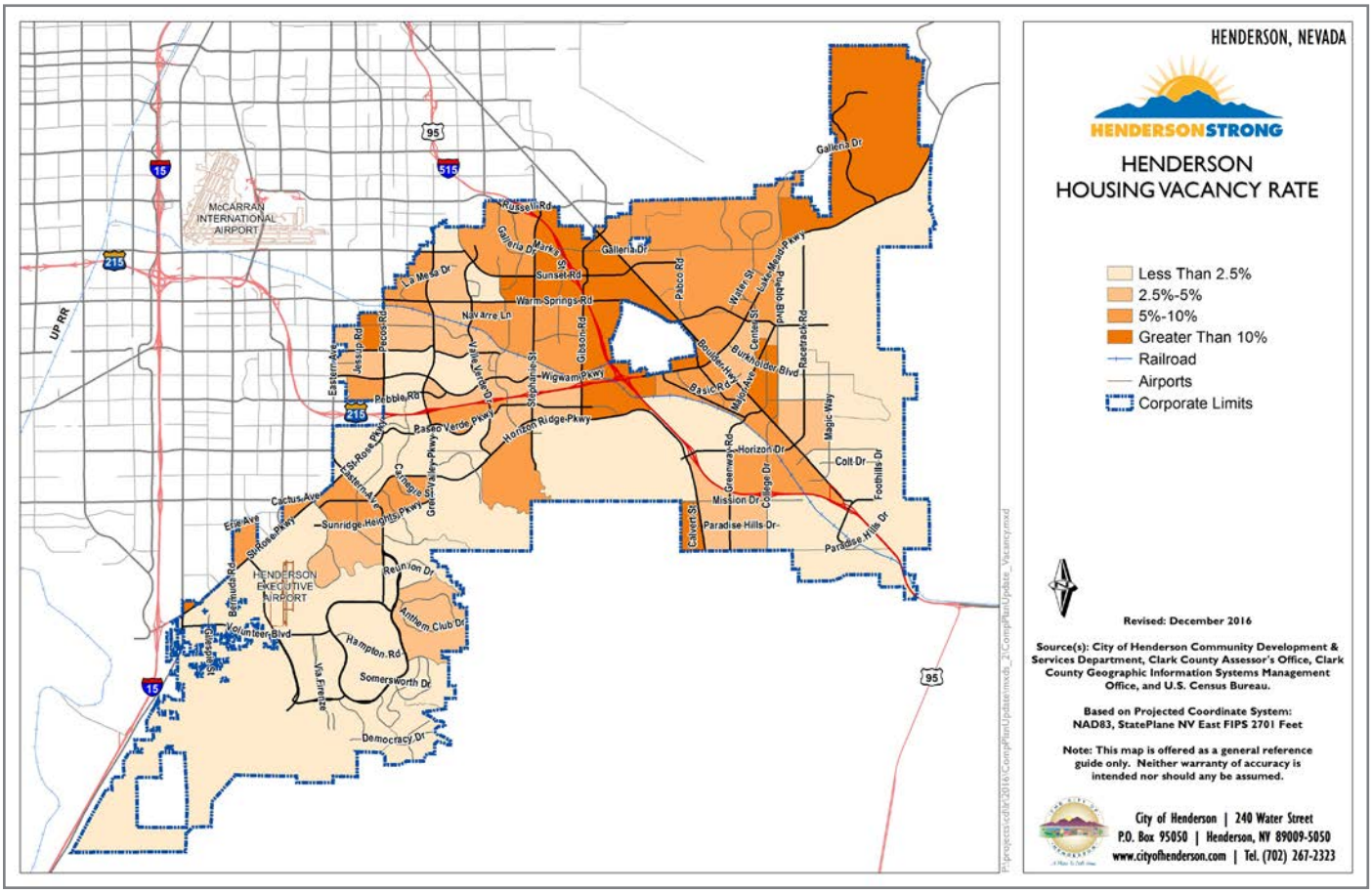
Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Table 10: Housing as a Percentage of Household Income, U.S., Clark County and Henderson

	LESS THAN 20%	20-24.9%	25-29.9%	30-34.0%	35% OR MORE
United States	40.0%	12.9%	10.5%	7.5%	29.1%
Clark County	31.9%	13.1%	11.6%	8.4%	35.0%
Henderson	35.7%	13.6%	11.7%	7.5%	31.5%

Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

Figure 5: Henderson Housing Vacancy Rates



Environment

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 homes, and 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 (See Figure 7).

Within the last few years, Henderson has put a number of water conservation measures in place, such as seasonal watering schedules, and a tiered water rate structure that creates 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.

Moreover, in the recent boom of housing construction, Henderson has taken the lead in incorporating green building technology, integrating energy conservation and waste reduction principles within home and building construction. An uptick in green building practices, coupled with a relatively new housing

Solar canopy structures in parking lots provide a dual function of serving as a supplemental power source and providing additional shade.

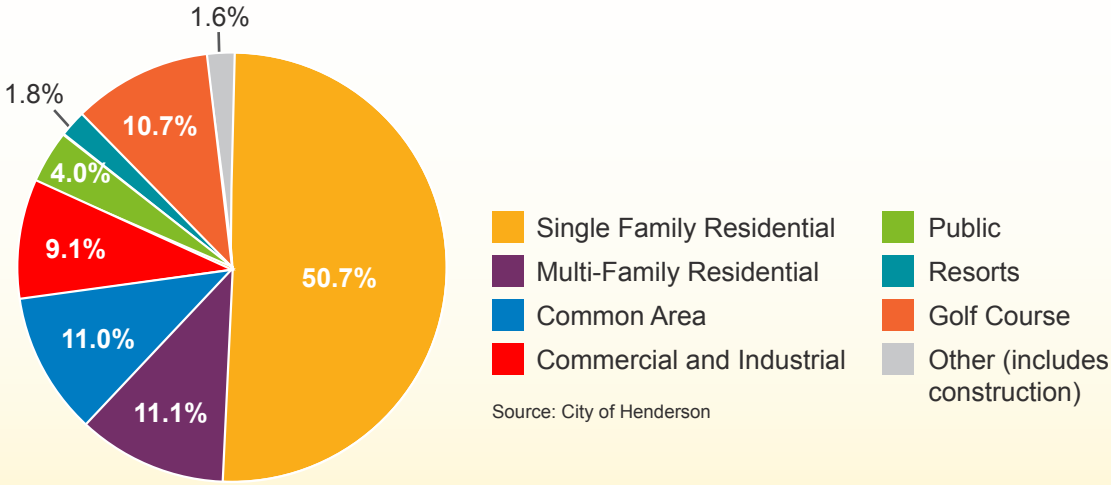
stock, has assisted Southern Nevada use less energy per capita compared to the rest of the country. Renewable energy is still an untapped potential for Henderson. As of 2015, twenty percent of NV Energy's portfolio is from renewable sources, including geothermal, solar, wind, biomass and heat recovery, the vast majority of which is geothermal. By 2025, 25% of NV Energy's portfolio is required to be from renewable sources according to Nevada Revised Statutes 704.

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, a bowl-like valley 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 many heat islands. Over the last 40 years, the average temperature of the region has increased four degrees.[7]

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.

Figure 6: Water Use by Sector, 2015



Source: City of Henderson

7 Southern Nevada Strong Existing Conditions Report

Transportation

Residents in Henderson, similar to the U.S. and neighboring cities, rely on personal vehicles as the primary source of transportation and do not often carpool. Public transportation use is particularly low in Henderson. Currently, most destinations (home, work, the grocery store, parks, etc.) are located separately and at a distance, meaning most residents are reliant on their cars. Commuting patterns mirror these trends. More than 80% of Henderson residents commute by themselves in a car to work, while only 2% of residents use public transportation, and 1% walk (see Table 11).

The auto-oriented nature of Henderson adds a financial and social cost burden to residents, who now spend, on average, a quarter of their income on transportation costs, a proportion much greater than the 15% often cited as affordable. In addition, cities with residents who can partake in more active transportation options (such as walking and biking) experience a number of secondary benefits – healthier lifestyles and a smaller carbon footprint.

While Henderson currently is more auto-dependent, the City has made some progress expanding transportation choices for residents, so they can safely and efficiently use public transportation, walk and bike to

their destinations. The city has approximately 150 miles of bike lanes and continues to add mileage to the bicycle and trail network, and in 2014, Henderson was named a Bicycle Friendly City by the League of American Bicyclists. The City will need to continue to focus its efforts to improve connectivity, allowing more residents to walk and bike to their destinations.

The Regional Transportation Commission of Southern Nevada (RTC) coordinates public transportation and transportation planning for the region and oversees the two rapid transit bus lines, the 'Boulder Highway Express' (BHX) and the 'Henderson- Downtown Express' (HDX) that run along Boulder Highway and connect Downtown Las Vegas with Henderson. A network of local bus routes connects many neighborhoods in the city to the public transportation network that serves the region. In coordination with Southern Nevada Strong, RTC recently updated its regional bicycle and pedestrian plan to increase transportation choices for residents and visitors.

Table 11: Commuting to Work, U.S., Clark County and Henderson

	DROVE ALONE (Car, truck, or van)	CARPOOLED (Car, truck, or van)	PUBLIC TRANSPORTATION (Excluding taxicab)	WALKED	OTHER MEANS	WORK AT HOME	MEAN TRAVEL TIME TO WORK (MINUTES)
United States	76.3%	9.8%	5.0%	2.8%	1.8%	4.3%	25.5
Clark County	79.0%	10.6%	3.7%	1.8%	2.0%	4.3%	24.1
Henderson	81.8%	9.1%	1.6%	1.1%	1.7%	4.8%	23.2

Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-Year Estimates

The Henderson Executive Airport is another component of Henderson's transportation system. The airport is a general aviation facility located within Henderson and just six miles south of McCarran International Airport, providing a backup for tour operations and high powered general aviation at McCarran, as well as serving many private users.

Healthy Communities

Similar to other communities across the nation, Henderson has stepped up its efforts to address public health by highlighting the strong connection between health and the built environment. The City understands the importance of designing access to healthcare, healthy food and safe and walkable neighborhoods. Certain health indicators show that Henderson has the opportunity to tackle health challenges of its residents by increasing opportunities for physical activity. For example, the Center for Disease Control reported that in 2010, the prevalence rates of diabetes and residents with fair to poor health for Las Vegas residents was 9.0% and 17.4%, respectively, worst among all MSAs in the Mountain West Region (see Table 12).

However, Henderson also is experiencing a healthcare shortage. Clark County has too few primary care physicians and too many uninsured residents. In 2012, the primary care physician-to-population ratio was 1:1,244, as compared to the national benchmark of 1:631.[8] This healthcare shortage also is reflected by the occupancy rate of Henderson hospitals. The two existing hospitals in Henderson currently have high occupancy rates when compared to Clark County averages (See Table 13). To meet this need, Henderson Hospital opened in 2016. The city now offers three hospitals to serve the community.

Courtesy of 501 Studios

Designing communities with an emphasis on access to healthcare and healthy foods is important.

Table 12: Diabetes and Fair to Poor Health, Mountain West Region MSAs, 2010

	DIABETES	FAIR TO POOR HEALTH
Las Vegas	9.0%	17.4%
Denver	5.4%	9.8%
Phoenix	7.1%	13.1%
Salt Lake City	6.6%	12.3%

Source: Center for Disease Control and Prevention, BRFSS data.

Table 13: Hospitals in Clark County by Occupancy Rate

FACILITY	OCCUPANCY RATE
St Rose Dominican Hospital, Rose de Lima Campus	75.0%
St. Rose Dominican Hospital, Siena Campus	80.7%
Clark County	67.7%

Source: Nevada Healthcare Quarterly Reports

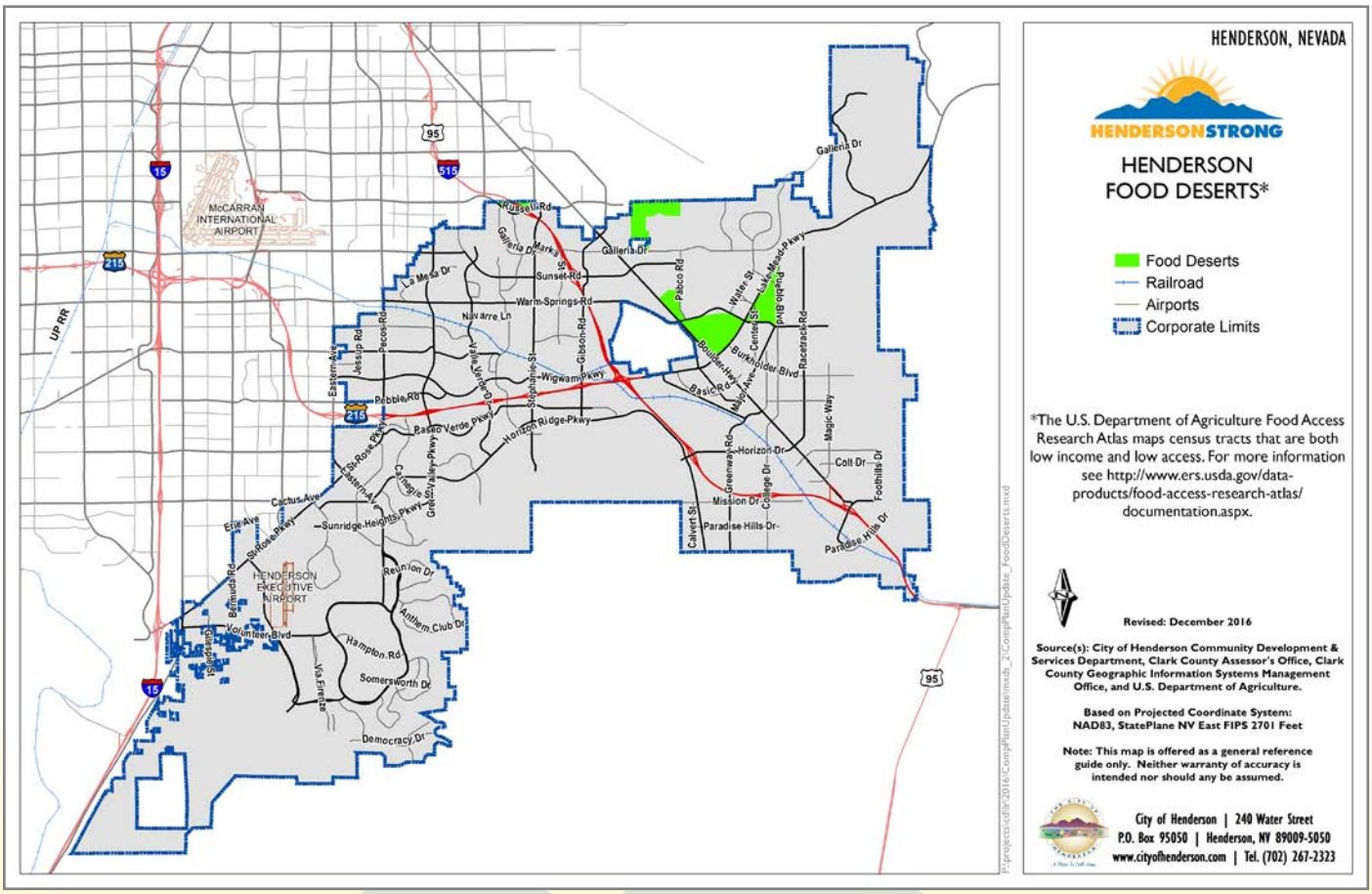
DEFINITION > WHAT IS A FOOD DESERT?

A food desert, as defined by the USDA, is a census tract where 33% of the population lives more than one mile from a supermarket or large grocery store.

Lack of access to healthy food poses a real issue in certain neighborhoods throughout the region. Residents' access to convenience stores and fast food outlets is higher than access to grocery stores in many places across Southern Nevada. There are 16 identified food deserts in Clark County, and one food desert in Henderson (See Figure 8).

There is a proven correlation between residents living in an area without access to healthy food and being overweight,[9] which is exacerbated by the segregated land use patterns in the city that make it more difficult for residents to include walking in their daily routine. Walkscore.com is a website that provides scores as a measurement of walkability of a place based on its access to nearby amenities. For example, a walk score between 24 and 49 is considered car-dependent because few amenities are located within a walkable distance; a score between 50 and 69 is considered somewhat walkable

Figure 7: Henderson Food Deserts



Safe and walkable communities promote healthier lifestyle options for Henderson residents.

because some amenities are located within a walkable distance. Henderson has a walk score of 29 out of 100, labeling the city as car-dependent. Next to the 17 most populous cities and townships in Nevada, Henderson is ranked 11 in walkability based on its walk score (See Table 14).

Efforts to ensure more walkable environments and expand the network of safe routes for pedestrians is an important consideration for this planning process. Safety is always a priority and the City, region and State have identified prevention of pedestrian fatalities as a critical issue for future focus. The City's efforts to better integrate land use and transportation and implement complete streets policies will be critical in achieving that goal.

While neighborhood safety is an important priority for Henderson residents, crime is relatively low in Henderson, as compared to regional and national figures. In 2014, the crime rate per 100,000 people was 158 for crimes against persons (compared to 697 per 100,000 people nationally) and 1,919 per 100,000 people for property crime (compared to 2,895 per 100,000 people nationally).

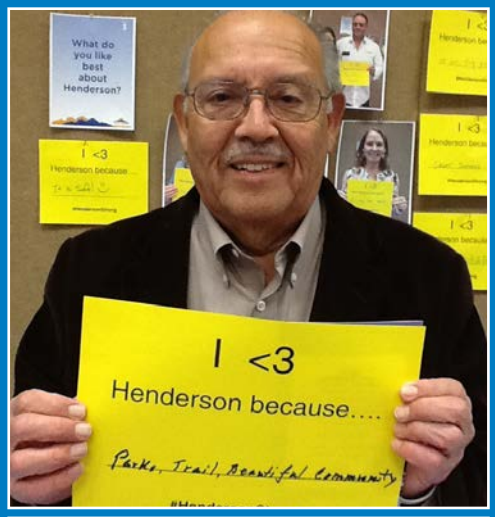
While Henderson strives to provide services to address the needs of all those who live in the city, homelessness is a challenge that Henderson and the surrounding municipalities share. For Clark County, it was estimated that there were 34,397 people experiencing homelessness (sheltered and unsheltered) in 2015.[10]

Table 14: Walk Scores of Nevada Places

CITY	WALK SCORE	POPULATION
Winchester	54	27,978
Paradise	49	223,167
Spring Valley	42	178,395
Las Vegas	40	583,756
Sparks	40	90,264
Reno	37	225,221
Elko	36	18,297
Sunrise Manor	35	189,372
Carson City	34	55,274
North Las Vegas	33	216,961
Henderson	29	257,729*
Whitney	28	38,585
Enterprise	24	108,481
Summerlin South	21	24,085
Sun Valley	18	19,299
Fernley	12	19,368
Pahrump	4	36,441

Source: WalkScore.com via Southern Nevada Strong, 2013

10 Help Hope Home, 2015 Homeless Census



HENDERSON STRONG PUBLIC OUTREACH BY THE NUMBERS

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 hosted four surveys, held six open houses, conducted five focus groups and directed 20 targeted stakeholder interviews, among other activities.

More than 26,000 residents were reached through the public engagement process, with 5,500 survey responses and 1,700 in-person attendees to various Henderson Strong events. Outreach participation by the numbers is summarized on page 26.

Community Engagement

The City of Henderson served as the lead agency on the recently completed Southern Nevada Strong Regional Plan, and intentionally launched its city-wide Comprehensive Plan update immediately upon its completion in order to build upon a robust background of existing resident input. The Southern Nevada Strong regional planning process reached nearly 70,000 residents – many of them from Henderson – throughout the 3-year effort, building a shared vision for the region. 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 residents are not strangers to community involvement. Within and among neighborhood and cultural organizations, Henderson has a high level of social capital. Residents are involved in their local neighborhood associations, cultural organizations, places of worship, schools and NextDoor communities, to name a few. The Henderson Strong effort built on this momentum and capitalized on resident engagement to develop a real sense of ownership and community, as well as building capacity for plan implementation through increased partnerships and collaboration.

Between June 2015 and March 2017, the City completed four phases of public engagement, reaching a wide number of Henderson community members through traditional and innovative engagement approaches.

Open houses, surveys and interviews with residents and stakeholders helped to identify the community's top priorities. Using creative techniques, the Henderson Strong team worked to engage a diverse range of people representing many different walks of life and abilities.

Phase 1 Outreach

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 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 demographics.

Results from the Phase 1 survey, with over 1,700 complete responses, identified schools and education as the most popular priorities across all demographic groups and zip codes, followed by health and well-being and parks and open space. In addition, of eight areas proposed for future focus, Downtown Henderson was the most popular area identified, followed by the Boulder Highway Corridor and Lake Mead Parkway.

Phase 2 Outreach

Phase 2 activities and public engagement focused on validating and refining the findings of Phase 1. Strategies capitalized on the success of hosting outreach at established events and through online methods – such as through an online survey, a hybrid open house, intercept surveys, targeted stakeholder interviews and speakers bureau presentations. 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 2 survey identified activities needed for Henderson to remain a premier community and recommended desired improvements in three specific priority areas (a fourth priority area, West Henderson, was added during the public comment period to respond to the business community's interest in West Henderson as a new growth area priority). Maintaining parks, open spaces and natural resources was a top priority, followed by ensuring good jobs and a skilled workforce and improving the quality of schools and education.

Figure 8: Outreach Activity by the Numbers

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

The Phase 2 survey also allowed the public to provide input on desired changes or developments within three geographic areas. For the Boulder Highway Corridor and Lake Mead Parkway Area, for example, top recommendations called for increasing the amount and variety of retail, grocery, dining and entertainment options, including revitalizing and updating shopping centers. Likewise, in Downtown, the most commonly noted need was for increased and updated businesses, particularly in the Water Street District. More generally, respondents agreed that these areas need to be cleaned up, updated and revitalized.

Phase 3 Outreach

During Phase 3 activities, the focus of the engagement process was to receive and review public comments on the drafted Comprehensive Plan. The City used an interactive, visual tool called Civic Comment to allow a completely online review of the document. The tool allowed people to suggest edits to language, photos and maps. 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.

Phase 4 Outreach

During Phase 4, Long Range planning staff reviewed and addressed comments, vetted additional strategies and suggestions with City departments, developed updated graphic materials and maps, and created an implementation matrix identifying key roles and actions to implement the Plan. Into early 2017, the City held open houses on the final Plan document and met with individual property owners and residents including Anthem residents, the Galleria Mall, NAIOP and more.

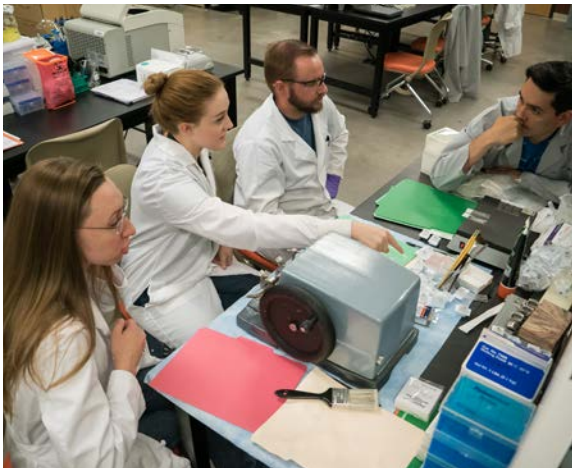
Henderson in 2036: Population 390,000

Henderson expects to add 100,000 new residents in the next 20 years and 145,000 in the next 30 years. Henderson will be more diverse, and people will continue to enjoy longer lives. Research clearly shows that lifestyle choices and preferences change over generations and also individually as we move from young adult to retiree. This trend indicates Henderson will need to offer a wide range of jobs, housing types and inclusive, connected neighborhoods for all people, allowing them to remain in Henderson as long as they like.

Growth provides the opportunity to make investments that address challenges and improve quality of life for all Hendersonites. Enabling target industries to grow, such as health care, provides more jobs at many skill levels, creating more pathways to quality jobs. Constructing new housing options and commercial space can help address rising real estate prices and keep demand and supply in check so residents and businesses can afford to stay in Henderson.

To capture the benefits of growth, we must plan proactively. New housing will align with transportation investments, schools will be integrated into neighborhoods and complementary learning environments. Residents will have the training and transit options they need to access quality careers in growing sectors.

The extensive outreach conducted in support of Henderson Strong confirms the desire for additional housing and transit options and more convenient access to the things residents and workers enjoy and depend on. The Comprehensive Plan seeks to consider current needs and anticipate future needs to ensure that adequate choice is provided for a diverse population to learn, live, work and thrive.



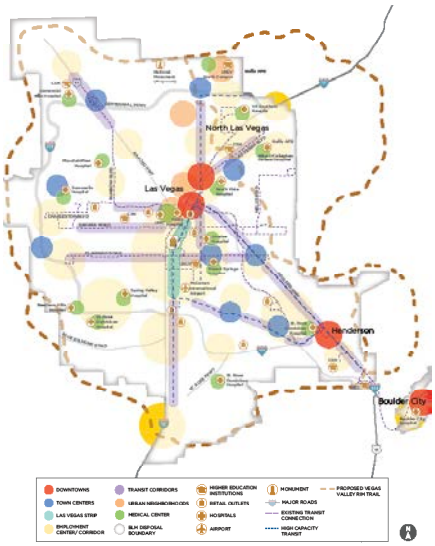
Courtesy of Nevada State College

Quality jobs, premier educational opportunities, diverse housing options, transportation choice and access to a variety of community amenities contribute to the creation of a complete community - places that support economic opportunities and provide healthy options for all Henderson residents.

THE SNS VISION MAP

The SNS vision map provides direction and guidance for how to craft local land-use and transportation programs and, ultimately, local zoning code changes to achieve the future vision.

Figure 9: SNS Vision Map



Courtesy of Nevada State College

Vision for the Future

The city's vision was developed through a substantial community outreach process that built on outreach, scenario planning and best practices learned through Southern Nevada Strong. The community engagement efforts 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.

Henderson residents have high aspirations for their community – aspirations that can be achieved through thoughtful, consistent implementation of land use policies for our communities. Better connections between a variety of housing options, the location of housing in relation to our transportation network and the proximity to jobs, schools and services are critical to realize the community's vision. **The City seeks to achieve this by focusing on three major themes:**

1. Healthy, Livable Communities

Communities that promote healthy living are designed to be safe, walkable and bikeable, with clean air and easy access to natural areas as well as health care and social services, fresh food and parks and recreation. The City strives to improve the physical design of our community and our transportation network to promote physical activity and all residents.

2. Vibrant, Resilient Economy

A strong economy is the backbone of a healthy community. Employment and training opportunities at all levels support the prosperity of Henderson residents, and generate revenue that the City can reinvest in the community. The City is committed to creating an environment that is attractive to business and employees by creating desirable neighborhoods and access to employment opportunities. Residents place an extremely high value on education, and the City is committed to taking an active role to ensure ongoing access to high-quality education, thereby creating a workforce for tomorrow and supporting Henderson's continued economic development.

Maintaining access to premier parks and recreational services is a top priority for Henderson residents.

Courtesy of The District

Complete communities incorporate many different attributes, from pedestrian-friendly urban design to public open spaces for cultural celebrations to equitable access to healthy food options.

3. Active, Complete Transportation

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, connected 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.

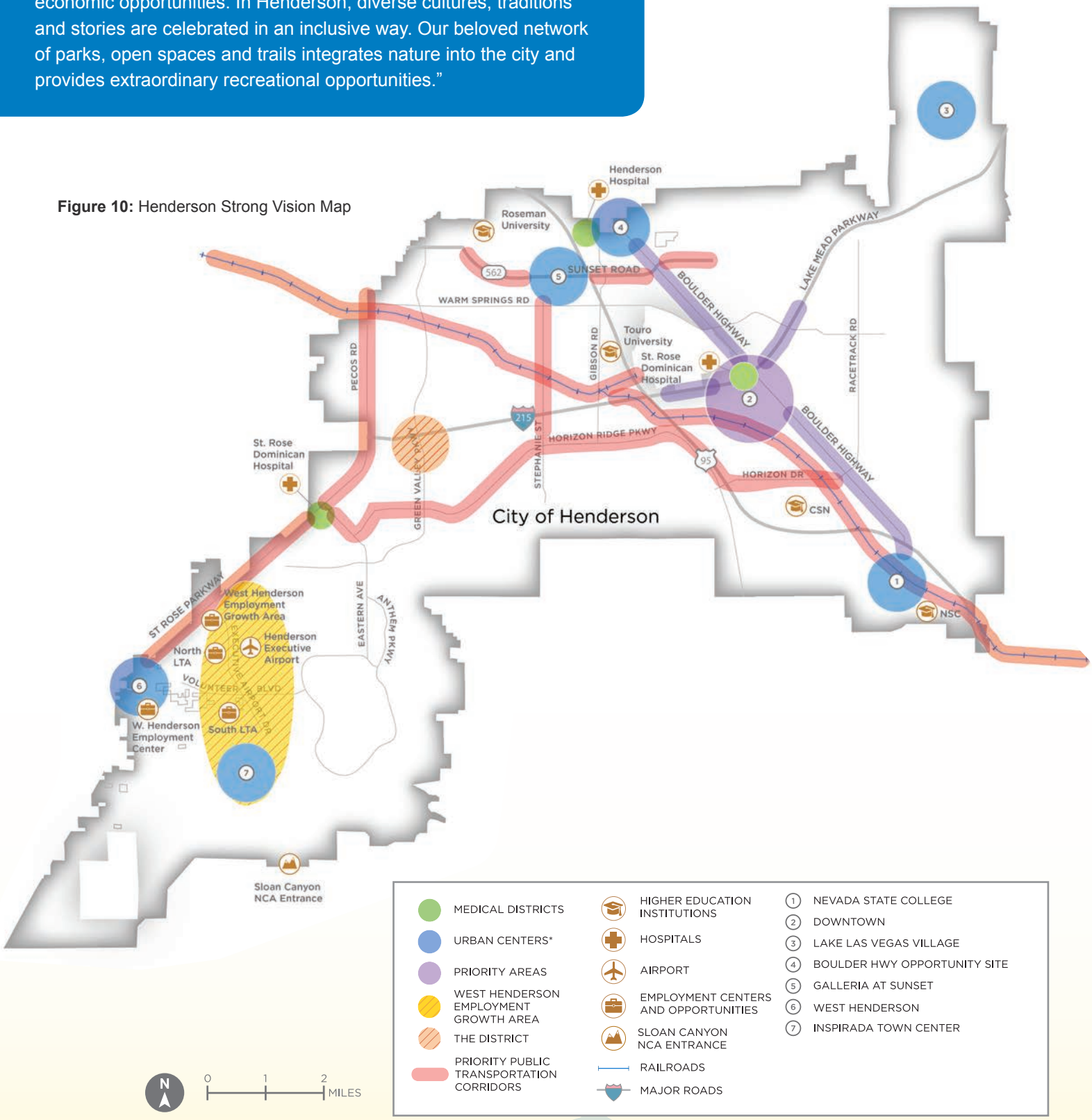
How do we get there?

The Comprehensive Plan expresses the city's vision through goals, strategies, maps and images. The vision map (Figure 8 on the next page) is a communication tool with no regulatory function. It provides visual guidance and focus to update the City's local land use and transportation programs and local zoning code to achieve the future vision. The goals and strategies that follow provide a variety of tools to support implementation of the vision.

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 10: Henderson Strong Vision Map



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

The Vision Map emphasizes the core themes of the Plan in the following ways:

Courtesy of 501 Studios

Align the Vision with the City's economic development strategy.

The city's Medical Districts are highlighted to encourage concentrating complementary uses in our existing medical districts and to support their growth. This aligns with the City's economic development strategy that highlights healthcare as a key target industry to continue to grow, develop and support.

Designate additional Urban Centers and Priority Transportation Corridors.

The Vision themes for Healthy Communities and Active, Complete Transportation are reflected in the additional **Urban Centers** on the vision map, such as Nevada State College, downtown Henderson, Lake Las Vegas, the City's Boulder Highway Opportunity Site, Galleria at Sunset, the Urban Center identified in the West Henderson Land Use Plan at St. Rose and Las Vegas Boulevard and the Inspirada Town Center.

Priority Transportation Corridors also support the vision for Active, Complete Transportation, and were identified to highlight opportunities for future public transit connections especially east and west in the city, where currently none exist.

Urban Centers allow the City to achieve Healthy Communities and Active, Complete Transportation goals by concentrating development and allowing more activity in a convenient area, which allows people to walk and bike to their destinations. More residential options are also allowed in the Urban Center designation, which enables people to live closer to work and other community destinations they frequent. Urban Centers are major urban-scale commercial cores as well as significant employment areas.

The Centers are connected to a number of framework streets and contain a diverse mix of commercial, office, residential and civic uses. They are intended to place residents and employees within a five-minute walk of a transit route. Urban Centers should accommodate a wide range of land uses including residential; neighborhood to regional-scale commercial uses; recreation, entertainment and visitor services; medical, health and personal care related services; business, vehicular, financial and personal services; and civic and recreational uses.

Focus on priority reinvestment areas.

These included two corridors (Lake Mead Parkway and Boulder Highway) and one district (Henderson's historic downtown).Through outreach efforts, Henderson residents identified three areas that are in need of reinvestment and revitalization efforts. Much of these

areas are already within the City's officially designated redevelopment areas and are also prioritized through other plans. This designation ensures the vision of the Comprehensive Plan is aligned with the City's Redevelopment Agency and reflects the importance of investing in maturing communities, a priority in the City's Strategic Plan.

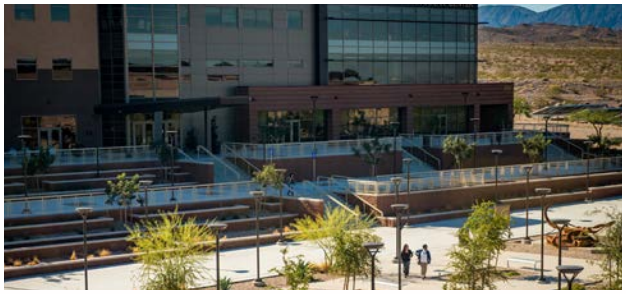
Designate West Henderson as a priority employment growth area.

West Henderson encompasses mostly vacant land and is generally bounded by Las Vegas Boulevard to the west, St. Rose Parkway to the north, the master-planned communities of Seven Hills and Anthem to the east and the Sloan Canyon National Conservation Area to the south. The West Henderson Land Use Plan describes the area as the premier destination for economic development and livable neighborhoods through employment areas integrated with mobility solutions, vast recreation amenities and diverse housing opportunities.

Courtesy of The District

Update land use designations in The District.

The District is considered by the community and the region to be a vibrant, existing Urban Center and although it is an important hub in the city, it differs from some of the other areas that were identified in the vision map that are either in need of reinvestment, or are future growth areas such as those in West Henderson. In this case, the vision map does not propose changes to the District, but seeks to match the land use designation with the actual development on the ground.



Courtesy of Nevada State College

Connect economic develpoment, education and place-making efforts.

Higher education institutions, hospitals, Henderson's Executive Airport and other employment centers and opportunities are highlighted to support the nexus between economic development, education and place-making. These locations elevate the importance of connecting to and supporting the city's higher education institutions, medical districts and hospitals, the importance of the Executive Airport for business recruitment and attraction efforts and to continue to protect employment lands to improve the city's jobs-to-housing balance.

CHAPTER 2

Healthy, Livable Communities

The Henderson Strong vision includes a welcoming, connected, vibrant and safe community that offers a range of housing choices, access to healthcare and healthy foods, and parks and open space. Henderson Strong will protect and strengthen what is valued about this community as it grows over time.

Courtesy of Nevada State College

CHAPTER 2

Healthy, Livable Communities

Features of the built environment influence individual behaviors, physical activity patterns, social networks and access to resources. 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. Additionally, 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.

ORGANIZING TOPICS

Goals and strategies for **Chapter 2: Healthy, Livable Communities** are organized into these topic areas:

HEALTHY COMMUNITIES

Land Use and Community Design – **Page 36**

Green Building and Low-Impact Development – **Page 40**

Healthy Food – **Page 41**

Healthcare and Medical Services – **Page 42**

Multi-modal Transportation – **Page 43**

Public Safety – **Page 44**

Human Services – **Page 45**

Equity – **Page 46**

ENVIRONMENT

Water – **Page 48**

Stormwater – **Page 49**

Parks and Open Space – **Page 51**

Public Art and Cultural Identity – **Page 53**

Energy Production and Consumption – **Page 54**

Groundwater Protection – **Page 55**

Disaster Resilience and Recovery – **Page 56**

Urban Heat Islands – **Page 56**

HOUSING

Housing Choice – **Page 57**

Development Incentives – **Page 61**

Land Use and Community Design

Goal H 1: 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.

Strategies

H 1.1 Encourage a range of housing types, locally-serving retail, employment, public amenities and open spaces, all of which are comfortably accessible to the community via walking, bicycling or transit, and reflected through the additional designation of Urban Centers in key locations through the city.

H 1.2 Coordinate with the development community to identify and address barriers to compact, complete communities.

H 1.3 Consider transitioning toward a form-based code, which defines the form and general appearance of a building as a primary concern and the land use as secondary. The benefit is that the community can control the physical impact development has on a community while allowing more variety of uses in a smaller area.

H 1.4 Identify incentives to enable more compact development that is friendly to pedestrians and bicyclists; explore floor-area-ratio increases, parking reductions and different building heights, among others.

H 1.5 Assess the proximity of proposed and existing housing to parks, schools, jobs, healthy food options, medical facilities, hospice care and other community services; identify gaps and prioritize development based on access needs.

H 1.6 Encourage higher land use intensities and densities in areas within a half mile of public transit service or areas identified for future transit improvements, such as in newly identified Urban Centers.

H 1.7 Consider using a transit-oriented development overlay to designate TOD areas and support enhanced transit options consistent with characteristics of Compact Complete Communities defined by STAR Communities[11] and the Vision Map.

H 1.8 Assess feasibility of acquiring land for potentially catalytic TOD projects.

H 1.9 Consider updating the City's traffic impact study guidelines to align with Henderson Strong principles.

H 1.10 Identify options for reserving land within Bureau of Land Management (BLM) holdings for needed community services and amenities and affordable housing.

H 1.11 Strive for equitable distribution of parks, community amenities, public facilities and services within walking distance of neighborhoods; identify neighborhoods lacking in key services or amenities and design incentives to fill these gaps.

H 1.12 Create development incentives for new residential construction and to rehabilitate existing housing to meet universal and visibility design standards.

11 The STAR Community Rating System is a set of evaluation measures that rate community-scale sustainability across seven goal areas.

Figure 11: Henderson Future Land Use

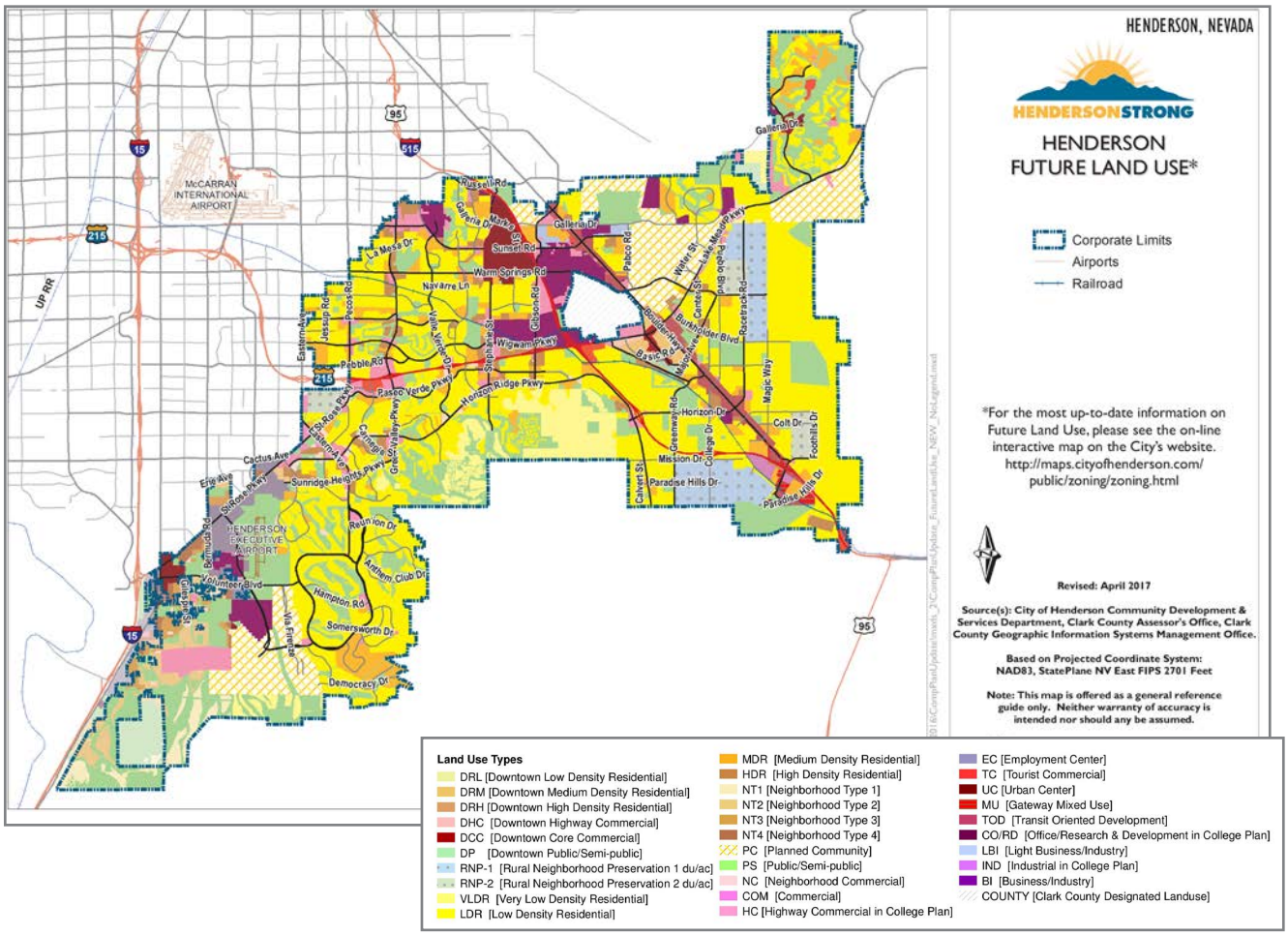
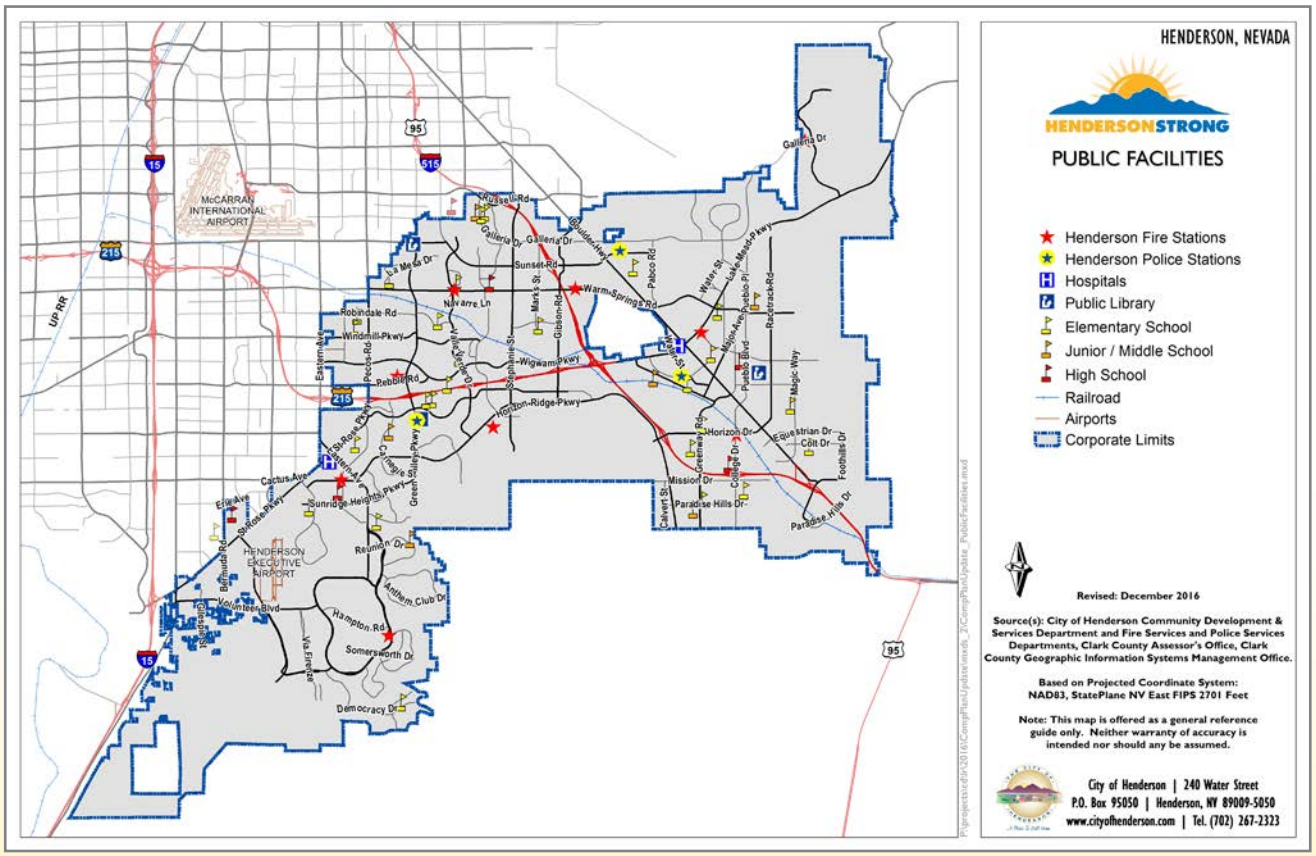


Figure 12: Public Facilities



Goal H 2: Support responsible growth and development patterns to accommodate the expected 100,000 more residents by 2036.

Strategies

H 2.1 Identify policies for reducing sprawl and encouraging infill development as supported by the Vision Map.

H 2.2 Support compact development and regulations that help the Southern Nevada Water Authority achieve water conservation goals and encourage reduction in water consumption.

H 2.3 Improve air, water and soil quality through compact and infill development in support of the Vision Map.

H 2.4 Encourage infill development and improvements that strengthen complete streets and multi-modal transportation, including addressing gaps in bicycle and walking trail connections, in fulfillment of the Vision Map.

H 2.5 Develop new design guidelines for big-box development associated with large parking lots and block patterns to improve access for pedestrians and bicyclists, such as those achieved through stacked retail development and parking found in other areas in the country (Los Angeles, Atlanta, Chicago).

H 2.6 Ensure that land use planning is well integrated with existing and future transportation priorities, capital projects and improvements.

DEFINITION > WHAT IS URBAN SPRAWL?

Urban sprawl or suburban sprawl describes the expansion of human populations away from central urban areas into low-density, areas that are separated from each other by use (residential, commercial, industrial), and usually car-dependent.

Credit: Alta Planning

STRATEGY IN ACTION > CROWDFUNDING HELPS TO BUILD NEW RECREATION TRACK IN MEMPHIS, TENNESSEE

In February 2014, Binghampton, a neighborhood on the east side of Memphis, Tennessee broke ground on the Hampline: a two-mile cycle track that will connect Binghampton to nearby parks and trails. While the bulk of the money for Hampline came through the usual avenues of city grants and foundations, the last $69,000 of the $4.5 million project was raised via ioby, a crowdfunding platform.

Goal H 3: Encourage a network of pedestrian-oriented, sustainable streets and public spaces.

Strategies

H 3.1 Connect and enhance bicycle and pedestrian infrastructure citywide and apply Complete Streets design components; including convenient bicycle and pedestrian amenities and features.

H 3.2 Plan for improved pedestrian and bicycle accessibility to commercial areas and employment centers from all neighborhoods to increase access to goods, services and jobs that serve local residents.

H 3.3 Encourage new and existing developments to enhance bicycle and pedestrian connections to transit.

H 3.4 Support the implementation of Safe Routes to Schools programs and increase the number of children who walk or bike to school.

H 3.5 Target neighborhoods and streets that could benefit from traffic calming measures and work to implement improvements.

H 3.6 Encourage sustainable streets that include trees between traffic lanes and sidewalks to shield non-motorized users and drought-tolerant, low-maintenance landscaping, natural stormwater treatment areas and other sustainable features.

H 3.7 Create and encourage new human-scaled public spaces, such as bike/walk path access to natural areas such as Sloan Canyon National Conservation Area and Clark County Wetlands Park.

H 3.8 Develop walkable communities with transit access for emerging population groups.

Goal H 4: Enhance character and quality of life in neighborhoods.

Strategies

H 4.1 Ensure that building size, architecture and layout of new development responds to surrounding neighborhood character.

H 4.2 Encourage destinations for community gathering, play and exercise, such as parks, plazas or other open space.

H 4.3 Encourage safe, efficient pedestrian and bicycling connections within neighborhoods to schools, goods and services and other destinations.

H 4.4 Integrate neighborhood-serving commercial centers with high foot traffic, active ground-floor uses and public space to create an inviting pedestrian environment.

The Clark County Wetlands Park is connected to the Henderson Bird Viewing Preserve, which is home to more than 270 species of birds.

H 4.5 Encourage building façades and street frontages with reduced setbacks that create a presence at the street level and along pedestrian pathways.

H 4.6 Support master planned communities that embrace Complete Streets design principles with: multiple entry points for all modes, a variety of housing types; neighborhood centers with grocery stores, retail and goods and services that serve local residents; walk- and bike-friendly streets; trails that are isolated from traffic noise, congestion and fumes and convenient access to transit.

H 4.7 Work with developers to ensure the walls on gated developments include pedestrian gates to provide access to nearby retail, services and transit stops.

H 4.8 Develop design standards, where appropriate, to meet the needs of unique areas in the city.

H 4.9 Protect, maintain and promote cultural and historic resources and public art for future generations.

H 4.10 Reflect historic and cultural assets in the city, such as the Clark County museum and the Water Street District area's history and origins, in alignment with the Downtown Investment Strategy, through street names, public art, murals and other interpretive means.

Green Building and Low-Impact Development

Goal H 5: Support high-quality, sustainable and healthful building design and development.

Strategies

H 5.1 Wherever possible, encourage resource-efficient buildings that incorporate sustainable materials, minimize stormwater runoff, incorporate xeriscaping and conserve energy and water.

H 5.2 Encourage the use of sustainable building materials; create a healthy building materials checklist for property owners and developers.

H 5.3 Develop a green building retrofit program that promotes best practices in renovation of existing buildings.

H 5.4 Incorporate energy-efficient design features and materials into new and remodeled buildings.

H 5.5 Support on-site renewable energy technologies, including solar heating, that help reduce energy demand.

H 5.6 Encourage the use of alternative rooftop design materials and colors for roofing, including "cool" roofing materials and vegetated roofing, as well as solar panels that are integrated into the architecture.

H 5.7 Promote landscaping options that conserve water, improve water quality and provide shade and that follow the Center for Active Design's Active Design Guidelines.

Healthy Food

Goal H 6: Increase access to healthy food.

Strategies

H 6.1 Eliminate food deserts and ensure all neighborhoods have access to healthy food choices at grocery stores within walking or bicycling distance; likewise, consider Development Code updates to minimize 'food swamps' (the presence of an overabundance of unhealthy food options, like fast food and liquor stores).

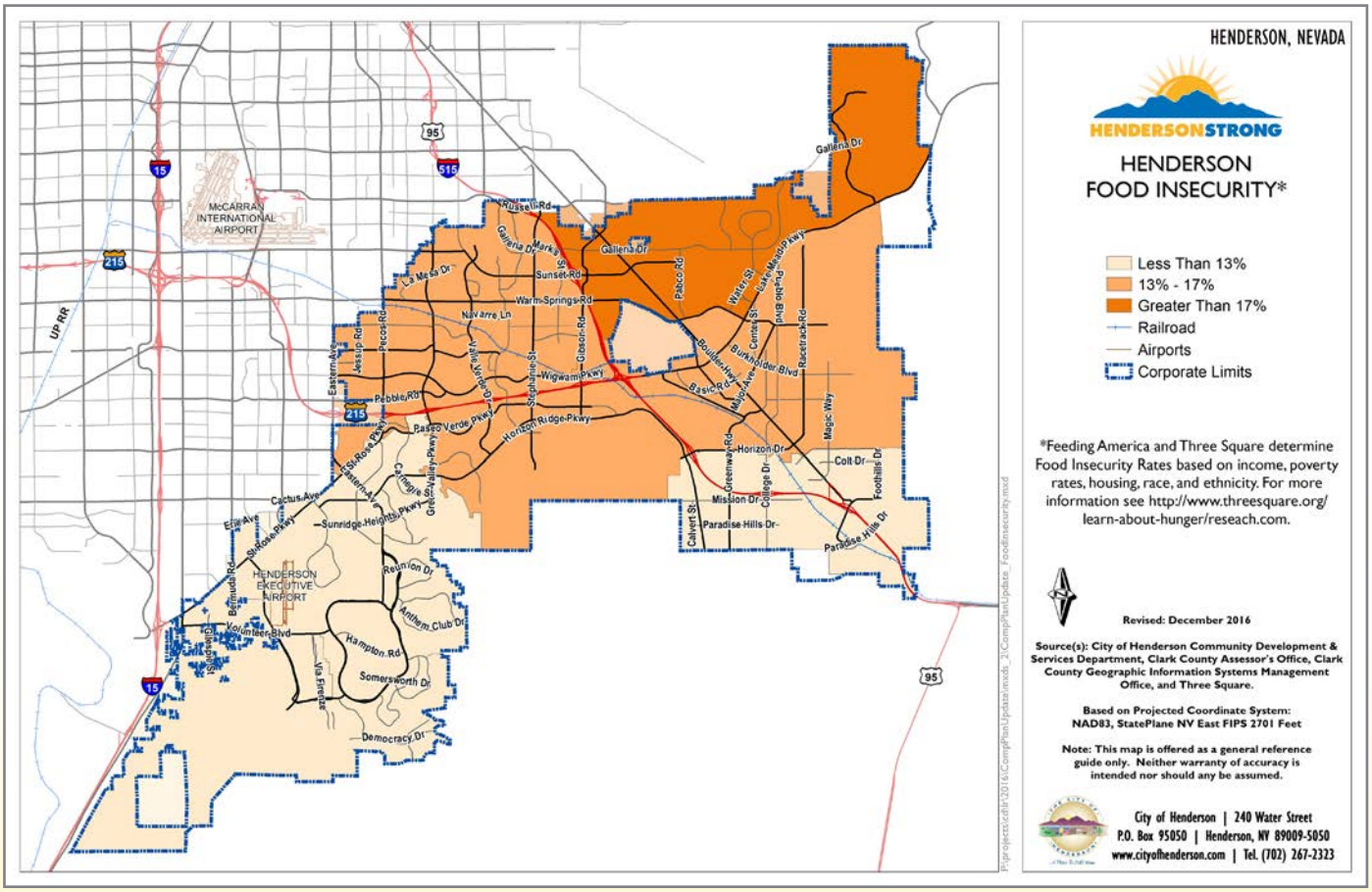
H 6.2 Identify and address obstacles to reaching grocery stores and other sources of healthy food.

H 6.3 Improve access to affordable and nutritious food in underserved areas; consider pursuing alternative food sources, such as mobile produce vendors (veggie trucks), community or school gardens, healthy corner stores, a permanent farmer's market that accepts EBT, a network of small grocery stores and bulk delivery bundles to multi-tenant units to avoid high delivery costs.

H 6.4 Work with residents to identify areas for community gardens and promote community involvement.

H 6.5 Expand nutrition programs already in place with current distribution partners.

Figure 13: Henderson Food Insecurity


HENDERSON, NEVADA
HENDERSONSTRONG
HENDERSON FOOD INSECURITY*
Less Than 13%
13% - 17%
Greater Than 17%
Railroad
Airports
Corporate Limits
*Feeding America and Three Square determine Food Insecurity Rates based on income, poverty rates, housing, race, and ethnicity. For more information see http://www.threesquare.org/learn-about-hunger/reseach.com.
Revised: December 2016
Source(s): City of Henderson Community Development & Services Department, Clark County Assessor's Office, Clark County Geographic Information Systems Management Office, and Three Square.
Based on Projected Coordinate System: NAD83, StatePlane NV East FIPS 2701 Feet
Note: This map is offered as a general reference guide only. Neither warranty of accuracy is intended nor should any be assumed.
City of Henderson | 240 Water Street
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McCARRAN INTERNATIONAL AIRPORT
HENDERSON EXECUTIVE AIRPORT
UP RR
Russell Rd
Gallena Dr
Sunset Rd
Warm Springs Rd
Navarre Ln
Wigwam Pkwy
Pebble Rd
Paseo Verde Pkwy
Horizon Ridge Pkwy
Horizon Dr
Colt Dr
Mission Dr
Paradise Hills Dr
Sunridge Heights Pkwy
Cactus Ave
Eric Ave
Volunteer Blvd
Hampton Rd
Somersworth Dr
Democracy Dr
Anthem Club Dr
Reunion Dr
Magic Way
Foothills Dr
Racetrack Rd
Burkholder Blvd
Lake Mead Pkwy
Pecos Rd
Gibson Rd
Stephanie St
Green Valley Pkwy
Eastern Ave
Las Vegas Blvd
Boulder Hwy
Basic Rd
Greenway Rd
College Dr
Calvert St
Water St
Center St
Las Mesa Dr
Jessup Rd
Valle Verde Dr
Bermuda Rd
Sinclair St
Marks St
Stephanie St
Sunset Rd
Gibson Rd
Pecos Rd
Eastern Ave
Las Vegas Blvd
Boulder Hwy
Basic Rd
Racetrack Rd
Burkholder Blvd
Lake Mead Pkwy
Magic Way
Foothills Dr
Paradise Hills Dr
Horizon Dr
Mission Dr
Paradise Hills Dr
Colt Dr
Gallena Dr
Russell Rd
Warm Springs Rd
Wigwam Pkwy
Horizon Ridge Pkwy
Paseo Verde Pkwy
Sunridge Heights Pkwy
Volunteer Blvd
Anthem Club Dr
Reunion Dr
Hampton Rd
Somersworth Dr
Democracy Dr
Eastern Ave
Las Vegas Blvd
Boulder Hwy
Basic Rd
Racetrack Rd
Burkholder Blvd
Lake Mead Pkwy
Magic Way
Foothills Dr
Paradise Hills Dr
Horizon Dr
Mission

Healthcare and Medical Services

Goal H 7: Increase access to medical and mental health services.

Strategies

H 7.1 Identify gaps in medical services in the community, and work with the Economic Development Division and other partners to recruit needed services.

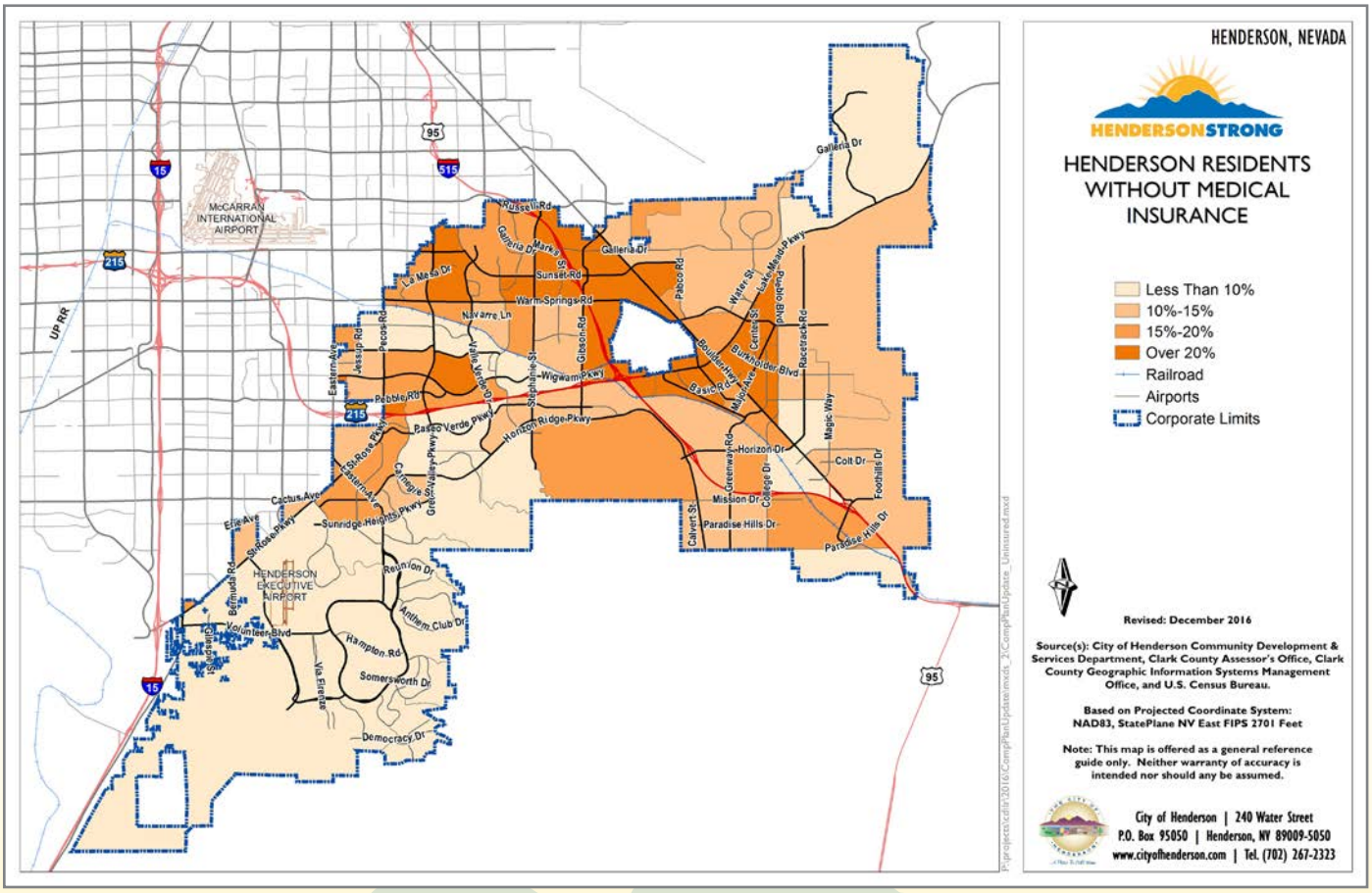
H 7.2 Partner with healthcare providers to expand mental health resources and programs.

H 7.3 Secure commitment for expanded or new medically oriented facilities throughout the city, particularly in areas that are underserved and in areas connected by transit.

H 7.4 Continue development of Union Village, an integrated health center that brings inpatient care, outpatient care, physicians, skilled nurses, senior living centers, home health and wellness programs together in a single setting.

H 7.5 Encourage expansion of skilled nursing education programs at Nevada State College to train more health practitioners.

Figure 14: Henderson Residents Without Medical Insurance



H 7.6 Encourage expansion of graduate-level medical education programs to bring medical residents who will receive training and then stay in our community.

H 7.7 Partner with organizations that have wellness programs, such as those that strive to reduce obesity, especially for children.

H 7.8 Provide or enhance a full range of quality resources in areas with a high density senior population to support aging in place and to allow seniors to avoid moving away from friends as their needs change.

H 7.9 Support the development and implementation of an Aging in Place Plan to allow seniors to avoid leaving their communities and social networks as they age.

Increasing access to healthcare and medical services promotes a higher quality of life for all Henderson residents.

Multi-modal Transportation

Goal H 8: 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.

Strategies

H 8.1 Identify and improve high-risk intersections with traffic alternatives such as roundabouts, and other safety measures such as signals, striping, lighting and signage.

H 8.2 Make incremental progress toward zero pedestrian and bicyclist fatalities by 2040, compared to a baseline year not predating 2000 in Henderson.

H 8.3 Improve pedestrian access and proximity to housing, schools, transportation hubs, jobs and community resources, paying special attention to street connectivity and ensuring pedestrian gates in residential subdivisions.

H 8.4 Develop a Pedestrian Master Plan with the goal of creating quality pedestrian environments that offer convenience, safety and attractiveness; include stakeholders such as Healthy Henderson and enhance pedestrian and bicycle access to outdoor natural areas such as Sloan Canyon National Conservation Area.

H 8.5 Utilize Complete Streets strategies to ensure compatibility with all modes of transportation, including biking, walking, mass transit and automobiles.

H 8.6 Use trees to shield non-motorized users from motor vehicle lanes in landscape and sidewalk designs.

H 8.7 Expand on the Safe Routes to School programs to create safe and convenient ways for children and parents to walk or ride bikes to and from schools, libraries and recreation centers.

H 8.8 Encourage transit-oriented development and mixed-use zoning principles that integrate retail destinations, parks and recreation facilities within walking distance of public transit.

H 8.9 Create structured programs, such as walking groups and trail guides for children, families and senior citizens to promote recreational walking.

H 8.10 Update the Development Code to incorporate Crime Prevention through Environmental Design standards to create safer environments that will achieve positive impacts on pedestrian and bike activity.

Public Safety

Goal H 9: Design a resilient community that promotes neighborhood safety through reduced crime rates, emergency preparedness and effective rescue and emergency response.

Strategies

H 9.1 Reduce crime rates in high crime areas of the community.

H 9.2 Identify areas in the community that could benefit from improved lighting and incrementally implement improvements.

H 9.3 Aim to reduce the average number of incidents of school violence to less than 10 per 1,000 students for all public schools in Henderson.

H 9.4 Monitor fire and police service needs and ensure that effective response times are consistent throughout the city.

H 9.5 Develop a plan for a resilient community, emergency preparedness and post disaster economic recovery.

H 9.6 Consider emergency evacuation routes to and from residential areas during plan review process to ensure adequate access points.

H 9.7 Prioritize rehabilitation of housing near transit stops.

H 9.8 Examine opportunities for public/private partnerships in areas with particular needs for revitalization.

H 9.9 Expand Code Enforcement efforts to protect neighborhood vitality.

H 9.10 Work to protect vulnerable populations from natural hazards through mitigation, prevention, response and recovery efforts that include preparedness activities like communication strategies and information sharing.

Human Services

Goal H 10: Ensure that human services in Henderson meet diverse needs in the community.

Strategies

H 10.1 Partner with applicable agencies to address homelessness, addiction and domestic violence problems.

H 10.2 Partner with local programs and agencies to implement housing programs for the homeless in Henderson; model successful programs such as those in Salt Lake City, Utah.

H 10.3 Increase availability of quality, affordable housing for low-income families and seniors.

H 10.4 Promote new parent education programs targeted to low-income and vulnerable populations; make these programs accessible in City facilities.

H 10.5 Consider developing a comprehensive human services plan to ensure that basic human needs in the community are met, including hospice care, and monitor and evaluate the plan's implementation.

HENDERSON: A NATIONAL LEADER IN PUBLIC SAFETY

Henderson ranked among America's 10 Safest Cities with a population over 200,000 for four straight years in a report released by LawStreetMedia.com.

Henderson was the first emergency communications center in Nevada to offer the option to text 9-1-1 to receive help from an officer or paramedic. This alternative helps those who are afraid to talk on the phone because the call might put them in danger.

The Henderson Police Department's Communications Bureau is just one of two agencies in Nevada and 85 nationwide that **meet the strict guidelines and standards to earn the prestigious Accreditation Certification** from the Commission on Accreditation for Law Enforcement Agencies, Inc.

The Henderson Fire Department:

- **First in the country to have triple accreditation** from the Commission of Fire Accreditation International, Commission on Accreditation of Ambulance Services and Emergency Management Accreditation Program.
- **Survivability rate is two and a half times the national average** for emergency medical services administered to patients experiencing sudden cardiac arrest.
- **Received the 2016 Outstanding Achievement City Livability Award** for the Get READY! Stay READY! emergency preparedness campaign.
- **Met or exceeded customer expectation of service 98% of the time,** and reduced response times by 48 seconds for emergency medical incidents and by 37 seconds for structure fires from 2014 to 2015.

Equity

Goal H 11: Support environmental justice and equitable distribution of community facilities, parks and infrastructure.

Strategies

H 11.1 Consider updating the City Charter to specifically protect the civil and human rights of all community residents.

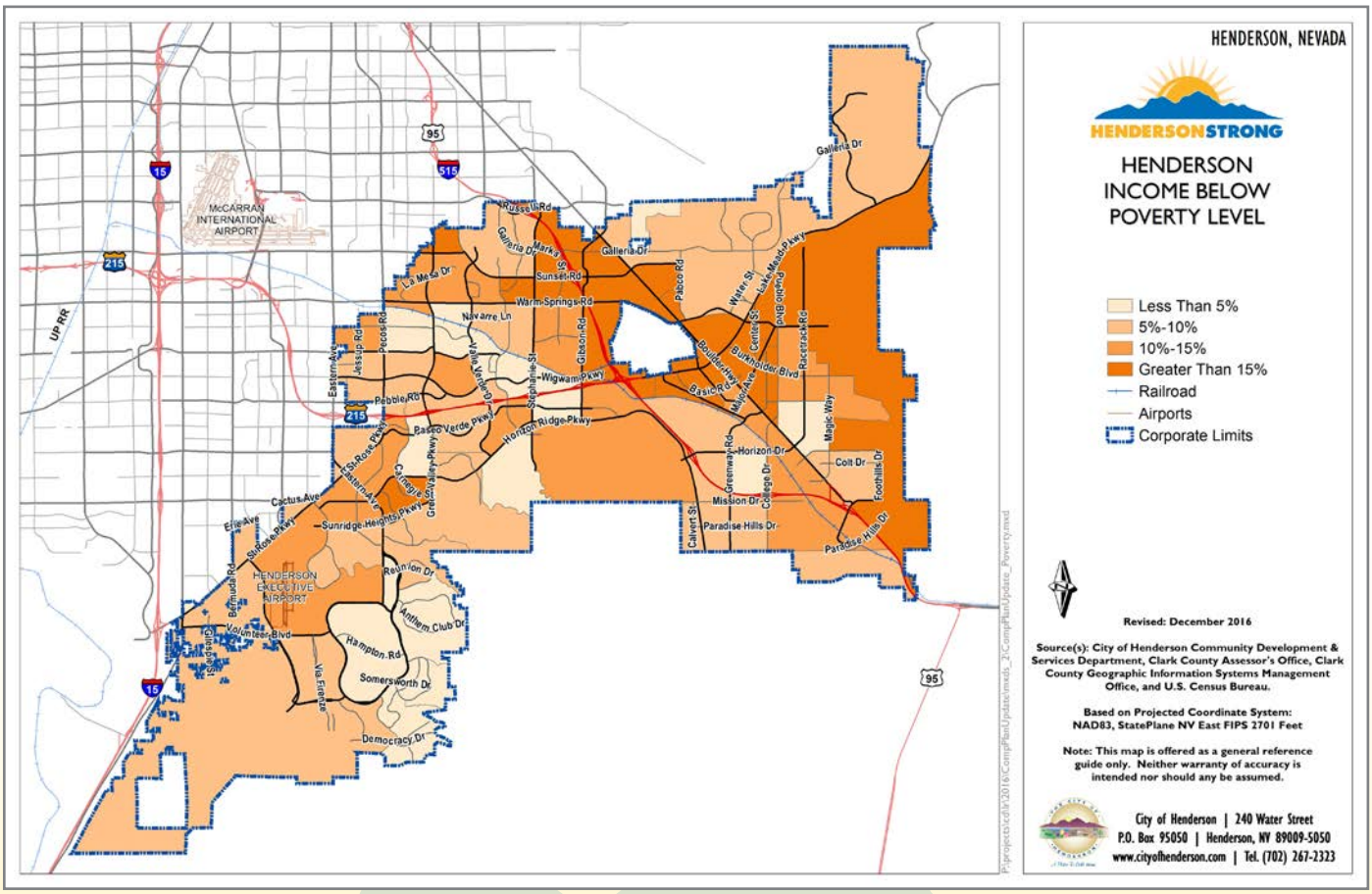
H 11.2 Prioritize improvements to community facilities and infrastructure in neighborhoods that currently are underserved, have a high proportion of low-income households or are impacted by higher crime rates and physical blight. Improvements should be tailored to the specific needs of residents in these neighborhoods.

H 11.3 Consider environmental justice criteria, such as defining and including maps identifying the location of environmental justice populations in the project area and any potential for disproportionate impacts on environmental justice communities that may result from a proposed public or private project in order to reduce

DEFINITION > WHAT IS ENVIRONMENTAL JUSTICE?

Environmental justice refers to avoiding discrimination and ensuring that programs, policies and other activities do not have disproportionately adverse health or environmental impacts on minority and low income populations.

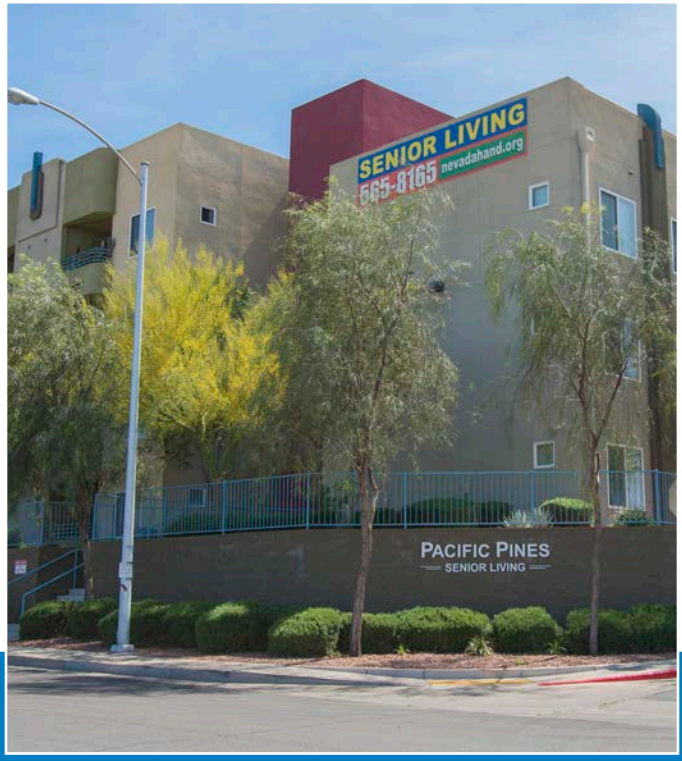
Figure 15: Henderson Income Below Poverty Level



potentially adverse environmental impacts on vulnerable populations when reviewing zoning, land use planning, permitting policies and siting of new projects.

H 11.4 Provide support in connecting minority and disadvantaged groups (such as homeless, mentally impaired, low-income and marginalized groups) with needed services.

H 11.5 Target outreach to underrepresented groups to engage them in the planning and decision-making process to better respond to their specific needs.



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.

In early 2016, the City conducted an Age-Friendly Community Survey that found a large majority of residents feel the City of Henderson is a good, very good or excellent place for people to live as they age, and most respondents think the City does well at providing amenities and services that are important to seniors and people of all ages.

The AARP and the City of Henderson support eight domains of community life that influence the health and quality of life for older people:

1. **Outdoor spaces and buildings**
2. **Transportation**
3. **Housing**
4. **Social participation**
5. **Respect and social inclusion**
6. **Civic participation and employment**
7. **Communication and information**
8. **Community support and health services**

Henderson Strong continues to build on amenities and services that made this designation possible, with Healthy Communities strategies that improve access to health care and transportation solutions that make it easier for people to physically get to their providers.

Additionally, the City made a concerted effort to engage its senior population by convening a stakeholder group comprised of senior service providers, leaders in the senior community, and senior residents. This group is meeting to compile the priorities that will be representative of the eight domains of community life as designated above and will have implementation strategies assigned to each.

Those main priorities can be found throughout this Comprehensive Plan and the implementation strategies will be published in the Age-Friendly Henderson Plan, to be adopted in 2017.

Water

Goal H 12: Protect, conserve and enhance the City's water resources.

Strategies

H 12.1 Ensure consistency between City, Regional, State and National Water Resource plans.

H 12.2 Partner with the Southern Nevada Water Authority (SNWA) to establish regional goals for water use.

H 12.3 Enforce existing City agency regulations for efficient water use.

H 12.4 Collaborate with the Department of Utility Services to ensure that outdoor water-intensive uses are appropriately regulated.

H 12.5 Continue supporting the SNWA and the City of Henderson in adopting a progressive, tiered water pricing structure based on quantity and use.

H 12.6 Expand education and outreach programs (e.g., school programs) to raise awareness about water use efficiency and conservation, and ultimately reduce water consumption.

Goal H 13: Encourage water-wise landscape practices.

Strategies

H 13.1 Enforce commercial and residential landscape policies and ordinances that protect and conserve the City's water resources.

Designing parks with educational features such as xeriscaped gardens and play structures help raise awareness about water conservation.

H 13.2 Continue to support the SNWA's Water Smart Landscape Program.

H 13.3 Further minimize the use of turf and decorative water features.

H 13.4 Continue to evaluate ways to minimize turf use on City-owned properties.

H 13.5 Support golf courses' adherence to their water budget as spelled out in the Regional Conservation Plan.

H 13.6 Collaborate with developers to identify attractive, sustainable water-wise landscape alternatives for master planned communities.

H 13.7 Continue to support a water budgeting plan, with incentives, for master plans both at the community-wide level and individual homeowner level.

Stormwater

Goal H 14: Improve water quality through stormwater management and reduce the volume of stormwater runoff.

Strategies

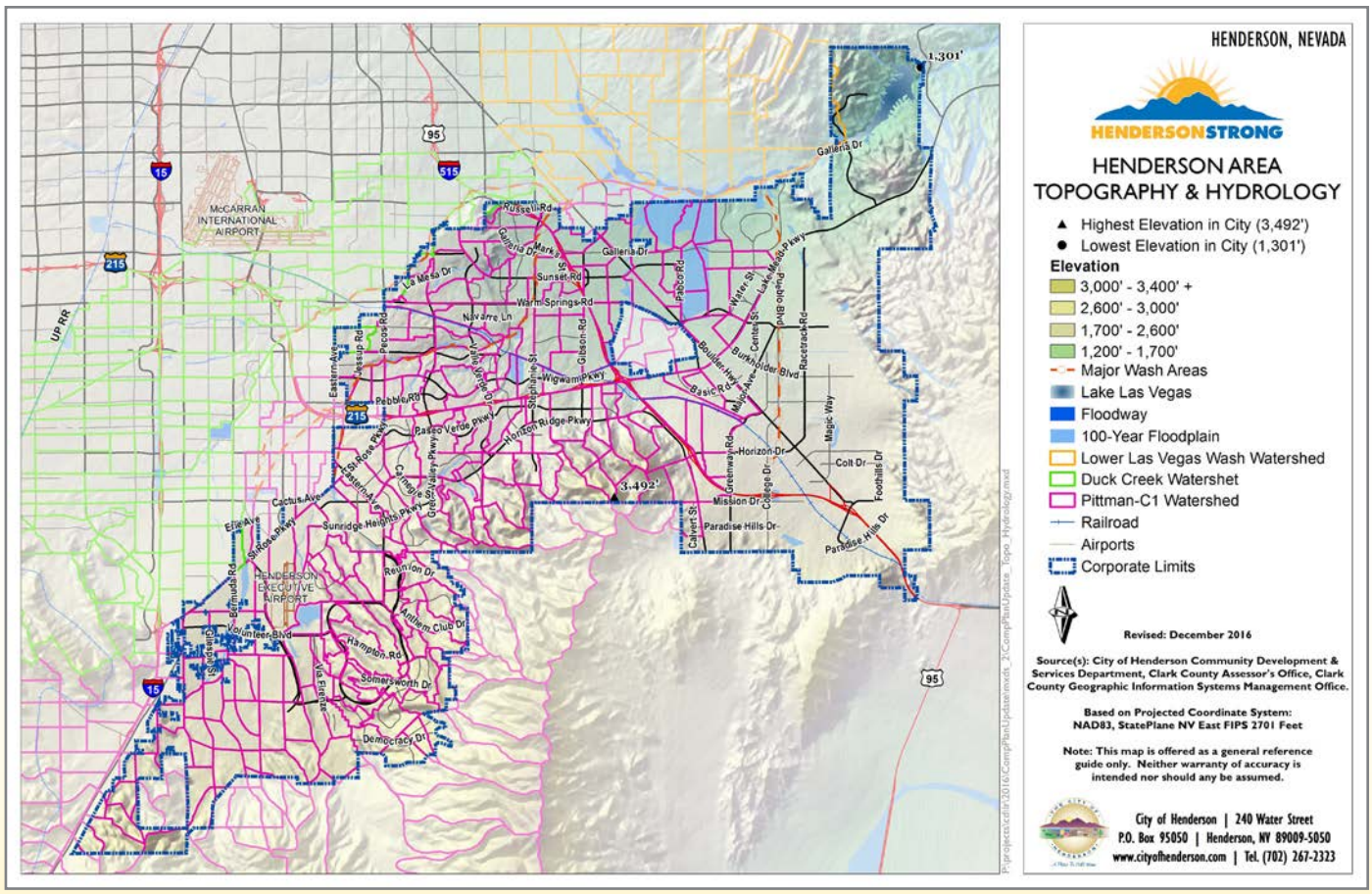
H 14.1 Encourage innovative techniques for stormwater management as allowed by state and local regulations.

H 14.2 Seek opportunities to develop green infrastructure that minimize stormwater runoff using techniques such as bioswales, permeable paving or other innovative approaches.

DEFINITION > WHAT IS GREEN INFRASTRUCTURE?

An approach to building infrastructure that protects, restores or mimics nature to improve air and water quality and overall quality of life. Often associated with using vegetation, soils and other elements to manage stormwater, other examples that benefit people and the environment include parks and open space, as well as community gardens and green rooftops.

Figure 16: Henderson Area Topography and Hydrology



H 14.3 Coordinate open space planning with regional entities, such as the Southern Nevada Regional Planning Coalition and the Clark County Regional Flood Control District to maximize the ecological and public benefits that green infrastructure provides through investments in parks, greenways, trails and other natural or semi-natural drainage projects.

Goal H 15: Manage open space for improved water quality and natural resource protection.

Strategies

H 15.1 Support the continued protection of Henderson's open space network, especially as development approaches natural and preserved areas.

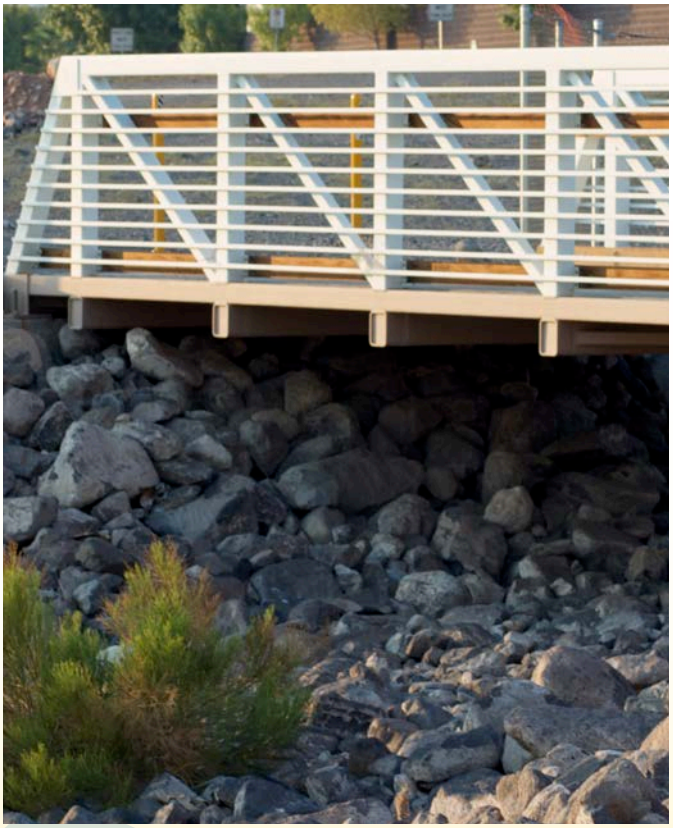
H 15.2 Preserve natural drainage systems to the greatest extent possible to protect ecology and provide natural flood protection.

H 15.3 Expand open space buffers adjacent to regional natural areas in order to support a healthy ecosystem.

H 15.4 Encourage development to comply with the Clark County Desert Conservation Program Design Guidelines for Urban-Wildland Interface, as appropriate.

H15.5 Continue to participate in the Multiple Species Habitat Conservation Program efforts.

H 15.6 Pursue updating the SNWA Water Smart Landscapes Program Plant List to incorporate the Nevada Department of Agriculture's Noxious Weed List to ensure the prohibition of these types of plants throughout the city and, in particular, on City-owned property.



Parks and Open Space

Goal H 16: Expand and enhance the parks, trails and open space system.

Strategies

H 16.1 Increase park accessibility for areas that are underserved by outdoor recreational opportunities; in alignment with local and regional plans, such as the BLM's SNPLMA Strategic Plan and Southern Nevada Strong.

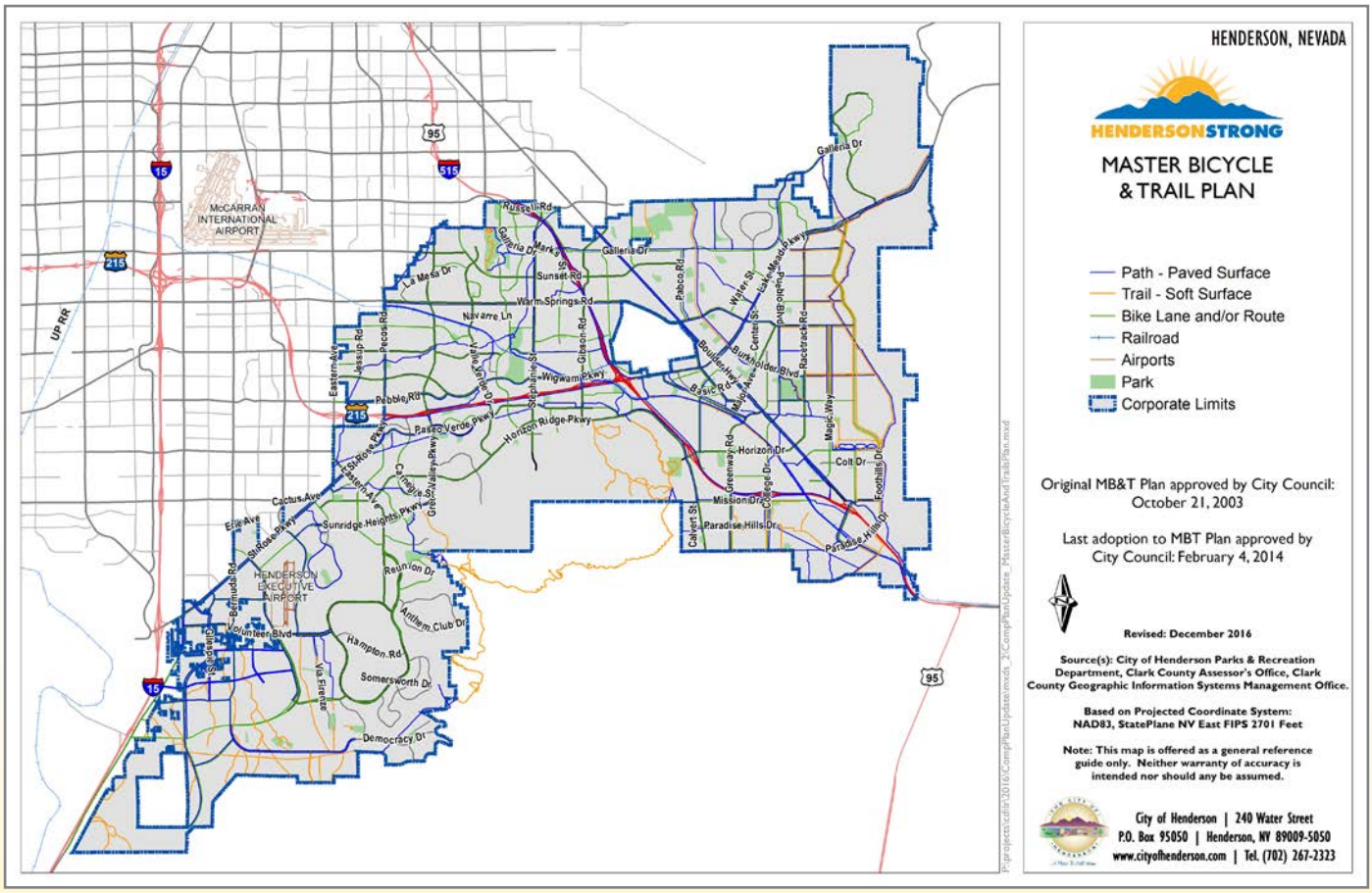
H 16.2 Continue to provide targeted parks and recreational acreage resources or amenities through land use and master planning processes.

H 16.3 Update the City's Open Space and Trails Plan.

H 16.4 Determine the need to update the Development Code to enhance requirements requiring new developments to dedicate open space or collect fees to fund parks and open space.

H 16.5 Establish a stronger connection with the Sloan NCA through additional trails and access points and a long term plan that covers access as the city expands southward.

Figure 17: Master Bicycle and Trail Plan



Goal H 17: Increase public access to parks, trails and other recreational amenities.

Strategies

H 17.1 Identify and eliminate gaps in the existing trail system to connect destinations across the city, especially those near regional landmarks such as Sloan Canyon, the Clark County Wetlands Park, Lake Mead River Mountain Trail, etc.

H 17.2 Consider updating the Development Code to require that new developments connect to existing pedestrian and bicycle facilities and are encouraged to extend trails, pathways, sidewalks and crosswalks to connect using Complete Street design principles.

H 17.3 Connect and integrate City land with adjacent Federal lands through the use of parks, trails, roads and bicycle facilities.

H 17.4 Create guidelines for public access to conservation areas with emphasis on neighboring residential areas.

H 17.5 Continue to support the efforts of nonprofits, volunteer groups and allied organizations to enhance trail system, including providing education on trails system, maintenance and monitoring with special attention to trails into Sloan Canyon.

H 17.6 Enhance shade on trails through tree canopy and structural shade features.

Goal H 18: Ensure parks, trails and open space areas are well maintained.

Strategies

H 18.1 Support efforts by the City of Henderson's Public Works, Parks and Recreation Department to maintain the high quality of parks and open space offered throughout the city.

H 18.2 Support the efforts of nonprofit and allied organizations to provide maintenance assistance programs and expand City efforts to run and expand supportive trail volunteer programs such as Trailwatch in support of adjacent federal lands.

Public Art and Cultural Identity

Goal H 19: Support efforts to protect and enhance public art and cultural resources.

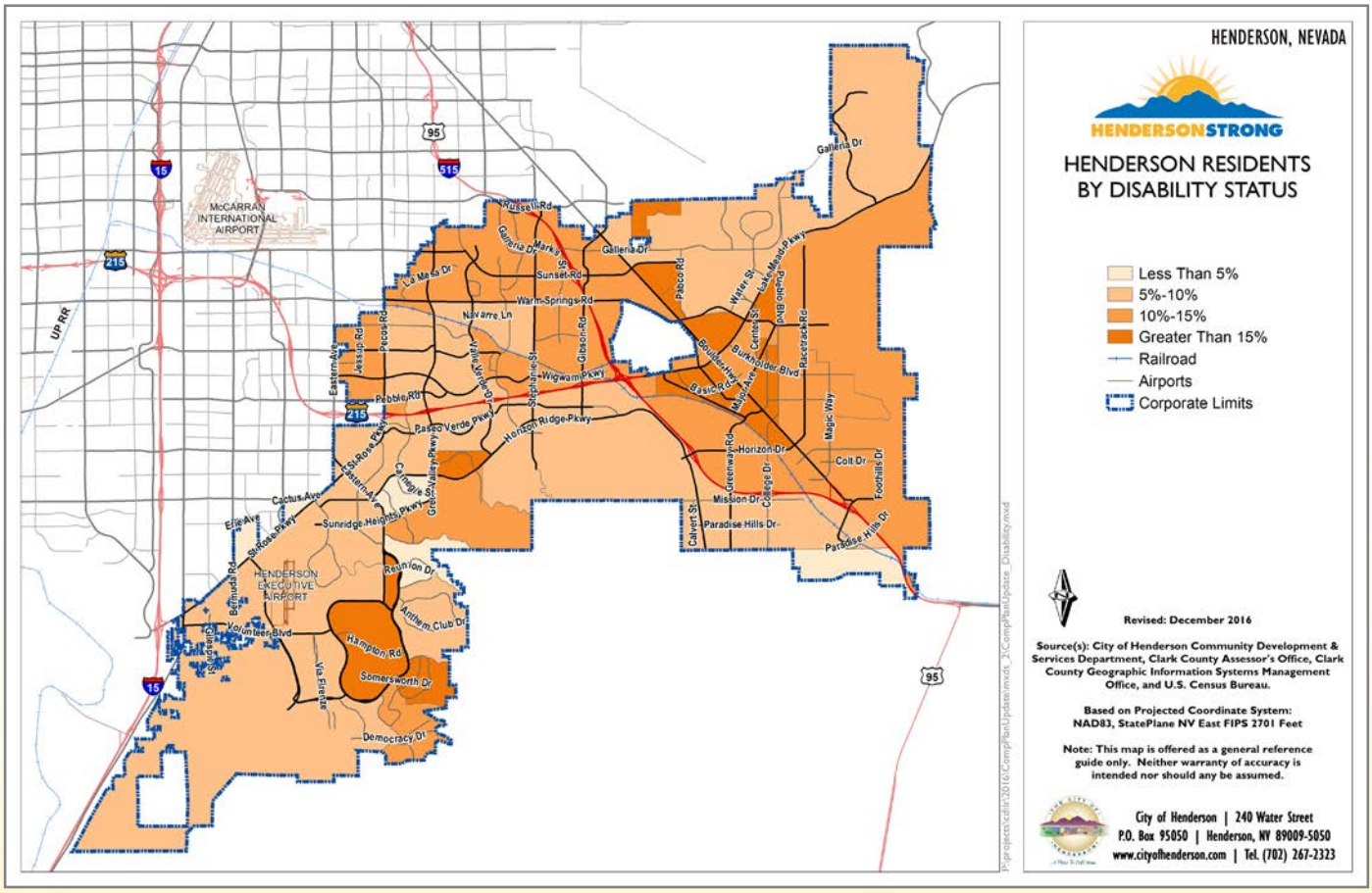
Strategies

H 19.1 Protect and maintain local public artworks and cultural resources for future generations.

H 19.2 Ensure that major arts and cultural facilities are accessible to all people, including seniors and people with disabilities.

H 19.3 Preserve historic resources and consider adaptive reuse, where appropriate.

Figure 18: Henderson Residents by Disability Status



Energy Production and Consumption

Goal H 20: Increase energy efficiency and conservation throughout the city.

Strategies

H 20.1 Support regional and local efforts or programs to reduce energy use.

H 20.2 Set local reduction targets for energy use.

H 20.3 Increase energy efficiency and conservation in public buildings and infrastructure.

H 20.4 Develop alternative and renewable energy targets for publically-owned facilities and vehicles that exceed State of Nevada minimum energy use requirements.

H 20.5 Educate the public about energy conservation and efficiency measures.

Goal H 21: Encourage renewable sources of energy.

Strategies

H 21.1 Collaborate with commercial and industrial leaders to create incentives that support development of renewable and alternative fuel technology.

H 21.2 Explore revisions to codes and ordinances to encourage small-scale renewable energy farms.

H 21.3 Consider creating a land use designation specifically for utility-scale solar projects and apply in appropriate areas.

H 21.4 Integrate renewable energy (e.g., solar, wind) at City-owned facilities and properties, whenever practical.

H 21.5 Consider incentives to encourage use of renewable energy in commercial and residential developments when they demonstrate a cost-benefit value.

H 21.6 Develop a program to encourage the use of solar panels in commercial projects through rooftop solar, parking structures and shade structures.

H 21.7 Collaborate with advocacy organizations such as the Clean Energy Project and SolarNV to educate the public on residential rooftop solar.

STRATEGY IN ACTION >

GREEN REVOLVING FUNDS HELP RETROFIT ANN ARBOR CITY FACILITIES

The City of Ann Arbor established The Municipal Energy Fund in 1998 to be a self-sustaining source of funds for investment in energy-efficient retrofits at city facilities, so the City could continually reduce its operating costs over time. The Energy Fund is financed by re-investing the funds saved through energy efficiency measures into new energy saving projects. In 1988, the City utilized its municipal bonding authority to fund a $1.4 million Energy Bond which enabled the City to implement energy efficiency measures in 30 City facilities. The payments for this ten-year bond were generated through energy cost savings. With the bond paid off in 1998, the City chose not to eliminate the bond payment line item in the annual budget but rather to reduce it by 50% to $100,000. This money was then used to finance the new Municipal Energy Fund.

Goal H 22: Use lighting efficiently to prevent unwanted or unneeded illumination.

Strategies

H 22.1 Examine the need for a community-wide lighting policy, ordinance or regulations.

H 22.2 Continue to reduce sources of light pollution coming from City-owned facilities.

Groundwater Protection

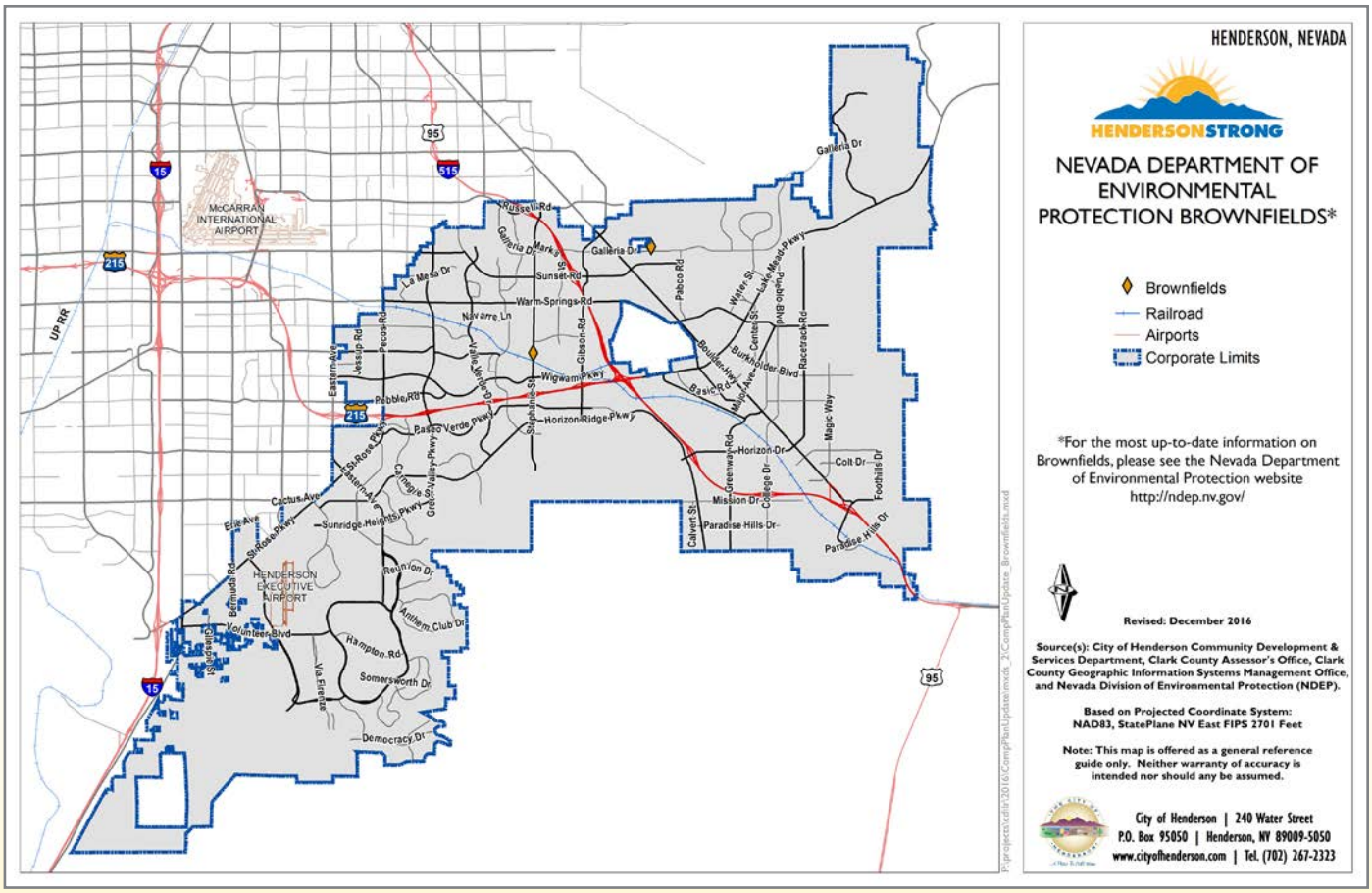
Goal H 23: Prevent and remediate groundwater and soil contamination.

Strategies

H 23.1 Plan for the mitigation and redevelopment of brownfield sites for productive uses.

H 23.2 Develop incentives, such as pursuing federal and state brownfield grant resources, to encourage private sector industries to cooperate in minimizing hazardous waste output and cleaning up brownfield sites.

Figure 19: Nevada Department of Environmental Protection Brownfields



Disaster Resilience and Recovery

Goal H 24: Respond to the long-term effects of climate and disaster risk.

Strategies

H 24.1 Develop strategies for reducing greenhouse gas emissions.

H 24.2 Develop strategies, in partnership with local and regional agencies, for adapting to and mitigating climate and disaster risk.

H 24.3 Adopt a city-wide disaster resilience and recovery plan.

Urban Heat Islands

Goal H 25: Minimize "heat islands," which are higher temperatures caused by heat-generating activities, heat-absorbent surfaces and lack of vegetation.

Strategies

H 25.1 Develop strategies, land use policies and design standards to reduce impacts of heat islands, especially in older parts of the city. Initial strategies include: increasing tree canopy, open space, sustainable roof materials and porous surfaces; reducing hardscape surfaces and water runoff; allowing evaporative cooling; and promoting alternative modes of transportation.

H 25.2 Create a pilot program to educate residents on the impacts of heat islands, which can include higher temperatures, greater pollution and negative health impacts.

H 25.3 Update the City's Development Code parking standards to improve design of parking lots and reduce hardscapes in order to reduce heat islands and free-up real estate for productive uses.

Housing Choice

Goal H 26: 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.

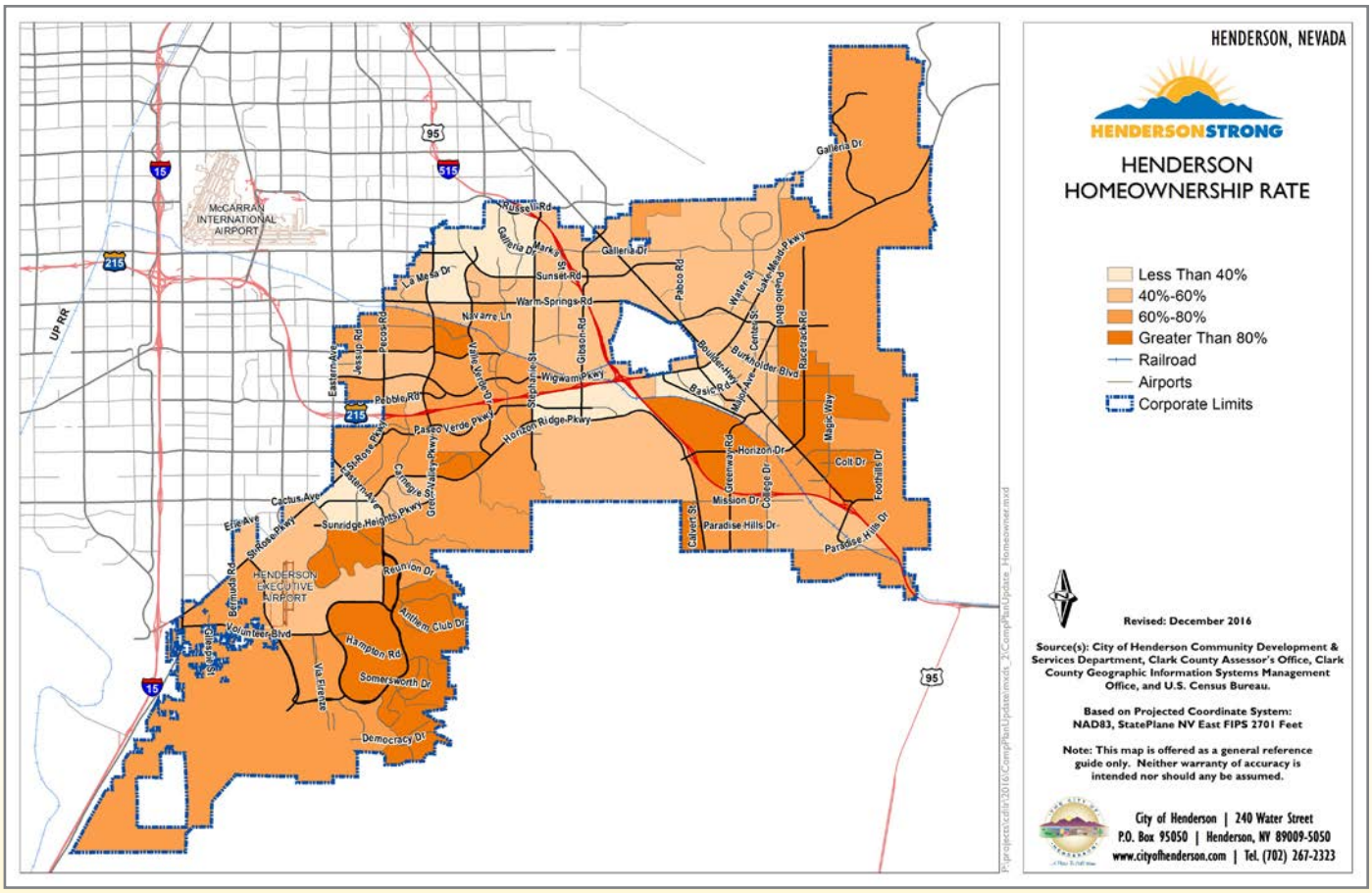
Strategies

H 26.1 Prioritize mixed-income developments that provide access to employment, shopping, transit and community services, and are well designed.

H 26.2 Continue to support development of well-designed rental products to accommodate a variety of demographic groups, such as Millennials, Baby Boomers and growing ethnically diverse groups.

H 26.3 Encourage housing types identified in Southern Nevada Strong, as appropriate for economic target industries.

Figure 20: Henderson Homeownership Rate



DIVERSE HOUSING OPTIONS

By Jocelyn Holzwarth, Planning Commissioner

Recent studies have projected a dramatic shortage of housing units with a maximum value of just under $180,000 by the year 2020. Diverse housing options in the $150,000 – $160,000 range are critically important for new homeowners, millennials, singles and empty nesters who are looking for a variety of affordable housing options located near transit and schools with easy access to shopping, dining, services, parks and recreation.

The historic traditional household with two adults and children is changing significantly, and allowing for greater mixed use densities and easing of parking requirements, for example, can help to enable the construction of multiple diverse products. The City of Henderson encourages diverse 'middle housing' options especially in infill and redevelopment areas with existing access to transit. Modifications to Development Code regulations may be necessary. Some innovative options include:

- Bungalow Court
- Side-by-Side and Stacked Duplex
- Carriage House
- Town House
- Courtyard Apartments
- Condominiums
- Fourplex Units
- Small Multiplex
- Live/Work Dwellings

tDiverse housing options will promote planning across generations and accommodate the real desire of residents to remain in the city for life.

Courtyard Apartments

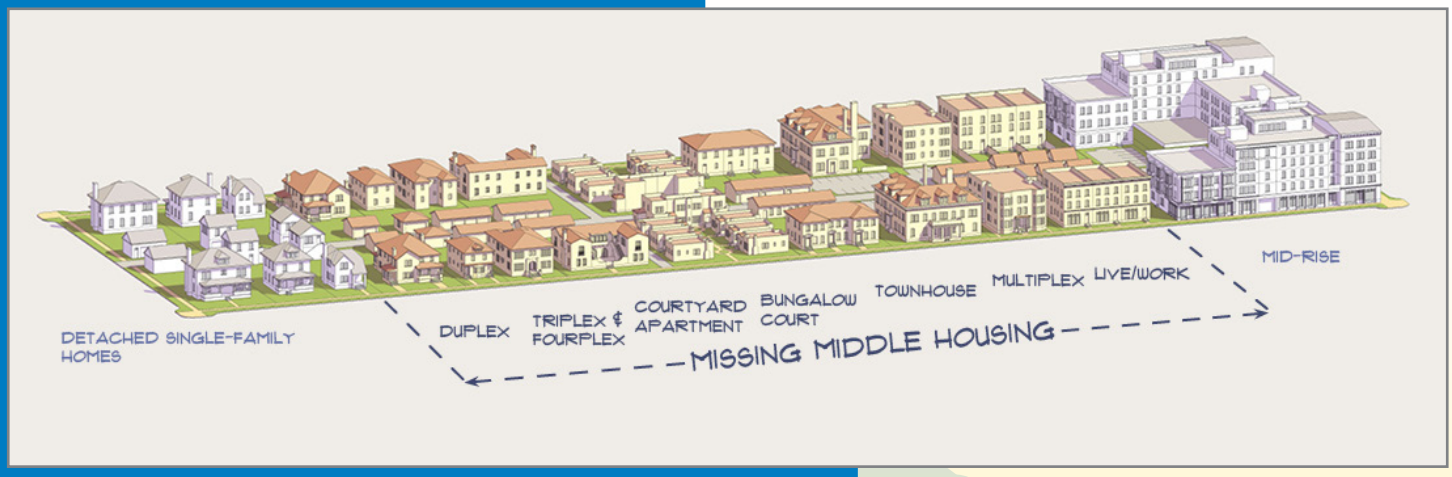
Fourplex Apartments

Side-by-Side Duplex

Townhomes

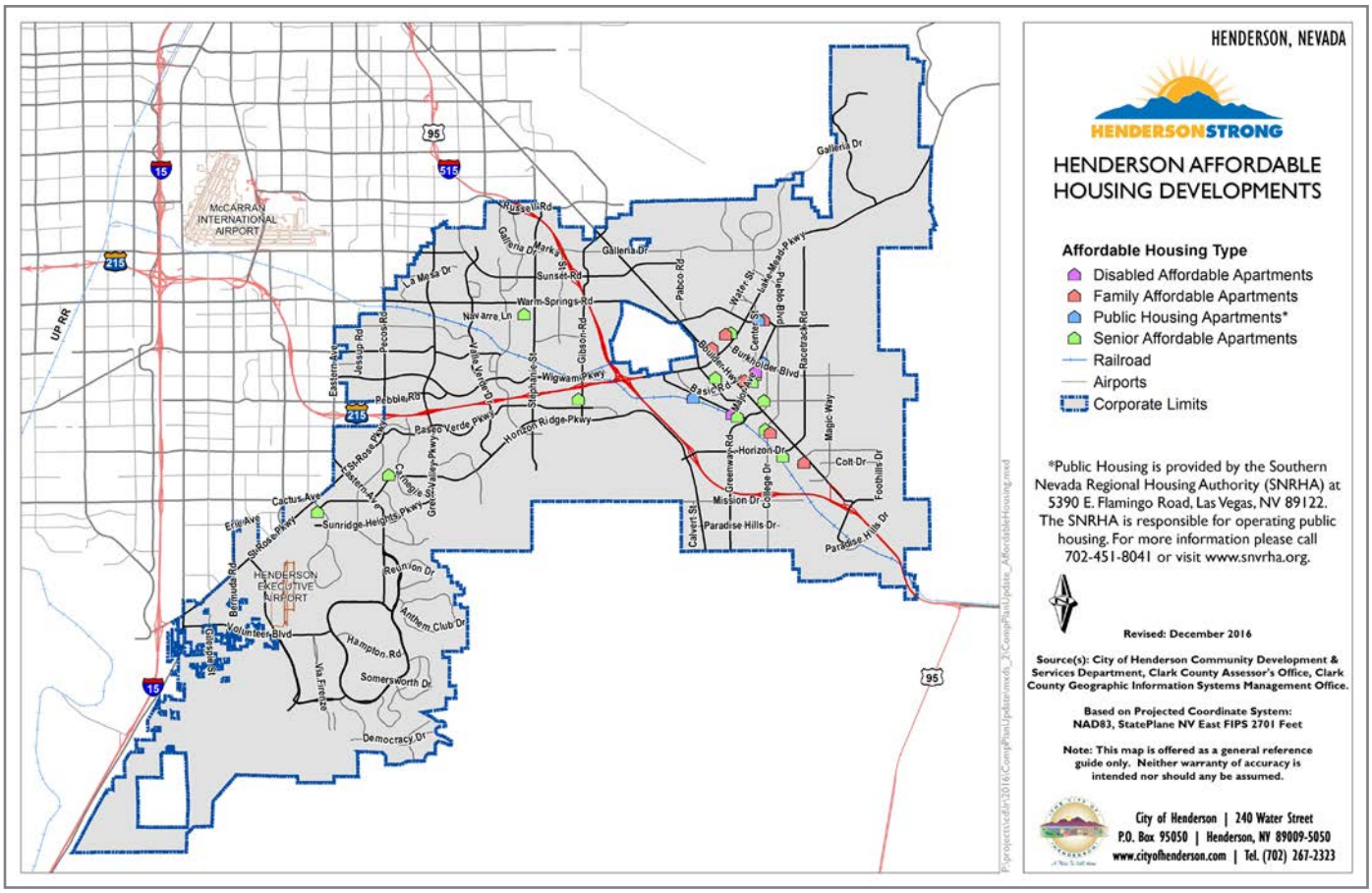
Small Multiplex

Live/Work Dwelling



Source: http://missingmiddlehousing.com

Figure 21: Henderson Affordable Housing Developments



H 26.4 Provide affordable housing and workforce housing, particularly for underserved markets, that employ quality design principles.

H 26.5 Assess feasibility and demand for smaller units to meet the needs of growing demographic groups.

H 26.6 Support senior housing and assisted living with skilled nursing arrangements that allow for attractive aging-in-place options and that incorporate universal and visibility design standards.

H 26.7 Locate housing within a ½ mile walking and bicycling distance of transit, educational opportunities, parks, trails, retail, healthy food options and other amenities and services.

DEFINITION > WHAT IS AFFORDABLE HOUSING?

Housing that meets Federal Housing and Urban Development (HUD) guidelines – housing cost does not exceed 30% of household income – for determining if housing is affordable to lower income households.

H 26.8 Assess the proximity of proposed and existing housing to parks, schools, healthy food options and community services; identify gaps and prioritize new development based on access needs.

H 26.9 Locate higher density housing developments in areas identified for future transit improvements.

H 26.10 Encourage intermingling of different housing types using smart growth and universal design to link the needs of multiple generations and accommodate the projected 100,000 more residents anticipated by 2036.

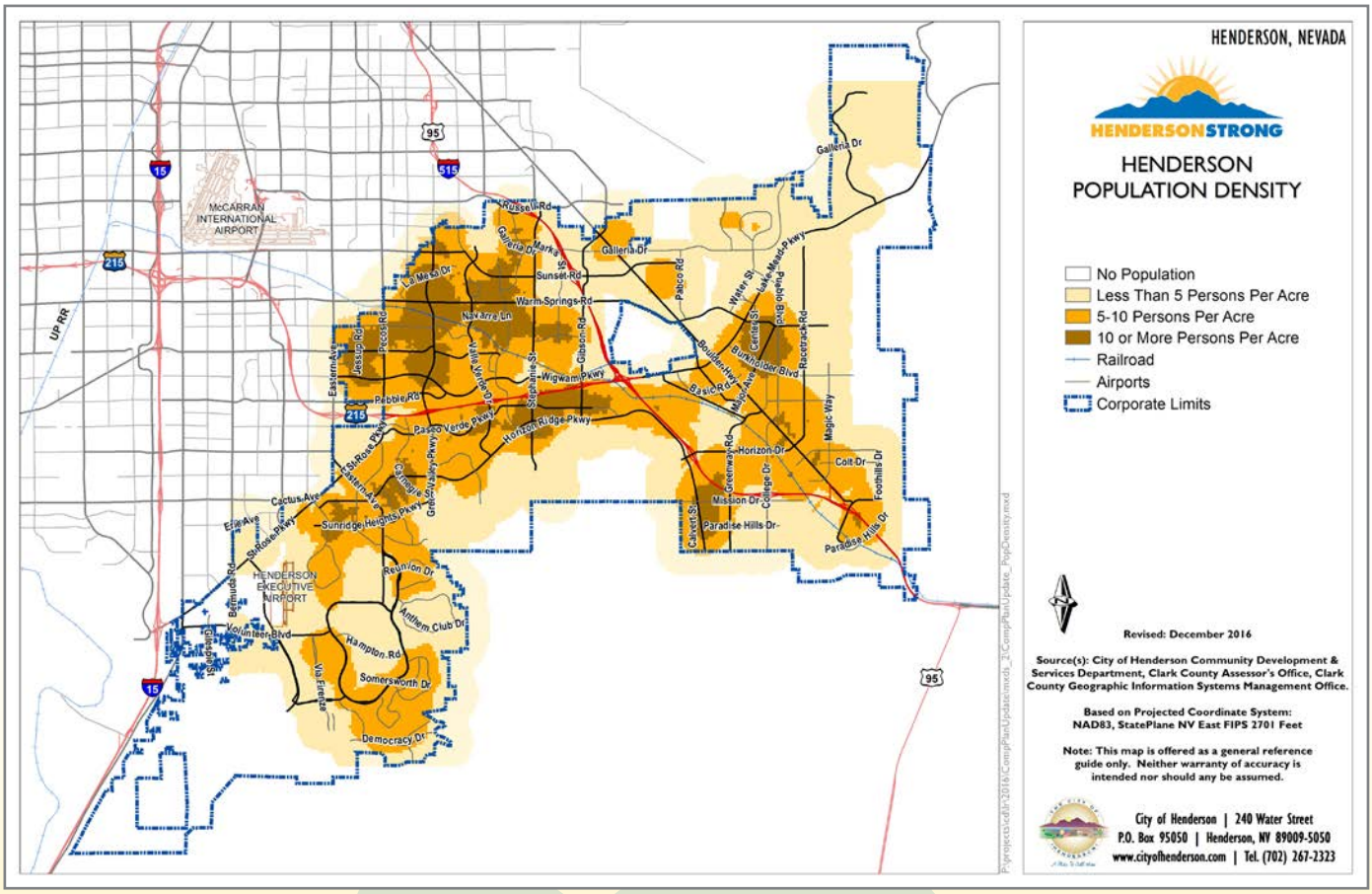
DEFINITIONS > WHAT ARE UNIVERSAL DESIGN AND MULTI-GENERATIONAL HOUSING?

Universal design refers to producing products, buildings and places that are accessible to all people, including older people and people with disabilities.

Multi-generational housing is housing designed for multiple adult generations that include more private areas for independent living but are connected to the main house.

Courtesy of Lennar

Figure 22: Henderson Population Density



H 26.11 Assess and monitor the mix of housing by type and distribute findings to ensure the city has a balanced mix of housing options.

H 26.12 Identify ways to offset some of the risks associated with potential litigation for desired projects that are considered risky investments, such as condominium developments.

H 26.13 Continue to educate stakeholders, residents and community leaders of the benefits of a diverse range of housing types and the need for 'missing middle housing' as described in detail in the Diverse Housing Options sidebar.

Development Incentives

Goal H 27: Consider incentives to stimulate investment and enable preferred types of housing development.

Strategies

H 27.1 Examine current policies and Development Code regulations, and identify current barriers to developing desired housing products (such as mixed-use, certain types of multi-family and workforce housing).

H 27.2 Update policies and the Development Code, where needed, to implement the principles of the Comprehensive Plan while removing barriers, allowing flexibility and streamlining in the development process.

H 27.3 Collaborate with local developers to inform successful development incentives.

H 27.4 Identify incentives for infill, redevelopment and rehabilitation projects that currently are not adequately provided by the market.

H 27.5 Consider alternative methods of calculating density for multi-family housing projects, such as form-based or floor-area-ratio evaluation.

H 27.6 Update the Development Code to ease or tailor parking requirements to achieve desired housing types and to ensure that more concentrated development is feasible in mixed-use developments.

H 27.7 Assess the feasibility of reducing or waiving utility hookups for desirable mixed-use housing and affordable housing developments.

H 27.8 Coordinate with City departments to ensure that small infill projects are not unduly burdened by costly infrastructure improvements.

H 27.9 Support assembly of parcels, where beneficial, to foster new development projects.

H 27.10 Identify policies that would help limit land cost, particularly for affordable housing, including potential changes to the public lands auction process.

STRATEGY IN ACTION>

BOSTON LINKAGE FEES FOR AFFORDABLE HOUSING AND LAND ACQUISITION

The city of Boston instituted a development fee for any large housing and commercial development that requires a zoning change. The city created the Neighborhood Housing Trust to manage the housing linkage funds and a Neighborhood Jobs Trust to manage the jobs linkage funds. The development fee goes into the trusts, which use the revenue to fund affordable housing and jobs programs. The redevelopment authority has used the funding to provide no-interest loans for land acquisition to local community development corporations to develop affordable housing.

CHAPTER 3

Vibrant, Resilient Economy

Building a strong foundation for long-term prosperity and livelihood requires us to work together on strategies that address our most pressing issues and reflect community priorities. Henderson Strong will promote land use decisions that support our community's economic competitiveness.

Courtesy of Nevada State College

CHAPTER 3

Vibrant, Resilient Economy

A strong economy that can endure changing cycles of investment is critical to the long-term well-being of the community. The City is committed to creating an environment that supports established businesses while attracting new opportunities. The City supports high growth business startups and has residents with the talent and 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. Desirable neighborhoods with amenities and access to high-quality education are features that are critical to supporting Henderson's continued economic development and talent attraction.

During stakeholder group meetings to develop the content for the Economic Development element of the Henderson Strong Plan, it became clear that the group needed direction on the City's economic development priorities to align land use and infrastructure policies in the Comprehensive Plan with target sectors and talent recruitment efforts.

The City, therefore, encouraged the stakeholder group to expand its scope of work in order to use the Comprehensive Plan process to update the City's economic development strategy. Successful economic development includes strategies that influence place, people and industry. The group

ORGANIZING TOPICS

Goals and strategies for **Chapter 3: Vibrant, Resilient Economy** are organized into these topic areas:

ECONOMIC DEVELOPMENT

Land Use and Development – **Page 67**

Regional Collaboration – **Page 71**

Target Industry Attraction – **Page 72**

Business Retention – **Page 73**

Entrepreneurialism – **Page 74**

Revitalization – **Page 74**

Workforce Development – **Page 76**

SCHOOLS AND EDUCATION

School Sites – **Page 78**

Early Childhood Education – **Page 79**

K-12 Education – **Page 82**

Community-wide Education – **Page 82**

Courtesy of The District

COMMITMENT TO ECONOMIC DIVERSIFICATION

In order to keep pace with our growing economy, Henderson has identified five industry attraction targets based on analysis of existing trends and priorities for business recruitment. These target industries will set the priority for economic development recruitment efforts; though the city will remain a viable and welcoming place for all businesses regardless of industry.

ADVANCED MANUFACTURING & LOGISTICS

Both manufacturing and logistics operations are becoming far more automated, requiring more highly skilled workers than in previous decades. While the job count may be smaller, the operations are more technologically complex and the capital investment is high. This sector is important for the city as it brings export industries to our community and long-term sustainable employers.

HEALTHCARE & LIFE SCIENCES

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. The addition of more healthcare opportunities and greater research activity also will attract other life science industries, offering higher wages and requiring more highly skilled employees.

HEADQUARTERS & GLOBAL FINANCE

Major corporations and financial institutions constantly are looking for regional and national headquarters where quality of life, global access, a skilled workforce and technological infrastructure are top of the class. Headquarters, divisions and global finance centers typically bring national exposure, higher paying positions and long-term opportunity. With a strong cluster of customer service call centers for the financial industry already in place, and a quality of life second-to-none, Henderson already has the foundation that this sector requires.

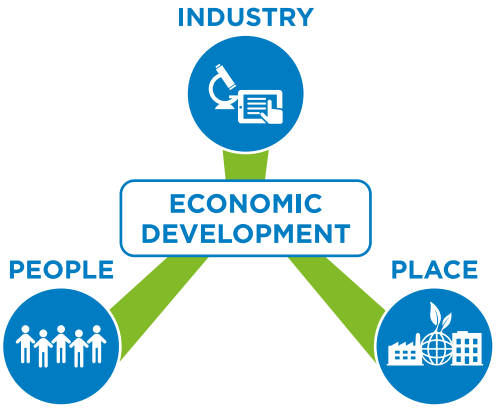
TECHNOLOGY

Jobs in technology will be important across all industry sectors. The City wants to increase its ability to attract jobs in the IT sector, whether in software, hardware or networking, in order to grow economic opportunities. A skilled technology workforce will help us attract companies across all of our industry targets.

HOSPITALITY, TOURISM & RETAIL

Already a region known for hospitality, entertainment and gaming, Henderson will continue to be a magnet for convention and resort opportunities. Enhancing our tourism strategy to emphasize corporate retreat meetings and adventure travel will distinguish Henderson from the Strip and Downtown Las Vegas resort corridors. In addition, we will continue to expand retail attractions that will serve residents and visitors alike.

used a three-pronged framework (shown to the right) to illustrate how industry, people and place all work toward a complete economic development strategy. Place-based strategies influence redevelopment, revitalization efforts, desired infrastructure priorities, leveraging City-owned land and other development priorities. 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.



Land Use and Development

Goal E 1: Prioritize the marketability of commercial, office and industrial land through master planning, incentives and improved inter-agency and dry utility cooperation.

Strategies

E 1.1 Consider expedited reviews, among all regulatory agencies, for target industries or high-economic-impact projects.

E 1.2 Prioritize commercial land in West Henderson and reserve employment lands, such as those highlighted in the Vision Map and Priority Employment Area graphic, and more thoroughly described in the West Henderson Land Use Plan.

E 1.3 Protect frontage lands, freeways, highways and lands near the Henderson Executive Airport for light industrial and commercial uses to ensure quality of life for future Henderson residents and allow space for economic growth for job opportunities for our projected 100,000 new residents by 2036.

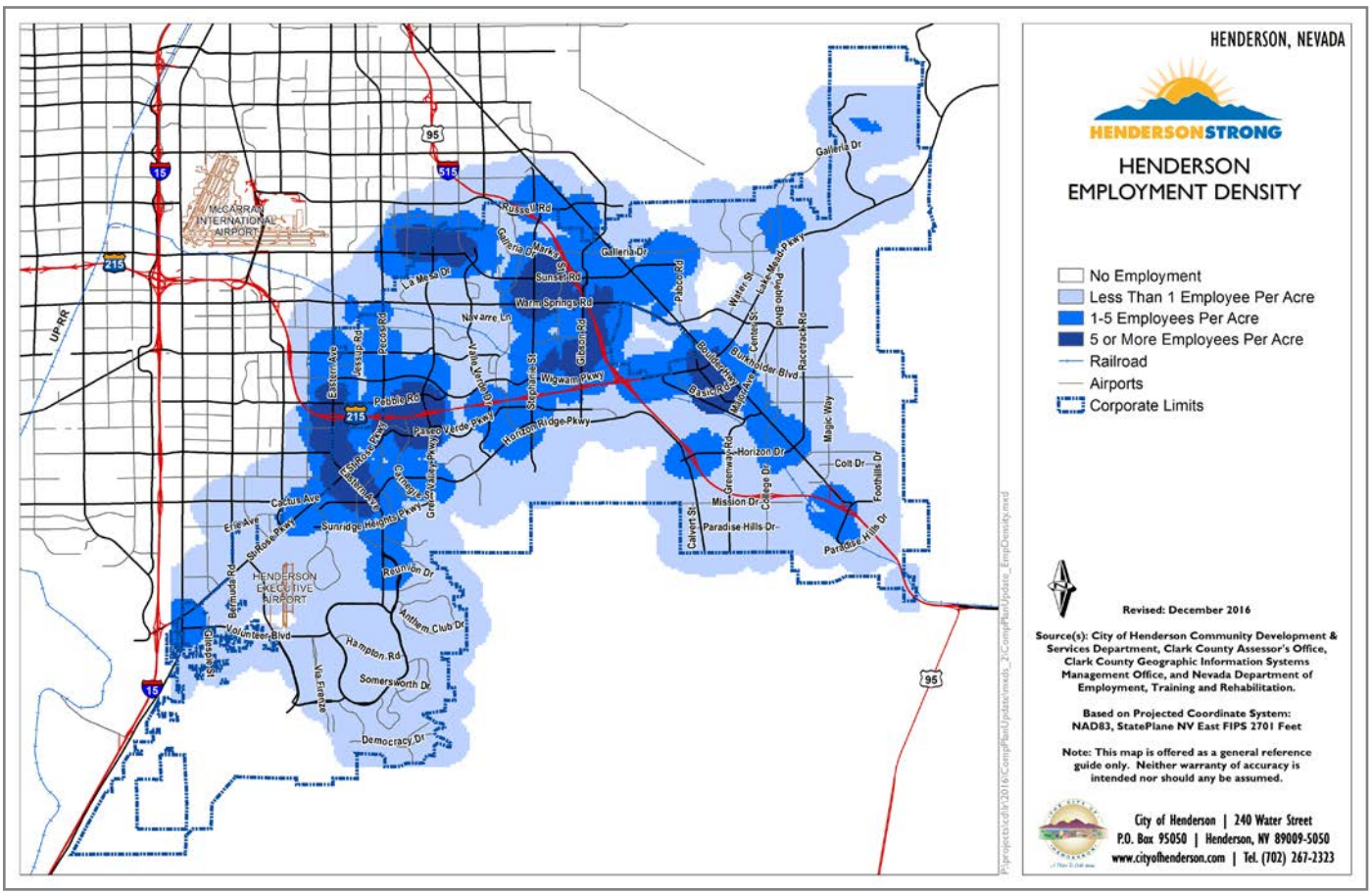
E 1.4 Limit rezoning of industrial and commercial land to residential to achieve the city's vision to improve its jobs-housing-balance.

E 1.5 Identify and emphasize Henderson strengths to distinguish it in Southern Nevada.

E 1.6 Determine cost competitiveness for businesses locating in Henderson compared to regional competition and opportunities to enhance Henderson's advantages.

E 1.7 Emphasize commercial utilization in West Henderson, as highlighted in the Vision Map and Priority Employment Area graphics and periodically revisit the West Henderson Land Use Plan designations, specifically employment center, to determine absorption of uses and update regulations accordingly.

Figure 23: Henderson Employment Density



Goal E 2: Leverage existing and future infrastructure, including transit and aviation, to attract and support businesses.

Strategies

E 2.1 Participate in inter-agency and dry utility infrastructure improvement planning, such as I-11, fuel tax indexing and light rail, as well as planning for fiber optic cable, water, power and utility capacity for future economic growth.

E 2.2 Enhance access to public transportation in West Henderson.

E 2.3 Identify ways to repurpose vacated retail buildings where uses were oversaturated.

E 2.4 Prioritize Henderson's capital improvements to enhance economic development efforts.

E 2.5 Prioritize corporate attraction near the Henderson Executive Airport, and support compatible land uses to maximize and optimize the use and expansion of the airport.

Locating logistical services near the Henderson Executive Airport helps to improve local businesses with their day-to-day operations which makes the area more attractive to future business partners.

Goal E 3: Align land use planning with anticipated needs of target industries and future population.

Strategies

E 3.1 Promote the development of new employment centers in Henderson through the designation of Urban Centers in key locations as identified in the Vision Map.

E 3.2 Evaluate the Development Code to ensure it considers economic changes and trends and how they affect use standards. For example, expand areas where R&D-related uses could be allowed and identify where new types of uses can fit in, e.g. brewery, membership-based incubators, etc.

E 3.3 Identify opportunities to encourage new and emerging uses, e.g. indoor, vertical farming (aeroponics and hydroponics).

DEFINITION > WHAT IS VERTICAL FARMING?

Refers to the practice of producing food indoors in vertically stacked layers. Benefits include year round production, energy savings, and less water and fertilizer usage than traditional farming.

Goal E 4: Leverage City-owned land to attract businesses in target industries and to achieve economic development goals.

Strategies

E 4.1 Identify and create alternative public-private partnerships to achieve the Henderson Strong vision, such as recruiting developer partners and using innovative financing strategies, like long-term ground leases, direct loans with competitive terms and lease-purchase agreements.

E 4.2 Maintain active appraisals on market-ready, City-owned lands to be responsive to the business community.

E 4.3 Examine process improvements and potential legislative updates, if necessary, to facilitate land sales for strategic priorities.

STRATEGY IN ACTION > REGIONAL PARTNERS HELPING PLAN TRANSIT CORRIDORS IN UTAH

The Utah Transit Authority (UTA) is the public transit provider for the most populated counties in Utah, including Salt Lake, Weber, Davis and Utah counties. UTA is authorized by state legislation to enter into agreements with developers as a limited partner on up to five sites owned by UTA. UTA can then contribute portions of land it owns around transit stations to a developer's project in exchange for a say in how to develop the land and a share of the profits. UTA works closely with the region's MPOs and Envision Utah, a nonprofit partnership that facilitates community planning, to create visions and strategies for developing key sites owned by UTA and along UTA transit corridors. Together, these organizations have identified six demonstration sites that are prime for development that could catalyze other TOD in the region.

Goal E 5: 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.

Strategies

E 5.1 Create diverse housing opportunities to match industry, workforce and other population needs, including student populations, through policy and regulatory updates.

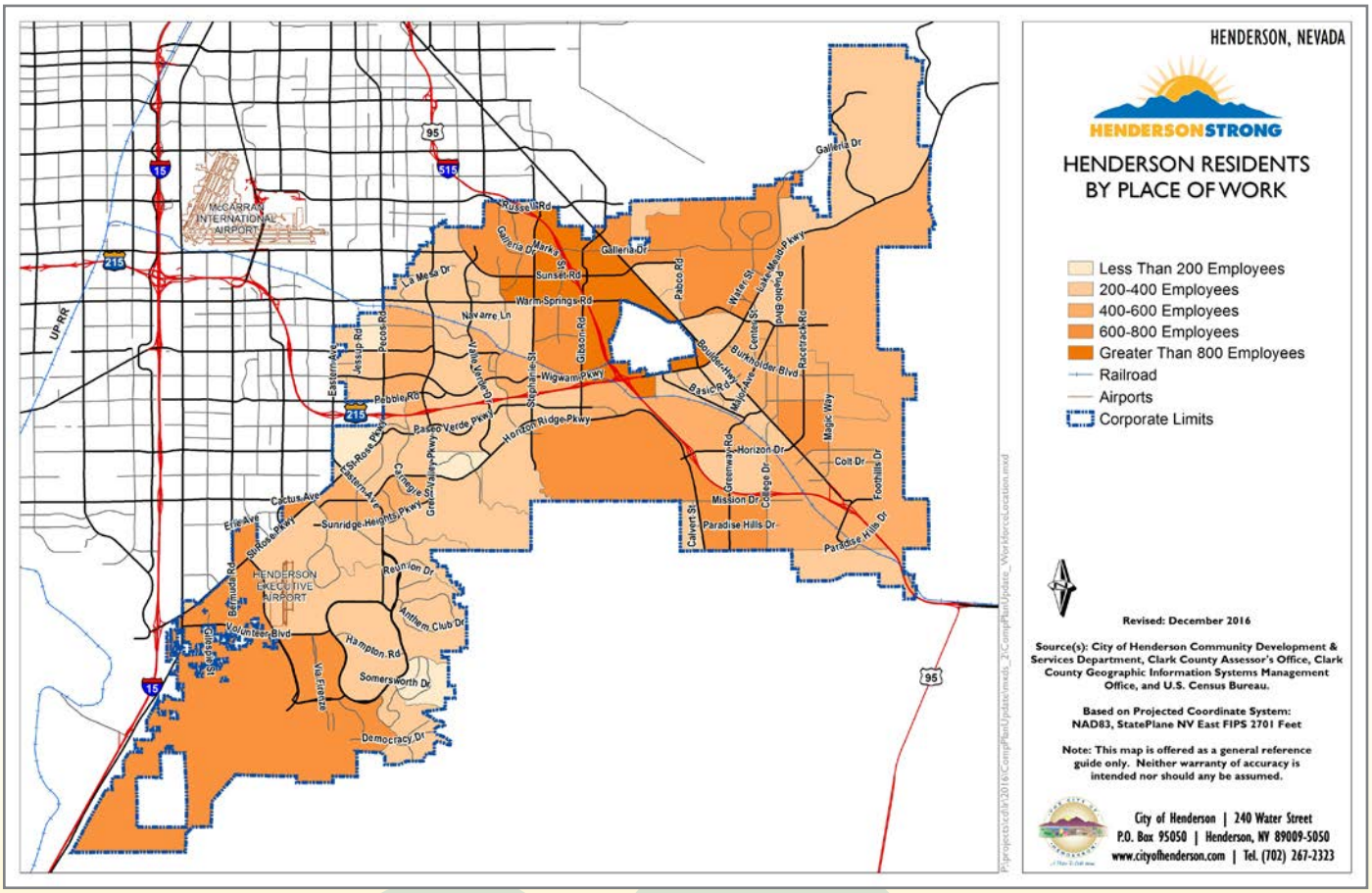
E 5.2 Consider needs and lifestyle desires of current and future generations.

Courtesy of The District

Urban Centers such as The District, provide Henderson residents with access to many amenities.

E 5.3 Encourage transit-oriented development, using planning tools to concentrate density in areas with access to public transportation, as reflected in the Vision Map.

Figure 24: Henderson Residents by Place of Work



Regional Collaboration

Goal E 6: Collaborate with state and regional entities (GOED, LVGEA, CCSD and academic institutions) to develop legislative priorities that achieve Henderson's economic development goals.

Strategies

E 6.1 Pursue opportunities to acquire and/or leverage BLM lands and disposal practices for areas strategically situated for economic development opportunities.

E 6.2 Consider public-public partnerships, including opportunities to leverage public institutions, libraries and non-profits as attractions.

E 6.3 Partner with educational institutions and support their expansion, such as PK-12 schools, UNLV, NSC, CSN, Touro and Roseman, to market and promote development opportunities and cooperative measures that complement the campuses, and support entrepreneurship, R&D opportunities and workforce development opportunities.

Courtesy of Nevada State College

Leveraging partnerships with educational institutions is vital to the development of a resilient economy that seeks to encourage the growth of a stable workforce.

E 6.4 Encourage state and regional partners (such as SNHD, utilities, etc.) that influence business operations of target industries, in particular, to prioritize economic development efforts and reduce review times.

E 6.5 Continue to collaborate with business and trade associations, including the Henderson Chamber of Commerce.

E 6.6 Work through the legislative process and with the PUC to reduce restrictions on NV Energy to allow them to build infrastructure in anticipation of future energy needs.

Goal E 7: Distinguish Henderson in the context of Southern Nevada as a global business destination.

Strategies

E 7.1 Continue to participate in regional initiatives, such as Southern Nevada Strong, and advocate for Henderson's unique needs and opportunities to achieve its economic development goals.

E 7.2 Participate in local, regional, statewide and global organizations in order to promote exposure to opportunities in Henderson.

E 7.3 Coordinate site selection efforts with Las Vegas Global Economic Alliance (LVGEA) and State of Nevada Governor's Office of Economic Development (GOED).

E 7.4 Develop links with locally-based international business organizations.

Target Industry Attraction

Goal 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.

Strategies

E 8.1 Prioritize target industries and high-impact projects, based on quality job creation, capital investment or other highly desired attributes.

E 8.2 Encourage industries to partner with local educational providers to develop a talent pipeline for local job opportunities.

E 8.3 Conduct marketing campaigns to identified target industries through advertising, sales missions, trade show participation, social media and other means.

E 8.4 Develop timely marketing pieces to support and promote business attraction efforts.

E 8.5 Provide proactive support and direct technical assistance services to business recruitment prospects utilizing internal City staff, public and private sector partners.

E 8.6 Promote, coordinate and support provision of incentives and services from all sources to qualified business prospects.

E 8.7 Increase awareness of Henderson as a place for business through marketing and public relations efforts.

E 8.8 Support businesses that seek to minimize negative environmental impacts of their operations and seek to be positive community partners having an overall positive impact on the triple bottom line.

E 8.9 Leverage and promote the Sloan Canyon National Conservation Area as Henderson's "Jewel in the Crown" for marketing and recruitment efforts, including supporting an exceptional interface between Henderson and the Conservation Area.

Goal E 9: Attract visitors and conventions to further increase the tax base for the City and encourage visitor expenditures throughout the city.

Strategies

E 9.1 Attract out-of-market, tourism-based events to generate room nights for Henderson hotels.

E 9.2 Maintain partnerships and seek collaborative opportunities with Nevada Commission on Tourism, Las Vegas Convention and Visitor Authority and Henderson hospitality community.

E 9.3 Promote Henderson as an adventure tourism destination by promoting the abundance of outdoor recreation activities.

E 9.4 Promote and manage the Henderson Convention Center and events plaza, which includes 13,800 square feet of multi-use meeting space in addition to the events plaza and amphitheater.

E 9.5 Enhance communication methods, such as social media, to increase tourism.

E 9.6 Attract meetings and conventions that align with Henderson's target industries.

Business Retention

Goal E 10: Retain and expand existing businesses in Henderson.

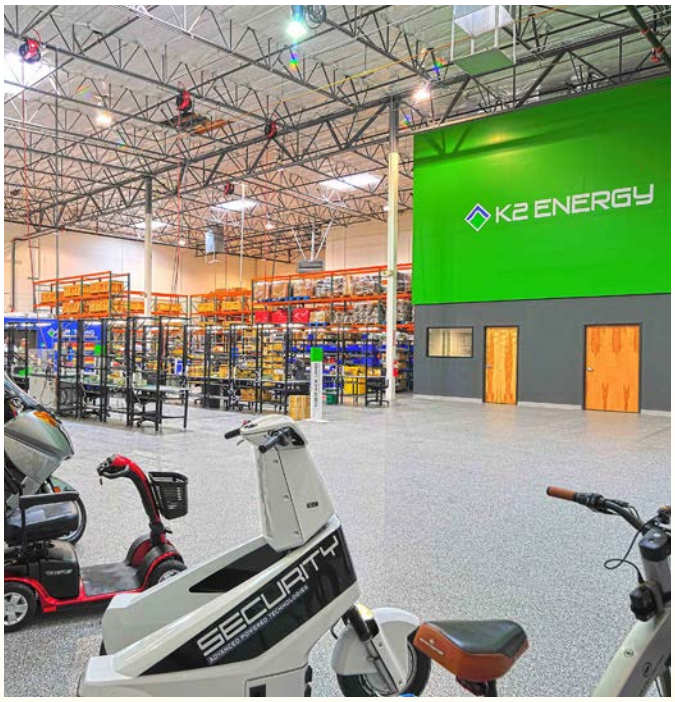
Strategies

E 10.1 Conduct strategic outreach initiatives to local businesses in Henderson through participation in local business and trade associations, electronic newsletters, direct meetings with businesses and other means.

E 10.2 Provide proactive support and assistance to local businesses, as needed, utilizing internal City staff, as well as public and private sector partners.

E 10.3 Promote, coordinate and support provision of incentives and direct technical assistance services from all sources to qualified local business expansion prospects.

E 10.4 Collaborate with and support small business development partners to spur economic gardening. Partners may include, but not be limited to, Henderson Chamber of Commerce, HBRC Incubator, Nevada Small Business Development Center, SCORE, SBA and others.



The City of Henderson recognizes its roots as a manufacturing town, while also supporting continued economic growth in the target industries and local businesses.

Entrepreneurialism

Goal E 11: Foster innovation through the cultivation of high-growth entrepreneurship.

Strategies

E 11.1 Coordinate entrepreneurship events and programs to encourage local business start-ups and collaboration opportunities.

E 11.2 Conduct regular research and analysis to discover the latest approaches for entrepreneurial development and consider their implementation in Henderson (e.g. incubators, accelerators, mentoring, training, co-work centers and maker/hacker space initiatives).

E 11.3 Promote entrepreneurism among Henderson youth.

Revitalization

Goal E 12: Prioritize and expand revitalization efforts of older parts of Henderson.

Strategies

E 12.1 Pursue redevelopment initiatives through public-private partnerships.

E 12.2 Support and expand on existing investment (e.g. Nevada State College and Union Village) to revitalize Downtown Henderson and gateway areas.

E 12.3 Look for opportunities to utilize the existing Union Pacific Railroad for passenger light rail to catalyze economic development, while still accommodating existing commercial freight uses and adjacent trails.

HENDERSON'S COMMITMENT TO HISTORIC PRESERVATION

By traditional preservation standards, Henderson is still a relatively young city, yet we recognize the value of establishing an early preservation program.

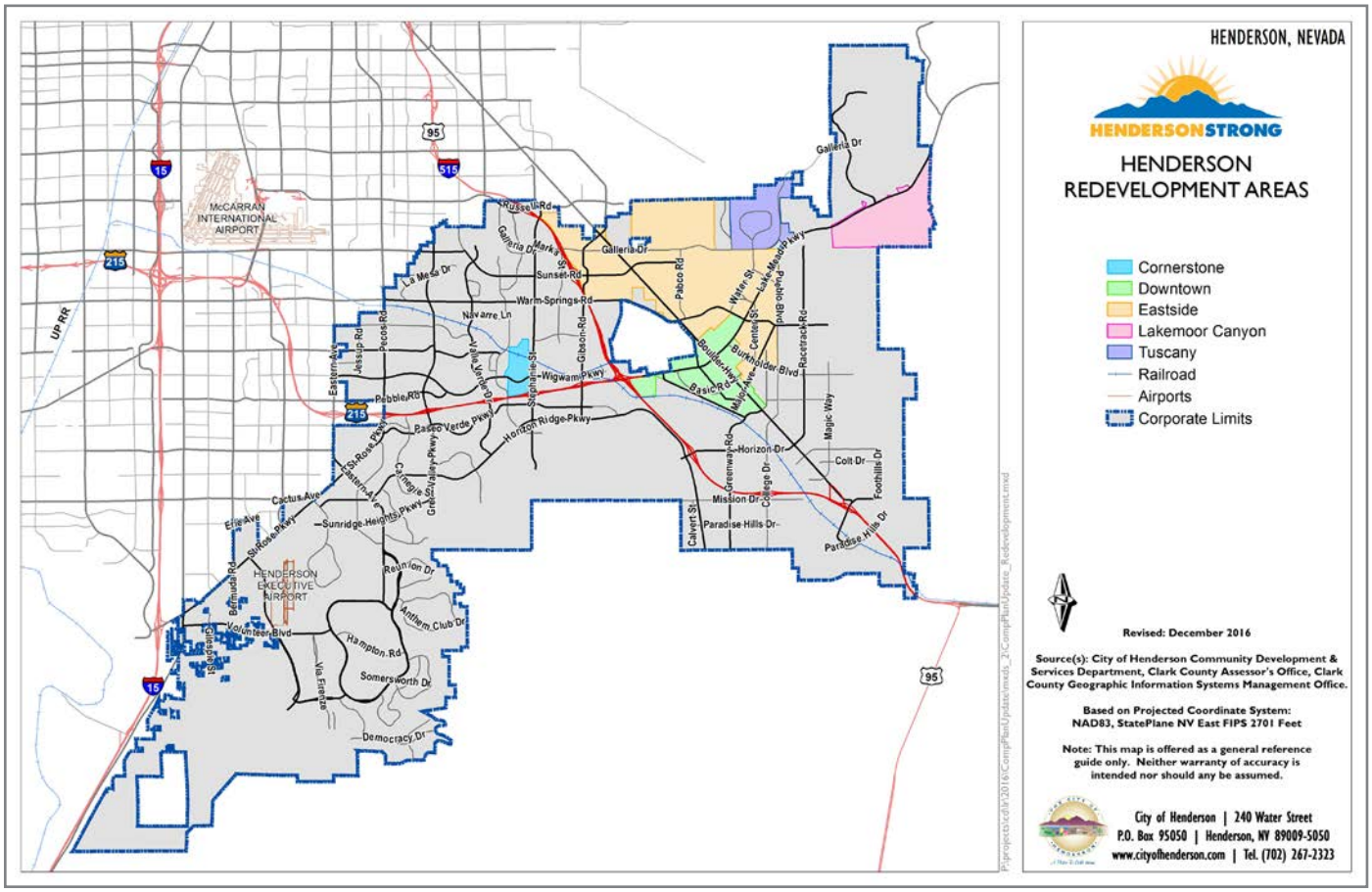
From its industrial roots through its pioneering of master planning communities, Henderson's history is a source of pride for the city and its residents, and the City Council has a stated goal to preserve this history through recognition of the people, places and structures that are significant in the city's growth and development.

Especially during years of rapid growth, potentially significant properties are at risk of being lost to demolition or remodel. The comprehensive Historic Preservation Program, created with significant public input in 2014, established a framework to identify elements of our history and recognize the places and structures that represent them. The plan ensures that the city's heritage is acknowledged, represented and retained in an appropriate manner that will ultimately achieve the designation of Certified Local Government, which brings greater autonomy and access to funding.

The Historic Preservation Plan includes four primary goals:

1. **Develop historic preservation standards** that address the unique needs of the city;
2. **Identify places and structures of historical significance** that help define a sense of place;
3. **Foster public understanding and involvement** in the unique architectural and cultural heritage of the city; and
4. **Promote the private and public use of historic places and structures** for the education, appreciation and general welfare of the citizens of Henderson.

Figure 25: Henderson Redevelopment Areas



E 12.4 Develop gateway entrances and strategies for an urban core in Downtown Henderson, in accordance with the City's Downtown Investment Strategy.

E 12.5 Commit to a vision for Downtown Henderson that considers interests of residents, tourists and businesses.

E 12.6 Leverage Cadence development to revitalize Water Street District businesses.

E 12.7 Consider utilizing existing and new redevelopment tools to incentivize projects in the Water Street District, Boulder Highway Corridor and gateway into Henderson, as reflected by the Henderson Strong Priority Reinvestment Areas.

E 12.8 Delineate a well-defined "medical use" overlay or master plan around Union Village. Make sure the remaining acreage (beyond the 30 acres of Henderson Hospital) in Union Village is developed and does not remain vacant.

E 12.9 Create a healthcare corridor from momentum of Henderson Hospital and other medical uses that are coming in or are already here.

E 12.10 Research best practices for suburban revitalization efforts for aging suburbs, such as North Green Valley.

E 12.11 Identify community-based revitalization strategies for Henderson's oldest neighborhoods, such as Manganese Park, Fairview Estates and others.

E 12.12 Continue and expand strategies and incentives to encourage reinvestment, infill development, redevelopment and property rehabilitation; promote available incentives.

E 12.13 Collaborate with the development community to identify opportunity sites for revitalization and redevelopment particularly in the Henderson Strong Priority Reinvestment Areas; create potential development programs to respond to both the market and community needs; and support implementation efforts.

E 12.14 Ensure zoning is flexible enough to allow for adaptive reuse; remove barriers that could potentially discourage neighborhood reinvestment.

E 12.15 Initiate development of Historic Preservation Program so the City has an understanding of its significant historic resources and has protection policies in place for when demolition or remodeling is proposed.

Lovelady Brewing Company selected the historic Water Street District in Downtown Henderson as the home for their local brewing operation.

Workforce Development

Goal E 13 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.

Strategies

E 13.1 Continue to actively pursue and promote higher-education opportunities and facilities that align with the City's Economic Development Strategy.

E 13.2 Encourage mentorship, apprenticeship and career exploration opportunities by collaborating with local businesses, business organizations and the City of Henderson Economic Development Division; promote activities such as Career Days, job shadowing and job skills workshops.

E 13.3 Connect with local businesses to identify desired workforce skills, and encourage expansion of programs to target specific educational and training needs; focus particular emphasis on projected high-growth employment categories.

E 13.4 Encourage existing adult educational facilities to continue to offer technology courses that evolve to meet industry standards as technology advances.

E 13.5 Increase online education opportunities for higher-education students to support

workforce development and economic development, over the long term.

E 13.6 Strengthen higher education-community partnership programs to inform and enrich academic programs, build job networks and related volunteer bases and grow financial support.

E 13.7 Research best practices for educational excellence.

E 13.8 Expand marketing efforts to emphasize Henderson's educational assets to further distinguish Henderson.

E 13.9 Promote and support STEAM (science, technology, engineering, art and math) curriculum and skillset development through community partnerships.

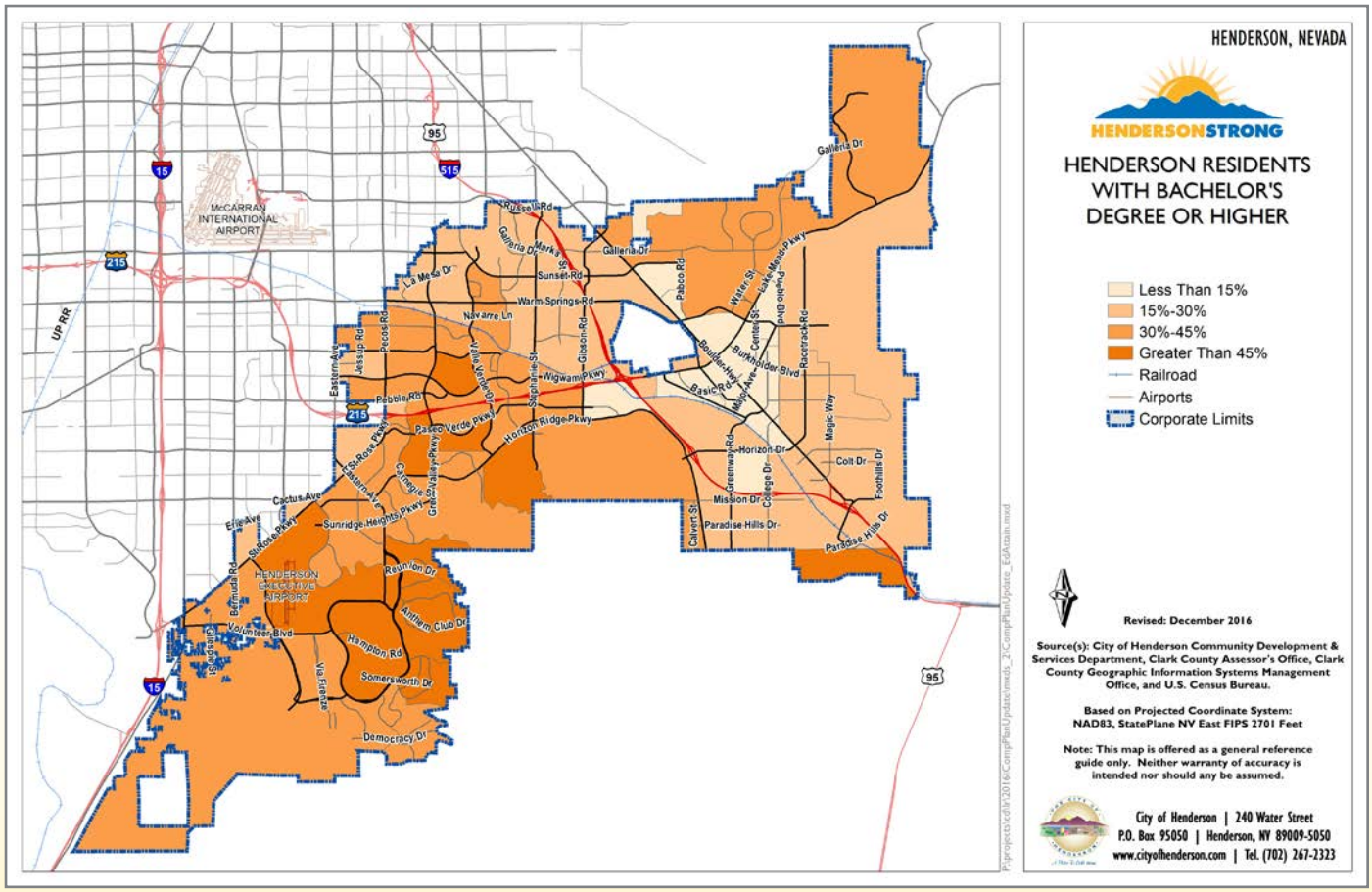
E 13.10 Encourage educational providers to align curriculum and continuing education with the needs of local industries. Support regional job training programs aligned with economic development goals.

E 13.11 Create partnerships for workforce development that align with the target industries.

E 13.12 Participate in partnership programs linking business with education.

E 13.13 Participate with organizations focused on workforce development (e.g. Governor's Workforce Investment Board, Las Vegas HEALS and Nevada Industry Excellence).

Figure 26: Henderson Residents with Bachelors Degree or Higher


HENDERSON, NEVADA
HENDERSONSTRONG
HENDERSON RESIDENTS WITH BACHELOR'S DEGREE OR HIGHER
Less Than 15%
15%-30%
30%-45%
Greater Than 45%
Railroad
Airports
Corporate Limits
Revised: December 2016
Source(s): City of Henderson Community Development & Services Department, Clark County Assessor's Office, Clark County Geographic Information Systems Management Office, and U.S. Census Bureau.
Based on Projected Coordinate System: NAD83, StatePlane NV East FIPS 2701 Feet
Note: This map is offered as a general reference guide only. Neither warranty of accuracy is intended nor should any be assumed.
City of Henderson | 240 Water Street
P.O. Box 95050 | Henderson, NV 89009-5050
www.cityofhenderson.com | Tel. (702) 267-2323
McCARRAN INTERNATIONAL AIRPORT
HENDERSON EXECUTIVE AIRPORT
UP RR
Russell Rd
Galleria Dr
Sunset Rd
Warm Springs Rd
Wigwam Pkwy
Horizon Ridge Pkwy
Paseo Verde Pkwy
Sunridge Heights Pkwy
Cactus Ave
Eastern Ave
Stephanie St
Gibson Rd
Pecos Rd
Boulder Hwy
Lake Mead Pkwy
Racetrack Rd
Magic Way
Horizon Dr
Mission Dr
Paradise Hills Dr
Foothills Dr
Reunion Dr
Anthem Club Dr
Hampton Rd
Somersworth Dr
Democracy Dr
Via Firenze
Volunteer Blvd
Stephanie St
Eastern Ave
Jessup Rd
Pebble Rd
Valle Verde Rd
Greenway Rd
College Dr
Calvert St
Paradise Hills Dr
Coit Dr
Burkholder Blvd
Basic Rd
Water St
Pabco Rd
Galleria Dr
Marks St
La Mesa Dr
Navarre Ln
Eric Ave
Burnett Rd
Stephanie St
Green Valley Pkwy
Stephanie St
Pecos Rd
Eastern Ave
Jessup Rd
Pebble Rd
Valle Verde Rd
Gibson Rd
Boulder Hwy
Lake Mead Pkwy
Racetrack Rd
Magic Way
Horizon Dr
Coit Dr
Foothills Dr
Paradise Hills Dr
Mission Dr
Calvert St
College Dr
Greenway Rd
Basic Rd
Burkholder Blvd
Water St
Pabco Rd
Galleria Dr
Sunset Rd
Warm Springs Rd
Wigwam Pkwy
Horizon Ridge Pkwy
Paseo Verde Pkwy
Sunridge Heights Pkwy
Cactus Ave
Eric Ave
Burnett Rd
Stephanie St
Green Valley Pkwy
Eastern Ave
Jessup Rd
Pecos

School Sites

Goal E 14: 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.

Strategies

E 14.1 Develop new school siting guidelines and prioritize locations where: a maximum number of students can walk or bicycle safely; schools can be near the center of their attendance areas; schools can be well-integrated with neighborhood parks and community services; and where sufficient space is allocated for parking, free traffic flow and well-designed drop-off/pick-up areas.

E 14.2 Continue to encourage the co-location of services into public education buildings, including recreation opportunities, community education, libraries and hazard shelters and command centers.

Goal E 15: Improve transportation planning for areas surrounding proposed school sites.

Strategies

E 15.1 Update entitlement application submittal requirements to include the traffic study up front as part of the application submittal for entitlements as part of the school development approval process to ensure sufficient capacity for expected traffic.

E 15.2 Update the Development Code to require that development plans include adequate on-site parking and space for pick-up and drop-off facilities to ensure compatibility with existing and proposed transportation network, including bikes, pedestrians and transit.

E 15.3 Ensure the Development Code adequately addresses the need for development plans to include complete pedestrian connections to surrounding neighborhoods and that on-site facilities encourage walking and bicycling.

Goal E 16: Improve transportation planning around existing schools to ensure safe and manageable access via walking, bicycling, vehicle use and transit options.

Strategies

E 16.1 Establish transportation plans and related design standards to align with Safe Routes to Schools guidelines for areas surrounding schools.

E 16.2 Encourage all schools in Henderson, including public, private and charter schools, to participate in walk audits and Safe Routes to Schools programs.

E 16.3 Support Safe Routes to Schools by identifying funding sources for all aspects of the programs and reference Multimodal Transportation Access Study.

Encouraging the Safe Routes to School program helps to ensure that students of all ages have safe and manageable access to school via all forms of transportation.

E 16.4 Prioritize projects to close gaps and missing links in existing pathways to schools.

E 16.5 Amend the City's vacation and abandonment processes to ensure they are not impeding access improvements near schools.

Goal E 17: Improve land-use planning around schools.

Strategies

E 17.1 Promote integration of schools (preschool, public, private and charter K-12 schools, and higher education) with parks, trails and community services.

E 17.2 Encourage non-traditional repurposing of buildings to provide additional learning environments.

Early Childhood Education

Goal E 18: Raise awareness of the importance of early childhood education, especially for our vulnerable populations.

Strategies

E 18.1 Work with service providers to launch an informational campaign to educate parents about the benefits of early childhood education and the characteristics of high-quality programs.

E 18.2 Expand Strong Start for Children and other existing educational awareness campaigns.

E 18.3 Raise awareness within the business community of the importance of early childhood education in growing future business leaders.

E 18.4 Promote new-parent education programs that focus on low-income and vulnerable populations and make these programs accessible in City facilities.

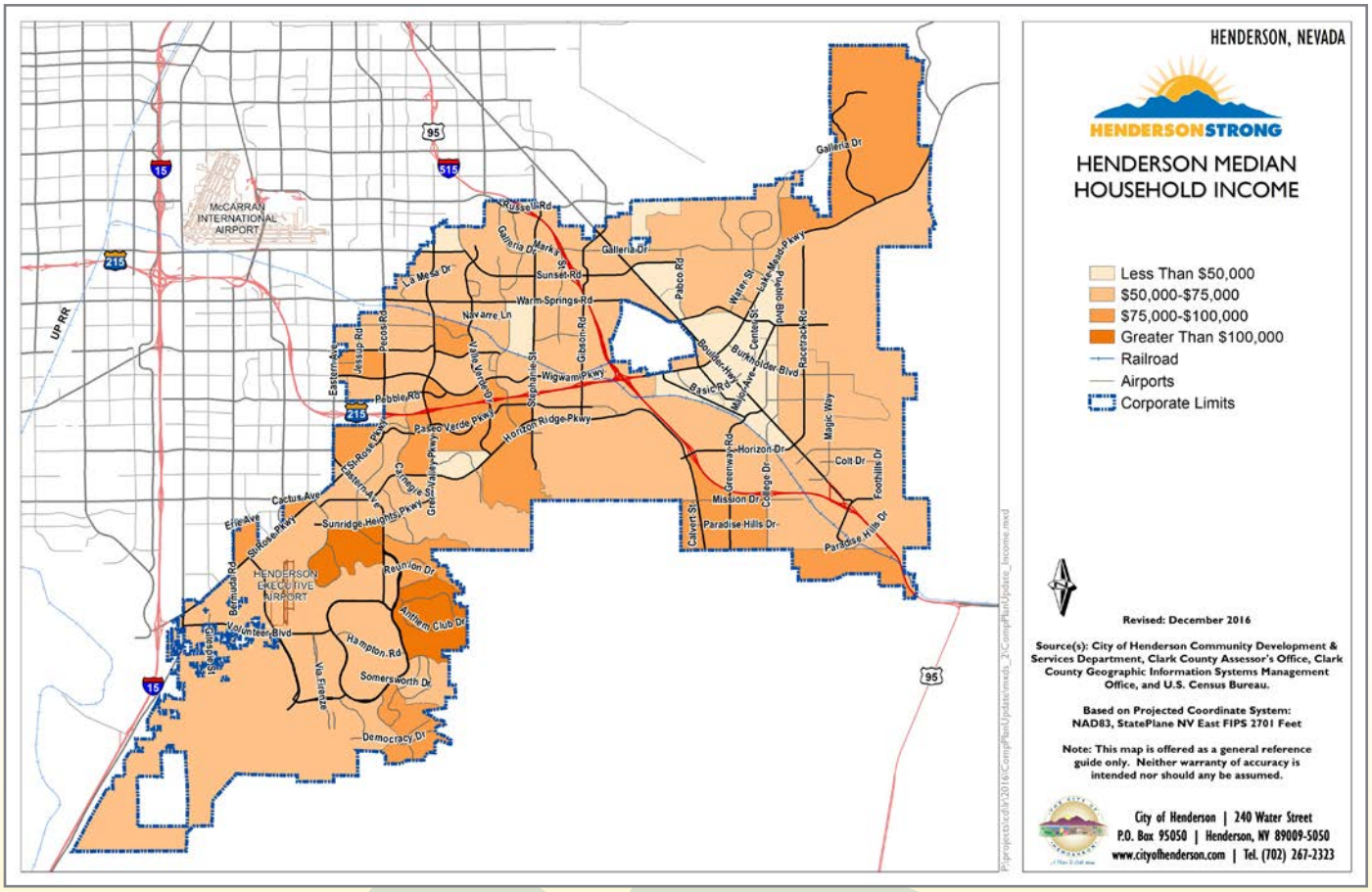
Goal E 19: Support educational institutions in providing high-quality improvements in early childhood education environments.

Strategies

E 19.1 Increase the use of City facilities for early childhood programs and after-school programs.

E 19.2 Promote higher-education providers' efforts to expand early childhood education and the teaching supply in Henderson.

Figure 27: Henderson Median Household Income



EDUCATION REMAINS TOP PRIORITY WITH RESIDENTS

Henderson residents value high-quality public education. This has been a strong and consistent theme from the public outreach conducted in the last few years for Southern Nevada Strong, Henderson Strong and Assembly Bill 394 (legislation aimed to reorganize the Clark County School District). Serving the interests of our community, Henderson leaders are committed to developing and furthering initiatives that support quality public education and related economic development efforts. **Through the public outreach campaigns, we learned the following:**

MAKE EDUCATION A PRIORITY

Residents feel their own schools have necessary resources (books, computers, etc.), but they also are concerned with overcrowding, unqualified teachers, permanent substitutes and student academic performance. Suggestions for improvement include enhancing investment in education, reducing classroom size, expanding school choice through charter schools and increasing pay for experienced teachers to attract them to Henderson.

Supporting the development of initiatives that promote a quality public educational system are top priorities for the City of Henderson.

EXPAND SCHOOLS AS THE CITY GROWS

Residents expressed frustration with adding higher-density housing without planning for additional schools. This includes providing better vehicle and pedestrian access, establishing more trails and pathways to make it easier to walk and bike to school and improving functionality of school drop off and pick up areas.

CREATE A HENDERSON SCHOOL DISTRICT

Many residents are satisfied with their neighborhood schools and teachers, but feel that the Clark County School District is too large. They expressed that a smaller, independent Henderson School District would increase accessibility and trust.

PROTECT LEARNING ENVIRONMENTS

Residents mentioned providing quality learning environments for children, including land use policies that protect children from exposure to undesirable uses and enhancement of safety features in school zones. Lower income parents were concerned that their limited resources (both time and money) impacted their childrens' ability to have computer access, participate in field trips and after school activities that have fees, have adequate classroom supplies and receive the time needed for homework.

K-12 Education

Goal E 20: Support educational institutions in providing high quality K-12 learning environments to prepare today's youth for future career success.

Strategies

E 20.1 Participate in the creation and facilitation of Henderson's Community Education Advisory Board in furtherance of implementation of the Clark County School District Reorganization Act, with special attention to eliminating disparities in school performance.

E 20.2 Collaborate with business organizations, high schools and community organizations to enhance and strengthen mentorship and apprenticeship programs for teenagers, including technical and vocational training that will best prepare them for employment in local and regional industries.

E 20.3 Strengthen K-12 school-community partnership programs to inform and enrich academic programs, build job networks and a related volunteer base and grow financial support.

E 20.4 Support an avenue to regularly discuss educational issues, thereby ensuring coordination of existing groups, allowing networking for child advocacy groups and updating stakeholders on successes, information sharing and innovations.

Community-wide Education

Goal E 21: 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.

Strategies

E 21.1 Increase online education opportunities for students of all levels and ages to support workforce development and economic development, over the long term.

E 21.2 Explore opportunities to engage older residents in mentoring and volunteering activities in local schools in order to strengthen intergenerational bonds.

E 21.3 Work with existing cultural groups to increase networking and opportunities for exposure within our educational system.

E 21.4 Encourage the development of a variety of innovative school types within the city to promote education choice for all residents.

CHAPTER 4

Active, Complete Transportation

Improving transportation is an essential element of strengthening the economy and improving our quality of life. By expanding transit and making it more affordable, convenient and reliable, the options available for Henderson residents, workers and visitors increase.

CHAPTER 4

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 and community. As more residents seek to spend less time in their cars, the City will focus on policies that facilitate more compact development in targeted areas, help residents increase their use of transit and make it safer and easier 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.

ORGANIZING TOPICS

Goals and strategies for **Chapter 4: Active, Complete Transportation** are organized into these transportation-related topics:

Comprehensive Transportation Systems – **Page 86**

Transit-Oriented Development – **Page 88**

Transit Accessible Systems – **Page 88**

Master Transportation Plan – **Page 90**

Bicycles and Pedestrians – **Page 93**

Air Quality – **Page 94**

As the city continues to grow, equitable access to all forms of transportation will continue to be a priority.

Complete Streets are designed and operated to enable safe access for all users.

The Henderson Strong process provided the City with the opportunity to transform its current transportation planning policies and regulations. Previously, the Master Streets and Highways Plan included a map of all roadway types and some 30-odd respective cross-sections, which had become unwieldy. Through Henderson Strong's stakeholder engagement and interdepartmental collaboration, the City revamped its transportation policies resulting in a new Master Transportation Plan featuring:

- **Complete Streets principles** added to the Comprehensive Plan (listed below under Master Transportation Plan.)
- **A new framework to define roadway design that is responsive to land use** through a land use classification system and matrix.
- **A new map that shows the land use classifications and roadway types, bike facilities, trails and transit routes in one place** to display all transportation opportunities spatially, which will be made available real time and online so that it is always up-to-date.

Comprehensive Transportation Systems

Goal T 1: 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.

Strategies

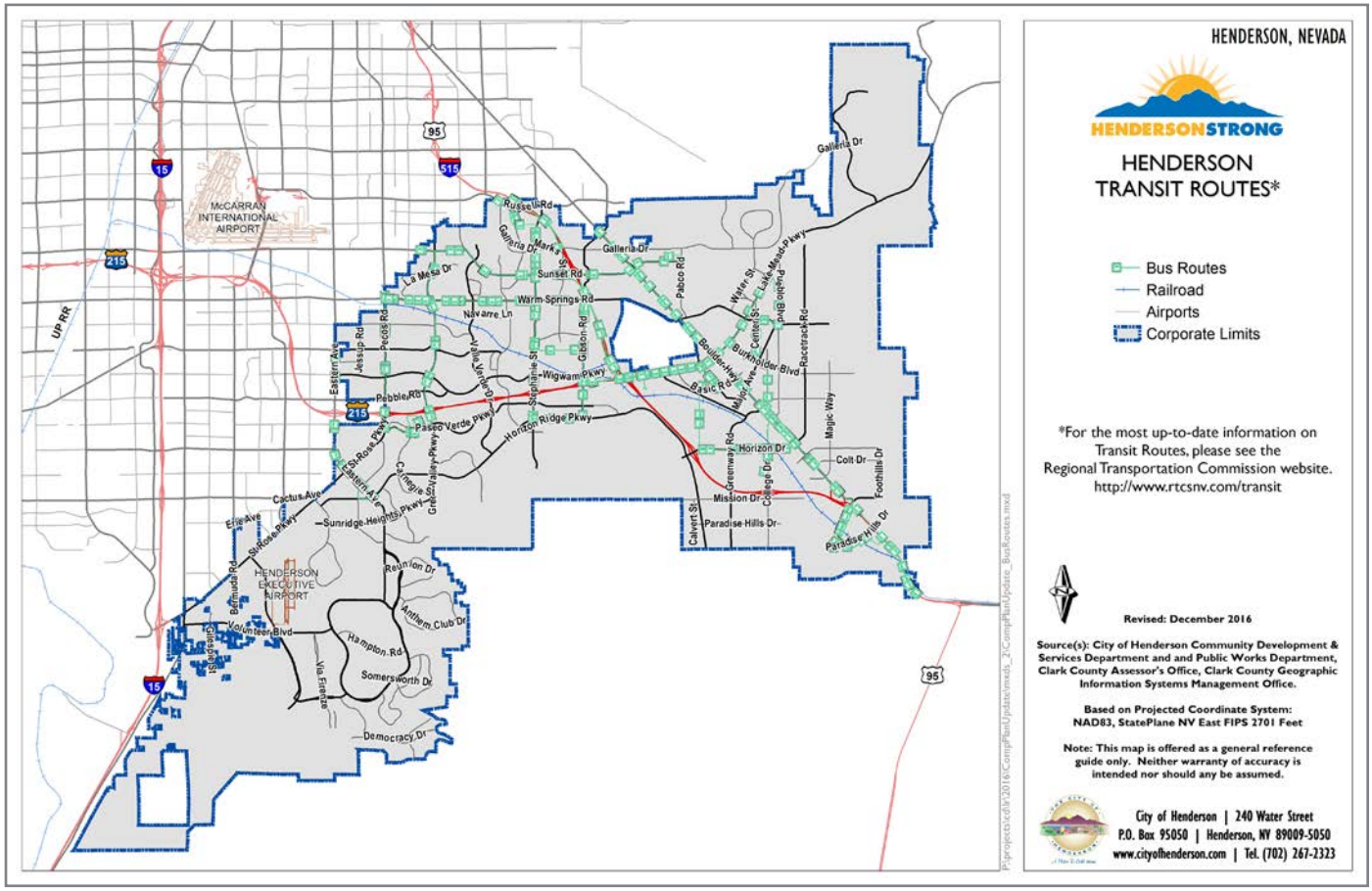
T 1.1 Pursue light rail along established corridors such as the Union Pacific Railroad (UPRR) line.

T 1.2 Improve access to transit options in low- and moderate-income areas, including improvements that support walking and biking.

T 1.3 Develop a transit masterplan for Henderson and identify corridors for high-capacity public transit investment.

T 1.4 Develop criteria by which future corridors will be prioritized including: potential ridership, economic development opportunities, Transit Oriented Development (TOD) potential, proximity to jobs, housing and education, enhanced quality of life and integration with the bike and pedestrian network.

Figure 28: Henderson Transit Routes



T 1.5 Work with the RTC to implement a regional system of fully multi-modal and inter-connected arterial and local streets, pathways and bikeways that are integrated with public transit in order to increase all transportation uses.

T 1.6 Continue to collaborate and build partnerships with regional, state and federal agencies to advocate for City priorities.

T 1.7 Consider connecting existing and future, active communities such as Cadence, to Downtown Henderson through modern street car or similar technology, and explore similar services within key districts in West Henderson.

T 1.8 Develop a comprehensive transportation plan for Henderson, including considerations for impacts of automated vehicles, further identification of priority transit corridors, improvements and park-and-ride sites, among other needs.

T 1.9 Consider using alternative funding sources for transit amenities that support employment centers, such as multi-modal centers, transit centers, bike lanes and others.

T 1.10 Coordinate with the Nevada Department of Transportation (NDOT) and RTC on regional capital projects including I-11, and plan for and invest in surrounding and supporting facilities.

Transit-Oriented Development

Goal T 2: Integrate land use planning with existing and future transportation capital projects and improvements.

Strategies

T 2.1 Ensure coordination between the City of Henderson and the RTC to evaluate frequent service transit corridors for potential designation of TOD areas.

T 2.2 Tailor parking requirements, including maximum requirements, to ensure that more concentrated development is feasible in mixed-use developments.

T 2.3 Prioritize structural shade in TOD areas to minimize exposure to transit riders, bicyclists and pedestrians.

T 2.4 Encourage developers to build TOD and connect developers, partners and stakeholders to TOD resources.

STRATEGY IN ACTION > PARTNERSHIPS IN FUNDING IN QUINCY, MASSACHUSETTS

The New Quincy Center in Quincy, Massachusetts, is a transit-oriented, master-planned, mixed-use development that includes the redevelopment of approximately 50 acres of downtown Quincy. It is a prime example of a public-private partnership in which the private sector or developer bears the construction, design and financial risks of developing TOD infrastructure. The city then reimburses the developer through taxes captured by a special assessment district on new development. However, the city will proceed with reimbursements only when an occupancy threshold has been achieved to ensure that income from property taxes from new development will be enough to reimburse the developer.

Accessible Transit Systems

Goal T 3: Improve access to transportation services and facilities for the underserved, people with disabilities and seniors.

Strategies

T 3.1 Enhance safety and mobility for vulnerable populations and consider the particular needs of the homeless, seniors, people with disabilities, the unemployed, underemployed and other marginalized groups.

T 3.2 Construct new facilities and infrastructure in locations that reduce existing disparities.

T 3.3 Construct or retrofit sidewalks and other transportation infrastructure to meet accessibility standards.

T 3.4 Use metrics, such as the connectivity index, to track and measure ongoing progress in enhancing connectivity.

T 3.5 Revise and adopt regional and local design standards to include multi-modal street design and improved access management.

T 3.6 Enhance neighborhood safety and connectivity through accessible sidewalks, expanded and improved public transit services and facilities and bike infrastructure.

T 3.7 Promote RTC's official smartphone app: rideRTC to encourage transit use and make trip planning more convenient.

Figure 29: Henderson Mean Travel Time to Work

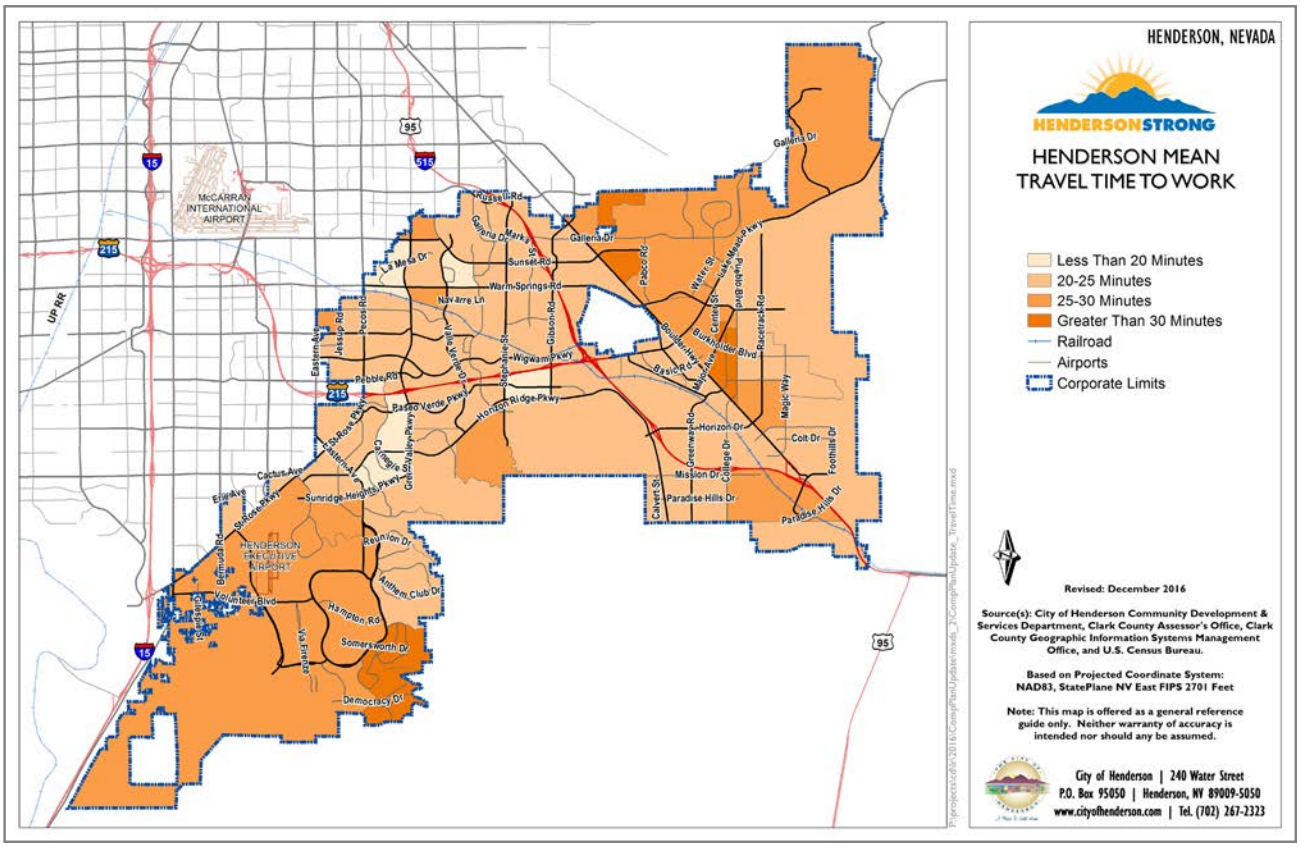
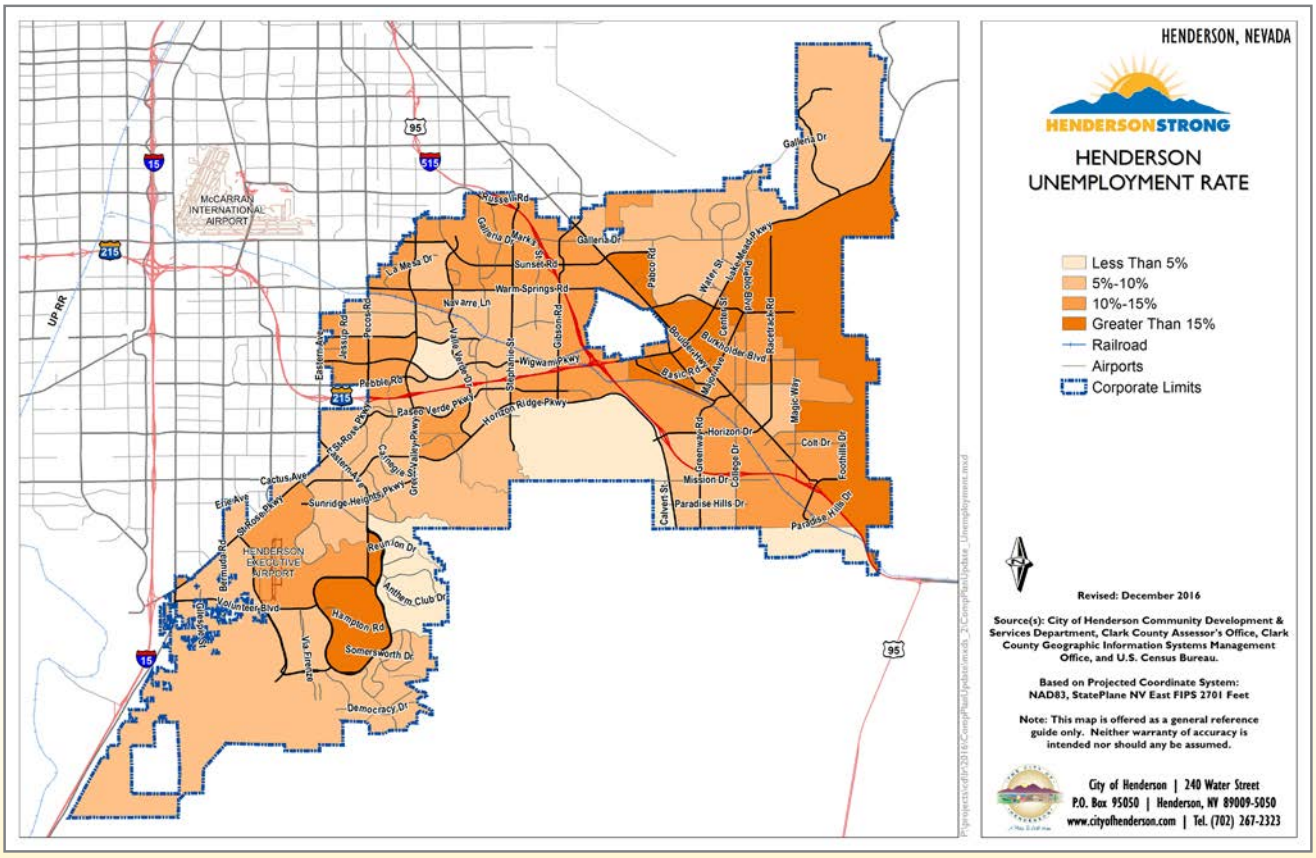


Figure 30: Henderson Unemployment Rate



Master Transportation Plan

Goal T 4: Implement Complete Streets principles in support of the Master Transportation Plan for all modes and encourage healthy, active transportation.

Strategies

T 4.1 Develop a right-sizing retrofit plan for road networks (lane narrowing, lane reduction and lane reconfiguration) in target neighborhoods to promote safety, support economic development and create a more comfortable environment for all modes.

T 4.2 Employ traffic calming measures to enhance safety in key areas.

T 4.3 Educate residents on multimodal travel and transportation safety measures to reduce fatalities.

T 4.4 Promote educational opportunities to residents on the role of design and land use in transportation safety.

T 4.5 Evaluate roadway design standards to ensure they are designed for target speeds as recommended in the Complete Streets Design Guidelines for Livable Communities, based on the context of the corridor and overall safety and comfort of all users, including pedestrians and bicyclists, limiting driveways and developing safe places to cross the street at reasonable distances.

T 4.6 Evaluate opportunities to incorporate Complete Streets design features for public projects when maintenance, reconstruction or reconfiguration occurs.

T 4.7 Continue to improve connectivity by discouraging single entry communities, limiting and/or removing block walls, encouraging pedestrian gates, limiting cul-de-sacs, increasing sidewalk and bike facility widths, reducing curb cuts and limiting driveways.

T 4.8 Support the planning, funding and implementation of Safe Routes to Schools, focusing on implementation of RTC's Regional Schools Multimodal Transportation Access Study.

T 4.9 Provide a set of complete networks for all travel modes and ability levels to move throughout the city.

T 4.10 Incorporate well-designed and well-protected transit stops, as well as end-of-trip facilities for bicyclists (e.g. lockers, showers, etc.) at key destinations.

T 4.11 Focus Complete Street improvements near established urban centers around schools and parks and near transit stops and routes.

T 4.12 Ensure interdepartmental communication and collaboration to achieve Complete Streets with all private and public interests and departments including Public Works, Parks and Recreation, Community Development and Services, Utilities, Building and Fire Safety, Henderson Chamber of Commerce and the Henderson Fire Department, among others.

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. 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.

STRATEGY IN ACTION > SIDEWALK PRIORITIZATION FOR COMPLETE STREETS IN AUSTIN, TEXAS

The City of Austin has built almost 100 miles of new sidewalks since 2005 to encourage walking as a viable mode of transportation and to improve safety, accessibility and pedestrian mobility. Austin completed a detailed sidewalk inventory, documented current conditions, obtained public input on sidewalk needs and issues and established city sidewalk priorities that were organized into a downloadable Sidewalk Prioritization Map.

The city prioritizes compliance with the Americans with Disabilities Act, sidewalks that allow children to walk safely to school, a connected network of sidewalks, trails and bikeway and sidewalks that serve bus stops. More than 300 bus stop sidewalks have been completed since 2011. A well-constructed sidewalk for a typical 50-foot-wide residential property might cost a builder $2,000, but it can return 15 times that investment in resale value. According to a 2009 CEOs for Cities report, even a one-point increase in a community's Walk Score could increase home values by $700 to $3,000.*

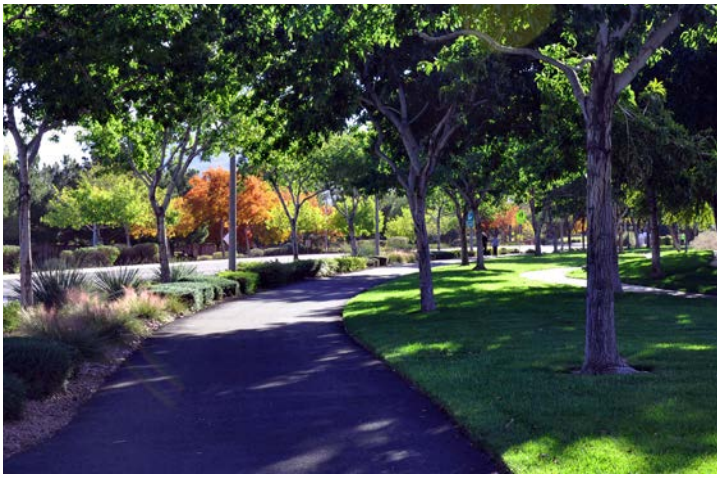
* Cortright, J. Impresa, Inc., CEOs for Cities. (August 2009) *Walking the Walk: How Walkability Raises Home Values in U.S. Cities.* http://www.ceosforcities.org/pagefiles/WalkingTheWalk_CEOsforCities.pdf

T 4.13 Encourage developers to provide direct and accessible pedestrian connections to sidewalks, facilities for bicycle storage and transit stops (if along an existing or planned designated transit route).

T 4.14 Provide connections to adjacent and nearby trails and shared-use paths. Public easements and other common elements (e.g. drainage way) of new development and construction projects should be considered to improve the area's connectivity index.

T 4.15 Consider connectivity as important to the entitlement process. Approved plans and designs should support the transportation and land use goals of the Henderson Strong Comprehensive Plan, Vision Map and Master Transportation Plan.

T 4.16 Consider additional uses for unused portions of right-of-way to help support economic development.



Courtesy of Tracy Welch

Well shaded and visually appealing trails provide incentive for Henderson residents to engage in active transportation.

Bicycles and Pedestrians

Goal T 5: Continue to develop a robust trail and bike facility network that safely connects users throughout the City of Henderson and Southern Nevada.

Strategies

T 5.1 Establish school siting guidelines that prioritize locations that maximize the number of students who can walk or bicycle safely to school.

T 5.2 Establish or support a community-wide public bike share program.

T 5.3 Prioritize structural shade to minimize sun/heat exposure to trail users, pedestrian and bicyclists, making commute by walking or biking more viable in summer temperatures.

T 5.4 Coordinate with and continue to support the Regional Open Space and Trails Work Group.

T 5.5 Create incentive programs to encourage land owners to connect to the broader trail and bikeways system.

T 5.6 Evaluate connection opportunities to new and existing or planned trail sections to ensure integration with surrounding developments and the network.

T 5.7 Consider end-of-trip bicycle facilities for bicyclists at key destinations.

T 5.8 Encourage employers to participate in “bike to work” programs and offer end of trip facilities, as well as provide well-connected on-site bike and pedestrian paths.

Henderson promotes active transportation, which includes walking and biking by continuing to develop an interconnected bike and trail system.

Air Quality

Goal T 6: Reduce transportation-related emissions of ozone and carbon monoxide and Vehicle Miles Traveled (VMT).

Strategies

T 6.1 Work with private employers to provide live-near-your-work or employer-assisted housing financial incentives.

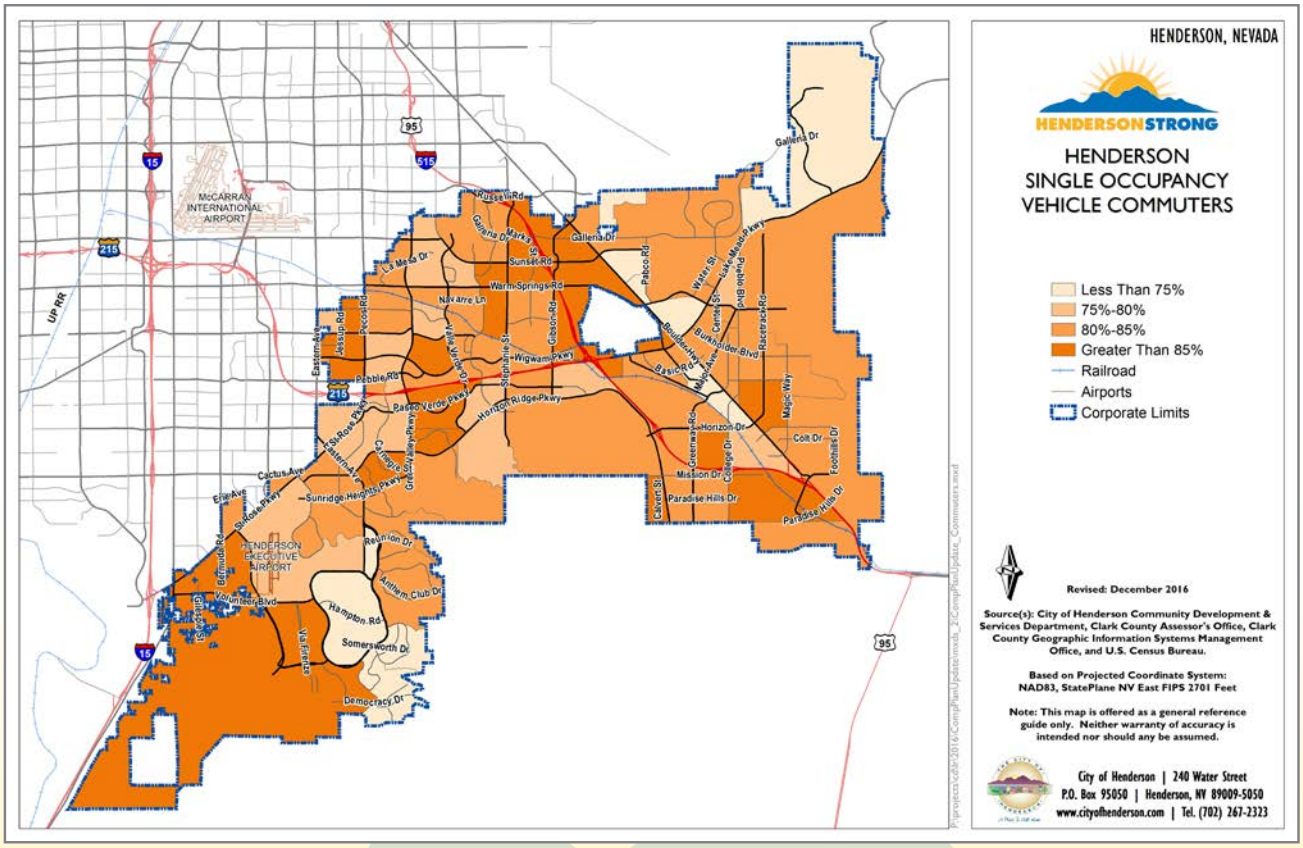
T 6.2 Create incentive programs to support the development of renewable and alternative fuel infrastructure, such as citywide bike share programs and vehicle charging stations.

T 6.3 Adopt a policy requiring relevant departments to be engaged during early reviews of proposed developments to ensure that project sites are evaluated for transit amenities, green infrastructure potential and that environmental protections are put in place prior to construction.

T 6.4 Promote responsible auto use, including refueling motor vehicles after sunset, to prevent gasoline fumes from interacting with sunlight.

T 6.5 Promote the installation and use of electric vehicle charging stations throughout the city, and investigate the potential to combine charging stations for electric rechargeable motor assisted bikes and scooters.

Figure 31: Henderson Single Occupancy Vehicle Commuters



CHAPTER 5

On the Ground: Priority Areas

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CHAPTER 5

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. The Henderson Strong outreach and stakeholder engagement process furthered these efforts and confirmed the top priority areas in the city for reinvestment and the development of complete communities. They are: Downtown Henderson, Lake Mead Parkway and Boulder Highway.

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, while showcasing best practices in planning, development and street design.

The graphics and descriptions on the following pages illustrate what these places may look like in the future as a result of thoughtful planning, robust community engagement and targeted investment. Building on prior efforts including the Boulder Highway Investment Strategy and Southern Nevada Strong, the City developed guidance that will allow these places to become safe, active and welcoming for all people and provide a vibrant environment for pedestrians, bicyclists and transit users. The graphics and narrative reflect policies and actions outlined in the Comprehensive Plan and Master Transportation Plan update to realize the vision “on the ground.”

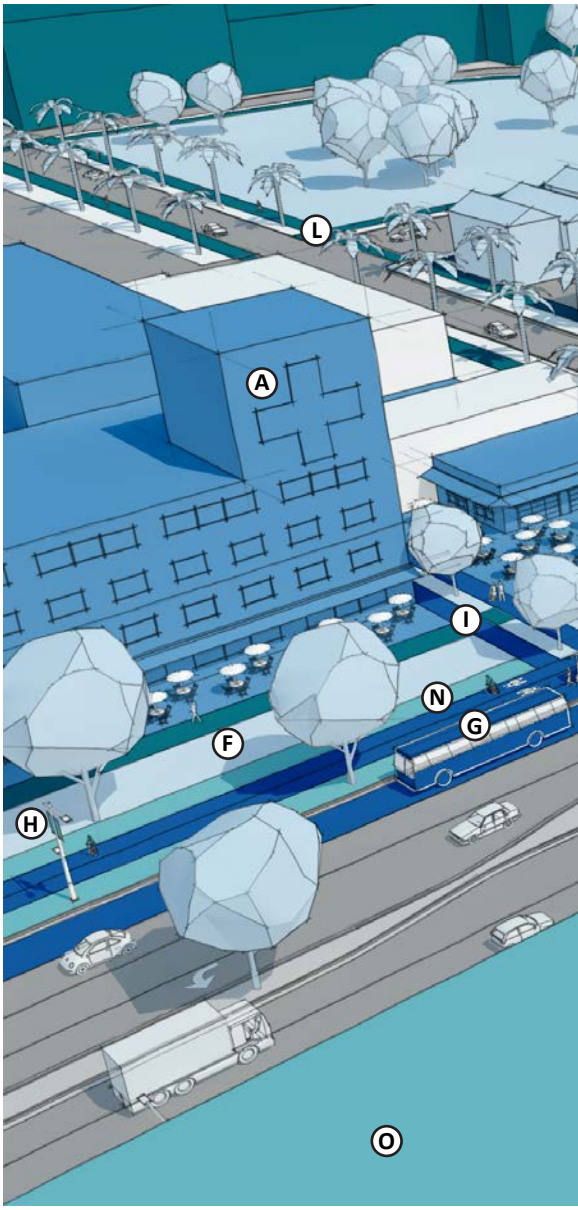
PRIORITY AREA BENEFITS

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. Unique features of each priority area are described and illustrated on the following pages. The priority areas for reinvestment will offer the following 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 can support commercial activities;**
- **New businesses and a greater variety of retail, grocery and dining options; and**
- **More opportunities for community members to connect and build strong neighborhoods.**

Lake Mead Parkway Corridor

Based upon input from the Henderson Strong stakeholders and 914 comments from respondents to the Phase 2 survey, the Lake Mead Parkway corridor should be a priority for investment and community development, especially along the segments closest to Boulder Highway and Downtown Henderson. The Lake Mead Parkway Corridor 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 even more critical as residential and employment density is realized along the corridor.



ECONOMIC DEVELOPMENT

A Leverage existing and planned health care facilities to create a health-oriented cluster of services and destinations;

B Encourage a mix of development scales while ensuring that larger commercial properties are preserved for future business and development opportunities; and

C Encourage an increased quantity, quality and variety of dining and shopping options.

HOUSING AND HEALTHY COMMUNITIES

D Increase the quantity and types of housing provided along and near the corridor;

E Address the existing food deserts (an area where it is difficult to purchase affordable or good-quality food) along the corridor by increasing the number of residents nearby to establish a critical mass required by traditional grocers and providing a variety of other healthy food options (farmers markets, community gardens, etc.); and

F Increase parks and green space in the corridor while connecting existing trails and nearby recreation facilities.

TRANSPORTATION

G Provide High Capacity Transit service along the corridor with enhanced transit stops and dedicated right-of-way for high-speed and reliable service;

H Improve lighting and signage along existing and future pedestrian and bicycle facilities; and

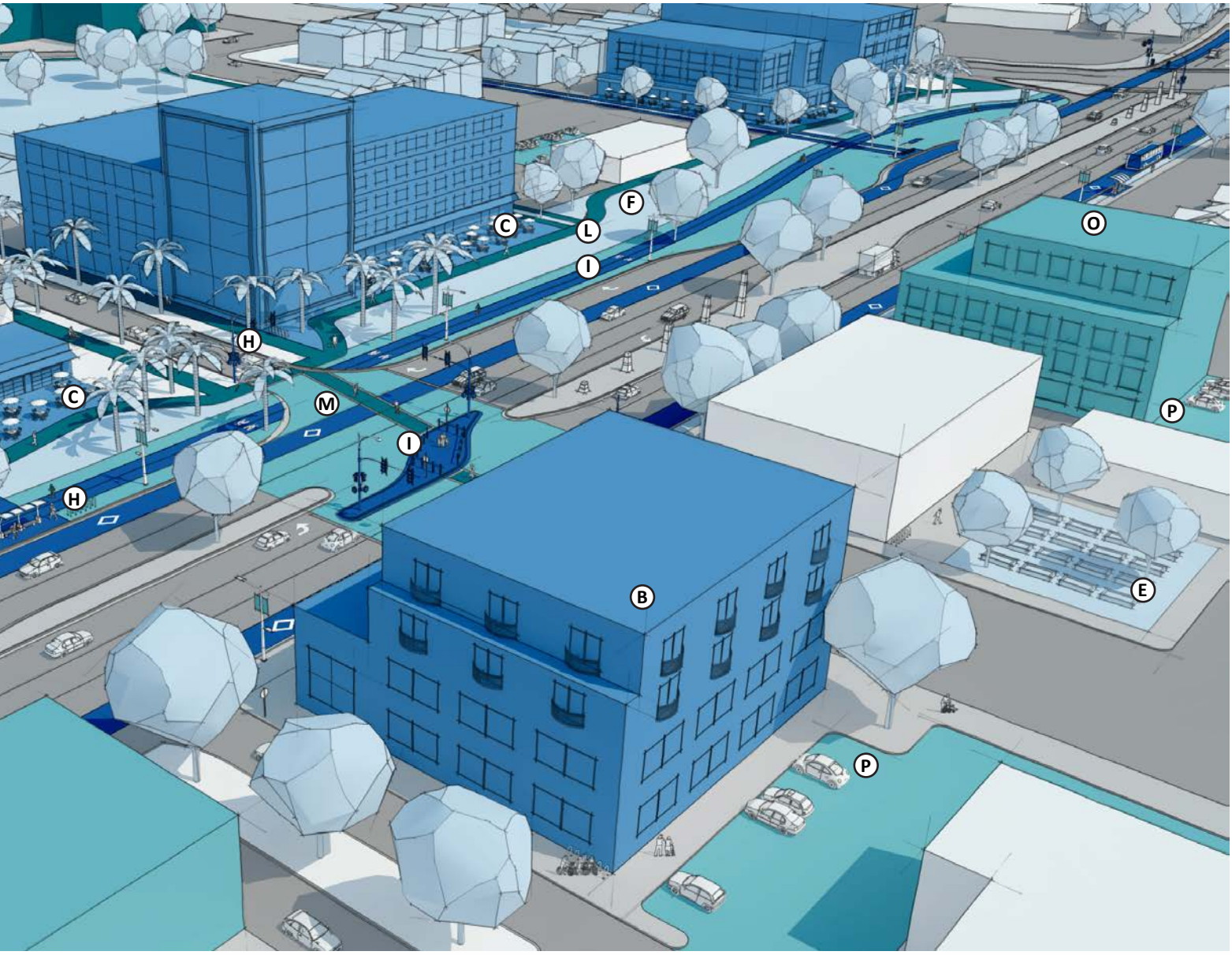
I Enhance the Lake Mead Parkway Corridor itself for all modes of travel, including better signalization and signage, better traffic flow and safety, new and improved pedestrian crossings and better sidewalks (especially near schools).

SCHOOLS AND EDUCATION

J Ensure adequate capacity exists as density increases to avoid the negative impacts of overcrowding;

K Provide better schools in and near the corridor to help attract homebuyers with families, thereby supporting housing development and resales in the area; and

L Provide Safe Routes to Schools in and through the corridor.



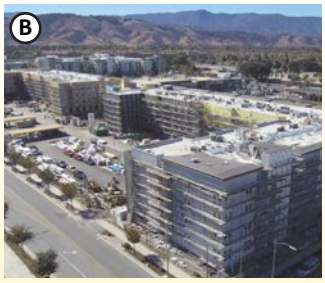
URBAN AND ENVIRONMENTAL DESIGN

M Foster a stronger sense of place and community pride with enhanced intersection treatments;

N Ensure that landscaping and other urban design improvements support safety and comfort along the corridor;

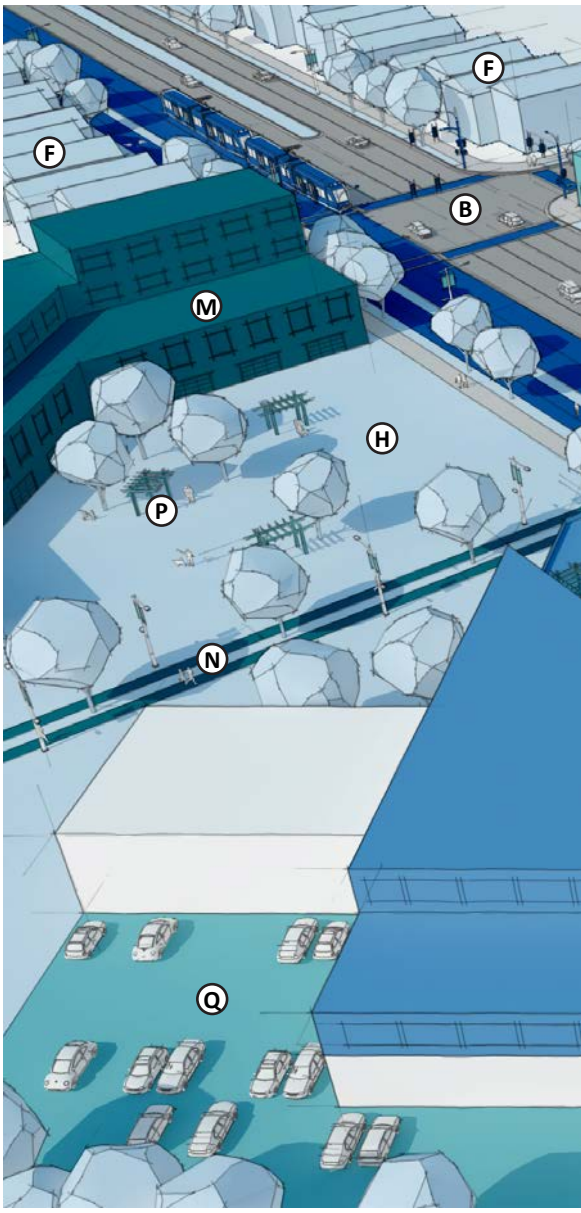
O Remediate brownfield sites along the corridor and explore opportunities for development organized around new side streets; and

P Encourage new development to locate closer to the corridor and facilitate parking on the side or rear of structures moving forward.



Boulder Highway Corridor

Based upon input from the Henderson Strong stakeholders and 1,060 comments from respondents to the Phase 2 survey, the Boulder Highway Corridor through Henderson should be a priority for investment and community development. The community supports a major transformation along the corridor, but realizes that revitalization may be most appropriate and feasible at key nodes. With that said, there is strong support for narrowing the right-of-way and updating land uses along this thoroughfare. Focused and more global efforts to improve the corridor should emphasize safety for all users, but especially pedestrians, bicyclists and transit riders. High capacity, high performance transit should provide connections between homes, good jobs, healthy food options, dining, entertainment and recreation.



ECONOMIC DEVELOPMENT:

A Enhance code enforcement efforts in the area and assist in the revitalization, retrofit and updating of older auto-oriented shopping centers;

B Update the Boulder Highway Corridor mixed use zoning designation to emphasize density and activation of key nodes rather than encouraging high density throughout entire corridor (e.g., near intersections of Boulder Highway with Lake Mead Parkway and Broadbent/Gibson);

C Target medical office development near Henderson Hospital; and

D Encourage greater amount and variety of retail, grocery, dining and entertainment options in the area.

HOUSING AND HEALTHY COMMUNITIES:

E Encourage mixed income, senior and affordable housing and increase the overall quantity and types of housing provided along and near the corridor;

F Provide high quality multifamily and attached single family (i.e. townhomes) housing near parks, schools and grocery stores;

G Address crime and negative perceptions along the corridor, especially related to existing daily and weekly rental properties; and

H Increase parks, green space and community gardens in the corridor while improving amenities and maintenance in existing facilities.

TRANSPORTATION:

I Reduce the width of Boulder Highway while providing safer and more comfortable pedestrian and bicycle facilities;

J Continue conversations with Nevada Department of Transportation (NDOT) regarding road narrowing and/or relinquishment of right-of-way and associated maintenance funds to the City of Henderson;

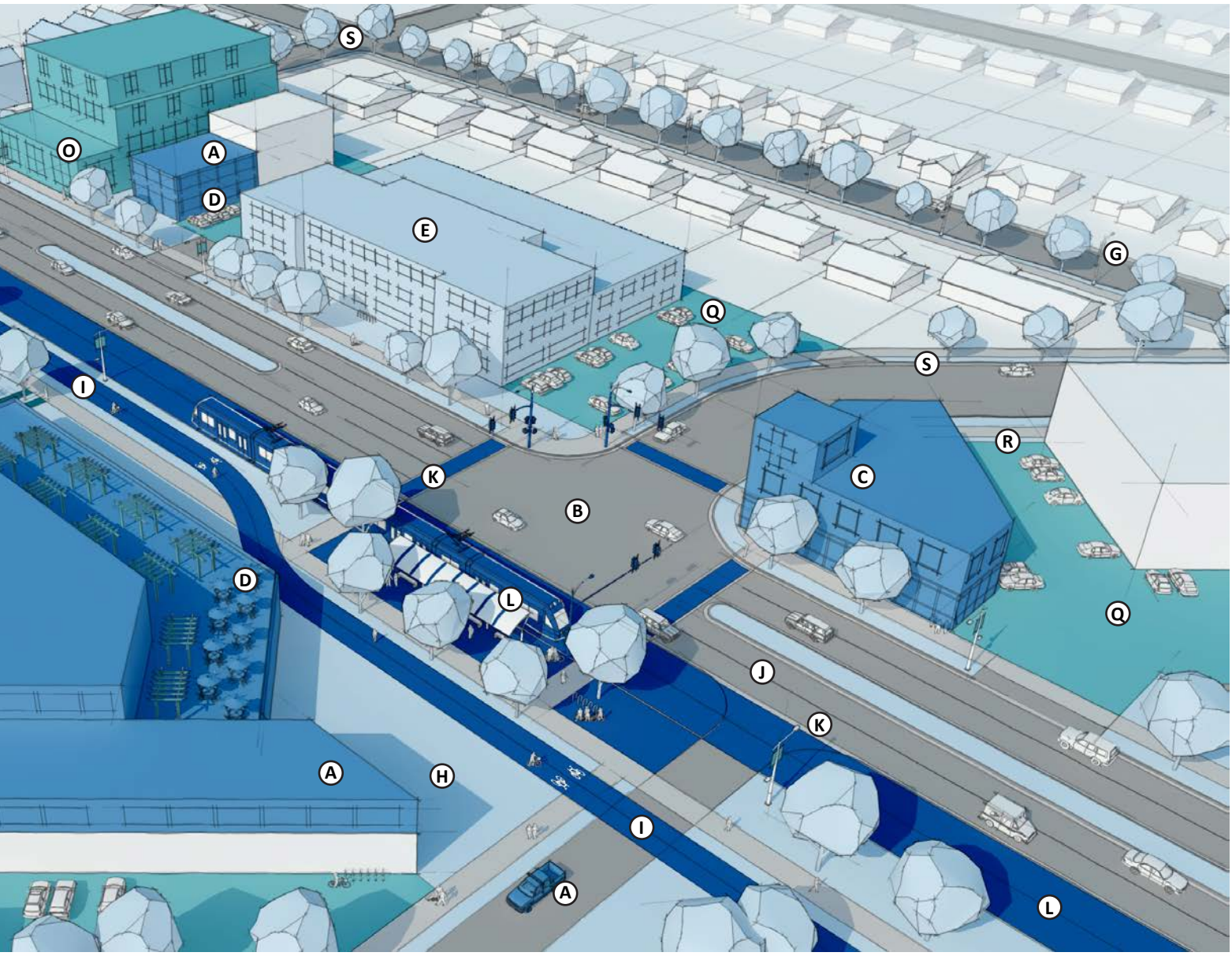
K Target complete street improvements, enhanced pedestrian crossings, lighting and signage in nodes identified for high intensity, mixed use development; and

L Provide light rail transit (LRT) in dedicated right-of-way along Boulder Highway with well-designed and identifiable transit stops, shelters and other amenities.

SCHOOLS AND EDUCATION:

M Designate areas for charter schools and provide higher quality schools in and near the corridor to help attract homebuyers with families, thereby supporting housing development and resales in the area; and

N Calm traffic, improve circulation and provide Safe Routes to Schools, especially near existing schools and areas designated for charter schools.



URBAN AND ENVIRONMENTAL DESIGN:

O Increase density and encourage mixed use development in key nodes;

P Enhance landscaping, provide shade structures and trees, and incorporate pedestrian amenities into future roadway improvements;

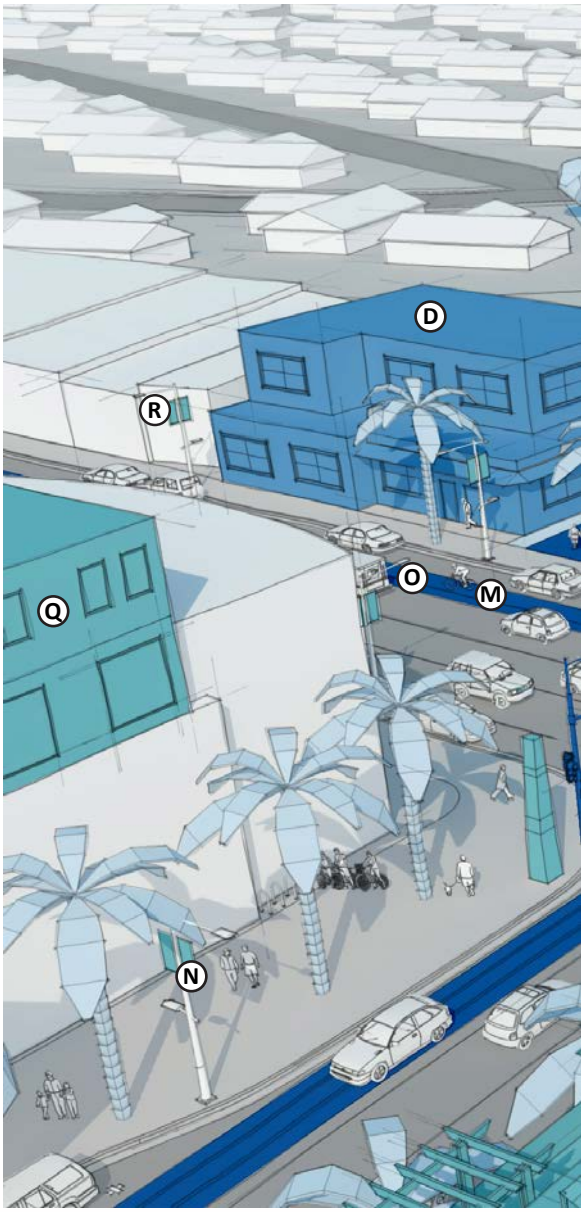
Q Encourage new development to locate closer to the corridor and facilitate parking on the side or rear of structures moving forward;

R Connect retail and other commercial uses to surrounding neighborhoods; and

S Embrace and enhance cross streets, especially at key focal nodes along the corridor.

Downtown Henderson

Based upon input from the Henderson Strong stakeholders and 1,052 comments from respondents to the Phase 2 survey, Downtown Henderson continues to be a high priority for investment and community development. As the home to City government and administrative functions, as well as the Henderson Convention Center, Downtown already has many amenities, including the streetscape improvements along Water Street. 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. With such strong competition throughout the valley, it will be important to define a niche for Downtown Henderson that isn't being filled elsewhere.



ECONOMIC DEVELOPMENT

A Provide greater variety of unique shopping, lodging, restaurant and entertainment options, from national restaurants and retailers to independent local businesses;

B Ensure that parking remains convenient and easy to locate;

C Explore the creation of an arts and/or design district with more arts, design and cultural opportunities;

D Test the viability of additional anchor uses, such as a public market and hotel; and

E Provide more community events and amenities.

HOUSING AND HEALTHY COMMUNITIES

F Encourage more and higher quality housing in and near Downtown, with a focus on multi-family and attached single family housing types;

G Address real and perceived safety issues, including vacant properties, homelessness, poor lighting, and pedestrian safety;

H Attract a healthy food market or food cooperative to Downtown to ensure access to healthy foods for existing and future residents; and

I Increase and improve parks and green space throughout Downtown.

TRANSPORTATION

J Provide modern streetcar to connect different areas of downtown to each other and to surrounding neighborhoods and destinations;

K Improve access and wayfinding to and from the freeway;

L Enhance pedestrian crossings and pedestrian amenities throughout Downtown;

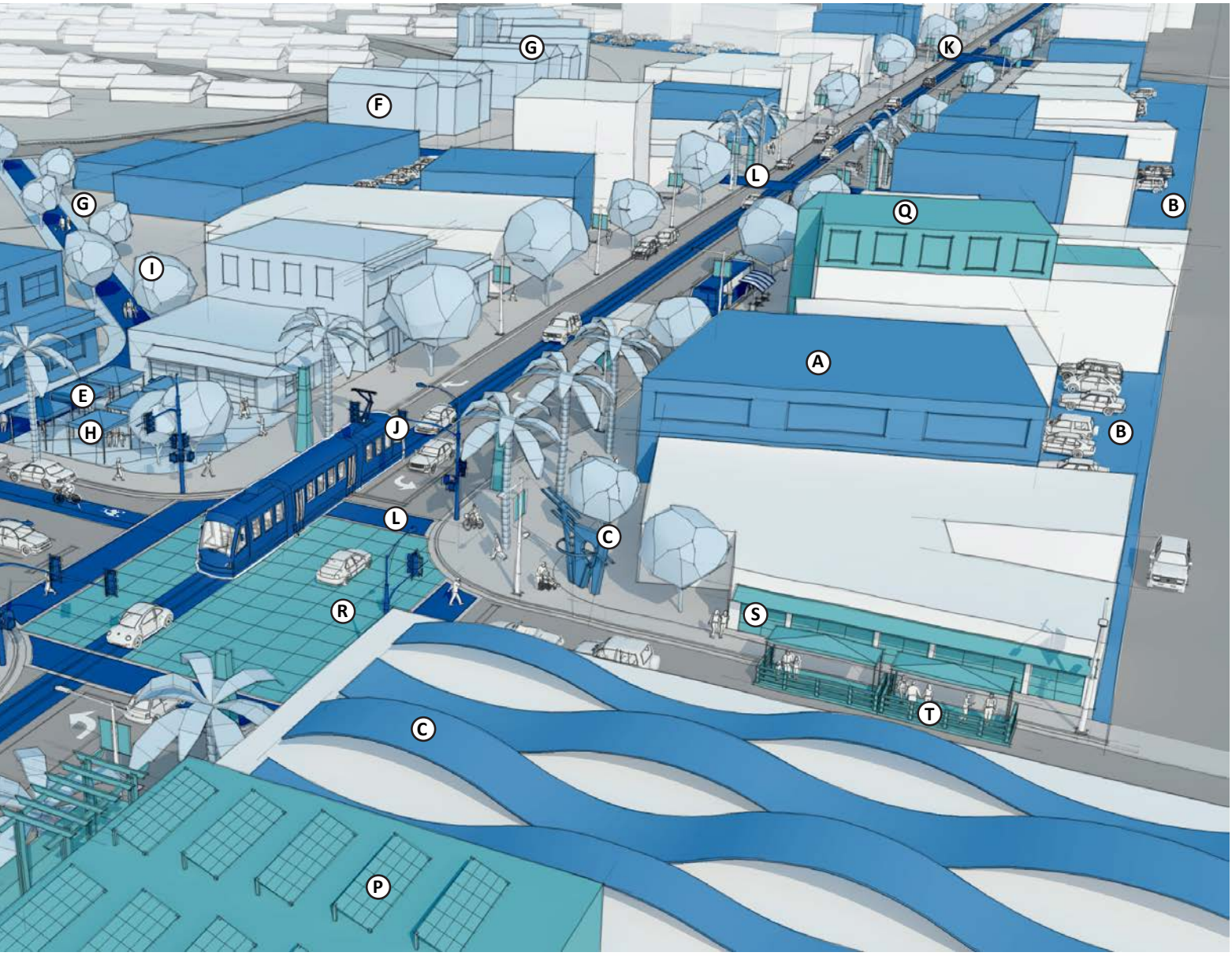
M Integrate bicycle facilities into future roadway improvements and connect to existing surrounding pedestrian and trail networks along Boulder Highway and Union Pacific Railroad; and

N Improve lighting, signalization and signage.

O Enhance and strengthen complete street connections to Downtown from Boulder Highway along Basic Road and at Van Wagenen St. along Pacific Ave.

URBAN AND ENVIRONMENTAL DESIGN

P Ensure that new development in Downtown conserves energy and considers use of solar power and other active and passive sustainable techniques to support the environment;

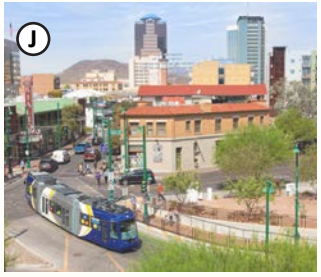


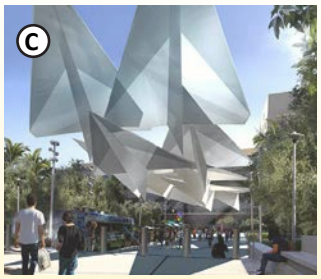
Q Assist in the revitalization, retrofit and updating of older buildings and properties;

R Increase visibility of Downtown from adjacent arterials through gateway treatments, enhanced intersections and signage;

S Facilitate a public art program in conjunction with the formation of an art and/or design district; and

T Take advantage of existing City facilities and infrastructure for public art opportunities and parklet installations.





THE WEST HENDERSON NEW GROWTH AREA WILL OFFER THESE BENEFITS

- **A diverse set of choices of housing, employment, and retail services** to maintain the city as a vital community.
- **Land use and transportation plans that are aligned 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.
- **Integration of the built environment with the surrounding desert** and nearby Sloan Canyon National Conservation Area to provide natural landscapes, wildlife corridors and habitat, and give the community a unique image and closer identity with the desert.
- **A balanced 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.

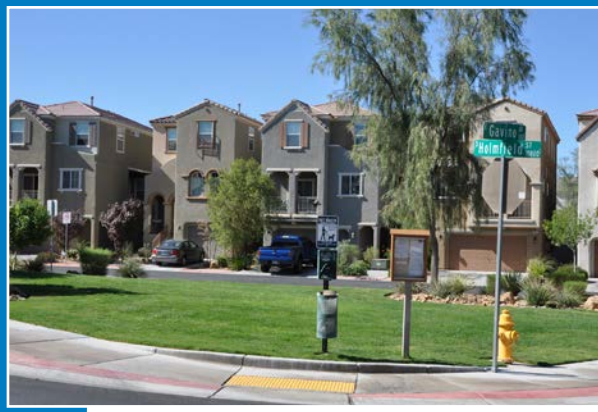
Throughout the Henderson Strong planning process, residents and the business community alike raised the importance of West Henderson in achieving a more balanced jobs-to-housing ratio. This ratio measures the distribution of employment opportunities and workforce population within a geographic area. Having local employment opportunities helps reduce commuting distances, allowing residents to save time and transportation costs so that they can spend more time doing the things they enjoy and save money. Having job opportunities close to housing was identified as a priority from public outreach results and follows national trends among millennials and retirees who all seek to reduce commute times, have a healthier lifestyle that incorporates walking and bicycling in everyday life, and save time. West Henderson is a unique priority area with distinct character and uses, but similar to the City's priority areas for reinvestment, this area is also envisioned as a complete, compact community.

The graphics and descriptions on the following page illustrate what the West Henderson area could look like in the future as a result of thoughtful planning, community input and targeted investment. Building on prior efforts including the West Henderson Land Use Plan, the graphics and narrative reflect policies and actions to realize the vision "on the ground."

WEST HENDERSON LAND USE PLAN AND VISION

West Henderson has been a future growth opportunity and citywide priority for more than a decade, and as such has benefitted from its own area plan – the West Henderson Land Use Plan and Vision. The West Henderson Land Use Plan provides a framework to achieve a balanced community by addressing economic development, housing, public spaces and civic uses and transportation. To reflect the importance of West Henderson and integrate the previous planning and community engagement conducted there into the City's Comprehensive Plan, this priority area is guided by the West Henderson Land Use Plan and Vision. Through Henderson Strong stakeholder group work and public outreach, West Henderson's importance was consistently confirmed and elevated citywide.

In the West Henderson Land Use Plan, the community envisioned West Henderson as the premier destination for economic development and livable neighborhoods through integrated mobility solutions, vast recreation amenities, and diverse housing opportunities. Henderson Strong stakeholders continued to emphasize the need to preserve land for employment uses. Not only does West Henderson provide the City its greatest opportunity in terms of the availability of land to achieve a healthy jobs-to-housing balance; the proximity of the Priority Area to major transportation infrastructure, the Henderson Executive Airport, and existing industrial uses places it among the premier industrial locations in Southern Nevada. As the key gateway to the Sloan Canyon National Conservation Area, the Vision for the West Henderson Plan includes preserving natural washes and significant open space areas.



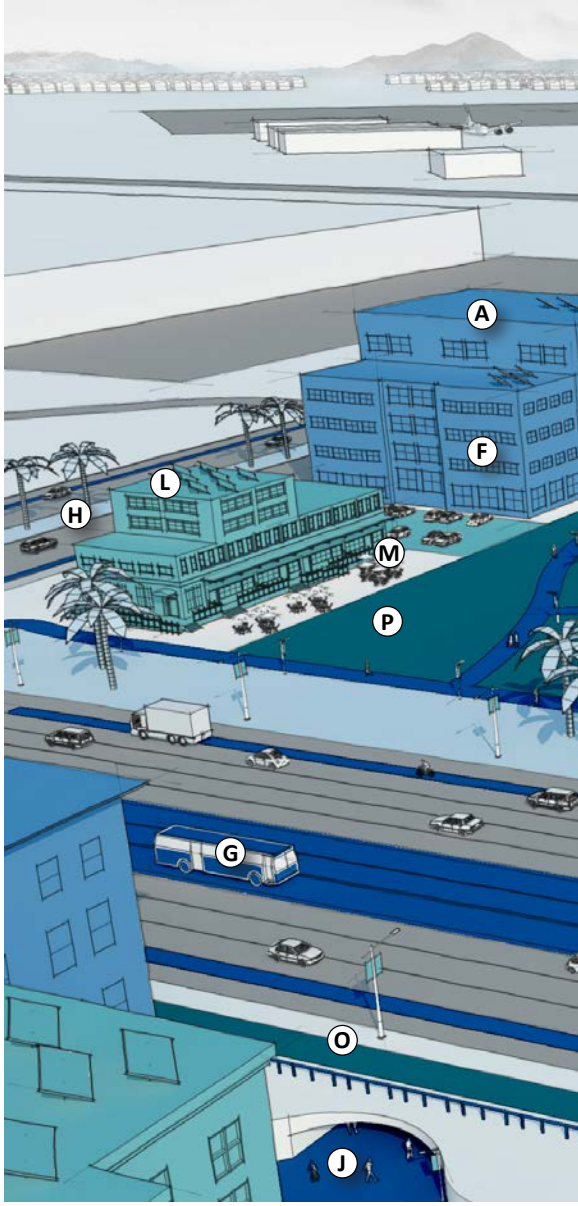
In the first few years of implementation of the West Henderson Plan, the City received more interest in higher density housing. In order to achieve the desired job-to-housing ratio in the future, it will be important for subsequent development to emphasize employment uses. Additionally, the City also seeks fiscal and economic sustainability. As West Henderson is a new growth area with major infrastructure needs and flood control constraints, careful infrastructure planning and analysis paired with thoughtful federal land designations for integrated public spaces must be done to ensure the community is amenitized and well-connected physically and economically into the city and region.

WEST HENDERSON GUIDING PRINCIPLES

- **Support future land use decisions to facilitate diverse economic opportunities,** generating a strong economic hub and increasing the city's overall jobs-to-housing balance.
- **Supply a range of high-quality housing stock** to serve all residents and incorporate alternative housing types.
- **Facilitate a livable community by accommodating both regional and local travel** through a well-connected, multimodal network.
- **Provide a safe, interconnected system of progressive parks, trails, and open spaces for recreation and education** within a desert environment. Natural features will be protected and inform the character of West Henderson.

West Henderson

The visualizations in this document bring life to the West Henderson Land Use Plan guiding principles and depict an employment node representative of the following features.



ECONOMIC DEVELOPMENT

A Foster job creation by leveraging proximity to both the Henderson Executive and McCarran International Airports, as well as planned interchange improvements at Starr and Sloan Roads;

B Promote the creation of an innovation cluster that integrates a combination of Class A and creative office development with light industrial, manufacturing and maker spaces;

C Maintain a balance of land uses through established policies so that demand does not disproportionately exceed supply, and values are maintained even during typical market downturns;

D Develop a brand and identity for a prominent employment center in West Henderson;

E Promote resource-efficient land use and development practices; and

F Create job opportunities for residents that live in and near West Henderson.

TRANSPORTATION

G Provide Bus Rapid Transit (BRT) service along the St. Rose Parkway corridor with enhanced transit stops and dedicated right-of-way for high-speed and reliable service;

H Transform Executive Airport Drive into a complete street,

I Target complete street improvements, enhanced pedestrian crossings, lighting and signage in nodes identified for high intensity, mixed use development;

J Provide a layered and fine grained multi-modal transportation network with connections to neighboring communities and intersection density of at least 100 intersections per square mile; and

K Incorporate bicycle and pedestrian facilities for transportation and recreation, including up to 23 miles of additional recreational trails.

URBAN AND ENVIRONMENTAL DESIGN

L Ensure that new development conserves energy and considers use of solar power and other active and passive sustainable techniques to support the environment;

M Ensure that landscaping and other urban design improvements support safety and comfort throughout West Henderson; and

N Increase density and encourage mixed use development in key nodes.

PARKS, RECREATION, TRAILS AND OPEN SPACE

O Connect neighborhoods to employment centers with trails that tie in with regionally planned trails, including the St. Rose Parkway and Vegas Valley Rim Trail; and

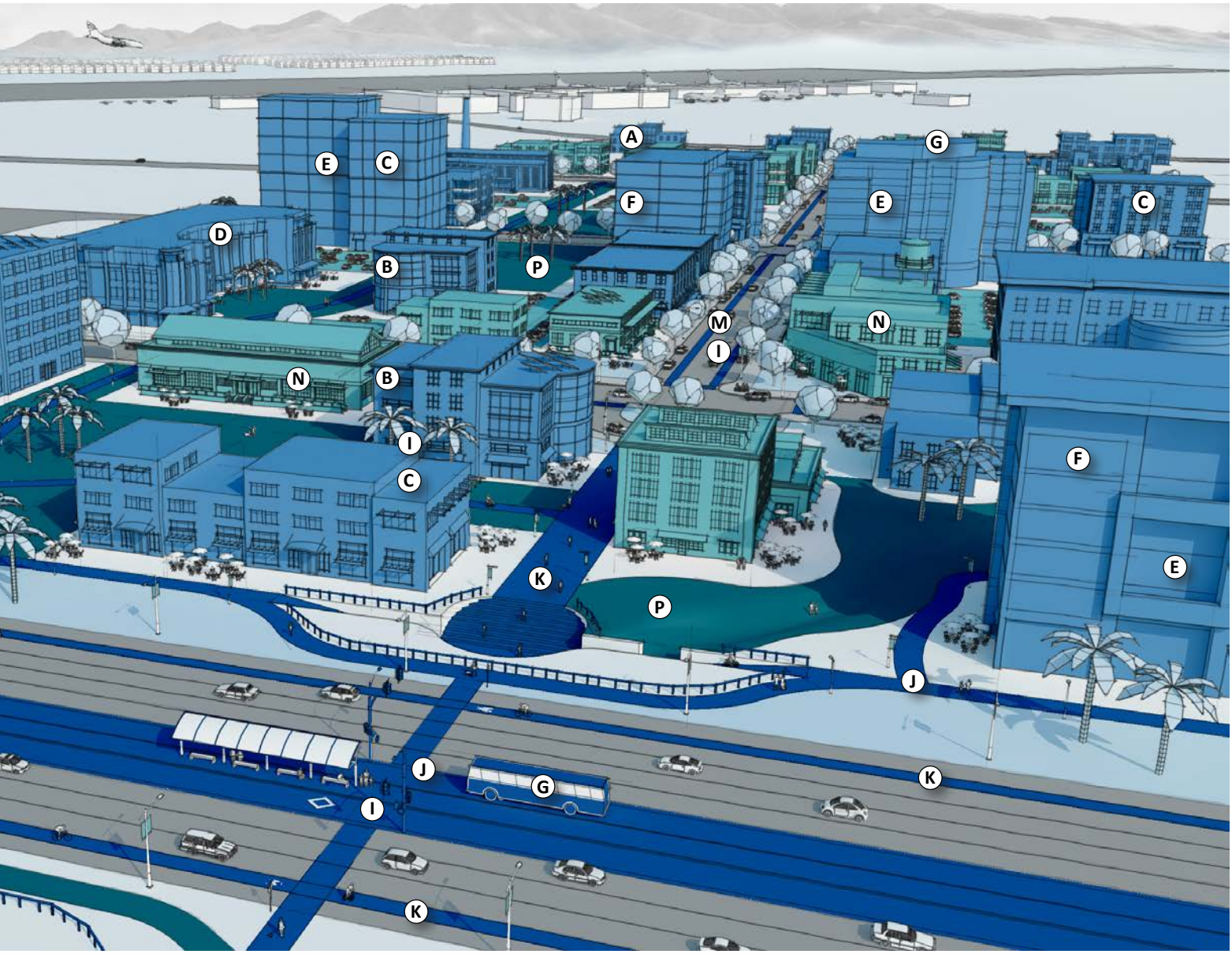
P Follow the City of Henderson Parks and Recreation Plan park standards to ensure parks and green space.

Q Protect the desert edge adjacent to Sloan Canyon and leverage opportunities for visitation to a future visitor center.

HOUSING AND HEALTHY COMMUNITIES

R Connect residential enclaves through vehicular and non-vehicular means to promote greater efficiencies in service delivery;

S Ensure that West Henderson offers a range of housing product types in order to afford existing residents the opportunity to age in place, and future residents choices that meet a range of lifestyle choices;



T Promote live-work opportunities to enhance the environment for small businesses and business start-ups;

U Provide quality education in West Henderson to help attract and support housing in the area; and

V Provide high quality multifamily and attached single family (i.e. townhomes) housing near parks, schools and grocery stores.

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CHAPTER 6

Realizing the Vision

Public participation is essential to the success of the Henderson Strong process. Members of the Henderson Strong team will engage and collaborate with a broad spectrum of the City's population to foster leadership and build capacity for meaningful, long-term community engagement necessary to implement the Plan.

CHAPTER 6

Realizing the Vision

ORGANIZING TOPICS

Goals and strategies for **Chapter 6: Realizing the Vision** are organized into these topic areas:

Outreach – **Page 112**

Diversity and Inclusion – **Page 113**

Capacity Building – **Page 114**

Regionalism – **Page 116**

Funding Strategies – **Page 116**

Metrics – **Page 117**

Implementation – **Page 118**

After hearing from more than 5,500 Henderson residents and stakeholders, Henderson Strong has developed a shared vision and Plan for a healthy, active and economically resilient community. The results of this work, when implemented, will ensure that the city's current and future residents and businesses enjoy, participate and thrive in an economically competitive city that offers all of the housing, transportation and amenity options for a diverse population to learn, live, work and thrive.

Meaningful and long-lasting change happen 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.

Updating the Comprehensive Plan

The Comprehensive Plan is the centerpiece of planning for thriving metropolitan regions. Like business plans, comprehensive plans provide the framework for how our community will grow. And like business plans, they must evolve over time to be effective. Many communities review their comprehensive plan annually and regularly adopt changes to the development regulations that

The continued rebounding of the economy and the expected population growth over the next 20 years present many areas of opportunities to keep Henderson an attractive place for those who choose to live, learn, work and play here.

implement them. In addition to these regular amendments, a thorough review of the Plan and regulations to respond to changes in land use and the city's population growth are anticipated every five to ten years.

Updates to the Comprehensive Plan, related maps and appendices are subject to the Comprehensive Plan Amendment process as described in Chapter 19.6 of the City's Development Code. This Comprehensive Plan is unique in that the Vibrant, Resilient Economy section also serves as the City's Economic Development Strategic Plan. As such, updates to the Economic Development Strategic Plan will be made every three to five years under the direction of the Director of Economic Development. The Economic Development Division will coordinate updates to the Economic Development Strategic Plan with Community Development & Services to ensure that the vision for the city encompasses economic development priorities and that place-based strategies in the Comprehensive Plan remain aligned.

Conducting outreach activities at community events seeks to "reach people where they are" and maintains diverse and inclusive participation by the public throughout the process.

Outreach Activities

Goal V 1: Innovate and improve City public engagement efforts by using both established methods, new techniques and emerging technology to reach new markets.

Strategies

V 1.1 Utilize a variety of outreach methods, including online methods and interactive tools, that "reach people where they are" and allow residents and businesses to provide feedback outside of the structure of a traditional community meeting or public hearing.

V 1.2 Tailor outreach and engagement methods based on best practices for reaching target audiences that respond to the cultural, linguistic, temporal and geographic preferences of a community. Include methods that support participation by people with disabilities.

V 1.3 Maintain an active communication process with stakeholders from Southern Nevada Strong and Henderson Strong.

V 1.4 Ensure that all demographic sectors are involved in outreach activities.

Goal V 2: 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.

Strategies

V 2.1 Continue to work with neighborhoods to plan for future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues.

V 2.2 Encourage neighborhood planning efforts that are consistent with Henderson Strong, as well as the City Development Code, which is the basis for code enforcement.

V 2.3 Partner with neighborhood associations, community organizations and local service providers to identify and address neighborhood-specific needs.

V 2.4 Maintain partnership with the Henderson Chamber and other professional and membership based organizations to continue to engage their leadership, support and input in Plan implementation and other related initiatives.

Diversity and Inclusion

Goal V 3: Ensure Henderson remains a welcoming place for people from diverse backgrounds, ages, ethnicities, languages and incomes.

Strategies

V 3.1 Promote the city's image as a welcoming place with a sense of pride and an engaged citizenry that is active in local decision making.

V 3.2 Involve bilingual community partners, volunteers and staff to reach and engage residents in target languages so residents can help shape and influence a multi-cultural and socially equitable future. Activities should be responsive to the city's changing demographics.

V 3.3 Continue to promote events and programs that recognize and celebrate social and cultural diversity in the community.

V 3.4 Encourage and support diverse representation on local boards and commissions.

V 3.5 Assist schools with outreach activities that help non-English speaking residents have a voice in schools at all levels.

Goal V 4: Promote awareness, inclusion and participation with those who live, work and play here, and those who will potentially live, work or play here.

Strategies

V 4.1 Develop an education strategy to help improve community understanding of a variety of place types and planning concepts and the benefits of each.

V 4.2 Identify community leaders and champions who will promote Henderson Strong and its implementation.

V 4.3 Ensure consistency in communication is maintained by preserving the Henderson Strong name, branding and imagery.

V 4.4 Encourage participation in cultural activities, such as performing arts events or museum visits, including residents of other jurisdictions.

V 4.5 Advertise community events using existing City of Henderson and community resources, including community calendars, local publications and newsletters.

V 4.6 Promote "destination centers" such as the Galleria Mall, local breweries, and the Auto Mall that draw people from across the valley to Henderson.

V 4.7 Work with places of worship and other community-based organizations and special interest groups whose membership is from multiple jurisdictions to advertise events in Henderson.

V 4.8 Cross-promote events to advertise other events that may be of interest to those in attendance.

Capacity Building

Goal V 5: 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.

Strategies

V 5.1 Develop publicly-accessible online tools and resources for community members to increase understanding of Henderson Strong and its implementation.

V 5.2 Work with community leaders to increase their understanding and support of the Plan.

V 5.3 Explore providing small grants for training grassroots community groups on the public process and how to advance Plan implementation.

V 5.4 Involve key stakeholders and elected officials in media opportunities to raise awareness of the Plan and its successful implementation.

V 5.5 Explore the creation of community development organizations to ensure local neighborhoods have an entity to advocate on their behalf to build community pride, improve safety and deliver reinvestment projects.

V 5.6 Provide training that helps community-based and resident groups build their organizational capacity, including how to grow from an informal group to a more established organization.

V 5.7 Educate businesses and community members about the importance of target industries for the economic health of the city and to support efforts to attract and grow businesses in these sectors.

V 5.8 Work with schools and other groups that serve young adults and children to create opportunities for Plan awareness and implementation ideas.

Goal V 6: Build capacity and experience in Henderson Strong Plan concepts among developers, financing institutions and professional staff.

Strategies

V 6.1 Augment staff expertise on planning concepts introduced through Henderson Strong process.

V 6.2 Host capacity building events to maintain momentum and to continue to expose stakeholders and staff to innovative planning principles.

V 6.3 Conduct communications training with staff on communicating the benefits of Henderson Strong Plan principles for use with the public.

V 6.4 Work with existing professional organizations, such as the American Planning Association, Institute of Transportation Engineers, American Public Works Association, American Society of Public Administrators, American Institute of Architects, the American Society of Landscape Architects and others, to cross-educate members on innovative practices in planning and development.

Building capacity by hosting events and workshops while additionally maintaining a presence at Citywide events will help to ensure successful implementation.

V 6.5 Connect funding opportunities for developers, builders and finance institutions to financing options and Plan-recommended products.

V 6.6 Actively recruit developers with proven experience in other markets.

V 6.7 Market strategic sites to developers, investors, financing institutions, neighbors and others to share the Henderson Strong vision and desire to work collaboratively on the City's reinvestment priorities.

Regionalism

Goal V 7: Promote regional collaboration and leverage resources to implement the principles and strategies in the Henderson Strong Comprehensive Plan.

Strategies

V 7.1 Ensure a feedback loop between land use projections and public transit planning so that regional transportation plans reflect Henderson's current and future land use patterns and the Master Transportation Plan, and vice versa.

V 7.2 Continue to embody the planning principles developed through the Southern Nevada Strong Regional Plan and scenario planning preferred vision map.

V 7.3 Review and participate in regional infrastructure planning, assess consistency with the City's capital improvement program and continue to advocate to expand infrastructure improvements that achieve the Henderson Strong vision.

V 7.4 Continue to coordinate local, regional and state population and economic projections to plan for the needs and demands of our growing and diversifying community and region.

Funding Strategies

Goal V 8: Continue to actively seek and develop funding sources and technical assistance to implement items with fiscal impacts.

Strategies

V 8.1 Pursue local, state, regional and federal funding and continue to reach out to agency partners to determine how they can support Henderson Strong implementation.

V 8.2 Prioritize public and private foundation and philanthropic grant seeking.

V 8.3 Seek out community grants for grassroots community organizing efforts to advance Plan implementation.

V 8.4 Align capital improvement programming and other City resources to implement Henderson Strong.

V 8.5 Consider innovative funding strategies and partnerships such as those described in the case studies throughout the Plan to fund capital improvements that achieve the Henderson Strong vision.

V 8.6 Align budget resources to implementation efforts and Plan objectives.

Metrics

Goal V 9: 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.

Strategies

V 9.1 Develop an online dashboard to share updates on Henderson Strong metrics.

V 9.2 Link implementation and metric reporting to Henderson's strategic planning and operational measures reporting updates, when possible, depending on the data source.

Goal V 10: Utilize quantitative measures to communicate priorities through the planning process.

Strategies

V 10.1 Include status of the inventory of employment lands in staff reports so the Planning Commission can evaluate the day-to-day effect of individual changes to the long-term vision.

V 10.2 Report regularly on the land-use mix and jobs-to-housing ratio to the Advisory Committee and Planning Commission.

V 10.3 Evaluate effects of new and infill development on school capacity and overcrowding and consider mitigation strategies to ensure quality education.

V 10.4 Consider the use of scenario planning to inform planning projects and processes.

V 10.5 Consider including economic and fiscal impact analysis figures in the planning review process.

Continuously incorporating technology and promoting the Henderson Strong Comprehensive Plan and metrics at events and speaking engagements will ensure that the goals and strategies outlined will be met.

Implementation

Goal V 11: Ensure mechanisms are in place to continue momentum and implementation of Comprehensive Plan goals and strategies.

Strategies

V 11.1 Develop a network of supporters who will act as industry-specific experts and will speak to the media and advocate to governmental and decision-making bodies on behalf of Henderson Strong.

V 11.2 Convene a subcommittee or working group of the Henderson Strong Advisory Committee to strengthen existing participation and develop implementation priorities as the project transitions to implementation.

V 11.3 Dedicate staff time and resources to allow ongoing cross-departmental coordination and continue convening the staff working group as needed to support implementation efforts.

V 11.4 Maintain an online project presence to share implementation efforts and updates to continue momentum and connect complementary efforts.

V 11.5 Monitor implementation efforts and report updates on a regular basis to the subcommittee or working group of the Henderson Strong Advisory Committee, Planning Commission and City Council.

V 11.6 Upon evaluating implementation efforts, metric reporting results and changes in priorities and conditions, update the plan as necessary to keep the Plan current and in line with present conditions.

LONG RANGE PLANNING PUTS REAL PROGRAMS TO WORK

Henderson experienced significant demographic and economic change since its last Comprehensive Plan was adopted in 2006. Following the economic recession and associated effects, it is particularly important to evaluate the city's vision to keep Henderson an attractive place for residents, students and businesses.

Serving as the lead agency for all of Southern Nevada, in 2015, Henderson recently completed the Southern Nevada Strong (SNS) Regional Planning project (See sidebar on page 1). Today, 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 Southern Nevada Strong, 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

As the first city in Nevada to earn the designation by the AARP and World Health Organization, Henderson pursues ongoing efforts to make the community supportive of our aged residents. This recognition was achieved through the City's comprehensive planning efforts encompassing transportation and community support for the aged. Through focus groups, online surveys and stakeholder interviews, the City has heard directly from seniors about their concerns and priorities, and currently is working on an Age-Friendly Plan (See sidebar on page 47).

EPA COMMUNITYWIDE BROWNFIELDS ASSESSMENT GRANT

After receiving its first ever Brownfield grant, The City of Henderson is putting $550,000 in funds to work to clean up and redevelop a crucial 8-mile segment of Boulder Highway. This is a critical first step in securing additional grants to revitalize parcels showing industrial contamination.

EPA LOCAL FOOD, LOCAL PLACES

As the only Nevada city invited to participate in this program from the EPA, this effort establishes the building blocks for relieving food insecurity. The USDA defines food insecurity as a household level socioeconomic condition of limited or uncertain access to adequate food. Currently, Downtown Henderson has a 15%–19.9% food insecurity rate.

MASTER TRANSPORTATION PLAN UPDATE

The Master Transportation Plan updates and streamlines the City of Henderson's current and future street sections and also provides guidance on integrating land use and roadway design. The City will provide context sensitive Complete Streets elements in a safe, livable and well-connected transportation network of well-planned corridors that integrate transportation and land use. Complete Streets are streets for everyone. They are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. Complete Streets make it easy to cross the street, walk to shops and bicycle to work (See sidebar on page 91).

ROBERT WOOD JOHNSON FOUNDATION INVEST HEALTH STRATEGIES FOR HEALTHIER CITIES

Henderson is the only city in Nevada to participate in a national program designed to strengthen cities through better health. The $60,000 grant goes toward valuable training that will enable us to use data to build healthier communities. The objective is eliminating food deserts, increasing access to preventative care, improve aging infrastructure and gaining momentum for new housing stock.

STATE HISTORIC PRESERVATION OFFICE 2016 HISTORIC PRESERVATION FUND GRANT

The State Historic Preservation Office selected the City of Henderson for a $7,800 grant from the Historic Preservation Fund. This grant will be used to develop Phase II of the citywide Historic Resources Survey Plan that will identify places and structures that are important to the heritage of Henderson, and are therefore worthy of preservation. The survey plan would be essential in prioritizing the future evaluation of historic resources when considering Henderson's future development (See sidebar on page 74).

STAR COMMUNITIES DESIGNATION AND RESULTING METRICS

As only the 17th community nationwide to achieve a 4-STAR ranking, the City of Henderson is better positioned to analyze the strengths and weaknesses of its sustainability efforts. This is an important benchmark to help set goals and fulfill the vision the community has created through engagement efforts.

After hosting a workshop about the role of local food in sustainability, the City of Henderson donated two community garden beds complete with edible plants and soil to the C.T. Sewell Elementary School gardening club to encourage students to learn about the food they eat.

Summary of Land Use Categories

RESIDENTIAL			
LAND USE CATEGORY	**ZONING DISTRICTST**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Very Low -Density Residential (VLDR)	**DH** (Development Holding) **RS-1** (Single-Family Residential) **RS-2** (Single-Family Residential) **PS** (Public and Semi-public)	**Primary Uses:** Single-family detached residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. Appropriate for residents interested in a more open-space lifestyle, custom-built homes, equestrian uses, fewer public street lights and sidewalks, and no mandatory Conditions, Covenants, and Restrictions (CC&Rs) or homeowner's associations. **Density:** Up to 2 units per gross acre (depending on zoning category)	Generally located in areas near trail access and the mountainous regions around the city, these areas will offer the preservation and development of rural neighborhoods. Modified street sections and a reduction in light pollution (by reducing adjacent nighttime activities and street and house lighting) may be offered to allow for a less urban environment conducive to the pastoral setting residents residing here desire.
Low-Density Residential (LDR)	**DH** (Development Holding) **RS-1** (Single-Family Residential) **RS-2** (Single-Family Residential) **RS-4** (Single-Family Residential) **RS-6** (Single-Family Residential) **RS-8** (Single-Family Residential) **RMH** (Mobile Home Residential) **PS** (Public and Semi-public)	**Primary Uses:** Single-family detached residences, single-family attached residences, mobile home estates. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. This is the broadest category in terms of both land area and allowable density, providing for typical suburban development with considerations for adjacent land uses. **Density:** Up to 8 units per gross acre (depending on zoning category)	This designation will be located throughout the city in appropriate areas. Sites adjacent to rural neighborhoods are expected to properly buffer those neighborhoods with lower densities. Projects located around commercial or industrial projects should be properly buffered to protect both the interests of the residents and the business owners.

RESIDENTIAL			
LAND USE CATEGORY	**ZONING DISTRICTST**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Medium-Density Residential (MDR)	**DH** (Development Holding) **RMH** (Mobile Home Residential) **RS-8** (Single-Family Residential) **RM-10** (Medium-Density Residential) **RM-16** (Medium-Density Residential) PS (Public and Semi-public)	**Primary Uses:** Single-family detached homes, single-family attached homes, townhomes, condominiums, patio homes and apartments. **Secondary Uses:** Complimentary uses include parks and recreation amenities. Neighborhood-based commercial activity, places of worship, schools, senior housing facilities and other civic uses could also be located along nearby arterial and collector streets. **Density:** Up to 16 units/gross acre (depending on zoning category)	Appropriate locations for this type of development can be found near more urban areas with activity centers. Landscaped open space should be provided for residents.
High-Density Residential (HDR)	**RH-24** (High-Density Residential) **RH-36** (High-Density Residential) **PS** (Public and Semi-public)	**Primary Uses:** Cluster Housing, duplexes, townhouses, condominiums apartments, and other multi-family residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. **Density:** Up to 36 units/gross acre.	High Density Residential should be located in and around urban settings that provide non-residential services to the residents. They are generally found in areas that offer mobility, including along collector or arterial streets or near transit centers. Private recreational facilities should be provided in the project, such as, swimming pools, tot lots, and landscaped open space.
Downtown Low-Density Residential (DRL)	**DRL** (Downtown Low-Density Residential)	**Primary Uses:** Single-family detached residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. **Density:** Based on specific criteria – see City of Henderson Development Code.	Located in the downtown area, the purpose of this category is to improve the quality and visual appearance of the area while providing opportunities for low-density residential development on smaller lots. The category is intended to preserve the general character of existing residential development in downtown neighborhoods, while encouraging compatible infill development and redevelopment.
Downtown Medium-Density Residential (DRM)	**DRM** (Downtown Medium-Density Residential) **DR** (Downtown Residential)	**Primary Uses:** Single-family detached residences, townhouses, and condominiums, and other multi-family residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. **Density:** Based on specific criteria – see City of Henderson Development Code	Located in the downtown area, the purpose of this category is to encourage a greater mix of housing types by allowing single-family attached homes on individual small lots. A greater number of housing opportunities results in more people to support and invigorate the downtown area at all hours of the day and night.

RESIDENTIAL			
LAND USE CATEGORY	**ZONING DISTRICTST**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Downtown High- Density Residential (DRH)	**DRH** (Downtown High-Density Residential)	**Primary Uses:** Single-family detached residences, townhouses, condominiums, apartments, and other multi-family residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. **Density:** Based on specific criteria – see City of Henderson Development Code.	Located in the downtown area, the purpose of this category is to encourage a greater mix of housing types and to increase the number of residents by providing opportunities for high-density residential uses.
Rural Neighbor-hood Preservation 1 (RNP-1)	**DH** (Development Holding) **RS-1** (Single-Family Residential) **PS** (Public and Semi-public)	**Primary Uses:** Single-family detached residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. Appropriate for residents interested in a more open-space lifestyle, custom-built homes, equestrian uses, fewer public street lights and sidewalks, and no mandatory Conditions, Covenants, and Restrictions (CC&Rs) or homeowner's associations.	Generally located in areas populated with residents that have a common interest in more open-space lifestyles than experienced in urban neighborhoods. The intent of this district is to preserve the rural character of the neighborhood by identifying and maintaining the density unique to each of these rural neighborhoods. This is accomplished by adhering to the criteria set forth in the City of Henderson's Rural Neighborhood Overlay District found in the Development Code.
Rural Neighbor-hood Preservation 2 (RNP-2)	**DH** (Development Holding) **RS-1** (Single-Family Residential) **RS-2** (Single-Family Residential) **PS** (Public and Semi-public)	**Primary Uses:** Single-family detached residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. Appropriate for residents interested in a more open-space lifestyle, custom-built homes, equestrian uses, fewer public street lights and sidewalks, and no mandatory Conditions, Covenants, and Restrictions (CC&Rs) or homeowner's associations.	Generally located in areas populated with residents that have a common interest in more open-space lifestyles than experienced in urban neighborhoods. The intent of this district is to preserve the rural character of the neighborhood by identifying and maintaining the density unique to each of these rural neighborhoods. This is accomplished by adhering to the criteria set forth in the City of Henderson's Rural Neighborhood Overlay District found in the Development Code.

RESIDENTIAL			
LAND USE CATEGORY	**ZONING DISTRICTST**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Neighborhood Type 1	**RS-1** (Single-Family Residential) **RS-2** (Single-Family Residential **RS-4** (Single-Family Residential) **PS** (Public & Semipublic)	**Primary Uses:** Single-family detached residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. Appropriate for residents interested in a more open-space lifestyle, custom-built homes, equestrian uses, fewer public street lights and sidewalks, and no mandatory Conditions, Covenants, and Restrictions (CC&Rs) or homeowner's associations. **Density:** Up to 4 units per gross acre depending on zoning category	Generally located in areas near trail access and the mountainous regions around the city, these areas will offer the preservation and development of rural neighborhoods. Modified street sections and a reduction in light pollution (by reducing adjacent nighttime activities and street and house lighting) may be offered to allow for a less urban environment conducive to the pastoral setting residents residing here desire.
Neighborhood Type 2	**RS-2** (Single-Family Residential) **RS-4** (Single-Family Residential **RS-6** (Single-Family Residential) **RS-8** (Single-Family Residential) **RMH** (Mobile Home Residential) **PS** (Public & Semipublic)	**Primary Uses:** Single-family detached residences, single-family attached residences, mobile home estates. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. This is the broadest category in terms of both land area and allowable density, providing for typical suburban development with considerations for adjacent land uses. **Density:** Between 2 and 8 units per gross acre depending on zoning category	This designation will be located throughout the city in appropriate areas. Sites adjacent to rural neighborhoods are expected to properly buffer those neighborhoods with lower densities. Projects located around commercial or industrial projects should be properly buffered to protect both the interests of the residents and the business owners.
Neighborhood Type 3	**RS-8** (Single-Family Residential) **RM-10** (Medium-Density Residential **RM-16** (Medium-Density Residential) **RMH** (Mobile Home Residential) **PS** (Public & Semipublic) **CN** (Neighborhood Commercial) **MC** (Corridor/Com-munity Mixed-Use)	**Primary Uses:** Single-family detached residences, single-family attached residences, mobile home estates. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. This is the broadest category in terms of both land area and allowable density, providing for typical suburban development with considerations for adjacent land uses. **Density:** Between 2 and 8 units per gross acre depending on zoning category.	Appropriate locations for this type of development can be found near more urban areas with activity centers. Landscaped open space should be provided for residents. Neighborhood serving commercial may be permitted as part of a master plan that includes a larger, connected mixed-use development plan.

RESIDENTIAL			
LAND USE CATEGORY	**ZONING DISTRICTST**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Neighborhood Type 4	**RM-16** (Medium-Density Residential) **RH-24** (High-Density Residential **RH-36** (High-Density Residential) **RMH** (Mobile Home Residential) **PS** (Public & Semipublic) **MC** (Corridor/Com-munity Mixed-Use) **MN** (Neighborhood Mixed-Use	**Primary Uses:** Cluster Housing, duplexes, townhouses, condominiums apartments, and other multifamily residences. **Secondary Uses:** Open space, trails, schools, places of worship, and other public facilities. **Density:** 16-36 units per gross acre depending on zoning category.	High Density Residential should be located in and around urban settings that provide non-residential services to the residents. They are generally found in areas that offer mobility, including along collector or arterial streets or near transit centers. Private recreational facilities should be provided in the project, such as, swimming pools, tot lots, and landscaped open space. Neighborhood serving commercial may be permitted as part of a master plan that includes a larger, connected mixed-use development plan.

COMMERCIAL			
LAND USE CATEGORY	**ZONING DISTRICTS**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Commercial (COM)	**CC** (Community Commercial) **CO** (Commercial Office) **CN** (Neighborhood Commercial) **CH** (Highway Commercial) **CA** (Auto Mall Commercial) **MN** (Neighborhood Mixed-Use) **MC** (Corridor/Community Mixed-Use) MR (Regional Mixed-Use)	**Primary Uses:** Commercial services such as banks, restaurants, grocery stores, office complexes, theaters, and repair services. The General Commercial designation is intended to provide a location for more intense commercial uses that will serve a broader population than the immediate neighborhood area. **Secondary Uses:** Open space, recreational amenities, trails, and other public facilities.	The General Commercial designation should be located at major intersections such as a highway and an arterial street or two arterial streets. They may also be located along major arterial streets.
Urban Center	**CT** (Tourist Commercial) **CC** (Community Commercial) **MC** (Corridor/Community Mixed-Use) **MR** (Regional Mixed-Use) **RH-36** (High-Density Residential) **PS** (Public & Semipublic)	**Primary Uses:** Regionally-oriented commercial and entertainment uses; multi-family residential and mixed-use developments. **Secondary Uses:** Trails, parks, and other public facilities.	Major urban-scale commercial and employment cores oriented around transit service that contain a diverse mix of commercial, office, residential, and civic uses. Future convention, conference, cultural, entertainment, and resort facilities should be located within the Urban Centers.

COMMERCIAL			
LAND USE CATEGORY	**ZONING DISTRICTS**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Employment Center	**IP** (Industrial Park) **IL** (Light Industrial) **IG** (General Industrial) **CC** (Community Commercial) **CO** (Commercial Office) **CN** (Neighborhood Commercial) **PS** (Public and Semipublic)	**Primary Uses:** Office, flex space, light industrial, light warehousing, manufacturing, and business parks. **Secondary Uses:** Supporting retail, open space, trails, and other public facilities.	This designation serves as the city's future job base, and should be located to capitalize on transportation and transit infrastructure. The Employment Centers are primarily intended as job generators, including office, commercial, industrial, flex space, and supporting uses.
Tourist Commercial (TC)	**CT** (Tourist Commercial) **CC** (Community Commercial) **MC** (Corridor/Community Mixed-Use) **MR** (Regional Mixed-Use)	**Primary Uses:** Hotels, resorts, and mixed-use residential/ commercial developments. **Secondary Uses:** Open space, trails, recreational amenities, places of worship, and other public facilities.	Located in areas that will serve the local community as well as tourists, convention attendees, and other visitors to Henderson. This district should be found in the regions of the city that foster tourist activities, including gateways and major attractions.
Transit Oriented Development (TOD)	**MC** (Corridor/Community Mixed-Use) **RH-3**6 (High Density Residential)	**Primary Uses:** Multi-family residential and mixed-use residential/commercial developments **Secondary Uses:** Trails, parks, and other public facilities	Generally located between ¼ and ½ mile of major transit corridors and stops, these areas are intended to accommodate a compact pattern of mixed-use development with medium to high-densities. Densities will vary by the location and size of the development, as well as the surrounding neighborhood context. Most intense development should generally be concentrated within ¼ mile of transit stops to promote transit ridership and encourage pedestrian activity. Minimum densities are required for residential and non-residential/mixed-use development. Reduced parking requirements and other incentives may be provided to promote transit-supportive development intensities and a broader mix of uses.
Gateway Mixed-Use	**MC** (Corridor/Community Mixed-Use) **RH-36** (High Density Residential)	**Primary Uses:** Multi-family residential and mixed-use residential/commercial developments **Secondary Uses:** Trails, parks, and other public facilities	Generally located along the two arterials that will lead into the college campus, the intent of this district is to provide a mixed-use environment along the "gateways" into the campus area. This district allows for commercial and high-density residential when combined with first floor retail. A campus union and many core classroom buildings would be located within a ¾ -mile radius of the transit station on campus lands to maximize transit ridership and reduce impacts of vehicular traffic to and from the site.

COMMERCIAL			
LAND USE CATEGORY	**ZONING DISTRICTS**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Highway Oriented Retail	**CH** (Highway Commercial)	**Primary Uses:** Commercial, retail, and visitor accommodations	Located adjacent to the prominent entry into the college campus area, intent of this category would be to provide an appropriate transition between land uses and provide sites for auto-oriented commercial uses.
Neighborhood Commercial (NC)	**CN** (Neighborhood Commercial) **CO** (Commercial Office) MN (Neighborhood Mixed-Use)	**Primary Uses:** High quality office (low rise), neighborhood retail, and neighborhood services. **Secondary Uses:** Open space, trails, recreational amenities, places of worship, and other public facilities.	Generally located at the intersection of two arterial streets or an arterial street and a collector street, the Neighborhood Commercial category includes retail centers that provide shopping and services to the surrounding neighborhoods and areas.
Downtown Highway Commercial (DHC)	**DHC** (Downtown Highway Commercial) **DX** (Downtown Mixed-Use	**Primary Uses:** Commercial, retail, government and private offices, and visitor accommodations. **Secondary Uses:** Places of worship, schools, parks, trails, and other public facilities.	Located in the downtown area, the purpose of this category is to create an inviting gateway to the downtown that transitions from auto-oriented uses on Lake Mead Parkway and Boulder Highway to the more pedestrian-oriented Downtown Core Commercial District by consolidating smaller lots and providing access from arterial streets.
Downtown Core Commercial (DCC)	**DCC** (Downtown Core Commercial) **DX** (Downtown Mixed-Use	**Primary Uses:** Commercial, retail, government and private offices, and visitor accommodations. **Secondary Uses:** Places of worship, schools, parks, trails, and other public facilities.	Located in the downtown area, the purpose of this district is to create an attractive, pedestrian-oriented environment that functions as the shopping, office, arts and entertainment center of downtown.

BUSINESS/INDUSTRIAL			
LAND USE CATEGORY	**ZONING DISTRICTS**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Business Industrial (BI)	**IP** (Industrial Park) **IL** (Light Industrial) **IG** (General Industrial)	**Primary Uses:** Industrial, warehousing, manufacturing, and business parks. **Secondary Uses:** Supporting retail and office, open space, trails, and other public facilities.	The Industrial category is meant to be in less-invasive areas of the city, typically where regulations are less restrictive to allow typical industrial uses to take place. Surrounding residential should be limited and appropriately buffered from the effects of the industrial use.
Light Business Industrial (LBI)	**IP** (Industrial Park) **IL** (Light Industrial)	**Primary Uses:** Light industrial, light warehousing, manufacturing, and business parks. **Secondary Uses:** Associated retail, office, open space, trails, and other public facilities.	Similar to the Business Industrial category, this designation should be located in less invasive areas of the city, but with less intense uses, can be situated closer to residential and other commercial uses. Light industrial is meant to encourage development that will minimally impact the surrounding area.

OTHER			
LAND USE CATEGORY	**ZONING DISTRICTS**	**USES & DENSITY**	**CHARACTERISTICS & LOCATION**
Public and Semi-Public (PS)	**PS** (Public and Semipublic)	**Primary Uses:** Parks, libraries, community centers, fire stations, utilities, open space, trails, and other public uses. **Secondary Uses:** Hospitals, government offices, schools, places of worship, and cultural institutions.	The purpose of this category is to provide community services to the surrounding areas. The location of such facilities is reliant on the character of the neighborhood, community, or region that the particular facility will serve.
Downtown Public (DP)	**DP** (Downtown Public)	**Primary Uses:** Cultural institutions, government offices, hospitals, parks, community services, schools, and conventions. **Secondary Uses:** Places of worship, open space, trails, and other public facilities.	Located in the downtown area, the purpose of this category is to provide an attractive, functional arts and entertainment hub, government services, recreational opportunities, and medical services for downtown Henderson.
Planned Community (PC)	**PC** (Planned Community)	**Primary Uses:** Dependent on the final development agreement. This area should develop with ideas and projects that are modern and innovative, following the best planning practices available as the venture moves forward.	Typically found on large tracts of vacant land, the purpose of this category is to ensure comprehensive planning of the area to create efficient and stable developments offering a combination of planned uses. This designation gives maximum flexibility to the City Council and the developer in implementing a development agreement that is in the best interests of the community and provides all the necessary facilities and amenities for the subsequent development of the land.

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APPENDIX

APPENDIX

The following City of Henderson adopted Plans and Agreements are incorporated as a part of this Comprehensive Plan, by reference.

1. Executive Outreach Summary
2. Nevada State College Campus Master Plan
3. College Area Plan
4. Serene Country Estates
5. West Henderson Plan
6. Open Space Plan
7. US Department of Housing and Urban Development, City of Henderson Consolidated Plan
8. City of Henderson 2012 All Hazard Emergency Operations Plan
9. Clark County 2012 Multi-Jurisdictional Hazard Mitigation Plan
10. Downtown Investment Strategy
11. Solid Waste Disposal Agreement
12. Regional Analysis of Impediments
13. Above Ground Utility Corridor Plan
14. Information on Reclaimed Water Services; Sewer Services; and Water Services
15. Henderson Housing and Community Development Strategy

For the complete appendix, please visit **HendersonStrong.org** or **cityofhenderson.com/planning.**

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