

DATE: March 2020
TO: Henderson Redevelopment Agency and Henderson Community Development & Services Department
FROM: ECONorthwest
SUBJECT: EAST HENDERSON INVESTMENT STRATEGY – APPENDIX A: COMPREHENSIVE ACTION SHEETS– FINAL DRAFT

This memorandum is an appendix to the *East Henderson Investment Strategy* (the Investment Strategy), offering *detailed action sheets* outlining the priority actions and opportunity sites that are advanced for investment. The full Investment Strategy provides details and context as to how the actions were suggested, how they were prioritized, and how and when they will be implemented.

The full Strategy and additional supporting appendices can be found online at: www.CityofHenderson.com/Redevelopment or www.CityofHenderson.com/Community-Development.

To achieve the goals of the Strategy, progress on these actions and opportunity sites will require continuing coordination with a number of City departments, public agencies, and private-sector partners. This memorandum has two sections:

- 1) **Comprehensive Action Sheets** describe the priority, near-term actions advanced in the Investment Strategy, and
- 2) **Opportunity Site Action Sheets** describe sites identified as opportunistic for investment and redevelopment in East Henderson.

Not replicated here, the Investment Strategy also lists “partner and coordinating actions” where the Community Development & Services Department and the Redevelopment Agency are not the lead agencies, but can play a supporting role.

1) Comprehensive Action Sheets

Each action below has its own action sheet, which aligns the action with the Investment Strategy goals and objectives, identifies the lead agency, provides a description and rationale, lists key partners, and outlines the implementation steps needed to make progress. The action sheets also identify medium-term or longer-term projects that are related to the near-term actions. Actions were categorized as either programmatic or public improvement. Exhibit 1 below provides a summary of the actions.

- **Programmatic Actions** are those the Redevelopment Agency and Community Development & Services Department would lead and oversee. They involve creating or adjusting an existing program within the City.
- **Public Improvement Actions** are larger efforts that will have many partners, such as the Parks and Recreation Department, the Public Works Department, or private landowners or developers. Either the Community Development & Services Department or the Redevelopment Agency will spearhead these efforts, but many will be involved.

Exhibit 1. Summary of Priority, Near-Term Actions

#	Near-Term Action	Medium/Long-Term Action	Subarea	Goal(s)	Objective(s)
Programmatic Actions					
1	Develop incentives to meet community needs and establish guidelines for effective use of public funds or property	Leverage opportunity sites	All	Healthy, Livable Communities & Vibrant, Resilient Economy	Further a variety of housing options for all residents; Support for infill development; Increase access to opportunity for all residents
2	Increase public awareness of existing community grant programs		All	Healthy, Livable Communities	Neighborhood beautification
3	Explore a rental housing licensing and inspection program		All	Healthy, Livable Communities	Further a variety of housing options for all residents; Neighborhood beautification; Increase access to quality jobs, housing and transportation options
4	Explore neighborhood beautification programs		All	Healthy, Livable Communities & Vibrant, Resilient Economy	Neighborhood beautification; Increase the taxable base
5	Adopt and implement development code update	Monitor for additional necessary updates	All	Healthy, Livable Communities	Create dynamic, healthy communities
6	Implement Reimagine Boulder Highway Plan	Update master transportation plan	All	Active, Complete Transportation & Healthy, Livable Communities	Create dynamic, healthy communities; Improve the transportation experience for all modes;
7	Create an opportunity site portfolio strategy		All	Healthy, Livable Communities & Vibrant, Resilient Economy	Create dynamic, healthy communities; Support infill development
Public Improvement Actions					
8	Expand bird viewing preserve access options	Easement to allow access to bird viewing preserve	Pittman	Healthy, Livable Communities & Active, Complete Transportation	Improve access to green and open spaces; Seamless connections among neighborhoods
9	Implement Complete Streets and infrastructure upgrades in Pittman	Fund joint pedestrian or bike safety projects with The LandWell Company	Pittman	Healthy, Livable Communities & Active, Complete Transportation	Create dynamic, healthy communities; Improved transportation experience for all modes
10	Implement Complete Streets and infrastructure improvements in Valley View		Valley View	Healthy, Livable Communities & Active, Complete Transportation	Create dynamic, healthy communities; Improved transportation experience for all modes
11	Implement improvements on Pabco Road	Lighting projects at Pabco and Sunset	Pittman	Active, Complete Transportation	Seamless connections among neighborhoods; Support infrastructure and investments
12	Identify park locations for 10-minute walk strategy		All	Healthy, Livable Communities & Active, Complete Transportation	Improve access to green and open spaces; Improve the transportation experience for all modes
13	Create a community garden at Drake Street property		Valley View	Healthy, Livable Communities	Create dynamic, healthy communities; Improve access to green and open spaces

On each action sheet, a lead agency is identified as the key implementor of each action, on their purviews, strengths, and resources.

- **For programmatic actions**, the agency designated as the lead either already contains the program (if the program is being revised), or they would be expected to create the program and house it internally (if it is a new program).
- **For public improvement actions**, the lead agency would be expected to manage most of the coordination or advocacy with other partner agencies. For many of these projects, the Redevelopment Agency's or Community Development & Services Department's role will be primarily as a gap funder, community advocate, or as staff on an improvement project. These departments have neither the authority nor the adequate funding to manage public or capital improvement projects on their own.

Programmatic Actions

1 Develop Incentives to Meet Community Needs and Establish Guidelines for Effective Use of Public Funds or Property		Area: All
		Lead: Community Development & Services
Investment Goals	Investment Objectives	City Priorities Met
<i>Healthy, Livable Communities & Vibrant, Resilient Economy</i>	<i>Further a variety of housing options for all residents; Support for infill development; Increase access to opportunity for all residents</i>	<ul style="list-style-type: none"> ▪ Livable Communities ▪ Economic Vitality ▪ High-Performance Public Service
Description		
<p>The Community Development & Services Department will explore ways to enhance the City’s current set of financial incentives to make high-density development more feasible, attract businesses to East Henderson (including Henderson Strong Comprehensive Plan target industries, transit-oriented commercial, and retail development), encourage infill development, and evaluate alternative housing options that increase housing choice for the neighborhood. These incentives will work in tandem with other regulatory incentives from other City departments.</p> <p>The City has also identified a need for clear and consistent guidelines for prioritizing public projects and public funds, including development incentives. These guidelines will help the City prioritize projects that align with goals set forth in various City planning efforts. Streamlining these goals and setting consistent guidelines associated with public projects can help the City make data-driven decisions about allocating its limited public resources for the maximum possible public good.</p> <p>This need for guidance expands into the use of public funds and incentives, particularly for development projects. Recognizing the impact that public investment can have, or the leverage of public funds that is possible through public-private-partnerships, the City must also ensure that its public funds are reaching their highest and best use.</p>		
Rationale		
<p>To accommodate new residents and achieve its sustainability goals, the City of Henderson wants to create incentives to encourage higher-density and infill development, promote transit-oriented development along Boulder Highway and Lake Mead Parkway, and recruit new businesses to grow nascent business hubs in East Henderson.</p> <p>Guidelines are also needed to help the City make the best use of its limited public funds (including development or financial incentives and publicly owned land) and prioritize projects that are advance City priorities. Aligning different department goals to those of the Comprehensive Plan or other long-term, City-wide planning documents can help the City prioritize the use of its public resources. Further, clear and consistent guidance on how to prioritize funding in service of multiple goals and, the greatest public benefit, or in ways that maintain some long-term control, can help City departments leverage limited resources and better coordinate implementation across many plans.</p>		
Partners	The Redevelopment Agency, Public Works, Finance, and Economic Development Departments, development community, residents, business owners and landowners near vacant parcels or opportunity sites.	

**Phasing &
Implementation**

Near-Term Actions

- **Develop a package of incentives targeted to the specific development challenges in East Henderson’s neighborhoods.¹**
- **Develop guidelines for prioritizing public funds and public land** for redevelopment and investment. These guidelines should consider the balance of funding and investment from the City and from the private sector.
 - Increase inter-departmental coordination to align goals across different department strategies and plans.
 - Create guidelines for careful implementation when developing publicly owned real estate through public-private partnerships, lease agreements, or other arrangements to achieve strategic goals.
 - Consider alternative divestment agreements such as long-term lease agreements, or right of first refusal sale agreements, to maintain control or achieve other goals with publicly owned land.
 - This guidance should include an ongoing commitment to public engagement so that Henderson residents and taxpayers can identify their priorities and goals for public projects in their neighborhoods.
- **Monitor these incentives and guidelines for their impact on development.** Implement changes as needed and as market conditions change.
 - Study the feasibility of new financial incentives against existing commitments, including system development charge waivers, tax abatements, expedited or concierge review processes, and the expansion of downtown incentives. This work will include outreach to local developers and property owners about the incentives that would help to encourage them to develop in East Henderson.
 - Evaluate each incentive option for its ability to grow the taxable base inside the Eastside Redevelopment Area.
 - Complete sensitivity analyses to evaluate existing housing policy mandates and modify where necessary. This could include pro forma evaluations for different housing types to explore how different policy configurations impact feasibility.
- **In conjunction with Action 7, use the guidelines and incentives to direct investment to catalyze the near-term opportunity sites.**

Medium- and Longer-Term Actions

- **In conjunction with Action 7, use the guidelines and incentives to direct investment to advance the development of medium and long-term opportunity sites.**
- **Seek and implement direct investment in new housing on additional opportunity sites; implement new incentives and monitor ongoing successes and outcomes.**
- **Seek opportunities to support the development of compelling business hubs in the Eastside Redevelopment Area.**

¹ See *Appendix D: Incentives and Best Practices* for a detailed overview of where and how these development incentives can be deployed in to overcome investment challenges in East Henderson.

2	Increase Public Awareness of Existing Community Grant Programs	Area: All
		Lead: Redevelopment Agency
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities</i>	<i>Neighborhood beautification</i>	<ul style="list-style-type: none"> ▪ Livable Communities ▪ High-Performance Public Service
Description		
<p>The Redevelopment Agency, with support from the Community Development & Services Department, will improve its marketing of the following grant programs in East Henderson: the Residential Improvement Program, the Commercial Façade Improvement Grant, and the Tenant Improvement Grant. These programs allow qualified participants to be reimbursed for a portion of the cost of a qualified professional for eligible projects:</p> <ul style="list-style-type: none"> • Residential program: repair blighted property (failing property walls, etc.), paint blighted property (homes, businesses, walls, etc.), and improve landscaping. • Commercial program: grants to improve blighted business façades or signage or activate vacant commercial spaces to create jobs and economic development. <p>In the past, the Redevelopment Agency has marketed the programs through flyers, door hangers, and mailers to all homes and businesses in the redevelopment area. However, program participation has decreased.</p>		
Rationale		
<p>Despite the potential for these programs to reduce physical blight, they are underutilized. The Redevelopment Agency and Community Development & Services Department need to understand how the programs can make a larger impact on the community and the best ways to market the programs to property owners. Additional marketing is needed for these programs to reach their potential and help the Redevelopment Agency and Community Development & Services Department achieve their goals.</p>		
Partners	Community Development & Services and Parks and Recreation Departments, Code Enforcement, residents, and local business owners.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Advertise programs in the Parks and Recreation Department’s quarterly program magazine <i>Henderson Happening</i>. ▪ Meet regularly with Code Enforcement and Neighborhood Services staff to increase cross-department awareness of additional funding resources for necessary improvements. Consider working with front-counter staff on awareness as well. ▪ Work with Code Enforcement to offer grant programs as a resource for repeat code violators to assist in the repair or abatement of code violations. A stricter program would require the code violator to use the program as a mechanism for repairing code violations. 	

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- Survey past grant recipients on their experience, if the administrative elements were burdensome, or if the repair timeline was reasonable. The Redevelopment Agency, with input from the Community Development & Services Department, could also evaluate whether the maximum grant amounts are appropriate.
 - Make improvements to the program to increase marketability. This could include increasing grant amounts or scaling grants depending on the size of the business or property, etc. The Redevelopment Agency will need to work with the Community Development & Services Department to consider these changes in tandem with other changes to the program, such as putting together a targeted list of potential grantee properties.
 - Work with Police Department to increase marketing of programs through their interactions with the community.

Medium- and Long-Term Actions

- Monitor the success of program implementation and evaluate any changes in budget, staffing, or support needed to continue the program.

3 Explore a Rental Housing Licensing and Inspection Program		Area: All
		Lead: Community Development & Services
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities</i>	<i>Further a variety of housing options for all residents; Neighborhood beautification; Increase access to quality jobs, housing and transportation</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ Economic Vitality ▪ High-Performance Public Service
Description		
<p>Community Development & Services will work with the Code Enforcement Division and the Finance Department to explore the implementation of a multifamily rental housing license and inspection program. The program would require landlords of a given number of rental housing units to secure an annual operating license and provide the City with key information about the rental property and would allow the City to monitor habitability standards. Inspections can occur on a set schedule (usually every three to five years) or can be conducted at random, can include any number of units at a property (25% to 100% of all units), and can vary based on past performance (fewer inspections or fewer units inspected if the property has good performance). The Community Development & Services Department and the Redevelopment Agency should coordinate this type of program with the City’s “Crime Free Multi-Housing” Program that was initiated in 2018.</p>		
Rationale		
<p>Many cities around the country require landlords that own and operate a number of rental housing units (usually four or more) to register their business with the city and undergo periodic inspections. These programs help cities address problems relating to health, safety, and maintenance of the housing stock, and they can also be used as a registry of rental housing options to monitor during development cycles. These can reduce blight by improving the housing stock, reducing the presence of “slumlords,” increasing property values, and improving housing choices for low-income renters.</p>		
Partners	Redevelopment Agency, Code Enforcement, Police and Finance Departments, residents, landlords, and property management companies, and development community.	
Phasing & Implementation	Near-Term Actions <ul style="list-style-type: none"> ▪ Discuss the interest in exploring a program with other departments (Code Enforcement, Police Department, Neighborhood Services, and others). Key considerations include: <ul style="list-style-type: none"> ○ Consider where the program will be housed, ideally coordinating with Code Enforcement inspectors/officers and other efforts in that department. Coordinate with Finance Department to handle monitoring of fees and instituting a new licensing requirement. ○ Consider the breadth and depth of the inspections as well as the frequency. ○ Consider how progress will be monitored, are there any benchmarks for performance improvements (e.g., measure changes in other code violations, measure changes in crime rates, measure changes in school attendance, etc.). ▪ Discuss the fee structure that would fit the City’s needs and housing stock. Consider following the same structure set by short-term rental regulations, if applicable. 	

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- Determine type, frequency, and fee price necessary to cover program costs.
 - Licensing fees can include an annual flat fee plus a sliding fee based on the number of units at the property.
 - The program can include an inspection fee in addition to the licensing fee.
 - Various other fees can be considered (e.g., reinspection fee, rescheduling fee, late fee, etc.).
 - Consider whether the program will seek to cover costs or bring in additional revenue.
 - Designing the breadth and depth of the inspections will help to inform the fee structure to cover the costs of running the program, such as:
 - Considerations of program boundaries, scale (number of units) of the program, and geographic scope of the program.
 - Considerations of how frequently units would be inspected, whether frequency varies based on past inspection performance, and whether the schedule is predictable or random (including complaints).
 - Considerations on how many units at a property would be inspected each time and whether this varies based on past inspection performance.

Medium- and Long-Term Actions

- If enough interest is found, meaningful public engagement and research would need to occur.
 - Research should be done to provide evidence that a program has the potential to improve outcomes, including deciding what the goal outcomes are.
 - This public outreach would target residents, social service providers (perhaps including Clark County School District), likely affected landlords, property management companies, and others.
- Consider creating a working group or oversight committee to guide the research and guide the program structure as they are considered with the various agencies.

4 Explore Neighborhood Beautification Programs		Area: All
		Lead: Both
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities & Vibrant, Resilient Economy</i>	<i>Neighborhood beautification; Increase the taxable base</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ Economic Vitality ▪ High-Performance Public Service
Description		
<p>The Code Enforcement Division has an ongoing project focused on identifying mature areas where infrastructure (block walls, fencing inconsistencies) is failing. This project is moving west to east, beginning in the Green Valley neighborhood. Code Enforcement has identified two priority areas that fall within the East Henderson Study Area (Valley View and the Northwest Sunset Corridor). The Redevelopment Agency and Community Development & Services Department can join Code Enforcement’s efforts to encourage neighborhood beautification efforts. The Redevelopment Agency may have funding to contribute, while Community Development & Services may have staff and capacity to contribute. Working closely together, this action can help ensure that East Henderson residents’ concerns are planned for and funded, and it will drive neighborhood pride and encourage reinvestment.</p> <p>Working with the Code Enforcement Division can allow the Redevelopment Agency and Community Development & Services to target resources to specific buildings or areas in East Henderson that need beautification and, have repeat code enforcement issues, specific problems (illegal dumping or abandoned cars), or specific responsible parties.</p>		
Rationale		
<p>Neighborhood beautification can encourage residents to take pride in their properties. Code Enforcement already has systems set up to identify and pursue blighted properties Citywide, but there is no coordinated and prioritized list of blighted properties that the Redevelopment Agency and Community Development & Services can use to target their resources.</p>		
Partners	Code Enforcement, Neighborhood Services, Community Police, Parks and Recreation Department.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Explore programs that encourage neighborhood beautification, investment, or clean up as a way to generate community pride. ▪ Dedicate funds to support rehabilitation efforts on specific sites that have histories of certain code violations (e.g., abandoned cars, nuisance weeds or trees, failing boundary walls or fences, etc.). ▪ Provide staff assistance to help maximize code enforcement capacity by using technology efficiently, building a team that is skilled at customer relations, and incorporating organizational systems that link up the efforts of different City departments. ▪ The Redevelopment Agency and Community Development & Services Department can also work with the Police Department to better understand crime prevention through environmental design (CPTED), as it funds landscaping and capital improvements along bike paths, at transit stops, or through the resident and tenant improvement programs. 	

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- Understanding the links between environmental design and crime prevention can help the Redevelopment Agency make decisions when it advocates for East Henderson residents on improvement projects ranging from transit stop placement, pedestrian improvements, bus stop shading, wayfinding, or landscaping projects along multimodal paths.

Medium- and Long-Term Actions

- The Redevelopment Agency and Community Development & Services Department and their partners could consider offering financial incentives for landlords that have had challenges but are achieving positive outcomes (e.g., fewer code violations or crime issues over time, etc.).
- The Redevelopment Agency and Community Development & Services Department could work with Code Enforcement to expand the Abandoned Residential Real Property Registry to include all multifamily rental housing as a way to monitor absentee landlords and physical blight.
 - The Redevelopment Agency and Community Development & Services Department could advocate to expand this database to include noncompliant landlords and encompass repeat code violating properties to monitor physical blight.
- In neighborhoods along Boulder Highway, align beautification efforts—such as landscaping, sidewalk designs, or lighting—to match those planned with the *Reimagine Boulder Highway Plan* Phase 2 (see Action 6). Where possible, match investment timing to forthcoming plans that are part of the *Reimagine Boulder Highway Plan*.

5 Adopt and Implement Development Code Update		Area: All
		Lead: Community Development & Services
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities</i>	<i>Create dynamic, healthy communities</i>	<ul style="list-style-type: none"> ▪ Livable Communities ▪ Economic Vitality ▪ High-Performance Public Service
Description		
<p>The City of Henderson is in the process of revising its Development Code to update the zoning and land use requirements across the City. A major focus of this work is updating the zoning and land use requirements along Boulder Highway to more accurately reflect development standards, current built form, and market conditions.</p> <p>The Community Development & Services Department is leading this effort and will require input from the Redevelopment Agency, among other City departments, to adopt and implement the recommended changes.</p>		
Rationale		
<p>The investment strategies produced in 2006 and 2008 (the Redevelopment Agency's <i>Eastside Investment Strategy</i> and the Community Development & Services Department's <i>Boulder Highway Investment Strategy</i>) had lofty goals put in place at the top of the real estate market. With the recession and long economic recovery, these development standards and zoning requirements are now out of step with what the market can deliver along Boulder Highway. This update to the Development Code will ensure that the zoning and land use requirements along Boulder Highway more adequately reflect the current uses and development intensities present along the Corridor, as well as development feasibility in current market conditions.</p>		
Partners	Redevelopment Agency, development community, landowners.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Work with the consultant and relevant City departments to finalize updates to the Development Code, and move it through adoption. ▪ Work with the development community to understand challenges to implementation and develop policies or internal procedures to help smooth these challenges. ▪ Allow for interim uses on vacant sites to generate activity, such as space for events with gathering areas, food trucks, etc. ▪ Advocate for opportunity site development (see Action 7) and partner with the development community where appropriate. <p>Medium- and Long-Term Actions</p> <ul style="list-style-type: none"> ▪ Implement the new regulations. ▪ Monitor for additional necessary updates. 	

6 Implement Reimagine Boulder Highway Plan		Area: Boulder Highway South
		Lead: Community Development & Services
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities, & Active, Complete Transportation</i>	<i>Create dynamic, healthy communities; Improve the transportation experience for all modes</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ Economic Vitality ▪ High-Performance Public Service
Description		
<p>The Regional Transportation Commission (RTC) is in the final stretches of completing its <i>Reimagine Boulder Highway Plan</i> and it is awaiting implementation. The City of Henderson’s Public Works Department was involved in this planning process. The RTC, the Nevada Department of Transportation, Clark County, and the City of Las Vegas presented the final plan for revising a 15-mile stretch of Boulder Highway stretching reaching all the way south through Wagonwheel Drive. The plan “re-imagines” the highway as two thoroughfares, one dedicated to transportation and the other to pedestrians and other modes. The plan includes estimated costs, phasing, and redesign.</p>		
Rationale		
<p>Boulder Highway is the transportation and economic backbone of Henderson, connecting the City to the rest of the southern Nevada. The <i>Reimagine Boulder Highway Plan</i> makes important improvements to transit access, reliability, safety, and comfort.</p>		
Partners	Nevada Department of Transportation (NDOT), RTC, Clark County, Redevelopment Agency, and Traffic and Public Works Departments.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Explore the feasibility of renegotiating power line easements to remove physical barriers to redevelopment. ▪ Align the Henderson Capital Improvement Plan with the Phase 1 investments coming from the <i>Reimagine Boulder Highway Plan</i>. <ul style="list-style-type: none"> ○ Low-speed business access lanes to driveways and businesses separated from mainline traffic. ○ Striping, fencing, and other temporary materials to begin building out the concept. ○ Exclusive lanes for transit, bicycles, and right-turning traffic. ○ Enhanced street and pedestrian lighting for improved visibility. ▪ Work with NDOT, RTC, and the Federal Transit Authority to identify potential funding sources for enhancing or expanding the vision for some of the larger projects in the plan. ▪ Coordinate with Henderson Public Works Department as they work with NDOT, RTC, and Clark County to prioritize key transportation and pedestrian projects for implementation. ▪ Work to ensure that East Henderson Neighborhoods along Boulder Highway have their voices heard and community input throughout the plan implementation process. 	

Phasing & Implementation

- Continue public outreach to hear priorities from nearby communities and businesses that will be affected by the changes along Boulder Highway; advocate for their priorities to be funded and implemented.
- Coordinate with NDOT to advocate for improvements to Boulder Highway and Lake Mead Parkway to advance economic development priorities, including improved pedestrian crossings and potential to vacate undedicated right-of-way between frontage roads and Boulder Highway.
- Enhance the pedestrian, bicycle, and transit facilities within a half-mile of the bus rapid transit stations along Boulder Highway.

Medium and Longer-Term Actions

- Continue to align capital improvements with the *Reimagine Boulder Highway Plan* Phase 2 and 3 investments, which focus on Complete Streets:
 - Linear parks, that act as buffers between the main road and the transit/bike/right-turn lanes.
 - Increased pedestrian crossings, including the installation of flashers, median refuges islands, and better spacing.
 - Widened sidewalks.
 - Multi-directional cycle tracks, improving the access for bikes along the whole roadway.
 - Center-running dedicated transit lanes and stops.
- Update the Henderson Master Transportation Plan upon relinquishment of Boulder Highway from NDOT to the City of Henderson.

7 Create an Opportunity Site Portfolio Strategy		Area: All
		Lead: Redevelopment Agency
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities & Vibrant, Resilient Economy</i>	<i>Create dynamic, healthy communities; Support infill development</i>	<ul style="list-style-type: none"> ▪ Livable Communities ▪ Economic Vitality ▪ High-Performance Public Service
Description		
<p>East Henderson is home to numerous opportunity sites that can be catalytic for development and private-sector investment. Many are located along the Boulder Highway Corridor, which will be seeing major investments through the <i>Reimagine Boulder Highway Plan</i> (see Action 6) and through the Development Code Update (see Action 5). As such, the City recognizes the need for an opportunity site portfolio strategy to help it prioritize these sites and funding sources that can transform them from empty lots to developments that have the potential to create jobs, housing, and economic vitality.</p> <p>This portfolio strategy should have a commitment to ongoing public engagement, so residents and business owners can identify their priorities and goals for a nearby empty or underutilized parcel.</p> <p><i>See the Opportunity Site section on page 28 of this memo for more information on six priority opportunity sites. Many others exist that were not elevated for inclusion in this Investment Strategy.</i></p>		
Rationale		
<p>Recognizing the myriad benefits of infill development on community health, social and physical blight, and economic investment, the City seeks to create a portfolio strategy for the numerous opportunity sites in East Henderson. The publicly owned sites in this portfolio strategy can be used in conjunction with the newly developed guidelines for project prioritization and funding (see Action 1) as the City weighs different goals for any given site.</p>		
Partners	Public Works, Community Development & Services, Economic Development, and Finance Departments, public stakeholders, including the development community, residents, and business owners near opportunity sites.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Catalyze the near-term opportunity sites identified in the Investment Strategy and use these sites as a pilot project to create the opportunity site portfolio strategy. <ul style="list-style-type: none"> ○ Document the processes, successes, failures, and market conditions for actions taken on the near-term opportunity sites to learn from these efforts and build them into the longer-term strategy (identified below). ▪ As near term-sites are catalyzed, document the following procedures with the intention of creating guidelines in the longer-term strategy: <ul style="list-style-type: none"> ○ How to prioritize, rank, and fund publicly-owned opportunity sites versus privately-owned opportunity sites. These guidelines should consider how much analysis and prep work the City will do compared to a private developer or the site owner. 	

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- How to pursue opportunity sites that are currently occupied but underdeveloped or in disrepair.
 - How to do strong public engagement, including an outreach plan for residents and taxpayers near to the opportunity sites. This community outreach should solicit input on what residents want to see developed when public funding and City staff time are involved in encouraging private-sector development.
 - How to develop and maintain an inventory of opportunity site parcels, their owners, development interest, and the funding sources available on each. Funding sources and their criteria, should include (but not be limited to), the following:
 - Henderson Redevelopment Agency funding.
 - HUD HOME Investment funding.
 - Low-Income Housing Tax Credits.
 - New Market Tax Credit funding.
 - Community Development Block Grant funding.
 - Opportunity Zones.
 - How to identify the opportunity sites that lack infrastructure, such as sidewalks, sewer and water, or electricity.

Medium and Longer-Term Actions

- Build on the successes of the near-term actions identified above and formalize the guidelines and inventory into a longer-term, comprehensive portfolio strategy.
- Integrate this portfolio strategy into the next update to the Henderson Real Estate Management Plan (last updated in 2014).
- Continue to monitor ongoing planned infrastructure through annual CIP processes, and work with Public Works to identify opportunities to encourage infrastructure on opportunity sites.

Public Improvement Actions

8 Expand Bird Viewing Preserve Access Options		Area: Pittman
		Lead: Parks and Recreation
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities & Active, Complete Transportation</i>	<i>Improve access to green and open spaces; Seamless connections among neighborhoods</i>	<ul style="list-style-type: none"> ▪ Livable Communities ▪ High-Performance Public Service
Description		
<p>The Redevelopment Agency and Community Development & Services Department have an opportunity to work with The LandWell Company to ensure that Pittman residents have equal access to this neighborhood amenity. The preserve is managed by the City of Henderson Parks and Recreation Department, but the surrounding land is privately owned. Options include providing a second access to the bird preserve from the Pittman neighborhood, which could increase costs for operating and maintaining the facility, or investing in simple measures such as wayfinding and bike paths that can point Pittman residents to the preserve.</p>		
Rationale		
<p>The Bird Viewing Preserve is an underutilized community amenity in the northern part of East Henderson, offering a natural and scenic destination for respite and bird viewing. When the Cadence development is complete, the entrance and visitor’s center are slated to move from across Galleria Drive to the eastern side of the preserve, farther away from Pittman. This change will make access to this community asset harder for residents of the Pittman neighborhood.</p> <p>Absent other improvements, moving the Preserve’s entrance to the east will make it difficult for Pittman residents to access this natural area. The Redevelopment Agency and Community Development & Services Department can advocate for Pittman residents and increase access options to this neighborhood asset.</p>		
Partners	The LandWell Company, Community Development & Services, and Public Works Departments.	
Phasing & Implementation	Near-Term Actions <ul style="list-style-type: none"> ▪ Work with Parks and Recreation Department and the Utilities Department to increase signage to the Preserve. ▪ Work with Parks and Recreation Department to advocate for increased awareness of the preserve among Pittman residents. If Pittman residents use and travel to the Preserve more now, this could help to ensure that they have interest and access in the future. ▪ Meet with the City’s Parks and Recreation, Public Works, and Utilities Departments to discuss options for more equitable access to the Preserve. 	

Medium and Long-Term Actions

- Work with the Public Works Department and the Parks and Recreation Department to improve the bike lane infrastructure along Ward Drive or Moser Drive to connect with the Bird Viewing Preserve.
- Include the easier and lower-costs investments, such as wayfinding and dedicated bike paths from the Pittman neighborhood to the Preserve.
- Negotiate an easement on the surrounding publicly owned land to offer a closer entrance to Pittman residents once the Cadence development is finished (2026) and the entrance and visitor's center move.

9	Implement Complete Streets and Infrastructure Upgrades in Pittman		Area: Pittman
			Lead: Redevelopment Agency
Investment Goals	Investment Objectives	City Priority Met	
<i>Healthy, Livable Communities, & Active, Complete Transportation</i>	<i>Create dynamic, healthy communities; Improved transportation experience for all modes</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ High-Performance Public Service 	
Description			
<p>Together with their partners, the Redevelopment Agency and the Community Development & Services Department will advocate and seek funding for several Complete Streets improvements in the Pittman neighborhood, to improve pedestrian comfort and access to major destinations such as Hinman Elementary School, the Wells Park and Sport Complex, and to transit stations along major transportation corridors. The City’s Parks and Recreation Department has a <i>10-Minute Walk Project</i> (see Action 12) that will identify gaps in the sidewalk infrastructure in East Henderson.</p>			
Rationale			
<p>Improving the pedestrian experience and neighborhood connectivity was a major theme in the 2017 Pittman Neighborhood Plan, and sentiments were echoed in public outreach conducted for this Investment Strategy. Until the Cadence neighborhood build-out reaches Pabco Road, the Pittman neighborhood has empty desert to the east and the busy Boulder Highway to the west. Improvements to the pedestrian and bicycle network would promote community well-being.</p>			
Partners	RTC, NDOT, The LandWell Company (for areas connecting to Cadence), Parks and Recreation Department, and Public Works Department.		
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Coordinate with the Clark County School District on the Safe Route to School Program, including conducting school walking audits and identifying additional improvements within the neighborhood. ▪ Work with Public Works Department to prioritize the areas where improvements from the 10-Minute Walk Project would have the biggest impacts (e.g., at major intersections, near major employment or social destinations, near schools, etc.). ▪ Work with RTC to improve coordination of mid-block crosswalk locations for access to bus stops. This work can be done in conjunction with ongoing efforts to revitalize Boulder Highway. ▪ Continue to partner with RTC on Boulder Highway to advocate for projects and project placements that will benefit Pittman residents, and seek opportunities to fund upgrades to the infrastructure already planned by RTC. <p>Medium and Long-Term Actions</p> <ul style="list-style-type: none"> ▪ Work with the Public Works Department to secure funding for upgrades or infrastructure amenities that improve the pedestrian experience (wider sidewalks, improvements for ADA compliance, shade structures, tree canopies, bike lanes, bike shares, or other enhancements). ▪ Work with the Public Works Department to provide Complete Street treatments, including any traffic calming measures along Sunset Road that align with the Cadence development improvements east of Pabco Road. 		

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- Work with RTC and NDOT to align investments in Pittman—such as landscaping, sidewalk designs, or lighting—to match those planned with the *Reimagine Boulder Highway Plan Phase 2* (see Action 6). Where possible, match investment timing to the *Reimagine Boulder Highway Plan*.
 - Work with The LandWell Company as it develops Cadence. By extending LandWell’s contract to include pedestrian and bicycle facility upgrades along Pabco Road and Sunset Road, the improvements made in Cadence can be expanded into the Pittman neighborhood to create seamless transitions between old and new.
 - Install high-visibility crossings using visual cues coupled with passive and active crossing technology at the community’s preferred crossing points along Boulder Highway and Sunset Road that are developed in the near-term actions.

10 Implement Complete Streets and Infrastructure Improvements in Valley View		Area: Valley View
		Lead: Redevelopment Agency
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities & Active, Complete Transportation</i>	<i>Improved transportation experience for all modes; Create dynamic, healthy communities</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ High-Performance Public Service
Description		
<p>The Redevelopment Agency and Community Development & Services Department can work with other City departments to improve pedestrian and cycling facilities, create Complete Streets, improve infrastructure, and create seamless connections between the older Valley View neighborhood and the newer Cadence neighborhoods. The City requires that new development projects provide at least a basic sidewalk within a half-mile of schools. With new schools being developed in Cadence, the Redevelopment Agency and Community Development & Services Department can support the City's efforts by helping to fund facilities that promote safe connections to schools in existing neighborhoods.</p>		
Rationale		
<p>The Valley View neighborhood lacks infrastructure for bicyclists and pedestrians and is disconnected from the new development happening in Cadence. The City is installing new pedestrian and bicyclist facilities on several major multi-lane roads in the area, including Center Street (which recently received updated sidewalks and Complete Streets treatments) and North Major Ave (which is currently receiving Complete Street improvements). Valley View is home to many parks, schools, and neighborhood destinations such as the Boys and Girls Club, Sewell Elementary School, Brown Junior High School, Basic High School, Heritage Park, Valley View Recreational Center, and Route 217 transit stations.</p> <p>Improving the Valley View neighborhood's internal transportation network can promote community well-being and increase transportation choices. When responding to the Eastside Redevelopment Survey, on average, the 44 Valley View respondents rated gave trails and bike paths in the neighborhood a score of 3.0 out of 4 while, sidewalks, roadways, and lighting received scores of were rated 2.8, roadways were 2.5, and lighting was rated 2.6, respectively out of 4.</p>		
Partners	Public Works Department, Clark County School District (CCSD), The LandWell Company, RTC, and NDOT.	
Phasing & Implementation	Near-Term Actions <ul style="list-style-type: none"> ▪ Work with the Public Works and Traffic Departments to find additional funding sources for Complete Street and infrastructure improvements along Major Avenue (current City of Henderson project). ▪ Advocate for and seek additional funding sources for the implementation of Complete Street treatments and infrastructure improvements along Warm Springs Road that align with the Cadence development from Lake Mead Parkway to Pueblo Boulevard, as well as on Pueblo Boulevard. ▪ Work with the Public Works Department to evaluate additional residential streets for Complete Streets qualities and seek opportunities to better accommodate pedestrians and bicycles, increasing their access to transit routes. ▪ Coordinate with the Public Works Department and CCSD on the Safe Routes to School Program to conduct school walking audits and identify additional improvements within the neighborhood. 	

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- Work with Traffic and Public Works Departments to ensure adequate signage and striping are installed along designated Safe Routes to School.
 - Advocate for and seek funding for enhanced pedestrian facilities along neighborhood streets that connect to Lake Mead Parkway, Boulder Highway, Pueblo Boulevard, and Warm Springs to bring them up to current standards.

Medium- and Long-Term Actions

- Work with RTC and NDOT to align investments in Valley View—such as landscaping, sidewalk designs, or lighting—to match those planned with the *Reimagine Boulder Highway Plan* Phase 2 (see Action 6). Where possible, match investment timing to the *Reimagine Boulder Highway Plan* improvements, as they near the Valley View neighborhood.
- Work with the Public Works Department to advocate for efforts to utilize the space adjacent to the flood control facility along Pueblo Boulevard to accommodate a multimodal trail.

11 Implement Improvements on Pabco Road		Area: Pittman
		Lead: Redevelopment Agency
Investment Goals	Investment Objectives	City Priority Met
<i>Active, Complete Transportation</i>	<i>Seamless connections among neighborhoods; Support infrastructure and investments</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ High-Performance Public Service
Description		
<p>The Pittman neighborhood is bordered to the east by Pabco Road, a two-lane road that connects Galleria Drive to Lake Mead Parkway. When development in Cadence is complete, this road will be the western border to the Cadence neighborhood.</p> <p>As part of the Cadence development project, The LandWell Company will install upgraded lighting, new sidewalks, and new landscaping on the east side of the street. The Redevelopment Agency and Community Development & Services Department can work with The LandWell Company and the City's Public Works Department to fund upgrades to the west side of Pabco Road to ensure there is a seamless transition between the older Pittman neighborhood and the newer Cadence neighborhood.</p>		
Rationale		
<p>Providing consistent improvements can help the City to avoid a stark difference in infrastructure quality, landscaping, and street lighting between the older Pittman neighborhood and the newer Cadence neighborhood. This project will help to create a seamless transition between these neighborhoods that fosters connectivity.</p>		
Partners	The LandWell Company, Public Works, Parks and Recreation, Community Development & Services, and Traffic Departments.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Begin discussions to consider expanding LandWell's contract to replace the infrastructure amenities on the west side of Pabco, ensuring they are the same as the infrastructure on the east side of the street. Expanding a current contract could be more efficient than the City embarking on its own infrastructure plans, which would include design, procurement, contracting, and installation. ▪ The Redevelopment Agency and Community Development & Services Department should work together to advocate for the Public Works Department to find additional funding options to pay the difference for upgraded infrastructure when different fixtures need replacement. This would require research into the remaining useful lives of this infrastructure, as well as research into the cost and timing of replacing this infrastructure. <p>Medium- and Long-Term Actions</p> <ul style="list-style-type: none"> ▪ Upgrade the streetlights on the west side of Pabco Road to match the newer lights that will be installed on the east side as part of Cadence's development. 	

12 Identify Park Locations for 10-Minute Walk Strategy		Area: All
		Lead: Parks and Recreation
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities & Active, Complete Transportation</i>	<i>Improve the transportation experience for all modes; Improve access to green and open spaces</i>	<ul style="list-style-type: none"> ▪ Community Safety ▪ Livable Communities ▪ High-Performance Public Service
Description		
<p>The City is interested in identifying areas in East Henderson where parks or “parklets” can be installed to improve access to green and open spaces, beautify the neighborhood, and strengthen communities.</p> <p>The Community Development & Services Department and the Redevelopment Agency have the opportunity to work with the Parks and Recreation and the Public Works Departments to enhance the streetscapes of routes included in the <i>10-Minute Walk Strategy</i>. There are numerous funding streams for this type of work, as streets undergo renovations, road diets, or receive new sidewalks or lighting.</p> <p>The <i>10-minute Walk Strategy</i> is sponsored by the National Parks and Recreation Association, with the goal that all residents of U.S. cities can access a park within a 10-minute walk of their home by 2050.</p>		
Rationale		
<p>Access to green and open spaces via parks, parklets, and the 10-Minute Walk Strategy can help improve community safety, enhance livability, and create strong communities with public gathering places. In addition, improving the pedestrian experience and neighborhood connectivity have been themes in past planning efforts and in the public outreach conducted for this Investment Strategy.</p> <p>Further, with the parks and infrastructure improvements planned as part of the Cadence development, the City can avoid a stark difference in infrastructure quality, landscaping, and access to parks between older and newer communities. This project can help to create a seamless transition between these neighborhoods that fosters connectivity.</p>		
Partners	Community Development & Services Department, Redevelopment Agency, Public Works Department, neighborhoods, and community members.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Begin research and continue public outreach to identify areas underserved by parks or ‘parklets.’ Prepare this research to support advocacy efforts. ▪ Meet with Public Works early to understand upcoming scheduled streetscape improvements along these 10-minute walk routes. ▪ Pair Redevelopment Agency or Community Development & Services Department funding with Public Works projects to enhance the infrastructure improvements already planned (such as adding landscaping or enhancing the street lighting). 	
	Medium- and Long-Term Actions	

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| | <ul style="list-style-type: none">▪ Align projects for inclusion in the next update of the parks master plan.▪ Create a strategy or procedure outlining how to incorporate these green-space improvement projects into other infrastructure upgrades. Consider pairing Redevelopment Agency or Community Development funding with planned infrastructure improvements to enhance landscaping and, lighting, or include a parklet. |
|--|--|

13 Create a Community Garden at Drake Street		Area: Valley View
		Lead: Parks and Recreation
Investment Goals	Investment Objectives	City Priority Met
<i>Healthy, Livable Communities</i>	<i>Create dynamic, healthy communities; Improve access to green and open spaces</i>	<ul style="list-style-type: none"> ▪ Livable Communities ▪ High-Performance Public Service
Description		
<p>The Community Development & Services Department, Parks and Recreation Department, and the Redevelopment Agency want to create a community garden on Drake Street in Valley View. This is a publicly owned parcel that was formerly a ballpark. The site is centrally located in the Valley View neighborhood and is surrounded by medium-density residential housing. It is next door to the John C. Kish Boys and Girls Club.</p>		
Rationale		
<p>The interior neighborhoods of Valley View have limited access to grocery stores within walking distance (an Albertsons and a Walmart are located near the corner of Lake Mead Parkway and Boulder Highway about 1.5 miles away from this site). Further, the interior of Valley View does not have many open spaces or parks. While Sewell School Park, Morrell Park, and Cinnamon Ridge Park are neighborhood assets, they are located on the periphery of the neighborhood, and Morrell Park and Cinnamon Ridge Park are across Boulder Highway from residential development in Valley View.</p> <p>The City leveraged resources from the EPA Brownfields Assessment Grant to perform a Phase I Environmental Site Assessment (ESA) and Site-Specific Sampling and Analysis (SSSA) for soil sampling at the property. No evidence or indicators of contamination were observed on the property during site reconnaissance. The property was not identified as a record in any of the databases searched by Environmental Data Resources (EDR). A Phase II Environmental Site Assessment and Concept Plan including a community garden will be developed. The plan includes accessible and reservable plots, a garden storage area, restrooms, an outdoor classroom, a playground, an open turf area, a plaza and other park amenities, a quarter-mile walking course and fruit trail, and a parking area.</p> <p>The Parks and Recreation Department is partnering with the non-profit organization Garden Farms of Nevada for the garden maintenance, harvesting techniques, and programming activities with neighborhood residents.</p>		
Partners	Community Development & Services Department, Public Works Department, Redevelopment Agency, Garden Farms of Nevada, and neighborhood residents around the property.	
Phasing & Implementation	<p>Near-Term Actions</p> <ul style="list-style-type: none"> ▪ Continue public outreach to understand community priorities for this community garden. ▪ Work with the City's Parks and Recreation Department to overcome challenges in creating the garden. ▪ Support the Phase II Environmental Site Assessment (EAS) and soil testing progress through the City's Brownfields grant from the US Environmental Protection Agency. <ul style="list-style-type: none"> ○ Through this grant, conduct public outreach with the draft plan to ensure it addresses community priorities surrounding the following: 	

- The garden's design and size, including
 - Communal raised beds or individual plots.
 - Infrastructure needs (e.g., fencing, greenhouses, shaded areas, sitting areas, bulletin boards, children's areas, rain collection or irrigation facilities, machinery, and tools), machinery, and required training.
 - Presence of existing structures that block the sunlight.
 - Site access and parking.
 - Site water access and slope mitigation.
- The garden's independence from the public sector, including
 - Organizational format, level of autonomy from government, assistance and funding, land ownership structure, risk and liability structure, membership process, conflict resolution process, and populations served.
 - Financial goals and cost structure: will it be free to use, or fee-based, financially independent, generate income for other community causes, generate income for the residents, or need ongoing public subsidy.
- Environmental sustainability goals, rules and policies.
- Training and learning opportunities for residents or children, access and safety concerns for certain populations, and ways to improve access and satisfaction.
- The longer-term benefits of the community garden in the neighborhood, such as reductions in monthly food costs, increased social connections (particularly for children or for seniors), reduced crime rates, changes in educational achievements at nearby schools, employment trends, or speeds on nearby roadways.
- Actively pursue grants and other funding resources for the construction of the garden and park.

Medium- and Long-Term Actions

- Identify long-term funding sources, partnerships, or sponsorships.
 - Partners could include the Boys and Girls Club, nearby schools, churches, nonprofits, or neighborhood associations.
 - Sponsorships could include nearby businesses, private community development organizations, private economic development organizations, churches, or foundations.
- Monitor participation, engagement, and activities at the garden over time.
- Monitor access to the garden and work to overcome issues of disparate access or use by certain populations.
- Street improvements around the Drake Street Park to promote active living and improve connectivity between the park and residents' homes.
- Consider studying the benefits of the community garden in the Valley View neighborhood.

2) Opportunity Sites

The Investment Strategy advances six opportunity sites in East Henderson that have the potential to catalyze an investment opportunity on a specific parcel or lot. Below are opportunity site action sheets that provide information on each site's development potential. These action sheets can be updated as market conditions change.

Figure 1. Map of East Henderson Opportunity Sites

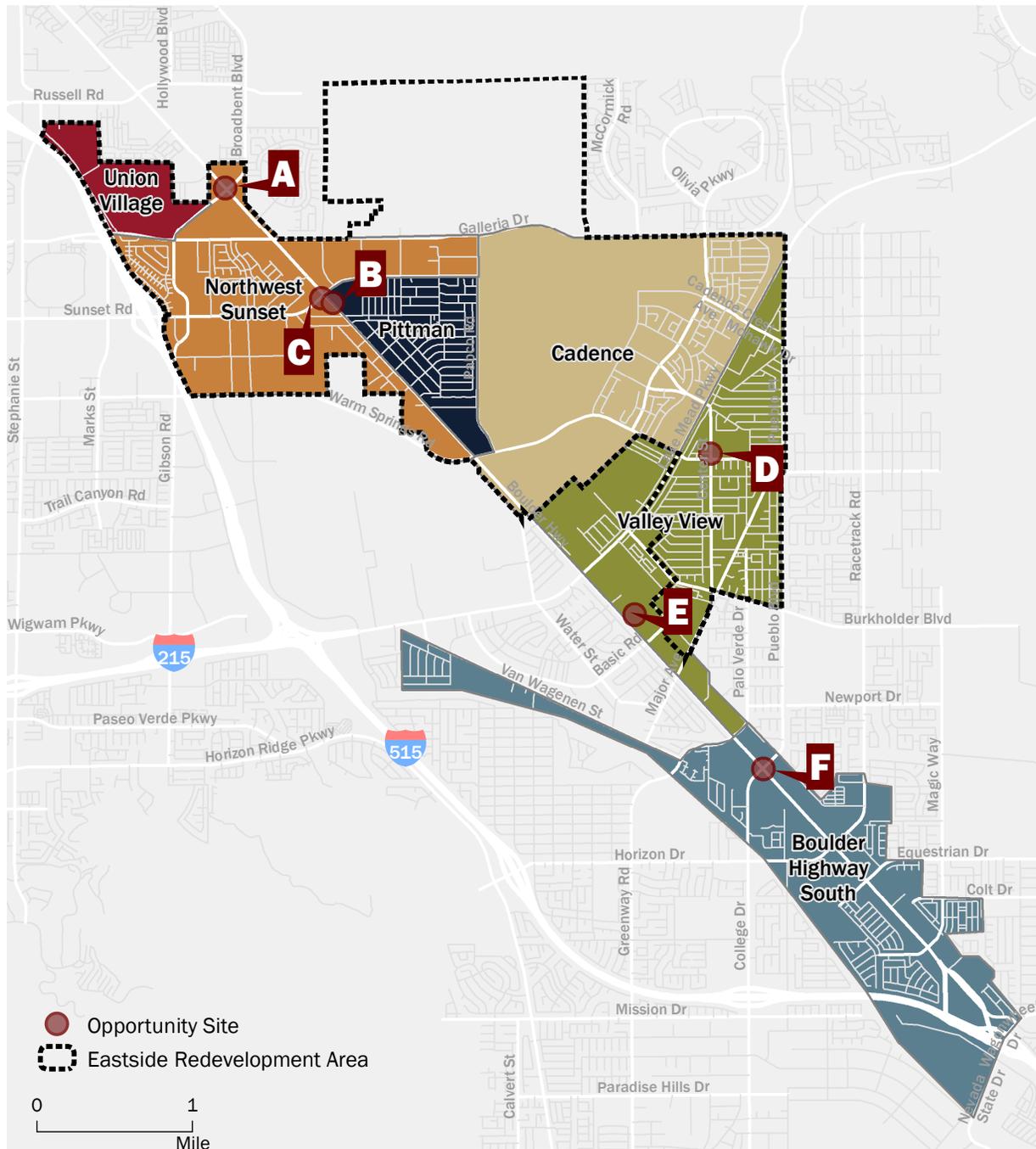


Exhibit 2 below summarizes the sites, their locations, zoning and ownership, the type of development sought, the investment stage, and additional comments on the site.

Exhibit 2. Summary of Opportunity Site Actions

#	Opportunity Site	Subarea	Acreage / Zoning / Ownership	Type of Development Sought	Investment Stage	Other Comments
A	Boulder Highway & Gibson	NW Sunset Corridor	<ul style="list-style-type: none"> ▪ 20.37 ▪ MC Zoning ▪ Publicly Owned 	Mix of retail, office, and multifamily housing	Near Term	Lots of development feasibility and planning has been done
B	East Boulder Highway & Sunset	Pittman	<ul style="list-style-type: none"> ▪ 4.64 ▪ MC Zoning ▪ Privately Owned 	Multifamily housing or retail	Medium / Long Term	With development code update, potential to narrow down development goals here
C	West Boulder Highway & Sunset	NW Sunset Corridor	<ul style="list-style-type: none"> ▪ 8.15 ▪ MC Zoning ▪ Privately Owned 	Retail	Medium / Long Term	Continue evaluating type of development sought
D	Warm Springs & Lake Mead	Valley View	<ul style="list-style-type: none"> ▪ 1.78 ▪ Commercial ▪ Publicly Owned 	Development aligned with community goals	Medium / Long Term	Publicly owned site, can move quicker once development opportunity is identified
E	Boulder Highway Campus	Valley View	<ul style="list-style-type: none"> ▪ 28.76 ▪ MC Zoning ▪ Privately Owned 	Campus-style development (school, office, or multifamily housing)	Medium / Long Term	Previously explored a high-school or technical academy and housing developments
F	Boulder Highway & Pueblo Drive	Boulder Highway South	<ul style="list-style-type: none"> ▪ 6.49 ▪ MC & Commercial ▪ Privately Owned 	Medium-density transit-oriented development	Medium / Long Term	Continue evaluating type of development sought

These opportunity site action sheets provide detail about the site characteristics, market and demographic data for the area, policy goals governing the desired development, and development challenges, opportunities, and potential partnerships for the Redevelopment Agency and the Community Development & Services Department to pursue. In the opportunity site action sheets, we abbreviate the following funding types:

- RDA = redevelopment funding (the site is located in the Eastside Redevelopment Area),
- NMTC = New Markets Tax Credits – a federal funding source for public-private-partnerships in all types of development
- CDBG = Community Development Block Grants – a federal funding source for community revitalization and redevelopment
- OZ = Opportunity Zones – a federal designation allowing tax incentives for redevelopment

The following action sheets include small maps showing a one-mile radius with the zoning identified in **Error! Not a valid bookmark self-reference.** below.

Exhibit 3. Zoning Legend for Opportunity Site Action Sheet Maps

Zoning	
 Commercial, Mixed-Use	 Low-Density SFR (RS-1 - RS-8)
 Development Holding (DH)	 Med-Density Residential (Rm-8 - RM-10)
 Public, Semipublic (PS), Downtown Public (DP)	 High-Density Residential (RH-24, RH-36)
 Industrial (IG, IL, IP)	 Downtown Residential (DR)
 Planned Community (PC)	 Mobile Home Residential (RMH)
	 No Zoning

<h1>A Boulder Highway and Gibson</h1>		Area: NW Sunset Corridor	
		Near Term	
Acres: 20.37 on three sites 11.94, 5.15, 3.28	Proximity to Transit: 0.2-miles to Boulder @ Tulip Falls (S)	Zoning: Corridor/Community Mixed-Use	Ownership: City of Henderson
		<p>Site A, commonly called “Four Corners,” is located at the intersection of North Gibson Road and North Boulder Highway. Within the Northwest Sunset Corridor neighborhood, this intersection has the potential to accommodate a mix of uses, including retail, residential, and employment uses. That the site is publicly owned and has been thoroughly analyzed, means it is a near-term opportunity to truly catalyze the intersection and entrance to the City.</p>	
Development Goals		Relevant Policy Goals	
<p>The City would like to see a robust transit-oriented development supporting residential, retail, and employment. The City would like this development to provide a gateway to Henderson because it sits at the far north end of Boulder Highway. Ideally a large retail development would include a grocery store or a neighborhood market.</p> <p>Community outreach as part of the 2014 Boulder Highway Strategy identified the following potential uses:</p> <ul style="list-style-type: none"> • Need for more shopping in the area, particularly grocery stores. • More cafes and full-service restaurants. • Community services (i.e., a hospital or community center). 		<ul style="list-style-type: none"> • The 2014 Boulder Highway/Gibson Opportunity Site Strategy identified the following goals: <ul style="list-style-type: none"> ○ Develop this area as a gateway to Henderson. ○ Provide neighborhood-serving destinations and amenities, such as shopping and plazas, integrated into a housing development. ○ Improve the pedestrian experience. ○ Plan for housing types that blend with existing neighborhoods. • The 2014 Henderson Real Estate Management Plan reiterated the goal of a public-private partnership for residential, retail, and office development on this site. • The <i>Henderson Strong Comprehensive Plan</i> has additional housing and transportation goals that impact development of this site. 	
1-Mile Demographic Summary	1-Mile Market Summary	Sources: CoStar, 2019 *Based on small number of properties	
This site sits at a high-visibility intersection that is a neighborhood gateway. There are over 16,000 households	This site has the strong potential for development. Office vacancies are high, likely due to unfilled supply at the newly built Union Village. This site has the highest multifamily rents of all opportunity sites, but relatively low retail rents. The area is surrounded by		

within one mile of the site and almost 25,000 employees within two miles of the site. The area gained over 3,000 households between 2010 and 2019. The average household income is just over \$68,000.

medium-density residential housing, so it could support a variety of retail and employment uses. According to the City's business license registry, there are about 304 businesses within one mile of the site.

	Rent	Vacancy
Retail	\$17.78/ SF	1.2%
Office*	\$27.63/ SF	46.5%
Multifamily	\$1,117/ unit	2.8%

Site Opportunities and Challenges

Opportunities

- The site is relatively large, under common public ownership, and is currently undeveloped. A developer could have the opportunity to control three very visible corners along Boulder Highway.
- The City has taken steps to prepare for a transition of the Corridor.
- The Development Code Update will help align the zoning and development standards of the site with market feasibility.
- The site has locational advantages.
- Development could create neighborhood connectivity and services.
- The area has relatively high numbers of transit riders.
- Investment can reshape this intersection, providing a template for development at other sites along Boulder Highway.
- Future households will be looking for high-quality, mixed-use development.

Challenges

- There are power-line easements near this site that may hinder development.
- The right-of way width throughout the Corridor creates a poor pedestrian environment.
- Market conditions do not call for transit-oriented development at this time, especially given the lack of supportive infrastructure.
- RTC transportation investments and Henderson policy do not align.
- Proximity to county zoning that may conflict with the City's goals could pose development challenges.
- No environmental assessments have been performed.
- In 2014, community members favored two-story buildings over taller options and had concern for an overabundance of rental and weak housing.

Development and Partnership Opportunities

Development Opportunities: Four Corners has been repeatedly identified as an opportunity site in the Henderson Real Estate Management Plan and the Boulder Highway & Gibson Implementation Strategy. Redevelopment discussions have encouraged the creation of a neighborhood center with clusters of housing, retail, and office that activate links to nearby open space/parks.

- **Retail:** This site could provide services and amenities to hospital employees and visitors, as well as to travelers along the highway. A grocery store or a neighborhood market have both been suggested as a part of a larger retail development.
- **Housing:** The master-planned Union Village development is expected to spur growth with the delivery of up to 2,500 residential units.
- **Employment:** The continued build out of the hospital will enhance employment in this area. Union Village may see up to 200,000 square feet of medical office space developed. Office and retail jobs are desired as part of a mixed-use gateway development on this site.
- **Funding Eligibility:** RDA and HOME funding.

Actions

The 2014 Boulder Highway Investment Strategy includes the following actions related to potential development partnerships:

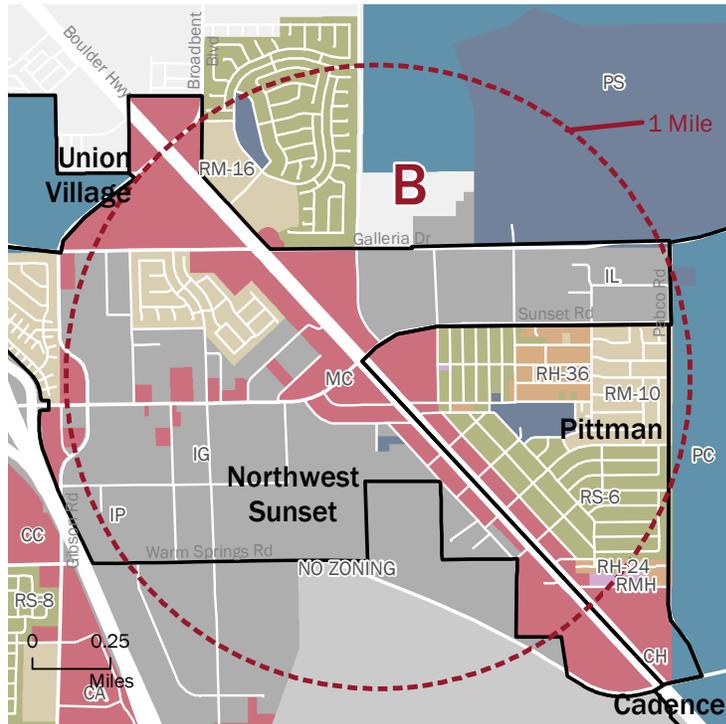
- Clarify and adopt decision framework for near-term developer interest (see 2014 Strategy).
- Update Master Transportation Plan to incorporate dedicated bike lanes along Gibson Road and Broadbent.
- As part of the Development Code Update, amend the zoning code to provide more flexibility and meet market realities; consider establishing parking maximums.
- Follow up the Southern Nevada Strong opportunity site work with a set of immediate strategies to position the site for future opportunities. Strategic hold unless a developer expresses interest.
- Consider interim uses to raise profile of the site, based upon the decision framework. Landscaping along roads.
- Coordinate with NDOT on safe pedestrian and bike crossings at Boulder Highway; consider funding partnership with NDOT.
- Work to secure a range of funding sources.

Resources

Henderson Real Estate Management Plan (2014); Boulder Highway & Gibson Implementation Strategy (2014).

<h2 style="margin: 0;">B East Boulder Highway and Sunset</h2>	<p>Area: Pittman</p> <p>Medium/Long Term</p>
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Acres: 4.64	Proximity to Transit: 500 -feet to Boulder @ Merlayne (N)	Zoning: Corridor/Community Mixed-Use	Ownership: Private
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Centrally located between the planned communities of Cadence and Union Village, in the Pittman neighborhood, Site B will benefit from the new developments. The site is zoned for mixed-use development, which would most likely include a mix of residential with some ground floor retail along Boulder Highway.

Development Goals

The City would like to see multifamily residential or retail development on this site. A grocery store and a library were both identified as needs in the Existing Conditions Report.

Relevant Policy Goals

Pittman is a mature, relatively dense residential neighborhood, generally underserved by retail outlets. The 2017 Pittman Revitalization Plan identified the following goals and objectives:

- Access to health care.
- Access to fresh, healthy food (Pittman is a food desert).
- More housing and job opportunities.
- Improved public safety, lighting, pedestrian safety to transit.
- Economic and community revitalization.

1-Mile Demographic Summary	1-Mile Market Summary	Sources: Google, CoStar, 2019 *Based on small number of properties
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This site has high-visibility along Boulder Highway. There are about 8,200 households within one mile of the site and over 5,500 employees nearby. The median household income is just under \$47,000. The site is situated near a mobile home park and near an RV park. It is across Boulder

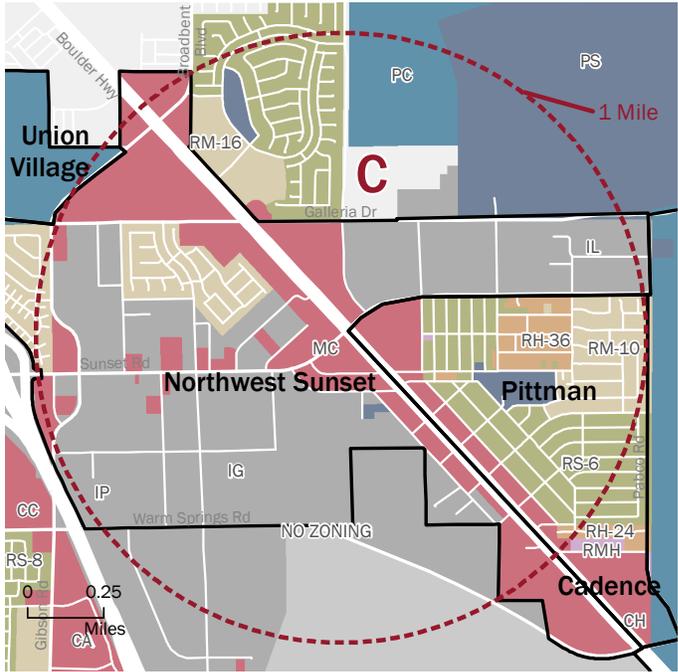
	Rent	Vacancy
Retail	\$16.14/ SF	2.4%
Office*	\$17.68/ SF	0.0%
Multifamily	\$905/ unit	3.4%

Site visibility is high, and access is excellent, but there is only one small retail outlet nearby. The transit-oriented development zoning would likely require a higher-intensity retail development than

Highway from another opportunity site.	existing nearby retail. According to the City’s business license registry, there are 186 businesses within one mile.
Site Opportunities and Challenges	
<p>Opportunities</p> <ul style="list-style-type: none"> • A Phase I Environmental Assessment has been completed. • Site has excellent visibility and is well served by transit along Boulder Highway. • This site is across Boulder Highway from another opportunity site, which together could transform the Sunset Road intersection. • The rezoning of Boulder Highway with the Development Code Update presents an opportunity to align the development standards with market feasibility. • The <i>Reimagine Boulder Highway Plan</i> will bring meaningful changes to the site’s walkability and multi-modal access. • A bus rapid transit line on Boulder Highway would be an opportunity. • The site is eligible for public funding. 	<p>Challenges</p> <ul style="list-style-type: none"> • There are very few retail or commercial opportunities nearby. • Social and economic blight are prevalent in the neighborhood. • Household incomes are quite low in Pittman, which could prevent private investment. • The existing uses nearby include fast food, auto repair, a gas station, a liquor store, several casinos, a nursery, and a payday loan center. These are not conducive to a newer retail or residential hub. • Housing would need to be carefully designed to transition from higher density and heights on Boulder Highway to lower-density housing on the interior. • For transit-oriented development planning, the site likely needs to be high-density housing or a prominent retail destination to generate transit ridership.
Development and Partnership Opportunities	
<ul style="list-style-type: none"> • Retail: The neighborhood lacks many commercial and retail services, notably a grocery store. The closest grocery stores are a Walmart, 2.3 miles from Wells Park across both Boulder Highway and I-515, or an Albertsons, 2.3 miles from Wells Park along Boulder Highway near East Lake Mead Parkway. • Housing: The site is zoned for mixed-use development, which is appropriate for Boulder Highway. However it abuts lower-density housing, a mobile home park, and numerous vacant lots on the inside of the neighborhood. Housing would need to transition from high -density and heights on Boulder Highway to lower-density housing on the interior. The site is well served by transit along Boulder Highway to increase ridership. • Employment: Pittman is not a job center. The likely best opportunity for employment on this site is as a retail center, creating service jobs. • Funding Eligibility: RDA, NMTC, HOME, and CDBG funding. 	
Actions	Resources
<ul style="list-style-type: none"> • More analysis and outreach about community wants and needs. Move forward with feasibility analysis for preferred development type. • Continue working with the site owner; if the community preferences are not profit-oriented, evaluate the use of public funds or subsidies. • When Union Village is more fully developed, if parcel is still vacant, reassess policy goals and community needs. 	<ul style="list-style-type: none"> • The Investment Strategy’s Existing Conditions Report. • The 2017 Pittman Plan and accompanying neighborhood outreach.

C	West Boulder Highway and Sunset	Area: Northwest Sunset Corridor
		Medium/Long Term

Acres: 8.15	Proximity to Transit: 300-feet to Boulder @ Sunset (S)	Zoning: Corridor/Community Mixed-Use	Ownership: Private
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Site C is privately owned, and zoned for mixed-use development. It is bordered to the south by industrially zoned land. The higher-intensity development required from the site's zoning will likely present challenges situated next to numerous vacant industrially zoned land since the future of the area is uncertain. Until development goals and potential funding incentives are clearer, this site is likely a longer-term opportunity.

Development Goals

The City identified various types of retail for development on this site. It would be relatively accessible—across Boulder Highway—for Pittman residents who are underserved by retail such as groceries.

Relevant Policy Goals

- The Southern Nevada Strong Plan offers the following development goals:
- Stabilize and strengthen existing neighborhoods through placemaking improvements.
 - Encourage an adequate supply of housing with a range of price, density, ownership, size, and building types.
 - Support access to health care, healthy food, parks, and community services.
 - Improve neighborhood safety and protect residents from the harmful effects of pollution and hazardous materials.
 - Promote resource-efficient land use and development practices.
- The Henderson Strong Comprehensive Plan cites Boulder Highway as a priority area for its three priority goals of: schools and education; health and well-being; and parks and open Spaces.

1-Mile Demographic Summary

This site has high-visibility along Boulder Highway. There are about 8,000 households within one mile of the site and just under 6,500 employees nearby. The median household income is just over \$48,700. There are many medium-density housing developments

1-Mile Market Summary

Sources: Google, CoStar, 2019
*Based on small number of properties

	Rent	Vacancy
Retail	\$16.21/ SF	2.2%
Office*	\$17.55/ SF	0.0%
Multifamily	\$905/ unit	3.2%
Industrial	\$9.19/ SF	2.7%

<p>nearby, and the site is close to three parks: Heritage, Roadrunner, and the Black Mountain Golf & Recreation Center.</p>	<p>This area has lower retail rents per square foot than other areas. Located in the Northwest Sunset Corridor, the area is a mix of residential, retail, and industrial uses. According to the City's business license registry, there are about 565 businesses within one mile of the site.</p>
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Site Opportunities and Challenges

Opportunities

- The rezoning of Boulder Highway with the Development Code Update presents an opportunity to align the development standards with market feasibility.
- The *Reimagine Boulder Highway Plan* will bring meaningful changes to the site's walkability and multi-modal access.
- A bus rapid transit line on Boulder Highway could present an opportunity for new development.
- Further south, there are a few hubs emerging inside the Northwest Sunset Corridor: a few breweries have collocated along Eastgate Road, the area has several fitness centers and gyms, and there are numerous car dealerships.

Challenges

- No environmental assessments have been performed.
- The Northwest Sunset Corridor has had a problem with trash, blight, and homelessness.
- The existing uses nearby include fast food, auto repair, a gas station, a liquor store, several casinos, a nursery, and a payday loan center. These are not conducive to a newer retail or residential hub.
- For transit-oriented development planning, the site likely needs to be high-density housing or a prominent retail destination to generate transit ridership.
- There are several other vacant parcels nearby that are zoned for industrial use. This could pose a problem for this parcel, zoned mixed-use development.
- The site is privately owned, so it will likely need public funds and/or be developed into a profit-oriented investment.
- Until development goals and potential funding incentives are clearer, this site is likely a longer-term opportunity.

Development and Partnership Opportunities

- **Retail:** There are very few other retail developments nearby: McDonald's, a gas station, two casinos, two auto service centers, and a funeral service provider.
- **Housing:** The City did not identify housing as a goal for this site. Housing would likely need to be carefully designed to transition from higher density and heights fronting Boulder Highway to lower-density housing farther from Boulder Highway. The Northwest Sunset Corridor has a mix of industrially zoned land that would not be conducive to housing nearby. There are already issues relating to the mixed zoning.
- **Funding Eligibility:** RDA and HOME funding.

Actions

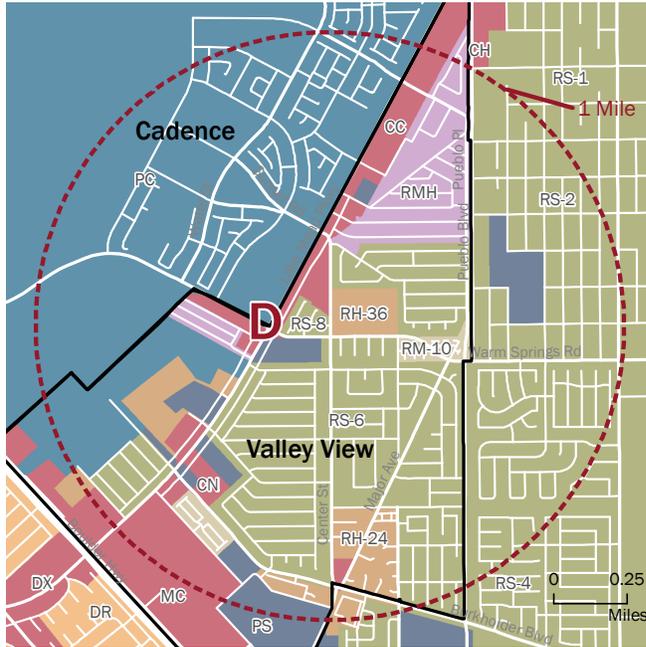
- Additional analysis is needed to consider the need for various retail and commercial services in this area.
- Work with the Economic Development Department to recruit a business that can conform with a potentially industrial development nearby/adjacent to the south.
- Work with the landowner to discuss development opportunities as they arise.
- Consider development opportunities that will bring in businesses or increase the taxable base within the redevelopment area.

Resources

Southern Nevada Strong and Henderson Strong Comprehensive Plans.

D	Warm Springs and Lake Mead	Area: Valley View	
		Medium/Long Term	

Acres: 1.78	Proximity to Transit: 0.2-miles to Warm Springs @ Center (W); 0.4-miles to Lake Mead @ Center (E)	Zoning: Community Commercial	Ownership: City of Henderson
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Site D sits in the Valley View neighborhood, near the intersection of Lake Mead Parkway and Center Street. The small site situated in a residential neighborhood could serve a number of community development purposes and would likely require public subsidy and development incentives to move forward. Until development goals and potential funding incentives are clearer, this site is likely a longer-term opportunity.

Development Goals

The City would like to see this site meet community needs, such as a grocery store (see below), a day care, a community clinic, a homeless shelter, or a library.

Relevant Policy Goals

This site could serve a number of goals relating to healthy, livable communities, and access to services. Given that it is a publicly owned site, the City could use it to fulfill community development goals.

1-Mile Demographic Summary

This small site is near Center Street in Valley View. There are over 13,000 households and about 1,300 employees within one mile of the site. The median household income is about \$41,500. A mobile home park is located across Lake Mead Parkway.

The homes for sale in nearby Cadence are likely going to attract higher-income households when the development is fully built out.

1-Mile Market Summary

Sources: CoStar, 2019
*Based on small number of properties

	Rent	Vacancy
Retail	\$18.65/ SF	0.0%
Office*	\$28.05/ SF	0.0%
Multifamily	\$942/ unit	8.3%

The site could benefit from the new residents expected from the nearby Cadence development. Any number of services oriented toward health, families, or children may serve the community well. According to the City's business license registry, there are about 186 businesses within one mile.

Site Opportunities and Challenges

In 2019, this site was evaluated for a potential 30,000-square-foot grocery store, but it did not make a recommendation. The following opportunities and challenges to development referenced in this grocery

study are indicated with an asterisk*. These opportunities and challenges, along with those found through other sources, may also be applicable for other (non-grocery) developments.

Opportunities

- Cadence development will increase the potential customer base for the site.
- Well served by transit (stops along Lake Mead Parkway and Warm Springs Road).
- Recent sidewalk improvements along Center Street enhance local access.
- Low retail and office vacancies indicate that there may be unmet demand.
- Valley View is considered a food desert, which would support a grocer.

Challenges

- Physical separation from Lake Mead Parkway.
- *Average north/south visibility and poor east/west visibility.
- *Lower nearby household incomes and rents.
- Uncertainty due to Cadence build-out, and the eventual nearby retail outlets could compete for demand with any similar development on this site.
- If the City is interested in seeing a community service on the site, it will likely require subsidies or partnerships to build and operate.

Development and Partnership Opportunities

- **Retail:** Valley View does not have much retail or commercial amenities in the interior. The City contracted MTN Retail Advisors to perform a site analysis determining the feasibility of a grocery store on the site, but the feasibility of a grocery store may depend on the siting of expected grocery and retail outlets in Cadence.
- **Housing:** Consider partnering with Habitat for Humanity and other developers for a large-scale residential development to infill this vacant lot.
- **Employment:** Consider strengthening partnerships with local businesses for on-the-job training or apprenticeship programs.
- **Other Community Benefits:** Many possible community needs could be met on the site, including a day care (higher priority), homelessness shelter, and a medical or dental community clinic. The City could also consider selling the site to a developer interested in creating a development that meets several community or economic development goals that are consistent with existing neighborhood character.
- **Funding Eligibility:** RDA, NMTC, OZ, HOME, and CDBG funding.

Actions

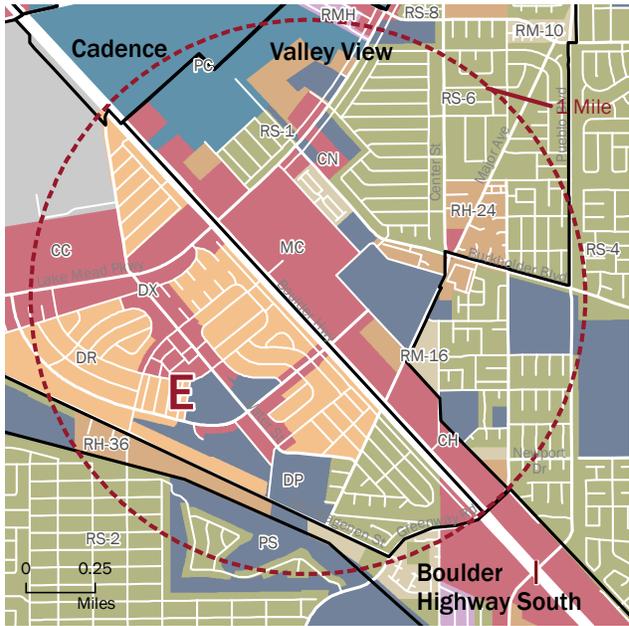
- More analysis and outreach about community wants and needs. Move forward with feasibility analysis for preferred development type.
- If development interest grows, put out an RFP.
- When Cadence is more fully developed, if parcel is still vacant, reassess policy goals and community needs.

Resources

MNT Retail Advisors Conventional Site 1001 Analysis, June 2019.

E	Boulder Highway Campus	Area: Valley View
		Medium/Long Term

Acres: 28.76	Proximity to Transit: 0.3-miles to Lake Mead @ Cholla (E); 0.4-miles to Lake Mead @ Boulder (E)	Zoning: Corridor/ Community Mixed-Use	Ownership: Private
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This site is strategically located along Boulder Highway, less than one and a half miles far from the St. Rose Hospital, Morrell Park, six schools, and many medium-density housing developments. It is well served by transit and could meaningfully revitalize this large, infill site. For transit-oriented development planning, the site likely needs to be high-density housing or a large office destination to generate transit ridership.

Development Goals

The City desires a campus-style development on this large and prominent site such as a school, academy, a multifamily housing development, or an employment hub.

Relevant Policy Goals

- The Southern Nevada Strong Plan offers the following development goals:
- Stabilize and strengthen existing neighborhoods through placemaking improvements.
 - Encourage an adequate supply of housing with a range of price, density, ownership, size, and building types.
 - Support access to health care, healthy food, parks, and community services.
 - Improve neighborhood safety and protect residents from the harmful effects of pollution and hazardous materials.
 - Promote resource-efficient land use and development practices.
- The Henderson Strong Comprehensive Plan cites Boulder Highway as a priority area for its three priority goals of: schools and education; health and well-being; and parks and open spaces.

1-Mile Demographic Summary

This site has high -visibility along Boulder Highway. There are almost 20,000 households within one mile of the site and more than 10,400 employees nearby.

This area grew by more than 6,500 households since 2010. The median household income is just over \$45,000.

1-Mile Market Summary

Sources: Google, CoStar, 2019

	Rent	Vacancy
Retail	\$16.4/ SF	8.3%
Office	\$18.34/ SF	13.8%
Multifamily	\$901/ unit	3.8%

According to the City's business license registry, there are about 527 businesses within one mile of the site.

Site Opportunities and Challenges

Based on the Investment Strategy’s Existing Conditions Report and the 2017 Henderson Long Range Planning study evaluating a high school or campus-style development on the site, the following opportunities and challenges were identified.

Opportunities

- A Phase I Environmental Assessment has been completed.
- The site has excellent visibility and is well served by transit along Boulder Highway.
- The rezoning of Boulder Highway with the Development Code Update presents an opportunity to align the development standards with market feasibility.
- The *Reimagine Boulder Highway Plan* will bring meaningful changes to the site’s walkability and multi-modal access.
- A bus rapid transit line on Boulder Highway would be an opportunity.
- Cadence is not far to the north—the site will likely benefit from new households when the build-out is complete.
- The parcel is one of the largest vacant sites in Valley View and is under common ownership.
- The site is eligible for multiple public funding sources.

Challenges

- The site is near a few retail sources that were considered inappropriate for children: five fast-food outlets, a smoke shop, and a pawn shop.
- For transit-oriented development planning, the site likely needs to be high-density housing or a prominent retail destination to generate transit ridership.
- The site is privately owned, so it will likely need public funds and/or be developed into a profit-oriented investment.
- The site has access to Boulder Highway, but marginally. Four fast-food outlets separate the bulk of the site from Boulder Highway, which could reduce suitability for a major retail or housing development.
- Site has a deed restriction that prohibits certain commercial development for approximately 10 ten more years.

Development and Partnership Opportunities

- **Retail:** The site is located adjacent to a Walmart and numerous small-scale retail outlets, including five fast-food sites. Its mixed-use zoning will need to generate meaningful transit ridership as a meaningful retail destination.
- **Housing:** The City is interested in a campus-style multifamily housing development. The number of units would need to be large enough to generate meaningful transit ridership. The site abuts medium-density housing to the east and is close to Taylor Elementary School, a Head Start center, and all the amenities at Morrell Park. It is also close to three churches.
- **Employment:** This site would likely be suitable for an employment complex, most likely office use. It is not zoned for industrial use, being in close proximity to housing.
- **Funding Eligibility:** RDA, NMTC, OZ, HOME, and CDBG funding.

Actions

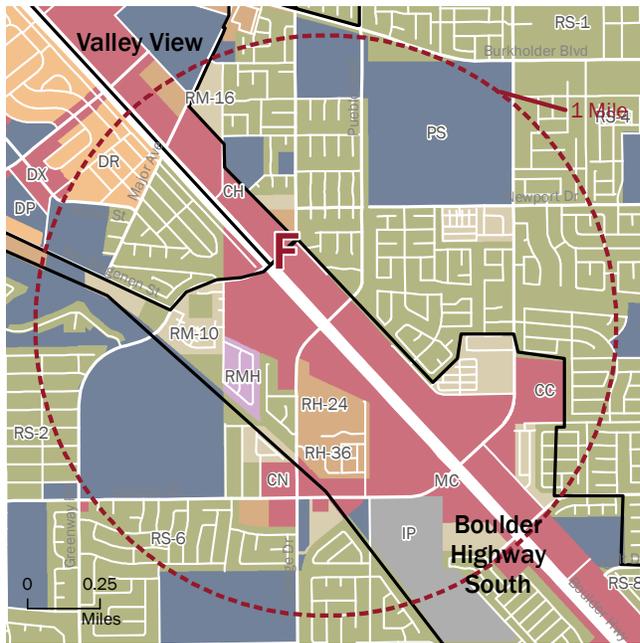
- Additional analysis is needed to consider the feasibility of various retail, residential, and commercial developments.
- Work with the Economic Development Department, the Redevelopment Agency, and the Community Development & Services Department to understand incentives willing to contribute.

Resources

- The Investment Strategy’s Existing Conditions Report.
- Henderson Strong Comprehensive Plan.
- Southern Nevada Strong Comprehensive Plan.

F	Boulder Highway and Pueblo Drive	Area: Boulder Highway South
		Medium/Long Term

Acres: 6.49	Proximity to Transit: 150-feet to Boulder @ Pueblo (N); 0.3-miles to College @ Boulder (S)	Zoning: Corridor/Community Mixed-Use (5.82 acres); Low-Density Single-Family Residential 6 (0.67 acres)	Ownership: Private
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Site F is located in the Boulder Highway South neighborhood. It abuts busy Boulder Highway and has a mix of commercial and transit-oriented development. It is across from two other vacant sites—the uncertainty of those sites may disincentivize the private landowner from developing sooner. Until development goals and potential funding incentives are clearer, this site is likely a longer-term opportunity.

Development Goals

The City recently received a proposal for townhome development. Residential development has been difficult in the past due to density requirements, but these standards are being updated with the Development Code Update.

Relevant Policy Goals

- The Southern Nevada Strong Plan offers the following development goals:
- Stabilize and strengthen existing neighborhoods through placemaking improvements.
 - Encourage an adequate supply of housing with a range of price, density, ownership, size, and building types.
 - Support access to health care, healthy food, parks, and community services.
 - Improve neighborhood safety and protect residents from the harmful effects of pollution and hazardous materials.
 - Promote resource-efficient land use and development practices.
- The Henderson Strong Comprehensive Plan cites Boulder Highway as a priority area for its three priority goals of: schools and education; health and well-being; and parks and open spaces.

1-Mile Demographic Summary

This site has high -visibility along Boulder Highway. There are about 13,000 households within one mile of the site and just under 3,100 employees nearby. The median household income is just over \$57,500.

1-Mile Market Summary

Sources: Google, CoStar, 2019
*Based on small number of properties

	Rent	Vacancy
Retail	\$16.31/ SF	11.2%
Office*	\$17.78/ SF	0.0%
Multifamily	\$871/ unit	3.0%

Retail and office rents are relatively high, although retail vacancy is also relatively high near this site. According to the City’s business license registry, there are about 333

<p>There are many medium-density housing developments nearby, and the site is close to three parks: Heritage, Roadrunner, and the Black Mountain Golf & Recreation Center.</p>	<p>businesses within one mile of the site. Multifamily rents are lower. Most of the surrounding housing is medium and low-density in Boulder Highway South.</p>
<p>Site Opportunities and Challenges</p>	
<p>Opportunities</p> <ul style="list-style-type: none"> • A Phase I Environmental Assessment has been completed. • The site has good visibility along Boulder Highway and has great access to transit. • The site is surrounded by residential housing, and could be a retail destination for local households. • The site is across from two other vacant parcels. Development at any of the other sites at this intersection could transform the built environment and be an opportunity for growth. • The rezoning of Boulder Highway with the Development Code Update presents an opportunity to align the development standards with market feasibility. • The <i>Reimagine Boulder Highway Plan</i> will bring meaningful changes to the site’s walkability and multi-modal access. • Existing bus rapid transit line on Boulder Highway provides good access to other parts of the region. 	<p>Challenges</p> <ul style="list-style-type: none"> • Development at any of the other sites at this intersection could transform the built environment. This could pose a risk due to the uncertainty of what might be developed there. • For transit-oriented development planning, the site likely needs to generate transit ridership. • The site is privately owned, so it will likely need public funds and/or be developed into a profit-oriented investment. • Until development goals and potential funding incentives are clearer, this site is likely a longer-term opportunity.
<p>Development and Partnership Opportunities</p>	
<ul style="list-style-type: none"> • Retail: There are not many other retail outlets nearby. The closest include several fast-food restaurants, a hotel, two storage facilities, an animal hospital, and the VA Medical Center. The large vacant lots across the street may be a barrier to development, if each site owner wants to wait to see the other site develop first. • Housing: The City received numerous proposals for residential development, but the density requirements have been a barrier. The code update in 2020 will help reduce this barrier. The site is located near a lot of medium-density single-family housing and three parks (Heritage, Roadrunner, and the Black Mountain Golf & Recreation Center). • Funding Eligibility: NMTC, HOME, and CDBG funding. 	
<p>Actions</p>	
<ul style="list-style-type: none"> • Additional analysis is needed to consider the need for various retail, residential, and commercial services. • Work with the Economic Development Department to recruit a business or commercial outlet that has enough demand to withstand other development on the nearby vacant parcels. • Work with Planning staff during the Development Code Update to ensure that the new zoning along Boulder Highway aligns the development standards with market feasibility. 	
<p>Resources</p>	<p>Southern Nevada Strong and Henderson Strong Comprehensive Plans.</p>