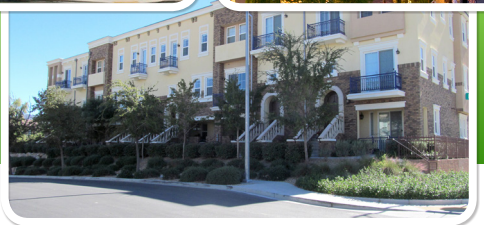
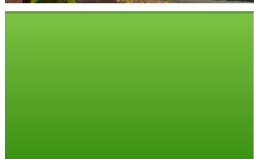




OUR COMMUNITY

OUR FUTURE



MAY 2017



COMPREHENSIVE PLAN Implementation Matrix



1. Healthy, Livable Communities

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

TIMEFRAME & FISCAL DEFINITIONS

Short term = 0-2 years
Mid term = 3-6 years
Long term = 7+ years

0 = No impact
+ = Low impact
++ = Medium impact
+++ = High impact

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| GOAL H1: Strive for a diverse mix of land uses that support complete neighborhoods, transit use, aging in place and community health as supported through the Vision Map. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = S CD&S - Current = S PWPR - Traffic = S PWPR - Engineering = S PWPR Parks and Recreation = S Fire = S EXTERNAL PARTNERS Outside Las Vegas Foundation, Urban Land Institute, Southern Nevada Health District, UNLV, Dignity Health | |
| 1.1 – Encourage a range of housing types, locally-serving retail, employment, public amenities, and open spaces, all of which are comfortably accessible to the community via walking, bicycling or transit, and reflected through the additional designation of Urban Centers in key locations through the City. | Ongoing | 0 |
| 1.2 – Coordinate with the development community to identify and address barriers to compact, complete communities. | Short term | 0 |
| 1.3 – Consider transitioning toward a form-based code, which defines the form and general appearance of a building as a primary concern and the land use as secondary. The benefit is that the community can control the physical impact development has on a community while allowing more variety of uses in a smaller area. | Short term | 0 |
| 1.4 – Identify incentives to enable more compact development that is friendly to pedestrians and bicyclists; explore floor-area-ratio increases, parking reductions and different building heights, among others. | Short term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 1.5 – Assess the proximity of proposed and existing housing to parks, schools, jobs, healthy food options, medical facilities, hospice care and community services; identify gaps and prioritize development based on access needs. | Short term | 0 |
| 1.6 – Encourage higher land use intensities and densities in areas within a half mile of public transit service or areas identified for future transit improvements, such as in newly identified Urban Centers. | Ongoing | 0 |
| 1.7 – Consider using a transit-oriented development overlay to designate TOD areas and support enhanced transit options that are consistent with characteristics of Compact Complete Communities identified by STAR Communities and the Vision Map. | Short term | 0 |
| 1.8 – Assess feasibility of acquiring land for potentially catalytic TOD projects. | Short term | 0 |
| 1.9 – Consider updating the City's traffic impact study guidelines to align with Henderson Strong principles. | Short term | 0 |
| 1.10 – Identify options for reserving land within Bureau of Land Management (BLM) holdings for needed community services and amenities and affordable housing. | Short term | 0 |
| 1.11 – Strive for equitable distribution of parks, community amenities, public facilities and services within walking distance of neighborhoods; identify neighborhoods lacking in key services or amenities and design incentives to fill these gaps. | Mid term | 0 |
| 1.12 – Create development incentives for new residential construction and to rehabilitate existing housing to meet universal and visibility design standards. | Mid term | 0 |
| GOAL H2: Support responsible growth and development patterns to accommodate the expected 100,000 more residents by 2036. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S - Current = S Utility Services = S PWPR - Traffic = S PWPR - Engineering = S EXTERNAL PARTNERS Urban Land Institute | |
| 2.1 – Identify policies for reducing sprawl and encouraging infill development as supported by the Vision Map. | Short term | 0 |
| 2.2 – Support compact development and regulations that help the Southern Nevada Water Authority achieve water conservation goals and encourage reduction in water consumption. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 2.3 – Improve air, water and soil quality through compact and infill development in support of the Vision Map. | Ongoing | 0 |
| 2.4 – Encourage infill development and improvements that strengthen complete streets and multi-modal transportation, including addressing gaps in bicycle and walking trail connections, in fulfillment of the Vision Map. | Ongoing | 0 |
| 2.5 – Develop new design guidelines for big-box development associated with large parking lots and block patterns to improve access for pedestrians and bicyclists, such as those achieved through stacked retail development and parking found in other areas in the country (Los Angeles, Atlanta, Chicago). | Short term | 0 |
| 2.6 – Ensure that land use planning is well integrated with existing and future transportation capital projects and improvements. | Ongoing | 0 |
| GOAL H3: Encourage a network of pedestrian-oriented, sustainable streets and public spaces. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L PWPR - Engineering = L CD&S Current = S PWPR - Traffic = S PWPR - Parks & Recreation = S PWPR - Land Development = S EXTERNAL PARTNERS Outside Las Vegas Foundation, UNLV, Southern Nevada Health District, Friends of Sloan Canyon | |
| 3.1 – Connect and enhance bicycle and pedestrian infrastructure citywide and apply Complete Streets design components; include convenient bicycle and pedestrian amenities and features. | Ongoing | ++ |
| 3.2 – Plan for improved pedestrian and bicycle accessibility to commercial areas and employment centers from all neighborhoods to increase access to goods, services and jobs that serve local residents. | Ongoing | 0 |
| 3.3 – Encourage new and existing developments to enhance bicycle and pedestrian connections to transit. | Ongoing | 0 |
| 3.4 – Support the implementation of Safe Routes to Schools programs and increase the number of children who walk or bike to school. | Ongoing | 0 |
| 3.5 – Target neighborhoods and streets that could benefit from traffic calming measures and work to implement improvements. | Short term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| 3.6 – Encourage sustainable streets that include trees between traffic lanes and sidewalks to shield non-motorized users and drought-tolerant, low-maintenance landscaping, natural stormwater treatment areas and other sustainable features. | Ongoing | 0 |
| 3.7 – Create and encourage new human-scaled public spaces, such as bike/walk path access to natural areas such as Sloan Canyon National Conservation Area and Clark County Wetlands Park. | Ongoing | ++ |
| 3.8 – Develop walkable communities with transit access for emerging population groups. | Ongoing | 0 |
| GOAL H4: Enhance character and quality of life in neighborhoods. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Parks & Recreation = S PWPR - Traffic = S PWPR - Engineering = S RDA = S Fire = S PD = S EXTERNAL PARTNERS Neighborhood Associations/HOAs, Three Square | |
| 4.1 – Ensure that building size and layout of new development responds to surrounding neighborhood character. | Ongoing | 0 |
| 4.2 – Encourage destinations for community gathering, play and exercise, such as parks, plazas or other open space. | Ongoing | 0 |
| 4.3 – Encourage safe, efficient pedestrian and bicycling connections within neighborhoods to schools, goods and services, and other destinations. | Ongoing | 0 |
| 4.4 – Integrate neighborhood-serving commercial centers with high foot traffic with active ground floor uses and public space to create an inviting pedestrian environment. | Mid term | 0 |
| 4.5 – Encourage building façades and street frontages with reduced setbacks that create a presence at the street level and along pedestrian pathways. | Ongoing | 0 |
| 4.6 – Support master planned communities that embrace Complete Streets design principles with: multiple entry points for all modes, a variety of housing types; neighborhood centers with grocery stores, retail, and goods and services that serve local residents; walk- and bike-friendly streets; trails that are isolated from traffic noise, congestion and fumes, and convenient access to transit. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| 4.7 – Work with developers to ensure the walls on gated developments include pedestrian gates to provide access to nearby services and transit stops. | Ongoing | 0 |
| 4.8 – Develop design standards, where appropriate, to meet the needs of unique areas in the City. | Mid term | 0 |
| 4.9 – Protect, maintain and promote cultural and historic resources and public art for future generations. | Ongoing | 0 |
| 4.10 – Reflect historic and cultural assets in the City, such as the Clark County museum, and the Water Street District area's history and origins, in alignment with the Downtown Investment Strategy, through street names, public art, murals, and other interpretive means. | Ongoing | + |
| GOAL H5: Support high-quality, sustainable and healthful building design and development. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L CD&S Current = S Building & Fire Safety = S Utility Services = S PWPR - Land Development PWPR - S Parks and Recreation = S PWPR Facilities = S EXTERNAL PARTNERS UNLV, Private Sector and Professional Associations | |
| 5.1 – Wherever possible, encourage resource-efficient buildings that incorporate sustainable materials, minimize stormwater runoff, incorporate xeriscaping and conserve energy and water. | Ongoing | 0 |
| 5.2 – Encourage the use of sustainable building materials; create a healthy building materials checklist for property owners and developers. | Ongoing | 0 |
| 5.3 – Develop a green building retrofit program that promotes best practices in renovation of existing buildings. | Mid term | 0 |
| 5.4 – Incorporate energy-efficient design features and materials into new and remodeled buildings. | Ongoing | 0 |
| 5.5 – Support on-site renewable energy technologies, including solar heating, that help reduce energy demand. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| 5.6 – Encourage the use of alternative rooftop design, materials and colors for roofing, including “cool” roofing materials and vegetated roofing, as well as solar panels that are integrated into the architecture. | Ongoing | 0 |
| 5.7 – Promote landscaping options that conserve water, improve water quality and provide shade and that follow the Center for Active Design’s Active Design Guidelines. | Ongoing | 0 |
| GOAL H6: Increase access to healthy food. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L CD&S Current = S Neighborhood Services = S ED = S PWPR - Parks & Recreation = S RDA = S EXTERNAL PARTNERS Three Square, Dignity Health, Nevada Cooperative Extension, UNLV, Southern Nevada Health District | |
| 6.1 – Eliminate food deserts and ensure all neighborhoods have access to healthy food choices at grocery stores within walking or bicycling distance; likewise, consider Development Code updates to minimize ‘food swamps’ (the presence of an overabundance of unhealthy food options, like fast food and liquor stores). | Long term | 0 |
| 6.2 – Identify and address obstacles to reaching grocery stores and other sources of healthy food. | Short term | 0 |
| 6.3 – Improve access to affordable and nutritious food in underserved areas; consider pursuing alternative food sources, such as mobile produce vendors (veggie trucks), community or school gardens, healthy corner stores, a permanent farmer’s market that accepts EBT, and a network of small grocery stores and bulk delivery bundles to multi-tenant units to avoid high delivery costs. | Long term | ++ |
| 6.4 – Work with residents to identify areas for community gardens and promote community involvement. | Short term | 0 |
| 6.5 – Expand nutrition programs already in place with current distribution partners. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL H7: Increase access to medical and mental health services. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S ED = S Fire = S PWPR - Parks and Recreation = S EXTERNAL PARTNERS Dignity Health, Nevada Health Link, UNLV, State of Nevada, (Touro University), (NSC, CSN, Roseman) | |
| 7.1 – Identify gaps in medical services in the community, and work with the Economic Development Division and other partners to recruit needed services. | Mid term | 0 |
| 7.2 – Partner with healthcare providers to expand mental health resources and programs. | Ongoing | 0 |
| 7.3 – Secure commitment for expanded or new medically oriented facilities throughout the City, particularly in areas that are underserved and in areas connected by transit. | Long term | 0 |
| 7.4 – Continue development of Union Village, an integrated health center that brings inpatient care, outpatient care, physicians, skilled nurses, senior living centers, home health and wellness programs together in a single setting. | Mid term | 0 |
| 7.5 – Encourage expansion of skilled nursing education programs at Nevada State College to train more health practitioners. | Ongoing | 0 |
| 7.6 – Encourage expansion of graduate-level medical education programs to bring medical residents who will receive training and then stay in our community. | Ongoing | 0 |
| 7.7 – Partner with organizations that have wellness programs, such as those that strive to reduce obesity, especially for children. | Ongoing | 0 |
| 7.8 – Provide or enhance a full range of quality resources in areas with a high density senior population to support aging in place and to allow seniors to avoid moving away from friends as their needs change. | Long term | 0 |
| 7.9 – Support the development and implementation of an Aging in Place Plan to allow seniors to avoid leaving their communities and social networks as they age. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| GOAL H8: Improve conditions along roadways to reduce vehicle, pedestrian and bicycle conflicts, and encourage development that integrates street and pathway connectivity for safer pedestrian and bike access. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Traffic = S PWPR - Engineering - S PD = S Fire = S PWPR Parks and Recreation = S EXTERNAL PARTNERS Outside Las Vegas, RTC, Urban Land Institute, UNLV, Regional Open Space & Trails, Zero Fatalities CCSD Safe Routes, (NDOT) | |
| 8.1 – Identify and improve high-risk intersections with traffic alternatives such as roundabouts, and other safety measures such as signals, striping, lighting and signage. | Mid term | ++ |
| 8.2 – Make incremental progress toward zero pedestrian and bicyclist fatalities by 2040, compared to a baseline year not predating 2000 in Henderson. | Long term | 0 |
| 8.3 – Improve pedestrian access and proximity to housing, schools, transportation hubs, jobs and community resources, paying special attention to street connectivity and ensuring pedestrian gates in residential subdivisions. | Ongoing | 0 |
| 8.4 – Develop a Pedestrian Master Plan with the goal of creating quality pedestrian environments that offer convenience, safety and attractiveness; include stakeholders such as Healthy Henderson and enhance pedestrian and bicycle access to outdoor natural areas such as Sloan Canyon National Conservation Area. | Mid term | 0 |
| 8.5 – Utilize Complete Streets strategies to ensure compatibility with all modes of transportation, including biking, walking, mass transit and automobiles. | Ongoing | 0 |
| 8.6 – Use trees to shield non-motorized users from motor vehicle lanes in landscape and sidewalk designs. | Long term | 0 |
| 8.7 – Expand on the Safe Routes to School programs to create safe and convenient ways for children and parents to walk or ride bikes to and from schools, libraries and recreation centers. | Ongoing | 0 |
| 8.8 – Encourage transit-oriented development and mixed-use zoning principles that integrate retail destinations, parks and recreation facilities within walking distance of public transit. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| 8.9 – Create structured programs, such as walking groups, and trail guides for children, families and senior citizens to promote engagement in recreational walking. | Ongoing | + |
| 8.10 – Update the Development Code to incorporate Crime Prevention through Environmental Design standards to create safer environments that will achieve positive impacts on pedestrian and bike activity. | Short term | 0 |
| GOAL H9: Design a resilient community that promotes neighborhood safety through reduced crime rates, emergency preparedness and effective rescue and emergency responses. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L PD = S CD&S Code Enforcement = S Fire = S Utility Services = S CD&S Neighborhood Services = S EXTERNAL PARTNERS Dignity Health, Emergency Management | |
| 9.1 – Reduce crime rates in high crime areas of the community. | Ongoing | 0 |
| 9.2 – Identify areas in the community that could benefit from improved lighting and incrementally implement improvements. | Short term | 0 |
| 9.3 – Aim to reduce the average number of incidents of school violence to less than 10 per 1,000 students for all public schools in Henderson. | Mid term | 0 |
| 9.4 – Monitor fire and police service needs and ensure that effective response times are consistent throughout the City. | Ongoing | 0 |
| 9.5 – Develop a plan for a resilient community, emergency preparedness and post disaster economic recovery. | Mid term | 0 |
| 9.6 – Consider emergency evacuation routes to and from residential areas during plan review process to ensure adequate access points. | Ongoing | 0 |
| 9.7 – Prioritize rehabilitation of housing near transit stops. | Ongoing | 0 |
| 9.8 – Examine opportunities for public/private partnerships in areas with particular needs for revitalization. | Ongoing | 0 |
| 9.9 – Expand Code Enforcement efforts to protect neighborhood vitality. | Ongoing | + |
| 9.10 – Work to protect vulnerable populations from natural hazards through mitigation, prevention, response and recovery efforts that include preparedness activities like communication strategies and information sharing. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| GOAL H10: Ensure that human services in Henderson meet diverse needs in the community. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Neighborhood Services = S EXTERNAL PARTNERS Dignity Health, UNLV, Southern Nevada Health District, AARP, Federal Agencies, State Agencies | |
| 10.1 – Partner with applicable agencies to address homelessness, addiction and domestic violence problems. | Ongoing | 0 |
| 10.2 – Partner with local programs and agencies to implement housing programs for the homeless in Henderson; model successful programs such as those in Salt Lake City, Utah. | Ongoing | + |
| 10.3 – Increase availability of quality, affordable housing for low-income families and seniors. | Ongoing | 0 |
| 10.4 – Promote new parent education programs targeted to low-income and vulnerable populations; make these programs accessible in City facilities. | Ongoing | + |
| 10.5 – Consider developing a comprehensive human services plan to ensure that basic human needs in the community are met, including hospice care, and monitor and evaluate the plan's implementation. | Mid term | 0 |
| GOAL H11: Support environmental justice and equitable distribution of community facilities, parks and infrastructure. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Neighborhood Services = S City Attorney = S PWPR - Facilities = S PWPR - Parks and Recreation = S PWPR - Engineering = S Utility Services EXTERNAL PARTNERS Outside Las Vegas Foundation, ROST, Faith Based Organizations | |
| 11.1 – Consider updating the City Charter to specifically protect the civil and human rights of all community residents. | Mid term | 0 |
| 11.2 – Prioritize improvements to community facilities and infrastructure in neighborhoods that currently are underserved, have a high proportion of low-income households or are impacted by higher crime rates and physical blight. Improvements should be tailored to the specific needs of residents in these neighborhoods. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 11.3 – Consider environmental justice criteria, such as defining and including maps identifying the location of environmental justice populations in the project area and any potential for disproportionate impacts on environmental justice communities that may result from a proposed public or private project in order to reduce potentially adverse environmental impacts on vulnerable populations when reviewing zoning, land use planning, permitting policies and siting of new projects. | Short term | 0 |
| 11.4 – Provide support in connecting minority and disadvantaged groups (such as homeless, mentally impaired, low-income and marginalized groups) with needed services. | Ongoing | 0 |
| 11.5 – Target outreach to underrepresented groups to engage them in the planning and decision-making process to better respond to their specific needs. | Ongoing | + |
| GOAL H12: Protect, conserve and enhance the city's water resources. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L Utility Services = S PWPR - Parks & Recreation = S CD&S Current = S EXTERNAL PARTNERS SNWA/LVVWD, Professional Associations | |
| 12.1 – Ensure consistency between City, Regional, State and National Water Resource plans. | Short term | 0 |
| 12.2 – Partner with the Southern Nevada Water Authority (SNWA) to establish regional goals for water use. | Ongoing | 0 |
| 12.3 – Enforce existing City agency regulations for efficient water use. | Ongoing | 0 |
| 12.4 – Collaborate with the Department of Utility Services to ensure that outdoor water-intensive uses are appropriately regulated. | Ongoing | 0 |
| 12.5 – Continue supporting the SNWA and the City of Henderson in adopting a progressive, tiered water pricing structure based on quantity and use. | Ongoing | 0 |
| 12.6 – Expand education and outreach programs (e.g., school programs) to raise awareness about water use efficiency and conservation, and ultimately reduce water consumption. | Ongoing | + |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL H13: Encourage water-wise landscape practices. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L Utility Services = S CD&S Current = S PWPR - Parks & Recreation = S EXTERNAL PARTNERS SNWA/LVVWD, Professional Associations, ROST, | |
| 13.1 – Enforce commercial and residential landscape policies and ordinances that protect and conserve the City's water resources. | Ongoing | 0 |
| 13.2 – Continue to support the SNWA's Water Smart Landscape Program. | Ongoing | 0 |
| 13.3 – Further minimize the use of turf and decorative water features. | Ongoing | 0 |
| 13.4 – Continue to evaluate ways to minimize turf use on City-owned properties. | Ongoing | 0 |
| 13.5 – Support golf courses' adherence to their water budget as spelled out in the Regional Conservation Plan. | Ongoing | 0 |
| 13.6 – Collaborate with developers to identify attractive, sustainable water-wise landscape alternatives for master planned communities. | Ongoing | 0 |
| 13.7 – Continue to support a water budgeting plan, with incentives, for master plans both at the community-wide level and individual homeowner level. | Ongoing | 0 |
| GOAL H14: Improve water quality through stormwater management and reduce the volume of stormwater runoff. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L PWPR Land Development = S PWPR - Engineering = S CD&S Current = S PWPR - Parks and Recreation = S Utility Services = S EXTERNAL PARTNERS (CCRFCD), (NPS), Professional Associations, Federal and State Agencies | |
| 14.1 – Encourage innovative techniques for stormwater management as allowed by state and local regulations. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| 14.2 – Seek opportunities to develop green infrastructure that minimize stormwater runoff using techniques such as bioswales, bio-retention, permeable paving or other innovative approaches. | Ongoing | ++ |
| 14.3 – Coordinate open space planning with regional entities, such as the Southern Nevada Regional Planning Coalition and the Clark County Regional Flood Control District to maximize the ecological and public benefits that green infrastructure provides through investments in parks, greenways, trails and other natural or semi-natural drainage projects. | Ongoing | 0 |
| GOAL H15: Manage open space for improved water quality and natural resource protection. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Parks & Recreation = S PWPR - Engineering = S PWPR Land Development = S Utility Services = S EXTERNAL PARTNERS Outside Las Vegas Foundation, State Agencies, Desert Conservation Program, Federal Agencies | |
| 15.1 – Support the continued protection of Henderson's open space network, especially as development approaches natural and preserved areas. | Ongoing | 0 |
| 15.2 – Preserve natural drainage systems to the greatest extent possible to protect ecology and provide natural flood protection. | Ongoing | 0 |
| 15.3 – Expand open space buffer areas adjacent to regional natural systems in order to support a healthy ecosystem. | Short term | 0 |
| 15.4 – Encourage development to comply with the Clark County Desert Conservation Program Design Guidelines for Urban-Wildland Interface, as appropriate. | Ongoing | 0 |
| 15.5 – Continue to participate in the Multiple Species Habitat Conservation Program efforts. | Ongoing | 0 |
| 15.6 – Pursue updating the SNWA Water Smart Landscapes Program Plant List to incorporate the Nevada Department of Agriculture's Noxious Weed List to ensure the prohibition of these types of plants throughout the city and, in particular, on City-owned property. | Short term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| GOAL H16: Expand and enhance the parks, trails and open space system. | INTERNAL PARTNERS Lead (L) Support (S) PWPR - Parks & Recreation = L CD&S Long Range = S EXTERNAL PARTNERS Outside Las Vegas Foundation, Friends of Sloan, Federal Agencies, HOAs, RTC, ROST | |
| 16.1 – Increase park accessibility for areas that are underserved by outdoor recreational opportunities; in alignment with local and regional plans, such as the BLM’s SNPLMA Strategic Plan and Southern Nevada Strong. | Mid term | 0 |
| 16.2 – Continue to provide targeted parks and recreational acreage resources or amenities through land use and master planning processes. | Ongoing | 0 |
| 16.3 – Update the City’s Open Space and Trails Plan. | Mid term | 0 |
| 16.4 – Determine the need to update the Development Code to enhance requirements requiring new developments to dedicate open space or collect fees to fund parks and open space. | Short term | 0 |
| 16.5 – Establish a stronger connection with the Sloan NCA through additional trails and access points and a long term plan that covers access as the city expands southward. | Long term | 0 |
| GOAL H17: Increase public access to parks, trails and other recreational amenities. | INTERNAL PARTNERS Lead (L) Support (S) PWPR - Parks & Recreation = L CD&S - Long Range = S CD&S Current = S EXTERNAL PARTNERS Outside Las Vegas Foundation, Friends of Sloan, Federal Agencies, HOAs, RTC, UNLV, ROST, NDOT | |
| 17.1 – Identify and eliminate gaps in the existing trail system to connect destinations across the City, especially those near regional landmarks such as Sloan Canyon, the Clark County Wetlands Park, Lake Mead River Mountain Trail, etc. | Ongoing | ++ |
| 17.2 – Consider updating the Development Code to require that new developments connect to existing pedestrian and bicycle facilities and are encouraged to extend trails, pathways, sidewalks and crosswalks to connect using Complete Street design principles. | Short term | 0 |
| 17.3 – Connect and integrate City land with adjacent Federal lands through the use of parks, trails, roads and bicycle facilities. | Long term | ++ |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| 17.4 – Create guidelines for public access to conservation areas with emphasis on neighboring residential areas. | Short term | 0 |
| 17.5 – Continue to support the efforts of nonprofits, volunteer groups and allied organizations to enhance trail system, including providing education on trails system, maintenance and monitoring with special attention to trails into Sloan Canyon. | Ongoing | 0 |
| 17.6 – Enhance shade on trails through tree canopy and structural shade features | Ongoing | + |
| GOAL H18: Ensure parks and open space areas are well maintained. | INTERNAL PARTNERS Lead (L) Support (S) PWPR - Parks & Recreation = L PWPR - Engineering = S CD&S Long Range - S CD&S Current = S EXTERNAL PARTNERS Outside Las Vegas Foundation, Federal Agencies, HOAs | |
| 18.1 – Support efforts by the City of Henderson’s Public Works, Parks and Recreation Department to maintain the high quality of parks and open space offered throughout the City. | Ongoing | ++ |
| 18.2 – Support the efforts of nonprofit and allied organizations to provide maintenance assistance programs and expand City efforts to run and expand supportive trail volunteer programs such as Trailwatch in support of adjacent federal lands. | Ongoing | + |
| GOAL H19: Support efforts to protect and enhance public art and cultural resources. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L ED = S PWPR - Parks & Recreation = S EXTERNAL PARTNERS Education Partners, Henderson Library District, Henderson Historical Society | |
| 19.1 – Protect and maintain local public artworks and cultural resources for future generations. | Ongoing | + |
| 19.2 – Ensure that major arts and cultural facilities are accessible to all people, including seniors and people with disabilities. | Ongoing | + |
| 19.3 – Preserve historic resources and consider adaptive reuse, where appropriate. | Ongoing | + |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| GOAL H20: Increase energy efficiency and conservation throughout the city. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L Building & Fire Safety = S PWPR Facilities = S EXTERNAL PARTNERS Energy Providers, Professional Associations | |
| 20.1 – Support regional and local efforts or programs to reduce energy use. | Ongoing | 0 |
| 20.2 – Set local reduction targets for energy use. | Mid term | 0 |
| 20.3 – Increase energy efficiency and conservation in public buildings and infrastructure. | Ongoing | ++ |
| 20.4 – Develop alternative and renewable energy targets for publically-owned facilities and vehicles that exceed State of Nevada minimum energy use requirements. | Short term | 0 |
| 20.5 – Educate the public about energy conservation and efficiency measures. | Ongoing | + |
| GOAL H21: Encourage renewable resources of energy. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L ED = S Building & Fire Safety = S RDA = S EXTERNAL PARTNERS Energy Providers, Professional Associations, Sierra Club, Clean Energy Project, Green Chips | |
| 21.1 – Collaborate with commercial and industrial leaders to create incentives that support development of renewable and alternative fuel technology. | Ongoing | + |
| 21.2 – Explore revisions to codes and ordinances to encourage small-scale renewable energy farms. | Short term | 0 |
| 21.3 – Consider creating a land use designation specifically for utility-scale solar projects and apply in appropriate areas. | Mid term | 0 |
| 21.4 – Integrate renewable energy (e.g., solar, wind) at City-owned facilities and properties, whenever practical. | Ongoing | ++ |
| 21.5 – Consider incentives to encourage use of renewable energy in commercial and residential developments when they demonstrate a cost-benefit value. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 21.6 – Develop a program to encourage the use of solar panels in commercial projects through rooftop solar, parking structures and shade structures. | Mid term | + |
| 21.7 – Collaborate with advocacy organizations such as the Clean Energy Project and SolarNV to educate the public on residential rooftop solar. | Ongoing | 0 |
| GOAL H22: Use lighting efficiently to prevent unwanted or unneeded illumination. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Current Planning = L CD&S Long Range = S PWPR - Facilities = S EXTERNAL PARTNERS Energy Providers, Professional Associations, HCC, Sierra Club, Clean Energy Project, Green Chips | |
| 22.1 – Examine the need for a community-wide lighting policy, ordinance or regulations. | Short term | 0 |
| 22.2 – Continue to reduce sources of light pollution coming from City-owned facilities. | Ongoing | + |
| GOAL H23: Prevent and remediate groundwater and soil contamination. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S ED = S RDA = S Utility Services = S EXTERNAL PARTNERS Private Sector & Professional Associations, State Agencies, Federal Agencies, | |
| 23.1 – Plan for the mitigation and redevelopment of brownfield sites for productive uses. | Long term | 0 |
| 23.2 – Develop incentives, such as pursuing federal and state brownfield grant resources, to encourage private sector industries to cooperate in minimizing hazardous waste output and cleaning up brownfield sites. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL H24: Respond to the long-term effects of climate and disaster risk. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L Fire = S PD = S PWPR - Engineering = S ED = S RDA = S PWPR - Land Development = S PWPR Traffic = S EXTERNAL PARTNERS Emergency Management, Southern Nevada Health District, CCRFCD, Federal Agencies | |
| 24.1 – Develop strategies for reducing greenhouse gas emissions. | Mid term | 0 |
| 24.2 – Develop strategies, in partnership with local and regional agencies, for adapting to and mitigating climate and disaster risk. | Mid term | 0 |
| 24.3 – Adopt a City-wide disaster resilience and recovery plan. | Long term | 0 |
| GOAL H25: Minimize “heat islands,” which are higher temperatures caused by heat-generating activities, heat-absorbent surfaces and lack of vegetation. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Currnet = S PWPR Parks and Recreation = S PWPR Engineering = S EXTERNAL PARTNERS Outside Las Vegas Foundation, Private Sector & Professional Associations (USGBC, NAIOP, ASLA, AIA, SNHBA), Federal Agencies | |
| 25.1 – Develop strategies, land use policies and design standards to reduce impacts of heat islands, especially in older parts of the City. Initial strategies include: increasing tree canopy, open space, sustainable roof materials, and porous surfaces; reducing hardscape surfaces and water runoff; allowing evaporative cooling; and promoting alternative modes of transportation. | Mid term | 0 |
| 25.2 – Create a pilot program to educate residents on the impacts of heat islands, which can include higher temperatures, greater pollution and negative health impacts. | Mid term | + |
| 25.3 – Update the City’s Parking code to improve design of parking lots and reduce hardscapes in order to reduce heat islands and free-up real estate for productive uses. | Short term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| GOAL H26: Encourage a variety of housing choices throughout the city to meet the needs of all residents, and with convenient access to goods and services. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S CD&S Neighborhood Services = S ED = S RDA = S EXTERNAL PARTNERS Private Sector and Professional Associations, Federal Agencies, Nonprofit and Community Organizations | |
| 26.1 – Prioritize mixed-income developments that provide access to employment, shopping, transit and community services, and are well designed. | Ongoing | 0 |
| 26.2 – Continue to support development of well-designed rental products to accommodate a variety of demographic groups, such as Millennials, Baby Boomers and growing ethnically diverse groups. | Ongoing | 0 |
| 26.3 – Encourage housing identified in Southern Nevada Strong, as appropriate for economic target industries. | Ongoing | 0 |
| 26.4 – Provide affordable housing and workforce housing, particularly for underserved markets, that employ quality design principles. | Long term | ++ |
| 26.5 – Assess feasibility and demand for smaller units to meet the needs of growing demographic groups. | Short term | 0 |
| 26.6 – Support senior housing and assisted living with skilled nursing arrangements that allow for attractive aging-in-place options and that incorporate universal and visibility design standards. | Ongoing | 0 |
| 26.7 – Locate housing within a ½ mile walking and bicycling distance of transit, educational opportunities, parks, trails, retail, healthy food options and other amenities and services. | Ongoing | 0 |
| 26.8 – Assess the proximity of proposed and existing housing to parks, schools, healthy food options and community services; identify gaps and prioritize new development based on access needs. | Short term | 0 |
| 26.9 – Locate higher density housing developments in areas identified for future transit improvements. | Ongoing | 0 |
| 26.10 – Encourage intermingling of different housing types using smart growth and universal design to link the needs of multiple generations and accommodate the projected 100,000 more residents anticipated by 2036. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 26.11 – Assess and monitor the mix of housing by type and distribute findings to ensure the City has a balanced mix of housing options. | Short term | 0 |
| 26.12 – Identify ways to offset some of the risks associated with potential litigation for desired projects that are considered risky investments, such as condominium developments. | Short term | 0 |
| 26.13 – Continue to educate stakeholders, residents and community leaders of the benefits of a diverse range of housing types and the need for ‘missing middle housing’ as described in detail in the Diverse Housing Options sidebar. | Ongoing | + |
| GOAL H27: Consider incentives to stimulate investment and enable preferred types of housing development. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Engineering = S ED = S RDA = S Utility Services = S EXTERNAL PARTNERS Urban Land Institute, State Agencies, Private Sector & Professional Associations, UNLV-Brookings, | |
| 27.1 – Examine current policies and zoning codes, and identify current barriers to developing desired housing products (such as mixed-use, certain types of multi-family and workforce housing). | Short term | 0 |
| 27.2 – Update policies and the Development Code, where needed, to implement the principles of the Comprehensive Plan while removing barriers, allowing flexibility and streamlining in the development process. | Short term | 0 |
| 27.3 – Collaborate with local developers to inform successful development incentives. | Ongoing | 0 |
| 27.4 – Identify incentives for infill, redevelopment and rehabilitation projects that currently are not adequately provided by the market. | Short term | 0 |
| 27.5 – Consider alternative methods of calculating density for multi-family housing projects, such as form-based or floor-area-ratio evaluation. | Short term | 0 |
| 27.6 – Update the Development Code to ease or tailor parking requirements to achieve desired housing types and to ensure that more concentrated development is feasible in mixed-use developments. | Short term | 0 |

Healthy, Livable Communities

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---------------------------------|------------------|
| 27.7 – Assess the feasibility of reducing or waiving utility hookups for desirable mixed-use housing and affordable housing developments. | Mid term | + |
| 27.8 – Coordinate with City departments to ensure that small infill projects are not unduly burdened by costly infrastructure improvements. | Ongoing | 0 |
| 27.9 – Support assembly of parcels, where beneficial, to foster new development projects. | Mid term | 0 |
| 27.10 – Identify policies that would help limit land cost, particularly for affordable housing, including potential changes to the public lands auction process. | Short term | 0 |



2. Vibrant, Resilient Economy

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

TIMEFRAME & FISCAL DEFINITIONS

Short term = 0-2 years
Mid term = 3-6 years
Long term = 7+ years

0 = No impact
+ = Low impact
++ = Medium impact
+++ = High impact

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL E1: Prioritize the marketability of commercial, office and industrial land through master planning, incentives and improved inter-agency and dry utility cooperation. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S Building & Fire Safety = S ED = S RDA = S EXTERNAL PARTNERS Henderson Chamber of Commerce, Private Sector & Professional Associations, State Agencies, Utility Companies, LVGEA | |
| 1.1 – Consider expedited reviews for target industries or high-economic-impact projects. | Short term | 0 |
| 1.2 – Prioritize commercial land in West Henderson and reserve employment lands, such as those highlighted in the Vision Map and Priority Employment Area graphic, and more thoroughly described in the West Henderson Land Use Plan. | Ongoing | 0 |
| 1.3 – Protect frontage lands, freeways, highways and lands near the Henderson Executive Airport for commercial uses to ensure quality of life for future Henderson residents and allow space for economic growth for job opportunities for our projected 100,000 new residents by 2036. | Ongoing | 0 |
| 1.4 – Limit rezoning of industrial and commercial land to residential to achieve the City's vision to improve its jobs-housing-balance. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| 1.5 – Identify and emphasize Henderson strengths to distinguish it in Southern Nevada. | Ongoing | 0 |
| 1.6 – Determine cost competitiveness for businesses locating in Henderson compared to regional competition and opportunities to enhance Henderson’s advantages. | Short term | 0 |
| 1.7 – Emphasize commercial utilization in West Henderson, as highlighted in the Vision Map and Priority Employment Area graphics and periodically revisit the West Henderson Land Use Plan designations, specifically employment center, to determine absorption of uses and update regulations accordingly. | Ongoing | 0 |
| GOAL E2: Leverage existing and future infrastructure, including transit and aviation, to attract and support businesses. | INTERNAL PARTNERS Lead (L) Support (S) ED = L CD&S Long Range = S CDS Current = S RDA = S PWPR - Traffic = S PWPR - Engineering = S Utility Services = S EXTERNAL PARTNERS CC DOA, RTC, Henderson Chamber of Commerce, Private Sector & Professional Associations, State Agencies, Utility Companies LVGEA, UNLV-Brookings | |
| 2.1 – Participate in inter-agency and dry utility infrastructure improvement planning, such as I-11, fuel tax indexing and light rail, as well as planning for water, power and utility capacity for future economic growth. | Ongoing | 0 |
| 2.2 – Enhance access to public transportation in West Henderson. | Mid term | 0 |
| 2.3 – Identify ways to repurpose vacated retail buildings where uses were oversaturated. | Mid term | 0 |
| 2.4 – Prioritize Henderson’s capital improvements to enhance economic development efforts. | Ongoing | 0 |
| 2.5 – Prioritize corporate attraction near the Henderson Executive Airport, and support compatible land uses to maximize and optimize the use and expansion of the airport. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| GOAL E3: Align land use planning with anticipated needs of target industries and future population. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L ED = S RDA = S EXTERNAL PARTNERS Private Sector & Professional Associations, Urban Land Institute, State Agencies, Federal Agencies | |
| 3.1 – Promote the development of new employment centers in Henderson through the designation of Urban Centers in key locations as identified in the Vision Map. | Ongoing | 0 |
| 3.2 – Evaluate the Development Code to ensure it considers economic changes and trends and how they affect use standards. For example, expand areas where R&D-related uses could be allowed and identify where new types of uses can fit in, e.g. brewery, membership-based incubators, etc. | Short term | 0 |
| 3.3 – Identify opportunities to encourage new and emerging uses, e.g. indoor, vertical farming (aeroponics and hydroponics). | Short term | 0 |
| GOAL E4: Leverage city-owned land to attract businesses in target industries and to achieve economic development goals. | INTERNAL PARTNERS Lead (L) Support (S) ED = L CD&S - Long Range = S RDA = S City Attorney = S EXTERNAL PARTNERS Private Sector & Professional Associations, State Agencies, LVGEA | |
| 4.1 – Identify and create alternative public-private partnerships to achieve the Henderson Strong vision, such as recruiting developer partners and using innovative financing strategies, like participating, long-term ground leases, direct loans with competitive terms and lease-purchase agreements. | Ongoing | 0 |
| 4.2 – Maintain active appraisals on market-ready, City-owned lands to be responsive to the business community. | Ongoing | + |
| 4.3 – Examine process improvements and potential legislative updates if necessary to facilitate land sales for strategic priorities. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| GOAL E5: Attract and retain a talented workforce for established and new businesses by creating communities with a variety of amenities, along with varied housing and transportation options. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L CD&S Current = S PWPR - Engineering = S ED = S RDA = S EXTERNAL PARTNERS Henderson Chamber of Commerce, Outside Las Vegas Foundation, Nevada Partners, Education Partners, Private Sector & Professional Associations, RTC, UNLV-Brookings, DETR | |
| 5.1 – Create diverse housing opportunities to match industry, workforce and other population needs, including student populations, through policy and regulatory updates. | Ongoing | 0 |
| 5.2 – Consider needs and lifestyle desires of current and future generations. | Ongoing | 0 |
| 5.3 – Encourage transit oriented development, using planning tools to concentrate density in areas with access to public transportation, as reflected in the Vision Map. | Ongoing | 0 |
| GOAL E6: Collaborate with state and regional entities (GOED, LVGEA, CCSD and academic institutions) to develop legislative priorities that achieve Henderson’s economic development goals. | INTERNAL PARTNERS Lead (L) Support (S) ED = L CD&S - Long Range = S EXTERNAL PARTNERS State Agencies, LVGEA, Education Partners, State Legislators (Southern Nevada Forum), Henderson Chamber of Commerce | |
| 6.1 – Pursue opportunities to acquire and/or leverage BLM lands and disposal practices for areas strategically situated for economic development opportunities. | Ongoing | + |
| 6.2 – Consider public-public partnerships, including opportunities to leverage public institutions, libraries and non-profits as attractions. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| 6.3 – Partner with educational institutions and support their expansion, such as PK-12 schools, UNLV, NSC, CSN, Touro, and Roseman, to market and promote development opportunities and cooperative measures that complement the campuses, and support entrepreneurship, R&D opportunities and workforce development opportunities. | Ongoing | 0 |
| 6.4 – Encourage state and regional partners (such as SNHD, Utility Services, etc.) that influence business operations of target industries, in particular, to prioritize economic development efforts and reduce review times. | Ongoing | 0 |
| 6.5 – Continue to collaborate with business and trade associations, including the Henderson Chamber of Commerce. | Ongoing | 0 |
| 6.6 – Work through the legislative process and with the PUC to reduce restrictions on NV Energy to allow them to build infrastructure in anticipation of future energy needs. | Short term | 0 |
| GOAL E7: Distinguish Henderson in the context of Southern Nevada as a global business destination. | INTERNAL PARTNERS Lead (L) Support (S) ED = L CD&S Long Range = S RDA = S EXTERNAL PARTNERS Urban Land Institute, Private Sector & Professional Association, Education Partners, Henderson Chamber of Commerce, LVGEA, State Agencies | |
| 7.1 – Continue to participate in regional initiatives, such as Southern Nevada Strong, and advocate for Henderson's unique needs and opportunities to achieve its economic development goals. | Ongoing | 0 |
| 7.2 – Participate in local, regional, statewide and global organizations in order to promote exposure to opportunities in Henderson. | Ongoing | 0 |
| 7.3 – Coordinate site selection efforts with Las Vegas Global Economic Alliance (LVGEA) and State of Nevada Governor's Office of Economic Development (GOED). | Ongoing | 0 |
| 7.4 – Develop links with locally-based international business organizations. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| GOAL E8: Prioritize recruitment efforts and strategic marketing campaigns for Henderson's target industries, including advanced manufacturing and logistics; healthcare and life sciences; headquarters and global finance; technology; and hospitality, tourism and retail. | INTERNAL PARTNERS Lead (L) Support (S) ED = L CD&S Long Range = S RDA = S EXTERNAL PARTNERS Urban Land Institute, Private Sector & Professional Association, Education Partners, Henderson Chamber of Commerce, Henderson Convention Center, LVGEA, GOED, (Switch) | |
| 8.1 – Prioritize target industries and high impact projects, based on quality job creation, capital investment or other highly desired attributes. | Ongoing | 0 |
| 8.2 – Encourage industries to partner with local educational providers to develop a talent pipeline for local job opportunities. | Ongoing | 0 |
| 8.3 – Conduct marketing campaigns to identified target industries through advertising, sales missions, trade show participation, social media and other means. | Ongoing | 0 |
| 8.4 – Develop timely collateral pieces to support and promote business attraction efforts. | Ongoing | + |
| 8.5 – Provide proactive support and direct technical assistance services to business recruitment prospects utilizing internal City staff, public and private sector partners. | Ongoing | 0 |
| 8.6 – Promote, coordinate and support provision of incentives and services from all sources to qualified business prospects. | Ongoing | 0 |
| 8.7 – Increase awareness of Henderson as a place for business through marketing and public relations efforts. | Ongoing | 0 |
| 8.8 – Support businesses that seek to minimize negative environmental impacts of their operations and seek to be positive community partners having an overall positive impact on the triple bottom line. | Ongoing | 0 |
| 8.9 – Leverage and promote the Sloan Canyon National Conservation Area as Henderson's "Jewel in the Crown" for marketing and recruitment efforts, including supporting an exceptional interface between Henderson and the Conservation Area. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL E9: Attract visitors and conventions to further increase the tax base for the city and encourage visitor expenditures throughout the city. | INTERNAL PARTNERS Lead (L) Support (S) ED = L RDA = S CD&S Long Range EXTERNAL PARTNERS Henderson Convention Center, Professional Associations, Federal Agencies, Outside Las Vegas Foundation, State Agencies | |
| 9.1 – Attract out-of-market, tourism-based events to generate room nights for Henderson hotels. | Ongoing | 0 |
| 9.2 – Maintain partnerships and seek collaborative opportunities with Nevada Commission on Tourism, Las Vegas Convention & Visitor Authority and Henderson hospitality community. | Ongoing | 0 |
| 9.3 – Promote Henderson as an adventure tourism destination by promoting the abundance of outdoor recreation activities. | Ongoing | + |
| 9.4 – Promote and manage the Henderson Convention Center and events plaza, which includes 13,800 square feet of multi-use meeting space in addition to the events plaza and amphitheater. | Ongoing | + |
| 9.5 – Enhance communication methods, such as social media, to increase tourism. | Ongoing | 0 |
| 9.6 – Attract meetings and conventions that align with Henderson's target industries. | Ongoing | 0 |
| GOAL E10: Retain and expand existing businesses in Henderson. | INTERNAL PARTNERS Lead (L) Support (S) ED = L RDA = S CD&S Long Range EXTERNAL PARTNERS Henderson Chamber of Commerce, Private Sector & Professional Associations, State Agencies, LVGEA | |
| 10.1 – Conduct strategic outreach initiatives to local businesses in Henderson through participation in local business and trade associations, electronic newsletters, direct meetings with businesses and other means. | Ongoing | 0 |
| 10.2 – Provide proactive support and assistance to local businesses, as needed, utilizing internal City staff, as well as public and private sector partners. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 10.3 – Promote, coordinate and support provision of incentives and direct technical assistance services from all sources to qualified local business expansion prospects. | Ongoing | 0 |
| 10.4 – Collaborate with and support small business development partners to spur economic gardening. Partners may include, but not be limited to, Henderson Chamber of Commerce, HBRC Incubator, Nevada Small Business Development Center, SCORE, SBA and others. | Ongoing | 0 |
| Goal E11: Foster innovation through the cultivation of high-growth entrepreneurship. | INTERNAL PARTNERS Lead (L) Support (S) ED = L RDA = S CD&S Long Range = S EXTERNAL PARTNERS Private Sector & Professional Associations, State Agencies, Henderson Chamber of Commerce, Education Partners, UNLV, Non Profit & Community Organizations | |
| 11.1 – Coordinate entrepreneurship events and programs to encourage local business start-ups and collaboration opportunities. | Ongoing | + |
| 11.2 – Conduct regular research and analysis to discover the latest approaches for entrepreneurial development and consider their implementation in Henderson (e.g. incubators, accelerators, mentoring, training, co-work centers and maker/ hacker space initiatives). | Ongoing | 0 |
| 11.3 – Promote entrepreneurship among Henderson youth. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| GOAL E12: Prioritize and expand revitalization efforts of older parts of Henderson. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L CD&S Current = S CD&S Neighborhood Services = S ED = S RDA = S PWPR - Parks and Recreation = S PWPR - Engineering = S Utility Services = S EXTERNAL PARTNERS Invest Health Steering Committee, Non Profit & Community Organizations, Henderson Chamber of Commerce, Green Chips, Private Sector & Professional Associations, Faith Based, Education Partners | |
| 12.1 – Pursue redevelopment initiatives through public-private partnerships. | Ongoing | ++ |
| 12.2 – Support and expand on existing investment (e.g. Nevada State College and Union Village) to revitalize Downtown Henderson and gateway areas. | Ongoing | ++ |
| 12.3 – Look for opportunities to utilize the existing Union Pacific Railroad for passenger light rail to catalyze economic development, while still accommodating existing commercial freight uses and adjacent trails. | Ongoing | 0 |
| 12.4 – Develop gateway entrances and strategies for an urban core in Downtown Henderson, in accordance with the City's Downtown Investment Strategy. | Short term | ++ |
| 12.5 – Commit to a vision for Downtown Henderson that considers interests of residents, tourists and businesses. | Ongoing | 0 |
| 12.6 – Leverage Cadence development to revitalize Water Street District businesses. | Ongoing | 0 |
| 12.7 – Consider utilizing existing and new redevelopment tools to incentivize projects in the Water Street District, Boulder Highway Corridor and gateway into Henderson, as reflected by the Henderson Strong Priority Reinvestment Areas.. | Ongoing | 0 |
| 12.8 – Delineate a well-defined “medical use” overlay or master plan around Union Village. Make sure the remaining acreage (beyond the 30 acres of Valley Hospital) in Union Village are developed and do not remain vacant. | Short term | 0 |
| 12.9 – Create a healthcare corridor from momentum of Henderson Hospital and other medical uses that are coming in or are already here. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| 12.10 – Research best practices for suburban revitalization efforts for aging suburbs, such as North Green Valley. | Short term | 0 |
| 12.11 – Identify community-based revitalization strategies for Henderson’s oldest neighborhoods, such as Manganese Park, Fairview Estates and others. | Mid term | 0 |
| 12.12 – Continue and expand strategies and incentives to encourage reinvestment, infill development, redevelopment, and property rehabilitation; promote available incentives. | Ongoing | 0 |
| 12.13 – Collaborate with the development community to identify opportunity sites for revitalization and redevelopment particularly in the Henderson Strong Priority Reinvestment Areas; create potential development programs to respond to both the market and community needs; and support implementation efforts. | Ongoing | 0 |
| 12.14 – Ensure zoning is flexible enough to allow for adaptive reuse; remove barriers that could potentially discourage neighborhood reinvestment. | Short term | 0 |
| 12.15 – Initiate development of Historic Preservation Program so the City has an understanding of its significant historic resources and has protection policies in place for when demolition or remodeling is proposed. | Mid term | + |
| GOAL E13: Continue to pursue excellence in Henderson’s public and private higher educational system by supporting community colleges and other higher-education institutions to provide comprehensive adult education programs, continuing education, job training and career advancement. | INTERNAL PARTNERS Lead (L) Support (S) ED = L Neighborhood Services = S PWPR - Parks & Recreation = S CD&S Long Range EXTERNAL PARTNERS Education Partners, State Agencies, Federal Agencies, DETR, Henderson Library District | |
| 13.1 – Continue to actively pursue and promote higher-education opportunities and facilities that align with the City’s Economic Development Strategy. | Ongoing | 0 |
| 13.2 – Encourage mentorship, apprenticeship and career exploration opportunities by collaborating with local businesses, business organizations and the City of Henderson Economic Development Division; promote activities such as Career Days, job shadowing and job skills workshops. | Ongoing | + |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---------------------------------|------------------|
| 13.3 – Connect with local businesses to identify desired workforce skills, and encourage expansion of programs to target specific educational and training needs; focus particular emphasis on projected high-growth employment categories. | Ongoing | 0 |
| 13.4 – Encourage existing adult educational facilities to continue to offer technology courses that evolve to meet industry standards as technology advances. | Ongoing | 0 |
| 13.5 – Increase online education opportunities for higher-education students to support workforce development and economic development, over the long term. | Mid term | + |
| 13.6 – Strengthen higher education-community partnership programs to inform and enrich academic programs, build job networks and related volunteer bases, and grow financial support. | Ongoing | 0 |
| 13.7 – Research best practices for educational excellence. | Ongoing | 0 |
| 13.8 – Expand marketing efforts to emphasize Henderson's educational assets to further distinguish Henderson. | Short term | 0 |
| 13.9 – Promote and support STEAM (science, technology, engineering, art and math) curriculum and skillset development through community partnerships. | Ongoing | 0 |
| 13.10 – Encourage educational providers to align curriculum and continuing education with the needs of local industries. Support regional job training programs aligned with economic development goals. | Mid term | 0 |
| 13.11 – Create partnerships for workforce development that align with the target industries. | Ongoing | 0 |
| 13.12 – Participate in partnership programs linking business with education. | Ongoing | 0 |
| 13.13 – Participate with organizations focused on workforce development (e.g. Governor's Workforce Investment Board, Las Vegas HEALS and Nevada Industry Excellence). | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| GOAL E14: Work closely with educational providers to encourage new school siting that better integrates schools into the community and multimodal transportation network, that improves the learning environment and that ensures lower educational opportunity areas are emphasized. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Engineering = S PWPR = Parks & Recreation = S Fire = S; PD = S EXTERNAL PARTNERS Education Partners, Private Sector & Professional Associations, Outside Las Vegas Foundation, ROST, Federal Agencies, RTC | |
| 14.1 – Develop new school siting guidelines, and prioritize locations where: a maximum number of students can walk or bicycle safely; schools can be near the center of their attendance areas; schools can be well-integrated with neighborhood parks and community services; and where sufficient space is allocated for parking, free traffic flow and well-designed drop-off/pick-up areas. | Mid term | 0 |
| 14.2 – Continue to encourage the co-location of services into public education buildings, including recreation opportunities, community education, libraries and hazard shelters and command centers. | Ongoing | 0 |
| GOAL E15: Improve transportation planning for areas surrounding proposed school sites. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Traffic = S PWPR Engineering = S PWPR - Parks and Recreation = S EXTERNAL PARTNERS RTC, Education Partners, CCSD Safe Routes, Professional Associations | |
| 15.1 – Update entitlement application submittal requirements to include the traffic study up front as part of the application submittal for entitlements as part of the school development approval process to ensure sufficient capacity for expected traffic. | Mid term | 0 |
| 15.2 – Update the Development Code to require that development plans include adequate on-site parking and space for pick-up and drop-off facilities to ensure compatibility with existing and proposed transportation network, including bikes, pedestrians, and transit. | Mid term | 0 |
| 15.3 – Ensure the Development Code adequately addresses the need for development plans to include complete pedestrian connections to surrounding neighborhoods and that on-site facilities encourage walking and bicycling. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL E16: Improve transportation planning around existing schools to ensure safe and manageable access via walking, bicycling, vehicle use and transit options. | INTERNAL PARTNERS Lead (L) Support (S) PWPR Engineering = L PWPR - Traffic = L CD&S Long Range = S CD&S Current = S PWPR - Parks and Recreation = S PD = S EXTERNAL PARTNERS CCSD Safe Routes, RTC, COH PD, Outside Las Vegas Foundation, ROST, COH PW/PR, State Agencies (DOT) | |
| 16.1 – Establish transportation plans and related design standards to align with Safe Routes to Schools guidelines for areas surrounding schools. | Mid term | 0 |
| 16.2 – Encourage all schools in Henderson, including public, private and charter schools, to participate in walk audits and Safe Routes to Schools programs. | Ongoing | 0 |
| 16.3 – Support Safe Routes to Schools by identifying funding sources for all aspects of the programs and reference Multimodal Transportation Access Study. | Ongoing | 0 |
| 16.4 – Prioritize projects to close gaps and missing links in existing pathways to schools. | Short term | 0 |
| 16.5 – Amend the City's vacation and abandonment processes to ensure they are not impeding access improvements near schools. | Mid term | 0 |
| GOAL E17: Improve land-use planning around schools. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L CD&S Current = S PWPR - Parks & Recreation = S Building and Fire Safety = S EXTERNAL PARTNERS CCSD RPM, BLM, Education Partners, Clark County | |
| 17.1 – Promote integration of schools (preschool, public, private and charter K-12 schools, and higher education) with parks, trails and community services. | Ongoing | 0 |
| 17.2 – Allow for non-traditional repurposing of buildings to provide additional learning environments. | Mid term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| GOAL E18: Raise awareness of the importance of early childhood education, especially for our vulnerable populations. | INTERNAL PARTNERS Lead (L) Support (S) CD&S = L EXTERNAL PARTNERS Education Partners, Children's Advocacy Alliance, UNLV, Nevada Institute for Children, Henderson Library District, Head Start, PBS, CCEA, Clark County Education Foundation, Nevada Department of Education | |
| 18.1 – Work with service providers to launch an informational campaign to educate parents about the benefits of early childhood education and the characteristics of high-quality programs. | Mid term | + |
| 18.2 – Expand Strong Start for Children and other existing educational awareness campaigns. | Mid term | + |
| 18.3 – Raise awareness within the business community of the importance of early childhood education in growing future business leaders. | Ongoing | 0 |
| 18.4 – Promote new-parent education programs that focus on low-income and vulnerable populations and make these programs accessible in City facilities. | Ongoing | 0 |
| GOAL E19: Support educational institutions in providing high-quality improvements in early childhood education environments. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L ED = S PWPR - Parks & Recreation = S RDA = S EXTERNAL PARTNERS Education Partners, Children's Advocacy Alliance, UNLV, Henderson Library District, CDBG Education Partners | |
| 19.1 – Increase the use of City facilities for early childhood programs and after-school programs. | Ongoing | + |
| 19.2 – Promote higher-education providers' efforts to expand early childhood education and the teaching supply in Henderson. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL E20: Support educational institutions in providing high quality K-12 learning environments to prepare today's youth for future career success. | INTERNAL PARTNERS Lead (L) Support (S) CD&S = L ED = S RDA = S EXTERNAL PARTNERS Education Partners, Children's Advocacy Alliance, UNLV, Henderson Library District, CDBG Education Partners | |
| 20.1 – Participate in the creation and facilitation of Henderson's Community Education Advisory Board in furtherance of implementation of the Clark County School District Reorganization Act, with special attention to eliminating disparities in school performance. | Ongoing | + |
| 20.2 – Collaborate with business organizations, high schools and community organizations to enhance and strengthen mentorship and apprenticeship programs for teenagers, including technical and vocational training that will best prepare them for employment in local and regional industries. | Ongoing | 0 |
| 20.3 – Strengthen K-12 school-community partnership programs to inform and enrich academic programs, build job networks and a related volunteer base, and grow financial support. | Ongoing | + |
| 20.4 – Support an avenue to regularly discuss educational issues, thereby ensuring coordination of existing groups, allowing networking for child advocacy groups and updating stakeholders on successes, information sharing and innovations. | Ongoing | 0 |
| GOAL E21: Support initiatives to ensure our educational system is providing high quality educational opportunities to all residents, regardless of age, income level, race, ethnicity, or physical or mental impairment. | INTERNAL PARTNERS Lead (L) Support (S) CD&S - Long Range = L ED = S PWPR - Parks & Recreation = S RDA = S EXTERNAL PARTNERS Education Partners, Children's Advocacy Alliance, UNLV, Henderson Library District, PBS, AARP | |
| 21.1 – Increase online education opportunities for students of all levels and ages to support workforce development and economic development, over the long term. | Ongoing | + |

Vibrant, Resilient Economy

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---------------------------------|------------------|
| 21.2 – Explore opportunities to engage older residents in mentoring and volunteering activities in local schools in order to strengthen intergenerational bonds. | Ongoing | 0 |
| 21.3 – Work with existing cultural groups to increase networking and opportunities for exposure within our educational system. | Ongoing | 0 |
| 21.4 – Encourage the development of a variety of innovative school types within the City to promote education choice for all residents. | Ongoing | 0 |



3. Active, Complete Transportation

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

TIMEFRAME & FISCAL DEFINITIONS

Short term = 0-2 years
Mid term = 3-6 years
Long term = 7+ years

0 = No impact
+ = Low impact
++ = Medium impact
+++ = High impact

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| GOAL T1: Support the RTC's efforts to plan and fund the expansion, operation and maintenance of transit systems and routes and to identify corridors and neighborhoods where major transportation infrastructure investments are needed to support economic opportunities and improve public transit performance. | INTERNAL PARTNERS Lead (L) Support (S) PWPR Engineering = L PWPR Traffic = S ED = S CD&S Long Range = S CD&S Current = S PWPR - Parks and Recreation = S EXTERNAL PARTNERS RTC, Henderson Chamber of Commerce, LVGEA, State Agencies, Outside Las Vegas Foundation, ROST | |
| 1.1 – Pursue light rail along established corridors such as the Union Pacific Railroad (UPRR) line. | Long term | +++ |
| 1.2 – Improve access to transit options in low- and moderate-income areas, including improvements that support walking and biking. | Mid term | ++ |
| 1.3 – Develop a transit masterplan for Henderson and identify corridors for high-capacity public transit investment. | Long term | 0 |
| 1.4 – Develop criteria by which future corridors will be prioritized including: potential ridership, economic development opportunities, Transit Oriented Development (TOD) potential, proximity to jobs, housing and education, enhanced quality of life and integration with the bike and pedestrian network. | Mid term | 0 |
| 1.5 – Work with the RTC to implement a regional system of fully multi-modal and inter-connected arterial and local streets, pathways and bikeways that are integrated with public transit in order to increase all transportation uses. | Ongoing | 0 |

Active, Complete Transportation

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| 1.6 – Continue to collaborate and build partnerships with regional, state and federal agencies to advocate for City priorities. | Ongoing | 0 |
| 1.7 – Consider connecting surrounding communities, such as Cadence, to Downtown Henderson through modern street car or similar technology, and similar services within key districts in West Henderson. | Long term | +++ |
| 1.8 – Develop a comprehensive transportation plan for Henderson, including considerations for impacts of automated vehicles, further identification of priority transit corridors, improvements and park-and-ride sites, among other needs. | Mid term | 0 |
| 1.9 – Consider using alternative funding sources for transit amenities that support employment centers, such as multi-modal centers, transit centers, bike lanes and others. | Ongoing | 0 |
| 1.10 – Coordinate with the Nevada Department of Transportation (NDOT) and RTC on regional capital projects including I-11, and plan for and invest in surrounding and supporting facilities. | Ongoing | 0 |
| GOAL T2: Integrate land use planning with existing and future transportation capital projects and improvements. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L PWPR - Traffic = S PWPR - Engineering = S ED = S RDA = S EXTERNAL PARTNERS RTC, Henderson Chamber of Commerce, LVGEA, State Agencies, Outside Las Vegas Foundation, ROST, Private Sector & Professional Associations | |
| 2.1 – Ensure coordination between the City of Henderson and the RTC to evaluate frequent service transit corridors for potential designation of TOD areas. | Ongoing | 0 |
| 2.2 – Tailor parking requirements, including maximum requirements, to ensure that more concentrated development is feasible in mixed-use developments. | Short term | 0 |
| 2.3 – Prioritize structural shade in TOD areas to minimize exposure to transit riders, bicyclists and pedestrians. | Ongoing | 0 |
| 2.4 – Encourage developers to build TOD and connect developers, partners and stakeholders to TOD resources. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL T3: Improve access to transportation services and facilities for the underserved, people with disabilities and seniors. | INTERNAL PARTNERS Lead (L) Support (S) PWPR - Engineering = L CD&S Long Range = S CD&S Current = S PWPR -Traffic = S PWPR - Parks and Recreation - S EXTERNAL PARTNERS RTC, Dignity Health, UNLV Vulnerable Roadusers Project, Faith Based Organizations, Outside Las Vegas Foundation, ROST, Private Sector & Professional Associations, Nevada Hand | |
| 3.1 – Enhance safety and mobility for vulnerable populations and consider the particular needs of the homeless, seniors, people with disabilities, the unemployed, underemployed and other marginalized groups. | Ongoing | +++ |
| 3.2 – Construct new facilities and infrastructure in locations that reduce existing disparities. | Mid term | +++ |
| 3.3 – Construct or retrofit sidewalks and other transportation infrastructure to meet accessibility standards. | Ongoing | +++ |
| 3.4 – Use metrics, such as the connectivity index, to track and measure ongoing progress in enhancing connectivity. | Ongoing | 0 |
| 3.5 – Revise and adopt regional and local design standards to include multi-modal street design and improved access management. | Short term | 0 |
| 3.6 – Enhance neighborhood safety and connectivity through accessible sidewalks, expanded and improved public transit services and facilities, and bike infrastructure. | Ongoing | +++ |
| 3.7 – Promote RTC's official smartphone app: rideRTC to encourage transit use and make trip planning more convenient. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL T4: Implement Complete Streets principles in support of the Master Transportation Plan for all modes and encourage healthy, active transportation. | INTERNAL PARTNERS Lead (L) Support (S) PWPR - Traffic = L PWPR Engineering = S PWPR Parks & Recreation = S CD&S Long Range = S CD&S Current = S PD = S Fire = S ED = S EXTERNAL PARTNERS RTC, Private Sector & Professional Associations, State Legislators (Southern Nevada Forum), UNLV, NDOT | |
| 4.1 – Develop a right-sizing retrofit plan for road networks (lane narrowing, lane reduction and lane reconfiguration) in target neighborhoods to promote safety, support economic development and create a more comfortable environment for all modes. | Mid term | 0 |
| 4.2 – Employ traffic calming measures to enhance safety in key areas. | Short term | ++ |
| 4.3 – Educate residents on multimodal travel and transportation safety measures to reduce fatalities. | Ongoing | 0 |
| 4.4 – Promote educational opportunities to residents on the role of design and land use in transportation safety. | Ongoing | 0 |
| 4.5 – Evaluate roadway design standards to ensure they are designed for target speeds as recommended in the Complete Streets Design Guidelines for Livable Communities, based on the context of the corridor and overall safety and comfort of all users, including pedestrians and bicyclists, limiting driveways and developing safe places to cross the street at reasonable distances. | Short term | 0 |
| 4.6 – Evaluate opportunities to incorporate Complete Streets design features for public projects when maintenance, reconstruction or reconfiguration occurs. | Ongoing | 0 |
| 4.7 – Continue to improve connectivity by discouraging single entry communities, limiting and/or removing block walls, encouraging pedestrian gates, limiting cul-de-sacs, increasing sidewalk and bike facility widths, reducing curb cuts and limiting driveways. | Ongoing | 0 |
| 4.8 – Support the planning, funding and implementation of Safe Routes to Schools, focusing on implementation of RTC's Regional Schools Multimodal Transportation Access Study. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---------------------------------|------------------|
| 4.9 – Provide a set of complete networks for all travel modes and ability levels to move throughout the city. | Long term | 0 |
| 4.10 – Incorporate well-designed and well-protected transit stops, as well as end-of-trip facilities for bicyclists (e.g. lockers, showers, etc.) at key destinations. | Long term | 0 |
| 4.11 – Focus Complete Street improvements near established urban centers around schools and parks and near transit stops and routes. | Mid term | 0 |
| 4.12 – Ensure interdepartmental communication and collaboration to achieve Complete Streets with all private and public interests and departments including Public Works, Parks and Recreation, Community Development & Services, Utilities, Building and Fire Safety, Henderson Chamber of Commerce, and the Henderson Fire Department, among others. | Ongoing | 0 |
| 4.13 – Encourage developers to provide direct and accessible pedestrian connections to sidewalks, facilities for bicycle storage and transit stops (if along an existing or planned designated transit route). | Ongoing | 0 |
| 4.14 – Provide connections to adjacent and nearby trails and shared-use paths. Public easements and other common elements (e.g. drainage way) of new development and construction projects should be considered to improve the area's connectivity index. | Ongoing | 0 |
| 4.15 – Consider connectivity as important to the entitlement process. Approved plans and designs should support the transportation and land use goals of the Henderson Strong Comprehensive Plan, Vision Map and Master Transportation Plan. | Ongoing | 0 |
| 4.16 – Consider additional uses for unused portions of right-of-way to help support economic development. | Short term | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| GOAL T5: Continue to develop a robust trail and bike lane network that safely connects users throughout the City of Henderson and Southern Nevada. | INTERNAL PARTNERS Lead (L) Support (S) PWPR - Traffic = L PWPR - Parks & Recreation = L PWPR Engineering = S CD&S Long Range = S CD&S Current = S PD = S Fire = S EXTERNAL PARTNERS RTC, Outside Las Vegas Foundation, ROST, Friends of Sloan Canyon, Federal Agencies | |
| 5.1 – Establish school siting guidelines that prioritize locations that maximize the number of students who can walk or bicycle safely to school. | Short term | 0 |
| 5.2 – Establish or support a community-wide public bike share program. | Long term | + |
| 5.3 – Prioritize structural shade to minimize sun/heat exposure to trail users, pedestrian and bicyclists, making commute by walking or biking more viable in summer temperatures. | Ongoing | 0 |
| 5.4 – Coordinate with and continue to support the Regional Open Space and Trails Work Group. | Ongoing | 0 |
| 5.5 – Create incentive programs to encourage land owners to adopt green infrastructure practices that link to the broader trail and bikeways system. | Mid term | 0 |
| 5.6 – Evaluate connection opportunities to new and existing or planned trail sections to ensure integration with surrounding developments and the network. | Short term | 0 |
| 5.7 – Consider end-of-trip bicycle facilities for bicyclists at key destinations. | Ongoing | 0 |
| 5.8 – Encourage employers to participate in “bike to work” programs and offer end of trip facilities, as well as provide well-connected on-site bike and pedestrian paths. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL T6: Reduce transportation-related emissions of ozone and carbon monoxide and vehicle miles traveled (VMT). | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L ED = S PWPR - Engineering = S PD = S Building and Fire Safety = S PWPR - Facilities = S EXTERNAL PARTNERS RTC, State Agencies, CCSD Safe Routes, Clark County AQEM, Outside Las Vegas Foundation, ROST, Federal Agencies | |
| 6.1 – Work with private employers to provide live-near-your-work or employer-assisted housing financial incentives. | Ongoing | 0 |
| 6.2 – Create incentive programs to support the development of renewable and alternative fuel infrastructure, such as citywide bike share programs and vehicle charging stations. | Mid term | 0 |
| 6.3 – Adopt a policy requiring relevant departments to be engaged during early reviews of proposed developments to ensure that project sites are evaluated for transit amenities, green infrastructure potential and that environmental protections are put in place prior to construction. | Short term | 0 |
| 6.4 – Promote responsible auto use, including refueling motor vehicles after sunset, to prevent gasoline fumes from interacting with sunlight. | Ongoing | 0 |
| 6.5 – Promote the installation and use of electric vehicle charging stations throughout the City, and investigate the potential to combine charging stations for electric rechargeable motor assisted bikes and scooters. | Ongoing | 0 |



4. Realizing the Vision

Reaching more than 26,000 residents and receiving nearly 5,500 direct inputs, Henderson Strong has developed a shared vision and Plan for a healthy, active and economically resilient community. The results of this work, when implemented, will ensure that the city's current and future residents and businesses enjoy, participate and thrive in an economically competitive city that offers all of the housing, transportation and amenity options for a diverse population to learn, live, work and thrive.

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

TIMEFRAME & FISCAL DEFINITIONS

Short term = 0-2 years
Mid term = 3-6 years
Long term = 7+ years

0 = No impact
+ = Low impact
++ = Medium impact
+++ = High impact

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| GOAL V1: Innovate and improve city public engagement efforts by using both established methods, new techniques and emerging technology to reach new markets. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L EXTERNAL PARTNERS Henderson Strong Stakeholders, Southern Nevada Strong Stakeholders | |
| 1.1 – Utilize a variety of outreach methods, including online methods and interactive tools, that “reach people where they are” and allow residents and businesses to provide feedback outside of the structure of a traditional community meeting or public hearing. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| 1.2 – Tailor outreach and engagement methods based on best practices for reaching target audiences that respond to the cultural, linguistic, temporal and geographic preferences of a community. Include methods that support participation by people with disabilities. | Ongoing | + |
| 1.3 – Maintain an active communication process with stakeholders from Southern Nevada Strong and Henderson Strong. | Ongoing | 0 |
| 1.4 – Ensure that all demographic sectors are involved in outreach activities. | Ongoing | 0 |
| GOAL V2: Develop and maintain partnerships with business and community leaders, neighborhood groups and service clubs so that they will have an understanding of the planning process and access to participate in local initiatives. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L Neighborhood Services = S ED = S EXTERNAL PARTNERS Private Sector and Professional Associations, Community Organizations | |
| 2.1 – Continue to work with neighborhoods to plan for future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues. | Ongoing | 0 |
| 2.2 – Encourage neighborhood planning efforts that are consistent with Henderson Strong, as well as the City Development Code, which is the basis for code enforcement. | Ongoing | 0 |
| 2.3 – Partner with neighborhood associations, community organizations and local service providers to identify and address neighborhood-specific needs. | Ongoing | 0 |
| 2.4 – Maintain partnership with the Henderson Chamber and other professional and membership based organizations to continue to engage their leadership, support and input in Plan implementation and other related initiatives. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| GOAL V3: Ensure Henderson remains a welcoming place for people from diverse backgrounds, ages, ethnicities, languages and incomes. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L ED = S RDA = S EXTERNAL PARTNERS Private Sector and Professional Associations, Community Organizations | |
| 3.1 – Promote the City’s image as a welcoming place with a sense of pride and an engaged citizenry that is active in local decision making. | Ongoing | 0 |
| 3.2 – Involve bilingual community partners, volunteers and staff to reach and engage residents in target languages so residents can help shape and influence a multi-cultural and socially equitable future. Activities should be responsive to the city’s changing demographics. | Ongoing | 0 |
| 3.3 – Continue to promote events and programs that recognize and celebrate social and cultural diversity in the community. | Ongoing | 0 |
| 3.4 – Encourage and support diverse representation on local boards and commissions. | Ongoing | 0 |
| 3.5 – Assist schools with outreach activities that help non-English speaking residents have a voice in schools at all levels. | Ongoing | + |
| GOAL V4: Promote awareness, inclusion and participation with those who live, work and play here, and those who will potentially live, work or play here. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L ED = S EXTERNAL PARTNERS Faith Based Organizations, Private Sector and Professional Associations, Community Organizations | |
| 4.1 – Develop an education strategy to help improve community understanding of a variety of place types and planning concepts and the benefits of each. | Short term | + |
| 4.2 – Identify community leaders and champions who will promote Henderson Strong and its implementation. | Short term | 0 |
| 4.3 – Ensure consistency in communication is maintained by preserving the Henderson Strong name, branding and imagery. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|--|------------------|
| 4.4 – Encourage participation in cultural activities, such as performing arts events or museum visits, including residents of other jurisdictions. | Ongoing | 0 |
| 4.5 – Advertise community events using existing City of Henderson and community resources, including community calendars, local publications and newsletters. | Ongoing | + |
| 4.6 – Promote “destination centers” such as the Galleria Mall, local breweries, and the Auto Mall that draw people from across the valley to Henderson. | Short term | 0 |
| 4.7 – Work with places of worship and other community-based organizations and special interest groups whose membership is from multiple jurisdictions to advertise events in Henderson. | Ongoing | 0 |
| 4.8 – Cross-promote events to advertise other events that may be of interest to those in attendance. | Ongoing | 0 |
| GOAL V5: Increase business community, neighborhood associations, HOAs, service clubs and schools’ awareness and understanding of Henderson strong and other planning processes so they can effectively participate and influence outcomes. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L ED = S RDA = S Neighborhood Services = S EXTERNAL PARTNERS Private Sector and Professional Associations, Nonprofit Organizations, Neighborhood Associations, Community Organizations, Education Partners | |
| 5.1 – Develop publicly-accessible online tools and resources for community members to increase understanding of Henderson Strong and its implementation. | Short term | + |
| 5.2 – Work with community leaders to increase their understanding and support of the Plan. | Short term | 0 |
| 5.3 – Explore providing small grants for training grassroots community groups on the public process and how to advance Plan implementation. | Short term | + |
| 5.4 – Involve key stakeholders and elected officials in media opportunities to raise awareness of the Plan and its successful implementation. | Ongoing | 0 |
| 5.5 – Explore the creation of community development organizations to ensure local neighborhoods have an entity to advocate on their behalf to build community pride, improve safety and deliver reinvestment projects. | Short term | + |

Realizing the Vision

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| 5.6 – Provide training that helps community-based and resident groups build their organizational capacity, including how to grow from an informal group to a more established organization. | Ongoing | + |
| 5.7 – Educate businesses and community members about the importance of target industries for the economic health of the city and to support efforts to attract and grow businesses in these sectors. | Ongoing | 0 |
| 5.8 – Work with schools and other groups that serve young adults and children to create opportunities for Plan awareness and implementation ideas. | Ongoing | 0 |
| GOAL V6: Build capacity and experience in Henderson Strong Plan concepts among developers, financing institutions and professional staff. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L EXTERNAL PARTNERS Private Sector and Professional Associations | |
| 6.1 – Augment staff expertise on planning concepts introduced through Henderson Strong. | Short term | 0 |
| 6.2 – Host capacity building events to maintain momentum and to continue to expose stakeholders and staff to innovative planning principles. | Short term | + |
| 6.3 – Conduct communications training with staff on communicating the benefits of Henderson Strong Plan principles for use with the public. | Short term | 0 |
| 6.4 – Work with existing professional organizations, such as the American Planning Association, Institute of Transportation Engineers, American Public Works Association, American Society of Public Administrators, American Institute of Architects, the American Society of Landscape Architects and others, to cross-educate members on innovative practices in planning and development. | Ongoing | 0 |
| 6.5 – Connect funding opportunities for developers, builders and finance institutions to financing options and Plan-recommended products. | Short term | 0 |
| 6.6 – Actively recruit developers with proven experience in other markets. | Ongoing | 0 |
| 6.7 – Market strategic sites to developers, investors, financing institutions, neighbors and others to share the Henderson Strong vision and desire to work collaboratively on the City's reinvestment priorities. | Ongoing | + |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|--|------------------|
| GOAL V7: Promote regional collaboration and leverage resources to implement the principles and strategies in the Henderson Strong Comprehensive Plan. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L EXTERNAL PARTNERS SNRPC | |
| 7.1 – Ensure a feedback loop between land use projections and public transit planning so that regional transportation plans reflect Henderson’s current and future land use patterns and the Master Transportation Plan, and vice versa. | Ongoing | 0 |
| 7.2 – Continue to embody the planning principles developed through the Southern Nevada Strong Regional Plan and scenario planning preferred vision map. | Ongoing | 0 |
| 7.3 – Review and participate in regional infrastructure planning, assess consistency with the City’s capital improvement program and continue to advocate to expand infrastructure improvements that achieve the Henderson Strong vision. | Ongoing | 0 |
| 7.4 – Continue to coordinate local, regional and state population and economic projections to plan for the needs and demands of our growing and diversifying community and region. | Ongoing | 0 |
| GOAL V8: Continue to actively seek and develop funding sources and technical assistance to implement items with fiscal impacts. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L PWPR - Infrastructure Design and Construction = S EXTERNAL PARTNERS Private Sector and Professional Associations, Federal and State Agencies | |
| 8.1 – Pursue local, state, regional and federal funding and continue to reach out to agency partners to determine how they can support Henderson Strong implementation. | Ongoing | 0 |
| 8.2 – Prioritize public and private foundation and philanthropic grant seeking. | Ongoing | 0 |
| 8.3 – Seek out community grants for grassroots community organizing efforts to advance Plan implementation. | Ongoing | 0 |
| 8.4 – Align capital improvement programming and other City resources to implement Henderson Strong. | Ongoing | 0 |

Realizing the Vision

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|--|---|------------------|
| 8.5 – Consider innovative funding strategies and partnerships such as those described in the case studies throughout the Plan to fund capital improvements that achieve the Henderson Strong vision. | Ongoing | 0 |
| 8.6 – Align budget resources to implementation efforts and Plan objectives. | Ongoing | 0 |
| GOAL V9: Building on national best practices, such as the STAR Rating System and the American Planning Association (APA) comprehensive plan best practices, and following input from the Henderson Strong advisory committee, develop, monitor and evaluate Henderson Strong metrics. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L EXTERNAL PARTNERS STAR Communities and APA | |
| 9.1 – Develop an online dashboard to share updates on Henderson Strong metrics. | Short term | + |
| 9.2 – Link implementation and metric reporting to Henderson’s strategic planning and operational measures reporting updates, when possible, depending on the data source. | Ongoing | 0 |
| GOAL V10: Utilize qualitative measures to communicate priorities through the planning process. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L EXTERNAL PARTNERS Education Partners | |
| 10.1 – Include status of the inventory of employment lands in staff reports so the Planning Commission can evaluate the day-to-day effect of individual changes to the long-term vision. | Ongoing | 0 |
| 10.2 – Report regularly on the land-use mix and jobs-to-housing ratio to the Advisory Committee and Planning Commission. | Ongoing | 0 |
| 10.3 – Evaluate effects of new and infill development on school capacity and overcrowding and consider mitigation strategies to ensure quality education. | Ongoing | 0 |
| 10.4 – Consider the use of scenario planning to inform planning projects and processes. | Ongoing | 0 |
| 10.5 – Consider including economic and fiscal impact analysis figures in the planning review process. | Ongoing | 0 |

| GOALS & STRATEGIES | PARTNERS/ STRATEGY TIMEFRAME | FISCAL IMPACT |
|---|---|------------------|
| GOAL V11: Ensure mechanisms are in place to continue momentum and implementation of Comprehensive Plan goals and strategies. | INTERNAL PARTNERS Lead (L) Support (S) CD&S Long Range = L PWPR - Parks and Recreation = S PWPW - Engineering = S PWPR - Traffic = S Utility Services = S ED = S RDA = S Fire = S CD&S Current = S EXTERNAL PARTNERS Henderson Strong Stakeholders, Private Sector and Professional Associations, Community Organizations | |
| 11.1 – Develop a network of supporters who will act as industry-specific experts and will speak to the media and advocate to governmental and decision-making bodies on behalf of Henderson Strong. | Ongoing | 0 |
| 11.2 – Convene a subcommittee or working group of the Henderson Strong Advisory Committee to strengthen existing participation and develop implementation priorities as the project transitions to implementation. | Ongoing | 0 |
| 11.3 – Dedicate staff time and resources to allow ongoing cross-departmental coordination and continue convening the staff working group as needed to support implementation efforts. | Ongoing | 0 |
| 11.4 – Maintain an online project presence to share implementation efforts and updates to continue momentum and connect complementary efforts. | Ongoing | 0 |
| 11.5 – Monitor implementation efforts and report updates on a regular basis to the subcommittee or working group of the Henderson Strong Advisory Committee, Planning Commission and City Council. | Ongoing | 0 |
| 11.6 – Upon evaluating implementation efforts, metric reporting results and changes in priorities and conditions, update the plan as necessary to keep the Plan current and in line with present conditions. | Ongoing | 0 |

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