

HENDERSON

Housing and Community Development Strategy

March 2020

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our community, our future



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Introduction



Housing needs, costs are changing

The City of Henderson is known as a great place to live. Master planned communities, high home values, quality schools, and excellent parks and trail systems all contribute to our premier city. Over the past 20 years, Henderson was among the fastest growing cities in the nation, and today, is home to more than 300,000 residents.¹

Henderson stands apart from the other communities in Southern Nevada. Our residents average higher median incomes and educational attainment compared to the rest of Southern Nevada—providing a high quality of life that, in turn, creates a higher cost of living. The cost of living is 6% higher in Henderson than in other parts of the Las Vegas Valley, and 28% higher than the U.S. average.²

As increases in housing prices outpace income growth, housing becomes a critical issue for Henderson. Although the City has taken actions for many years to address the housing needs of all residents, current efforts are not keeping pace with growing housing needs. Changes to existing programs, and new tools and resources, are necessary to create additional housing and keep low- and moderate-income families, seniors, and service workers in the community.

1 U.S. Census Bureau, 2010 Census: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

2 Sperling's Best Places: <https://www.bestplaces.net/cost-of-living/>

The need for a plan

To proactively respond to growing population and changing housing needs in Henderson, the City's Community and Development Services Department collaborated with other City departments, community stakeholders, business owners, housing developers, financial institutions, and other experts to create the *Henderson Housing and Community Development Strategy* (HHCDS). The HHCDS expands on the primary housing goal in Henderson Strong, the City's Comprehensive Plan, and puts forth an implementation strategy addresses City Council's request to encourage "missing middle housing" options following a series of workshops held in 2017 and 2018.

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

**HENDERSON STRONG
HOUSING GOAL**

Policy and planning context

As well as serving as an implementation tool for the goals and housing-specific objectives established in Henderson Strong, the HHCDS also offers guidance for complying with Federal and State requirements, such as updating the City's 2020-2024 Consolidated Plan. The Consolidated Plan specifies how federal funding will be used to advance the City's affordable housing and community development initiatives and comply with required measures in the Nevada Revised Statutes (NRS).

What do we mean by *affordable housing*?

While no standard definition of affordable housing exists, the widely used guideline by the U.S. Department of Housing and Urban Development (HUD) is **housing costs* should account for no more than 30 percent of household income**. With that in mind, 'affordability' is a somewhat relative term and depends on local markets, income, and household size.

Nevada Revised Statutes (NRS) were recently updated to define affordable housing as **"housing affordable for a family with a total gross income that does not exceed 80 percent of the median gross income** based upon HUD estimates of the most current median gross family income for the county. Households that spend more than 30 percent of income on housing are considered burdened as they have less money for the many other essential expenses of daily life, such as food, transportation, clothing and medical care."

* Housing costs include the rent or mortgage, insurance, property taxes and utilities.



**\$ spent
on housing
=
more than 30%
total income**
↓
**HOUSING
COST BURDEN**

Key takeaways from the HHCDS

The HHCDS strategic actions identify:

- » **Underserved market segments** for housing
- » **Policy priorities** for housing and community development funding
- » Possible **regulatory updates** to encourage diverse housing options
- » **Priority project concepts** for targeted recruitment efforts
- » **Evaluation criteria** for developer incentives

The HHCDS supports diverse housing options, including:

- » **Mixed-income** developments
- » **High-quality, affordable** family, senior, and workforce housing
- » **Housing located near convenient access to transit**, educational and employment opportunities, existing and proposed city parks, trails, and other important amenities

Document at a glance



Snapshot of existing conditions in Henderson: highlights demographic, economic, and housing market trends that contribute to quality of life concerns.



Outlines the stakeholder engagement process that helped to articulate a **vision** and the **guiding principles** for future housing strategies in Henderson.



Case study research: tools and techniques used by communities nationwide to create and preserve a variety of housing options.



Proposes a comprehensive set of policy actions that implement the HHCDS vision, as well as the housing-specific objectives outlined in Henderson Strong.



Implementation matrix: summarizes each proposed action; details anticipated fiscal impact, proposed stakeholders, responsible parties, and implementation timeframe.



Existing Conditions



Community profile

The City of Henderson has experienced significant growth in recent decades, ranking among the fastest growing cities in the nation with an annual average growth rate of 4.7% between 2000 and 2010. Today, Henderson is the second-largest municipality in Nevada, home to approximately 316,943 people and still growing.³

This precipitous growth has increased the level of racial, ethnic, and socioeconomic diversity in Henderson. The percentage of residents who identify as White decreased by nearly 15% from 1990 to 2010.⁴ During that same timeframe, the proportion of residents identifying as a racial and/or ethnic minority has steadily increased (Exhibit 1). Furthermore, as in other areas in the Southern Nevada region, Henderson's population has grown older, as the percent of residents aged over 65 increased from 10% in 2000 to 14% in 2010.⁵ These changes indicate a significant restructuring of Henderson's demographic fabric, transforming the city from one of relative socioeconomic homogeneity⁶ to a new, diverse, mixed-income community.

Exhibit 1: Racial Demographics

	White	African American	Asian	All other reported races	Multiple races	Hispanic of any race
1990	91.5%	2.7%	2.1%	3.8%	---	7.9%
2000	84.5%	3.8%	4.0%	4.3%	3.5%	10.7%
2010	76.9%	5.1%	7.2%	6.0%	4.8%	14.9%

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

3 <https://www.cityofhenderson.com/community-development/demographics-maps/demographic-profile>

4 U.S. Census Bureau, 2000 & 2010 Census: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

5 U.S. Census Bureau, 2000 & 2010 Census: https://factfinder.census.gov/faces/nav/jsf/pages/community_facts.xhtml

6 Socioeconomic homogeneity refers to the similarity of social and economic characteristics such as occupation, income and level of education, among others.

Community housing factors

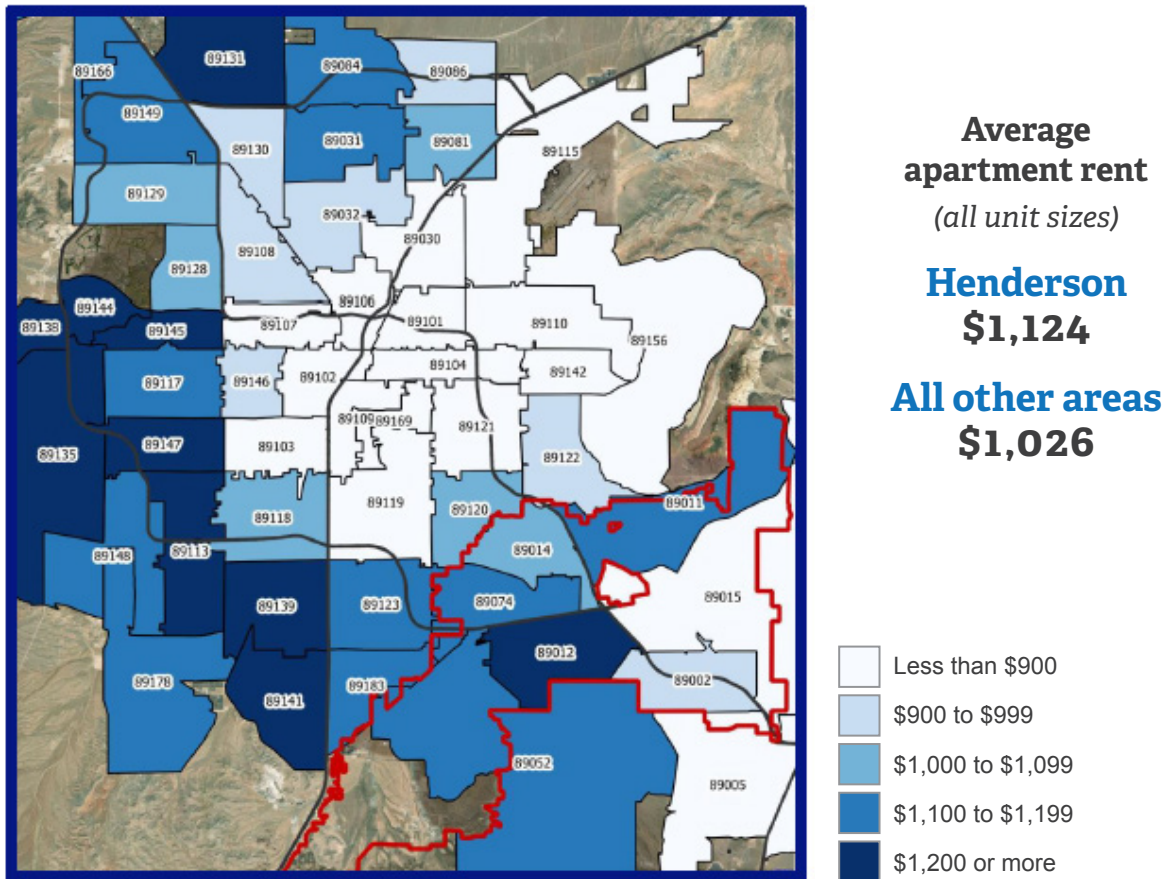
Henderson’s excellent quality of life has contributed to a high cost of living. Housing prices are now at or above pre-recession levels, as the median single-family home sale price in Henderson was over \$400,000 in early 2017.⁷ The Henderson Housing Market Study, completed in early 2019, found that apartment rents have also climbed steadily, with average market-rate apartment rents now exceeding \$1,100 per month in Henderson, greater than all other areas across the Southern Nevada region (Exhibit 2).

Henderson has a shortage of ~11,000 housing units priced from \$900 to \$1,200 per month.

HOUSING MARKET STUDY, 2019 APPLIED ANALYSIS

Henderson’s traditionally suburban development pattern needs to transform to respond to the growth and diversification it has experienced. Single-family homes comprise approximately 70% of Henderson’s 128,000 housing units, creating a low-density pattern of development that foregoes denser, more land-efficient housing options that could significantly increase supply while also reducing costs for both renters and buyers alike.⁸

Exhibit 2: Average Monthly Apartment Rent



Source: UNLV Center for Business and Economic Research (Q4 2017)

7 Applied Analysis, Henderson Housing Market Study, 2019

8 City of Henderson Community Development and Services Department

Community housing needs

As a result, Henderson experiences a shortage of housing options affordable to middle-income households—defined as those earning approximately \$35,000-\$60,000 per year. This encompasses a range of residents who work as teachers, nurses, police officers, firefighters, and university faculty and staff. Approximately 30% of households are considered “cost burdened”—defined as spending more than 30% of total income on housing (Exhibit 3)—and an estimated 15,000 households spend more than 50% of their annual incomes on housing. Lower-income renters are particularly affected by these housing market dynamics. Nearly 80% of renter households earning less than \$50,000 per year are considered cost burdened (Exhibit 4).

Exhibit 3: Housing Costs as a Share of Household Income

	Less than 20%	20% to 24.9%	25% to 29.9%	30% or more
United States	43.8%	15.9%	10.9%	29.4%
Clark County	40.9%	15.8%	11.1%	32.2%
Henderson	43.1%	15.1%	11.6%	30.2%

Source: U.S. Census Bureau

Exhibit 4: Henderson’s Renter Housing Costs as Share of Income

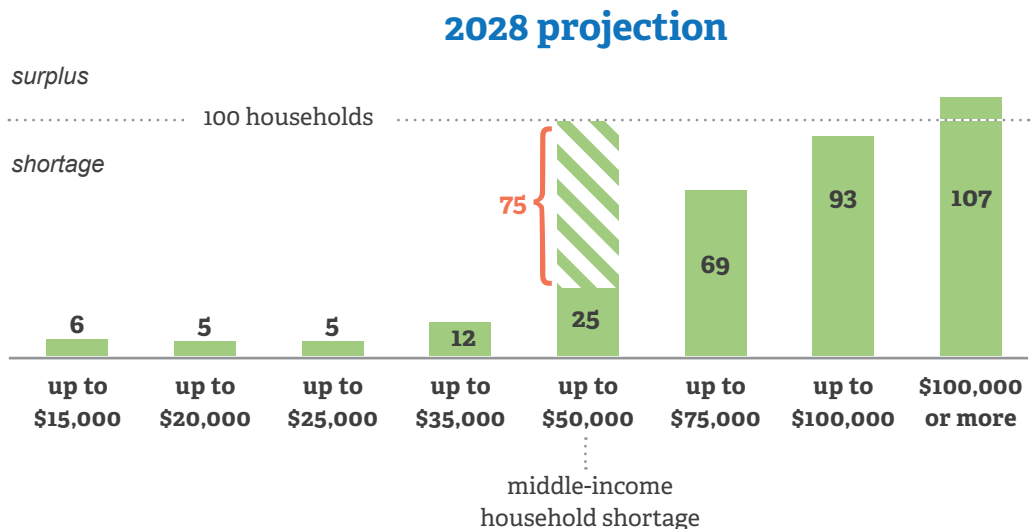
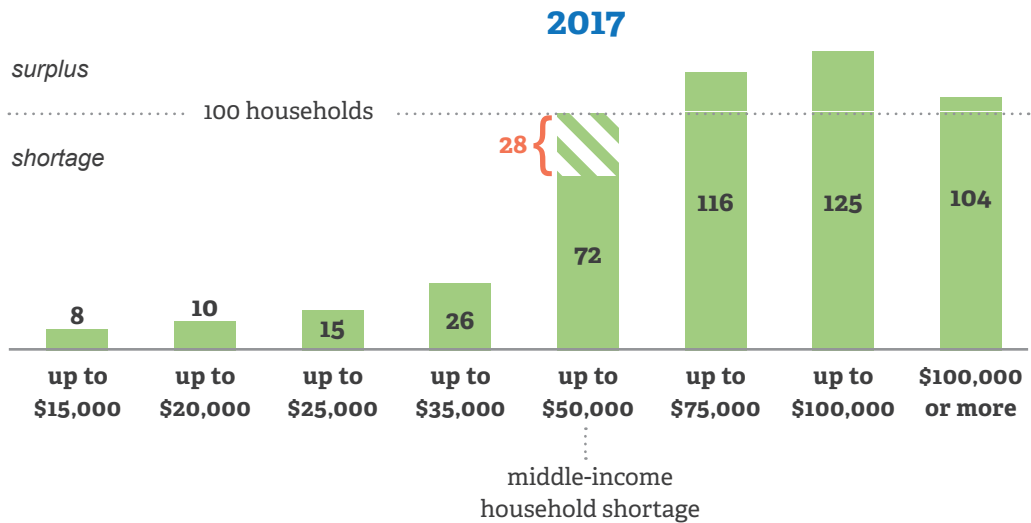


Source: U.S. Census Bureau

Housing shortages set to increase

If current trends hold over the next decade, this shortage is projected to expand in both degree and breadth—significantly impacting households across all income levels. Exhibit 5 illustrates that Henderson currently has a **shortage of approximately 28 affordable housing options for every 100 middle-income households**—those earning up to \$50,000 per year. There is not a surplus of affordable units until annual household income reaches approximately \$75,000. **By 2028, this shortage is anticipated to grow to 75 units per 100 middle-income households.** And in this projection, a surplus of affordable units does not exist until annual household income reaches exceeds \$100,000—indicating a higher number of cost-burdened households in Henderson over time.

Exhibit 5: Affordable Units Per 100 Households - All Households by Annual Income



Source: Henderson Housing Market Study by Applied Analysis



High-quality, convenient, and affordable housing is essential

Henderson's quality of life and overall economic vitality depend on the ability of low-moderate income households to live near their workplaces. For example, workers who cannot afford to live near their jobs in Henderson must commute longer distances, contributing to a jobs-housing imbalance that exerts a heavy burden on the regional transportation network and adds to regional and local congestion as a result. In instances where commuting is not possible, workers must choose to forgo their jobs in Henderson altogether, creating a void in the local labor force that prevents the broader community from receiving essential services such as school teaching, healthcare, law enforcement, and security. Impediments to education and childhood development also pose a serious concern, as research suggests that the stresses associated with housing instability has the potential to compromise children's ability to perform in an academic setting.

These factors demonstrate the fundamental importance of housing access and affordability to overall community welfare. Moving forward, Henderson must work to produce and preserve a diversity of affordable housing options that are located near transit, feature quality schools and employment opportunities, and have equitable access to goods and services for all residents who live, learn, work, and play in Henderson. Currently the City of Henderson has 10,500 acres of developable land planned for single family residential and nearly 2,000 acres planned for multi-family residential that could be developed for affordable, missing middle housing

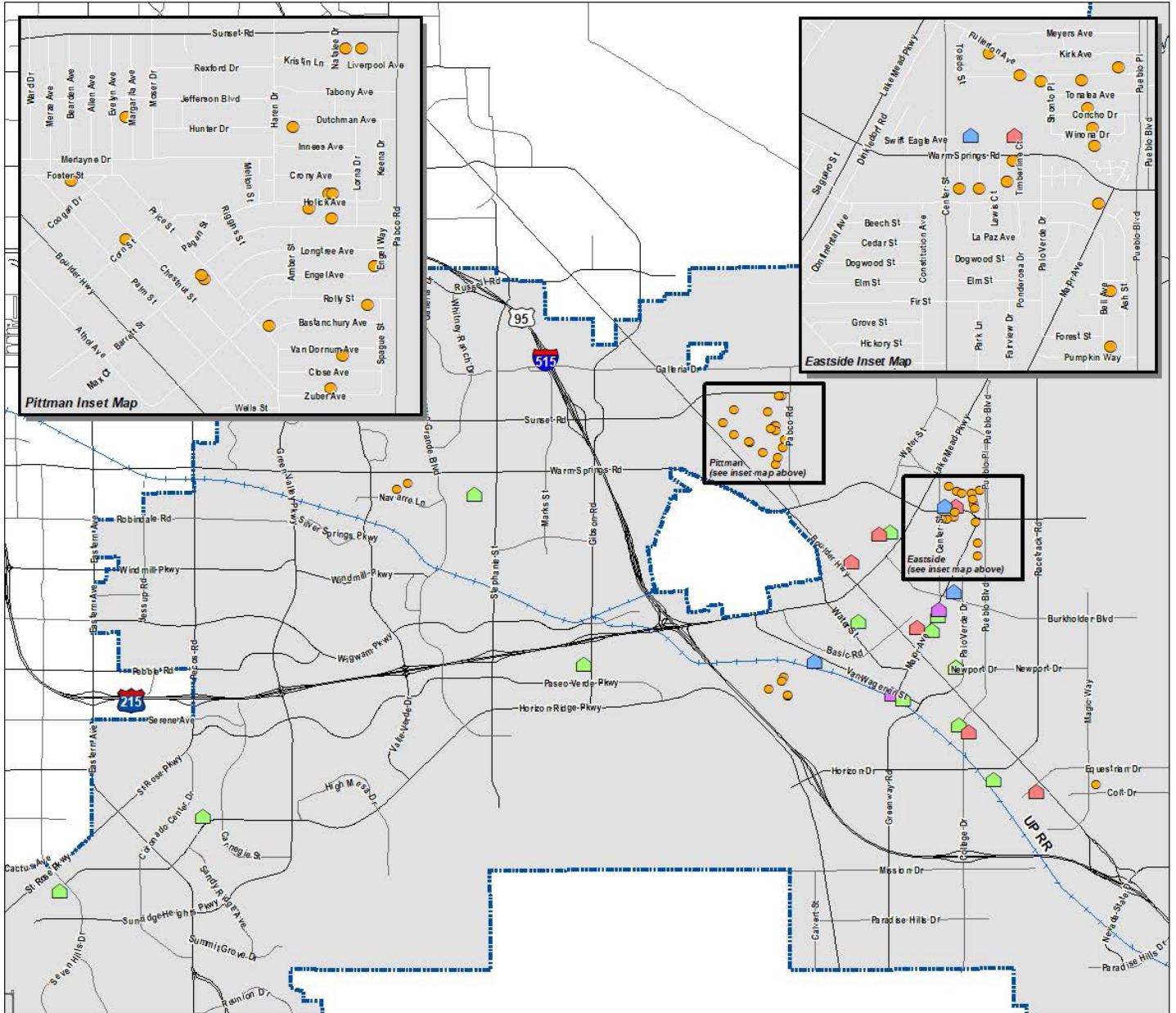


How has the City supported affordable housing in the past?

For decades, the City has supported a variety of housing programs that have both allowed people to stay in their homes and increased the number of affordable housing units. Over the past 20 years, approximately 20 multi-family and single-family housing developments citywide have leveraged affordable housing incentives through state and federal funding sources, of which 13 are for low-income seniors (totaling 1,886 units), five are for low-income families (totaling 423 units) and three are public housing communities (totaling 200 units) owned and operated by the Southern Nevada Regional Housing Authority (SNRHA). In addition to these larger projects, 38 scattered sites have also been funded through the Neighborhood Stabilization Program, which allocates federal funds from the Housing and Economic Recovery Acts (see Exhibit 6).

Though they have helped improve community welfare in the past, these efforts are insufficient to respond to Henderson's current and future housing needs. The City's current housing programs have not been designed to respond to evolving market conditions, and future projections, or alignment with the City's Comprehensive Plan and Strategic Plan. Given Henderson's diversifying demographics and the housing market pressures associated with these changes, the HHCDS proposes informed, data-driven policies that will better respond to current conditions, but also allow for flexibility as the market changes. Exhibit 7 (page 12) includes housing programs the City has utilized in the past to preserve and develop affordable housing.

Exhibit 6: Henderson Affordable Housing Developments



Source: City of Henderson Community Development and Services Department, Clark County Assessor's Office, Clark County Geographic Information Systems Management Office

Affordable Housing Type

-  Affordable Apartments for Persons with Disabilities
-  Family Affordable Apartments
-  Public Housing Apartments*
-  Senior Affordable Apartments
-  Scattered Sites Homes
-  Railroad
-  Airports
-  Corporate Limits

Exhibit 7: City of Henderson’s Housing Programs to Date

Programs to date	Income served	Units provided/ Households served
<p>First Time Homebuyer (FTB)</p> <p>Funded with HOME funds, this program helps with down payment and closing costs.</p>	<p>Low 80% AMI</p>	<p>Since the 2013-14 fiscal year, 10 households have been served.</p>
<p>Emergency Repair Program (ER)</p> <p>Funded with CDBG funds, this program assists approved residents by providing funds for immediate corrections or necessary repairs to the applicant’s owner-occupied, single-family or mobile home.</p>	<p>Very low to low 50% to 80% AMI</p>	<p>Since the 2013-14 fiscal year, 28 households have been served.</p>
<p>Housing Rehab Program (HRP)</p> <p>Funded with HOME funds, this assists income qualified homeowners to rehabilitate their homes to bring them into compliance with existing codes.</p>	<p>Low 80% AMI</p>	<p>Since the 2013-14 fiscal year, 13 households have been served.</p>
<p>Developer Incentives (DI)</p> <p>Funded with HOME funds & State Low-Income Housing Trust Funds (LIHTF), these incentives are made available to developers on eligible projects.</p>	<p>Very low to low 50% to 80% AMI</p>	<p>Since the 2013-14 fiscal year, 4 projects with 456 units have been created.</p>
<p>Neighborhood Stabilization Funds (NSP)</p> <p>Funded through the Housing and Economic Recovery Act (HERA), this program helps families purchase foreclosed homes at a discount within designated zip codes throughout the city. The NSP funds can be used for down payment, closing cost, and home repairs.</p>	<p><i>Income below</i> 120% AMI</p>	<p>Since the 2009-10 fiscal year, 65 families received NSP funding.</p>

What is AMI?

“The **Area Median Income** (AMI) is the midpoint of a region’s income distribution—half of the families in a region earn more than the median and half earn less than the median. For housing policy, income thresholds set relative to the area median income—such as 50% of the AMI—identify households eligible to live in income-restricted housing units and the affordability of housing units to low-income households. In 2019, Clark County’s AMI is \$57,189 and Henderson’s AMI is \$63,830.”⁹

9 <https://metrocouncil.org/Handbook/Files/Resources/Fact-Sheet/HOUSING/Area-Median-Income-and-Housing-Affordability.aspx>

Vision & Guiding Principles



Henderson Strong Vision

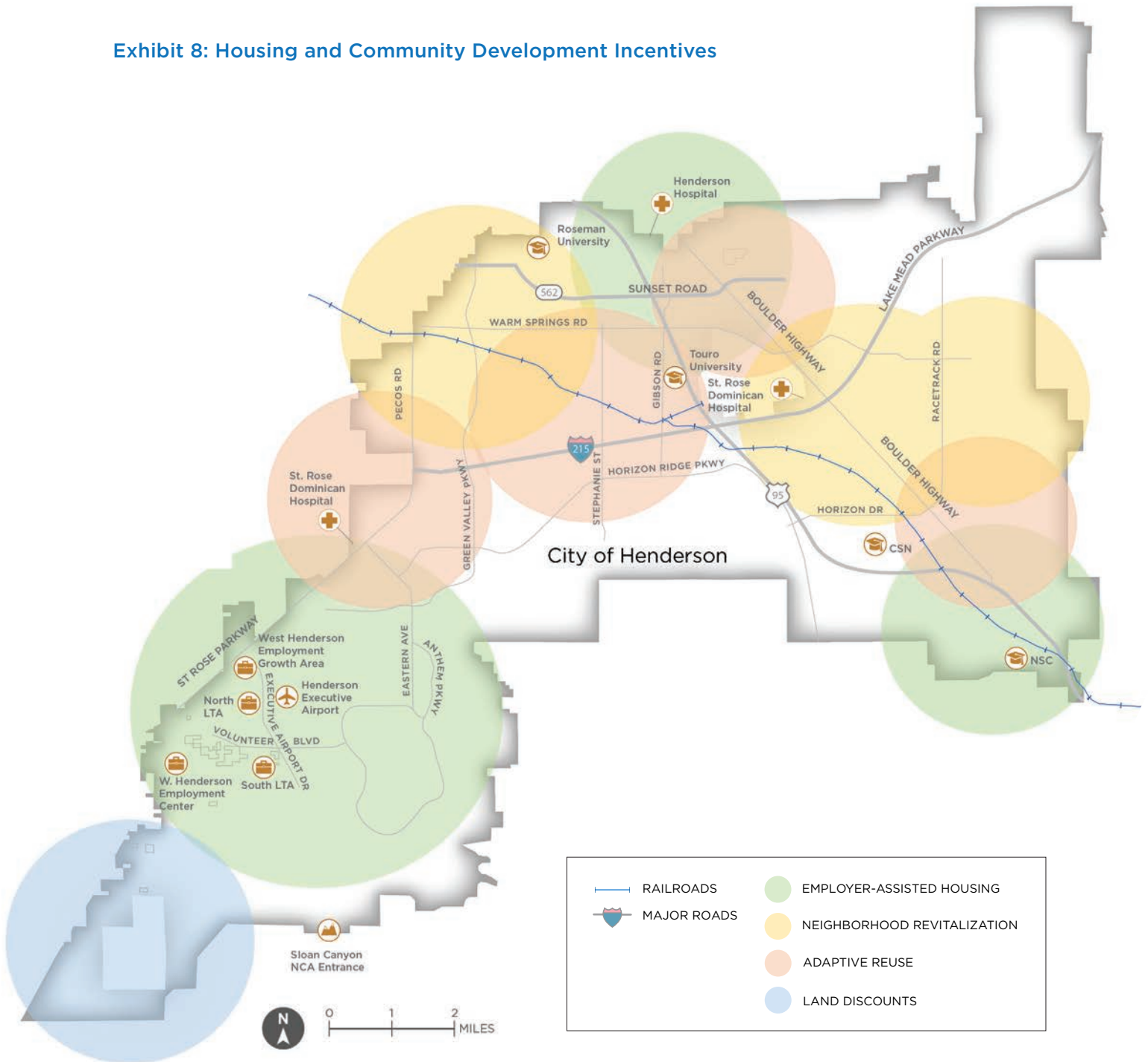
In July 2017, the City adopted the Henderson Strong Comprehensive Plan—a citywide planning document that communicates the vision, long-term goals and objectives that guide the physical development and orderly management of growth of the city for the next 20 years. Built on a strong foundation of research and community engagement, Henderson Strong aims to capitalize on the city’s strengths and address weaknesses to ensure it remains a premier community.

The Henderson Strong planning effort reached nearly 26,000 residents through 23 different venues including public events, stakeholder meetings, and social media campaigns. Through that outreach, residents voiced their top priorities of a healthy, livable community, a vibrant, resilient economy, complete and connected transportation networks, and quality education. They also developed themes, strategies, and tactics related to increasing our housing choice and offering developer incentives.

Based in part on these efforts, Henderson Strong recognizes that maintaining a variety of housing opportunities for all residents is integral to the long-term success of a community. This issue is addressed through the multifaceted lens of connectivity, affordability, variety, and proximity to jobs, schools and services. In addition, Henderson Strong prioritizes the development of a wider variety of quality housing options, at all price points.

To further advance and realize this objective, the City aims to identify specific techniques and tactics based on local market studies, existing plans, and City Council priorities. This is the charge of the HHCDS.

Exhibit 8: Housing and Community Development Incentives



Appendix B: Glossary of Terms includes complete definitions for the following incentive programs.



EMPLOYER-ASSISTED HOUSING

Employer-assisted housing is a tool for large corporations and institutions. Employers can build housing, help with financing and incentives, or market nearby housing options to their employees.

Potential Incentive Programs

CDBG, RDA, NMTC, OZ, LIHTC, HOME Program, NV Housing Division LIHTF/AHTE, Section 811



NEIGHBORHOOD REVITALIZATION

Improvement efforts designed to address aging infrastructure, safety, blight, economic development and quality of life.

Potential Incentive Programs

CDBG, RDA, NMTC, OZ, LIHTC, HOME Program, NV Housing Division LIHTF/AHTE, Section 811



LAND DISCOUNTS

Reservation of land for affordable housing projects using the Southern Nevada Public Lands Management Act (SNPLMA).

Potential Incentive Programs

LIHTC, reduced price of land, HOME Program, NV Housing Division LIHTF/AHTE, Section 811



ADAPTIVE REUSE

Creative reuse of previously vacant spaces can increase the housing stock.

Potential Incentive Programs

CDBG, LIHTC, HOME Program, NV Housing Division LIHTF/AHTE, Section 811

Henderson Housing and Community Development Strategy Vision

Engagement efforts and the stakeholder planning process, coupled with the preliminary direction provided in precedent plans, helped to form a coherent **vision for Henderson's housing future:**

Encourage a variety of well-designed housing choices with differing levels of affordability throughout the city that improve access to transportation options, employment and educational opportunities, healthcare, parks and trails, retail, healthy food options and other amenities and services to meet the needs of all residents.



Guiding Principles

The City and its partners also articulated a set of **ten principles intended to guide future housing efforts** in alignment with this vision:

1. **Achieve the primary housing goal of Henderson Strong—increase housing choice in Henderson.**

- » Create a spectrum of housing options for people of all backgrounds and incomes. Integrate mixed price points and product types into larger development projects. Live-work units, micro-housing, student housing, employer-assisted housing, are all examples of housing options that could provide more choice in Henderson.
- » Encourage a sufficient land base that is planned, zoned and with regulations in place that allow a wide variety of attractive and affordable housing types in sufficient quantity to serve current and future residents and workers.
- » Use a data-driven, collective impact approach. This includes aligning regulations, financial incentives, community and regional partners and the private sector to achieve the vision. This includes evaluating market trends, current development and building codes,

and zoning requirements to determine what might be preventing mixed income or middle income housing from being built.

2. **Collaborate with the private sector.**

- » Collaborate with the private sector to include affordable units in developments that are planned or in progress, which otherwise might not have affordable units.
- » Identify tools to increase and diversify the total housing supply including housing types that the market does not sufficiently provide such as family housing in the downtown area, innovative housing types, missing middle housing and middle- to low-income apartments.

3. **Align strategies and funding to achieve multiple goals.**

- » Leverage incentives and grant funds to implement existing plans. Work to align housing, community development and redevelopment grant funds with existing City plans, including *Henderson Strong Comprehensive Plan*, *Boulder Highway Investment Strategy*, *Pittman Revitalization Plan*, *Boulder Highway Opportunity Site Strategy* and the *City's Economic Development Strategy*.

- » Achieve mutually supportive goals, including increasing housing choice through transit-oriented development and mixed use. When the City provides any type of grants or incentives, including redevelopment grants or other economic development incentives, establish requirements for quality design in addition to the existing development code requirements to achieve specific goals such as TOD on Boulder Highway or mixed use in desired districts.

4. Ensure effective stewardship of resources.

- » Maximize program efficiency using data, program evaluation, stakeholder input, and by monitoring program efficiency ratios.
- » Maximize the number of people who benefit from program activities, focusing on our most vulnerable residents, including children, seniors, and people with disabilities.
- » Build capacity of nonprofit partners by offering regular education and training opportunities on the city's priorities and principles.

5. Expect quality design.

- » Include affordable housing in transit-oriented developments because access to public transit increases access to opportunities. Moderate increases in density should be encouraged along transit corridors.
- » Identify landmark project ideas and creative approaches to housing variety. Emerging ideas nationally include employer-assisted housing, co-op housing, micro-housing, alternative construction methods, creative regulations and special funds dedicated to affordable housing.

6. Pursue innovative capital project ideas that energize the community.

- » Capital projects should enhance mobility, access to healthy food, and revitalization of declining areas. These priorities will help the City's Community Development Block Grant program maximize its impact and align with citywide goals.

7. Encourage self-sufficiency.

- » Prioritize self-sufficiency. Prioritize partner organizations and funding activities that improve public education, help families residing in low-income housing establish goals and encourage self-sufficiency, on-the-job training programs, and other self-sufficiency mechanisms.

8. Build healthy, complete communities.

- » Further the Comprehensive Plan. Increase housing options that further the Comprehensive Plan's policies on healthy communities and current Urban Centers designations in order to improve the viability of services within existing communities.
- » Promote neighborhood safety. Increase the utilization of Crime Prevention through Environmental Design standards and the Crime Free Multifamily Housing program to create safer environments for residents in all housing types.

9. Celebrate diverse cultures, people and lifestyles.

- » Consider diversity, equity, inclusion and fair housing. As Henderson's population diversifies and the preferred housing and community amenities of its residents evolve, the City will continually seek input to provide choices for all residents.
- » Fair housing. Offer regular, fair housing education and training opportunities.

10. Prioritize homelessness prevention.

- » Dedicate efforts to prevent people from becoming homeless. Policies and activities to prevent homelessness are as important to ending homelessness as services that help those who are already homeless to reenter housing.



Stakeholder and public input

As a leader in authentic public and stakeholder engagement, the City led a targeted engagement process that included community stakeholders, business owners, housing developers, financial institutions, and housing experts to help achieve its housing goals. Over the course of the planning process, discussions were facilitated with these stakeholders to gather input on the best practices in combating the housing shortage and how the City should use resources. Input from these audiences was incorporated throughout the HHCDS.

Creating a holistic strategy involves working across fields and specialties to understand the housing situation in Henderson. Both an internal staff working group and an external stakeholder group were formed to help guide the planning process for the HHCDS. The HHCDS also was informed by the Community Development Block Grant Program Advisory Committee (CDBG PAC) and City Council. Bringing together financial institutions, housing developers, and City staff generated unique perspectives and concerns regarding what the City should include in the HHCDS.



Targeted public outreach

Low-and-moderate income residents

Low- and moderate-income residents were targeted in both English and Spanish via focus group, intercept survey and open house to share their opinions and insights about real-world experiences, existing and potential housing issues, preferences and priorities.

Non-profit service providers

Nonprofit representatives, housing related and CDBG-eligible organizations were engaged via stakeholder interviews and facilitated focus group discussion. Their participation sought to better align existing services with City priorities, identify partnerships, gaps and gain a better understanding of the types of programs and activities available through existing programs.

HHCDS stakeholder group

The HHCDS Stakeholder Group provided the overall leadership for this document and the planning process, ensuring the process and recommendations align with the City's priorities (as outlined in the Consolidated Plan and the Henderson Strong Comprehensive Plan.) The group was comprised of private, public and nonprofit community leaders, subject matter experts, and local stakeholders engaged in housing.

Community Development Block Grant Program Advisory Committee (CDBG PAC)

The CDBG PAC served as a recommending body to City Council for the CDBG Program funds. The CDBG PAC reviewed key project milestones and members of the CDBG PAC participated in the stakeholder group to provide additional vision and guidance for the HHCDS and to ensure it is conducive to implementation.



City Council

On the overall HHCDS, Mayor and City Council provided leadership, direction, and notable participation via a special City Council workshop and roundtable. The workshop brought together regional developers as well as housing experts, planning professionals, builders and other engaged stakeholders in December, 2019 to review the draft HHCDS and discuss future approaches to providing a quality and diverse mix of housing options.

Staff working group

The staff working group represented multiple departments including staff from Public Works, Building and Fire Safety, City Attorney's Office, Parks and Recreation, Redevelopment, Economic Development, and Community Development and Services. Staff from Community Development and Services also facilitated working group meetings. The group provided input on deliverables, followed up on requests from the HHCDS project team, provided progress updates to all participants, and disseminated information across all groups. Members also provided administrative support for the external stakeholder group meetings.



Key outreach takeaways

From the targeted outreach:

- » **Prioritize** low-income/vulnerable residents.
- » **Create and maintain** housing affordability.
- » **Assist** those who are experiencing homelessness.
- » **City should prioritize** purchasing land and working with developers to build more affordable housing.
- » **Survey results** indicate prioritizing housing for people with very low incomes, families, and seniors.

Overall outreach tactics

A wide variety of outreach tactics were employed per audience including stakeholder interviews, focus groups, special workshops, targeted intercept surveys, open house events, mailers, flyers, targeted partnerships and onsite event attendance.

This variety and sequence of stakeholder and public engagement activities conducted over nearly a year allowed for key themes and ideas to be discussed from different viewpoints. The resulting strategy reflects the vision, guiding principles, goals and tactics that were developed through this effort.



Trends & Emerging Ideas



National housing tools and techniques

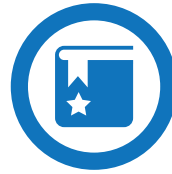
Community Development and Services staff researched and evaluated best practices, tools, and strategies that help to stimulate housing production and diversification. Staff focused on researching methods that have been adopted and tested across the country.

A variety of tools can be used to stimulate affordable housing production. Cities can introduce incentives and regulations, deploy funds, donate public land, and build partnerships with private and nonprofit entities. While each community is different, conversations about the tradeoffs within affordable housing strategies revolve around similar topics and questions.

- » **How do you increase density when developers are not building to minimum densities currently?**
- » **Should developers be required or incentivized to build affordable units?**
- » **How do you reduce building costs but maintain development quality?**

The City researched several emerging ideas and shared the research with both the staff working group and the stakeholder group to determine which ideas may be appropriate in Henderson. Although there were concerns about mentioning inclusionary housing in the document, it is a nationally recognized technique and is included in the summary of tools and techniques in this section. When referenced in the strategies, inclusionary housing is paired with incentives.

The following summarizes the **national trends and emerging research** discussed by both the staff working group and stakeholder group. These ideas are worth exploring further.



Inclusionary zoning/housing

Inclusionary housing or inclusionary zoning ensures a portion of housing units in certain real estate developments are reserved as affordable to low- and moderate-income households. This tool can be combined with incentives, such as density bonuses, reducing parking minimums, height exceptions, or direct financial incentives.



Increase density

Jurisdictions can increase density (upzone) in lower density residential areas. This allows more housing to be built, aiding in the reduction of the housing crisis. This tool is only effective in certain areas. Creating additional housing in a denser development pattern creates a more complete community, allowing people to walk and bike to their destinations through a more efficient and compact development pattern.



Affordable housing trust fund

Creating an affordable housing trust fund at the local level dedicates funding specifically for housing in a separate trust. This is one way to increase the amount of financial resources in a community to create additional housing. According to the Housing Trust Fund Project, there were one billion dollars generated in 2018 by cities throughout the US. Currently, there are 585 city level trust funds.



Land trust

Land Trusts are organizations that form in communities to provide permanently affordable housing and access to land. They do this by purchasing homes and then instead of selling the homes traditionally, the Land Trust will create a land lease and lease the land to the home owner. A negotiated rate of equity increase is included in agreements, often tied to cost of living increases or local income increase rates rather than property value.



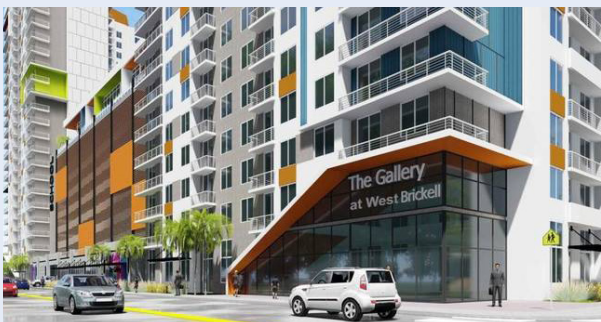
Adaptive reuse

Reusing space that has been vacated is one way to creatively add additional housing stock to a city. Adaptive reuse can mean using previous commercial space for other uses. This can revitalize vacant retail or commercial with housing by converting existing buildings into residential spaces.



Employer assisted housing

Employer assisted housing is a popular tool for large corporations and institutions, such as hospitals and colleges because it helps cut down on costs. Employers can participate directly building housing on their own land, helping with financing or other incentives, or simply marketing nearby housing options to their employees and working with developers to offer desired amenities. People are more likely to relocate to an area if they know they will be able to find housing that matches their level of affordability.



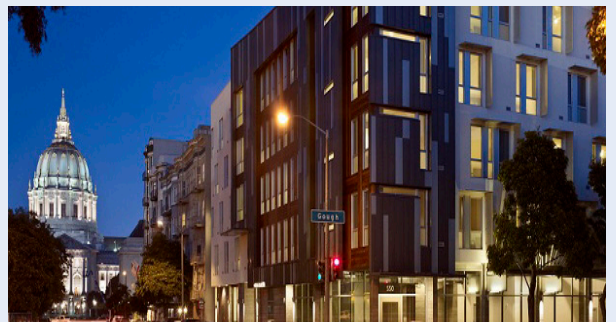
Southern Nevada Public Lands Management Act

There are opportunities to create more affordable housing by working with the Bureau of Land Management to reserve land for such projects using the Southern Nevada Public Lands Management Act (SNPLMA). Using SNPLMA as a tool to create more housing aligns with the Henderson Strong Comprehensive Plan.



Accessory dwelling units

Allowing for the construction of accessory dwelling units (ADUs) is another way to increase housing stock. In Henderson, ADUs are allowed on lots 10,000 s.f. or larger. Many communities allow ADUs in any single family district. ADUs are secondary dwelling units on single family lots. This can be achieved through detached or attached units. ADUs allow existing homeowners to monetize underutilized land, multigenerational housing and aging in place.



Permanent supportive housing

Permanent supportive housing is housing with indefinite leasing and/or rental assistance paired with supportive services to assist homeless persons with a disability, and/or families with an adult family member or child with a disability, achieve housing stability.

Strategies & Actions



Moving toward our housing vision

The strategic actions summarized in this section serve to implement the Henderson Strong housing goal and reflect the community-identified vision and guiding principles for housing that came out of this planning process. The HHCDs builds on the existing policy framework set forth in Henderson Strong, provides additional HHCDs-specific strategies, and details specific actions about how to achieve and implement these ideas.

Recommended strategies and actions are organized into 13 topic areas—existing strategies from Henderson Strong’s housing goal (H26) in are denoted in ***blue italics***.



Mixed-Income development

- 1 ***(H 26.1) Prioritize mixed-income developments that provide access to employment, shopping, transit and community services, and are well designed.***
 - 1.1 Increase a spectrum of housing options for people of all backgrounds and incomes. Integrate mixed price points and product types into larger development projects. Live-work units, micro-housing, student housing, employer-assisted housing, are all examples of housing options that could provide more choice in Henderson.
 - 1.2 Advertise the Boulder Highway Opportunity Site to targeted developers interested in creating a community that is anchored by quality, affordable housing options (Per NRS 278.235 (b)).
 - 1.3 Include language in development agreements for large masterplan developments to ensure a variety of housing types are integrated throughout the development, including naturally occurring affordable housing which can be achieved through smaller market-rate units, single-family rental communities, and other creative options.
 - 1.4 Collaborate with the private sector to encourage including affordable units in developments that are planned or in progress, which otherwise might not have affordable units.

State Law & Affordable Housing

Nevada state law requires that cities and counties include a housing element in their comprehensive plans and adopt affordable housing measures. In NRS 278.235, measures must be adopted to maintain and develop affordable housing to meet the housing needs of the community.

Cities and counties must adopt at least six of the following 12 measures. A number of goals and strategies in the HHCDs comply with this list and will ensure the City continues to meet the community's housing needs.



(a) At the expense of the city or county, as applicable, subsidizing in whole or in part impact fees and fees for the issuance of building permits collected pursuant to NRS 278.580.

(b) Selling land owned by the city or county, as applicable, to developers exclusively for the development of affordable housing at not more than 10 percent of the appraised value of the land, and requiring that any such savings, subsidy or reduction in price be passed on to the purchaser of housing in such a development. Nothing in this paragraph authorizes a city or county to obtain land pursuant to the power of eminent domain for the purposes set forth in this paragraph.

(c) Donating land owned by the city or county to a nonprofit organization to be used for affordable housing.

(d) Leasing land by the city or county to be used for affordable housing.

(e) Requesting to purchase land owned by the Federal Government at a discounted price for the creation of affordable housing pursuant to the provisions of section 7(b) of the Southern Nevada Public Land Management Act of 1998, Public Law 105-263.

(f) Establishing a trust fund for affordable housing that must be used for the acquisition, construction or rehabilitation of affordable housing.

(g) Establishing a process that expedites the approval of plans and specifications relating to maintaining and developing affordable housing.

(h) Providing money, support or density bonuses for affordable housing developments that are financed, wholly or in part, with low-income housing tax credits, private activity bonds or money from a governmental entity for affordable housing, including, without limitation, money received pursuant to 12 U.S.C. § 1701q and 42 U.S.C. § 8013.

(i) Providing financial incentives or density bonuses to promote appropriate transit-oriented housing developments that would include an affordable housing component.

(j) Offering density bonuses or other incentives to encourage the development of affordable housing.

(k) Providing direct financial assistance to qualified applicants for the purchase or rental of affordable housing.

(l) Providing money for supportive services necessary to enable persons with supportive housing needs to reside in affordable housing in accordance with a need for supportive housing identified in the 5-year consolidated plan adopted by the United States Department of Housing and Urban Development for the city or county pursuant to 42 U.S.C. § 12705 and described in 24 C.F.R. Part 91.



SOUTHERN NEVADA STRONG

WHAT IS SOUTHERN NEVADA STRONG?

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

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

For more information visit SouthernNevadaStrong.org.

- 1.5 Consider requiring new developments to provide an affordable housing component if any portion of the property involved requires approval of a Comprehensive Plan Amendment, development agreement or nonconforming zone change.
- 1.6 Enhance the City’s compensating benefits listed within the current Development Code to include affordable housing as a potential compensating benefit for waivers of standards.
Consider adding an affordability section to the zoning ordinance that establishes goals for affordability, standardizes reporting on affordable housing surrounding new development projects, and clarifies incentives and programs available to developers.
- 1.7 Continue to monitor the inventory of existing affordable housing to ensure integration and variety throughout the community.
- 1.8 Provide capacity-building resources to market-rate developers to encourage them to consider and learn how to access alternative financing tools to allow for integrated affordable housing units within market-rate developments and communities.
- 1.9

Housing product variety to meet the needs of a diverse community and economy

- 2 ***(H 26.2) Continue to support development of well-designed rental products to accommodate a variety of demographic groups, such as Millennials, Baby Boomers and growing ethnically diverse groups.***
 - 2.1 Prioritize federal and State HOME funds for multifamily rental products.
 - 2.2 Consider single-family rental communities, expanding where ADUs are allowed (currently they are only allowed on lots 10,000 square feet or larger), tiny home communities, and land bank



communities as described in Appendix A: Additional Research. If tiny homes are pursued, permanent foundations should be required to ensure quality, permanent housing.

- 2.3 Advocate at the federal, state and regional level for partnership opportunities to serve target demographic groups.
- 2.4 ***(H 26.3) Encourage housing types identified in Southern Nevada Strong, as appropriate for economic target industries.***
- 2.5 Pursue the possibility of modern, high-quality, prefabricated, modular housing. New construction techniques are precision-engineered, digitally designed, eco-efficient, and can reduce energy bills. Consider barriers to this construction type and work with developers and construction companies to reduce potential barriers.
- 2.6 Use a data-driven, collective impact approach. This includes aligning regulations, financial incentives, community and regional partners and the private sector to achieve the vision. This includes evaluating market trends, current development and building codes, and zoning requirements to determine what might be preventing mixed-income or middle-income housing from being built.
- 2.7 Consider recruiting and partnering with out-of-market developers that are experienced in desired development types and housing financing to offer missing middle housing products.
- 2.8 ***(H 26.5) Assess feasibility and demand for smaller units to meet the needs of growing demographic groups.***
- 2.9 Review the City's development code for limitations to smaller units, such as tiny homes, zero lot line housing, casitas, ADUs, etc. Consider potential code updates that would make these more flexible as long as design quality and other context-sensitive impacts are addressed. Consider potential enhancements to the process to streamline projects that achieve affordable housing goals. Specific considerations to evaluate in the development code include reviewing setback requirements, and consolidating definitions of all "guest structures," such as carriage units, guest houses, and ADUs.

- 2.10 ***(H 26.10) Encourage intermingling of different housing types using smart growth and universal design to link the needs of multiple generations and accommodate the projected 100,000 more residents anticipated by 2036.***
- 2.11 Focus regulations to allow for homeownership and long-term rental, rather than vacation or short-term rental, as these uses exacerbate housing cost and may not generate sufficient density to achieve other City goals, such as transit-supportive density and walkability.
- 2.12 Consider diversity, equity, inclusion and fair housing in all strategies. As Henderson's population diversifies and the preferred housing and community amenities of its residents evolve, the City will continually seek input to provide choices for all residents.
- 2.13 Offer regular, fair housing education and training opportunities for internal and external audiences.
- 2.14 Consider housing types, such as micro-housing, for homeless youth, seniors, or immigrant communities that may prefer community-style living.
- 2.15 ***(H 26.8) Assess the proximity of proposed and existing housing to parks, schools, healthy food options and community services; identify gaps and prioritize new development based on access needs.***
- 2.16 Develop spatial analysis and proximity analysis to monitor areas of high opportunity and underserved areas.
- 2.17 Work with the Southern Nevada Home Builders Association to incentivize more affordable single-family home options.

Quality, affordable housing choice throughout the city

- 3 ***(H 26.4) Provide affordable housing and workforce housing, particularly for underserved markets, that employ quality design principles.***
- 3.1 Coordinate with Henderson's employers, such as local hospitals, sports teams, manufacturing and tourism and gaming employers, to increase employer-assisted housing opportunities and possible partnerships. Employer-assisted housing is discussed in further detail in Appendix A.
- 3.2 Encourage the City's Economic Development Division to conduct a talent pipeline study that would identify impediments to workers' ability to live near work, and how planning efforts can make taking transit and biking to work more attractive options.

Boulder Pines Family Apartments used CDBG funds to create multi-family affordable apartments that are co-located with wraparound service partnerships to meet the holistic needs of the community on Boulder Highway.



- 3.3 Identify Bureau of Land Management (BLM) owned sites in future growth areas near employment opportunities to increase affordable units. Reserve the sites for mixed-income development options that serve economic development goals and improve location quotients of our target industries.
- 3.4 Analyze the amount of land that is planned and zoned for residential development to ensure a sufficient land base is available to meet projected housing demand.
- 3.5 Identify tools to increase and diversify the total housing supply, including housing types that the private market does not sufficiently provide, such as multifamily housing in the downtown area, innovative housing types, missing-middle housing and middle- to low-income apartments.
- 3.6 Support a broad diversity of owner-occupied and rental housing types, including single-family rental neighborhoods where the entire community of single-family homes are built for rent with the same amenities as those expected from an apartment complex.
- 3.7 Increase the utilization of “crime prevention through environmental design” (CPTED) standards to create safer environments for residents in all housing types.
- 3.8 Continue to monitor changes to state law, including construction defect legislation as well as changes to affordable housing definitions, resources, policies, and their impact on housing.

Transit-oriented development and complete neighborhoods

- 4 ***(H 26.9) Locate higher density housing developments in areas identified for future transit improvements.***
 - 4.1 Monitor market trends to identify locations where additional density is supported by the market and well-suited for transit.
 - 4.2 Evaluate targeted upzoning where higher density is appropriate.

- 4.3 ***(H 26.7) Locate housing within a ½ mile walking and bicycling distance of transit, educational opportunities, parks, trails, retail, healthy food options, and other amenities and services.***
- 4.4 Align housing opportunities with the City's *Economic Development Strategy*, specifically to support residential development that attracts target industries such as healthcare, tech and advanced manufacturing through walkability, access to transit, amenities and healthy living themes and programming.
- 4.5 Integrate workforce and affordable housing options in communities of all income levels through floating units in market rate developments, inclusionary housing for large projects or set-aside reservations in master planned communities.
- 4.6 Direct investment of market rate developments to areas that have more affordable and low-income housing options to enhance fair housing.
- 4.7 Increase housing options that further the Comprehensive Plan's policies on healthy communities and current "urban centers" designations in order to improve the viability of services with existing communities.
- 4.8 Disperse housing opportunities for low- and moderate-income households throughout the city to support inclusion and convenience to amenities and employment opportunities.

Housing that allows for aging in place

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



Ensemble Senior Apartments, built by Ovation Development, used SNPLMA funds to create a high-quality senior apartment complex.

- 5.1 Consider BLM-owned sites to reserve through the SNPLMA process to allow for affordable, assisted living in Henderson (per NRS 278.235 (e)).
- 5.2 Advocate for a wider variety of age-friendly housing options, such as one-story duplexes, bungalows, casitas and ADUs.
- 5.3 Monitor senior housing stock and affordability to ensure an adequate supply of housing options are available for seniors to remain in Henderson through market cycles.
- 5.4 Consider updating the code to allow single buildings for multifamily senior, assisted living, and permanent supportive housing development (see Appendix A) rather than requiring multiple buildings to allow safer and more direct access to building amenities for seniors if design criteria are met.
- 5.5 Continue to prioritize efforts to increase density on a project basis rather than by district or zone. For example, a project could be eligible for more units if it provides a certain number of affordable units and achieves priority planning principles such as transit-oriented development, mixed-use, mixed-income, etc. (Per NRS 278.235 (i)).
- 5.6 Consider tying a density bonus policy to an adaptive reuse ordinance or overlay district. For example, if a parcel had been vacant for more than 12 months, the parcel could be eligible for rezoning to residential to encourage infill housing development. Consider mirroring adaptive reuse ordinances and redevelopment programs such as in Long Beach, California.
- 5.7 Review the City’s development code language on “step backs” and consider strengthening language as an option to encourage architectural forms which encourage street activity, having buildings closer to the street.

What’s the difference? *step back vs setback*

A **step back** occurs when the upper floors of a multi-story building are placed further back than the floors below. A **setback** refers to the distance a building is located away from the street.



Image courtesy of Qamar and Associates

Fair housing barriers

A regional analysis of impediments (RAI) identifies private- and public-sector barriers to fair housing choice that may exist and recommends actions for the pursuit of a housing market that is free of racial, ethnic, familial status, and disability status discrimination. The most recent RAI for Southern Nevada was completed as part of the Southern Nevada Strong Regional Plan process in 2015. The key barriers recommended to address in Henderson in the 2015 RAI included: updating the “residential facility for groups” regulations in the City’s zoning code to ensure compliance with state and federal fair housing laws, editing the definition of “family unit” to include community residences for people with disabilities in accordance with the Fair Housing Act, and establishing a formal “reasonable accommodation” request process to afford residents with disabilities an equal opportunity to use and enjoy a dwelling.

At the time of this writing the region is currently working on an update to the 2015 RAI, primarily focusing on changes to the housing market and quantitative analysis. Efforts to implement the recommendations of the current RAI and promote fair housing through the creation of well-designed housing options for all Henderson residents are key priorities for Henderson planning efforts and are reflected in the City’s Strategic Plan and the Henderson Strong Comprehensive Plan.

Additional strategic actions developed through the HHCDS

Community buy-in

- 6 Increase community support and understanding regarding the importance of housing variety for a strong, resilient economy.**
 - 6.1** Enlist support from economic development partners to align messaging that connects the importance of housing choice, a vibrant, diverse economy, and reduced commute times and traffic congestion.
 - 6.2** Create new terminology and messaging to address the stigma associated with “affordable housing” and other related terms.
 - 6.3** Support the findings of the regional analysis of Impediments (RAI) through continued engagement of housing and planning stakeholders and outreach with homeowner associations, multi-family property owners and residents to provide information on the Fair Housing Act, ADA, and rights of residents. (An RAI is a housing analysis that assesses barriers to fair housing choice. (Southern Nevada Strong, page 100).
 - 6.4** Educate elected officials, citizen organizations and the public on the housing needs and diversity of Southern Nevada’s residents and the importance of quality housing for all residents regardless of income or stage of life (Southern Nevada Strong, page 95).
 - 6.5** Participate in regional housing initiatives such as those initiated by Southern Nevada Strong, Southern Nevada Regional Housing Authority and HUD to develop regional support for implementation efforts.



Effective program development and administration

- 7 Revamp housing programs that are administered by the City to best steward the resources and maximize the impact of resources on communities suffering from disinvestment.**
 - 7.1 Partner with local nonprofits, such as Rebuilding Together, to administer and construct homeowner rehabilitation improvements and emergency repairs, using debt-to-value ratios to guide maximum improvement costs. Target some housing program funds, such as rehabilitation and emergency repairs, to seniors so that more seniors can age in place.
 - 7.2 Prioritize maintaining existing lower-cost housing options; keep these units functional and maintained.
 - 7.3 Target rehabilitation and repair of existing 4-6-unit buildings so that affordable housing is integrated into a variety of neighborhoods throughout the city.
 - 7.4 Maximize program efficiency using data, program evaluation, stakeholder input, and by monitoring program efficiency ratios. Allow for flexibility to adapt programs as the needs of the market change; for example, in a high housing market, the focus should be on increasing affordable units, in a low market, affordable repairs and rehabilitation may be emphasized.
 - 7.5 Maximize the number of people who benefit from program activities, focusing on our most vulnerable residents, including children, seniors, and people with disabilities.
 - 7.6 Build capacity of nonprofit partners by offering regular education and training opportunities based on the city's priorities and principles.
 - 7.7 Market and advertise existing down payment assistance and first-time buyer programs managed by private banks and the State of Nevada rather than administering a program in-house to avoid duplication.

Neighborhood enhancement and community development

- 8 Revamp Neighborhood Enhancement and Community Development programs that are administered by the City to best steward the resources and maximize community engagement and promote leadership.**
- 8.1 Update neighborhood programs and events to enhance access to healthcare, community and social services, leadership and meaningful engagement, job training, education, and public art.
- 8.2 Promote and support the Henderson Police Department's efforts to expand community policing, Crime Free Multi-Housing participation and compliance, and Neighborhood Watch.
- 8.3 Be more proactive with Henderson Municipal Code violations in order to complement and maintain neighborhood beautification efforts.
- 8.4 Promote and advertise both local and regional programs to increase awareness and access to neighborhood resources and programs.
- 8.5 Create a leadership and capacity-building training program, engaging boards and commission members, to develop a shared understanding of City priorities and planning principles and serve as champions in sharing citywide accomplishments.
- 8.6 Ensure outreach activities do more than promote programs by providing on-site access to program applications and other services, when appropriate.

Economic self-sufficiency

- 9 Design programs, projects and strategies to support and encourage economic self-sufficiency.**
- 9.1 Support self-sufficiency among residents and nonprofit organizations and prioritize partner organizations and funding activities that improve public education, help families residing in low-income housing to establish goals and encourage self-sufficiency, offer on-the-job training programs, and provide other economic self-sufficiency mechanisms.
- 9.2 Select a pilot neighborhood to partner with a large employer to test efforts to support access to the local workforce and job training opportunities.
- 9.3 Consider establishing a micro-loan program or partnering with community institutions to promote allied programs, such as the Henderson Chamber of Commerce. A micro-loan program could be tied to homeowner/renter rehabilitation as well.



- 9.4 Work with Economic Development Division to act as an intermediary to connect big businesses, such as Henderson Hospital, with local neighborhoods where proximate labor forces may not be competitive for nationally recruited job opportunities.
- 9.5 Work with partners and nonprofits like Economic Development, DETR, Workforce Connections, The Henderson Chamber and Henderson Business Resource Center to research adding an innovation center in a local neighborhood.

Creative landmark and capital projects

- 10 Develop landmark and capital project ideas to guide CDBG capital funding and public-private partnerships.**
- 10.1 Develop capital project ideas, including infrastructure and land acquisition for CDBG funding consideration, that prioritize mobility, access to transportation, access to healthcare, healthy food, parks and recreational space, education, affordable housing and revitalization of declining areas to align with the Invest Health Initiative and Pittman Revitalization Plan as well as the Henderson Strong Comprehensive Plan.
- 10.2 Encourage nonprofit organizations or community land trusts to purchase older or neglected multifamily developments, such as duplexes, triplexes, multiplexes and apartments, that could be rehabilitated and converted to affordable housing.
- 10.3 Consider using Section 108 funds through CDBG, which provide communities with a source of financing for a variety of projects and allows local governments to transform a small portion of their CDBG funds into federally guaranteed loans that can support small business development at low interest rates.
- 10.4 Consider pairing CDBG funds with SNPLMA to pay for land acquisition costs and infrastructure for affordable housing.
- 10.5 Begin using a request for proposals (RFP) process to announce CDBG funds in an effort to encourage nonprofits to better align activities with City priorities outlined in the Consolidated Plan.



Alternative construction methods

In order to combat a national housing shortage, alternative construction methods are being explored. One such alternative is using the relatively new technology of 3D printing. An American startup company, called ICON, is using concrete in a 3D printer to build 650 sqft. homes. This groundbreaking solution reduces labor costs, construction time, and material waste. The prototype costs \$10,000 to build, but subsequent models will cost around \$4,000.

These homes are naturally affordable, allowing homeownership to lower income people. The ICON homes have a living room, bedroom, bathroom, and porch. Made from concrete, they are durable and disaster resilient, making these homes an appropriate option for housing in disaster prone areas. ICON's 3D printer can be transported via truck, making it possible to construct these homes onsite. Exploring alternative construction methods, paired with more flexible standards for accessory dwelling units where appropriate, can add more housing stock and variety to the market and allow for multigenerational living and aging in place. These innovations require close coordination with the City's Building and Fire Safety Division.

Emerging policies, incentives, and regulatory approaches to increase housing variety and affordability

- 11 Pursue best practices and emerging policies to increase the supply of quality, affordable housing.**
 - 11.1** Identify landmark project ideas and creative approaches to housing variety as described in Appendix A. Emerging ideas nationally include affordable housing trusts, community land banks, BLM land reservations, mixed-income housing, employer-assisted housing, micro-housing, alternative construction methods, creative regulations and special funds dedicated to affordable housing, such as fees collected through short-term rental program requirements.
 - 11.2** Encourage alternative construction methods that may allow for naturally occurring affordable housing due to lower construction/fabrication costs, and ensure that they meet development code and building code requirements.
 - 11.3** Consider announcing available multifamily development incentives through a competitive request for proposal (RFP) process to compare proposals and prioritize funds.
 - 11.4** Prioritize federal and state funds received to build new affordable units in Henderson using development criteria that achieve multiple goals.
 - 11.5** Explore opportunities to offer incentives for inclusionary housing to achieve mixed-income development, such as including a percentage of residential units that serve up to 120% of AMI in negotiations for large projects and master planned communities. Offer incentives such as discounted land, redevelopment tax increment funds, and housing subsidies to offset the cost (Per NRS 278.235 (j)).
 - 11.6** Consider creating an affordable housing trust and seeding the trust with revenue from enforcement activity and program fees, such as short-term rental revenues (Per NRS 278.235 (f)).



- 11.7** Consider creating an affordable housing land trust to preserve units as affordable using examples such as Newton Community Development Corporation (newtowncdc.org) out of Phoenix and working with local institutions like Clearinghouse CDFI.
- 11.8** Reserve and zone BLM-owned sites for housing as allowed by SNPLMA. Ensure reservations are made near these areas for public needs and capital improvements and the surrounding areas offer access to services such as commercial, medical, public safety and schools.
- 11.9** Partner with Henderson’s larger employers, including Henderson Hospital, St. Rose, Station Casinos, Levi Strauss, Clark County School District, among others, to pursue employer-assisted housing, particularly for underserved markets.
- 11.10** Work with economic development and workforce development partners to communicate the benefits of an employer-assisted housing development and partnership.
- 11.11** Enhance and tie code enforcement efforts to loan programs, especially for block walls and landscaping, to attract reinvestment and support for neighborhood stabilization and beautification efforts.
- 11.12** Consider property maintenance code updates to improve standards for private property maintenance.

Aligning strategies and funding to achieve multiple goals

- 12 Leverage and align incentives and grant funds to implement existing plans.**
- 12.1** Work to align housing, community development and redevelopment grant funds with existing City plans, including the City’s Comprehensive Plan, *Downtown Investment Strategy* and *East Henderson Investment Strategy*, *Pittman Revitalization Plan*, *Boulder Highway Opportunity Site Strategy* and the City’s *Economic Development Strategy*.



12.2 Adopt joint criteria or a scoring system for funding with Economic Development, the Redevelopment Agency and Community Development and Services to evaluate incentives for residential development, such as:

- » Ensuring a minimum number of affordable housing units when subsidies are requested
- » Achieving minimum density
- » Proximity measures to different services, such as parks, trails, grocery stores, schools, transit, healthcare, employment, banks and financial services.
- » Achieving sustainability measures, such as energy efficiency, LED lighting insulation, solar power, etc.
- » Universal design criteria to allow aging in place
- » Unit size variety
- » Mixed-income development
- » Leverage with other resources, funds and grants such as RDA, LIHTF and opportunity zones
- » Locating in new locations where affordable housing products are not currently offered or are limited
- » Offering a site that would disperse affordable housing options in a new location in the city
- » Achieving transit-oriented design principles and access to public transportation
- » Ensuring quality design
- » Including mixed-use
- » Alignment with target industry workforce demands and desired place-types.
- » Other factors that would contribute positively to the community or serve a need—such as a preschool or a school integrated into a development, playground improvements, community gathering spaces, or workforce enhancements like a computer lab or bus shelter.

- 12.3 Participate in the State's Qualified Action Plan (QAP) to provide input on City priorities that could be included in the State's Low-Income Housing Tax Credit program.
- 12.4 Develop a priority map that identifies sites where the above-described criteria may be best met.
- 12.5 Identify sites that are eligible for multiple incentives, such as redevelopment tax increment, opportunity zones, City-owned land, and other sources to combine a variety of incentives for mixed-income projects.

Homelessness prevention

13 Work locally and regionally to compassionately address the needs of individuals experiencing homelessness.

- 13.1 Continue to participate in regional initiatives, including the Southern Nevada Homelessness Continuum of Care (SNHCoC), to advocate for resources for people experiencing homelessness.
- 13.2 Participate in the annual homeless census by organizing a volunteer deployment site in Henderson and advocating for an accurate count and methodology as well as transparent data sharing.
- 13.3 Attend events, such as Project Homeless Connect and the Youth Homelessness Summit, to support regional efforts and share information.
- 13.4 Continue to support homeless prevention programs for Henderson residents through Federal, State and County-funded programs (Per NRS 278.235 (I)).
- 13.5 Collect data and calculate the cost of homelessness in City healthcare institutions, prisons, jails, the economy and the community to encourage more proactive solutions.
- 13.6 Encourage landlord/tenant relationships and inspire landlords to partner with public and non-profit entities that offer resources, such as tenant-based rental assistance and temporary housing for people on the verge of becoming homeless, through partnerships with HopeLink and HELP of Southern Nevada.
- 13.7 Develop a multi-departmental initiative team through the Strategic Plan implementation effort to coordinate policy, prioritize action items and resources and share information and data.
- 13.8 In partnership with the Henderson Police Department, contract a private survey company to conduct a thorough assessment of Henderson's current homeless population, impacts of homelessness on the community and primary needs of the local homeless population.

- 13.9** Map locations to identify encampments.
- 13.10** Deploy the Mobile Crisis Intervention Team (MCIT) through Help of Southern Nevada to conduct interventions, abatements and health/safety checks with individuals experiencing homelessness and help them gain access to services.
- 13.11** Identify grants to increase resources for emergency assistance (food, water, medical care, shelter) to serve people who are already experiencing homelessness.
- 13.12** Update our camping ordinance to respond to evolving needs of the Henderson community and regulatory environment.
- 13.13** Update the City website to reflect relevant data, convey the City's efforts to reduce homelessness, educate the community about responsible giving, and list resources available.
- 13.14** Evaluate the need for a permanent supportive housing site and wraparound services and identify potential funding partners. Advocate for regional resources, such as permanent supportive housing or other specialized medical facilities, to be located in or near Henderson to serve the chronically homeless in Henderson and the region.
- 13.15** Partner with local private and public medical institutions, healthcare agencies and departments to serve the needs of the chronically homeless.
- 13.16** Advocate for unit-based permanent supportive housing to avoid concentrating poverty while still allowing for the provision of necessary support for both the chronically homeless and people with disabilities.
- 13.17** Coordinate with Clark County School District to address the needs of homeless students enrolled in Henderson schools.
- 13.18** Work with Clark County to identify emergency shelter sites to replace the Inclement Weather Shelters.
- 13.19** Work with Clark County to initiate a regional RFP approach to community triage support to have a provider that has locations in Henderson to divert people who are homeless from emergency rooms or jails.
- 13.20** Work with Clark County to update the regional plan for homelessness and develop a consensus-based approach that allows all jurisdictions to participate in strategies to reduce homelessness.
- 13.21** Consider alternate locations, structures and capital improvements for food banks and meal services from areas that have a concentration of low-income residents or redevelopment areas to reduce concentrations of low-income individuals.



- 13.22** Connect the Housing Strategy, Consolidated Plan, stakeholder interviews and the CDBG PAC input to identify priorities and align funding to support homelessness prevention efforts.
- 13.23** Develop a coding system with the Henderson Police Department to better capture service requests and calls for services relating to the homeless.
- 13.24** Work with faith-based organizations, by leveraging Nevadans for the Common Good and/or developing a Henderson Faith Council, to bring faith organizations together to craft an agenda to collaboratively serve people who are experiencing homelessness and support homeless prevention activities.
- 13.25** Identify a location and funding to staff a Community Resource Case Worker at the Henderson Resiliency Center who can help make referrals and coordinate responses for people in need.

Implementation Matrix

Recommended strategies and actions are organized into 13 topic areas, but within those topic areas, there is no specific order—existing strategies from Henderson Strong’s housing goal (H26) in are denoted in *blue italics*.

TIMEFRAME & FISCAL DEFINITIONS

Short term = 0-2 years
 Mid term = 3-5 years
 Long term = 6+ years

+ = Staff time
 \$ = Under \$100,000
 \$\$ = \$100,000-\$250,000
 \$\$\$ = Over \$250,000

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
Mixed-income development		
1 – (26.1) <i>Prioritize mixed-income, developments that provide access to employment, shopping, transit and community services, and are well designed.</i>	Ongoing	+
1.1 – Increase a spectrum of housing options for people of all backgrounds and incomes. Integrate mixed price points and product types into larger development projects. Live-work units, micro-housing, student housing, employer-assisted housing, are all examples of housing options that could provide more choice in Henderson.	Long term	+
1.2 – Advertise the Boulder Highway Opportunity Site to targeted developers interested in creating a community that is anchored by quality, affordable housing options (Per NRS 278.235 (b)).	Short term	+
1.3 – Include language in development agreements for large masterplan developments to ensure a variety of housing types are integrated throughout the development, including naturally occurring affordable housing which can be achieved through smaller market-rate units, single-family rental communities, and other creative options.	Short term	+

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
1.4 – Collaborate with the private sector to encourage including affordable units in developments that are planned or in progress, which otherwise might not have affordable units.	Short term	+
1.5 – Consider requiring new developments to provide an affordable housing component if any portion of the property involved requires approval of a Comprehensive Plan Amendment, development agreement or nonconforming zone change.	Short term	+
1.6 – Enhance the City’s compensating benefits listed within the current Development Code to include affordable housing as a potential compensating benefit for waivers of standards.	Short term	+
1.7 – Consider adding an affordability section to the zoning ordinance that establishes goals for affordability, standardizes reporting on affordable housing surrounding new development projects, and clarifies incentives and programs available to developers.	Short term	+
1.8 – Continue to monitor the inventory of existing affordable housing to ensure integration and variety throughout the community.	Short term	+
1.9 – Provide capacity-building resources to market-rate developers to encourage them to consider and learn how to access alternative financing tools to allow for integrated affordable housing units within market-rate developments and communities.	Mid term	\$\$
Housing product variety to meet the needs of a diverse community and economy		
2 – (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	+
2.1 – Prioritize federal and State HOME funds for multifamily rental products.	Short term	+
2.2 – Consider single-family rental communities, expanding where accessory dwelling units (ADUs) are allowed (currently they are only allowed on lots 10,000 square feet or larger), tiny home communities, and land bank communities as described in the Case Study section on page 54. If tiny homes are pursued, permanent foundations should be required to ensure quality, permanent housing.	Short term	+

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
2.3 – Advocate at the federal, state and regional level for partnership opportunities to serve target demographic groups.	Mid term	\$
2.4 – (H26.3) <i>Encourage housing types identified in Southern Nevada Strong, as appropriate for economic target industries.</i>	Ongoing	+
2.5 – Pursue the possibility of modern, high quality prefabricated modular housing. New construction techniques are precision-engineered, digitally designed, eco-efficient, and can reduce energy bills. Consider barriers to this construction type and work with developers and construction companies to reduce potential barriers.	Mid term	\$
2.6 – Use a data-driven, collective impact approach. This includes aligning regulations, financial incentives, community and regional partners and the private sector to achieve the vision. This includes evaluating market trends, current development and building codes, and zoning requirements to determine what might be preventing mixed-income or middle-income housing from being built.	Short term	\$
2.7 – Consider recruiting and partnering with out-of-market developers that are experienced in desired development types and housing financing to offer missing middle housing products.	Mid term	+
2.8 – (H26.5) <i>Assess feasibility and demand for smaller units to meet the needs of growing demographic groups.</i>	Short term	+
2.9 – Review the City’s development code for limitations to smaller units, such as tiny homes, zero lot line housing, casitas, ADUs, etc.; consider potential Code updates that would make these more flexible as long as design quality and other context-sensitive impacts are addressed, and consider potential enhancements to the process to streamline projects that achieve affordable housing goals. Specific considerations to evaluate in the Development Code include reviewing setback requirements, and consolidating definitions of all ‘guest structures,’ such as carriage units, guest houses, and accessory dwelling units.	Short term	\$
2.10 – (H26.10) <i>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.</i>	Ongoing	+
2.11 – Focus regulations to allow for homeownership and long-term rental, rather than vacation or short-term rental, as these uses exacerbate housing cost and may not generate sufficient density to achieve other City goals, such as transit-supportive density and walkability.	Mid term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
<p>2.12 – Consider diversity, equity, inclusion and fair housing in all strategies. As Henderson’s population diversifies and the preferred housing and community amenities of its residents evolve, the City will continually seek input to provide choices for all residents.</p>	Ongoing	+
<p>2.13 – Offer regular, fair housing education and training opportunities for internal and external audiences.</p>	Ongoing	\$
<p>2.14 – Consider housing types such as micro-housing for homeless youth, seniors, or immigrant communities that may prefer community-style living.</p>	Mid term	\$
<p>2.15 – <i>(H26.8) 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.</i></p>	Short term	+
<p>2.16 – Develop spatial analysis and proximity analysis to monitor areas of high opportunity and underserved areas.</p>	Short term	\$
<p>2.17 – Work with the Southern Nevada Home Builders Association to incentivize more affordable single-family home options.</p>	Ongoing	\$
<p>Quality affordable housing choice throughout the city</p>		
<p>3 – (26.4) Provide affordable housing and workforce housing, particularly for underserved markets, that employ quality design principles.</p>	Ongoing	+
<p>3.1 – Coordinate with Henderson’s employers, such as local hospitals, sports teams, manufacturing and tourism and gaming employers, to increase employer-assisted housing opportunities and possible partnerships. Employer assisted housing is discussed in further detail in Appendix A.</p>	Mid term	\$\$
<p>3.2 – Encourage the City’s Economic Development Division to conduct a talent pipeline study that would identify impediments to workers’ ability to live near work, and how planning efforts can make taking transit and biking to work more attractive options.</p>	Mid term	\$\$
<p>3.3 – Identify Bureau of Land Management (BLM) owned sites in future growth areas near employment opportunities to increase affordable units. Reserve the sites for mixed-income development options that serve economic development goals and improve location quotients of our target industries.</p>	Short term	+
<p>3.4 – Analyze the amount of land that is planned and zoned for residential development to ensure a sufficient land base is available to meet projected housing demand.</p>	Short term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
<p>3.5 – Identify tools to increase and diversify the total housing supply, including housing types that the market does not sufficiently provide, such as multifamily housing in the downtown area, innovative housing types, missing-middle housing and middle- to low-income apartments</p>	Mid term	\$\$
<p>3.6 – Support a broad diversity of owner-occupied and rental housing types, including single-family rental neighborhoods where the entire community of single-family homes are built for rent with the same amenities as those expected from an apartment complex.</p>	Short term	\$
<p>3.7 – Increase the utilization of Crime Prevention through Environmental Design (CPTED) standards to create safer environments for residents in all housing types.</p>	Short term	\$\$
<p>3.8 – Continue to monitor changes to State law, including construction defect legislation as well as changes to affordable housing definitions, resources, policies and their impact on housing.</p>	Ongoing	\$
<p>Transit-oriented development and complete neighborhoods</p>		
<p>4 – (26.9) <i>Locate higher density housing developments in areas identified for future transit improvements.</i></p>	Ongoing	+
<p>4.1 – Monitor market trends to identify locations where additional density is supported by the market and well-suited for transit.</p>	Ongoing	\$
<p>4.2 – Evaluate targeted upzoning where higher density is appropriate.</p>	Mid term	\$
<p>4.3 – (26.7) <i>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.</i></p>	Ongoing	+
<p>4.4 – Align housing opportunities with the City’s Economic Development Strategy, specifically to support residential development that attracts target industries such as healthcare, tech and advanced manufacturing through walkability, access to transit, amenities and healthy living themes and programming.</p>	Mid term	\$
<p>4.5 – Integrate workforce and affordable housing options in communities of all income levels through floating units in market rate developments, inclusionary housing for large projects or set-aside reservations in master planned communities.</p>	Long term	\$\$
<p>4.6 – Direct investment of market rate developments to areas that have more affordable and low-income housing options to enhance fair housing.</p>	Mid term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
4.7 – Increase housing options that further the Comprehensive Plan’s policies on healthy communities and current Urban Centers designations in order to improve the viability of services with existing communities.	Mid term	\$\$
4.8 – Disperse housing opportunities for low and moderate-income households throughout the City to support inclusion and convenience to amenities and employment opportunities.	Long term	\$
Housing that allows for aging in place		
5 – (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	+
5.1 – Consider BLM-owned sites to reserve through the SNPLMA process to allow for affordable, assisted living in Henderson (Per NRS 278.235 (e)).	Ongoing	+
5.2 – Advocate for a wider variety of housing options that are age-friendly, such as one-story duplexes, bungalows, casitas and ADUs.	Ongoing	+
5.3 – Monitor senior housing stock and affordability to ensure an adequate supply of housing options are available for seniors to remain in Henderson through market cycles.	Ongoing	+
5.4 – Consider updating the Code to allow single buildings for multifamily senior, assisted living, and permanent supportive housing development (see Appendix, page 45) rather than requiring multiple buildings to allow safer and more direct access to building amenities for seniors if design criteria are met.	Short term	\$
5.5 – Continue to prioritize efforts to increase density on a project basis rather than by district or zone. For example, a project could be eligible for more units if it provides a certain number of affordable units and achieves priority planning principles such as transit-oriented development, mixed-use, mixed-income, etc. (Per NRS 278.235 (i)).	Ongoing	+
5.6 – Consider tying a density bonus policy to an adaptive reuse ordinance or overlay district. For example, if a parcel had been vacant for more than 12 months, the parcel could be eligible for rezoning to residential to encourage infill housing development. Consider mirroring adaptive reuse ordinances and redevelopment programs such as in Long Beach, CA.	Short term	\$
5.7 – Review the City’s Development Code language on ‘step backs’ and consider strengthening language as an option to encourage architectural forms which encourage street activity, having buildings closer to the street.	Short term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
Community buy-In		
6 – Increase community support and understanding regarding the importance of housing variety for a strong, resilient economy.	Ongoing	+
6.1 – Enlist support from economic development partners to align messaging that connects the importance of housing choice, a vibrant, diverse economy, and reduced commute times and traffic congestion.	Mid term	\$
6.2 – Create new terminology and messaging to address the stigma associated with “affordable housing” and other related terms.	Ongoing	+
6.3 – Support the findings of the Regional Analysis of Impediments through continued engagement of housing and planning stakeholders and outreach with homeowner associations, multi-family property owners and residents to provide information on the Fair Housing Act, ADA, and rights of residents. (A Regional Analysis of Impediments is a housing analysis that assesses barriers to fair housing choice. (Southern Nevada Strong, page 100).	Ongoing	+
6.4 – Educate elected officials, citizen organizations and the public on the housing needs and diversity of Southern Nevada’s residents and the importance of quality housing for all residents regardless of income or stage of life (Southern Nevada Strong, page 95).	Ongoing	+
6.5 – Participate in regional housing initiatives such as those initiated by Southern Nevada Strong, Southern Nevada Regional Housing Authority and HUD to develop regional support for implementation efforts.	Ongoing	+
Effective program development and administration		
7 – Revamp housing programs that are administered by the City to best steward the resources and maximize the impact of resources on communities suffering from disinvestment.	Ongoing	+
7.1 – Partner with local nonprofits, such as Rebuilding Together, to administer and construct homeowner rehabilitation improvements and emergency repairs, using debt-to-value ratios to guide maximum improvement costs. Target some housing program funds, such as rehabilitation and emergency repairs, to seniors so that more seniors can age in place.	Short term	\$\$
7.2 – Prioritize maintaining existing lower-cost housing options; keep these units functional and maintained.	Long term	\$\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
7.3 – Target rehabilitation and repair of existing 4-6-unit buildings so that affordable housing is integrated into a variety of neighborhoods throughout the City.	Ongoing	\$\$
7.4 – Maximize program efficiency using data, program evaluation, stakeholder input, and by monitoring program efficiency ratios. Allow for flexibility to adapt programs as the needs of the market change; for example, in a high housing market, the focus should be on increasing affordable units, in a low market, affordable repairs and rehabilitation may be emphasized.	Ongoing	\$\$
7.5 – Maximize the number of people who benefit from program activities, focusing on our most vulnerable residents, including children, seniors, and people with disabilities.	Ongoing	\$
7.6 – Build capacity of nonprofit partners by offering regular education and training opportunities based on the city’s priorities and principles.	Mid term	\$\$
7.7 – Market and advertise existing down payment assistance and first-time buyer programs managed by private banks and the State of Nevada rather than administering a program in-house to avoid duplication.	Ongoing	\$
Neighborhood enhancement and community development		
8 – Revamp Neighborhood Enhancement and Community Development programs that are administered by the City to best steward the resources and maximize community engagement and promote leadership.	Ongoing	+
8.1 – Update neighborhood programs and events to revitalize neighborhoods and enhance access to healthcare, community and social services, leadership and meaningful engagement, job training, education, cultural events and public art.	Mid term	\$\$
8.2 – Promote and support the Henderson Police Department’s efforts to expand community policing, Crime Free Multi-Housing participation and compliance, and Neighborhood Watch.	Mid term	\$
8.3 – Be more proactive with Henderson Municipal Code violations in order to complement and maintain neighborhood beautification efforts.	Short term	\$\$
8.4 – Promote and advertise both local and regional programs to increase awareness and access to resident resources and neighborhood programs.	Short term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
<p>8.5 – Support the creation leadership and capacity building training program, engaging boards and commission members, to develop a shared understanding of City priorities and planning principles and serve as champions in sharing citywide accomplishments.</p>	Long term	\$\$
<p>8.6 – Ensure outreach activities do more than promote programs by providing on-site access to program applications and other services, when appropriate.</p>	Ongoing	\$
<p>Economic self-sufficiency</p>		
<p>9 – Design programs, projects and strategies to support and encourage economic self-sufficiency.</p>	Ongoing	\$
<p>9.1 – Support self-sufficiency among residents and nonprofit organizations and prioritize partner organizations and funding activities that improve public education, help families residing in low-income housing to establish goals and encourage self-sufficiency, offer on-the-job training programs, and provide other economic self-sufficiency mechanisms.</p>	Ongoing	\$
<p>9.2 – Select a pilot neighborhood to partner with a large employer to test efforts to support access to the local workforce and job training opportunities.</p>	Mid term	\$\$
<p>9.3 – Consider establishing a micro-loan program or partnering with community institutions to promote allied programs, such as the Henderson Chamber of Commerce. A micro-loan program could be tied to homeowner/renter rehabilitation as well.</p>	Mid term	\$\$\$
<p>9.4 – Work with Economic Development to act as an intermediary to connect big businesses, such as Henderson Hospital, with local neighborhoods where proximate labor forces may not be competitive for nationally recruited job opportunities.</p>	Mid term	\$
<p>9.5 – Work with partners and nonprofits like Economic Development, DETR, Workforce Connections, The Henderson Chamber and Henderson Business Resource Center to research adding an innovation center in a local neighborhood.</p>	Mid term	\$\$
<p>Creative landmark and capital projects</p>		
<p>10 – Develop landmark and capital project ideas to guide CDBG capital funding and public-private partnerships.</p>	Ongoing	+

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
<p>10.1 – Develop capital project ideas, including infrastructure and land acquisition for CDBG funding consideration, that prioritize mobility, access to transportation, access to healthcare, healthy food, parks and recreational space, education, affordable housing and revitalization of declining areas to align with the Invest Health Initiative and Pittman Revitalization Plan as well as the Henderson Strong Comprehensive Plan.</p>	Ongoing	+
<p>10.2 – Encourage nonprofit organizations or community land trusts to purchase older or neglected multifamily developments, such as duplexes, triplexes, multiplexes and apartments, that could be rehabilitated and converted to affordable housing.</p>	Ongoing	+
<p>10.3 – Consider using Section 108 funds through CDBG, which provide communities with a source of financing for a variety of projects and allows local governments to transform a small portion of their CDBG funds into federally guaranteed loans that can support small business development at low interest rates.</p>	Ongoing	+
<p>10.4 – Consider pairing CDBG funds with SNPLMA to pay for land acquisition costs and infrastructure for affordable housing.</p>	Ongoing	+
<p>10.5 – Continue using a Request for Proposals (RFP) process to announce CDBG funds in an effort to encourage nonprofits to better align activities with City priorities outlined in the Consolidated Plan.</p>	Ongoing	+
<p>Emerging policies, incentives, and regulatory approaches to increase housing variety and affordability</p>		
<p>11 – Pursue best practices and emerging policies to increase the supply of quality, affordable housing.</p>	Ongoing	+
<p>11.1 – Identify landmark project ideas and creative approaches to housing variety as described in the Emerging Practices research on page 38. Emerging ideas nationally include affordable housing trusts, community land banks, BLM land reservations, mixed-income housing, employer-assisted housing, micro-housing, alternative construction methods, creative regulations and special funds dedicated to affordable housing, such as fees collected through short-term rental program requirements. C101:E113</p>	Ongoing	+
<p>11.2 – Encourage alternative construction methods that may allow for naturally occurring affordable housing due to lower construction/fabrication costs, and ensure that they meet Development Code and Building Code requirements.</p>	Ongoing	+
<p>11.3 – Consider announcing available multifamily development incentives through a competitive Request For Proposal (RFP) process to compare proposals and prioritize funds.</p>	Mid term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
<p>11.4 – Prioritize Federal and State funds received to build new affordable units in Henderson using development criteria that achieve multiple goals.</p>	Ongoing	\$\$
<p>11.5 – Explore opportunities to offer incentives for inclusionary housing to achieve mixed-income development, such as including a percentage of residential units that serve up to 120% of Area Median Income (AMI) in negotiations for large projects and master planned communities. Offer incentives such as discounted land, redevelopment tax increment funds, and housing subsidies to offset the cost (Per NRS 278.235 (j)).</p>	Mid term	\$\$
<p>11.6 – Consider creating an affordable housing trust and seeding the trust with revenue from enforcement activity and program fees, such as short-term rental revenues (Per NRS 278.235 (f)).</p>	Mid term	\$\$
<p>11.7 – Consider creating an affordable housing land trust to preserve units as affordable using examples such as Newton Community Development Corporation (newtowncdc.org) out of Phoenix and working with local institutions like Clearinghouse CDFI.</p>	Mid term	\$\$
<p>11.8 – Reserve and zone BLM-owned sites for housing as allowed by SNPLMA. Ensure reservations are made near these areas for public needs and capital improvements and the surrounding areas offer access to services such as commercial, medical, public safety and schools.</p>	Long term	+
<p>11.9 – Partner with Henderson’s larger employers, including Henderson Hospital, St. Rose, Station Casinos, Levi Strauss, Clark County School District, Haas among others, to pursue employer-assisted housing, particularly for underserved markets.</p>	Short term	+
<p>11.10 – Work with economic development and workforce development partners to communicate the benefits of an employer-assisted housing development and partnership.</p>	Short term	\$
<p>11.11 – Enhance and tie Code Enforcement efforts to loan programs, especially for block walls and landscaping, to attract reinvestment and support for neighborhood stabilization and beautification efforts.</p>	Mid term	\$\$
<p>11.12 – Consider Property Maintenance Code updates to improve standards for private property maintenance.</p>	Mid term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
Aligning strategies and funding to achieve multiple goals		
12 – Leverage and align incentives and grant funds to implement existing plans.	Ongoing	+
12.1 – Work to align housing, community development and redevelopment grant funds with existing City plans, including the City’s Comprehensive Plan, Downtown Investment Strategy and East Henderson Investment Strategy, Pittman Revitalization Plan, Boulder Highway Opportunity Site Strategy and the City’s Economic Development Strategy.	Ongoing	+
12.2 – Adopt joint criteria or a scoring system for funding with Economic Development, the Redevelopment Agency and Community Development & Services to evaluate incentives for residential development.	Short term	+
12.3 – Participate in the State’s Qualified Action Plan (QAP) to provide input on City priorities that could be included in the State’s Low-Income Housing Tax Credit program.	Ongoing	+
12.4 – Develop a priority map that identifies sites where the above-described criteria may be best met.	Short term	\$
12.5 – Identify sites that are eligible for multiple incentives, such as redevelopment tax increment, Opportunity Zones, City-owned land, and other sources to combine a variety of incentives for mixed-income projects.	Ongoing	+
Homelessness prevention		
13 – Work locally and regionally to compassionately address the needs of individuals experiencing homelessness.	Ongoing	+
13.1 – Continue to participate in regional initiatives, including the Southern Nevada Homelessness Continuum of Care (SNHCoC), to advocate for resources for people experiencing homelessness.	Ongoing	\$
13.2 – Participate in the annual homeless census by organizing a volunteer deployment site in Henderson and advocating for an accurate count and methodology as well as transparent data sharing.	Ongoing	\$\$
13.3 – Attend events, such as Project Homeless Connect and the Youth Homelessness Summit, to support regional efforts and share information.	Ongoing	\$
13.4 – Continue to support homeless prevention programs for Henderson residents through Federal, State and County-funded programs (Per NRS 278.235 (I)).	Ongoing	\$\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
13.5 – Collect data and calculate the cost of homelessness in City healthcare institutions, prisons, jails, the economy and the community to encourage more proactive solutions.	Short term	\$\$
13.6 – Encourage landlord/tenant relationships and inspire landlords to partner with public and nonprofit entities that offer resources, such as tenant-based rental assistance and temporary housing for people on the verge of becoming homeless, through partnerships with Hopelink and Help of Southern Nevada.	Mid term	\$\$
13.7 – Develop a multi-departmental initiative team through the Strategic Plan implementation effort to coordinate policy, prioritize action items and resources and share information and data.	Short term	\$
13.8 – In partnership with the Henderson Police Department, contract a private survey company to conduct a thorough assessment of Henderson’s current homeless population, impacts of homelessness on the community and primary needs of the local homeless population.	Short term	\$
13.9 – Map locations to identify encampments.	Ongoing	\$
13.10 – Deploy the Mobile Crisis Intervention Team (MCIT) through Help of Southern Nevada to conduct interventions, abatements and health/safety checks with individuals experiencing homelessness and help them gain access to services.	Ongoing	\$\$
13.11 – Identify grants to increase resources for emergency assistance (food, water, medical care, shelter) to serve people who are already experiencing homelessness.	Ongoing	\$
13.12 – Update our camping ordinance to respond to evolving needs of the Henderson community and regulatory environment.	Mid term	\$
13.13 – Update the City website to reflect relevant data, convey the City’s efforts to reduce homelessness, educate the community about responsible giving, and list resources available.	Short term	\$
13.14 – Evaluate the need for a permanent supportive housing site and wraparound services and identify potential funding partners. Advocate for regional resources, such as permanent supportive housing or other specialized medical facilities, to be located in or near Henderson to serve the chronically homeless in Henderson and the region.	Ongoing	\$
13.15 – Partner with local private and public medical institutions, healthcare agencies and departments to serve the needs of the chronically homeless.	Mid term	\$

STRATEGIES & ACTIONS	TIMEFRAME FOR COMPLETION	FISCAL IMPACT
<p>13.16 – Advocate for unit-based permanent supportive housing to avoid concentrating poverty while still allowing for the provision of necessary support for both the chronically homeless and people with disabilities.</p>	Mid term	\$
<p>13.17 – Coordinate with Clark County School District to address the needs of homeless students enrolled in Henderson schools.</p>	Short term	\$
<p>13.18 – Work with Clark County to identify emergency shelter sites to replace the Inclement Weather Shelters.</p>	Short term	\$\$
<p>13.19 – Work with Clark County to initiate a regional RFP approach to community triage support to have a provider that has locations in Henderson to divert people who are homeless from emergency rooms or jails.</p>	Mid term	\$\$
<p>13.20 – Work with Clark County to update the regional plan for homelessness and develop a consensus-based approach that allows all jurisdictions to participate in strategies to reduce homelessness.</p>	Mid term	\$\$
<p>13.21 – Consider alternate locations, structures and capital improvements for food banks and meal services from areas that have a concentration of low-income residents or redevelopment areas to reduce concentrations of low-income individuals.</p>	Mid term	\$\$
<p>13.22 – Connect the Housing Strategy, Consolidated Plan, stakeholder interviews and the CDBG PAC input to identify priorities and align funding to support homelessness prevention efforts.</p>	Short term	\$
<p>13.23 – Develop a coding system with the Henderson Police Department to better capture service requests and calls for services relating to the homeless.</p>	Short term	\$
<p>13.24 – Work with faith-based organizations, by leveraging Nevadans for the Common Good and/or developing a Henderson Faith Council, to bring faith organizations together to craft an agenda to collaboratively serve people who are experiencing homelessness and support homeless prevention activities.</p>	Short term	\$
<p>13.25 – Identify resources and funding to staff a Community Resource Case Worker who can help make referrals and coordinate responses for people in need.</p>	Mid term	\$\$

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Appendix A:

Housing Best Practices

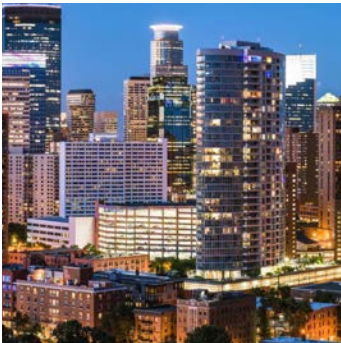


Inclusionary housing/zoning

Inclusionary zoning (IZ), is an increasingly popular way to produce affordable housing through the private market. Inclusionary zoning requires or incentivizes private developers to designate a certain percentage of the units in a given project as below market rate (BMR)—cheaper than their value on the market, and often less than the price of producing them. (The large majority of IZ programs are mandatory—80 percent of them according to one study.)

The proportion of BMR units a developer must build usually depends on the size of the project: In many cities, projects with fewer than ten units do not trigger IZ requirements, while projects with hundreds of units might have steeper requirements, proportionally, than a project with 50.

Adapted source: <https://www.citylab.com/equity/2018/07/citylab-university-inclusionary-zoning/565181/>



Increase density

Jurisdictions can also increase density (upzone) in lower density residential areas. This allows more housing to be built, aiding in the reduction of the housing crisis. Some cities have gone as far as removing single-family zoning all together. The hope is to create additional housing stock by allowing higher density projects. Creating additional housing in a denser development pattern creates a more complete community, allowing people to walk and bike to

their destinations through a more efficient and compact development pattern. As land becomes increasingly scarce and more affordable housing stock is lost, jurisdictions can use upzoning to support efforts to create more housing at all income levels.



Affordable Housing Trust Fund

The State of Nevada currently has a Low-Income Housing Trust Fund program, administered by the State of Nevada Housing Division. According to their website, “Funds are allocated by formula to participating jurisdictions to expand and improve the supply of rental housing through new construction and rehabilitation of multifamily projects. Trust Funds may also be used to provide financing for down payment assistance and homeowner rehabilitation of single-family residences, and to provide emergency assistance to families who are in danger of becoming homeless. Funding is supported with a real property transfer tax of ten cents for each \$500 of value or fraction thereof. All funds allocated must be used to benefit individuals and families whose incomes do not exceed 60% of the area median income, as defined by the U.S. Department of Housing and Urban Development.”

Source: https://housing.nv.gov/programs/Account_LIH_TF/

The Nevada Housing Division also encourages local jurisdictions to create their own trust fund for affordable housing, as that is one of the specified measures participating jurisdictions can choose to fulfill their annual housing requirements NRS 278.235. Creating an affordable housing trust fund at the local level is one way to increase the amount of financial resources in a community to create additional housing. According to the Housing Trust Fund Project, there were one billion funds generated in 2018 by cities throughout the US. Currently, there are 585 city level trust funds. The City of Henderson looks to explore this idea further.

Source: <https://housingtrustfundproject.org/housing-trust-funds/city-housing-trust-funds/>



Land trust

Community Land Trusts are organizations that form in communities with the goal to keep naturally occurring affordable units affordable. They do this by purchasing homes and instead of selling the homes traditionally, the Land Trust will create a land lease and lease the land to the homeowner. Someone buying a land trust home is still a homeowner, as they will own the physical structure that is the house. The only difference is that they will not own the land, but instead lease the land from the Land Trust. The Land Trust holds onto the land rights, only leasing out the land and selling the home to income qualified families. This allows low-moderate income families to be homeowners and to build equity. Home costs will be lower since the price of land is excluded in the sale.

The intent is to keep low-income people from being displaced, protecting from gentrification. The Land Trust model could also be used in undeveloped areas, to create mixed-income communities. Land Trust homes look no different from a traditionally owned home. Jurisdictions interested in creating Land Trusts typically partner with CDCs, CDFIs, or CHDOs.



Southern Nevada Public Lands Management Act (SNPLMA)

The City of Henderson is exploring opportunities to create more affordable housing by working with the Federal Government to acquire land for such projects using the Southern Nevada Public Lands Management Act's (SNPLMA) provision for direct land sales for affordable housing projects. Section 7(b) of SNPLMA allows federal land in Nevada to be sold at less than fair market value for affordable housing purposes, if the housing serves low-income families. Such lands shall be made available only to State or local governmental entities. Only those proposed projects which commit 50%, or more, of living space to affordable housing shall be considered by BLM to be a project for affordable housing purposes under SNPLMA. Using SNPLMA as a tool to create more housing aligns with Henderson Strong Comprehensive Plan Goal H 1.10: Identify options for reserving land within Bureau of Land Management (BLM) holdings for needed community services and amenities and affordable housing.



Employer assisted housing

The affordable housing crisis is affecting all income levels, including those in the middle class. Often referred to as the “the missing middle”, people making between \$35,000-\$60,000 a year are being priced out of neighborhoods and even whole cities. This means service workers, such as police officers, firefighters, medical professionals, and schoolteachers are often unable to find housing in the places they serve. In areas that are experiencing inflated housing prices, creative solutions are being explored in order to keep those middle-income earners in their communities. In fact, the Nevada Housing Division created a program in 2017 for home buying assistance for schoolteachers. School districts across the country are going even further to ensure teachers have housing by creating and managing housing for teachers. As the Las Vegas area and Henderson continue to experience population growth and steep housing prices, local schools could explore similar options as the school districts below.

Employer owned housing is not just for teachers and school districts. Like the company towns of yesteryear, large corporation and hospitals have also entered this space. The institutions that use employer housing the most are colleges and hospitals. Both already

have campuses and are already involved in property management. They also tend to be larger operations, with around 500 employees or more. Employer housing is popular for these institutions because it helps cut down on costs. Staff are more likely to come to an area if they know they will be able to find affordable housing. Offering housing to employees can also decrease the amount of staff turnover, which can be extremely costly to employers. Employer owned housing is an especially useful tool in high cost areas to ensure those workers earning middle income (\$35,000-\$60,000) can still afford to live in the high cost area. The City of Henderson could suggest employer housing to medical institutions like the Dignity Health or Henderson Hospital. This could attract a qualified workforce and provide needed housing for nurses and other positions.



Adaptive reuse

Reusing buildings that have been vacated is one way to creatively add additional housing stock to a city. Adaptive reuse can mean using previous commercial space for other land uses. This helps reinvigorate city areas of a city that are seeing decline and disinvestment. This can be used to create housing by converting existing buildings into residential spaces. The City of Henderson could adopt

ordinances that would expedite the development process for housing project proposals that incorporate existing buildings.



Tiny homes & ADUs

Tiny homes could be one of the ways the City encourages a housing stock that is diverse. These small homes allow more affordable, nontraditional housing options. Specifically, housing options that could allow homeownership for socioeconomic groups who have traditionally been priced out of ownership. Henderson is well known for its quality housing stock and high standard of living. One way the City could ensure these developments are at the same

high caliber of development would be to require the tiny homes to be on a permanent foundation. Another option the city could use would be allowing a separate tiny home subdivision, with a high level of development review. When considering proposals for tiny homes, it's important to emphasize strict regulation on these homes in order to encourage the right type of development for our community.



Accessory dwelling units

Allowing accessory dwelling units or ADUs is one way to increase housing stock in existing neighborhoods. ADUs are secondary dwelling units on single family lots. This can be through the placement of a tiny home or a more accessory structure. In order to allow ADUs, city's may need to update their zoning regulations and building codes. Currently, the City of Henderson allows ADUs on lots 10,000 square feet or larger. Some communities allow ADUs in any residential

district. This is one way to increase the amount of housing stock and the diversity of housing choices. This also supports various populations, such as seniors seeking independence but with a desire for community, recent empty nesters, college students, and nontraditional family situations.



Permanent supportive housing

Permanent supportive housing is housing with indefinite leasing and/or rental assistance paired with supportive services to assist homeless persons with a disability or families with an adult or child member with a disability achieve housing stability. The idea is to first house those individuals or families with social service needs to stabilize them. This follows the “housing first” approach to helping those experiencing homelessness. Before someone

can gain self-sufficiency, their basic needs must be met. By providing housing first, social services can then be administered at the residents' request. This is one way to reduce the costs of emergency housing and crisis care.

Source: <https://endhomelessness.org/resource/housing-first/>

Appendix B:

Glossary of Terms

ACRONYM	INCENTIVE	DEFINITION
CDBG	Community Development Block Grant	The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.
DDA	Difficult to Develop Area	A DDA for the Low Income Housing Tax Credit program is an area designated by HUD with high construction, land, and utility costs relative to its Area Median Gross Income (AMGI).
LIHTC	Low Income Housing Tax Credit	The LIHTC program gives tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households as well as middle-income households and workforce households.
NMTC	New Market Tax Credit	The NMTC program incentivizes community development and economic growth through the use of tax credits that attract private investment to distressed communities.
OZ	Opportunity Zone	The Opportunity Zone Tax Incentive encourages private investment of capital into projects, businesses and property development in low-income areas.
RDA	Redevelopment Area	The City of Henderson recognizes the need to revitalize and reinvest in some of its maturing neighborhoods and created the City of Henderson Redevelopment Agency. Redevelopment activities have included attracting new investment in declining areas through public/private partnerships and improving homeownership possibilities through low interest loans; providing homeowners with the ability to increase the value of their homes through homeowner assistance programs as in the Water Street District and Eastside.
State LIHTC	State Low Income Housing Tax Credit	S.B. 448 creates a transferable state LIHTC with an annual statewide cap of \$10 million that can be carried forward if unused. The state LIHTC has a sunset date of Jan. 1, 2030. Nevada is the 18th state with a state LIHTC incentive.
Section 811	Supportive Housing for Persons with Disabilities program	Through the Section 811 Supportive Housing for Persons with Disabilities program, HUD provides funding to develop and subsidize rental housing with the availability of supportive services for very low- and extremely low-income adults with disabilities.
HOME Program	HOME Investment Partnerships Program	The HOME Investment Partnerships Program (HOME) provides formula grants to States and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.
LIHTF/ AHTF (NV Housing Division)	Low Income Housing Trust Fund/Affordable Housing Trust Fund	The Affordable Housing Trust Funds is a state-funded program for affordable housing. Funds are allocated by formula to participating jurisdictions (state and local governments) to expand and improve the supply of rental housing through new construction and rehabilitation of multifamily projects.



A Place To Call Home