



Downtown Investment Strategy Update

Committed to Preserving Henderson and Building A Premier Community



Basic Road Now

VISION

OPPORTUNITY

STRATEGY

Conceptual rendering created by a UNLV architect to show how Basic Road may appear in 2025 with continued development



{ Just add Water Street }





Dear Members of Our Community,

The City of Henderson has always been recognized for its quality of life, and much of that is because our residents and businesses are engaged and dedicated to making their community better. We want to thank you for the time and effort during this process, as it is evidence of the commitment you have toward improving the quality of life, positioning Downtown for a better tomorrow, and continuing support of our vision to become America's premier community.

Through our redevelopment efforts, our goal is to remove blight and bring areas within our community to a healthy and sustainable status. Our Redevelopment Agency staff has been working hard to refine and update our Downtown Investment Strategy, which will create the plan to bring more businesses, services, and residential living options to the downtown area over the next 15 years.

The City of Henderson remains committed to preserving the Downtown as a community asset. Our partnership with you, the residents and business owners who live, work and play here, will help make this plan a success. Momentum is on our side and remarkable transformations and changes have created a foundation on which we can build on. The Downtown Investment Strategy update is only the first step to charting a positive path of transformation for years to come.

Mayor and City Council

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Chapter I

Introduction



{ Just add Water Street. }

Downtown Investment Strategy

Downtown Henderson's Past



Water Street is where Henderson began. And that beginning has its roots in World War II.

Founded as a working town for Basic Magnesium, a plant that manufactured munitions for the war effort, Henderson started out as a temporary town-site. When the war was won, half the town left – and the United States War Asset Administration put the site up for sale as surplus property. Fortunately, the state legislature stepped in and purchased the local industrial sites, thus saving the town.

The City of Henderson wasn't officially incorporated until April 16, 1953. Back then, it totaled about 13 square miles. Now, Henderson has grown to more than 103 square miles. Today the original town blocks making up the Downtown represent the city's heart – in every sense of the word.

In 1995, the Downtown Redevelopment Area was created with the mission and purpose to develop a plan that would provide various strategies and practices to promote revitalization and reinvestment in an area that historically had been vibrant and healthy, and the center of work-live-play activity, but had experienced physical, social, and economic decline over the years as more and more development occurred in the surrounding Green Valley, Seven Hills, and Anthem master-planned communities. Through the vigilance of public and private stakeholders, the 2002 Downtown Investment Strategy (the Investment Strategy) was established and set into motion to develop a process determined to restore the Downtown as a mixed-use center of choice. The Investment Strategy, process based upon the following components, breathed life into an area in need of economic development and new opportunity:

- Inventory of Existing Uses
- Market Profile Summary
- Summary of Initial Observations
- Downtown Vision
- Organizational Strategies
- Project Strategies
- Implementation Action Plan

Downtown 2012



Since its inception ten years ago, the Investment Strategy has led to many substantial successes that Downtown residents and business owners can celebrate. The Investment Strategy has been successful in providing \$500 million worth of reinvestment and redevelopment dollars in the Downtown. There have been incremental programmatic and developmental accomplishments in Downtown that have served as catalysts and momentum builders toward providing the desired live-work-play and fiscally-successful environment.

Further, the original strategy led to the creation of a brand for the area, now known as the Water Street District, which has become very recognizable to residents, business owners, and visitors. Some of those accomplishments include:

- Increase in average annual incremental assessed value to total \$117 million per year (an increase of \$1.5 billion over nine years);
- Investment of \$12 by other public and/or private entities for every \$1 the Redevelopment Agency has invested directly into the Downtown Redevelopment Area;
- Investment of more than \$6 million publicly and privately into the Downtown Redevelopment Area through participation of financial assistance programs;
- Creation of an estimated more than 4,000 trade, sector, and support service (from construction through operation) jobs within the Downtown Redevelopment Area;
- Addition of 1,195,764 square feet of commercial space, 561 residential dwelling units, and the addition of more than 325,000 square feet of City facilities;
- Development of Bus Rapid Transit along Water Street to provide multi-modal transportation opportunities to the Las Vegas Valley community;
- Renovation of 355 residences to enhance neighborhood pride and aesthetics;
- Revitalization of Water Street, Basic Road, and other roadways to facilitate safe pedestrian and vehicular circulation throughout the Downtown Redevelopment Area;
- Extensive modifications to Development Code existing regulations to provide flexibility on parking, land use, etc;
- Construction of the WSD Events Plaza and Amphitheater that can seat approximately 800;
- Marketing of Water Street to attract more than 500,000 visitors annually;
- Public investment of more than \$165 million into capital improvement projects.

*A complete list of accomplishments can be found in Appendix D.

As remarkable the change and transformation to the Water Street District has been over the past ten years, the area is still a work in progress. As we have enjoyed the successes, we have also felt the challenges created by the market realities of today, due to the recession that began in 2008 and continued in late 2011. Unprecedented high unemployment rates, high foreclosure rates, and a dramatic decline in property values have had negative impacts on redevelopment efforts. Only a small percentage of people have moved into the heart of Water Street District since 2000. There is little development space and limited opportunity to add more tax revenue and/or robust services to continually meet the daily living needs of the community. Moreover, the Redevelopment Area expires in year 2025, as redevelopment areas have a thirty year life span.

During those thirty years, the City has additional revenues from tax increment derived from a percentage of property taxes collected that are in excess of the base year at its disposal to reinvest into the Redevelopment Area to encourage private economic activity, upgrade aging infrastructure, and improve the physical appearance of that area. The goal of a Redevelopment Area is to remove blight and bring the community to a healthy and sustainable status. When the Redevelopment Area expires; significant incentives and funding provided by the Agency to help sustain, support, and spur activity no longer will be available.

The Water Street District is at a pivotal juncture in its history to promote the stabilization of its short-and long-term future. New, proactive approaches that encourage long-term commitment from the private sector to undertake reinvestment and redevelopment opportunities are necessary, or the work that has been done will be diminished.

The Water Street District has great potential to continue this revitalization as a vibrant center of daily activity unique among community-oriented gathering places in Southern Nevada. There are significant assets in terms of existing infrastructure, accessibility, a compact street grid system, walkable neighborhoods, an established business district, and a stable employment base. Demographics, economics, and modern design techniques have converged to improve Water Street District as a desirable location for civic, social, and commercial interaction in the community.



Increase or renovate the number of homes for 3,500 additional residents



Increase the number of permanent jobs by an additional 500 people



Increase the number of visitors for promotions and events from 500,000 to 1 million people annually



Add more urban park space through the addition of pocket parks, green space, trails, passive space, plazas, and other leisure amenities

The Downtown Investment Strategy Update (the Update) represents an enormous redevelopment opportunity to capitalize on national trends, preferences, and housing demand to position the Water Street District for long-term economic vitality. This update is not to fix a problem; but to re-affirm the vision and goal for continued growth in Water Street District, while creating new tools and tactics that are better aligned with the changed economic environment.



Maintained a balanced transportation system that accommodates future increases in jobs, employees, and visitors

Planning/Public Outreach Timeline

It was the Agency's strategy to include a diverse, wide-ranging group of stakeholders from our residential, commercial, and development communities in the creation of this update. Over a period of four months, the Technical Committee held five public meetings to engage the community: two each for our residential and business communities, and a final open house forum that brought both groups together to share what was developed and agreed upon in the previous sessions. These meetings were designed to identify current issues, set out the framework for Water Street District's reinvestment, and gather input on uses, identify priorities and develop commitment from neighbors. A brief synopsis of each meeting can be found in Appendix I.



1st Resident Outreach Session

- Overview of Downtown's Progress
- Discussions regarding Downtown's strengths and challenges
- Resident's business and residential wish list
- Mailers and door hangers sent
- Approximately 65-70 residents in attendance

June 15, 2011



2nd Resident Outreach Session

- Presentation by Neighborhood Services Division
- Presentation by the Henderson Police Department
- Real estate expert panel discussion
- New residential product type exercise
- Resident ranking of tactics exercise
- Mailers and door hangers sent
- Approximately 50 residents in attendance

August 31, 2011



Final Outreach Session: Downtown Residents, Business Community and Interested Stakeholders

- Presentation of the refined vision for Downtown
- Presentation of 2025 goals
- Presentation of Opportunity District land use recommendations
- Presentation of Plan Element Tactics
- Door hangers and electronic invites sent
- Approximately 70 residents and business owners in attendance

October 25, 2011



January to June 2011

Research and Analysis

- Demographics and Market profile Summary
- Existing Context (landmarks, traffic, residential/commercial product type, etc.)
- Land Use recommendations
- Tactics, tools, benchmark development

June 29, 2011

Business Community and Interested Stakeholder Outreach Session

- Overview of the progress Downtown
- Visioning exercise for development on City-owned land
- Mailers, door hangers and electronic invites sent
- Approximately 15 business owners in attendance

September 28, 2011

2nd Business Community and Interested Stakeholder Outreach Session

- Real estate expert panel discussion
- New commercial product type exercise
- Business Community/Interested Stakeholder ranking of tactics exercise
- Mailers, door hangers, and electronic invites sent
- Approximately 20 business owners in attendance

February-March 2012

Review and adoption of the Downtown Investment Strategy Update

Implementation

2012-2025



Chapter II

Current Conditions



{ Just add Water Street. }

Existing Context

Overview

The City of Henderson's Downtown Redevelopment Area has seen many significant changes since its inception in 1995. Today you will find new streetscapes, new buildings, updated civic structures, a changing residential demographic, increased pedestrian and vehicular circulation patterns, increased parking opportunities and future development sites prepared for future growth.

The Downtown Investment Strategy area is located in the eastern part of the City of Henderson. The area outlined in this document covers approximately 500 acres, which is generally bounded by Lake Mead Parkway on the north, Major Avenue to the South, Boulder Highway to the east and Van Wagenen Street to the west.

The Downtown Investment Strategy covers a wide and diverse demographical area:

- Approximately 1,500 residents and 290 businesses in the area.
- Approximately 76% of the population is under the age of 55.
- 39% of the population is between the ages of 18 and 44.
- The medium income for the area is approximately \$40,970, which is less than the national average.
- 41.1% of properties are owner occupied, making many of the residents in the area renters.

As a mature downtown area, the public infrastructure has seen many changes over the years to accommodate growth and change. Public utilities in place today meet and/or exceed the requirements for the area, which will allow for more increased development in the near future. As development increases in the future to meet the goals of the Investment Strategy, the City's utilities department will have to analyze future capacities which may require system upgrades.

Over the past fifteen years the City and Redevelopment Agency have spent approximately \$156 million in Capital Improvement projects to enhance the area and provide incentives to the business and development communities. These improvements have helped to create jobs, improve sustainability and improve property values in the area. A few of the most recent projects include transformation of the Water Street streetscape, two new parking garages, and a new library. Many of the improvements have helped to increase mobility into and through the downtown area.

Downtown Henderson is served by:

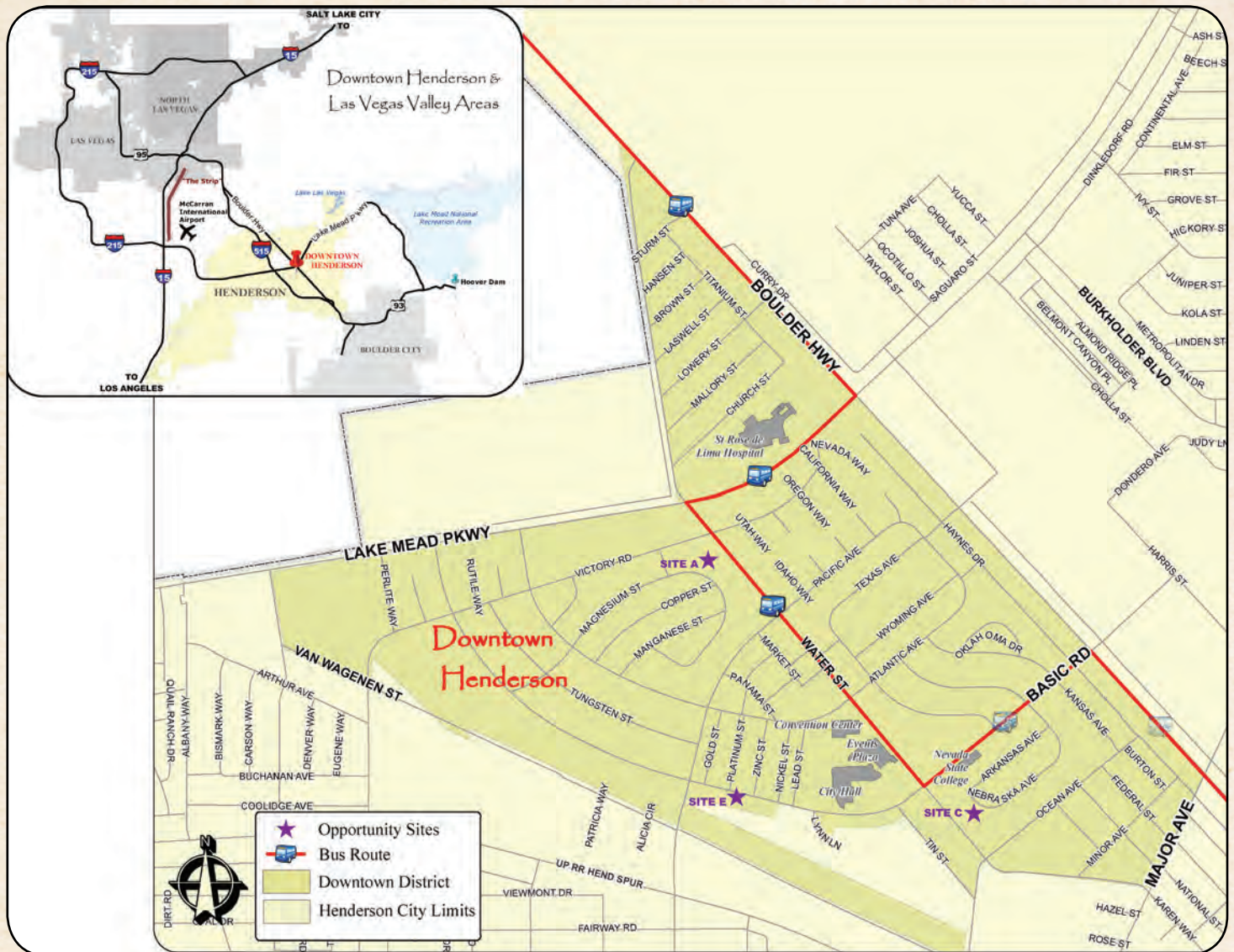
- Two major highway systems with I-215 running east and west through the Valley and I-515/US 95 running north and south.
- A rapid bus transit system maintained by the Regional Transportation Commission. This service links downtown Henderson with downtown Las Vegas.
- A street network that provides a compact network of gently curving local streets with relatively narrow widths and short block lengths.

These characteristics allow for a much more pedestrian friendly environment. On-street parking available on all local streets helps to create a buffer between vehicles and pedestrian traffic. Many of the residential properties in Downtown are also accessible by rear loaded alleys.

Parking Downtown has been a consistent focus of the City over the past year to ensure a balance between development of sites and adequate parking for residents and businesses. As mentioned previously, two new parking garages have been added to the area to accommodate the employees and visitors to the area. Currently the Downtown area has adequate parking to meet all current and future needs for the next two to five years. However, as development occurs, additional parking may be required to be installed.

Also as development occurs it will require either a remodel or demolition of existing properties to allow for an increase in densities both residentially and commercially. Today the City of Henderson and the Redevelopment Agency hold a large portion of vacant developable properties within the downtown area. Currently the Agency owns three large vacant parcels ranging in size from 1.41 acres to 3.95 acres. These parcels are all development-ready with utilities and offsite improvements already completed.

As a Downtown that has been around since the 1940's, Water Street District has seen many changes to allow for additional transformation and future development. This section has outlined many of the existing conditions in place today. As we move forward, the current conditions will only be an asset to future growth.



Chapter III

Vision



{ Just add Water Street. }

Vision

Overview

Henderson's Water Street District can become:



AN AUTHENTIC DOWNTOWN CORE

An authentic downtown recognized by all residents as a central location to enjoy civic and social interaction in our community and to celebrate our heritage.



A COMMUNITY GATHERING PLACE

A vibrant and diverse district that welcomes students, residents, workers and others to enjoy public amenities and a sense of place.



A COMMUNITY OF MIXED-USE CHOICE

A collection of retail, professional services, family and nightlife entertainment, employment, a variety socio-economic housing, and education to improve the quality of life.



A DESIRABLE PLACE TO CALL HOME

A district that boasts a variety of quality housing choices located in safe and attractive neighborhoods with a blend of old and new and a range of densities.



A PLACE FOR NEW INVESTMENT AND REINVESTMENT

A district that invites investment, supports job creation, provides entrepreneurial opportunities, and delivers financial rewards.

Urban Design Principles for Water Street District

To achieve Water Street District's full potential the Vision proposes reinforcing Water Street's function as Henderson's traditional "Main Street," a central gathering place for civic and social interaction. Existing residential neighborhoods surrounding the Water Street core will be re-imagined as four unique areas with a high quality public realm, accessible open space, and a variety of land use and housing mix. A key objective will be connectivity between the residential neighborhoods and the Water Street core. Appropriate financial incentives and development partnerships will be considered to promote parcel assemblage and redevelopment within the existing street grid.

The entire district will become an enjoyable place to stroll, lined with pedestrian-oriented uses, served by lively public spaces, enriched by a streetscape that conveys the district's special character, and supported by regional transit access, highway access, regional trail access, and enhanced public and private parking facilities. Water Street District will be a showcase for sustainable development and excellence in urban design. New and/or redeveloped residential development projects will bring more than 3,500 new residents. The addition of 500 new jobs spurred through the expansion or recruitment of businesses will generate millions of dollars in additional retail sales and tax revenues; a benefit not only to Henderson, but our region as a whole.

Representing a new generation of 21st century development and urban design, Water Street District will be a unique destination for students, residents, workers, and visitors within the larger metropolitan area. A restored social gathering place for our community, the Water Street District area will be invigorated by a mix of large and small entertainment, housing, service, and retail destinations. Street names, public art, and other means will be used as subtle reminders of the City's history and origins. Some residents and businesses will be long-established while others will be new to the Water Street District. They will include national and local businesses and draw from the neighborhoods and the larger community.

The Water Street District will be an urbanized mixed-use district that is highly functional and supported by regional transit, connectivity to the regional trail system, enhanced private and public parking, vehicular circulation and other infrastructure essential to its success. The introduction of higher-density housing will bring additional customers to Water Street District retailers and provide an added level of activity throughout the day and night.

Urban Design Principles for Water Street District

The Vision for a newly energized Water Street District is based upon a set of design principles aimed at addressing the need for new synergies among existing resources, higher levels of activity, an increase in the quality and number of public amenities, and improvements in the downtown circulation network. The Urban Design Principles are as follows:

1. Buildings and Land Uses

Foster a lively mix of uses that combine to re-establish Water Street District as the traditional center for the community and an interesting destination with a unique character and sense of place.

- a. Strategically locate housing, commercial, retail, open space and entertainment uses within the Water Street District area to attract residents and visitors who will bring dollars to spend in local stores; office workers who create activity on the street; visitors drawn by unique entertainment; and businesses that offer a range of specialty products and services for the entire community.
- b. Provide for a variety of uses and architectural designs to create a vibrant and interesting public realm with a focus on pedestrian comfort and accessibility.
- c. Employ building types and land uses in ways that reinforce the function and flavor of Water Street District as a traditional center of the community.
- d. Follow best planning practices and incorporate sustainable building practices and features.



2. Circulation and Parking

Provide a truly “multi-modal” transportation network for Water Street District. Protect and enhance connectivity among sectors and focus on pedestrian comfort and accessibility to support walking, bicycling, and transit use.

- a. Apply context-sensitive design principles (i.e., all decisions in transportation planning, project development, operations and maintenance should be responsive to the context in which these activities occur) to all roadways within the Water Street District area.
- b. Establish and strengthen efficient circulation through the Water Street District area based upon a legible grid of distinctive arterial, collector, and local streets.
- c. Provide strong pedestrian and vehicular connections throughout the Water Street District area to help facilitate safe and convenient access among different sectors and neighborhoods.
- d. Build exceptional pedestrian environments and active public realms within all residential, commercial, and mixed-use sectors. Use landscaping and street furnishings to create a sense of place and unity within neighborhoods.



3. Public Infrastructure

Build on the physical, financial, and social assets and infrastructure of Water Street District and implement revitalization strategies that support current and new businesses.

- Ensure adequate capacity in public infrastructure (sewer, water, electricity, natural gas) for current and proposed development within the downtown core and all sub-areas.
- Continue to work with local businesses to make physical improvements that support the overall vision of renewal, invite further investment, and signal a commitment to the overall improvement of the area.
- Hold special events to attract visitors and celebrate Water Street District as a central gathering place within the community.

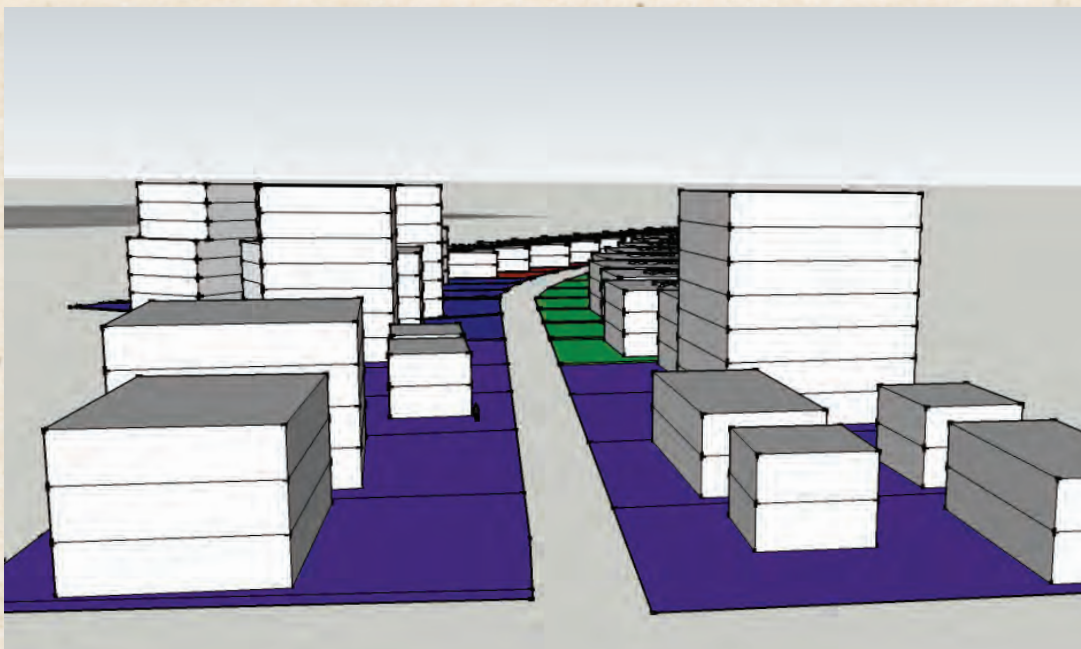


4. Regulations and Design Guidelines

Promote new development opportunities – residential, office, retail, entertainment – that are consistent with the vision of Water Street District as the traditional heart of the community.

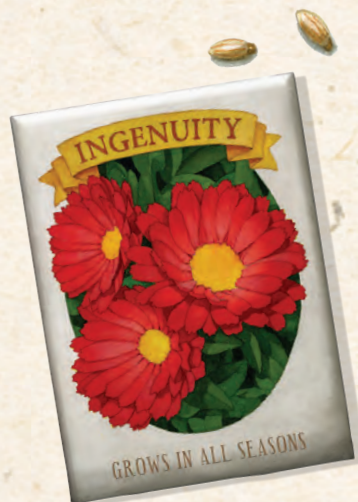
- Improve zoning regulations for that include incentives for redevelopment consistent with the established vision.
- Enhance Henderson Design Guidelines to ensure a high standard of quality development in all Water Street District residential, commercial, and mixed-use sectors.
- Encourage development that inspires creativity and flexibility while balancing heritage with reinvestment.

These urban design principles will provide the structure for a Downtown that is reinvigorated physically, socially and economically.



Chapter IV

Opportunity Districts



{ Just add Water Street }

Downtown Investment Strategy Update

OPPORTUNITY DISTRICTS

- Water Street District
- Water Street District Transition Area
- Gateway District
- Atlantic Townsite District
- Basic Townsite District
- Basic Townsite Village Center
- St. Rose District
- St. Rose District Transition Area
- Downtown Redevelopment Area

This map is offered as a general reference guide only. Neither warranty of accuracy is intended nor should any be assumed.

Sources: City of Henderson; Clark County Assessors & GIS Management Offices, SNWA

6" resolution Aerials per June 2010

City of Henderson
Community Development
Geographic Information Services
240 Water Street MSC 115
Henderson, NV 89015
702.267.1500
www.cityofhenderson.com
March 22, 2012



Opportunity Districts

Overview

The Downtown Investment Strategy Update area consists of approximately 531 acres located in the eastern part of the City of Henderson. The area is generally bounded to the north by Lake Mead Parkway and North Water Street, to the west by Van Wagenen Street, to the east by Boulder Highway and to the south by Major Avenue.

The ongoing focus of the Update has been the creation of a series of distinct “Opportunity Districts,” which are subsets of the Downtown Redevelopment Area in the Water Street District. The following pages identify five Opportunity Districts where critical redevelopment land use opportunities should occur to play a major role in shaping the Water Street District to meet its vision. Intensive review and cooperation with stakeholders and the public led to the recommendations for each district.

Each district identifies land use recommendations to fill retail and residential gaps, encourage a walkable urban character, add professional employment opportunities, and strategically place unique niche-market retailers and housing units to make Water Street District a 24-hour, seven-day-a-week community. Some areas in Water Street District were not a focus given previous strategic planning (Boulder Highway Investment Strategy) or attributable development growth since the original Investment Strategy (Greenway Crossing, Lake Mead Crossing, and Fiesta Park).



Water Street District/Transition Area

District Description



Water Street is the focal point for the Water Street District. Water Street serves as the “main street” for the entire Water Street District area. The district is bounded by Lake Mead Parkway to the north, Ocean Avenue to the south, Lead Street and Magnesium Street and residential properties along W. Pacific Avenue to the west, S. Texas Avenue and E. Atlantic/Pacific Avenue and Arkansas Avenue to the east. A variety of small scale retail, restaurant, and service uses are concentrated along Water Street and located within traditional storefronts.

Water Street District/Transition Area

Preferred Land Use Recommendation Examples

- General Retail
- Mixed-Use Residential/Retail/Office
- Brownstones
- Office

A complete list of land use recommendations can be found in Appendix H.



Water Street District Desired Characteristics

The “Pedestrian-Oriented Retail Core of the Downtown”.

- A pedestrian-friendly hub of activity with distinct and highly visible physical improvements.
- Targeted unique, niche market retailers that expand current commercial opportunities.
- Properties adaptively re-purposed to serve as mixed-use or residential opportunities to increase pedestrian foot traffic.
- Enhanced public realms to meet leisure needs of customers, residents, and employees.

Water Street before continued development.



Conceptual rendering created by a UNLV architect to show how Water Street may appear in 2025 with continued development.



Gateway District/Transition Area

District Description



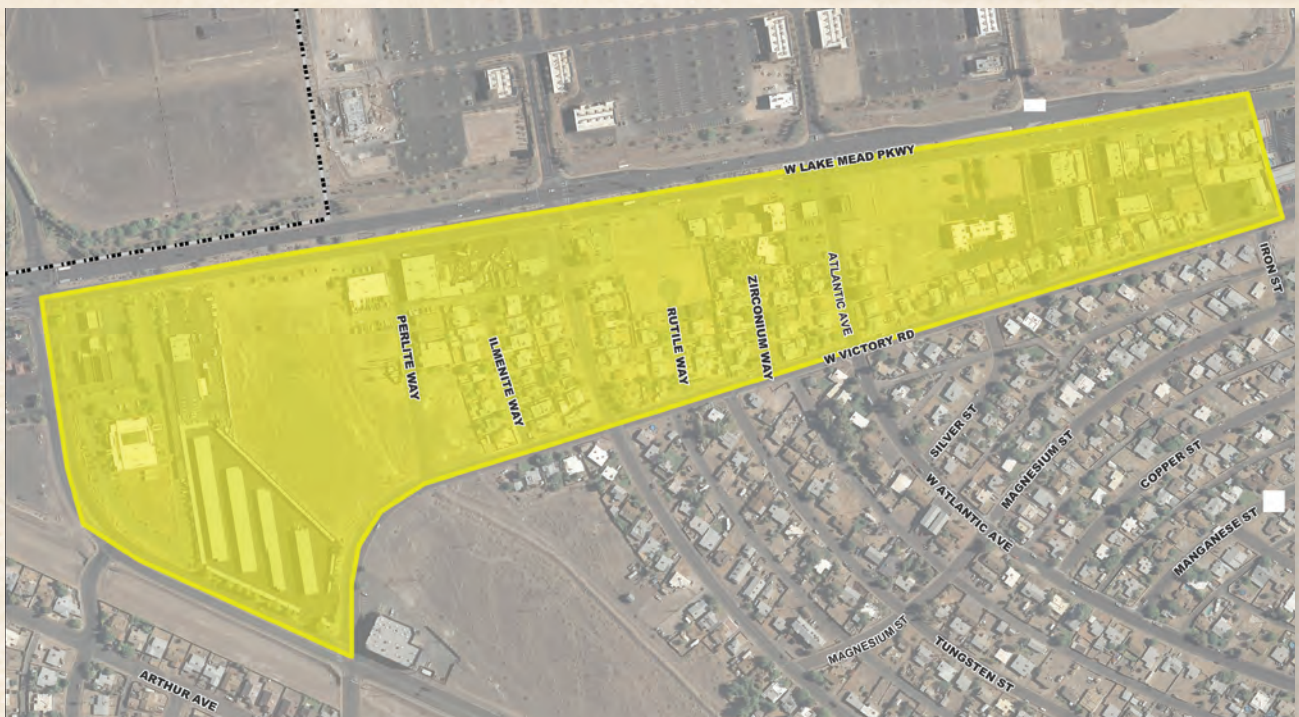
The Gateway District is the main entry point for visitors traveling on the I-215 and I-515/US 95 freeways. The district is bounded by Lake Mead Parkway to the north, Victory Road to the south, Van Wagenen Street to the west, and the America's Best Value Inn property to the east. Many of current uses along Lake Mead Parkway are auto-oriented retail and service. As a result, this district offer high visibility and great access to a major thoroughfare with over 56,000 average daily trips. South from Lake Mead Parkway, the district transitions into predominately small-scale residential uses.

Gateway District

Preferred Land Use Recommendation Examples

- Large Scale Office
- Mixed-Use Retail/Office
- Medium Density Residential
- Commercial Entertainment

A complete list of land use recommendations can be found in Appendix H.



Gateway District Desired Characteristics

The “Downtown’s Employment Corridor of Choice”.

- Serve as the major employment and/or professional office district for the Downtown Redevelopment Area.
- Targets a mix of commercial and large scale office uses (100 or more employees) that complements, not competes with Lake Mead Crossing.
- Targets entertainment and destination retail uses that are auto-oriented and take advantage of the auto access along Lake Mead Parkway, a major thoroughfare with heavy traffic.
- Targets walkable and urban scale businesses and/or residential along Victory Road to reinforce pedestrian connectivity and “workforce housing” within the surrounding districts.

Lake Mead Parkway before continued development.



Conceptual rendering created by a UNLV architect to show how Lake Mead Parkway may appear in 2025 with continued development.



Atlantic Townsite District

District Description



The Atlantic District serves as one of Water Street District's main residential neighborhoods. The district is bounded by Victory Road to the north, residential properties along W. Pacific Avenue and a portion of W. Ocean Avenue to the east, Iron and Magnesium Street to the northeast, and Van Wagenen Street to the south. Many of the single-family homes have backyard alleys and the streets are narrow and lined with sidewalks. Some of the housing stock in this district is in disrepair, antiquated, and/or does not meet Building or Development Code requirements.

The Atlantic Townsite District Desired Characteristics

Preferred Land Use Recommendation Examples

- Multi-Family Mansion Homes
- Brownstones
- Medium Density Residential
- Mixed-Use Commercial/Residential

A complete list of land use recommendations can be found in Appendix H.



The Atlantic Townsite District Desired Characteristics ***The “Downtown’s Community of Residential Resurgence”.***

- High quality mixed-income and diverse socio-economic residential neighborhood.
- Targets expanded choice of housing product types.
- Targets small nodes of commercial and retail opportunities that do not compete with Water Street.
- Development of connected, enhanced, and increased open space opportunities to benefit residents.

Pocket Park before continued development.



Conceptual rendering created by a UNLV architect to show how a Pocket Park may appear in 2025 with continued development.



Basic Townsite District/Village Center

District Description



PHOTO: ISTOCKPHOTO.COM



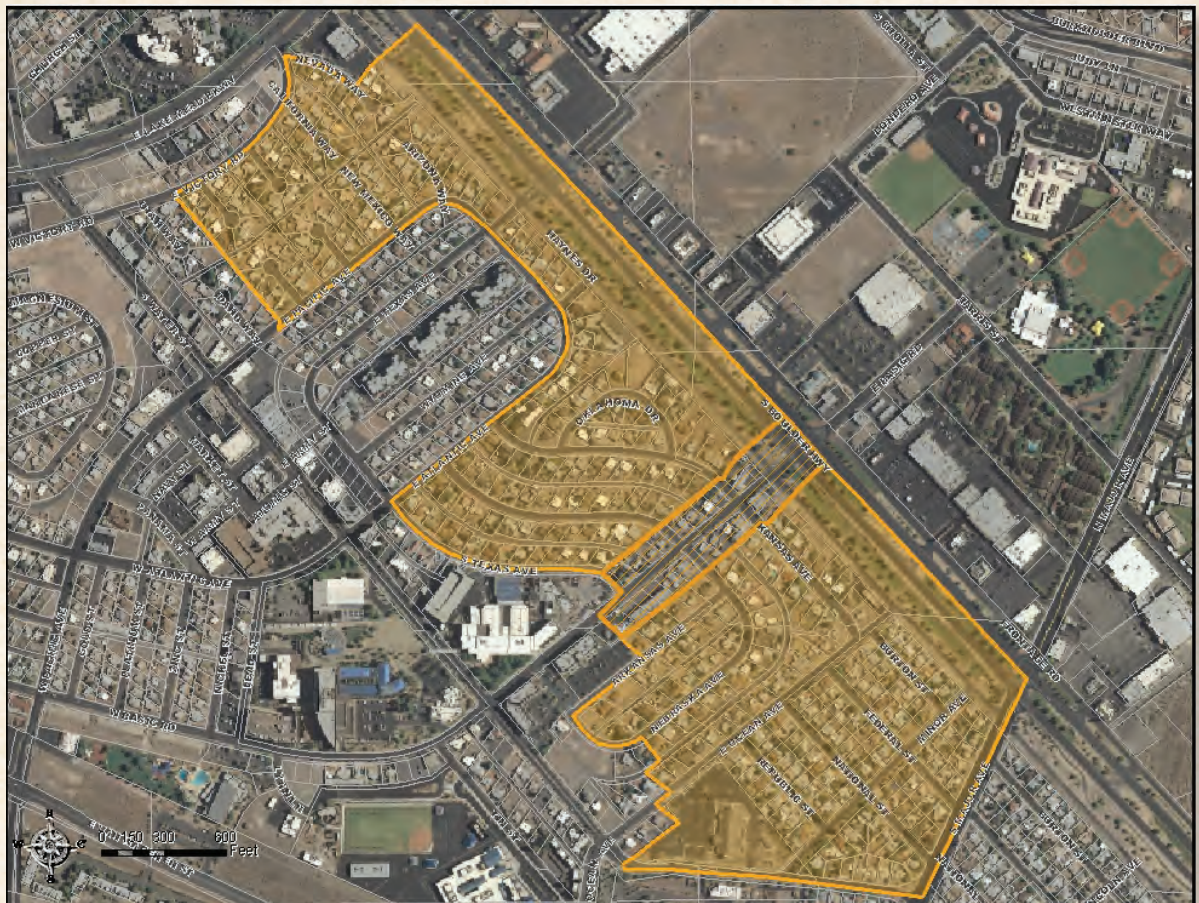
The Basic Townsite District is the Water Street District area's other main residential neighborhood. This district is bounded by Victory Road to the north, Water Street and Major Avenue to the south, Texas Avenue and Atlantic/Pacific Avenue and Nebraska Avenue to the west, and Boulder Highway to the east. As in the Atlantic Townsite District, this district is predominately single-family homes. The majority of homes located in this area are in various stages of renovation and the neighborhood has seen an influx of pride through neighborhood clean-ups and other activities. In addition, some retail and service uses are located along Basic Road, primarily the eastern entry into the Water Street District from Boulder Highway.

The Basic Townsite District/Village Center Desired Characteristics

Preferred Land Use Recommendation Examples

- Specialty Shops
- Mixed-Use Commercial
- Medium Density Residential
- Low Density Residential

A complete list of land use recommendations can be found in Appendix H.



The Basic Townsite District/Village Center Desired Characteristics

The “Historic and New Urbanism District for Downtown”.

- Continued renovations with the addition of mixed housing types to attract new residents.
- Concentration of “daily-living” commercial uses to meet residents needs in the neighborhood.
- Development of connected, enhanced, and increased open space opportunities to benefit residents.
- Youth related activities that are inviting and attractive to families, residents, and visitors to Downtown.

Basic Road before continued development.



Conceptual rendering created by a UNLV architect to show how Basic Road may appear in 2025 with continued development.



District Description



St. Rose District/Transition Area

- Office Park
- Medium-Density Residential
- Open Space
- Large-scale mixed-use

A complete list of land use recommendations can be found in Appendix H.



The St. Rose District/Transition Area Desired Characteristics

The “Adaptive Re-Use Model” for Downtown.

- Target redevelopment opportunities for the St. Rose De Lima site to meet the needs of a major employer (100 or more employees).
- Target the provision of healthcare related services (ambulatory care, clinics, specialists, etc.).
- Development of connected, enhanced, and increased open space opportunities to benefit residents.
- Residential housing opportunities for potential students and socio-economic cross sections.



Conceptual rendering created by a UNLV architect to show how a Pocket Park may appear in 2025 with continued development.

Chapter V

Plan Element Strategy



{ Just add Water Street. }

Plan Element Strategy

Overview

Moving into a new era of development and growth within the Water Street District will take the efforts of both public and private investment. This model of development will not be quick or easy, but rather will need to take a persistent, long-term commitment from the public and private sectors to achieve the strategies and tactics outlined in this document. These strategies and tactics have many over-lapping characteristics and by achieving one goal, many other tactics and goals may be achieved. With the efforts of the public and private sectors coming together and working toward a common vision for the Water Street District, the area's full potential will be realized.

History has shown existing commercial and residential developments and infill projects within a built environment are much more challenging, and at times may have a disadvantage to simply creating a new project on a vacant or unencumbered parcel. With the public sector participating in redevelopment of properties within the area by creating new tools and incentives, many roadblocks hindering the development of properties are minimized. This collaboration between the public and private sectors helps reduce the risk a developer may encounter during the development process. Of course these changes to development patterns must capitalize on the need to create a destination in which residents and visitors feel comfortable and safe.

The Plan Element Strategy outlines systematic and strategic tools, benchmarks, and/or other quantifiable and tactical objectives to provide specific guidance and prioritization for the implementation of the Downtown Investment Strategy Update. Implementation of the Plan Element Strategy is organized into two components: an Action Plan and a Financing/Program Registry.

Action Plan

Detailed descriptions, timing, deliverables, and resources for each of the tactics are outlined in the accompanying Implementation Action Plan. This model of quantifiable objectives will guide successful achievement of the Downtown Investment Strategy Update's 2025 goals.



0-2 YEARS			
TACTIC	DESCRIPTION	PARTNERS	MILESTONE OR DELIVERABLE
Coordinate additional events and activities	Work collaboratively with both public and private groups to identify potential activities and events that will induce direct or indirect economic support of Downtown businesses. Identification of events and activities could potentially attract a broader demographic to increase activity.	CAT; RDA; Other Resources; P&R; NS	The City will sponsor one new/event or activity annually
Promote Water Street Business and Consumer Branding and Marketing Campaign	Evaluate and develop strategies that combine print and social media (i.e. wayfinding signage, print materials and collateral, advertising, web presence, walking tour, Water Street business video) to attract residents and visitors. Creating print and social media opportunities to attract residents and visitors will encourage increased visitation, economic support of retail and entertainment users, and the promotion of a strong brand and identity for the Downtown.	RDA; WSDBA; Other Resources; ED; CAT; CHAM	Enhance and/or update City's branding/marketing campaign to market Water Street as a venue and economic driver
Assess Downtown's advantages and constraints in relation to competing markets.	Formulate a strategy for maximizing Downtown's assets (i.e. history, compact and centralized street network) and positioning Downtown as a unique brand within the regional housing, retail, and office markets. Determine Downtown Henderson's current position in the regional commercial, residential, and office markets.	RDA; WSDBA; Other Resources; ED; CAT; BC; RED	Completion of Competing Markets Analysis
Establish minimum development densities surrounding existing and future transit stations	Encourage transit use via appropriate residential density and/or increased commercial development around existing and proposed transit stops. Coordinate land use and circulation goals to maximize the use of existing transportation infrastructure, minimize the costs of future infrastructure expansion, and improve the cost-effectiveness and public popularity of future transportation investments.	CD; RDA; RTC; CCSD; RED	Development Code reform approval identifying Transit-Oriented Development related densities at key nodes
Downtown Parking Plan	Implement the strategies outlined within the Downtown Parking Master Plan so as to more effectively utilize the available parking supply located downtown and make it more convenient for residents, employees and visitors.	RDA; BC; RED; Other Resources; CD; PWT	Implementation and periodic evaluation of the Downtown Parking Master Plan strategies
Business Relocation Program	Recruit targeted businesses to vacant storefronts within the Downtown and offer financial assistance to abate moving costs, utility service hook-ups, equipment set-up costs, and/or rent differential for a certain amount of time. The program would serve as a tool to create new permanent jobs while indirectly helping existing Downtown businesses grow and succeed by feeding off the new demographic attracted.	RDA; ED; BC; Other Resources; WSDBA; PW; DUS	Create a Business Relocation Program/ Strategy that targets and recruits 50 new businesses Downtown by 2025.
Create a Financial Checklist	Evaluate permanent-lending and construction financing barriers, and develop financial and/or investment strategies or programs aimed at bringing new commercial Downtown. Identifying new programs, strategies, and incentives with private financial institutions or private lenders will maintain and generate funding sources to complete projects.	RDA; BNK; FIN; NDC; Other Resources	Completion and distribution of a financial checklist identifying programs or institutions for investors and/or developers to secure financing
Update Henderson Municipal Code	Evaluate the Henderson Municipal Code for regulatory barriers to allow recommended development patterns within the Opportunity Districts. Evaluation and update to these regulations will support new development and provide process flexibility and relief.	CD; RDA; BC; RED; CC; P&R; DUS; BL	Process and regulatory reform to Henderson Municipal Codes
Grow Henderson Fund	Continue the Grow Henderson Fund program as it provides funding to small businesses for expenses such as real estate acquisition, leasehold improvements, working capital, and machinery and equipment. This program serves as a catalyst to creating jobs within the Downtown.	ED; RDA; NDC; BC	Continue to promote and fund use of the program by the development community
Development Fee Deferral	The City authorizes development fee deferrals to qualified businesses on a "case-by-case" basis as an incentive to companies which invest in the area and provide jobs. The City may approve the deferral of all or a portion of certain permit and development fees until such time the development is complete. Deferred fees will be due to the City or Agency once Certificate of Occupancy has been issued.	PW; FIN; RDA; RED; CC; DUS; BL; CD	Implementation of a program which defers payment of certain permit or development fees.

0-2 YEARS			
TACTIC	DESCRIPTION	PARTNERS	MILESTONE OR DELIVERABLE
Identify Strategic Residential Development Opportunities	Evaluate and create opportunities for new residential development on City-owned parcels within the Downtown. Creating housing on identified sites will serve as a catalyst to spur residential development on non-city land within the surroundings neighborhoods.	RDA; FIN; CD; ED; RE; Other Resources	Identify residential products and secure a developer to develop Parcel E and Parcel F
Update the Residential Façade Improvement Program	Update current residential façade improvement programs to identify potential funding sources from state and federal agencies to aid in the purchase and/or rehabilitation of existing homes. The program would encourage home ownership and primary residency in the Downtown, and ensure property is adequately maintained to remove blight, which directly impacts property values.	RDA; FIN; CC; RES	Re-establishment of the Façade Improvement program by 2013; encourage a minimum of 5 residential homes to employ the program annually
Foreclosure Acquisition	Utilize federal and local funding to acquire, rehabilitate (if possible), resell homes or clear a property which has been through the foreclosure process in targeted neighborhoods.	RE; FIN; RDA; CC; BNK;	Acquisition of twelve residential properties for development or rehabilitation
Downtown Master Park Plan	Work with Parks and Recreation to create a park plan to meet the open space needs of Downtown residents and visitors.	P&R; RDA; RES; BC	Completion and implementation of a Master Park Plan
Public Realm Improvements Plan	Work with the Public Works and Parks and Recreation Department to revise street cross sections to include more on-street landscaping and street furniture. The plan would capitalize on shade and other features (public sculptures, murals, benches, etc.) to improve the pedestrian experience, and make walking distances and climate conditions acceptable.	PW; RDA; CD; P&R; Other Resources; PWT	Completion and implementation of a Public Realm Improvement Plan
Create a Pedestrian Connectivity Plan	Evaluate and develop a pedestrian connectivity plan that strengthens connections between the Water Street District and the surrounding areas. Development of this plan would improve the pedestrian experience and provide safe circulation between residents and visitors with Downtown businesses.	RDA; CD; PWT; RTC; P&R; Other Resources	Completion and implementation of a Pedestrian Connectivity Plan

PRIMARY RESOURCES:

BC = Business Community
 BL = Business License Department
 BNK = Financial Institutions
 CAT = Cultural Arts and Tourism Department
 CC = Henderson City Council
 CCSD = Clark County School District
 CD= Community Development Department
 CHAM=Henderson Chamber of Commerce
 DUS = Department of Utility Services
 ED = Economic Development
 FIN= Finance Department
 IGR = Intergovernmental Relations
 NDOT=Nevada Department of Transportation
 NS = Neighborhood Services
 P&R=Parks and Recreation
 PW = Public Works
 PWT = Public Works Traffic
 RDA = Redevelopment Agency
 RE = Real Estate Division of Economic Development
 RED= Real Estate Developers
 RES = Downtown Residents
 RTC = Southern Nevada Regional Transportation Commission
 WSDBA= Water Street District Business Association

OTHER RESOURCES:

Planning and Marketing Analysis Consultants
 University of Nevada Las Vegas
 Local Professional and Trade Organizations
 State Legislatures
 Local Architectural Community
 National Development Council
 Purdue Marion and Associates
 Henderson Business Resource Center
 Southern Nevada Health District
 Nevada Arts Council

2-5 YEARS			
TACTIC	DESCRIPTION	PARTNERS	MILESTONE OR DELIVERABLE
Business Improvement District	Define the Water Street District and Transition Area as a “special district”, which businesses pay an additional tax or fee towards a special assessment that can be utilized to attract new businesses or to mitigate issues of existing businesses. The purpose of this district would be to reinforce economic viability of existing businesses.	ED; RDA; Other Resources; BC; CC; IGR; WSDBA	Creation of a Business Improvement District based upon codified legislation by the State legislature.
Create Premier Schools	Start before and after school programs that partner with the City and create lasting relationships with Downtown businesses to help facilitate Gordon McCaw becoming one of the top elementary schools.	NS; RDA; CCSD; Other Resources	Formation of before and after school programs to help students increase their educational opportunities.
Create Residential Development Loan Programs	Evaluate and create programs that provide tax abatement or loan funding for targeted residential development in the Downtown. These programs will allow for reduced overall cost, up-front cost assistance, and supplemental financing to ensure a feasible project can be completed.	FIN; ED; RED; RE; CC; RDA; BNK	Creation and implementation of a Residential Development Loan Program
Create Tax-Exempt Bond Procedures	Tax-exempt bonds are debt securities issued by a state or local government development agency on behalf of a private business. Once issued, tax-exempt bonds are sold in the open market or purchased by investors or financial institutions. Interest income earned by the bond purchaser is exempt from state and local taxes, which allows the lender to pass savings to the borrower in the form of lower interest rates. This may also include Special Improvement Districts or Local Improvement District.	FIN; RDA; CC; BNK; Other Resources	Completion of Tax-Exempt Bond Procedures for future development needs
Convention Center/ Events Plaza Adaptation for Additional Uses	Collaboratively work with Cultural Arts and Tourism to explore additional uses and rehabilitation of The Downtown Convention Center and Events Plaza to serve as a “Complete Open Space” that is more flexible and user-friendly for residents, visitors, and Downtown employees. Redesign of this space can act as an identifier of the Downtown.	RDA; CAT; RES; BC; P&R; Other Resources	Develop a strategic plan to implement adaptation of the Convention Center/ Events Plaza for additional uses
Cultivate arts and culture as key economic drivers	Recruit and expand the arts, cultural, and performance facilities in Downtown to encourage a diversity in the workforce and create an economic driver for the Downtown district. Evaluate the opportunity to provide creative space for administrative, rehearsal, performance and studio functions.	CAT; RDA; Other Resources; ED; WSDBA	Develop a strategic plan to implement arts and cultural facilities and events in the Downtown
Infrastructure Cost Participation	The City of Henderson will, as an incentive to a property owner or developer, give consideration to participation in the cost of water and sanitary sewer utility improvements, both off-site and on-site, required to serve a residential or commercial properties. The policy will be considered on a case-by-case basis and the project must meet the economic goals of the City.	FIN; PW; RDA; RED; BNK; DUS	Identification of infrastructure improvements that the City is willing to participate in or defer for targeted developments
New Market Tax Credits	Work with the development community to utilize New Market Tax Credits for new development opportunities or the expansion of existing operating businesses that can potentially spur the creation of new permanent jobs. New Market Tax Credits allow an individual to claim tax credits against their federal income tax return by making equity investments with a specialized financial institution.	RDA; ED; NDC; RED	Create a promotion strategy to market New Market Tax Credits to the development community for new development or expansion of an existing project
Public/Private Business Development Program	Work with the Henderson Business Resource Center to market and support small-scale retail and office sector opportunities, develop targeted recruitment packets for government or private business use, educational workshops and lending seminars, for business owners and developers, and development of an on-going communications strategy between the City and Downtown businesses. This program would increase the viability of existing businesses and attract new tenants.	RDA; HBRC; BC; RED; WSDBA; Other Resources; ED	Increase developer and business owner partner participation by 20 percent in programs provided by the Henderson Business Resource Center

5-10 YEARS			
TACTIC	DESCRIPTION	PARTNERS	MILESTONE OR DELIVERABLE
Low Income Housing Tax Credits	Work with developers to utilize this federal subsidy as a financing tool for the development of affordable rental housing. The use of these tax credits could serve as a means to increase the number of residents Downtown, and/or retain the current demographic.	RDA; NS; RED; BNK; Other Resources	Create a promotion strategy to market Low Income Housing Tax Credits to the development community for new development
Develop a Traffic Impact Mitigation Plan	Work collaboratively with the Public Works Traffic Division to identify signal warrants, vehicular-related improvements, roadway conversion (two-way to one-way), roadway extensions, and acquisition of rights-of-ways to accommodate future growth. This plan would be able to initiate measures to ease navigation and ensure quality access to and from Downtown with the City and the Las Vegas Valley area.	PWT; RTC; RDA; NDOT; CD	Completion and implementation of a Traffic Impact Mitigation Plan
Multi-Modal Transportation Plan	Work collaboratively with the Southern Nevada Regional Transportation Commission (RTC) on creating alternative transit initiatives such as bus facilities and other commuter service programs. The plan will implement strategies to bring a broader range of visitors, employers, and employees Downtown in an efficient, and cost-saving, and sustainable manner.	RDA; BC; RED; RTC; RES; NDOT; CD	Completion and implementation of a Multi-Modal Transportation Plan

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 State Legislatures
 Local Architectural Community
 National Development Council
 Purdue Marion and Associates
 Henderson Business Resource Center
 Southern Nevada Health District
 Nevada Arts Council

Financing/Programs Registry

The Financing/Programs Registry is a “snap shot” of existing and proposed financial and/or development incentives/strategies which could lead to increased activity, achieve stated goals, and/or fill economic, development, and programmatic gaps within Downtown.

Downtown Investment Strategy Financing and Programs Registry		
Public Investment/Incentive Opportunities		
Local/State/Federal Financing and/or Development Incentives	Existing	Proposed
Business Improvement District		X
Capital Improvement Projects	X	
Development Fee Deferrals		X
Façade/Tenant Improvement Loans and Grants	X	
Foreclosure Acquisition Program		X
Grow Henderson Fund	X	
Residential Façade Improvement Program		X
Infrastructure Cost Participation		X
Land Donation/Offering Land below "Market Value" (Write-Down)	X	
Low Income Housing Tax Credits	X	
Low Interest Loans/Subordination		X
New Market Tax Credits		X
Tax Increment Financing	X	
Tax Exempt Bond Procedures		X
Private Investment Opportunities		
Private Financing Tools and/or Development Opportunities	Existing	Proposed
Banking Associations and Financial Institutions	X	
Demonstration Projects		X
Insurance Companies	X	
Private Lenders	X	
Real Estate Capital Markets	X	
REIT Financing	X	
Master Plans/Programs/Ordinances/Strategies		
Mechanisms	Existing	Proposed
Business Recruitment/Relocation/Retention Strategy	X	X
Comprehensive Promotions and Events Programming		X
Design Guidelines	X	
Development Code Reform (inclusive of streamlining entitlement procedures)		X
Lending Seminars and/or Educational Workshops	X	
Downtown Master Park Plan		X
Downtown Parking Plan	X	
Financial Checklist		X
Multi-Modal Transportation Plan		X
Pedestrian Connectivity Plan		X
Public Realm Improvements Plan		X
Public Sector/Private Business Development Program	X	
Targeted Recruitment Packets	X	
Traffic Impact Mitigation Plan		X
Water Street Business and Consumer Marketing/Branding Campaign	X	

Chapter VI

Conclusion



{ Just add Water Street }

Conclusion

The fabric of Water Street District today stands at a critical pivot point to further an urban renaissance. The Downtown Investment Strategy Update helps to imagine a bright future, to capitalize on assets, and to think outside the box to meet the needs and demands of those that call Water Street District a place to live, work, and play.

This is a unique opportunity to advance the Water Street District as a great place that can strengthen and showcase residential opportunities, draw businesses - locally and nationally - and grow into a true retail destination. Strong civic leadership from elected and appointed officials, and commitment from the business community and Water Street District residents to undertake the critical steps outlined will be crucial to these endeavors.



Henderson home before improvement.



Henderson home after improvement.

Appendix



{ Just add Water Street }

Appendix A

Profile Market Summary



{ Just add Water Street }



2002 Method Update – Radii around Lake Mead Parkway and Water Street

Description	1-Mile Radius	3-Mile Radius	5-Mile Radius	Henderson	Las Vegas
Population					
1990 Census	7,644	30,414	46,758	66,093	261,374
2000 Estimate	9,468	58,283	114,896	175,381	478,434
2010 Estimate	9,999	76,114	156,610	251,726	564,650
Growth 1990-2000	23.9%	91.6%	145.7%	165.4%	83.0%
Growth 2000-2010	5.6%	30.6%	36.3%	43.5%	18.0%
2000 Data					
Population	9,468	58,283	114,896	175,381	478,434
Households	3,506	21,119	42,217	66,331	176,750
Median HH Income	\$37,280	\$50,036	\$55,002	\$57,265	\$44,691
Per Capita Income	\$17,879	\$21,050	\$24,296	\$26,917	\$22,080
2010 Data					
Population	9,999	76,114	156,610	251,726	564,650
Households	3,777	28,003	57,661	96,943	204,035
Median HH Income	\$46,669	\$63,901	\$67,778	\$73,190	\$55,805
Per Capita Income	\$21,898	\$27,411	\$30,301	\$36,142	\$26,669

Source: Claritas, Inc., US Census Bureau.



Subject Area – 2002 Method





Radii around entire Downtown RDA

Description	1-Mile Radius	3-Mile Radius	5-Mile Radius	Henders on	Las Vegas
Population					
1990 Census	22,981	36,726	68,829	66,093	261,374
2000 Estimate	35,272	80,954	158,263	175,381	478,434
2010 Estimate	42,078	113,220	208,904	251,726	564,650
Growth 1990- 2000	53.5%	120.4%	129.9%	165.4%	83.0%
Growth 2000- 2010	19.3%	39.9%	32.0%	43.5%	18.0%
2000 Data					
Population	35,272	80,954	158,263	175,381	478,434
Households	12,808	29,416	59,676	66,331	176,750
Median HH Income	\$45,601	\$52,480	\$53,367	\$57,265	\$44,691
Per Capita Income	\$19,675	\$22,193	\$24,871	\$26,917	\$22,080
2010 Data					
Population	42,078	113,220	208,904	251,726	564,650
Households	15,619	41,573	78,814	96,943	204,035
Median HH Income	\$57,922	\$66,433	\$65,335	\$73,190	\$55,805
Per Capita Income	\$25,418	\$28,572	\$30,487	\$36,142	\$26,669

Source: Claritas, Inc., US Census Bureau.



Downtown Employment

Employment By Business Type	1 Mile Radius	3 Mile Radius
Agriculture, Forestry and Fishing	371	1,110
Mining	8	26
Construction	2,014	3,881
Manufacturing	1,026	1,859
Transportation and Communications	551	912
Wholesale Trade	1,027	1,830
Retail Trade	5,648	16,068
Finance, Insurance and Real Estate	630	2,598
Services	9,809	19,550
Public Administration	5,581	6,165
Unclassified	134	246
Total Employees	26,799	54,245
Total Establishments by Size	1 Mile Radius	3 Mile Radius
1-4 Employees	820	2,099
5-9 Employees	276	726
10-19 Employees	179	438
20-49 Employees	134	307
50-99 Employees	48	112
100-249 Employees	24	60
250-499 Employees	10	19
500-999 Employees	1	3
1000+ Employees	4	4
Total Establishments	1,496	3,768

Source: www.hendersonprospector.com



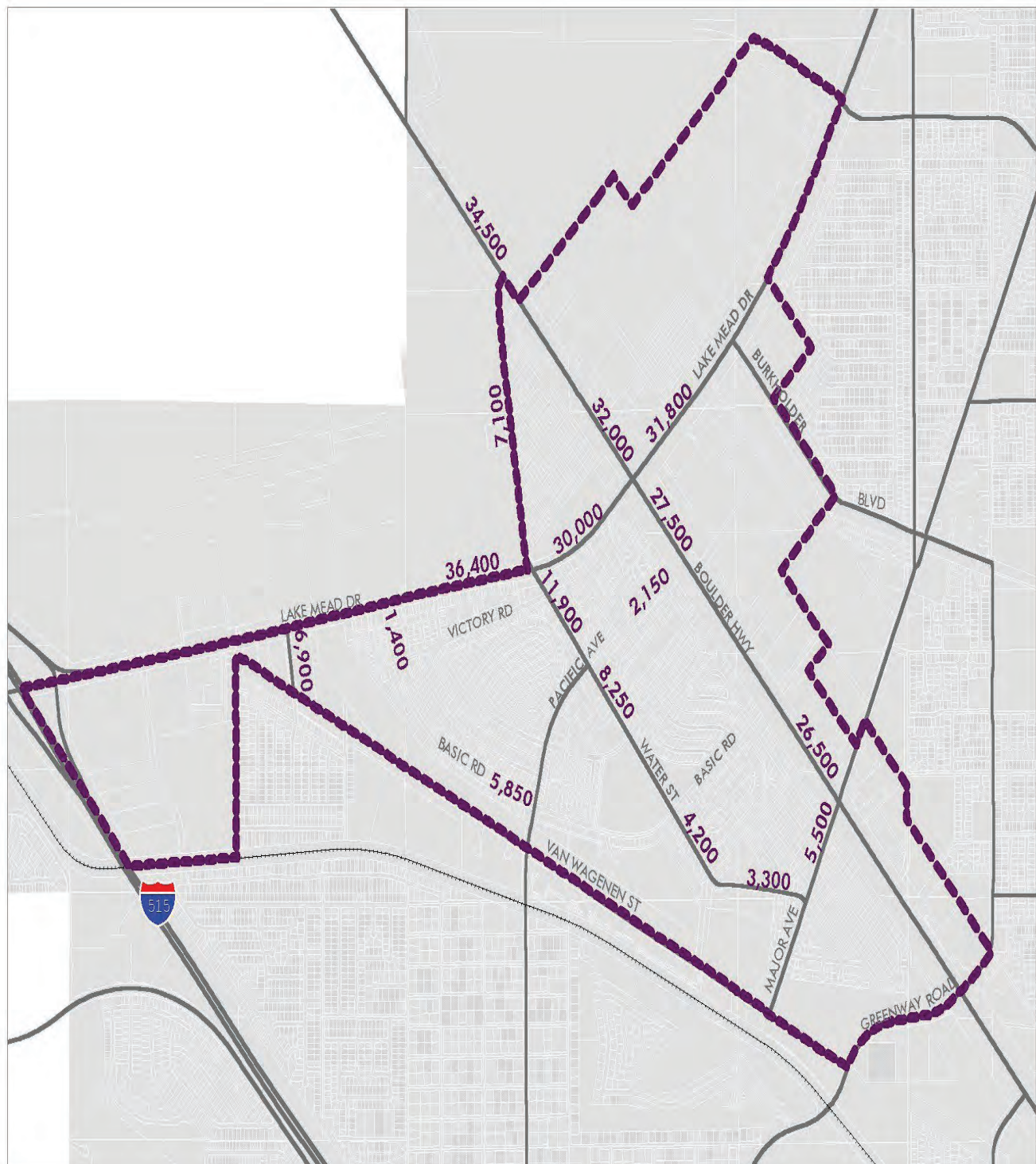
Retail Service Gaps/(Surplus)

Retail Type	1 Mile Radius	3 Mile Radius
Total Retail Sales (Including Eating and Drinking Places)	\$ (596,952,361)	\$ (869,309,321)
Motor Vehicle and Part Dealers	\$ (569,750,266)	\$ (582,727,531)
Furniture and Home Furnishing Stores	\$ 8,695,159	\$ (19,345,524)
Electronic and Appliance Stores	\$ (474,068)	\$ (19,835,465)
Building Material and Garden Equipment Stores	\$ (11,350,906)	\$ (1,630,722)
Food and Beverage Stores	\$ (29,738,198)	\$ 52,313,735
Health and Personal Care Stores	\$ (3,242,760)	\$ 17,810,430
Gasoline Stations	\$ (17,637,886)	\$ 13,704,403
Clothing and Clothing Accessories Stores	\$ 17,946,131	\$ (97,362,578)
Sporting Goods, Hobby, Book, Music Stores	\$ 7,575,586	\$ (6,814,026)
General Merchandise Stores	\$ 18,526,484	\$ (160,335,553)
Miscellaneous Store Retailers	\$ (2,794,585)	\$ (11,836,984)
Non-Store Retailers	\$ 14,330,728	\$ 50,152,308
Foodservice and Drinking Places	\$ (29,037,781)	\$ (103,401,811)
General Merchandise, Apparel, Furniture and Other*	\$ 52,053,493	\$ (310,626,145)

*Represents merchandise generally sold in department stores. Not included in total retail.
Source: Claritas Inc.

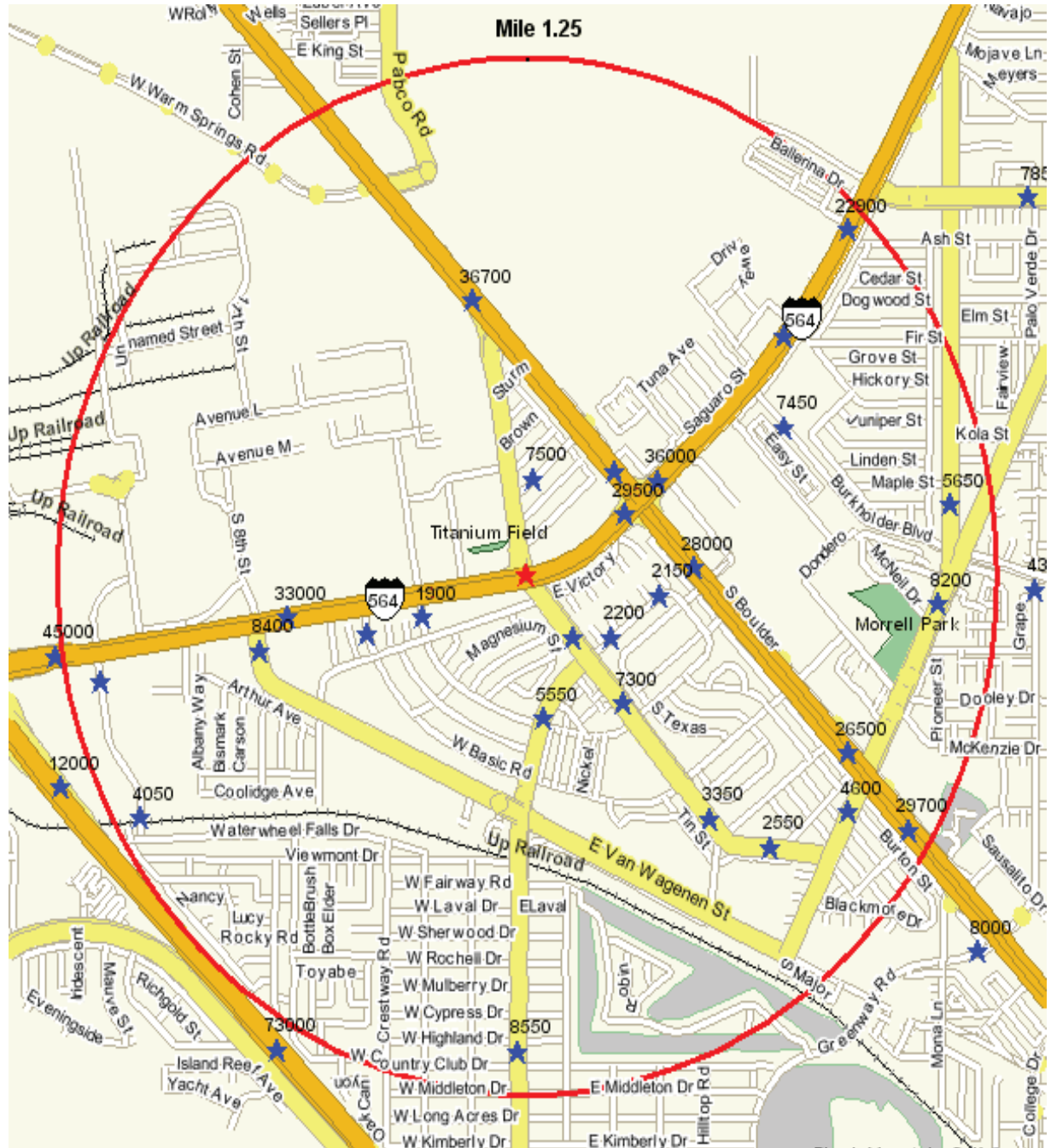


Downtown Traffic 1999





Downtown Traffic 2008





Downtown Events



- Estimated annual event attendance of 500,000
 - Up from 200,000 when original DTIS was published in 2002.
- Events include Super Run, St. Patrick's Day Parade, Henderson Heritage Days Parade, Art & All That Jazz, ArtBeat presented by Target, Ho'aolaule'a Pacific Islands Festival and Winterfest

Appendix B

Existing Context



{ Just add Water Street. }

Existing Context

Existing Demographics

The demographic and economic characteristics of an area play a significant role in determining what type of development can and should be targeted. These underlying characteristics can be very useful in determining the opportunities and challenges to new development present in any area. For the purposes of the Downtown Investment Strategy relevant data has been analyzed for the study area itself as well as in broader context of the surrounding area in order to help identify the relevant opportunities and challenges.

The Downtown Investment Strategy Study Area is currently home to an estimated 1,512 residents and approximately 294 businesses, with an estimated employment of 8,618. Over 8,000 of these employees are in the Service or Public Administration Sectors, with the City of Henderson, St. Rose Hospital and the Casinos in the area providing over 90% of the currently available employment opportunities.

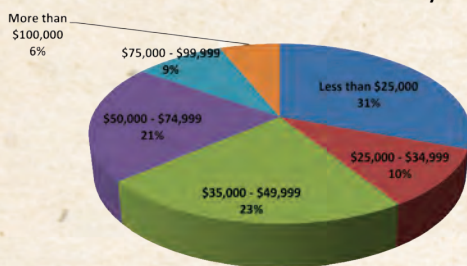
Table 1 shows that while the study area lies within a city and a county that have relatively high incomes as compared to the United States, the incomes in the Water Street District are much lower than in the City of Henderson and Clark County as a whole.

Table 1. 2011 Estimated Household Income

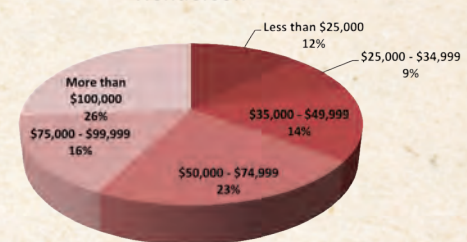
	Study Area	City of Henderson	Clark County	United States
Less Than \$25,000	30.7%	12.2%	19.0%	23.7%
\$25,000 - \$34,999	10.4%	8.5%	11.0%	11.1%
\$35,000 - \$49,999	22.6%	14.3%	16.3%	15.5%
\$50,000 - \$74,999	21.2%	22.6%	21.6%	19.5%
\$75,000 - \$99,999	9.1%	16.1%	13.3%	11.9%
\$100,000 or more	6.1%	26.3%	18.9%	18.3%
Median HH Income	\$ 40,972	\$ 66,555	\$ 54,395	\$ 49,726

Sources: Claritas Inc. and U.S. Census Bureau

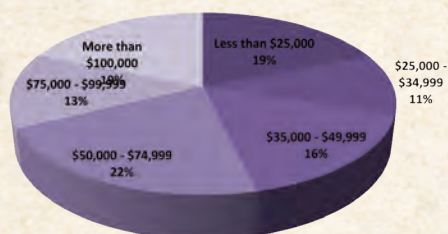
Estimated Household Income - Study Area



Estimated Household Income - City of Henderson



Estimated Household Income - Clark County



Estimated Household Income - United States



As shown in Table 2, the age distribution is much more in line with the United States than with the City of Henderson and Clark County, with more seniors and fewer children than in neighboring areas.

Table 2. 2011 Estimated Age

	Study Area	City of Henderson	Clark County	United States
Age 0-17	24.8%	25.7%	26.4%	24.3%
Age 18-24	8.4%	8.4%	8.6%	9.7%
Age 25-34	16.2%	14.4%	15.1%	13.3%
Age 35-44	14.6%	14.8%	14.7%	13.3%
Age 45-54	12.9%	13.8%	13.3%	14.3%
Age 55-64	10.0%	11.6%	10.7%	11.7%
Age 65 and up	13.1%	11.3%	11.2%	13.3%

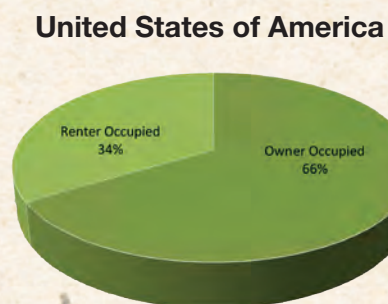
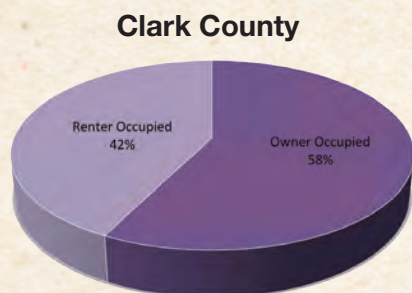
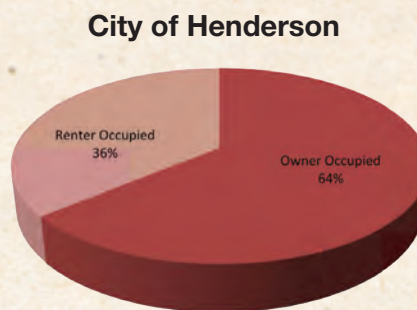
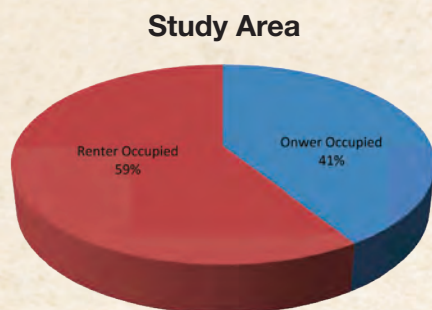
Sources: Claritas Inc. and U.S. Census Bureau

The information presented in Table 3 illustrates that the housing units in study area is predominately renter occupied, which is in contrast to the profile of the City of Henderson, Clark County and the United States as a whole.

Table 3. 2011 Estimated Tenure of Occupied Housing Units

	Study Area	City of Henderson	Clark County	United States
Owner Occupied	41.1%	63.9%	57.7%	66.4%
Renter Occupied	58.9%	36.1%	42.4%	33.6%

Sources: Claritas Inc. and U.S. Census Bureau



Existing Land Use Context Mix

OPPORTUNITY DISTRICTS

The Downtown Investment Strategy area consists of approximately 530 acres located in the eastern part of the City of Henderson. The area is generally bounded to the north by Lake Mead Parkway, to the west by Van Wagenen Street, to the east by Boulder Highway and to the south by Major Avenue. The Downtown Investment Strategy Area is a subset of the Downtown Redevelopment Area. Five distinct districts make up the Downtown Investment Strategy Area.

Downtown Opportunity Districts are:

WATER STREET AND TRANSITION AREA

GATEWAY

ATLANTIC TOWNSITE

BASIC TOWNSITE AND VILLAGE CENTER

ST. ROSE AND TRANSITION AREA

Water Street before continued development.



Conceptual rendering created by a UNLV architect to show how Water Street may appear in 2025 with continued development.



Water Street District

Water Street is the focal Point for the Water Street District. Water Street serves as the “main street” for the entire area. A variety of small-scale retail, restaurant and service uses are concentrated along Water Street and located within traditional storefronts. The Civic Plaza encourages entertainment activities and City Hall, the Convention Center, Police Station and Justice Facility support traditional civic uses.

Right: Water Street retains the small-town Main Street feel. One- to four-story commercial buildings with traditional storefronts and shop windows are the standard.



Above: The Plaza provides an attractive outdoor space that draws visitors for entertainment and special events.

Gateway District

The Gateway District is the main entry point for visitors traveling on the I-215 and I-515/US-95 freeways. As a result, many of the current uses along Lake Mead Parkway are auto-oriented retail and service. South from Lake Mead Parkway, the district transitions into predominately small-scale residential uses.



The example at the left represents the type of commercial service establishment that currently fronts Lake Mead Parkway.

Atlantic Townsite District

This district serves as one of WSD's main residential neighborhoods. Many of the single-family homes have back yard alleys and the streets are narrow and lined with sidewalks.



Above Left: Many of the single-story homes in the Atlantic Townsite were originally constructed in the 1940s to serve the workers of the nearby military industrial manufacturing plants. Some homes, like the one pictured, are well kept, while others are in various states of disrepair.

Above Right: This view shows the pedestrian-friendly scale of the neighborhood. The grid street layout provides ample accessibility for residents and visitors.

Basic Townsite District

The Basic Townsite District is the Water Street District area's other main residential neighborhood. As in the Atlantic Townsite District, this district has predominately single-family homes. In addition, some retail and service uses are located along Basic Road, the primary eastern entry into the Water Street District from Boulder Highway.



Above Left: As in other parts of the downtown area, homes average less than 1,500 square feet, while lot sizes average 6,000 square feet.

Above Right: Various neighborhood-scale commercial businesses operate along the short stretch of Basic Road, between Water Street and Boulder Highway.

St. Rose District

St. Rose de Lima is the Water Street District's second largest employer. Its medical campus is central to this district. North of the campus is a residential pocket bounded by Water Street and Boulder Highway. South and across the street from Lake Mead Parkway is another small neighborhood with direct access to Water Street.



Above Left: St. Rose Hospital is one of the major employers in the area and provides valuable medical services to the community.

Above Right: Auto-oriented retail and service commercial is found all along the south side of Lake Mead Parkway.

Utility Impact Analysis

Water

Current fireflow availability in the Water Street District Area is more than 2,500 gpm (gallons per minute) except the fire hydrant on Basic Road fronting City Hall (1,827 gpm) and another at the end of Lynn Lane (875 gpm). Although the hydrant at Lynn Lane does not meet the 1,500 gpm fireflow requirement, it may be used in conjunction with other hydrants to satisfy the requirement. Conclusion: current fireflow availability is satisfactory.

Maximum day demand corresponds to the day of the year having the highest demand, typically in July or August. Peak hour demand corresponds to the hour of the day (on maximum day) having the highest demand. Water service requires 40 psi (pounds per square inch) residual pressure, minimum, for maximum day demand condition, and 30 psi for peak hour demand condition. Analysis shows that the existing distribution system meets these standards for maximum day and peak hour demand conditions.

Wastewater

Analysis shows that the existing wastewater collection system in the Water Street District area meets standards for peak hourly flows and sewer capacity. Once full build out is realized in the Water Street District area, deficiencies where peak hourly flows exceed sewer capacity will have detrimental impacts on infrastructure. Infrastructure improvements to remove deficiencies will need to be analyzed by the Department of Utility Services as growth and development occurs.

Please refer to Appendix F for a comprehensive Utility Impact Analysis.



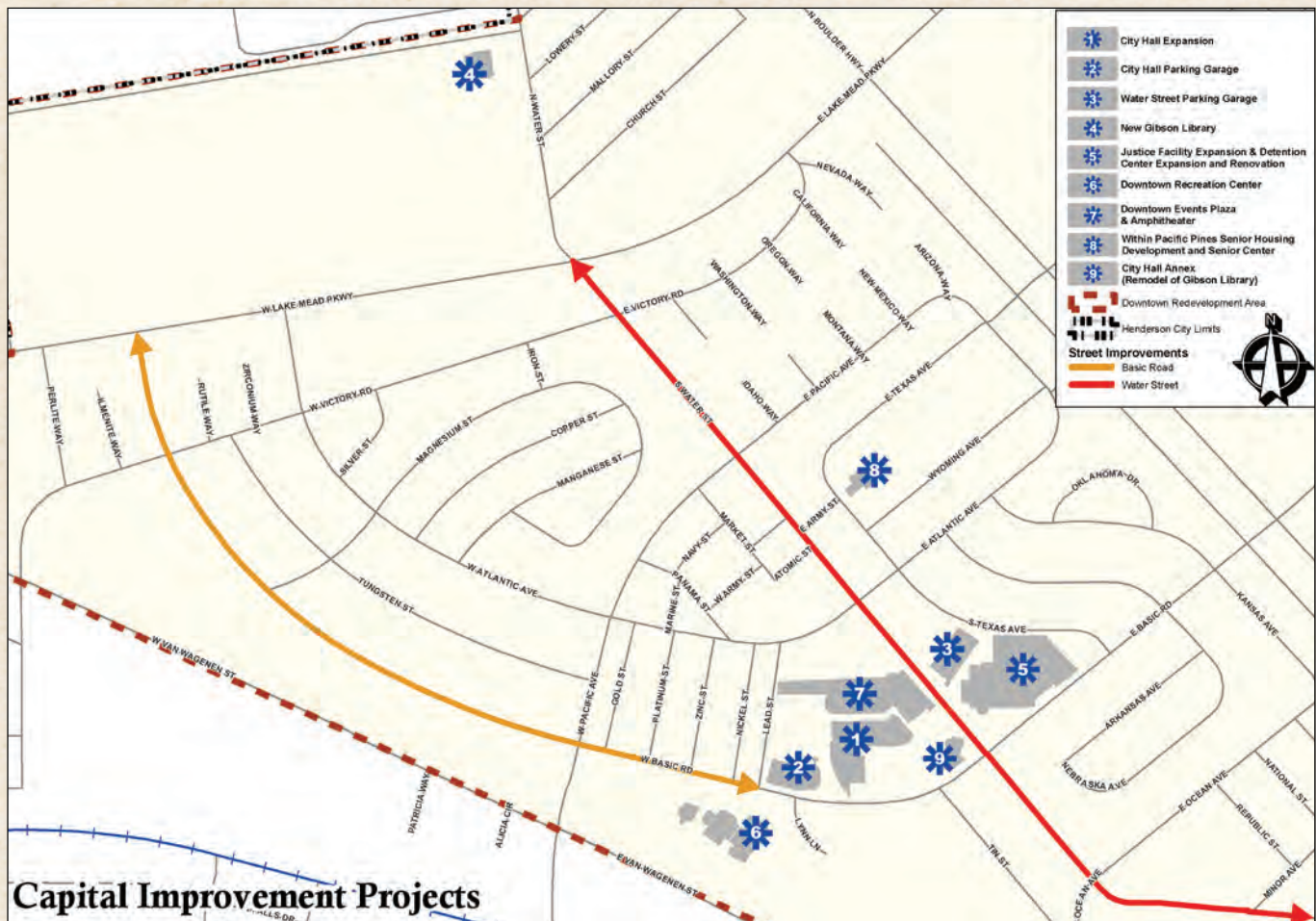
Capital Improvement Projects

The City and Agency together have funded nearly \$156 million worth of projects, which indirectly, has induced a significant and positive economic, social, and development impact on the Water Street District. These improvements have been leveraged as a means to stimulate job growth, improve the sustainability of Downtown neighborhoods, and positively impact property values. Please see the Capital Improvement Projects Map for capital improvement projects since the inception of the Downtown Investment Strategy.

- **City Hall Expansion:** The addition of a 219,000 square-foot (SF) facility to existing city hall that houses multiple departments including the Development Services Center, a 1-stop shop for all development and business needs within the City. Completed in 2003. Total cost \$72,000,000.
- **City Hall Remodel:** Renovation/remodel of existing 58,000 SF building (originally built in 1989), with newly expanded City Council Chambers. Completed in 2004. Total cost was part of the expansion project.
- **New Gibson Library:** The new 30,000 SF library was completed in 2010 within the Lake Mead Crossings shopping center. Public Works assisted the Henderson District Public Library (HDPL) in administering the bidding and construction phase of the project .
- **Remodel of Old Gibson Library:** Renovation/remodel of existing 16,000 SF building and conversion into offices for the Economic Development/Redevelopment offices and the Recreation section of Parks and Recreation. Completed in 2011. Total cost \$1,800,000.
- **Downtown Recreation Center:** Construction of a new 27,000 SF Parks and Recreation facility within the Water Street District area. Building included basketball, racquetball, rock climbing, running track, exercise area, game areas and classroom. Includes two administrative offices for the department. Completed in 2002. Total cost: \$6,000,000.
- **Henderson Events Plaza and Amphitheater:** Construction of a 2.7 acre outdoor plaza space for programmed public and private events. Includes a water entertainment area with interactive dry deck water feature and high mast lighting for evening events. The amphitheater has casual seating for 400, which is expandable to approximately 800 spectators. Completed in 2006. Total cost \$10,000,000.
- **City Hall Parking Garage:** Construction of a 5-story parking structure for both public and employee use for City Hall, the Emergency Services Facility, and Downtown Recreation Center needs. Total parking spaces 465. Completed in 2002. Total cost \$8,000,000.
- **Water Street Parking Garage:** Construction of a 5-story parking structure for both public and employee use for City Hall, Events Plaza, Convention Center and Justice Facility needs. Total parking spaces 409. Completed in 2009. Total cost \$12,000,000.
- **Justice Facility Expansion:** Addition of 52,000 SF to the existing Justice Facility with the addition of four courtrooms, offices and court programs. Completed in 2009. Total cost \$21,000,000.
- **Water Street Improvements – Roadway reconstruct/modifications, sidewalk and lighting improvements of Water Street from Major Avenue to Lake Mead Parkway.** Total cost \$8,600,000.



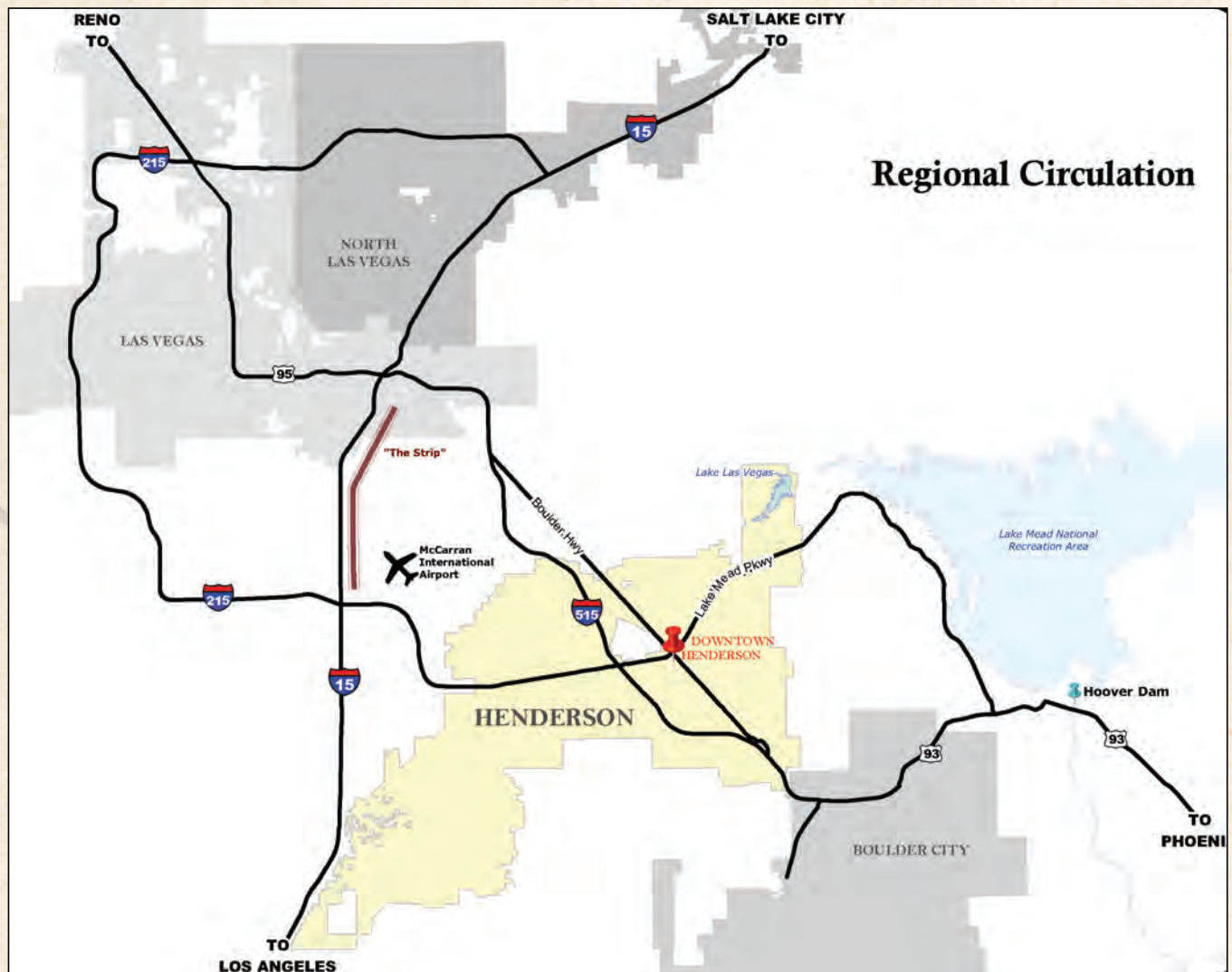
- Basic Road Improvements - Reconstruct of Basic Road from Lead Street to Lake Mead Parkway. Total cost \$125,000.
- Henderson Detention Center Expansion and Renovation: Expansion of the existing detention center with 254 additional beds, new kitchen, laundry, booking, release, and public lobby for visitation and parking. Completed in 2011. Total cost \$35,000,000.
- Convention Center Parking lot & LED Lighting: Resurfacing and striping of the existing parking lot with the replacement of existing lamps with LED lights and the addition of three LED flood lights for safer illumination of lot. Completed in 2010. Total cost \$50,000.
- Downtown Senior Center Demolition: Demolition and removal of the existing senior center structure in preparation of the Pacific Pines Senior housing expansion and new City of Henderson Senior Center. Completed in 2010. Total cost \$35,000.
- New Senior Center within Pacific Pines 4 Senior Housing Development: Construction of a 6,000 SF Senior Center with prep kitchen, dining, classroom, craft room, exercise room and wellness center. To be completed in 2012; costs are being paid for by Nevada Hand.



Circulation (Roadway Network and Multi-Modal Transportation)

Regional Access and Circulation

Water Street District is readily accessible from the west via I-215 and from the northwest and downtown Las Vegas via I-515/I-95. Local access to the area is also provided by several major arterial roadways, including Boulder Highway to the east, Lake Mead Parkway to the north, and Van Wagenen Street to the west. (See map below). All of these roadways are currently served by public transit. In addition, Boulder Highway has been upgraded to accommodate the Bus Rapid Transit with express service between Henderson and downtown Las Vegas, and the City has adopted the Boulder Highway Investment Strategy to promote transit-oriented development along this important and historic corridor. Portions of Lake Mead Parkway have also been upgraded by the City and/or NDOT recently to accommodate smoother traffic flow and to increase vehicular and pedestrian safety.

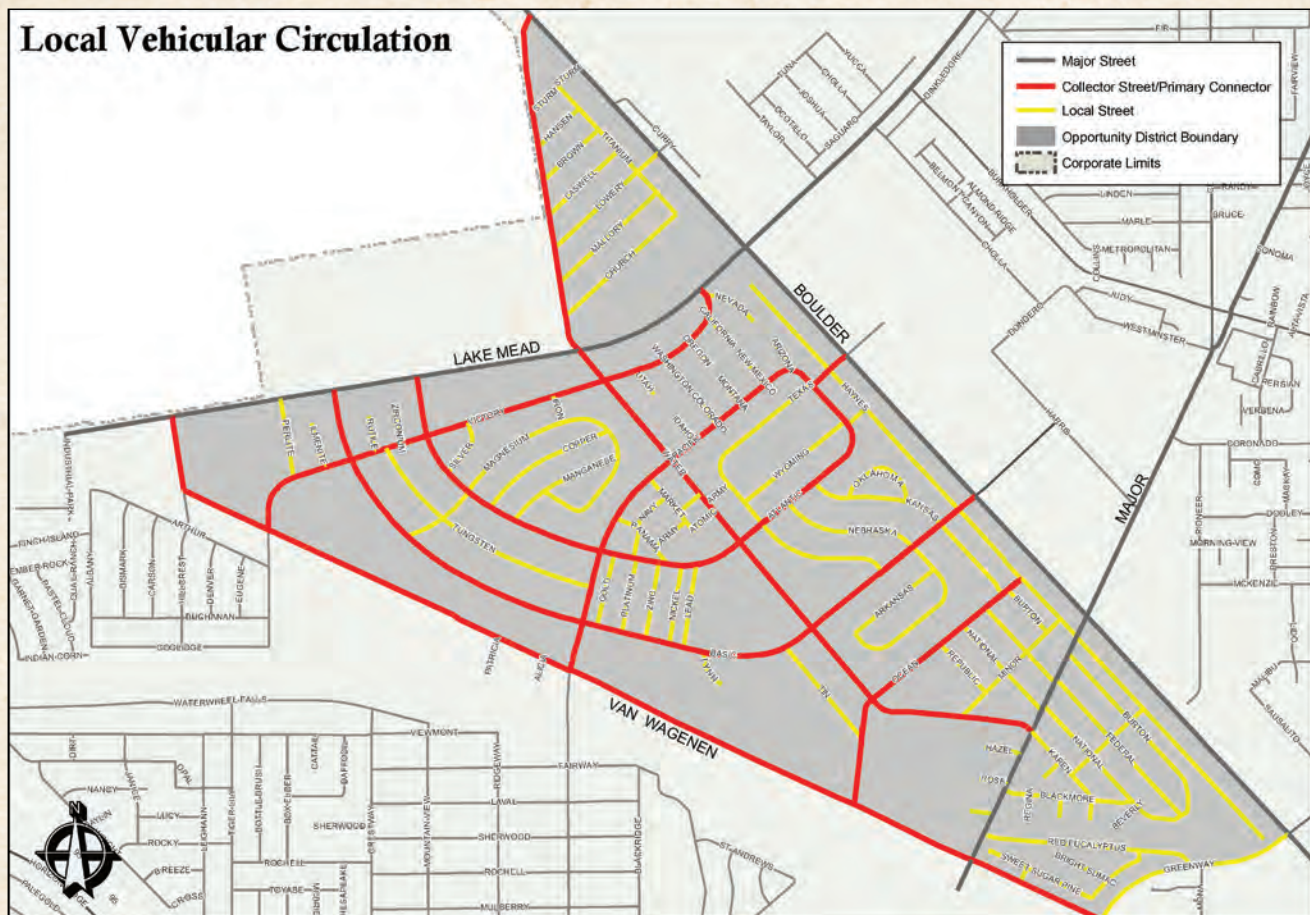


Local Vehicular Circulation

The street grid of the Water Street District is a textbook example of traditional town planning principles used in American cities throughout the mid-twentieth century. The Water Street District includes most of the original Henderson Townsite area, a quintessential “company town” built by the area’s largest WWII-era employer, Basic Manufacturing. The original street grid laid out for the Townsite area in 1943 is largely still intact and features a compact network of gently curving local streets with relatively narrow widths and short block lengths. The grid also has service alleys through the middle of each block that provide direct access to the rear of each property.

This street pattern provides multiple pathways between origins and destinations and also supports a high degree of connectivity between Water Street District neighborhoods. These characteristics are considered highly desirable in current planning practice and are key components of New Urbanism and neo-traditional town planning. It is very likely that the designers of many new master-planned communities aspire to achieve functional simplicity of the traditional street grid that serves downtown.

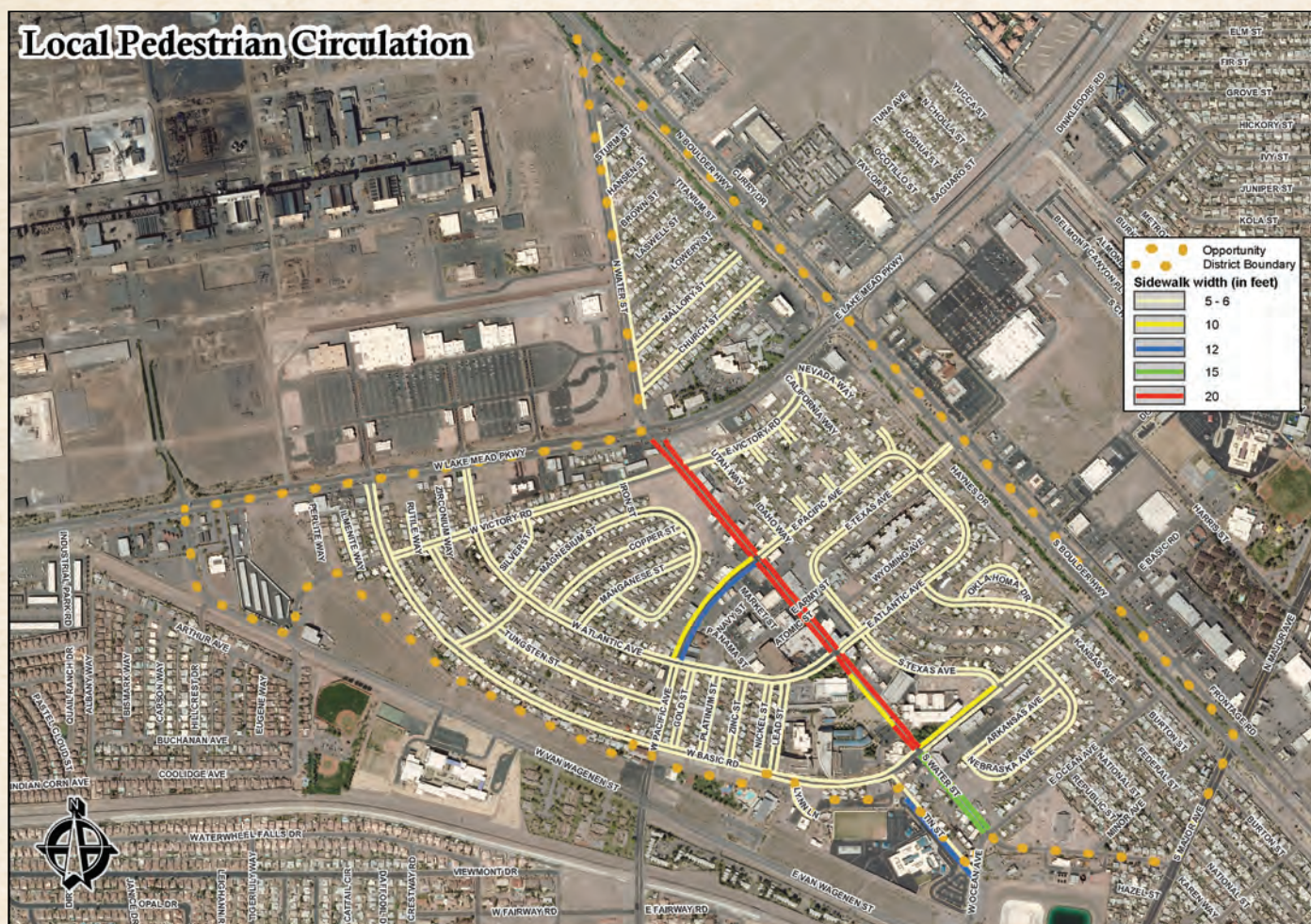
In addition to a network of local streets, the downtown grid also features primary connector streets such as Basic Road, Atlantic Avenue, Pacific Avenue, Victory Road, Ocean Avenue, Van Wagenen Street and Water Street. These streets feed traffic through the area from one major arterial to another and support the local networks. Basic Road, for example, serves as a primary connector between Lake Mead Parkway on the north and Boulder Highway to the east. In between, Basic Road intersects with many local streets as well as other primary connectors such as Victory Road, Pacific Avenue, and Water Street. In addition to the primary connector streets, secondary connectors such as Magnesium Street, Texas Avenue, Haynes Drive, and Kansas Avenue provide internal connectivity between neighborhoods, but do not connect externally with any of the arterials.



Local Pedestrian Circulation

The compact street grid within Downtown Henderson is also highly desirable because urban design elements such as short block lengths and connectivity between neighborhoods have been proven to promote pedestrian activity on the street. When combined with higher residential densities, attractive streetscapes, and a mix of uses, this development pattern has been a successful strategy for re-building and re-energizing dozens of mature downtowns and redevelopment areas across the country. All of the streets in Water Street District have sidewalks, and most streets have on-street parking, which can serve as a protective barrier for pedestrians. A few years ago, Water Street was redeveloped with wider sidewalks and a few mid-block crosswalks to encourage pedestrian activity. Street furnishings, lighting, and other amenities along portions of Water Street, including information kiosks, are also intended to make pedestrians feel more comfortable. Water Street from Pacific Avenue to Lake Mead Parkway was redeveloped in late 2011 with decorative sidewalks and street furnishings to match previous improvements made to Water Street further south.

In the residential areas of Downtown, basic sidewalks provide the pedestrian network, and block length is generally ideal for pedestrian circulation. Many homes have mature landscaping that enhances the pedestrian experience, but most of the residential sidewalks are too narrow for more than one person to walk comfortably. Sidewalk repairs are needed in many areas. Along Basic Road, Water Street, and Pacific Avenue surface parking lots or stalled development projects are located immediately adjacent to the street, which is less desirable.

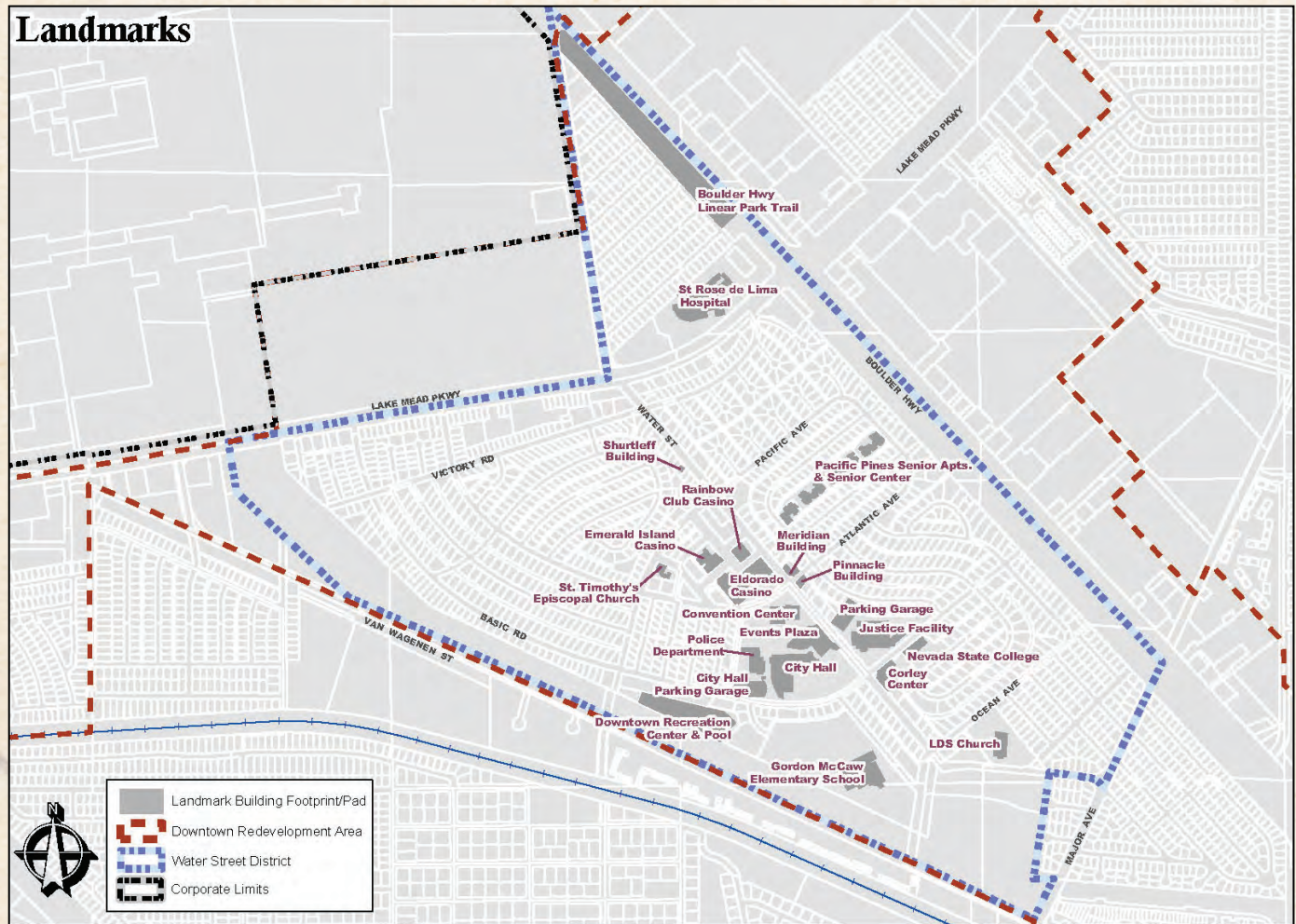


Landmarks

Prominent Buildings in Downtown

Downtown Henderson has a variety of prominent buildings that meet the needs of the community. For the purposes of this report, these buildings have been organized by the service they provide: religious, civic, education, entertainment, social services, recreation, and business tenant opportunities.

Each of these buildings plays an important role both now and into the future.



LANDMARKS LEGEND

Religious

1. St Timothy's Episcopal Church
2. Church of Latter Day Saints - Black Mountain Stake Center

Civic

3. City Hall
4. Downtown Justice Facility
5. Downtown Police Station
6. Downtown Public Parking Structures
7. Convention Center
8. Gibson Library Education
9. Gordon McCaw Elementary School
10. Nevada State College – Satellite Building

Entertainment

11. Eldorado Casino
12. Emerald Island Casino
13. Rainbow Club Casino

Social Services

14. St Rose Dominican – Rose de Lima Hospital
15. Pacific Pines Senior Apartments and Senior Center

Recreation

16. Downtown Recreation Center and Park
17. Boulder Highway Linear Park Trail

Business Tenant Opportunities

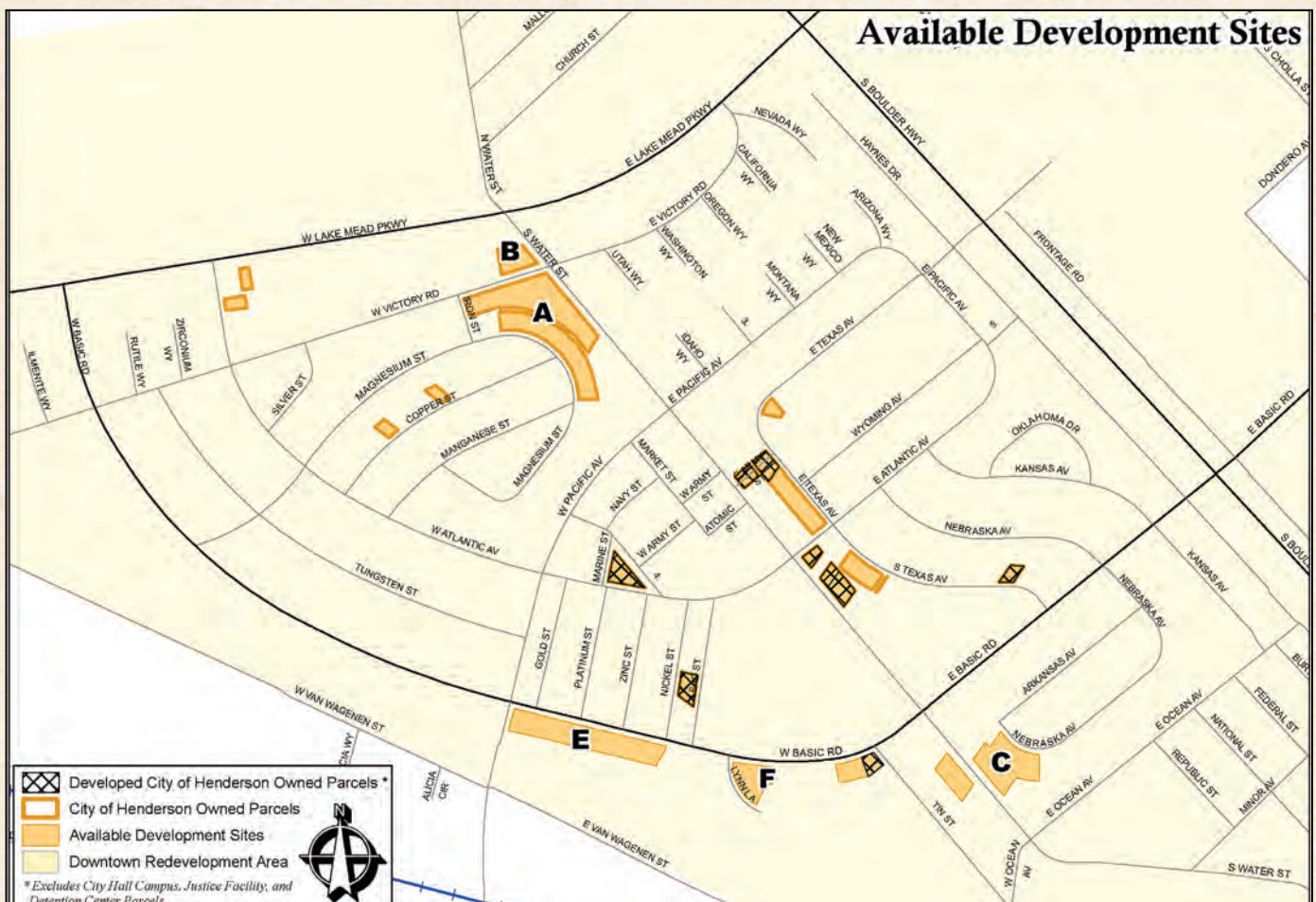
18. Shurtleff Medical Building
19. Meridian Building
20. Pinnacle Building

Available Development Sites

The largest owner of developable vacant land within the geographic boundary of the Downtown Investment Strategy is the City of Henderson Redevelopment Agency. While several smaller lots are underutilized, available and ready for new development, there are three primary sites considered “opportunity sites,” land areas that are of a sufficient size to accommodate a project that would have a significant impact on the character of the Water Street District.

These opportunity sites, as identified on the map below, include a 3.95 acre site at the southwest intersection of Water Street and Victory Road which includes a 175-space parking lot occupying approximately 1.64 acres of the overall project site. This parking lot was developed by the Redevelopment Agency for the purpose of providing public parking and to act as an incentive for the development of the remaining acreage. A developer, if inclined, could purchase both the undeveloped section and adjacent parking lot. Further, a commercial subdivision map has been recorded on this property, allowing for maximum development flexibility.

The second opportunity site is a 2.14 acre lot on Basic Road across the street from the City of Henderson Parking Garage and City Hall, and the third lot is a 1.41 acre lot on the east side of Water Street, south of the intersection of Basic Road, adjacent to Corley Plaza which is occupied by a satellite campus for Nevada State College.



Appendix C

Downtown Financial Inception Report



{ Just add Water Street. }

City of Henderson Redevelopment Agency

Downtown Financial Report

Inception to June 30, 2010

Prepared by: Lisa Sich, Special Projects Accountant



Downtown Financial Report Inception to June 30, 2010



Pinnacle Building

Even in times of economic growth, in-fill redevelopment is a challenging endeavor. To accomplish this, redevelopment agencies are created to develop a plan and provide the initial funding to launch revitalization efforts of identified areas. In doing so, redevelopment encourages and attracts private sector investment that otherwise would not occur. Redevelopment funds help to create jobs, attract business, provide housing for families, reduce crime, improve infrastructure, and revitalize declining areas. Said in just a few words – redevelopment serves as a catalyst for other investment by providing the initial seed money that

ultimately breathes new life into areas in need of economic development and new opportunity.

Background

The Downtown Redevelopment Plan was adopted in October 1995 to facilitate redevelopment efforts. The first year that tax increment was received was fiscal year 1997. The life of an area is 30 years from adoption per Nevada Revised Statute; therefore, the last month that tax increment will be received is June 2025. June 30, 2010 marks the halfway point of the life of the Downtown area, and through this document, we will celebrate the achievements that the City of Henderson has attained through its redevelopment efforts!

Over \$63 million (Appendix A) have been invested in the Downtown project area by the Henderson Redevelopment Agency, with only 16% of total expenditures being spent on administration. Administration includes Redevelopment staff's salaries and benefits, professional and legal services, marketing and supplies. It is important to note that a significant amount of professional and legal services were, and are customarily spent in the early years to create the redevelopment plan, conduct the required initial tax increment analysis, and provide legal and financial consultant expertise for projects that sometimes do not materialize. In many cases, the Agency spends funds for a financial review of a developer's project proposal that results in the Agency declining to assist the project because the results of the financial due diligence review show that the risk the Agency would have to take to support the project is too high to justify using public dollars.

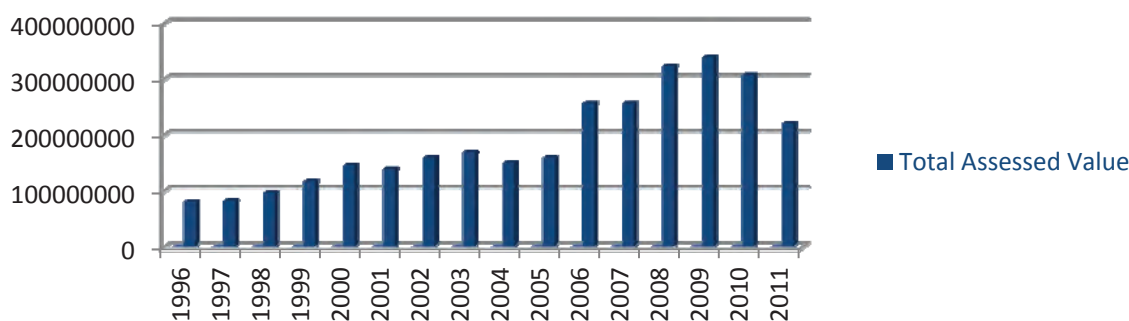
Some key indicators that show the effectiveness of redevelopment efforts are:

- Inception to Date Increase in Incremental Assessed Value and Average Annual Increase in Incremental Assessed Value
- Tax Increment Revenue Increases
- Assessed Value compared to Nevada's Five Largest Cities
- Leverage Ratio of Dollars Invested in the Redevelopment Area to all Other Dollars Invested (Public or Private)
- Redevelopment Program Participation
- Land Use Changes
- Physical Improvements (i.e. increases in square footage, number of dwelling units added, parking spaces added)
- Economic (Employment, Wages and Economic Output) and Fiscal Impacts (Public and Private Investments)

Agency's Results to Key Indicators

As you review the Agency's results to the key indicators, keep in mind that some redevelopment projects and programs are designed to operate at a loss. Their objective is not to return capital or generate positive investment return, but rather, to seed investment in areas that would otherwise not receive it. The ultimate goal is appreciation of land values overall and establishment of the critical mass necessary for development to occur independently of the Agency's investments and incentives.

Inception to Date Increase in Assessed Value (Appendix B): Since fiscal year 1996, incremental assessed value (assessed value above the base year of adoption) has increased by \$146 million. At the height of the development boom in fiscal year 2009, incremental assessed value in the Downtown Redevelopment Area was \$264 million. Due to economic growth periods and the recent recession, a more reflective key indicator is the average annual increase in incremental assessed value, \$117 million – yes, that is per year.



Assessed Value Comparison: In a comparison of Nevada's Five Largest Cities from Fiscal Year 1996 to Fiscal Year 2010, the Agency's overall Assessed Value increased 287% (this is for all redevelopment project areas – not just Downtown areas). This is the highest increase of all of the largest cities, with Las Vegas' Agency rating 215% - 25% lower than Henderson's. The other three cities were less than 100%, with one rating slightly negative.

Description	City Composite	Las Vegas	North Las Vegas	Sparks	Reno	Henderson
Assessed Value Percentage Increase	172.3%	215.4%	-0.2%	58.5%	86.2%	287.0%

Tax Increment Revenue Increases (Appendix C): In the year of adoption, the base year is established for assessed value upon which the tax rate is applied. Therefore, the year of adoption realizes zero revenue. Since 1997, the Agency has received \$32.7 million in revenue from the Downtown area. When looking at annual increases, the average annual increase was \$310,000, equating to an annual, positive percentage change of 20%. It is important to note that per NRS, all revenues received in a redevelopment area must be reinvested back to benefit that redevelopment area or the immediate neighborhood in which the redevelopment area is located.



Leverage Ratio of Dollars Invested in the Redevelopment Area to all Other Dollars Invested - Public or Private

(Appendix D): This indicator shows that for every one dollar the Agency invests in the project area, how many “other” (public or private) dollars are invested.

The analysis is of the larger projects that have been monitored and tracked by Agency staff. More than likely, there are additional projects that have been completed of which staff is unaware. The leverage ratio of redevelopment

dollars invested is: 1:12. For every one dollar the Agency directly invests, other public and private investors are investing \$12. Or, said another way, for every eight cents the Agency invests everyone else is investing a dollar.

Redevelopment Program Participation: Over the years, the Agency has adopted and implemented several redevelopment financial assistance programs in Downtown. The programs range from loans to grants or a combination. In some cases, it has been challenging to entice property owners to participate in these programs. As an example, some business property owners have owned the property for years with little to no mortgages existing. It has become their “cash cow,” providing an excellent return on investment; therefore, why invest further? Others bought during the height of the market and can’t afford to make additional investments. Yet, the Agency has enjoyed a considerable amount of participation in its program offerings.



Like all endeavors, some are risky or market changes occur and the anticipated results do not materialize. When this happens, staff has been quick to recommend that the program be suspended or eliminated and begins researching new alternatives.

Name of Project/Program	Description	# of Participants	RDA Investment	Private Investment	Total
Facade Improvement Program	Exterior facelift, paint, construction, awnings, marquees, signage, etc. Agency provides an 80% of cost reimbursement up to \$30,000 (loan to grant) and sign grants ranging from \$2,500 to \$5,000 (grant)	58	\$1,053,108	\$1,625,713	\$2,678,821
Gallery Assistance Program ¹	Third Thursday assistance, business training for art galleries, golf tournament sponsorship, grant to City Lights Gallery	4	60,000	-	60,000

Art Rental Subsidy Program ²	Agency provides 25% of first year's rent (loan to grant)	3	80,000	80,000	160,000
Revolving Loan Fund Program ³	Loans to businesses with a 2 to 1 match by the business by creating 1 full-time job for each \$35,000 loaned	6	400,000	210,000	610,000
Tenant Improvement Program	Provides up to \$50,000 grant to qualified businesses locating in the Water Street District	3	12,290	113,788	126,078
Homeowners' Assistance Program	Exterior painting, landscaping, remodeling, and code compliance where Agency provides low-interest loans and grants	335	950,000	2,605,000	3,555,000

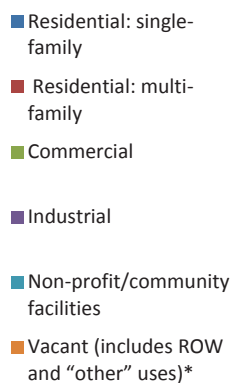
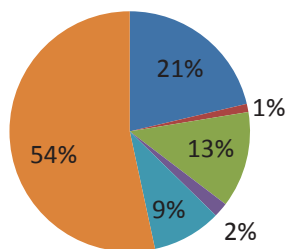
- 1) As the economy began the recession, this was a one-time program to provide assistance to the Water Street District Arts community as the Agency had was hoping to ensure survival of the arts since it had already made a significant investment.
- 2) The program was developed to not only assist three existing galleries as the economy began a down-ward spiral, but also to be available for new galleries to create a synergy within the arts. Program is no longer offered.
- 3) This program was doing well with only three businesses that failed until the economic declined. Agency staff recommended that the program be suspended in March 2010.

Land Use Changes: Land use has changed with the majority being community and vacant to multi-family and commercial uses.

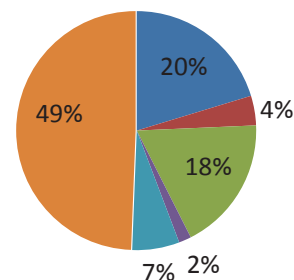
Land Use (in acres)	1995	2010	Change
<i>Residential: single-family</i>	293	279	(14)
<i>Residential: multi-family</i>	15	55	40
<i>Commercial</i>	178	251	73
<i>Industrial</i>	27	23	(4)
<i>Non-profit/community facilities</i>	128	88	(40)
<i>Vacant (includes ROW and "other" uses)*</i>	734	679	(55)
TOTAL	1375	1375	-

*In 2005, the Agency amended the Redevelopment Plan to include 75 acres on the northwest corner of Lake Mead and Water Street formerly known as Timet Field. Previously vacant, it is now the Lake Mead Crossing commercial center.

Land Use 1995

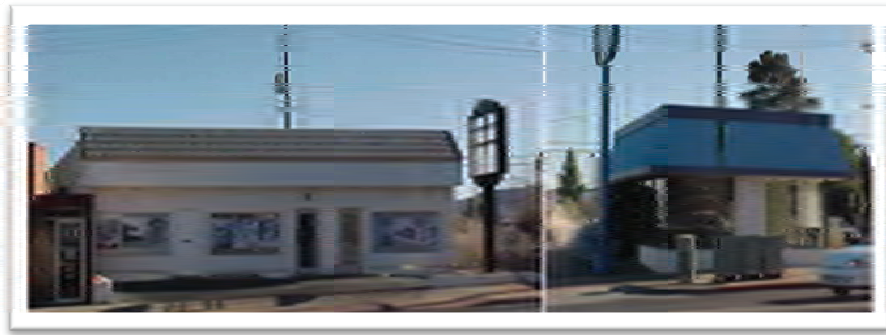


Land Use 2010



Physical Improvements (Appendix E): In addition to the new buildings, facilities and façades, the Downtown area has seen physical improvements in the form of additional square footage, dwelling units and parking spaces.

	Square Feet Added	Dwelling Units Added	Parking Spaced Added
Totals	1,195,764	561	6,710



Meridian Building Site Before (single story uses of office/retail and Winchell's Donuts)



Meridian Building After (three-story, mixed-use of office/retail and five apartments)



Shurtleff Building

Economic and Fiscal Impacts: In January 2009 the Agency commissioned Applied Analysis to perform an analysis of the economic and fiscal impacts to date in the Downtown area. Their conclusion, "The City's Downtown Redevelopment Area investments have had significant economic, fiscal and social impacts on the region. These impacts include stimulating job growth and wage payments, improving the livability and sustainability of mature neighborhoods, positively impacting property values and stemming the tide of blight and decline."

There are three types of impacts commonly considered as part of an impact assessment: economic, fiscal and social.

Economic impacts generally focus on changes in employment, wages and economic output. These impacts are classified as direct, indirect or induced. Direct impacts are from development or project activity (e.g. construction), while indirect impacts measure how supplier purchases and other inter-industry transactions stimulate the economy.

Finally, induced impacts measure how direct employee consumption in things such as grocery stores, movie theaters or doctors' offices creates additional jobs and additional wage payments in unrelated sectors – the “ripple effect.” The developments/projects also have both short-term and recurring impacts. Applied Analysis used one of three methods widely used and generally accepted input-output model referred to as “IMPLAN.” It effectively demonstrates how the “outputs” of one industry or business become “inputs” of others.

Economic Impacts of Projects in Henderson's Downtown RDA

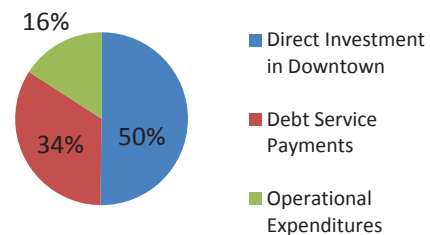
Classification Type	Employment	Wages and Salaries	Economic Output
Direct	3,917	\$178,260,728	\$348,810,245
Indirect	149	6,152,572	73,614,075
Induced	425	15,404,530	128,664,398
Total Impacts	4,491	\$199,817,830	\$551,088,718

Fiscal impacts are associated with public revenues (taxes, fees and other levies) and public service demands (police, fire, road maintenance, schools, etc.).

Fiscal Impacts of Projects in Henderson's Downtown RDA

Direct Investment in Downtown	\$31,860,039
Debt Service Payments	21,540,072
Operational Expenditures	10,079,556
Total Expenditures	\$63,479,667

Fiscal Impacts



Social impacts tend to be more qualitative in nature, but are by no means immaterial and therefore, more challenging to measure. One way to do so is to think of the results that would not have materialized had the Agency not made investments: people would be working less, residents would have access to fewer services, and blighted conditions would have become more pervasive. New projects and, more specifically, the 335 homes in the Downtown area that have undergone amazing transformations have helped to maintain values and foster neighborhood and business community pride and a sense of ownership.

Homeowners' Assistance Program Transformation



Before



After

Façade Improvement Program Transformation



Before



After

Summary

Are there reasons to celebrate our Downtown successes at the halfway mark? Absolutely! Every one of the key indicators discussed in this report show positive results. It isn't just the fact that we have visually witnessed amazing transformations, added over one million square feet of building space, and enjoyed an incredible leverage ratio, but when it comes down to it, the comparison of the five largest cities in Nevada speaks the loudest. Our sister cities, Las Vegas and Sparks, have been in the redevelopment business for 9 years and 17 years longer than Henderson, respectively. To achieve a growth of Assessed Value of 287% in the past five years as compared to Las Vegas' 215% and 59%, respectively, is testament that we are working harder, faster, and smarter AND producing better than average results.

Appendix A – Revenue and Expenditures to Date

Revenue:

Tax Increment	\$ 32,677,429
Interest	3,560,015
Intergovernmental	1,432,151
Grants	1,094,133
Rental/Lease	631,777
Miscellaneous	265,667
Developer Reimbursements	155,433

Total Revenue	\$ 39,816,605
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Expenditures:*Operational Expenditures*

Administration	\$ 6,560,959
Professional Services (TI Analysis, Legal, etc.)	3,102,078
Supplies/Services	416,519

Direct Investments in Downtown

Land Acquisition	15,459,266
Homeowners' Assistance Program	903,984
Corley Plaza	2,907,095
Meridian	823,992
Business Assistance	155,953
Site A Utility Relocations	279,233
Southwest Gas Upgrades	748,069
Water Street Utility Project	3,835,370
Façade Improvements	1,061,211
Branding - Water Street District	301,499
Lake Mead/Water (SE Corner)	868,707
Parking Improvements	143,429
Civic Center Sound System	89,981
Sign Kiosks	24,975
Basic Road Sidewalk Widening	24,382
Tenant Improvement Program	12,290
Gallery Assistance	84,501
WSDBA Assistance	9,132
Rental Subsidy Program	3,198
314 Water Rehab	141,822
DT Power Upgrades	96,498
Monumentation/Signage	90,764
Events (Super Run, etc.)	1,064,047
Rehab RDA-owned commercial properties	867,806
Rental Expenses (RDA-owned leases)	132,237
Coast Center Improvements	656,000
Downtown Master Plan	279,527
Downtown Market Analysis	577,255
Timet Field Upgrades	76,625
Public Art	61,556
Marketing Downtown	79,635

Total Debt Service

21,540,072

Total Expenditures	\$ 63,479,667
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Other Financing Sources (Notes/Bonds)

\$ 26,340,255

Gain or (Loss) on Sale of Land for Redevelopment

\$ 1,879,452

Ending Unreserved/Undesignated Fund Balance

\$ 4,556,645

*This is total land acquisition (includes Parkline investment) - some land has been sold to developers.

Source: Accumulation of Audited Financial Reports Revenues and Expenditures from 1995 to 2007.

Appendix B – Historical Assessed Values

Fiscal Year	Total Assessed Value	Base Year Value		Incremental Assessed Value	Percent Change	Annual Incremental Assessed Value
	a	b		c = (a-b)	d = (c/b)	e = c - prev c
1996	80,789,020	80,789,020	¹			
1997	82,579,946	80,789,020		1,790,926	2.22%	1,790,926
1998	96,774,645	80,789,020		15,985,625	19.79%	14,194,699
1999	116,943,626	80,789,020		36,154,606	44.75%	20,168,981
2000	145,708,890	80,789,020		64,919,870	80.36%	28,765,264
2001	139,656,343	80,789,020		58,867,323	72.87%	(6,052,547)
2002	159,124,865	80,789,020		78,335,845	96.96%	19,468,522
2003	169,355,627	80,789,020		88,566,607	109.63%	10,230,762
2004	150,041,970	75,467,062	²	74,574,908	98.82%	(13,991,699)
2005	159,421,961	75,363,163		84,058,798	111.54%	9,483,890
2006	256,893,306	75,363,163		181,530,143	240.87%	97,471,345
2007	256,829,226	74,914,100		181,915,126	242.83%	384,983
2008	323,161,240	74,914,100		248,247,140	331.38%	66,332,014
2009	338,995,518	74,914,100		264,081,418	352.51%	15,834,278
2010	307,785,797	74,914,100		232,871,697	310.85%	(31,209,721)
2011	220,960,829	74,914,100		146,046,729	194.95%	(86,824,968)
Averages	187,813,926	77,752,469		117,196,451	154.02%	9,736,449

Increase in AV per the current base year: 146,046,729

Increase in AV at height in FY2009: 264,081,418

1) This is the original base year value per the County

2) The Fiesta received an exemption this year from SBOE

Source: Total Assessed Value and Base Year Value is provided by the State of Nevada Redbook.

Appendix C – Historical Revenue Analysis

Fiscal Year	Revenue	Increase from Previous Year	% change
1997	53,615	53,615	
1998	487,963	434,348	89.01%
1999	1,092,807	604,844	55.35%
2000	1,609,164	516,357	32.09%
2001	1,594,561	(14,603)	-0.92%
2002	1,953,523	358,962	18.38%
2003	2,142,906	189,383	8.84%
2004	2,015,413	(127,493)	-6.33%
2005	2,214,732	199,319	9.00%
2006	2,970,687	755,955	25.45%
2007	3,523,011	552,324	15.68%
2008	4,266,283	743,272	17.42%
2009	4,405,124	138,841	3.15%
2010	4,347,640	(57,484)	-1.32%
Totals	32,677,429	4,347,640	265.80%
Average Annual Change		310,546	20.45%

Source of Revenue received: City of Henderson Redevelopment Agency Annual Audited Financial Statements 1997 to 2010.

**Appendix D – Major Project Dollars Invested in Henderson’s Downtown RDA and Leverage Ratio
Through June 30, 2010**

Name of Project	Description	Public Investment	RDA Investment	Private Investment	Total
Water Street South – Phase II	30,500 sq foot mixed-use (office/retail)	\$ -	\$ 2,093,108	\$ 4,440,831	\$ 6,533,939
Water Street South – Phase I (now Corley Plaza)	28,000 sq foot office/115 parking spaces	-	813,987	5,546,020	6,360,007
Meridian	20,000 sq foot mixed-use	-	823,992	1,750,000	2,573,992
Pinnacle	15,000 sq foot mixed-use (office/restaurant)	-	3,934,750	2,605,000	6,539,750
Lake Mead Crossing	750,000 sq feet (retail)	-	-	130,000,000	130,000,000
DT Recreation Center		5,607,471	-	-	5,607,471
Downtown Public Parking Lots	4 surface lots for public parking	-	143,429	-	143,429
Homeowner’s Assistance Program	Various upgrades to residential housing of owner-occupied properties – 335 participants	-	903,984	358,528	1,262,512
Façade Improvement Program	58 participants in Downtown	-	1,061,211	1,625,713	2,686,924
Water Street Utility Project – Phase I	Install sewer (one did not exist previously), upgrade utilities, street furniture, lighting, widening sidewalks, etc.	9,059,562	3,835,370	-	12,894,932
City Hall Parking Garage	480 space parking facility (146 public spaces and fully open to public evenings/weekends)	7,570,649	-	-	7,570,649

Justice Facility Expansion and Parking Garage	52,000 square feet office/court expansion and 400 space parking facility	34,128,732	-	-	34,128,732
Wal-Mart Expansion	29,532 sq foot expansion	-	-	1,476,600	1,476,600
DT Gas Upgrade	Upgrade gas to accommodate density	-	748,069	-	748,069
DT Power Upgrade	Planning to Date	-	96,498	-	96,498
DT Master Plan and Market Analysis	Downtown Investment Strategy and Market Analysis and other studies	-	856,782	-	856,782
Land Assemblage	For future development sites – 6.46 acres	-	11,524,516	-	11,524,516
Tenant Improvement Program	3 Participants	-	12,290	113,788	126,078
Basic Road Sidewalk Widening	Sidewalk Widening	-	24,382	-	24,382
DT Sign Kiosks	3 Directional Sign Kiosks	-	24,975	-	24,975
Greenway Crossing	91 SF Housing Units	-	-	19,200,000	19,200,000
Pacific Pines	186 low-income apartment units	650,000	-	8,093,240	8,743,240
DT Events Plaza	Amphitheater, public event gathering space, inter-active water feature and sound system	9,700,000	89,981	-	9,789,981
Fiesta Hotel/Casino Expansion	20,000 sf casino expansion, 1,500 space parking garage, and 12 screen theater	-	-	14,000,000	14,000,000
Fiesta Park	170 SF Housing Units	-	-	74,800,000	74,800,000
Henderson Storage	137,700 sf storage facility with caretaker quarters	-	-	2,000,000	2,000,000
Rent-A-Center	9,940 sf commercial	-	-	1,500,000	1,500,000

Henderson Plaza Expansion (Welfare Office)	19,025 sf office expansion	5,200,000	-	-	5,200,000
Lake Mead Business Center Expansion	Renovation of existing bldg and additional two-story, 15,000 sf office bldg	-	-	1,500,000	1,500,000
Gallery and Water Street District Business Association Assistance	Tenant Improvements for four galleries and marketing	-	96,831	150,000	246,831
Rehabilitation of RDA-owned properties and rental expenses	Either upgrade or Demolition (removal of blight)	-	1,141,865	-	1,141,865
Coast Center	Expansion	-	656,000	1,200,000	1,856,000
Aviano	109 SF Housing Units	-	-	32,400,000	32,400,000
Business Assistance	Loans resulting in grants	-	155,953	-	155,953
Site A Utility Relocations	Relocate utilities to make site development-ready	-	279,233	-	279,233
Branding/Marketing of Water Street District	Marketing to bring pedestrians downtown and create sense of place	-	381,134	-	381,134
City Tower	Mixed-Use Project	-	868,707	-	868,707
Events	Super Run 10 years, Beach Party 2 years, parades, Farmers' Market etc.	-	1,064,047	-	1,064,047
Monumentation	Planning and Design	-	35,069	-	35,069
Timet Field Upgrades	Grading, etc.	-	76,625	-	76,625
Public Art	Murals, etc.	-	61,556	-	61,556
DT Wayfinding Signage	73 WSD custom signs	-	55,695	-	55,695
Henderson Hyundai Expansion – Phase I	New 20,000 sq ft service facility and carwash	-	-	4,000,000	4,000,000
Totals		\$ 71,916,414	\$ 31,860,039	\$ 306,759,720	\$ 410,536,173

Leverage Ratio	\$ 378,676,134	\$ 31,860,039	0.084	11.88
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Source: Developers, Permit Application Estimates

Appendix E – Additions to Downtown (Square Feet, Dwelling Units, and Parking Spaces)

Name of Project	Sq Feet Added	Dwelling Units Added	Parking Spaced Added
Water Street South – Phase II	30,500	-	-
Water Street South – Phase I (now Corley Plaza)	28,000	-	115
Meridian	20,000	5	5
Pinnacle	15,000	-	-
Lake Mead Crossing	750,000	-	3,904
DT Recreation Center	34,067	-	110
Downtown Public Parking Lots	-	-	196
City Hall Parking Garage	-	-	480
Justice Facility Expansion and Parking Garage	52,000	-	400
Wal-Mart Expansion	29,532	-	-
Greenway Crossing	-	91	-
Pacific Pines	-	186	-
Fiesta Hotel/Casino Expansion	20,000	-	1,500
Fiesta Park	-	170	-
Henderson Storage	137,700	-	-
Rent-A-Center	9,940	-	-
Henderson Plaza Expansion (Welfare Office)	19,025	-	-
Lake Mead Business Center Expansion	15,000	-	-
Coast Center	15,000	-	-
Aviano	-	109	-
Henderson Hyundai Expansion – Phase I	20,000	-	-
Totals	1,195,764	561	6,710

Source: Development Application Information and City View.

Appendix D

List of Accomplishments



{ Just add Water Street. }

SUMMARY OF DOWNTOWN INVESTMENT STRATEGY ACTIVITIES (2002-2011)

Activity	Description	Total Investment Public and/or Private
Parking, Transportation & Signage		
Surface Parking Lot Expansion	5 surface lots (including SiteA) for public parking	\$383 thousand
City Hall Parking Garage	480 space parking facility	\$7.6 million
Justice Facility Parking Garage	400 space parking facility	Part of \$34.1 million For Justice Facility expansion
Public Art	Painting of murals and etc.	\$61 thousand
DT Wayfinding signage	Installation of 73 Water Street District custom signs	\$56 thousand
Marketing, Promotions & Events		
Public Events	Super Run, Beach Party, parades, etc.	\$1.1 million
Downtown Marketing Program	Water Street District marketing program	\$381 thousand
DT Sign Kiosk	Installation of three directional sign kiosks	\$25 thousand
Monumentation	Planning and design for future sign monumentation	\$35 thousand
Public Facilities & Utilities		
DT Recreation Center	City improvements to facility	\$5.6 million
Water Street Utilities – Phase 1	Install sewer line & streetscape improvements	\$12.9 million
Justice Facility Expansion	52,000 sq ft office and court expansion	\$34.1 million
DT Gas Upgrade	Upgrade gas line to accommodate density	\$748 thousand
DT Electricity Upgrade	Planning to date	\$98 thousand
DT Events Plaza	Amphitheater & public event space	\$9.8 million
Henderson Plaza Expansion (Welfare Office)	19,025 square foot office expansion	\$5.2 million
Site A Utility Relocation	Relocate utilities to make prepare for development	\$279 thousand
Developments		
Land Assemblage	Acquisition of 6.46 acres for future development	\$11.5 million
Pacific Pines PH 1, 2, 3, and 4	186 low-income apartment units	\$8.7 million
RDA-owned Property Rehabilitation	Upgrade or demolition of structures (removal of blight)	\$1.1 million
Public-Private Partnerships		
Water Street South	30,500 sq ft mixed-use (office/retail)	\$6.5 million
Corley Plaza	28,000 sq ft office & 115 parking spaces	\$6.4 million
Meridian	20,000 sq ft mixed-use (office/retail)	\$2.6 million
Homeowner's Assistance Program	Various upgrades to 335 residences	\$1.3 million
Façade Improvement Program	Various upgrades to 58 businesses	\$2.7 million
Tenant Improvement Program	Tenant Improvements for 3 participants	\$126 thousand
Gallery and Water Street District Business Association Assistance	Tenant improvement and marketing for four galleries	\$247 thousand
Coast Center	Expansion of the existing coast shopping center	\$1.9 million
Other		
DT Master Plan/Market Analysis	Downtown Investment Strategy, Market Analysis, other studies performed	\$857 thousand
Business Assistance	Distribution of loans resulting in grants	\$156 thousand
Time Field Upgrades	Grading and site development-related activities	\$77 thousand

SUMMARY OF PRIVATE INVESTMENTS IN THE DOWNTOWN REDEVELOPMENT AREA (2002-2011)

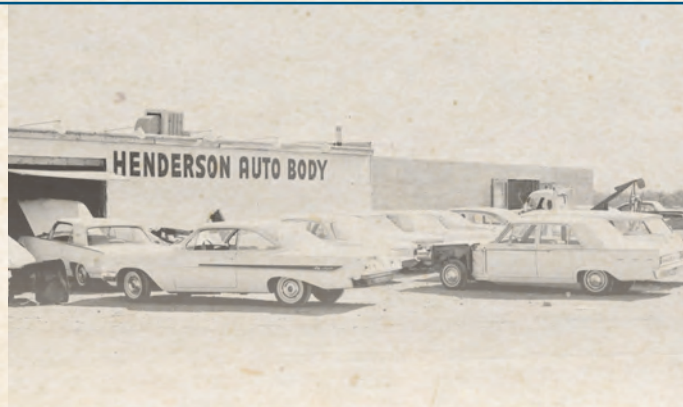
Activity	Description	Total Investment
Commercial		
Lake Mead Crossing	750,000 sq ft retail center development	\$130 million
Wal-Mart Expansion	29,500 sq ft retail center expansion	\$1.5 million
Fiesta Hotel/Casino Expansion	20,000 sq ft casino expansion	\$14 million
Henderson Storage	138,000 sq ft self storage business	\$2 million
Rent-A-Center	10,000 sq ft retail	\$1.5 million
Henderson Hyundai Expansion	20,000 sq ft service facility expansion	\$4 million
Lake Mead Business Center Expansion	Existing building renovations with additional second story to allow 15,000 square feet of office	\$1.5 million
Residential		
Greenway Crossing	91 single-family housing units	\$19.2 million
Fiesta Park	170 single-family housing units	\$74.8 million
Aviano	109 single-family housing units	\$32.4 million

TOTAL INVESTMENT DOLLARS IN THE DOWNTOWN REDEVELOPMENT AREA (2002-2011)

Total Public Investment	Approximately \$103 million
Total Private Investment	Approximately \$307 million

Appendix E

Traffic Impact Analysis



{ Just add Water Street }



Memorandum

CITY OF HENDERSON
240 Water Street
P.O. Box 95050
Henderson, NV 89009-5050

Public Works
Robert A. Murnane Director
702-267-3030
fax 702-267-3002

TO: Michelle Romero, Redevelopment Agency

FROM: Thomas E. Wolch, Transportation Program Coordinator

DATE: November 14, 2011

SUBJECT: Downtown Redevelopment Investment Strategy-Update

Per your request, attached is our evaluation of the transportation impacts of the downtown investment strategy. The downtown redevelopment investment strategy proposes to add the following additional development to downtown Henderson.

Downtown Redevelopment Investment Strategy			
Added Households	Added Population	Commercial SF	Office SF
1,850	3,500	248,000	120,000

The Traffic Services Division previously supplied existing level of service information for the AM and PM peak hour for the following intersections:

Intersection	AM LOS	PM LOS
Lake Mead & Van Wagenen	D	D
Lake Mead & Basic	A	C
Lake Mead & Water	D	D
Boulder Hwy & Water	B	A
Lake Mead & Boulder	C	C
Boulder Hwy & Basic	C	C
Boulder Hwy & Major	C	C
Water & Basic	A	A
Water & Pacific	B	B

The Traffic Services Division made a decision at the outset to treat this study as a large scale site traffic study. The process included collecting existing turning movement counts from previous studies, calculating trip generation from the proposed uses, assigning project traffic on the street network and preparing level of service calculations for the existing plus project level traffic. The final step would be to propose improvements to mitigate any problem intersections.

The Traffic Services Division counted the intersections of Water Street/ Basic and Water/Pacific in March 2011 for a road project. The level of service was determined with a new methodology for all way stops from the 2010 Highway Capacity Manual. The methodology is still in the test phase and the software is a beta version that has not been publicly distributed. Using the new methodology, the level of service at these intersections is as follows:

Intersection	AM LOS	PM LOS
Water & Basic	C	C
Water & Pacific	F	F

Traffic services is also providing a level of service for the Lake Mead & Atlantic Intersection. This intersection is presently unsignalized and the level of service is shown for the worst case movement which is the northbound left-thru right.

Intersection	AM LOS	PM LOS
Lake Mead & Atlantic	F	F

The Traffic Services Division will monitor the Lake Mead and Atlantic intersection for future restrictions in traffic movements or signalization if safety problems develop.

The Traffic Services Division previously recommended that the intersections of Pacific/Basic and Boulder/Texas also be added to the intersections evaluated for the Downtown Investment Strategy. The intersections were counted in November 2011 and the levels of service were determined which yielded the following results:

Intersection	AM LOS	PM LOS
Pacific & Basic	B	C
Boulder & Texas	B	B

Projected Traffic Growth in the Current RTC Transcad Model

The projected growth on streets in the downtown area was investigated for the base year 2005 to the year 2030 for average daily traffic (ADT). The results are shown in the table below:

Downtown Redevelopment Strategy Transcad Model ADT						
Roadway	2005 ADT	2009 NDOT	2013 ADT	2020 ADT	2030 ADT	Percent Change 2005- 2030
Lake Mead w/o Van Wagenen	49353		68244	75291	77013	56.0
Lake Mead e/o Van Wagenen	44547	42000	57842	62284	60073	34.9
Water St n/o Lake Mead	10950	6300	14194	14793	14699	34.2
Van Wagenen s/o Lake Mead	4071	8000	9356	13687	14594	258.5
Water St s/o Lake Mead	7024	9800	8925	9883	9842	40.1
Water St s/o Pacific	4828	6800	5693	5780	6794	40.7
Van Wagenen w/o Pacific	3069		7751	11222	12472	306.4
Boulder Hwy s/o Lake Mead	17324	29000	21062	29101	27707	59.9
Major e/o Boulder Hwy	5707		7350	7967	7178	25.8
Major w/o Boulder Hwy	1699		1984	2738	2661	56.6

Where they were available, NDOT counts from the annual traffic report for 2009 were also provided to give a reality check on the projected volumes. The table shows growth rates for 2005-2030 from 25.8 percent to 306.4 percent. Therefore from a transportation perspective, substantial growth was expected in this area from 2005 to 2030.

A new Transcad model will be available for the downtown in the summer of 2012. It is expected the projected volumes will be considerably reduced due to the current economic conditions which is expected to reduce population and employment forecasts.

Trip Generation

The proposed redevelopment strategy generates 1,732 AM peak hour trips and 3,610 PM peak hour trips. The average daily traffic generated by the additional development is 35,456 daily trips. Because the development plans are presently very preliminary, no effort has been made to quantify internally captured trips or pass by trips. All trips generated as a result of the downtown investment strategy are assumed to be auto trips. This will also ensure a conservative analysis. The land uses assumed for the districts are shown in the table below.

Downtown Redevelopment Land Use by District						
Districts	St. Rose	Basic	Water	Atlantic	Gateway	Total
Apts units	185	740	185	740	None	1850
Office SF	24000	24000	24000	24000	24000	120000
Comm SF	49600	49600	49600	49600	49600	248000

Trip generation calculated for all of the districts are shown in the tables below:

St. Rose Trip Generation							
L Use	AM in	AM out	AM Tot	PM in	PM out	PM Tot	ADT Tot
Apts	19	76	95	78	42	120	1245
Office	53	7	60	18	88	106	445
Comm	62	40	102	195	203	398	4305
Total	134	123	257	291	333	624	5995

Basic Trip Generation							
L Use	AM in	AM out	AM Tot	PM In	PM Out	PM Tot	ADT Tot
Apts	73	293	366	276	149	425	4608
Office	53	7	60	18	88	106	445
Comm	62	40	102	195	203	398	4305
Total	188	340	528	489	440	929	9358

Water Trip Generation							
L Use	AM in	AM out	AM Tot	PM In	PM Out	PM Tot	ADT Tot
Apts	19	76	95	78	42	120	1245
Office	53	7	60	18	88	106	445
Comm	62	40	102	195	203	398	4305
Total	134	123	257	291	333	624	5995

Atlantic Trip Generation							
L Use	AM in	AM out	AM Tot	PM In	PM Out	PM Tot	ADT Tot
Apts	73	293	366	276	149	425	4608
Office	53	7	60	18	88	106	445
Comm	62	40	102	195	203	398	4305
Total	188	340	528	489	440	929	9358

Gateway Trip Generation							
L Use	AM in	AM out	AM Tot	PM In	PM Out	PM Tot	ADT Tot
Apts							
Office	53	7	60	18	88	106	445
Comm	62	40	102	195	203	398	4305
Total	115	47	162	213	291	504	4750

Down town Investment Strategy Total Trip Generation							
District	AM In	AM Out	AM Total	PM In	PM Out	PM Total	ADT
St. Rose	134	123	257	291	333	624	5995
Basic	188	340	528	489	440	929	9358
Water	134	123	257	291	333	624	5995
Atlantic	188	340	528	489	440	929	9358
Gateway	115	47	162	213	291	504	4750
Total	759	973	1732	1773	1837	3610	35456

Trip Assignment

Turning movement counts were reviewed to determine the trip distribution for the newly generated trips. The project trips were added to existing counts to determine existing plus project traffic to facilitate an analysis of conditions after redevelopment.

Analysis

Capacity analysis was performed by staff for the intersections previously analyzed with the results shown in the table below.

	Existing		Redevelopment	
Intersection	AM LOS	PM LOS	AM LOS	PM LOS
Lake Mead & Van Wagenen	D	D	D	D
Lake Mead & Atlantic	F	F	F	F
Lake Mead & Basic	A	C	B	C
Lake Mead & Water	D	D	C	F
Boulder Hwy & Water	B	A	A	A
Boulder Hwy & Lake Mead	C	C	D	E
Boulder Hwy & Texas	B	B	B	C
Boulder Hwy & Basic	C	C	B	C
Boulder Hwy & Major	C	C	C	C
Water & Basic	A	A	C	E
Water & Pacific	B	B	F	D
Pacific & Basic	B	C	B	F

Recommendations

The vehicle delay at most of the intersections increases with implementation of the downtown investment strategy. Many of the intersections on Lake Mead and Boulder Highway would require improvements to achieve satisfactory levels of service. It is also apparent that the interior intersections such as Water/Pacific, Water/Basic and Pacific/Basic and likely additional intersections would require geometric improvements and traffic signals to function adequately. The northbound movement at the Lake Mead/Atlantic intersection is currently operating at level of service F. Continued monitoring of this intersection is recommended. Eventually turning movement restrictions or a traffic signal installation will likely be required. Further analysis should be conducted to examine signal warrants and possible improvements. This is a normal progression as the downtown evolves to higher densities and more intense uses.

The intersection of Boulder Hwy and Texas currently operates at LOS B for both the AM and PM peak hours. After redevelopment the PM peak hour LOS decreases to C. This intersection is currently underutilized as a means of providing access to the downtown area. The Traffic Services Division proposes to realign existing Texas to line up with the Water/Pacific intersection. The Texas realignment would likely increase the use of the Boulder/Texas

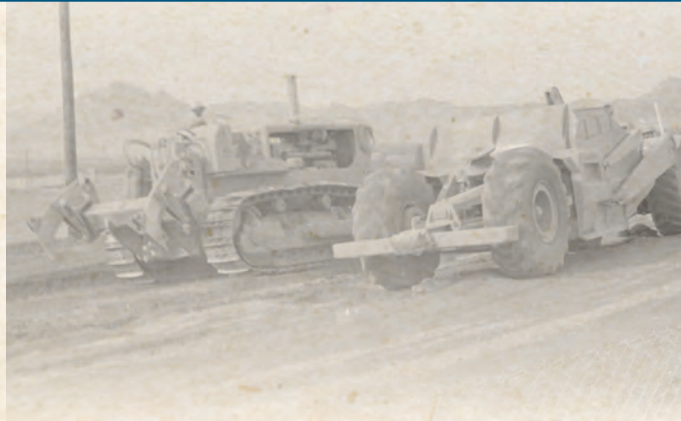
intersection and provide relief to the other intersections on Boulder Hwy and Lake Mead. It also has the potential of providing additional land for pedestrian commercial and mixed use development as envisioned by the downtown investment strategy. An additional benefit is the delay of the need for additional improvements at the Lake Mead and Boulder Hwy intersections.

Reductions in auto trips are required to ensure that intersections operate at reasonable levels of service as the downtown investment strategy is implemented. A larger mode split for pedestrians, bicycles and transit is required to keep the transportation system functioning at acceptable levels. Further analysis is recommended to quantify the auto trip reductions and establish service levels for the alternate transportation modes.

The 2010 Highway Capacity Manual is presently available and contains new methodologies for analysis of pedestrian, bicycle and transit level of service. The downtown redevelopment strategy could benefit from a more comprehensive analysis of alternate modes of transportation. The software to calculate level of service for transit, pedestrians and bicycles will be available early in 2012 and this type of analysis is recommended for downtown Henderson.

Appendix F

Utility Impact Analysis



{ Just add Water Street }

**CITY OF HENDERSON DEPARTMENT OF UTILITY SERVICES
DOWNTOWN INVESTMENT STRATEGY UPDATE**

The Downtown Investment Strategy Update organizes the Downtown Redevelopment Area into five Opportunity Districts. Development projections among these districts entail a population of approximately 7,900 people, and commercial area in excess of 368,000 square feet. For utility planning purposes, the population distribution, and water demand allocation, is assumed according to the following schedule:

Opportunity	Low-Density*		Medium-Density*		High-Density*	
District	DU/acre	Person/DU	DU/acre	Person/DU	DU/acre	Person/DU
Atlantic	18.00	1.90	32.00	1.90	40.00	1.90
Basic	5.00	2.67	18.00	1.90	40.00	1.90
Gateway	5.00	2.67	18.00	1.90	40.00	1.90
St. Rose	18.00	1.90	18.00	1.90	40.00	1.90
Water	18.00	1.90	32.00	1.90	40.00	1.90

* refers to current land use category. Most low-density residential areas change to medium-density.

Current Fireflow Availability (Exhibit 1)

Current fireflow availability in the Downtown Redevelopment Area is more than 2,500 gpm except the fire hydrant on Basic Road fronting City Hall (1,827 gpm) and another at the end of Lynn Lane (875 gpm). Although the hydrant at Lynn Lane does not meet the 1,500 gpm fireflow requirement, it may be used in conjunction with other hydrants to satisfy the requirement. Conclusion: current fireflow availability is satisfactory.

Current Maximum Day/Peak Hour Demand Conditions

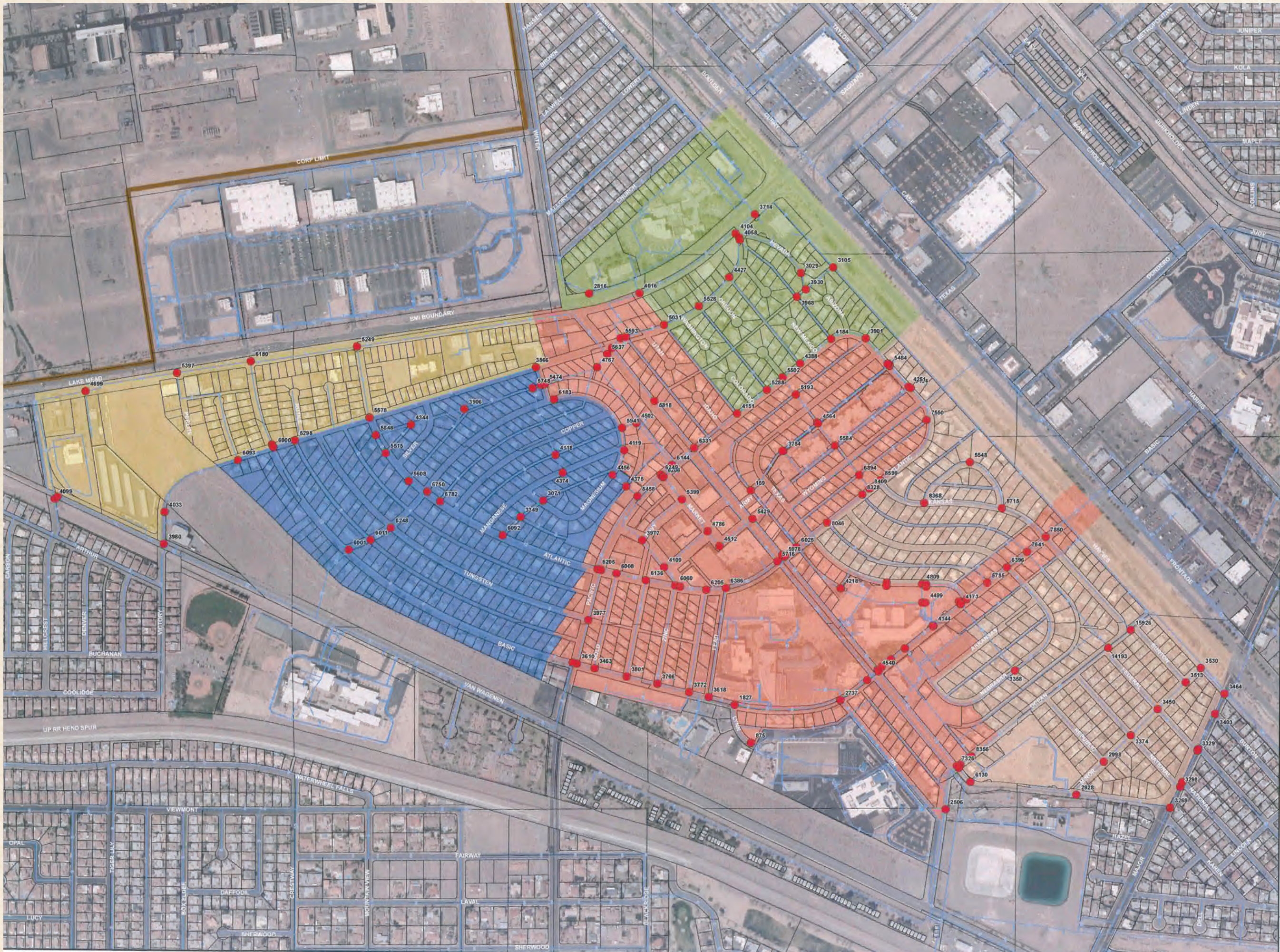
Maximum day demand corresponds to the day of the year having the highest demand, typically in July or August. Peak hour demand corresponds to the hour of the day (on maximum day) having the highest demand. Water service requires 40 psi residual pressure, minimum, for maximum day demand condition, and 30 psi for peak hour demand condition. Analysis shows that the existing distribution system meets these standards for maximum day and peak hour demand conditions.

Future Maximum Day Demand Condition (Exhibit 2)

Residual pressure for the future build-out condition generally does not meet standards in areas corresponding to the highest elevations in the water pressure zone. These areas of concern include Basic Road, from Pacific Avenue to Water Street, and the vicinity of Ocean Avenue and Tin Street as shown on Exhibit 2.

Future Peak Hour Demand Condition (Exhibit 3)

The area of concern, similar to the maximum day demand condition for the future build-out condition, corresponds to the highest elevations but is expanded for the peak hour demand condition. Areas of concern include not only Basic Road but also Atlantic Avenue, from Pacific Road to Water Street, as shown on Exhibit 3. The area of concern on Ocean Avenue likewise progresses from Tin Street to Water Street. There is also an area of concern in an isolated area at the intersection of Texas Avenue and Army Street.



UTILITY SERVICES
DEPARTMENT



DOWNTOWN INVESTMENT STRATEGY UPDATE

EXHIBIT 1
CURRENT FIREFLOW
AVAILABILITY



Legend

- Water Node
- Ex. Water Pipe
- ▭ COH Boundary

Opportunity Districts

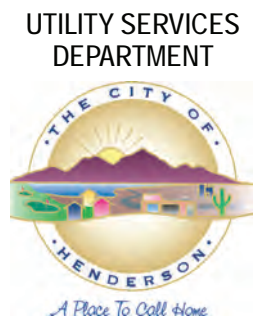
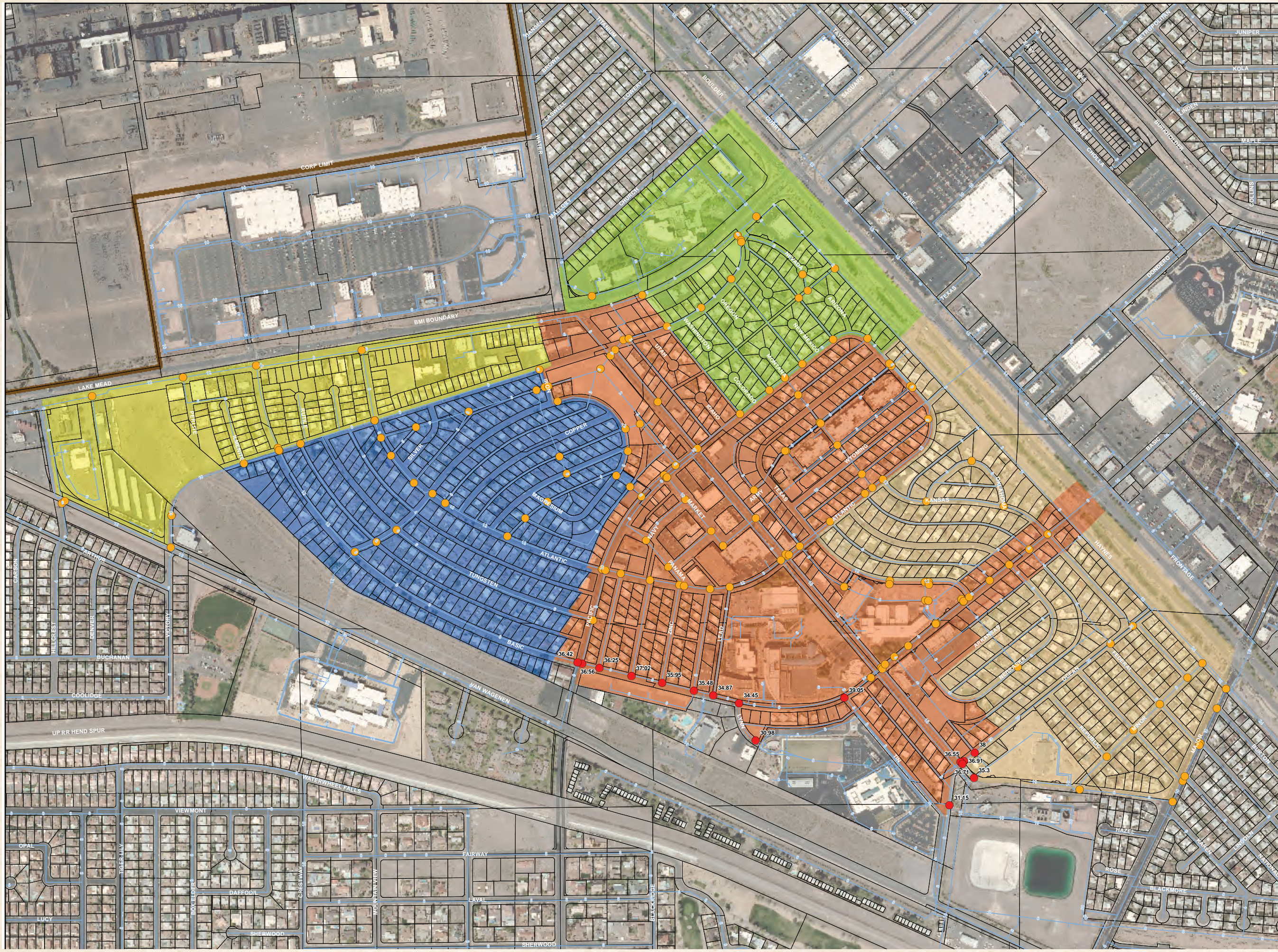
- Atlantic
- Basic
- Gateway
- St. Rose
- Water

3530 FIREFLOW
AVAILABILITY (GPM)



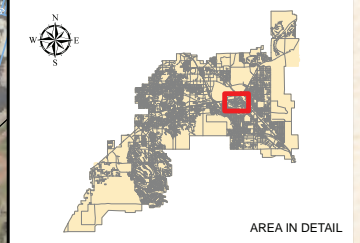
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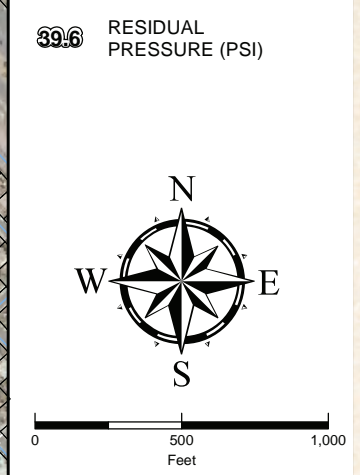


DOWNTOWN INVESTMENT STRATEGY UPDATE

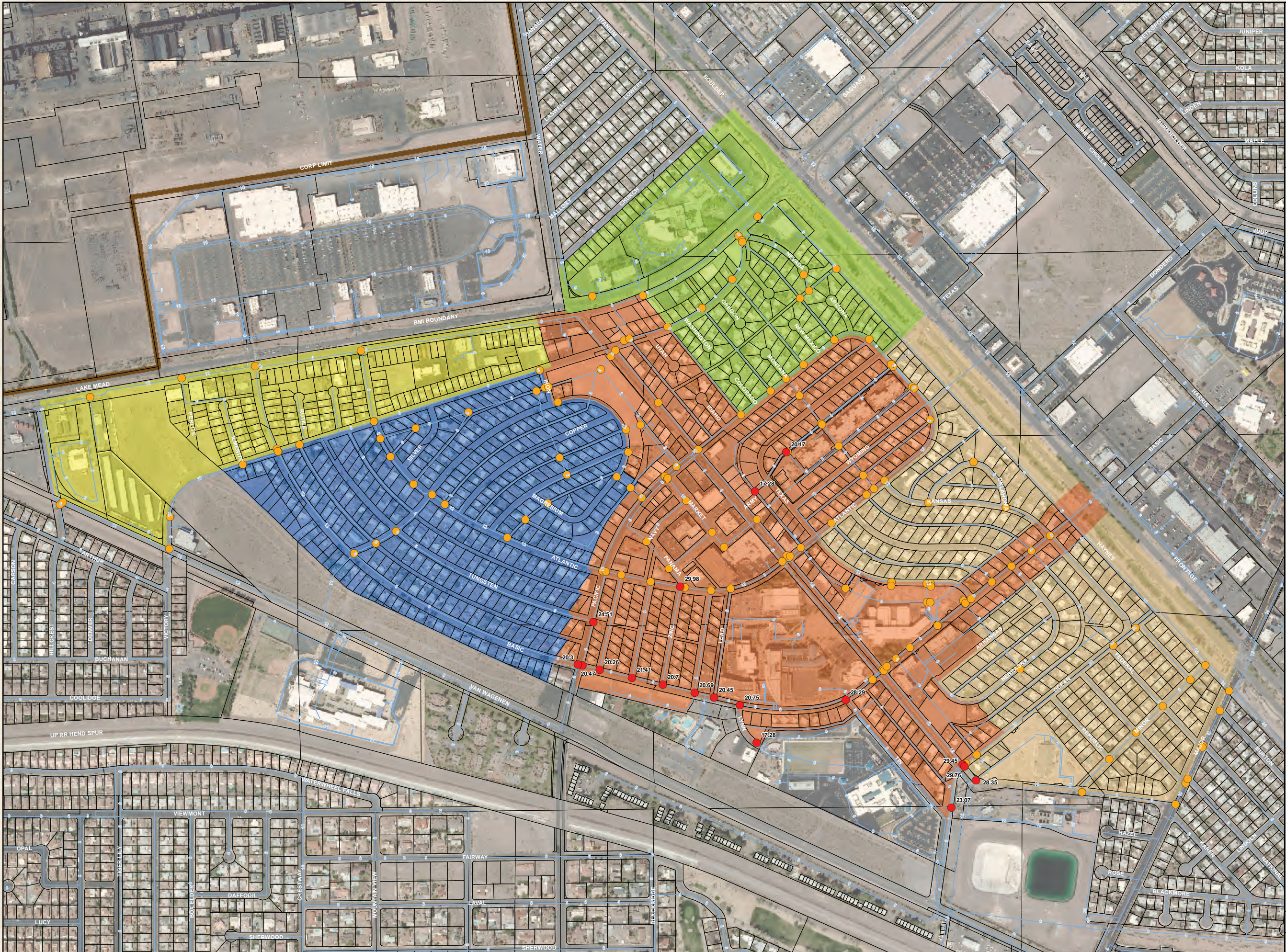
EXHIBIT 2
FUTURE RESIDUAL
PRESSURE < 40PSI
FOR MAXIMUM DAY
DEMAND CONDITION




- Legend**
- Water Node Not Meeting Standard
 - Water Node Meeting Standard
 - Ex. Water Pipe
- Opportunity Districts**
- Atlantic
 - Basic
 - Gateway
 - St. Rose
 - Water
 - COH Boundary



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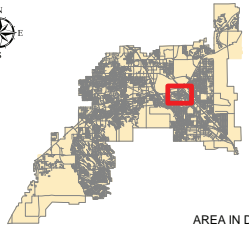
UTILITY SERVICES
DEPARTMENT



A Place To Call Home

DOWNTOWN INVESTMENT STRATEGY UPDATE

EXHIBIT 3
FUTURE RESIDUAL
PRESSURE < 30PSI
FOR PEAK HOUR
DEMAND CONDITION



AREA IN DETAIL

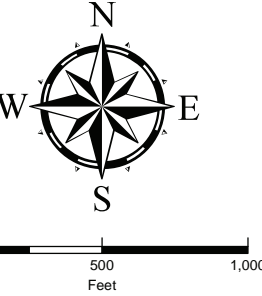
Legend

- Water Node Not Meeting Standard
- Water Node Meeting Standard
- Ex. Water Pipe

Opportunity Districts

- Atlantic
- Basic
- Gateway
- St. Rose
- Water
- COH Boundary

21.1 RESIDUAL
PRESSURE (PSI)



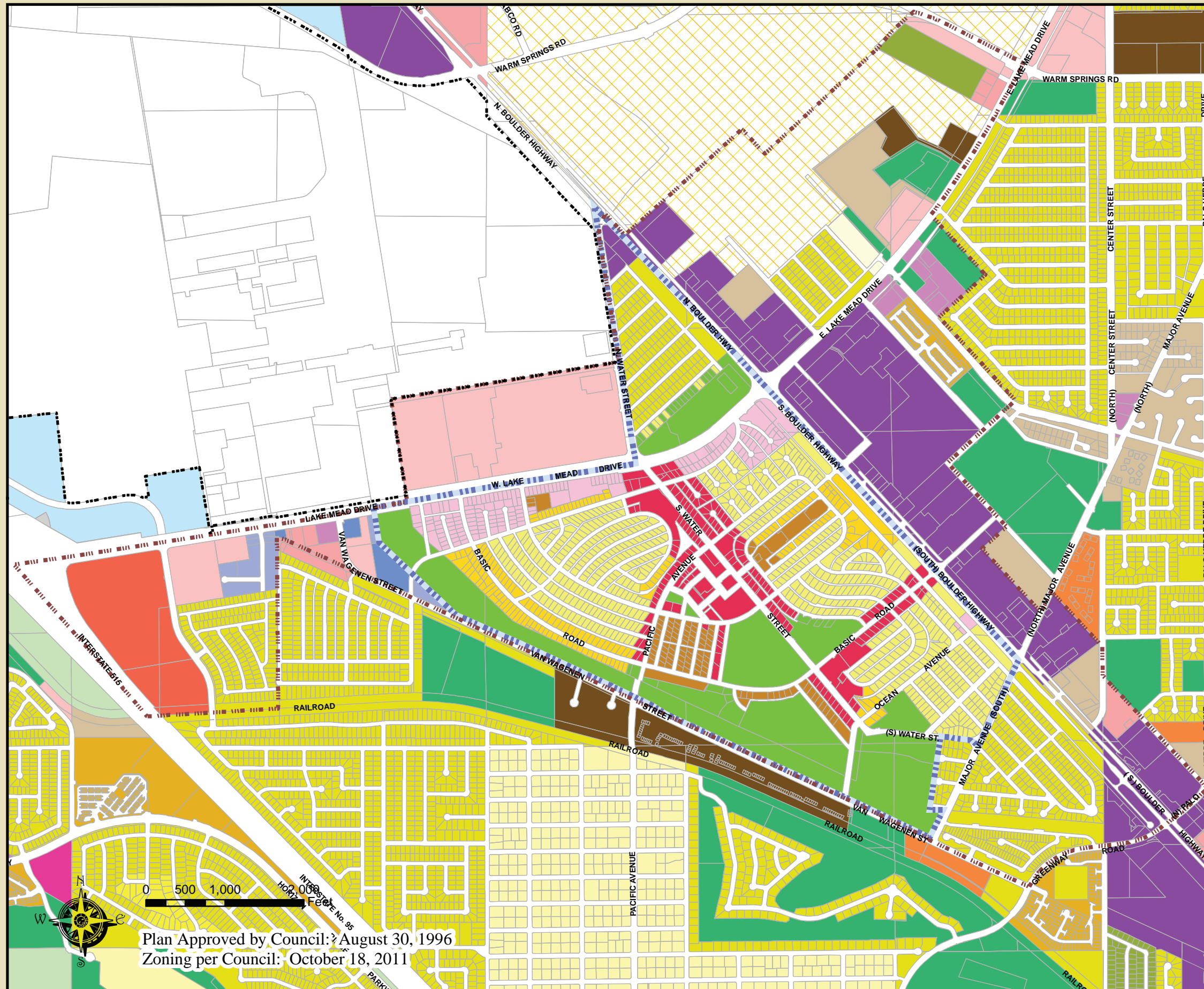
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Appendix G

Opportunity Districts Existing Zoning/Land Use Maps



{ Just add Water Street. }



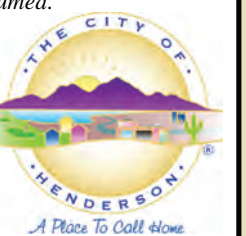
DOWNTOWN DISTRICT & REDEVELOPMENT AREA ZONING

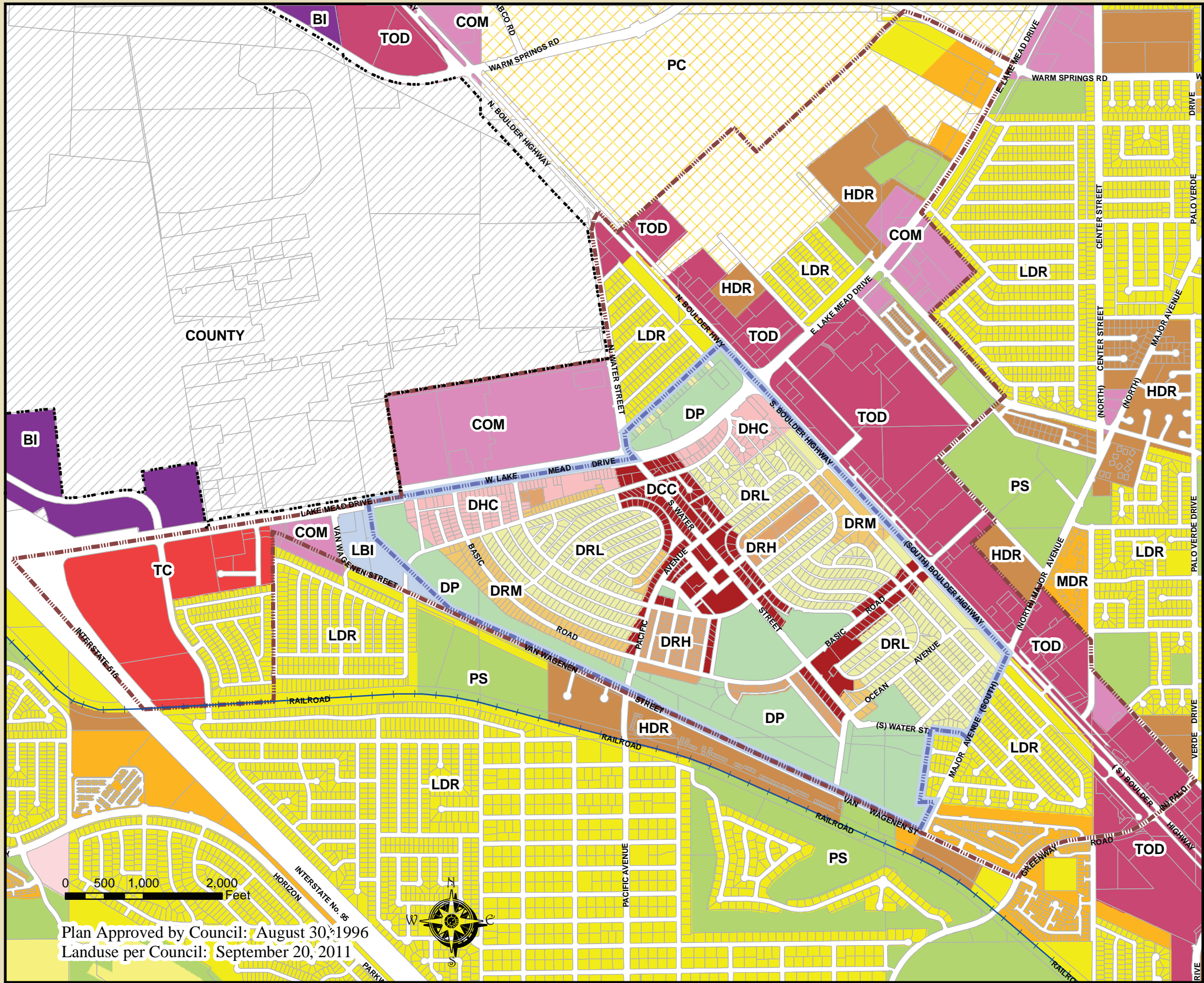
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	DRM		CC
	DRH		CH
	DHC		CM
	DCC		CN
	DP		CO
	RS-1		CT
	RS-2		PC
	RS-4		MC
	RS-6		MN
	RS-8		MR
	RM-10		IG
	RM-16		IL
	RH-24		IP
	RH-36		DH
	RMH		PS
			CNTY

Downtown Redevelopment
 Downtown District

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 October 2011





DOWNTOWN DISTRICT & REDEVELOPMENT AREA LAND USE

- Land Use Plan Boundary
- Downtown District Boundary
- DOWNTOWN DISTRICT LAND USE**
 - DRL
 - Downtown Low Density Residential
 - DRM
 - Downtown Medium Density Residential
 - DRH
 - Downtown High Density Residential
 - DHC
 - Downtown Highway Commercial
 - DCC
 - Downtown Core Commercial
 - DP
 - Downtown Public
- LAND USE OUTSIDE OF DOWNTOWN DISTRICT**
 - LDR (Low Density Residential)
 - MDR (Medium Density Residential)
 - HDR (High Density Residential)
 - PS (Public/Semi-Public)
 - NC (Neighborhood Commercial)
 - COM (Commercial)
 - TC (Tourist Commercial)
 - TOD (Transit-Oriented Development)
 - PC (Planned Community)
 - LBI (Light Business/Industry)
 - BI (Business/Industry)
 - Clark COUNTY Designated Land Use

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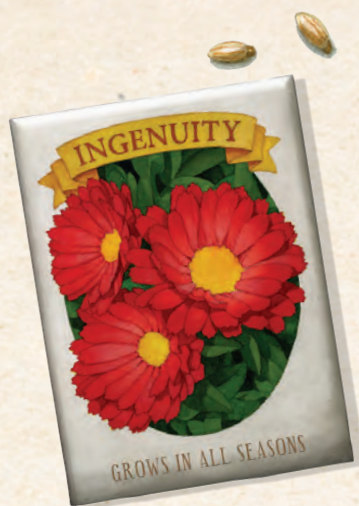
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/gis/workareas/map_portfolio/mxd/du_downtown

Appendix H

Opportunity Districts Land Use Recommendations



{ Just add Water Street }

Downtown Investment Strategy Update

OPPORTUNITY DISTRICTS

- Water Street District
- Water Street District Transition Area
- Gateway District
- Atlantic Townsite District
- Basic Townsite District
- Basic Townsite Village Center
- St. Rose District
- St. Rose District Transition Area
- Downtown Redevelopment Area

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Sources: City of Henderson; Clark County Assessors & GIS Management Offices, SNWA

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Downtown Investment Strategy
Update - Water Street District
& Transition Area



LAND USE RECOMMENDATIONS

- ☐ General Retail
- ☐ Office (Medical, Dental, General)
- ☐ Financial Institutions
- ☐ Mixed-use Residential/Retail/Office Bldgs
- ☐ Culture/Civic/Education
 - ☐ Schools
 - ☐ Daycare
 - ☐ Parks and Open/Gathering Spaces
- ☐ Entertainment
- ☐ Eating and Drinking Establishments
- ☐ Gaming
- ☐ Electronics
- ☐ Live/Work
- ☐ Hardware Store
- ☐ Convenience Market (Urban Grocer)
- ☐ Pharmacy
- ☐ Clothing and Shoes
- ☐ Sporting Goods
- ☐ Book Store
- ☐ Urban Lounge
- ☐ Street Vendors
- ☐ High Density Residential Apt./Condo Bldgs (Multi-Family, Lofts Product and Multi-Family, Garden Style Product)
- ☐ *Clubs (Elks Lodge, Boys & Girls Club, etc.)
(* Upper floor venue on a case-by-case basis)

LAND USE RECOMMENDATIONS (Transition Areas)

- ☐ Medium Density Residential Apt./Condo Bldgs with optional Ground Floor Retail
- ☐ Low Density Residential (Single-Family Attached, Brownstones)
- ☐ Multi-Family, Mansion Homes Product

OPPORTUNITY DISTRICTS

-  Water Street District
(Boundary revised 3/22/2012)
-  Water Street District Transition Area

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Downtown Investment Strategy Update - Gateway District

LAND USE RECOMMENDATIONS

- ☐ Large-scale Office
- ☐ Mixed-use Commercial/Office
 - Unique, small-scale retail (only as part of a larger mixed-use complex)
 - Professional Office – Legal, Accounting, FIRE (Finance Insurance Real Estate)
 - Convenience Food Restaurant
- ☐ Destination Retail
 - Grocery Store
 - Drug Store/Pharmacy
 - General Merchandise/Variety Store
 - Electronics Store
 - Auto-oriented Uses
 - Large Bookstores
 - Clothing Stores
 - Furniture Stores
- ☐ Commercial Entertainment
- ☐ Unique Stores/Restaurants
- ☐ **Multi-Family, Garden Style Product
- ☐ **Multi-Family, Lofts Product

**Along southern edge of Gateway District Boundary

OPPORTUNITY DISTRICTS

Gateway District

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Downtown Investment Strategy Update Atlantic Townsite District

LAND USE RECOMMENDATIONS

- ☐ Medium Density Residential Apt./Condo Bldgs (including studios, 1, 2, 3 bedrooms)
- ☐ Stacked Townhouses
- ☐ Single-Family Attached (Brownstones/Rowhouses)
- ☐ Mixed-use Commercial/Residential
 - Apt./Condo with Ground Floor Retail
 - Ground Floor Retail includes:
 - Health and Personal Care
 - Miscellaneous Retail Stores
 - Restaurants
- ☐ Corner-Convenience Store/Markets
- ☐ Bed-and-Breakfasts/Small Inns
- ☐ Park/Open Space
- ☐ Small-scale Gym
- ☐ Multi-Family, Mansion Homes Product
- ☐ Live/Work
- ☐ Low Density Residential (Single-Family Detached)

OPPORTUNITY DISTRICTS

- Atlantic Townsite District

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Downtown Investment Strategy Update - Basic Townsite District & Village Center


LAND USE RECOMMENDATIONS

- ☐ Single-Family, Duplex
- ☐ Live/Work
- ☐ Brownstones/Row houses
- ☐ Specialty Shops – flowers, shoe repair, used books, C-store/deli, pizza, laundromat
- ☐ Culture and Civic
 - o Education
 - o Daycare
 - o Churches
 - o Parks
- ☐ Multi-Family, Mansion Homes Product
- ☐ Medium to High Density Apt./Condo Bldgs

LAND USE RECOMMENDATIONS (Village Center)


- ☐ Mixed-use Commercial w/2nd floor Residential
- ☐ Health and Personal Care Services (esp. barber shop/beauty salon, small-scale gym)
- ☐ Limited Service Restaurants
- ☐ Youth Entertainment
- ☐ Medical
 - o Specialty Clinics
 - o Pharmacy
- ☐ Professional Offices

OPPORTUNITY DISTRICTS

-  Basic Townsite District (Boundary revised 3/22/2012)
-  Basic Townsite District Village Center

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Downtown Investment Strategy Update - St. Rose District & Transition Area



LAND USE RECOMMENDATIONS

- ☐ Retail/Commercial
- ☐ Office (Medical, Dental, General)
- ☐ Mixed-use Residential/Retail/Office Bldgs
- ☐ Educational or adaptive re-use
- ☐ Visitor Accommodations
- ☐ Financial Institutions
- ☐ Single-use Retail Space
- ☐ Health care supported uses
- ☐ Special Activity Center
- ☐ Culture/Civic/Education
 - o Schools
 - o Parks and Open/Gathering Spaces

LAND USE RECOMMENDATIONS (Transition Area)

- ☐ Low Density Residential along Church St
(Single-Family Attached Townhomes, Brownstones)
- ☐ Open Space
- ☐ Multi-Family, Lofts Product
- ☐ Multi-Family, Garden Style Product
- ☐ Multi-Family, Mansion Homes Product

OPPORTUNITY DISTRICTS

-  St. Rose District
-  St. Rose District Transition Area

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Appendix I

Public Outreach Process



{ Just add Water Street. }



Downtown Investment Strategy Update Public Outreach Session Synopsis

Resident Outreach Session No. 1

At this opening meeting, residents gathered into groups by Opportunity Districts (the neighborhoods where they live) to discuss the strengths, weaknesses, and needs (wish list) to advance the WSD. This outreach session identified challenges that the update would have to address. What came across consistently for all districts was that residents felt:

- i. There was a lack of Code Enforcement presence within WSD; be proactive not reactive to ensure an appropriate level of property maintenance.
- ii. That safety, security, and the issue of homelessness create a negative perception for people who are coming to the WSD.
- iii. That there needed to be a plan for rehabilitating or addressing the abandoned, blighted and/or foreclosed homes to get the physical perception of WSD heading in the right direction, and
- iv. A grocery store, professional services (dry cleaner, legal office, accountants), retail, restaurants and more activities within walking distance of the residential areas needed to be attracted.

Business Community/Interested Stakeholder Session No. 1

Two weeks after the initial resident outreach session, the business community, inclusive of the economic and development community, participated in a visioning exercise to plan and develop City-owned property. The purpose of this workshop was to:

- i. Identify and have a better understanding of what is achievable, what the Redevelopment Agency would have to do to make it happen; and
- ii. Investigate how Agency-owned development sites could help determine what the rest of WSD might look like in the years to come.

Resident Outreach Session No. 2

Two months later, the Technical Committee conducted a session to present information to address the challenges raised by the residents. Technical Committee staff diligently worked with other City departments, and the development community to implement short-term fixes while developing long-term solutions.

The City of Henderson's Neighborhood Services and the Police Department attended to present information and/or programs that are or will be in place to begin changing the tide for the WSD. As for realizing residents' needs for additional amenities, development community representatives provided tangible, real-life analyses and key actions necessary to capitalize on revitalization efforts.

For WSD's long-term success, a critical mass of people available 24/7 to support existing and future commercial business was noted as a necessary action. Residents were given an opportunity to review and determine their support of various housing product types to create this critical mass, while staying true to the small town and quaint character.

Residents also participated in an exercise to address short-term challenges and to help advance the agenda of this update. These tools identified ranged from business development, residential rehabilitation, historic preservation, provision of open space, and promotion and events. Residents were able to prioritize the top ten of 25 tactics and tools they felt would best serve as detailed steps for the efforts in improving the overall quality and experience in the WSD.

Business Outreach Session No. 2

The subsequent business community/interested stakeholder meeting was held with the purpose of:

- i. Sharing long-term visual concepts of developments that could help establish WSD as a vibrant live-work-play environment;
- ii. Sharing feedback received from the WSD residents with regards to the need for additional housing and the types of housing product they would support in their neighborhoods; and
- iii. Providing interactive exercises that allowed for feedback on the data and tactics prepared by staff to help deliver the highest and best uses for the WSD.

As with the residents, there was an understanding that a critical mass of people is needed in the WSD, and attendees began the process of strategically and critically thinking of planning for future residential. It was agreed that with more people and residential planned, more amenities and commercial activity will be necessary to meet daily living needs. An exercise was developed that provided an opportunity to rank new commercial product types that the stakeholders believed to be compatible with existing businesses.

Moreover, stakeholders were also given the opportunity to prioritize systematic and strategic tools, benchmarks, and other initiatives that will enable the community (City and WSD businesses and residents) to make use of opportunities to promote reinvestment.

Final Outreach Session

The final outreach session, developed in an open house format, provided details of the plan. Portions of the plan shared at this meeting were based upon collected information and data received from the previous meetings with the public and the Technical Committee. Information sharing was broken down into stations, which discussed the following:

- i. **Vision:** How the refined vision reinforces Water Street's function as Henderson's traditional "Main Street," a central gathering place for civic and social interaction.
- ii. **Goals:** The Agency's development of achievable goals to ensure stabilization of the WSD's long-term future.
- iii. **Land Use/Opportunity Districts:** Coordinated and identified potential land uses for each district that will spur a renewed vibrancy to the WSD.
- iv. **Strategy and Tactics:** Development of systematic, strategic, and quantifiable tools to add more people, jobs, increased park space, and annual visitation to WSD.
- v. **Timeline:** Identification of and highlight the process by which residents and members of the business community have an opportunity to explore ideas, and help build this agreed-upon plan.
- vi. **Open Space:** Parks and Recreation and the Agency are creating a plan to meet the recreational and leisure needs of all WSD. See what is being proposed to improve leisure experiences.
- vii. **Civic Associations:** An overview of the City's development and fostering of Civic Associations to encourage WSD residents to stay engaged in the process of improving their community.

Acknowledgements

Jacob L. Snow, City Manager

Redevelopment Agency Board

Andy A. Hafen, Chairman

Sam Bateman, Officer

Debra March, Officer

John F. Marz, Officer

Gerri Schroder, Officer

Redevelopment Agency Advisory Commission

Tom Foster, Chairman

Mark McGinty, Vice Chairman

Richard Serfas, Commissioner and Downtown Investment Strategy Technical Committee member

David Chavez, Commissioner

Laura Jane Spina, Commissioner

Tom Fay, Commissioner

Stan Southwick, Commissioner

Downtown Investment Strategy Technical Committee

Robert Fielden, RAFI Architecture

Lisa McKenzie, Desert Living HOA Management

Chere Pedersen, Chef Flemming's BakeShop

Jackie Walker, Gordon McCaw Elementary School

Sister Katie McGrail, St. Rose Dominican Hospitals

Shelby DeCosta, St. Rose Dominican Hospitals

Karen Danielsen, University of Nevada, Las Vegas

INTERNS

Shauna L. Sharp, University of Nevada, Las Vegas

Elisa Feng, University of Nevada, Las Vegas

John Von Kerczek, California Polytechnic State University –San Luis Obispo

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Carlos De Santiago, University of Nevada, Las Vegas

Taylor Quiram, University of Nevada, Las Vegas

Bertha A. Paz, University of Nevada, Las Vegas

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