

# EAST HENDERSON

## INVESTMENT STRATEGY

VISION

OPPORTUNITY

STRATEGY

APRIL 2020









# Important Message from the Authors

## East Henderson and COVID-19

This document was published in March 2020, just as the COVID-19 crisis was growing into a national pandemic. While the economic and social impacts of the stay-at-home orders are already taking a dramatic toll on the City of Henderson's economy, the full impacts of these orders will not be known for some time. The Henderson Community Development & Services Department and the Redevelopment Agency are working to assist businesses and households hardest hit during this crisis.

The East Henderson Investment Strategy is launching just as the longest economic expansion in modern U.S. history has come to a sudden stop. Its publication on the cusp of a recession allows the City and Redevelopment Agency to stand ready to act.

The Strategy offers detailed descriptions, phasing, and implementation steps for 13 near-term priority actions that will foster economic development and launch small-scale public works projects across East Henderson. It also identifies six opportunity sites to catalyze when market conditions become favorable. And it sets forth priorities, goals, and objectives that will guide the Redevelopment Agency and Community Development & Services Department in planning and staffing for the next 10-15 years.

Although impacts to City budgets resulting from the recession may delay the timing on some of these actions, the Redevelopment Agency has dedicated funding for East Henderson and will deploy it strategically and thoughtfully to aid residents and businesses impacted by the crisis. Just as in battling the COVID-19 crisis, implementing the recommendations in this Strategy will require the help and actions of many partners in the community. The City and Redevelopment Agency recognize that East Henderson will be stronger through collective action and remain dedicated to moving forward.







# Foreword

## Investing in the Future of East Henderson

This is an exciting time for East Henderson. With a growing economy, East Henderson is seeing catalytic development in two master planned communities and the City is stepping up to expand and extend this development in several meaningful ways. Through the *East Henderson Investment Strategy (Investment Strategy)*, the Community Development and Services Department and the Redevelopment Agency are working together to implement the goals and vision established by the *Southern Nevada Strong Regional Plan* and the *Henderson Strong Comprehensive Plan*. Concurrently, the City is working to streamline the development process along Boulder Highway as part of a broader development code update.

These efforts set the stage to direct public and private dollars toward important projects and programs presented in the *Investment Strategy*, crafted through an engagement process with East Henderson residents, business owners, and stakeholders. Rooted in the community, these ideas are intended to improve the quality of life in East Henderson, galvanize opportunity sites, and set the stage for ongoing, robust development along Boulder Highway and Lake Mead Parkway.

This *Investment Strategy* updates an older strategy written in 2008. The prior strategy was written at the height of economic expansion, and some of the policies implemented as a result became barriers when the economy turned. The 2020 update lays out actions the City and its partners will take to encourage homeownership opportunities, develop underutilized parcels, combat blight, improve transit access, and grow and support businesses in Henderson's Eastside.

The *Investment Strategy* prioritizes these projects and programs into implementable actions for the near term (next 3 years)—or medium and long term (over the next 15-20 years). The *Investment Strategy's* time horizon also aligns with the lifespan of the Eastside Redevelopment Area, during which the Redevelopment Agency will have dedicated funding for revitalizing East Henderson.

Implementing these improvements will require coordinated efforts from many City departments and the Redevelopment Agency, as well as private-sector and community partners. If implemented, the development and programs should further ongoing momentum, including the development of Cadence and Union Village. Accompanying these transformative developments, the City wants to ensure that existing East Henderson communities receive the attention and investments they need, focusing on infrastructure, economic development, and investments to improve maturing neighborhoods.

The City and the Redevelopment Agency are committed to improving the quality of life for Henderson's Eastside residents, business owners, and visitors, and will engage positively with partners and the community to make the area a truly great place to work, live, and play.



# Acknowledgements

The Henderson Redevelopment Agency and the Community Development and Services Department (CD&S) jointly funded and created the *East Henderson Investment Strategy* with the assistance of the following individuals and groups.

## Redevelopment Agency Board

## Redevelopment Advisory Commission

### City Staff

Derek Allen, *Redevelopment*  
Anthony Molloy, *Redevelopment*  
Tiffany Reardon, *Redevelopment*  
Sean Robertson, *Redevelopment*  
Lisa Corrado, *CD&S*  
Vian Dawood, *CD&S*  
Scott Majewski, *CD&S*  
Dawn Okerlund, *CD&S*  
Andrew Powell, *CD&S*  
Senta Robinson, *CD&S*  
Jonathan Rodriguez, *CD&S*  
Andrew Roether, *CD&S*  
Michael Tassi, *CD&S*  
Greg Toth, *CD&S*  
Scott Jarvis, *Public Works*  
Irene Lam, *Public Works*  
Alyssa Rodriguez, *Public Works*  
Steven Brown, *Police Department*  
Erin Reiswerg, *Parks and Recreation*  
Doug Bene, *Economic Development*  
Heidi Dexheimer, *Utilities*

### Consultants

#### **ECONorthwest**

Madeline Baron  
Justine Ealy  
Lorelei Juntunen  
Emily Picha

#### **Purdue Marion**

Bill Marion  
Lynn Purdue

#### **Atkins**

Perry Gross  
Danja Petros

#### **Graphic Design**

Sonya Bastendorff

For more information and to see the appendices that accompany this report, please visit:  
[CityofHenderson.com/Redevelopment](http://CityofHenderson.com/Redevelopment) or [CityofHenderson.com/Community-Development](http://CityofHenderson.com/Community-Development).

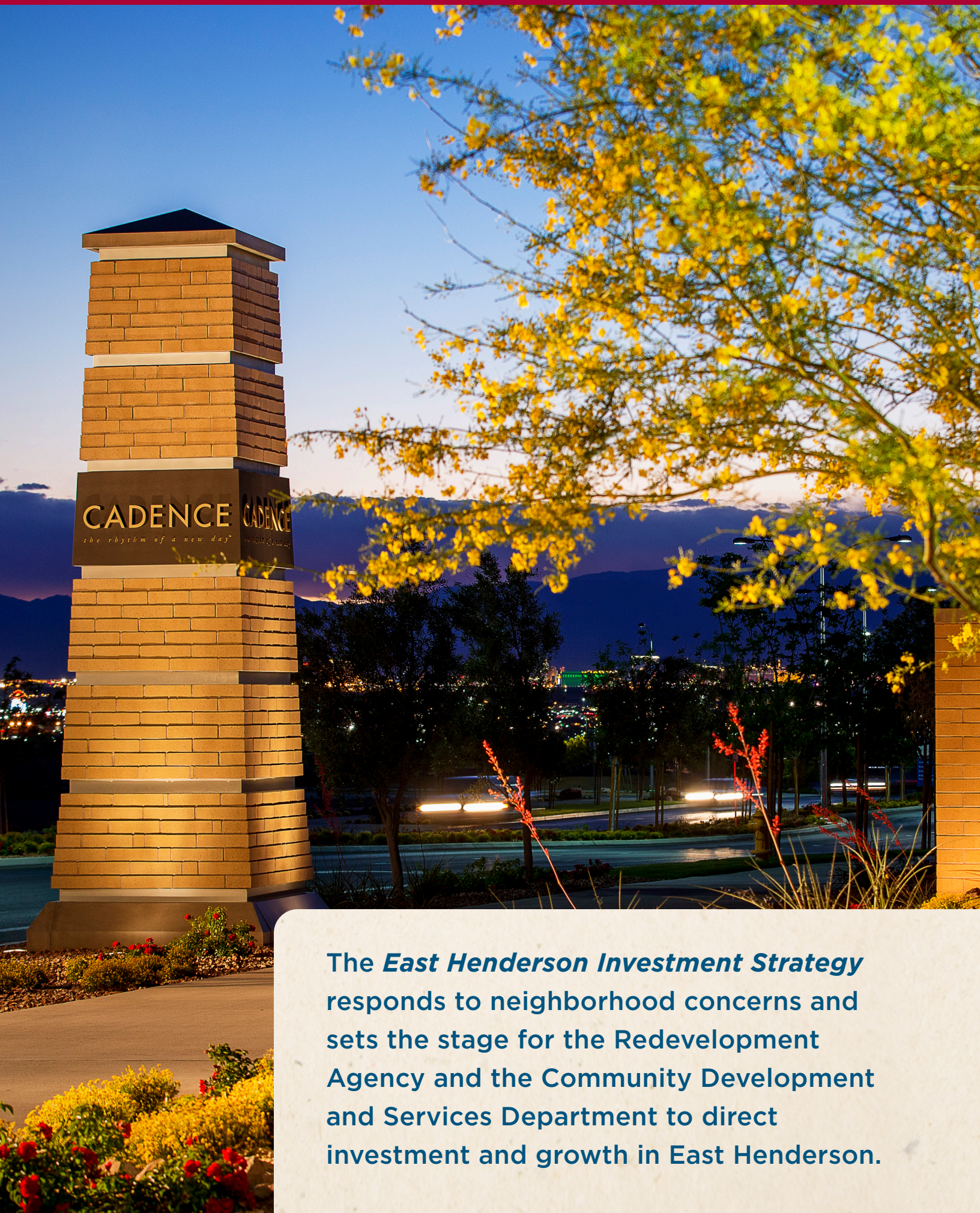
Cover image of Henderson Hospital: Courtesy of 501 Studios.



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The ***East Henderson Investment Strategy*** responds to neighborhood concerns and sets the stage for the Redevelopment Agency and the Community Development and Services Department to direct investment and growth in East Henderson.



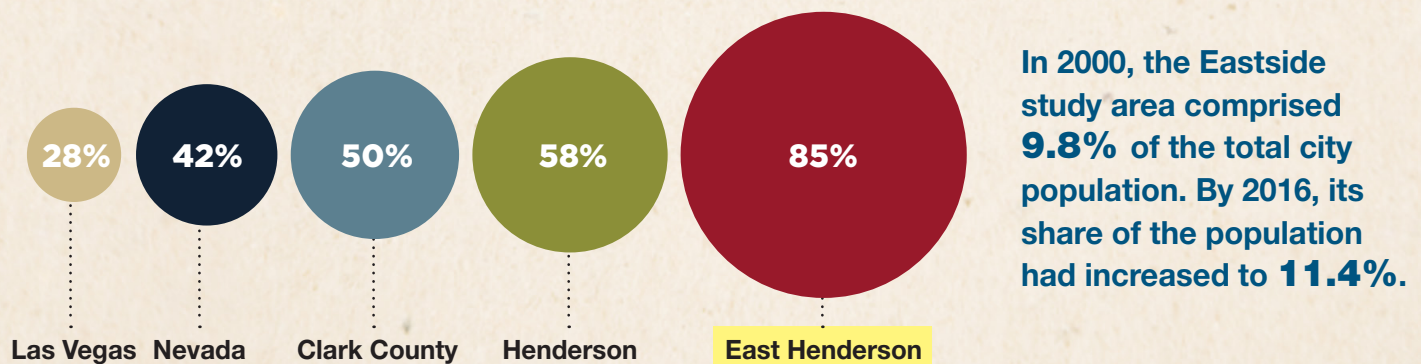
## Part I: Executive Summary

### Why Are We Updating the *East Henderson Investment Strategy* Now?

After nearly a decade of strong economic growth since the Great Recession, East Henderson is at a crossroads. It is one of the fastest growing areas in Southern Nevada, one of the most diverse areas of Henderson, and is in the midst of a revitalization. When completed in the next 10 to 15 years, the planned communities of Cadence and Union Village will transform largely vacant land in the center of East Henderson into vibrant communities bringing much desired residential and commercial development to the area. However, other areas of East Henderson—such as the older residential neighborhoods of Pittman and Valley View—continue to struggle from a lack of private investment.

The *East Henderson Investment Strategy* builds on and advances numerous planning efforts that seek to chart a course for the area, and responds to new community input and concerns. Accompanying a parallel effort to revamp the City of Henderson Development Code, the *Investment Strategy* combines the Community Development and Services Department's (CD&S) interests in supporting the growth of dynamic and healthy neighborhoods with the Redevelopment Agency's efforts to attract private investment and remove economic, social, and physical blight in East Henderson.

**East Henderson grew faster than many other areas around the region from 2000-2016**



Source: ECONorthwest analysis of Census Data, 2000 Decennial Census, ACS 2012-16 5-year estimates.

Note: Data account for net migration (in-migration less out-migration), derived using a population reaggregation of the growth rate for the City of Henderson as a whole.



East Henderson is a large and diverse area of the city. It has developed outward over time with varied growth patterns and is home to various neighborhoods, businesses, commercial industries, and land uses.

## What Is the Study Area?

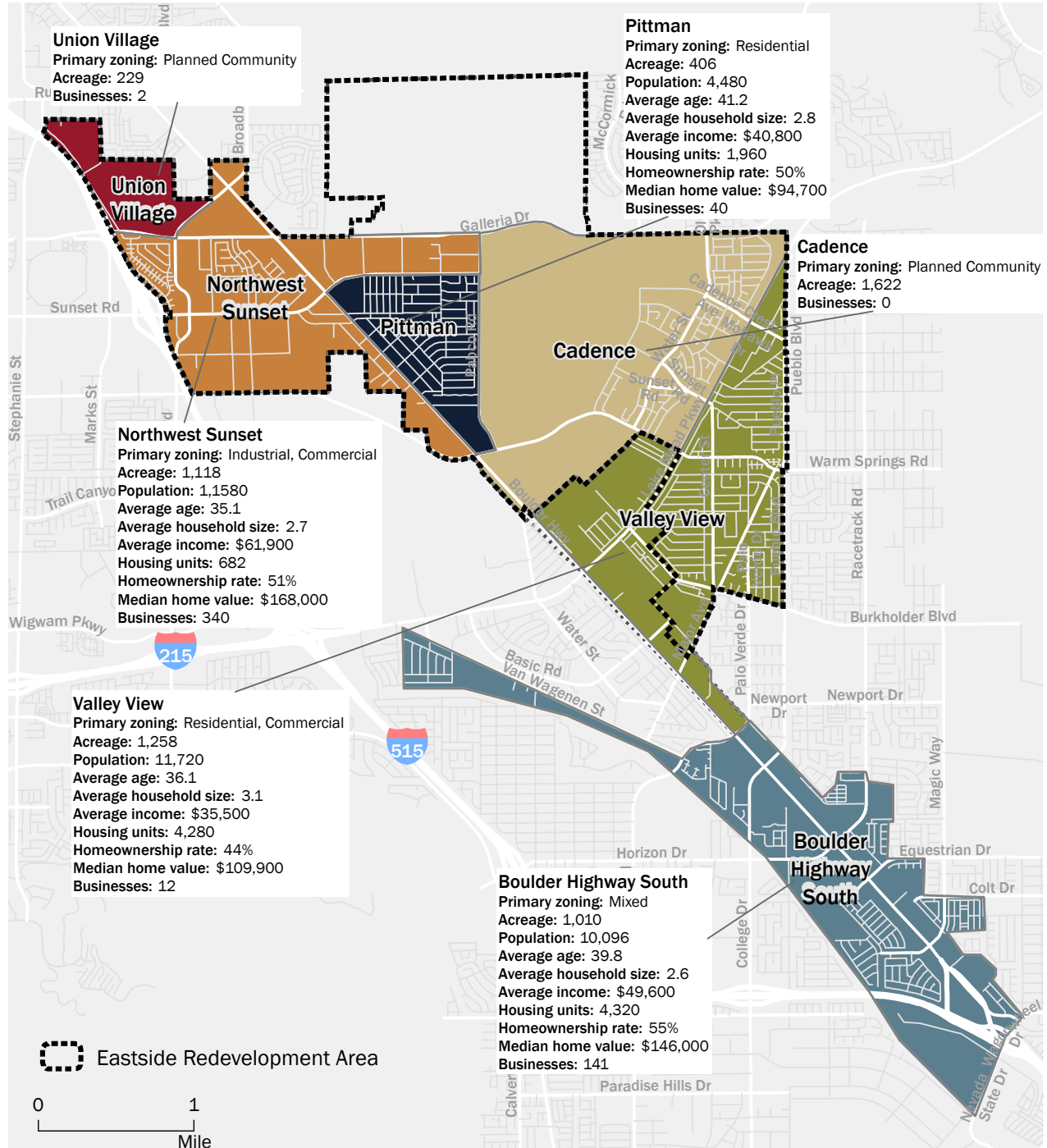
The study area of the *Investment Strategy* has two separate but related focuses: the **Boulder Highway Corridor**, which is the transportation and economic backbone of East Henderson, and the **Eastside Redevelopment Area**, which is composed of residential and commercial neighborhoods.

The study area has six subareas: five neighborhoods in the Eastside Redevelopment Area (residential Pittman and Valley View, mixed residential and industrial Northwest Sunset Corridor, and master planned Cadence and Union Village) and a sixth area covering the southern portion of Boulder Highway. Downtown Henderson was omitted from this analysis because it has its own redevelopment area boundary, and released a *Downtown Investment Strategy* in 2012.





## East Henderson Study Area and Subarea Neighborhoods



Source: ECONorthwest analysis of U.S. Census Bureau 2012-2016 5-year Survey data, Henderson GIS data, and discussions with City of Henderson Staff.

The entire study area is approximately 7,700 acres in size. It is bordered by I-515 to the west, Wagonwheel Drive to the South, Galleria Drive to the North, and Pueblo Boulevard to the East. The area has a variety of uses from wide auto-oriented corridors such as Boulder Highway and Lake Mead Parkway, to historic neighborhoods in Valley View and Pittman, including the City's oldest park, Wells Park. The area also includes a large industrial and commercial corridor along Sunset Road.





**The *Investment Strategy* will guide the City and its partners in their work to improve the quality of life for people living, working and visiting Henderson's Eastside.**

## What Is the Purpose of the *Investment Strategy*?

Intended to guide investments and priorities for East Henderson over the next 15-20 years, the *Investment Strategy* identifies **priority actions, programs and incentives** that the City and the Redevelopment Agency can deploy to revitalize the area and set the stage for future public and private development. It is a living document meant to adapt and respond to future realities.

### For the Redevelopment Agency...

The *Investment Strategy* will help the Redevelopment Agency **manage its investments and encourage private-sector development to address the needs and concerns voiced by residents and business owners.**

The Redevelopment Agency wants to leverage and attract private investment in these neighborhoods, which has either been absent or has not achieved the vision established by past planning efforts.

### For the CD&S...

The *Investment Strategy* supports the CD&S's **understanding of the development challenges and transit needs along Boulder Highway to help deploy programs and funding where investments are needed the most.** The *Investment Strategy* also leverages the latest analysis from the City of Henderson Development Code update, ensuring that development, zoning, and barriers to investment are streamlined to unlock the potential of East Henderson.

### For Other Users...

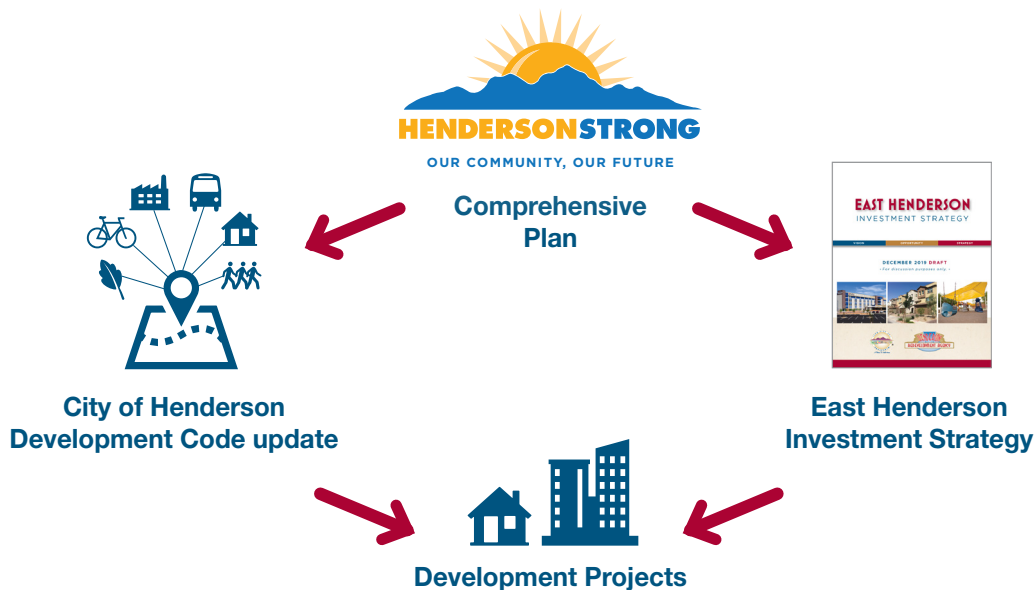
**Residents, developers, public-sector employees, and businesses can use the *Investment Strategy* to understand the City's priorities and goals for the area.** Ranging from long-term investments in transit along Boulder Highway, to short-term redevelopment projects in one of the residential neighborhoods, this document offers strategic guidance for community partners.



## How Does It Relate to Other Plans?

The *Investment Strategy* fits within the larger context of City planning efforts that, together, implement portions of the *Henderson Strong Comprehensive Plan* in East Henderson. A parallel effort is currently underway to update the City's development code with a focus on defining the future land use and built environment across the city.

### Broader Planning Context for East Henderson



### Other plans and resources that inform the *Investment Strategy*:

**Development Code update (ongoing).** Includes important zoning and building code changes for development along Boulder Highway.

**Existing Conditions Report.** Compiles information from key stakeholder interviews, past planning documents, and other research used to evaluate the development opportunities and challenges in the Eastside Redevelopment Area and along the Boulder Highway Corridor. **(Appendix B)**

For more information, visit: [CityofHenderson.com/Redevelopment](http://CityofHenderson.com/Redevelopment) or [CityofHenderson.com/Community-Development](http://CityofHenderson.com/Community-Development).

**Neighborhood Transportation and Land Use Framework.** Evaluates the transportation and land use in the Eastside Redevelopment Area. Offers recommendations to improve the transportation network and fulfill broader community goals surrounding economic redevelopment and access to employment and services. Focuses on strategic multimodal transportation investments that facilitate strong pedestrian and bicycle connections with transit. **(Appendix C)**

**Development Incentives and Best Practices.** Analyzes potential development incentives suggested in Action 1. Describes best practices that other cities and redevelopment agencies have used to incentivize action in the real estate market with an eye toward how the Redevelopment Agency could implement these practices in the Eastside Redevelopment Area neighborhoods. **(Appendix D)**





## Priority Action Preview

1. **Develop** incentives to meet community needs and establish guidelines for effective use of public funds or property.
2. **Increase** public awareness of existing community grant programs.
3. **Explore** a rental housing licensing and inspection program.
4. **Explore** neighborhood beautification programs.
5. **Adopt and implement** City of Henderson Development Code update.
6. **Implement** Reimagine Boulder Highway Plan.
7. **Create** an opportunity site portfolio strategy.
8. **Expand** bird viewing preserve access options.
9. **Implement** Complete Streets and infrastructure upgrades in Pittman.
10. **Implement** Complete Streets and infrastructure improvements in Valley View.
11. **Implement** improvements on Pabco Road.
12. **Identify** park locations for 10-Minute Walk Strategy.
13. **Create** a community garden at Drake Street property.

## How Were the Priority Actions and Opportunity Sites Determined?

### New Community Input and Research Builds on Past Planning Efforts

The actions and opportunity sites advanced in the *Investment Strategy* came from substantial stakeholder outreach from 2017 through 2019, including input from residents, business owners, and developers. Actions and opportunity sites also came from primary research conducted by the consulting team, including:

- **Evaluating existing conditions** and community needs in the Eastside Redevelopment Area.
- **Assessing the Redevelopment Agency's budget** and resources available for the lifetime of the area.
- **Reviewing previous area plans** to identify existing goals and ongoing planning efforts to leverage resources and project opportunities.
- **Evaluating development incentives and researching national best practices** to improve code enforcement.
- **Establishing actionable and achievable strategies** for reinvestment in East Henderson.

### Refine and Prioritize

Draft actions and opportunity sites were prioritized through discussions with potential development partners and City staff and the consideration of important factors—such as alignment with the City's mission, vision, and values; potential implementation phasing; and the availability of funding for each action. This prioritization culminated in **13 near-term, accessible and implementable actions** to guide investment in East Henderson, and **six opportunity sites** to catalyze for near-term development or nurture until conditions are favorable. Part IV of the *Investment Strategy* includes a complete summary of priority actions and opportunity sites, starting on page 30.





## Public Outreach and Engagement Activities

**Community Survey.** The Redevelopment Agency circulated a 20-question survey throughout East Henderson at 10 pop-up events and community gatherings from the end of July through September of 2018. Questions assessed factors affecting quality of life: education, public safety and health care facilities; access to retail and commercial services; and desired enhancements that would improve their neighborhood. More than 140 individuals responded to the survey.

**Open House.** In September 2018, the Redevelopment Agency hosted an Eastside Open House in the Valley View neighborhood to solicit feedback on how the City should use three different opportunity sites in the area: vacant parcels on Bruce Way and Randy Way culs-de-sac; a former ballpark on Drake Street adjacent to the John C. Kish Boys and Girls Club; and Morrell Park. Participants discussed the best aspects about their neighborhood, major challenges facing the area, and the improvements that would have the biggest impacts.

**Stakeholder Interviews.** The Redevelopment Agency and project partners conducted one-on-one interviews with local business owners, major landowners, property developers, housing advocates, and others. These interviews shed light on the opportunities and challenges to new development, redevelopment (including infill), and business recruitment and retention in East Henderson.

For the complete summary of public engagement, see **Appendix E**.

## Key Themes from Stakeholder Outreach

### Needs Improvement



- Blight and appearance
- Crime
- Homelessness
- Too much industrial
- Conflicting land uses

### Positive Attributes



- Sense of community
- Trails, parks, and open spaces
- Proximity and access to region
- Affordability

### Vision for the Future



- More job opportunities
- Better code enforcement
- Neighborhood-scale retail
- Neighborhood-scale amenities







## Part II: Existing Conditions

This section summarizes existing conditions for the Boulder Highway Corridor, past and current planning efforts, and the financial status of the City's Eastside Redevelopment Area.

### Boulder Highway Corridor

The Boulder Highway Corridor runs northwest to southeast for about eight miles from Broadbent Boulevard to Wagonwheel Drive. It borders the Eastside Redevelopment Area neighborhoods in the north and continues down to Wagonwheel Drive in the south. Boulder Highway is a state highway, owned and managed by the Nevada Department of Transportation.

From the southeast, Boulder Highway acts as a gateway to the larger Las Vegas Valley. From the northwest, it welcomes visitors to Henderson. The Boulder Highway Corridor includes a range of neighborhoods, commercial uses, and development areas. As the City and state agencies plan for changes along this Corridor, they need to balance conflicting priorities for development, housing, accessibility, and transportation needs.

**Boulder Highway  
is the transportation  
and economic  
backbone of  
East Henderson.**

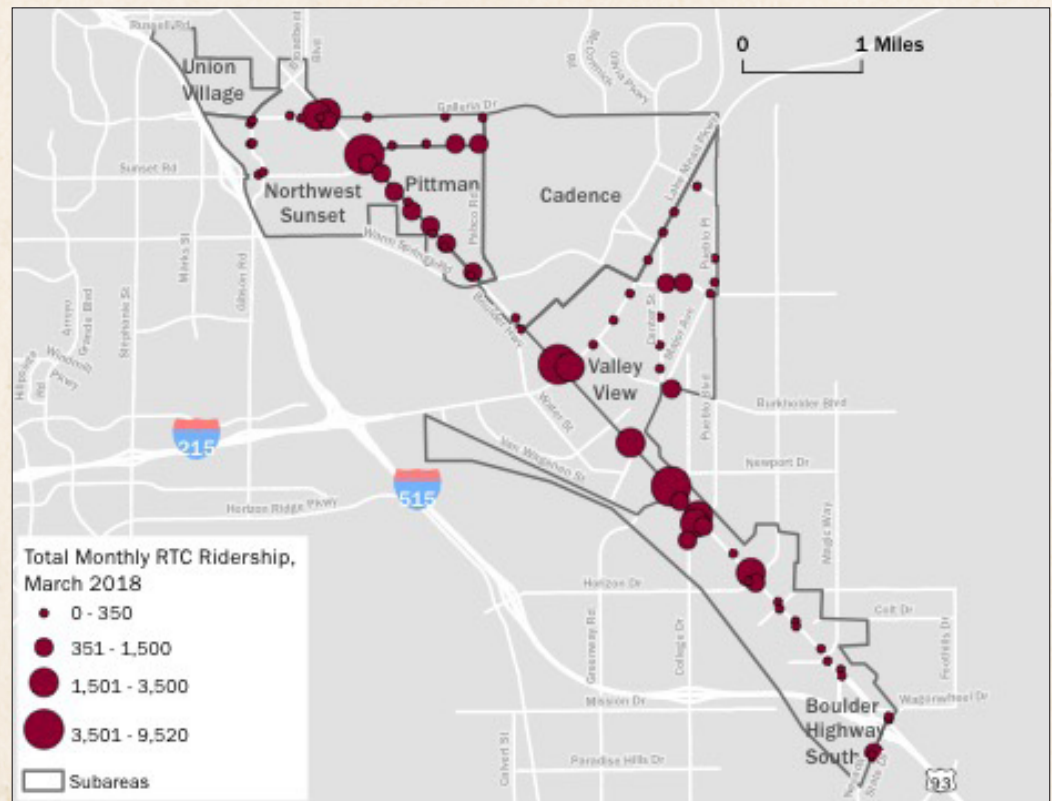


## Development Code Updates Along Boulder Highway

The current Development Code update process is revising the zoning along Boulder Highway, which was last changed with the 2008 *Boulder Highway Investment Strategy*. The 2008 *Investment Strategy* was written at the height of economic expansion, and some of the policies implemented as a result became barriers when the economy turned. The current code update will establish new zoning regulations that will be consistent with the existing built environment while allowing new development that aligns with the area's vision.

Recognizing that development gradually gets less intense moving south along the highway, the code update will include multiple new mixed-use commercial zones that gradually decline in density, height, and development intensity moving south.

**Total Monthly RTC Boardings in March 2018**



Source: ECONorthwest analysis of March 2018 RTC data.

Transit in Henderson is managed by the Regional Transportation Commission of Southern Nevada (RTC). East Henderson has transit routes (HDX, 212, 217) along Boulder Highway, Lake Mead Highway, and Downtown along Water Street.

**Reliable and safe transit promotes economic development through increased connectivity and access to jobs.**

**The majority of transit boardings occur on Boulder Highway** with the largest number occurring at major intersections like Galleria Drive, Sunset Road, Lake Mead Parkway, and Palo Verde Drive. Transit along Boulder Highway runs every 15 minutes connecting Henderson to downtown Las Vegas.

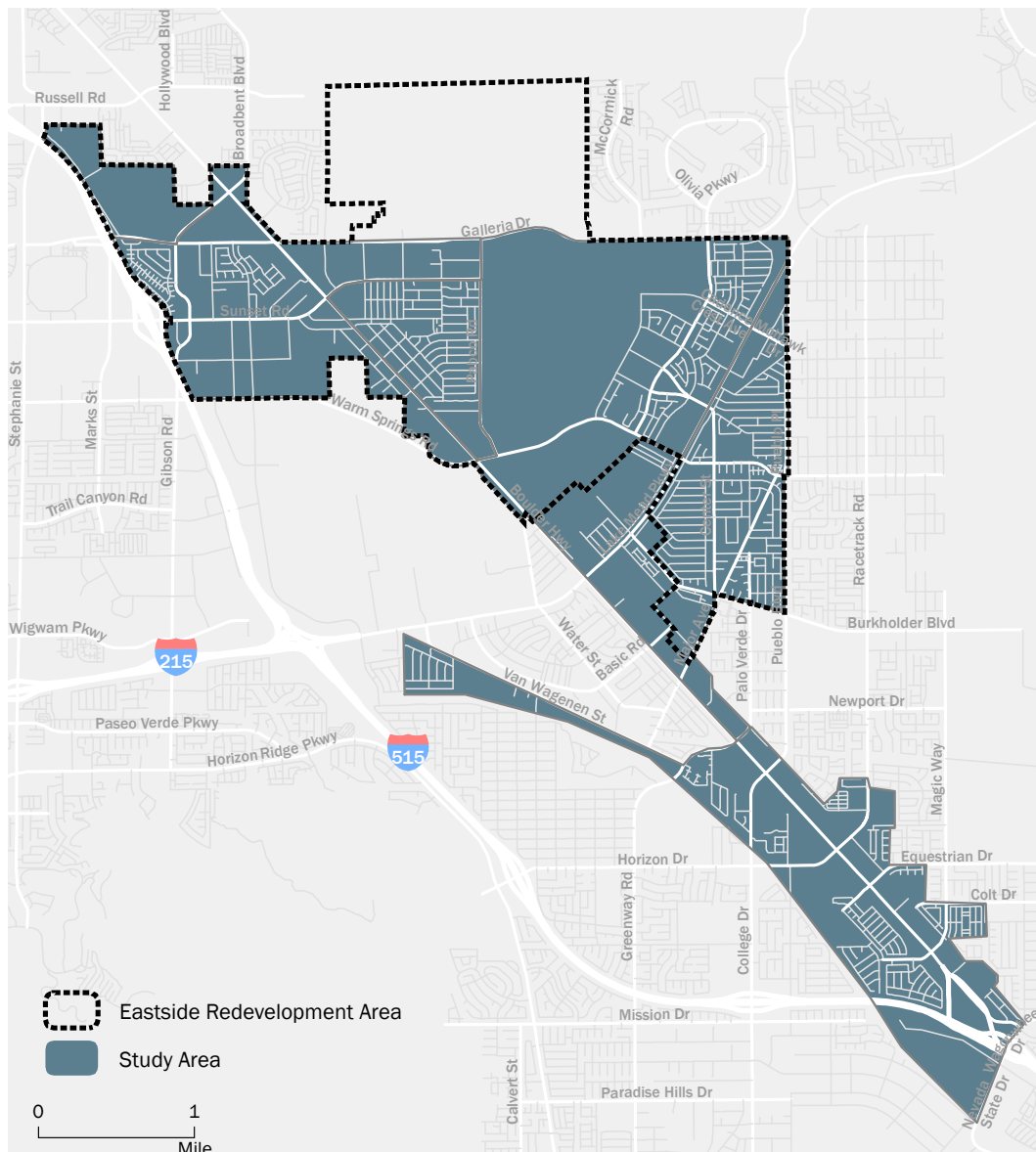


## Eastside Redevelopment Area

Running alongside the northern section of Boulder Highway is the Eastside Redevelopment Area. This area was designated by the Redevelopment Agency to receive targeted funding and investment to combat social, physical, and economic blight, increase the taxable base, and attract private sector investment.

To help achieve these goals, the Redevelopment Agency focuses planning efforts in this area—in conjunction with other City departments—to offer grants for home improvements, to assist in relocating businesses to the area, and to help upgrade parks, trails, open spaces, infrastructure, and access to public transportation.

**Eastside Redevelopment Area**



## What is a redevelopment area?

The City of Henderson can designate a “redevelopment area,” allowing these parts of the city to receive funds and other resources for focused planning efforts to encourage economic vitality. The funds and investments are overseen by the City’s Redevelopment Agency, which was created in 1995 to improve the social, physical, and economic quality of life by encouraging investment in designated redevelopment areas. The Redevelopment Agency is governed by a board composed of the Mayor and City Council members. Its actions are guided by an Advisory Commission that has seven members appointed by the Mayor and City Council.

## What programs does the Redevelopment Agency oversee?

- **Community grant programs** to allow homeowners, landlords, and business owners to improve their properties through painting, signage, and landscaping.
- **Revitalization projects** to combat blight or bring amenities to a neighborhood.
- **Residential development and developer programs** to assist in constructing new housing and provide assistance for building in a redevelopment area.
- **Gap funding** for larger projects led by other City agencies that meet the goals and visions for each designated redevelopment area.

## How is the Redevelopment Agency funded?

The Redevelopment Agency is funded through tax increment—which is a portion of the property taxes that are collected—and is governed at the state level.<sup>1</sup> Tax increment is used across the country for economic development and neighborhood improvement projects. To generate tax-increment revenues, properties inside the redevelopment area need to grow in value which is why the Agency works to foster investment, development, and economic growth within its redevelopment areas.

## How much funding does the Eastside Redevelopment Area have?

According to the Redevelopment Agency’s revenue projections as of February 2020, the Eastside Redevelopment Area could see an estimated \$8 million in funding over the remaining life of the area (16 years). This equates to about \$500,000 each fiscal year that can be used for near-term and medium- or long-term action priorities. Making the best use of this funding requires coordination among all stakeholders so as to leverage other funds and resources. It will also require careful attention to prioritizing investments.

## Redevelopment Dollars at Work

Between 2014 and 2018, the Eastside Redevelopment Area generated approximately **\$12.1 million** in tax increment.

Over the same time period, the Agency has invested **\$4.6 million** in projects, programs, and related services.



The former Henderson Chamber of Commerce was offered as an opportunity site on the Boulder Highway Corridor just south of Lake Mead Boulevard. The building received **\$100,000** in redevelopment funds to expand the office area, make interior improvements and revitalize the signage.



Since the creation of the redevelopment area programs, the Agency has funded more than **\$386,000** toward removing physical and economic blight within the Eastside Redevelopment Area.

<sup>1</sup> When an area is designated, the property taxes for parcels within its boundaries are “frozen.” Taxes from this “frozen base” go to all regular taxing jurisdictions, but any increase in taxes associated with higher property values or new development go to the Redevelopment Agency. The Agency uses these dollars to fund identified projects and programs within that area. Redevelopment revenues do not come from any additional tax due to the designation, but instead, they redirect existing taxes for the Agency to reinvest in the community.



## Master Planned Communities

Through the development of the master planned Cadence and Union Village communities, private investment is providing access to healthcare facilities, new employment centers, a variety of new housing options, improved utility infrastructure, new schools, and new city parks and trails that will benefit the entire Eastside of Henderson.

These developments are catalyzing economic growth and are helping to grow property values in the Eastside Development Area, bringing increased tax increment to the Agency for investments in the older neighborhoods (see previous page for more details on tax increment financing). This total investment between Cadence, Union Village, and the Henderson Hospital may potentially reach upwards of \$342 million depending on how quickly these projects move forward and develop before the Eastside Redevelopment Area's funding lifetime ends.



### Cadence

The Cadence Master Planned community is a 2,200-acre site in the middle of the Eastside Redevelopment Area that will be developed into several residential neighborhoods and numerous commercial, retail and open spaces. Through the investment of tens of millions of dollars, the developer remediated environmental hazards present on the site and is planning to construct more than 13,000 homes over the 15- to 20-year buildout. As of late 2019, more than 1,700 families live in the community and more than 2,000 homes have been sold. When complete, this community will also include a grocery store, retail amenities and commercial stores, a mixed-use center, numerous parks, trails and open spaces, and several schools.



### Union Village

Union Village is a mixed-use medical campus that is currently transforming the northwest corner of East Henderson near Galleria Drive and I-515. The anchor tenant for this master-planned community is the Henderson Hospital, and numerous other medical, commercial, retail, and residential uses that are under construction or planned. This area provides access to healthcare services for nearby residents and the entire metropolitan area. The land was acquired from the City and construction efforts commenced at the early stages of recovery from the 2008-2009 recession. The community build out is expected to last through 2024 with additional office, residential, and retail uses that will be developed. When complete, the new development will generate thousands of new jobs in the area.



## Cadence Master Plan



Source: Cadence Master Plan

### Features at Full Build Out

- 13,000 new homes at varying prices
- 264 acres of parks and open spaces
- 4 schools
- 55 acres of employment centers
- 16 new residential neighborhood villages



### Union Village Master Plan



Source: Union Village Master Plan

### Features at Full Build Out

- 600,000 square foot Henderson Hospital, upon completion of phase 3
- 200,000 square feet of medical office space
- 2,500 new residences
- Numerous other retail, commercial, and mixed-use spaces



## Opportunities and Challenges in East Henderson

In the past twelve years, Henderson experienced the housing market bubble and crash, and has seen a strong recovery with business growth and new housing development. The ongoing development of Cadence and Union Village are attracting developer interest to East Henderson. At the same time, this new investment shows that private development in older neighborhoods has not kept pace.

Compiled through economic and financial analysis, interviews with City staff, and public engagement conducted for this document as well as other studies, this section highlights the opportunities and challenges to development and investment for the six subareas. These form the starting point for investment and redevelopment in East Henderson. The priority actions and opportunity sites identified in Part IV build off these existing realities, providing implementable solutions that the Redevelopment Agency and the CD&S can use to work with other City agencies and community partners to leverage resources.

A complete summary of the development opportunities and challenges in East Henderson can be found in the Existing Conditions report in **Appendix B**.







## Pittman Neighborhood

The Pittman Neighborhood is a triangular shaped area located east of Boulder Highway, bordered by Sunset Road to the north and Pabco Road on the east. The neighborhood was settled in 1929 as housing for construction workers building the Hoover Dam. The neighborhood is largely residential with a variety of single-family homes, a few duplex/triplex homes, and a mobile home park. It provides great access to Henderson and the region at large, and has a few commercial and retail developments along Boulder Highway.

### Opportunities

- Residential infill is an opportunity to house new residents in highly accessible neighborhoods.
- High capacity transit is an opportunity along Boulder Highway.
- Wells Park was recently renovated and is a strong community asset. Planned improvements to Foster/Price will enhance access to Wells Park and the core of the neighborhood.
- Commercial development along Boulder Highway is an opportunity for redevelopment and new amenities.
- Vacant commercial buildings with affordable rent provide opportunities for new businesses to open, resulting in the creation of jobs and services closer to residents.
- A wide variety of residential uses already exists, so providing choice will not mean introducing new or unanticipated housing types.
- Neighborhood scale is walkable.
- Light-industrial and commercial development along the Sunset Road Corridor could directly benefit Pittman residents when redevelopment or reinvestment occur.

### Challenges

- Housing stock is limited and residents voice interest in more housing choices at affordable price-points.
- Transit access is a challenge, as no buses run through the neighborhood, but transit options do exist along Sunset and Boulder Highway.
- Infrastructure like sidewalks and roadways needs improvement, including ADA retrofits.
- Vacant lots attract trash and abandoned properties.
- Lower household income levels impede business recruitment efforts in this area.
- Lack of neighborhood organization.
- Pittman residents have to cross two major thoroughfares to access the Bird Viewing Preserve; access could be improved.
- Residences along Pabco Road have block walls and electric poles obstructing pedestrian circulation on sidewalks.
- There is a need for retail outlets that provide grocery and other daily necessities.
- Limited access to fresh food and financial institutions lead to residents relying on convenience stores and title loans establishments for daily needs.





## Valley View

Valley View is a denser residential neighborhood with larger apartment buildings, rent-regulated affordable housing complexes, a mobile home park, and single-family homes. It is bordered to the west and north by Lake Mead Parkway, to the east by Pueblo Road, and to the South by Boulder Highway. A portion of the study area at the intersection of Boulder Highway and Lake Mead Parkway is located within the Downtown Redevelopment Area. Valley View has commercial and retail development along Boulder Highway and Lake Mead Parkway, including a larger diversity of services and amenities. Housing was built in the post-war period and the neighborhood still retains its 1950s character.

### Opportunities

- Valley View has one park, with several nearby across major thoroughfares. The City has purchased land within Valley View to designate for additional park space.
- Transit service is adequate along the outer edges of the neighborhood, but access would improve with bus routes through the interior.
- Large parcels of land are available for development and are zoned for commercial mixed-use development to attract grocers or other amenities that would serve area residents.
- Much of the neighborhood is at a walkable scale.
- The City will have an opportunity to leverage the new Drake Street Park when complete.

### Challenges

- Valley View is not an employment center.
- Crime is an issue in specific areas in Valley View which are perceived as unsafe.
- The neighborhood contains older housing stock, with blighted housing in some areas.
- Despite lower housing costs, many people struggle to remain stably housed and experience unsheltered homelessness in this neighborhood.
- The percentage of owner-occupied units is lower than the rest of the community creating a more transient population.
- Some businesses overlook marketing or locating in this area due to lower household incomes.
- Infrastructure is aging throughout the neighborhood.
- Residents have limited access to fresh food and medical services.



## Northwest Sunset Corridor

The Northwest Sunset subarea is a roughly 1,100-acre area developed with a mix of commercial, industrial, and residential uses. It is bordered by Pittman to the east along Boulder Highway, Union Village to the north, and Henderson City limits to the south. Just south of the Northwest Sunset Corridor is an unincorporated Clark County industrial zone where a heavy metals extraction and mining facility is located. The area's current mix of residential, commercial, and manufacturing reflects zoning changes over time requested by developers looking to build housing.

### Opportunities

- The neighborhood has good transit access along Boulder Highway, Galleria Drive and Gibson Road.
- Northwest Sunset Corridor is a job center with over 340 registered businesses in the area.
- Access to retail and commercial services is good and will continue to improve with the Union Village development underway and community hospital nearby.
- Attracting new businesses and creating business hubs is a strong opportunity for the Northwest Sunset Corridor.

### Challenges

- The zoning in Northwest Sunset Corridor is mixed and creates conflicting uses with industrial businesses next to commercial and retail.
- Homelessness is an issue in the neighborhood, particularly along Boulder Highway.
- Sidewalks in this largely industrial and manufacturing area are incomplete and scattered.
- The area only has a few dedicated bike lanes and open spaces for residents.
- Boulder Highway is a barrier limiting the benefit that Union Village and other businesses will provide to residents.
- Much of the existing commercial space needs to be renovated.





## Boulder Highway South

For the purposes of this *Investment Strategy*, the Boulder Highway South area spans from south of the Eastside and Downtown Redevelopment Areas to Wagonwheel Drive. The area is largely commercial and mixed use including a few fast-food restaurants, several big-box retail stores, a hotel, and a number of medium-density housing developments. Along this stretch of Boulder Highway the developments get less intense, with lower heights, fewer housing units, and more vacant land as the highway extends into the desert to the southeast. The area has struggled to attract development, with numerous vacant lots and underutilized parcels.

### Opportunities

- The updated development code will be an opportunity to redevelop vacant or underutilized parcels along the highway.
- The *Reimagine Boulder Highway Plan* will also be an opportunity to redevelop, landscape, and revitalize this transportation thoroughfare.
- The area is a job center with over 141 registered businesses in the area.
- The area has excellent access to retail and commercial services throughout the region as well as strong transit access.
- The area has numerous vacant parcels and opportunity sites zoned for mixed-use and transit-oriented development.

### Challenges

- The highway is a major transit thoroughfare and is owned by NDOT. Until the City has control, repositioning the highway for redevelopment will be a challenge.
- Walkability and multimodal transportation remain a challenge for this automobile-heavy highway.
- Vacant parcels with transit-oriented development zoning that abut vacant parcels with industrial zoning present uncertainty and may be a challenge for development.
- The frontage roads and utility easements are a challenge for the development of some vacant sites.
- The area is geographically long and lacks much of a neighborhood or community focus.
- The zoning and land use currently in place require a mix of uses and a scale of density that is not viable in the area.

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# WHAT WOULD IMPROVE VALLEY VIEW THE MOST?

More local shops



Better public transit



More commercial and retail areas



More community events



Increased job opportunities



Improvements to schools, roads & traffic management



Improve the housing situation



Other



Get things going



Police



Fire



More restaurants



## Part III: Investment Framework

The CD&S and Redevelopment Agency will each play an active role in helping drive investment along Boulder Highway and throughout East Henderson neighborhoods to promote healthy, livable communities, encourage a vibrant and resilient economy, and support an active and complete transportation network. This section outlines the goals, objectives and intended outcomes of the *Investment Strategy*—creating a framework for how the CD&S, the Redevelopment Agency, and their partners can work toward implementing the priority actions and catalyzing development within the opportunity sites described in Part IV. The framework also summarizes why the actions were chosen, how they were prioritized, and demonstrates what community partners and other City departments can expect as both the Redevelopment Agency and the CD&S work toward implementing the *Investment Strategy*.

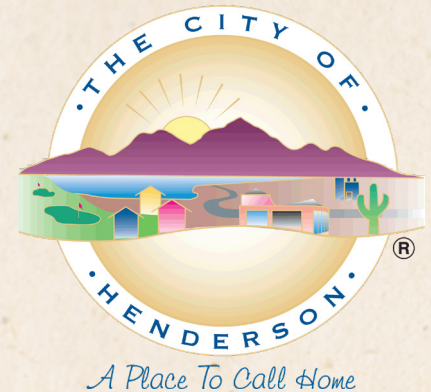
### Goals and Objectives

The *Investment Strategy* **goals** reflect the Henderson Strong Comprehensive Plan, with the recognition that investment in the built environment and physical spaces of East Henderson can help to achieve the Comprehensive Plan goals.

The *Investment Strategy* **objectives** align the missions and purviews of the Redevelopment Agency and CD&S as they each do their part to improve the quality of life for residents, assist business owners, and entertain visitors within East Henderson.

#### 1. Healthy, Livable Communities

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



#### Alignment with Henderson's Mission and Priorities

The actions included in the *Investment Strategy* are aligned with the City's mission, values, and core priorities. Redefined in 2018, the City is focused on carrying out these guiding principles within each department.

##### Mission

Provide services and resources that enhance the quality of life to those who live, work, and play in our city.

##### Values

We are DRIVEN  
with INTEGRITY  
through COLLABORATION  
to achieve EXCELLENCE

##### Priorities

Community Safety  
Livable Communities  
Economic Vitality  
Quality Education  
High-Performance Public Service



## 2. Vibrant, Resilient Economy

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

## 3. Active, Complete Transportation

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

### *Investment Strategy Objectives*

#### Healthy, Livable Communities

- Create dynamic, healthy East Henderson neighborhoods
- Support neighborhood beautification
- Encourage a variety of housing options for all residents
- Remove barriers to prosperity
- Improve access to recreation amenities, including parks and trails
- Improve access to healthy food and healthcare
- Advance equity in traditionally underrepresented neighborhoods

#### Vibrant, Resilient Economy

- Support infill development
- Increase the taxable base
- Attract and grow private investment
- Address economic blight
- Increase access to quality jobs, housing, and transportation options
- Support and expand available neighborhood programs
- Promote available incentives and programs
- Address disparities in educational opportunities

#### Active, Complete Transportation

- Create seamless connections among neighborhoods
- Improve the transportation experience for all modes
- Improve access to high-capacity and reliable transportation
- Support infrastructure and investments in roads, sewers, lighting and the power grid
- Update streets and sidewalks to meet Complete Streets and universal design standards

## When Will Investments Happen?

The Redevelopment Agency and CD&S anticipate that the *Investment Strategy* **actions and opportunity sites will either be implemented in the near-term (the next 1-3 years) or would be a medium-to-long term investment.** All the medium and long-term investments are a continuation of actions started in the near term. The medium and long-term actions and opportunity sites will be revisited as implementation of near-term project occurs, and may change to reflect changing market conditions, development context, progress on near-term actions, and other factors.

### Near-Term

#### ACTIONS

- Can realistically move forward in the next 1-3 years.
- Leverage available resources from or improve coordination with other City departments or external partners.
- Advance a key community priority or policy goal for the area.
- Can be funded by the Redevelopment Agency or CD&S with currently available and/or other public or private funds.
- Have leadership commitment to action.

#### OPPORTUNITY SITES

- Should be catalyzed for development, have clear direction, policy goals, and or have been the subject of one or more market analyses.

### Medium- and Long-Term

#### ACTIONS

- Will most likely move forward in the next 5-10 years until the *Investment Strategy* is updated again.
- Continue an action or program identified as a near-term priority.
- Advance a secondary community or infrastructure priority for the area.
- Can be funded with the Redevelopment Agency or CD&S, or by leveraging private investment dollars that are expected to be available in the next 5-10 years.
- Are considered lower priorities or currently less well-defined actions that require more work to understand how to fund, develop, or implement.

#### OPPORTUNITY SITES

- May need additional market studies, environmental assessments, or analysis of the development potential.
- Likely need to be nurtured until a development opportunity arises in the next 5-10 years.
- Should be monitored and catalyzed if market conditions change.



## Monitoring and Updating this Strategy

Successful implementation of the *Investment Strategy* will require the partnership and coordinated efforts of many individuals, departments, and organizations. Private investment will largely depend on the overall economy. As such, the City will monitor its progress on the priority actions relative to the business cycle and overall economic conditions of the Las Vegas region. To maintain momentum, the City will monitor and update the *Investment Strategy* in three ways:

### Revisit and Incorporate the Strategy Actions into Department Planning

**Incorporate the priority actions into the ongoing annual planning and budgeting** for the CD&S and the Redevelopment Agency. Staffing, priority projects, and departmental structuring decisions should also consider the priorities in this *Investment Strategy*.

**Meet interdepartmentally every year to conduct periodic reviews of the *Investment Strategy* and progress toward implementation.** The Redevelopment Agency and CD&S will add actions and opportunity sites and will reprioritize them as needed in response to changing economic conditions, real estate market fluctuations, or new opportunities.

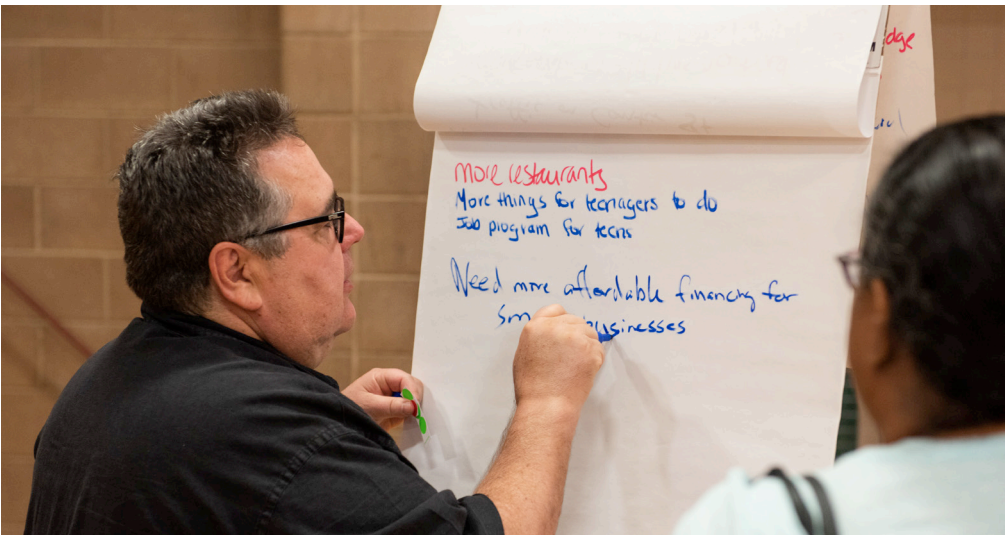
**Monitor the types of businesses that are recruited along Boulder Highway as part of master planned communities for compatibility** with the objectives from the *Investment Strategy*.

### Demonstrate Commitment

**Identify and execute early actions** or opportunity sites that each department can take to demonstrate a public commitment to the *Investment Strategy*.

**Seek opportunities to leverage existing program dollars** as part of a funding strategy for larger projects, such as infrastructure improvements.

**Attend partner and interdepartmental meetings** as an opportunity to advocate for actions and the development of opportunity sites as identified in the *Investment Strategy*.



## Communicate with Partners and the Public

The CD&S and Redevelopment Agency will...

- **Report progress to the community** through their websites, annual reports, citywide newsletters, community events, and other marketing opportunities.
- **Host regular check-ins** with other relevant City departments and external partners to identify partnership opportunities relating to the actions and opportunity sites.
- **Engage with the public on completed projects** to solicit feedback and assess shifting priorities when appropriate.
- **Participate in culturally relevant communication strategies** to ensure all Eastside residents are included in monitoring and updating the *Investment Strategy*, paying particular attention to traditionally marginalized groups.







## Part IV: Priority Actions & Opportunity Sites

This section outlines the priority actions and opportunity sites that will guide the Redevelopment Agency and the CD&S's investments, programs, and partnerships in East Henderson over the next 15-20 years. This section includes:

- **Priority Actions:** 13 near-term actions to be led by the Redevelopment Agency or the CD&S. A few actions list the Parks and Recreation Department as the lead and are included in the *Investment Strategy* because both the Redevelopment Agency and CD&S strongly favor the investment.
- **Opportunity Sites:** Six vacant or underutilized sites with strong development potential to help advance the *Investment Strategy* goals and objectives.
- **Partner and Coordinating Actions:** Actions where the CD&S and the Redevelopment Agency would be best suited to play a supporting role.

### Priority Actions

The priority actions can make a meaningful difference to the quality of life for residents in East Henderson. For each action, a lead agency is identified as the key implementor based on the agency's purview, strengths, and resources. Actions are separated into programmatic and public improvement actions.

- **Programmatic Actions** are those the Redevelopment Agency and CD&S would lead and oversee. They involve creating new or adjusting existing programs within the City.  
*Lead Agency Responsibility:* The agency designated as the lead either already contains the program (if the program is being revised), or would be expected to create the program and house it internally (if it is a new program).
- **Public Improvement Actions** are larger efforts that will have many partners such as the Parks and Recreation Department, the Public Works Department, or private landowners or developers.  
*Lead Agency Responsibility:* The lead agency would be expected to manage the coordination or advocacy with other partner agencies. For many of these projects, the Redevelopment Agency or CD&S's role will be primarily as a gap funder, community advocate, or as staff on a larger project. These departments have neither the authority nor adequate funding to manage public or capital improvement projects on their own.



The 13 near term priority actions that form the basis of this *Investment Strategy* are listed in the tables below. These tables list medium- or long-term actions associated with each, provide a description of the action, list the action's subarea, and list the lead agency. They also align each action with the *Investment Strategy* goals and objectives.

The comprehensive action sheets included in Appendix B provide more information including: the *Investment Strategy* goals and outcomes associated with each action; a description and rationale for why they should be invested in; key partners; and implementation steps and key decisions needed to make progress.

### Summary of Priority Actions

#	Near-Term Action	Medium/ Long-Term Action	Subarea	Lead	Description
<b>Programmatic Actions</b>					
1	Develop incentives to meet community needs and establish guidelines for effective use of public funds or property	Leverage opportunity sites	All	CD&S	Develop incentives to attract the development not being delivered by the market (certain businesses including Henderson Strong Comprehensive Plan target industries, infill development, vacant commercial spaces, or transit-oriented development). Develop clear and consistent guidelines for how to prioritize projects utilizing public funds, incentives, or public land.
Goal/Objectives:		Healthy, Livable Communities; Vibrant, Resilient Economy		Further a variety of housing options for all residents. Support for infill development. Increase access to opportunity for all residents.	
2	Increase public awareness of existing community grant programs.		All	RA	Improve marketing the Redevelopment Agency's community grant programs, including the residential improvement program, the commercial façade improvement program, and the tenant improvement programs in the Eastside Redevelopment Area. These programs allow qualified participants to be reimbursed for a portion of the improvement costs of eligible projects.
Goal/Objectives:		Healthy, Livable Communities		Neighborhood beautification.	

CD&S = Community Development and Services Department

RA = Redevelopment Agency

PRD = Parks and Recreation Department

## Summary of Priority Actions (continued)

#	Near-Term Action	Medium/ Long-Term Action	Subarea	Lead	Description
3	Explore a rental housing licensing and inspection program.		All	CD&S	Work with Code Enforcement and Finance Department to explore the implementation of a multifamily rental housing license and inspection program. The program would require landlords of a given number of rental housing units to secure an annual operating license and provide the City with key information about the rental property and would allow the City to monitor habitability standards.
	Goal/Objectives:	Healthy, Livable Communities			Further a variety of housing options for all residents. Neighborhood beautification. Increase access to quality jobs, housing and transportation options.
4	Explore neighborhood beautification programs.		All	RA CD&S	Work with CD&S to encourage neighborhood beautification efforts. Engage Code Enforcement and the Police Departments when necessary to address blight in East Henderson neighborhoods.
	Goal/Objectives:	Healthy, Livable Communities; Vibrant, Resilient Economy			Neighborhood beautification. Increase the taxable base.
5	Adopt and implement Development Code update.	Monitor for additional necessary updates.	All	CD&S	The CD&S is leading a citywide effort to revise the City's Development Code. Along Boulder Highway, CD&S is making code amendments to more accurately reflect development standards, maintain compatibility with the current built form, and respond to existing market conditions.
	Goal/Objectives:	Healthy, Livable Communities			Create dynamic, healthy communities.
6	Implement Reimagine Boulder Highway Plan.	Update master transportation plan	All	CD&S	Work with the RTC as it completes the Reimagine Boulder Highway Plan. Coordinate with the Public Works department to implement the proposed changes.
	Goal/Objectives:	Active, Complete Transportation; Healthy, Livable Communities			Create dynamic, healthy communities. Improve the transportation experience for all modes.
7	Create an opportunity site portfolio strategy.		All	RA	Create an opportunity site portfolio strategy to help the City prioritize sites and funding sources that can transform them from empty lots to developments that have the potential to create jobs, housing, and economic vitality.
	Goal/Objectives:	Healthy, Livable Communities; Vibrant, Resilient Economy			Create dynamic, healthy communities. Support infill development.



**Summary of Priority Actions** (continued)

#	Near-Term Action	Medium/ Long-Term Action	Subarea	Lead	Description
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**Public Improvement Actions**

8	Expand Bird Viewing Preserve access options.	Easement to allow access to Bird Viewing Preserve	Pittman	PRD	Work with The LandWell Company to ensure that Pittman residents have equal access to this neighborhood amenity.
Goal/Objectives:		Healthy, Livable Communities; Active, Complete Transportation		Improve access to green and open spaces. Seamless connections among neighborhoods.	
9	Implement Complete Streets and infrastructure upgrades in Pittman.	Fund joint pedestrian or bike safety projects with The LandWell Company	Pittman	RA	Advocate and seek funding for several Complete Streets improvements in the Pittman neighborhood, to improve pedestrian comfort and access to major destinations such as Hinman Elementary School, Wells Park and Sport Complex, and to transit stations along major transportation corridors.
Goal/Objectives:		Healthy, Livable Communities; Active, Complete Transportation		Create dynamic, healthy communities. Improved transportation experience for all modes.	
10	Implement Complete Streets and infrastructure improvements in Valley View.		Valley View	RA	Work to improve pedestrian and cyclist facilities, create Complete Streets, and create seamless connections between the older Valley View neighborhood and the newer Cadence development across the street.
Goal/Objectives:		Healthy, Livable Communities; Active, Complete Transportation		Create dynamic, healthy communities. Improved transportation experience for all modes. Seamless connections among neighborhoods.	
11	Implement improvements on Pabco Road.	Lighting projects at Pabco and Sunset	Pittman	RA	Work with The LandWell Company and the City's Public Works Department to fund upgrades to the west side of Pabco Road to ensure there is a seamless transition between the older Pittman neighborhood and the newer Cadence neighborhood.
Goal/Objectives:		Active, Complete Transportation		Seamless connections among neighborhoods. Support infrastructure and investments.	

## Summary of Priority Actions (continued)

#	Near-Term Action	Medium/ Long-Term Action	Subarea	Lead	Description
12	Identify park locations for 10-minute walk strategy.		All	PRD	Work with the Parks and Public Works Departments to identify areas in East Henderson where parks or 'parklets' can be installed to improve access to green and open spaces, beautify the neighborhood, and create stronger communities. Consider these along the routes in the 10-Minute Walk Strategy.
Goal/Objectives:		Healthy, Livable Communities; Active, Complete Transportation			Improve access to green and open spaces. Improve the transportation experience for all modes.
13	Create a community garden at Drake Street property.		Valley View	PRD	Create a community garden at the former ballpark on Drake Street in Valley View. Prioritize the use of CDBG funds and work with the City's Parks and Recreation Department to clear barriers for this community asset.
Goal/Objectives:		Healthy, Livable Communities			Create dynamic, healthy communities. Improve access to green and open spaces.





**While the CD&S or the Redevelopment Agency will lead these opportunity site efforts, many parties will be involved.**

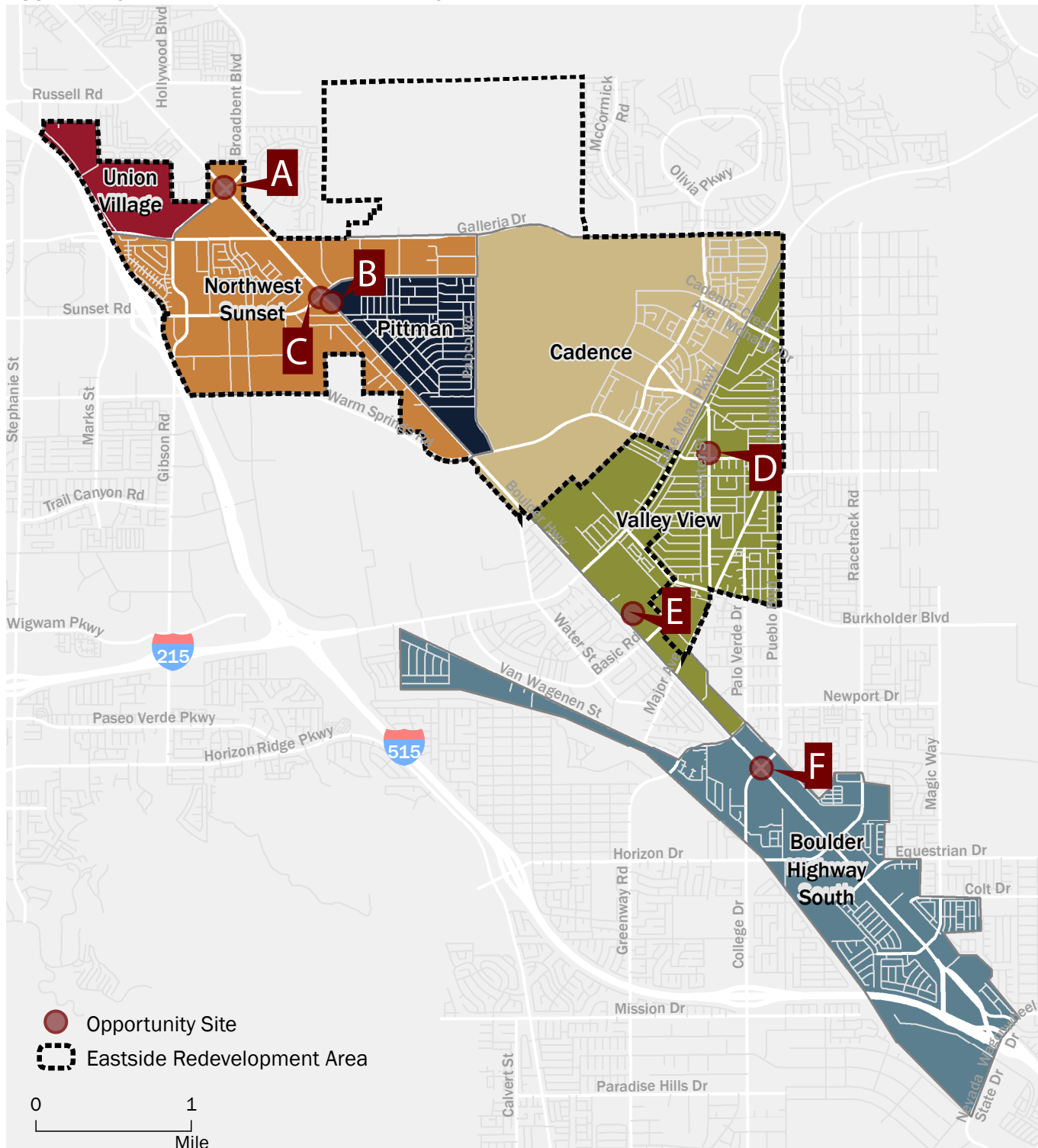
## Opportunity Sites

In addition to the 13 priority actions, six opportunity sites were identified for the *Investment Strategy*. These opportunity sites are vacant or underutilized parcels with strong development potential, access to transit, or are well positioned for community benefit. In general, these sites are well known to the City and the City is eager to see them developed to increase the quality of life in East Henderson.

The following elements were considered when finalizing the list of opportunity sites for inclusion into the *Investment Strategy*:

- **Location:** within the study area, generally more prominently featured along major roads.
- **Zoning:** already zoned for the potential development, or expecting to see their zoning change as part of the City of Henderson Development Code update.
- **Ownership:** sites were elevated for consideration if they were publicly owned or had private landowners who had previously expressed interest in development.
- **Current use:** sites that had existing developments were excluded, even if they were underdeveloped or underbuilt per zoning.
- **Public funding:** consideration was also paid to the availability of public funding for each site, including but not limited to the following:
  - » Henderson Redevelopment Agency Funding
  - » New Market Tax Credit Funds
  - » Low-Income Housing Tax Credit Funds
  - » HUD HOME Investment Funding
  - » Community Development Block Grant Funding
  - » Opportunity Zone Funding

### Opportunity Sites in East Henderson Study Area



The comprehensive opportunity site action sheets in **Appendix B** include a map, description and rationale, provide detailed market and demographic data for the area, discuss site characteristics, and identify the partnership and development action steps needed to catalyze these sites.



Most of the opportunity sites need more analysis or concrete development goals before the City can catalyze them in the near term. With the exception of Site A, Boulder Highway and Gibson, which has seen numerous studies, all the sites are considered medium- or longer-term opportunities. However, all the sites will be monitored by the CD&S and the Redevelopment Agency in case market conditions change, proposed developments are submitted to the City, or other opportunities arise. Preparing in the near term—by making progress on the *Investment Strategy* actions related to incentives and guidelines for public funds and by continuing to solicit public engagement on these sites—will help the CD&S and the Redevelopment Agency strike at future opportunities.

### Summary of Opportunity Site Actions

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

## Partner Actions

In addition to actions that CD&S and the Redevelopment Agency will lead, there are a number of actions that will be led by other City departments or governments. These include community development projects, projects to address economic and physical blight, internal department programs, and traffic and infrastructure projects. The CD&S will take the lead on planning, zoning, and coordinating efforts, while the Redevelopment Agency will lead on projects that require funding, advocacy, or additional community engagement. The table below clarifies where the CD&S and the Redevelopment Agency would be best suited to play a supporting role. These actions are described in more detail on the next pages.

### Opportunities for Increased Interdepartmental and Inter-Governmental Coordination

Entity	Projects	CD&S Role	Redev. Agency Role
<b>1. NDOT</b>	1A) Bus stop placement	Advocate	Advocate
	1B) Explore relinquishments of Boulder Highway right of way	Advocate	
<b>2. RTC</b>	2A) Bus stop placement	Advocate/Lead Planning	Advocate
	2B) Boulder Highway High Capacity Transit	Advocate	Advocate
	2C) Downtown multimodal access	Advocate/Lead Planning	Advocate
<b>3. Parks and Recreation</b>	3A) Identify sidewalks for the Parks and Recreation's 10-Minute Walk Projects in Valley View/Pittman	Advocate/Lead Planning	Advocate
	3B) Increase participation in Parks and Recreation events	Advocate/Participate	Advocate/Participate
<b>4. Public Works Department</b>	4A) Implement Cadence Master Plan	Lead Planning	Advocate
	4B) Street upgrades	Advocate	Advocate
	4C) Street maintenance	Advocate	Advocate
<b>5. Economic Development</b>	5A) Support business retention/recruitment	Advocate	Advocate/Participate/ Incentivize
	5B) Activate storefronts	Advocate	Advocate/Incentivize
	5C) Explore an adaptive reuse ordinance	Lead Planning	Advocate/Incentivize
	5D) Financial support for major employer partnerships	Advocate	Advocate/Incentivize
	5E) Opportunity zones	Advocate	Advocate/Monitor/ Incentivize
<b>6. Community Policing</b>	6A) Coordinate with Community Policing to improve sense of public safety in key areas	Advocate	Advocate/Participate





## 1. Nevada Department of Transportation (NDOT)

- 1A)** Coordinate with NDOT to advocate for improved placement of bus stops on major corridors (not mid-block) and other improvements to pedestrian crossings at bus and transit stops. If appropriate, consider using Redevelopment Agency or CD&S funds to enhance bus stops at major intersections.
- 1B)** Work with NDOT to explore the potential of relinquishing Boulder Highway right of way to the City of Henderson in the future. NDOT currently governs Boulder Highway, which has been a barrier preventing the City from being able to respond to local development needs.

## 2. Regional Transportation Commission (RTC)

- 2A)** Coordinate with RTC to advocate for improved placement of bus stops on major corridors (not mid-block) and other improvements to pedestrian crossings at bus and transit stops. If appropriate, consider using Redevelopment Agency or CD&S funds to enhance bus stops at major intersections.

- 2B)** Coordinate with RTC to advocate for potential high-capacity transit (HTC) such as light rail or bus rapid transit on Boulder Highway, connecting Henderson to downtown Las Vegas.
- 2C)** Partner with RTC to advocate for improved access to East Henderson and Downtown Henderson via transit and intermodal connections. If appropriate, consider using Redevelopment Agency funds to enhance user experiences (e.g., shading, striping, or signage).

## 3. Parks and Recreation Department

- 3A)** Coordinate with the Parks and Recreation Department's efforts relating to its grant on 10-Minute Walk Projects in Valley View and Pittman. This could be an opportunity for the Redevelopment Agency to coordinate funding with Public Works for major sidewalk improvements in these areas.
- 3B)** Work with the Parks and Recreation Department to evaluate where it hosts events throughout the year, identifying opportunities to partner and increase visibility in East Henderson. More events and programming are a desire of East Henderson residents.

## 4. Public Works Department

- 4A)** Coordinate with the Public Works Department and private developers in the implementation of the Cadence Master Plan to meet numerous objectives in this plan (e.g., seamless transitions between neighborhoods).
- 4B)** Coordinate with the Public Works Department for street upgrades to address the needs and feedback of East Henderson residents.

- 4C)** Coordinate with Public Works' Street Maintenance Division to resolve issues relating to sidewalk installation and ADA compliance in East Henderson.

## 5. Economic Development Department

- 5A)** Improve and formalize inter-departmental coordination between the Redevelopment Agency, CD&S, and the Economic Development Department. Economic Development has formal business recruitment and retention efforts, while the Redevelopment Agency (and to a lesser extent, the CD&S) has the opportunity to advocate and offer some financial assistance in recruiting businesses to East Henderson. The agencies can also advocate to the CD&S to ensure that zoning is compatible for new businesses. Work should be done to remove barriers between these agencies all working toward similar goals.
- 5B)** Coordinate with Economic Development on opportunities to activate vacant storefronts throughout East Henderson. If applicable, utilize Redevelopment Agency or CD&S funds through the existing commercial grant programs to redevelop or incentivize adaptive reuse of existing retail and commercial properties.
- 5C)** Explore the opportunity to develop an adaptive reuse ordinance to remove or reduce barriers that have hindered the activation of vacant commercial buildings due to land use and/or building code restrictions.
- 5D)** Support Economic Development efforts to expand relationships and partnerships with UNLV, the College of Southern Nevada, Nevada State College, philanthropic foundations, workforce training, or nonprofits. Economic Development has existing relationships with



these organizations and the Redevelopment Agency and CD&S could help advocate, comarket, or provide financial support for these types of programs in East Henderson.

- 5E)** Maximize the benefits provided by designation of Opportunity Zones in and close to East Henderson. Coordinate with the Economic Development Department to establish public and investor awareness of this designation and its benefits.

## 6. Police Department, Community Policing

- 6A)** Coordinate with Community Policing to identify opportunities to improve the sense of public safety in certain neighborhoods within East Henderson. Many community members have indicated that they have a good relationship with the police, but still felt unsafe in some areas. Explore opportunities to incorporate Crime Prevention Through Environmental Design (CPTED), via urban and environmental design as well as the multi-disciplinary management and use of physical spaces.







# Appendices

The following appendices accompany and support the recommendations in this *Investment Strategy*. They can be found online at [www.CityOfHenderson.com/Redevelopment](http://www.CityOfHenderson.com/Redevelopment) or [CityofHenderson.com/Community-Development](http://CityofHenderson.com/Community-Development).

## **A. Comprehensive Action Sheets**

This memorandum includes comprehensive action sheets for the 13 priority actions and six opportunity sites advanced in this *Investment Strategy*. The action sheets offer descriptions, rationales, funding information, and near-term steps for each action and opportunity site.

## **B. Existing Conditions Report**

This report compiles information from key stakeholder interviews, census and other data sources, and staff research to provide a picture of the opportunities and constraints in the Eastside Redevelopment Area.

## **C. Transportation and Land Use Framework**

This memorandum provides transportation strategies for the Eastside Redevelopment Area that fulfill broader community objectives such as economic redevelopment and access to employment and services. The memorandum focuses on strategic multimodal transportation investments that facilitate strong pedestrian and bicycle connections with transit.

## **D. Incentives Analysis and Best Practices**

This memorandum provides additional information for Priority Action #1, by analyzing the potential development incentives that could be implemented in each subarea. It also describes best practices that other cities and other redevelopment agencies use to encourage homeownership, track and regulate absentee landlords, and improve code enforcement.

## **E. Public Engagement Summary**

This document summarizes the stakeholder outreach for the *Investment Strategy* and the findings that informed the final project list.