

DATE: February 2020
TO: Henderson Redevelopment Agency and Henderson Community Development & Services
Department
FROM: ECONorthwest
SUBJECT: EAST HENDERSON INVESTMENT STRATEGY – APPENDIX B: EXISTING CONDITIONS
REPORT

This memorandum is an appendix to the *East Henderson Investment Strategy* (the Strategy), offering details on the existing conditions—the opportunities and barriers for redevelopment in East Henderson. It provides (1) a compilation of data describing demographic and real estate development trends that can affect redevelopment in the study area; (2) initial findings regarding transportation, public safety, and other issues that the final strategy will address; and (3) a list of economic or market-based issues that will require further evaluation as the planning process continues and will lead to public action for implementation. Information comes from key stakeholder interviews, census and other data sources, and staff research, and it provides a foundation for understanding redevelopment actions in the Strategy.

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

This memorandum includes the following:

1. **Introduction.** This section describes the study area, subareas, the Strategy goals and objectives, and the past and current planning documents that inform the existing conditions.
2. **Existing Conditions Across the Study Area.** This section describes opportunities and barriers across three different measures: infrastructure, demographics and economic development, and mature neighborhoods.
3. **Existing Conditions Across each Subarea.** This section describes the opportunities and barriers across the three measures in each of the six subareas.

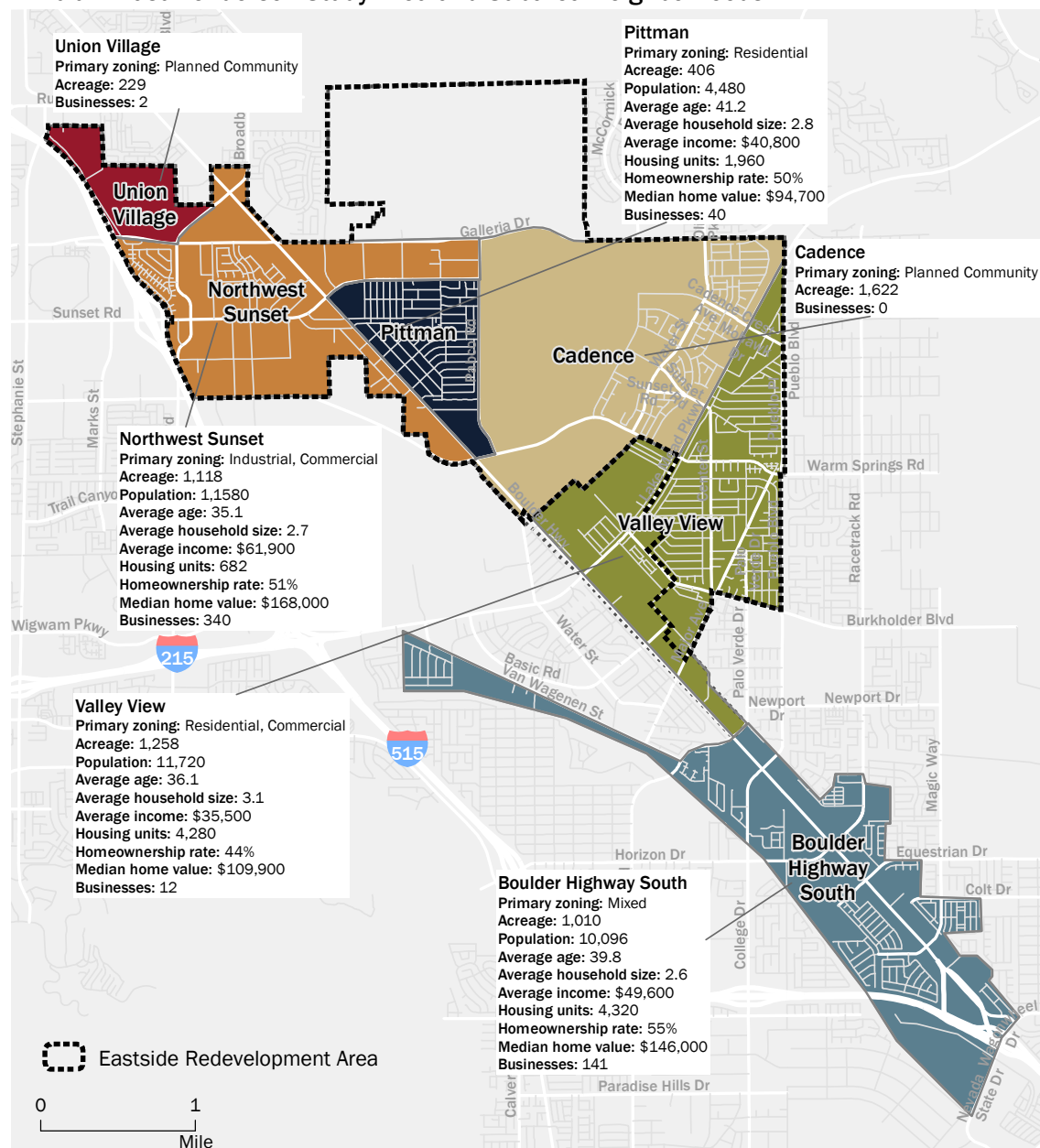
I. Introduction

This section describes the study area and subarea neighborhoods and the past and current planning documents that inform the existing conditions.

East Henderson Study Area and Subareas

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 a diverse set of neighborhoods, businesses, commercial industries, and land uses. The East Henderson of this Strategy has two semidistinct yet overlapping 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.

Exhibit 1. East Henderson Study Area and Subarea Neighborhoods



Source: ECONorthwest analysis of Census data, Henderson GIS data, discussions with City of Henderson Staff.

The entire East Henderson 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. The area also includes a large industrial and commercial corridor along Sunset Road.

Past and Current Planning Efforts

This memorandum draws from past planning efforts within Henderson and southern Nevada. Exhibit 2 below outlines past redevelopment, planning, and citywide efforts that have relevant goals or projects relating to the East Henderson Study Area or its subareas. These plans are listed from broadest to most targeted and include the year published, relevant priority areas, and priority area goals.

Exhibit 2. Previous Planning Efforts in Henderson, Nevada

Previous Plan	Year Published	Priority Areas Related to this Study	Priority Area Goals
Boulder Highway Brownfield Grant	2018	Boulder Highway Corridor	<ul style="list-style-type: none"> Identify parcels with potential environmental contamination Identify priority sites with the greatest potential for redevelopment/economic development Conduct Phase I reports on 15 properties Conduct Phase II on 3 properties
Henderson Capital Improvement Plan	2018 - 2023	Many sites and projects in the East Henderson Study Area are funded and slated for development	<ul style="list-style-type: none"> Flood control Municipal facilities Parks and recreation Transportation Utility services
Pittman Neighborhood Revitalization Plan	2017	Pittman	<ul style="list-style-type: none"> Create a garden at Edna Hinman Elementary Facilitate a mobile health-care clinic Improve pedestrian amenities and sidewalks Incorporate public art Replace aged waterline infrastructure Food desert
Henderson Strong Comprehensive Plan	2017	Lake Mead Parkway	<ul style="list-style-type: none"> Transform to an attractive and inviting gateway into downtown Improve bicycle and pedestrian facilities Healthier food options
		Boulder Highway	<ul style="list-style-type: none"> Narrow right-of-way Update land uses throughout Enhanced safety for all users Implement high-capacity transit
Henderson Real Estate Management Plan (Update)	2014	Galleria East	<ul style="list-style-type: none"> Short-term residential development – position for private sale
		Bruce & Center Street	<ul style="list-style-type: none"> Short-term residential development – public-private partnership
		Boulder & Gibson (Four Corners site)	<ul style="list-style-type: none"> Long-term residential, retail, and office development – public-private partnership
Boulder Highway & Gibson Implementation Strategy	2014	Boulder & Gibson (Four Corners site)	<ul style="list-style-type: none"> Develop as a gateway to Henderson Retail development Pedestrian safety improvements Planning for diverse housing
Eastside Redevelopment Plan	2006	Pittman & Valley View	<ul style="list-style-type: none"> Eliminate blight and improve aesthetics Control unplanned growth Retain businesses Encourage development and investment by removing barriers Encourage resident participation in redevelopment Replan, redesign, redevelop misused areas

Sources: 2017 Henderson Strong Comprehensive Plan, 2018–2023 Henderson Capital Improvement Plan, 2014 Henderson Real Estate Management Plan Update, 2006 Eastside Redevelopment Plan, and the 2014 Boulder Highway & Gibson Implementation Strategy.

As this table demonstrates, Boulder Highway, Lake Mead Parkway, and the Four Corners sites have repeatedly been designated as opportunity sites for future efforts and strategic action. The East Henderson Investment Strategy will pick up where these past planning efforts left off, incorporate recent changes, encourage concrete redevelopment actions, and identify specific opportunity sites suggested by the City and the community for reinvestment.

II. East Henderson Study Area Existing Conditions

This section provides existing conditions for infrastructure, demographics and economic development, and mature neighborhoods that apply to the study area as a whole. Part III provides information specific to the six subareas.

Infrastructure Findings

Infrastructure is an essential part of city life, influencing everything from resident satisfaction to business development to the health and safety of the area. Infrastructure across the entire East Henderson Study Area varies greatly from the Complete Streets in the “tree streets” and the new infrastructure put in place in the Cadence development, to incomplete sidewalks and awkwardly placed bus stops along Boulder Highway. As such, some components of Henderson’s infrastructure may presently be a barrier to development, but improvements in infrastructure are opportunities for attracting redevelopment and new growth.

The **Complete Streets** planning efforts focus on establishing roads that accommodate all users, including pedestrians, bicyclists, motorists, and transit riders. Safe roadway access for users of all ages and abilities is a key goal.

Roadway Network

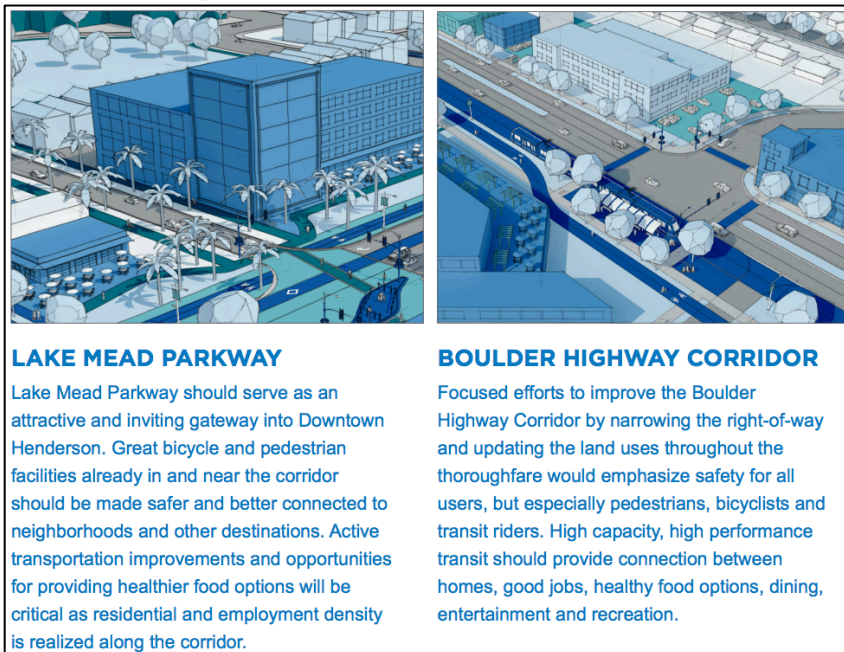
The roadway network in East Henderson provides connectivity and access to jobs and services in the region. Several arterials serve the East Henderson Study Area, such as Boulder Highway, Lake Mead Parkway, Galleria Drive, and Sunset Road, providing the needed connectivity to the major regional destinations. A number of commercial, retail, office, and medical facilities are also located along these arterials, making the access of these areas critical to livability.

Boulder Highway and Lake Mead Parkway were identified in the Henderson Comprehensive Plan as priority areas for redevelopment. Currently they constrain the East Henderson Study Area, as their six to eight high-speed traffic lanes prevent cohesion across neighborhoods. The long crossing distances, lack of shade, lack of street furniture and amenities, and insufficient lighting create barriers to access. Crossing these arterials can be a challenge.

Boulder Highway acts as a border from West Henderson to East Henderson, but with its high commercial development, transit, and connectivity to the rest of the City and the region, it is full of opportunity sites for redevelopment. Nevada Department of Transportation’s (NDOT) ownership of the roadway can create challenges, as all major right-of-way decisions must run through NDOT, but the City has the potential to incentivize development along the thoroughfare.

Lake Mead Parkway also acts as a north-south border between Valley View and Cadence within the East Henderson Study Area. The new housing, commercial, parks and schools going into Cadence will bring new development to this section of East Henderson, and the City will have numerous opportunities to shape and influence the direction of this development.

Exhibit 3. Lake Mead Parkway and Boulder Highway Priorities, Henderson Comprehensive Plan



Source: 2017 Henderson Comprehensive Plan, retrieved from:
<http://www.cityofhenderson.com/community-development/land-use-plans/comprehensive-plan>.

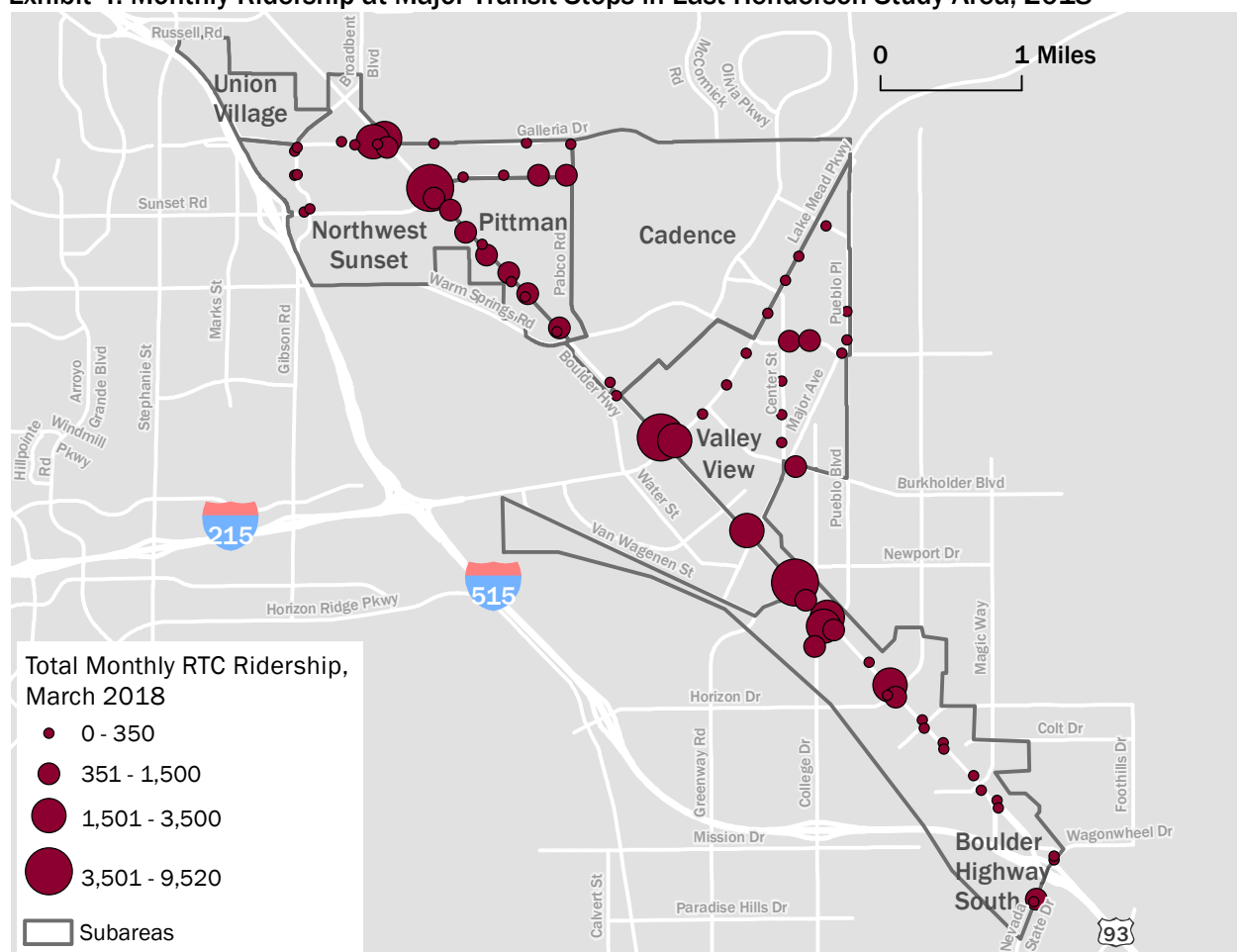
Interviewees mentioned that roadways are generally in good shape in East Henderson and that the area has good access to highways and other parts of the valley. Recent road diet projects on Center Street were encouraging, and the City's Complete Streets vision has created progress in several areas of the city. Access to local and regional destinations is provided via the local connectors and residential streets.

Transit

Reliable and safe transit is a key component of infrastructure and also promotes economic development through increased connectivity and access to jobs. Transit in Henderson is managed by the Regional Transit Commission of Southern Nevada (RTC). The East Henderson Study Area has transit routes along Boulder Highway, Lake Mead Highway, and downtown (along Water Street).

Exhibit 4 below demonstrates that the majority of transit boardings occur on Boulder Highway with the largest boardings occurring at major intersections like Galleria Drive, Sunset Road, Lake Mead Parkway, and Palo Verde Drive. Transit along Boulder Highway runs every fifteen minutes connecting Henderson to downtown Las Vegas.

Exhibit 4. Monthly Ridership at Major Transit Stops in East Henderson Study Area, 2018



Source: ECONorthwest analysis of March 2018 RTC data.
 Note: Map shows total monthly on-boardings in study area.

The 2017 Henderson Strong Comprehensive Plan includes an analysis of commuting patterns for Henderson residents, which found that 82 percent of people working in Henderson commute in a single-occupancy vehicle and that Henderson residents spend approximately 25 percent of their incomes on transportation alone.

There are many opportunities for improving transit. Interviewees suggested that (1) bus routes are very important for current residents in the East Henderson Study Area and (2) small investments such as shaded bus stops, better aligned bus stops (not midblock on Boulder Highway), and ADA accessibility could do a lot for transit. To increase ridership, interviewees noted the following:

- The transit experience needs to be comfortable, safe, and accessible to riders.
- Agencies need to focus on pedestrian access to and from stops.
- Residents need increased transit access to the interior of neighborhoods.

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- More retail and commercial development along the transit lines is needed as destinations for riders.

As mentioned, Nevada Department of Transportation owns the Boulder Highway right-of-way, which is an impediment to development by imposing, among other factors, wide rights-of-way, undedicated rights-of-way along sides that separate retail from road frontages, inadequate safe pedestrian crossings, and inadequately placed bus stops. Several interviewees mentioned this as a barrier to economic development and neighborhood cohesion. Coordination with ongoing planning work led by RTC will be critical to improving the transit experience and better serving East Henderson.

Trails and Open Spaces

The City has an Open Spaces and Trails Framework Plan with the goal *to take advantage of clear opportunities to protect special places, provide accessible trails, and conserve natural resources while maintaining the City's vibrant economy*. This plan outlines uses, preferred locations, signage, and design standards for primary and secondary walking trails, neighborhood trails, equestrian trails and soft-surface trails around the city, including in and around the flood channels.

Interviewees noted that trail updates were needed throughout the East Henderson Study Area. The new parks and trails being developed in Cadence will bring much needed outdoor amenities near the Valley View and Pittman neighborhoods. It is important that these areas remain accessible for all Henderson residents, not just Cadence residents. Redevelopment Agency funds have been used to upgrade city parks, such as Wells Park in Pittman, and are a great resource when paired with the Parks and Recreation and Community Development & Services Departments.

The City has an extensive network of over 180 miles of trails, but the majority of them do not pass through the East Henderson Study Area, and the area is largely left out of funded projects for the FY18–23 Capital Improvement Plan. Near-term improvements to the trail network for East Henderson are focused on master-planned communities, with many parks and trails. As these are developed, they will bring these essential multimodal nature trails and open spaces to Cadence.

Sidewalks and Connectivity

Interviewees suggested that sidewalks could use improvements. Changes in land use can increase walkability, but Henderson will not likely develop into a dense, walkable community because people will always want to drive due to the heat in certain times of year. In addition, shading at bus stops, intersections, and other walkways can help increase walkability and pedestrian comfort. ADA compliance was also noted as very important for sidewalks and connectivity.

Regarding connectivity, the East Henderson Study Area has several stormwater drainage canals that separate different neighborhoods and reduce pedestrian and bicycle network connectivity. The recent addition of bike paths along these canals is helpful for multimodal transportation.

Water and Sewer

Water and sewer infrastructure is in adequate condition in East Henderson. Interviewees commented that the Cadence development will likely need a lot of water and that some areas in the city experience issues with stormwater. City staff in the Community Development & Services and Public Works Departments also noted that efforts are underway to move sewer lines out of backyards in older sections of Pittman and Valley View and some East Henderson neighborhoods.

Exhibit 5 below provides a summary of all infrastructure opportunities and barriers relevant to the East Henderson Study Area. Subarea specific infrastructure opportunities and barriers are discussed in each of their subsections (Pittman on page 26, Valley View on page 32, and Northwest Sunset Corridor on page 38).

Exhibit 5. Summary of East Henderson Study Area's Infrastructure Opportunities and Barriers

Infrastructure Category	Barriers	Opportunities
Roadways and Access	<ul style="list-style-type: none"> Boulder Highway and Lake Mead Parkway are barriers to neighborhood cohesion but presents opportunities for access to the City and the region 	<ul style="list-style-type: none"> Encourage City, RTC, and NDOT to work together implementing the Reimagine Boulder Highway Plan Evaluate ways to make Boulder Highway more accessible to bikes and pedestrians Vacate undedicated right-of-way between frontage roads and Boulder Highway, for the purpose of supporting redevelopment
Transit	<ul style="list-style-type: none"> Transit does not serve the inside of neighborhoods Transit is not as comfortable as could be, contributing to lower ridership Bus stops are placed in harder to access areas along Boulder Highway 	<ul style="list-style-type: none"> Encourage RTC exploration for expanded high-capacity transit on Boulder Highway Work with NDOT and RTC to evaluate where bus stops are placed Advocate for the RTC to install additional shaded bus stops at major intersections Improve access to downtown Henderson via transit and intermodal connections
Trails and Open Spaces	<ul style="list-style-type: none"> Improve landscaping along older trail corridors The Bird Viewing Reserve does not have easy access to surrounding neighborhoods Lighting along trails is varied. A lack of adequate lighting may be a deterrent for potential users 	<ul style="list-style-type: none"> **Use Redevelopment Agency funds to install landscaping and lighting along trails
Sidewalks and Connectivity	<ul style="list-style-type: none"> Many sidewalks are incomplete or in poor condition Walkability will be limited due to high temperatures at certain times of the year Major thoroughfares create barriers for nonvehicular travel Development patterns are a mix of gridded neighborhoods and suburban-style development, creating challenges for pedestrian and bicycle connectivity through and among neighborhoods 	<ul style="list-style-type: none"> With Public Works, rank where sidewalk improvements would have the biggest impact (at major intersections, near major employment/social destinations, near schools, etc.) Continue implementing sidewalk improvements (i.e., recent projects in Valley View) Identify pathways to major destinations
Water and Sewer	<ul style="list-style-type: none"> Stormwater drainage canals reduce connectivity and separate neighborhoods 	<ul style="list-style-type: none"> Explore funding options to install landscaping along stormwater canals. Evaluate potential pedestrian bridges over stormwater canals at major intersections

Source: Past Henderson planning efforts and stakeholder and community interviews.

**Indicates suggestion from stakeholder interviews.

Demographics and Economic Development

This section describes the major demographic and industry trends that will affect the area's future development. The significant development happening in Cadence and Union Village present opportunities for reenvisioning a large portion of the East Henderson Study Area. Although downtown Henderson is not included in the East Henderson Study Area, its proximity makes it relevant for retail and economic development purposes. Currently, downtown retail sites are somewhat cutoff from many of the East Henderson Study Area residents by both Boulder Highway and Lake Mead Parkway, making accessibility an issue.

The estimated average median household income among residents in the East Henderson Study Area is about \$20,000 less than the average income in the City of Henderson. Exhibit 6 below includes additional demographic statistics for the East Henderson Study Area and subareas. We did not calculate statistics for Cadence and Union Village because they are too new, and margins of error are not reliable. In addition, because Census data are not available for these specific neighborhoods, we estimate using data from the surrounding areas, and as a result, these estimates do not sum to the total. Comparisons across each subarea will be explored in each subarea's section of this memorandum (Pittman on page 26, Valley View on page 32, and Northwest Sunset Corridor on page 38).

Exhibit 6. Demographic Statistics, East Henderson Study Area and Subareas, 2016

Area	East Henderson Study Area	Pittman	Valley View	NW Sunset Corridor	Boulder Highway South
Total Population	31,682	4,480	11,700	1,580	10,096
Population Density (People per Res. Acre)	18	18	16	12	16
Average Age	38.3	41.2	36.1	35.1	39.8
Average Household Size	2.8	2.8	3.1	2.7	2.6
Average Income	\$45,371	\$40,800	\$35,500	\$61,960	\$49,625

Source: US Census Bureau, 2012–16 American Community Survey.

Note: East Henderson Study Area statistics were derived using a population-weighted reaggregation of median values.¹ Because Cadence and Union Village are new and have substantial vacant land, statistics were not calculated for these areas. Due to large margins of error, we were unable to calculate statistics on educational attainment in these subareas.

Exhibit 7 below includes estimates on race and ethnicity for the East Henderson Study Area, subareas, and the City of Henderson as a whole. We used the same methodology to calculate these estimates and omit Cadence and Union Village here as well. As the exhibit demonstrates, the East Henderson Study Area is estimated to have a higher share of nonwhite population (37%) than the rest of Henderson (32%). Within the East Henderson Study Area, the Northwest Sunset Corridor has the highest share of nonwhite population at 49%.

¹ To calculate statistics for the East Henderson Study Area and the sub-areas within, we used American Community Survey 2012–2016 5-Year Estimates. Gathering statistics at the block-group level, we used GIS to determine the portion of each area that intersects each block group. We then reaggregated using a population-weighted average to approximate values for each subarea. Because Cadence and Union Village are new and have substantial vacant land, statistics were not calculated for these areas. While imperfect, this is the best way to approximate statistics for areas that are not Census-defined geographies.

Exhibit 7. Race and Ethnicity Statistics, East Henderson Study Area and Subareas, 2016

Area	Henderson City	East Henderson Study Area	Pittman	Valley View	NW Sunset Corridor	Boulder Highway South
Total Population	277,872	31,682	4,482	11,714	1,580	10,096
Percent Race or Ethnicity Calculated	99%	99%	98%	99%	100%	100%
Hispanic Households of Any Race	16%	20%	26%	22%	21%	16%
Non-Hispanic White Households	67%	62%	60%	56%	53%	73%
Non-Hispanic Black Households	5%	10%	6%	18%	17%	3%
Non-Hispanic Asian Households	7%	4%	2%	1%	4%	5%
Non-Hispanic Households of Two or More Races	3%	3%	3%	2%	4%	3%
Non-Hispanic American Indian and Alaska Native households	0.4%	0.1%	--	--	--	0.4%
Nonwhite Population	32%	37%	38%	43%	49%	27%

Source: US Census Bureau, 2012–16 American Community Survey.

Note: East Henderson Study Area statistics were derived using a population-weighted reaggregation of median values.² Because Cadence and Union Village are new and have substantial vacant land, statistics were not calculated for these areas. Due to large margins of error, statistics were not calculated for the following populations: American Indian or Alaskan Native, Native Hawaiian and Other Pacific Islanders, and populations identifying as Other Race.

Population Growth

The entire City of Henderson has seen strong population growth in the past 16 years, and expects to reach 390,000 people by 2036, an addition of roughly 5,600 new residents per year.² This is a slightly lower rate of growth from the 6,400 new people who moved to Henderson each year between 2000 and 2016. Exhibit 8 and Exhibit 9 below display the growth rates for East Henderson and the surrounding jurisdictions for comparison.

Exhibit 8. Population Growth, Henderson, Las Vegas, Clark County, Nevada, 2000–2016

	Population		Change 2000 to 2012–16		
	2000	2012–2016	Number	Percent	AAGR
East Henderson	17,123	31,682	14,559	85%	3.9%
Henderson	175,381	277,872	102,491	58%	2.9%
Las Vegas	478,434	613,295	134,861	28%	1.6%
Clark County	1,375,765	2,070,153	694,388	50%	2.6%
Nevada	1,998,257	2,839,172	840,915	42%	2.2%

Source: Decennial Census 2000, ACS 2012–16 Total population.

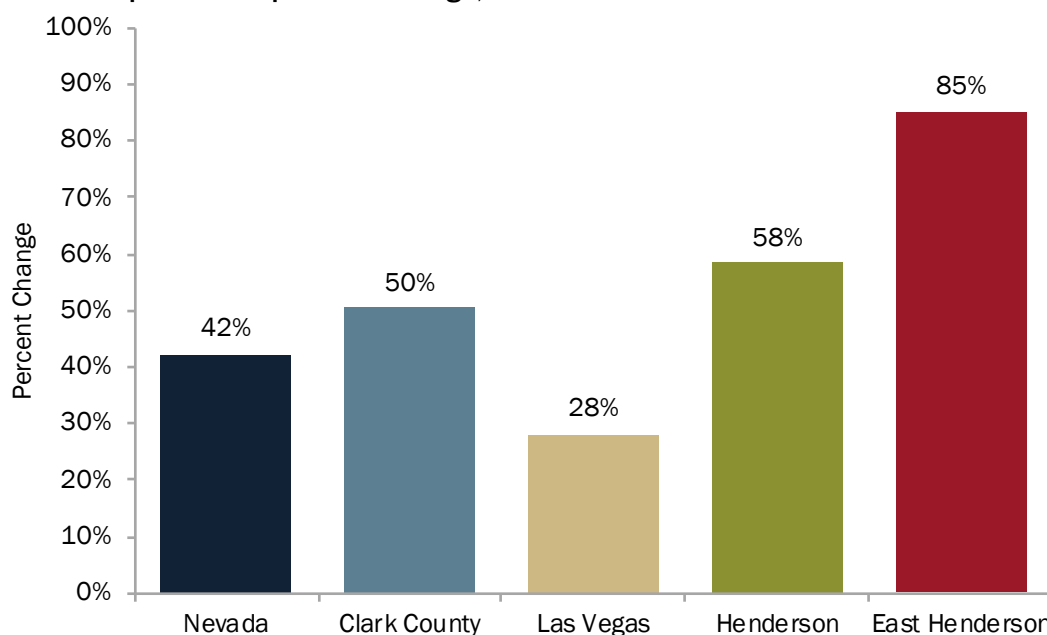
Note: AAGR is average annual growth rate; this table accounts for net migration (in-migration less out-migration). East Henderson Study Area statistics were derived using a population reaggregation of the growth rate for the City of Henderson as a whole.

While Henderson’s growth has outpaced that of the surrounding areas, East Henderson has grown at an even faster rate, almost doubling its population in the observed 16-year time frame. In 2000, the East Henderson Study Area comprised 9.8% of the City’s population. By 2016 that number increased to 11.4%. With the 2,200-acre Cadence development creating up to 13,250

² 2017 Henderson Comprehensive Plan

units of housing over the next ten to fifteen years. The East Henderson redevelopment area is likely to continue outpacing population growth rates for the city, county, and state.

Exhibit 9. Comparative Population Change, 2000–2016



Source: ECONorthwest analysis of Census Data, 2000 Decennial Census, ACS 2012–16 5-Year Estimates.

Note: East Henderson Study Area statistics were derived using a population reaggregation of the growth rate for the City of Henderson as a whole.

In initial stakeholder interviews, it was suggested that the majority of people moving to Henderson were renters and that they were coming from other states. Census Bureau data in Exhibit 10 below demonstrate that Henderson newcomers were largely from Clark County, were generally younger and had lower incomes, and were more likely to be renters than Henderson residents who had lived in the City for at least a year.

Exhibit 10. Demographics of New Henderson Residents, 2012–2016

	Percent of Newcomers	Median Age	Percent Renters	Median Income
Existing residents (Same house 1 year ago)	N/A	43.8	32.1%	\$33,524
Newcomers from elsewhere in Clark County	69.4%	31.7	66.2%	\$30,192
Newcomers from a different state	27.1%	37.5	64.6%	\$28,758

Source: ECONorthwest analysis of US Census Bureau data, 2012–2016 ACS 5-Year Estimates.

Notes: This table does not show newcomers from another county in Nevada (1.1%), nor newcomers from abroad (2.3%). This table accounts for in-migration only.

Interviewees cited lower property taxes and the lack of an income tax as good incentives for attracting new residents; however, the local labor market and education system were seen as deterrents. Relative housing affordability is also an incentive, particularly for newcomers relocating from higher-cost coastal areas. Housing is discussed in more detail in the Mature Neighborhoods section beginning on page 21. Households in East Henderson have lower

incomes than the rest of the City of Henderson; however, median household incomes in Henderson are higher than Las Vegas, Clark County, and Nevada as a whole, as demonstrated in Exhibit 11 below.³

Exhibit 11. Median Household Income, Areas of Comparison, 2012–16

\$45,400	\$64,300	\$50,900	\$52,600	\$53,100
East Henderson	Henderson	Las Vegas	Clark County	Nevada

Source: ECONorthwest analysis of US Census Bureau data, 2012–2016 ACS 5-Year Estimates.

Note: East Henderson was derived using a population-weighted reaggregation of median incomes. See Footnote 1 for details on this methodology.

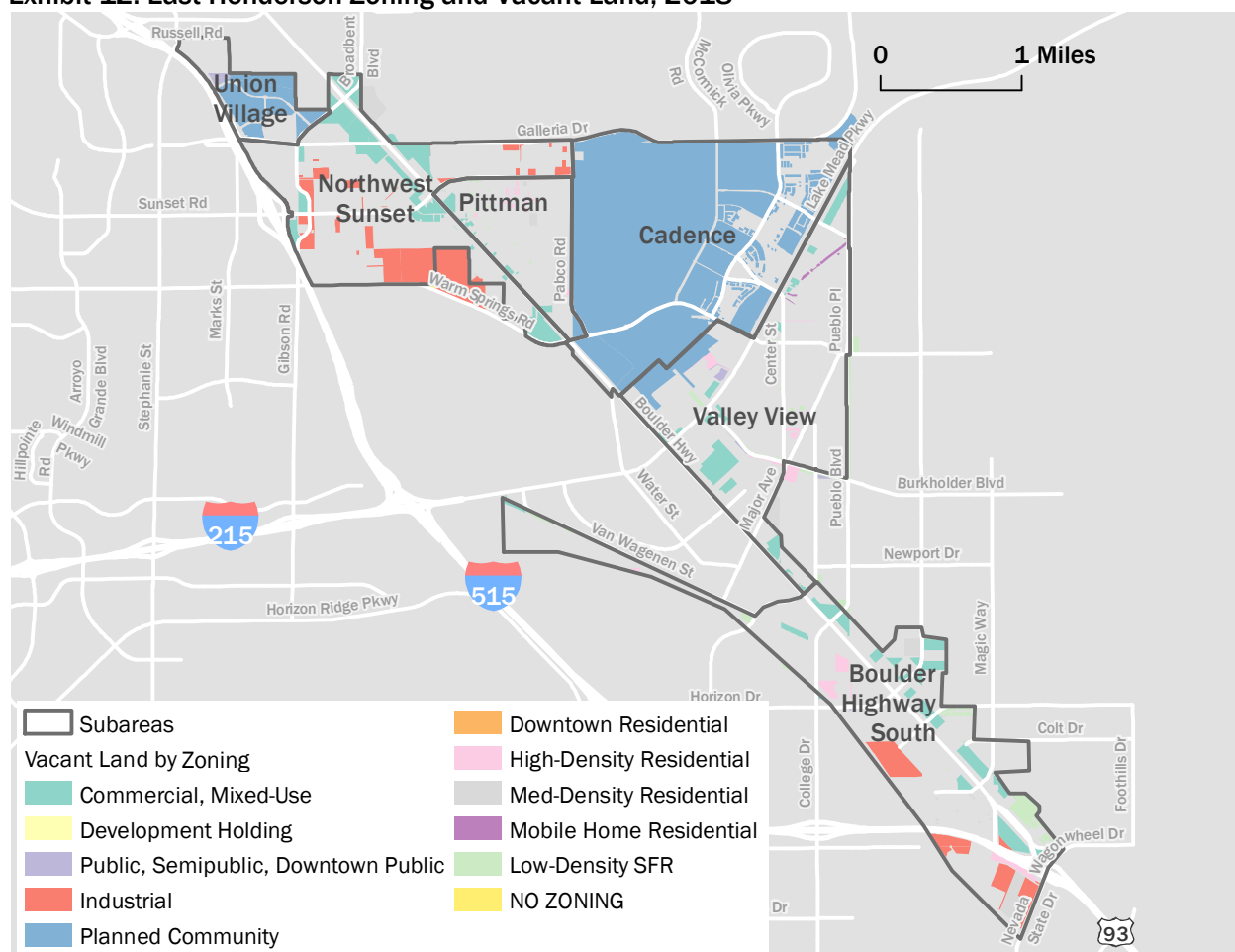
Development, Zoning, and Developable Land

A number of development barriers and opportunities exist in the East Henderson Study Area, including zoning, development incentives, and vacant land. The City has opportunities in vacant land, but land inside the East Henderson Study Area is at times difficult to develop due to current restrictions in the City’s Development Code. The land in Exhibit 12 below demonstrates the vacant land and zoning in the study area.

It is clear that the Cadence and Union Village neighborhoods have the potential to be transformative in revitalizing and redeveloping the surrounding areas. However, several interviewees suggested that these developments may also be increasing land values, reducing the availability of construction labor and materials, and may be contributing to segregation between the new and old areas of the City.

³ Note that this table shows household incomes, whereas Exhibit 10 above shows individual-level incomes. As the average Henderson household had 2.8 people in 2016, it follows that household incomes are close to two times higher than individual incomes.

Exhibit 12. East Henderson Zoning and Vacant Land, 2018



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Almost every developer or land owner interviewed suggested that the City’s planning and permitting processes were quick, easy, and efficient, and several praised the proactive manner in which staff have worked with the developers, such as the one-stop-shop planning process and looking at best practices and successful models in other areas. Additional comments and suggestions from interviewees included:

- The City has a relatively restrictive development code, so it was suggested that easing development standards could encourage more growth.
- The City needs additional incentives to bring new businesses that can help anchor downtown Henderson.
- The City carefully evaluates the development proposals that it receives to ensure that new projects adhere to the City’s vision and goals. For example, zoning changes may have been too easy to get, resulting in industrial and residential zones next to one another, such as in the Northwest Sunset Corridor. At the same time, it is also important that the City does not give too much power to “NIMBY” complaints on potential projects.

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- Current building codes require steel construction on projects over 75-feet high, which is a deterrent to transit-oriented development along Boulder Highway.
 - The current ingress/egress and setback requirements along Boulder Highway also present challenges, since buildings must be between fifty and two hundred feet away from travel lanes in some areas. The City needs to find a way to work with NDOT to clear the way for projects that could have a positive impact on the corridor.

The Henderson Strong Comprehensive Plan identified the challenge of locating jobs near housing and services.

“When businesses, housing, schools and stores are located closer together and are served by transit, this lowers personal costs and conserves government resources. This type of development supports the economy by making it cheaper and easier for people to get to work, increasing foot traffic for small businesses and attracting employers and workers who value a community’s quality of life.”

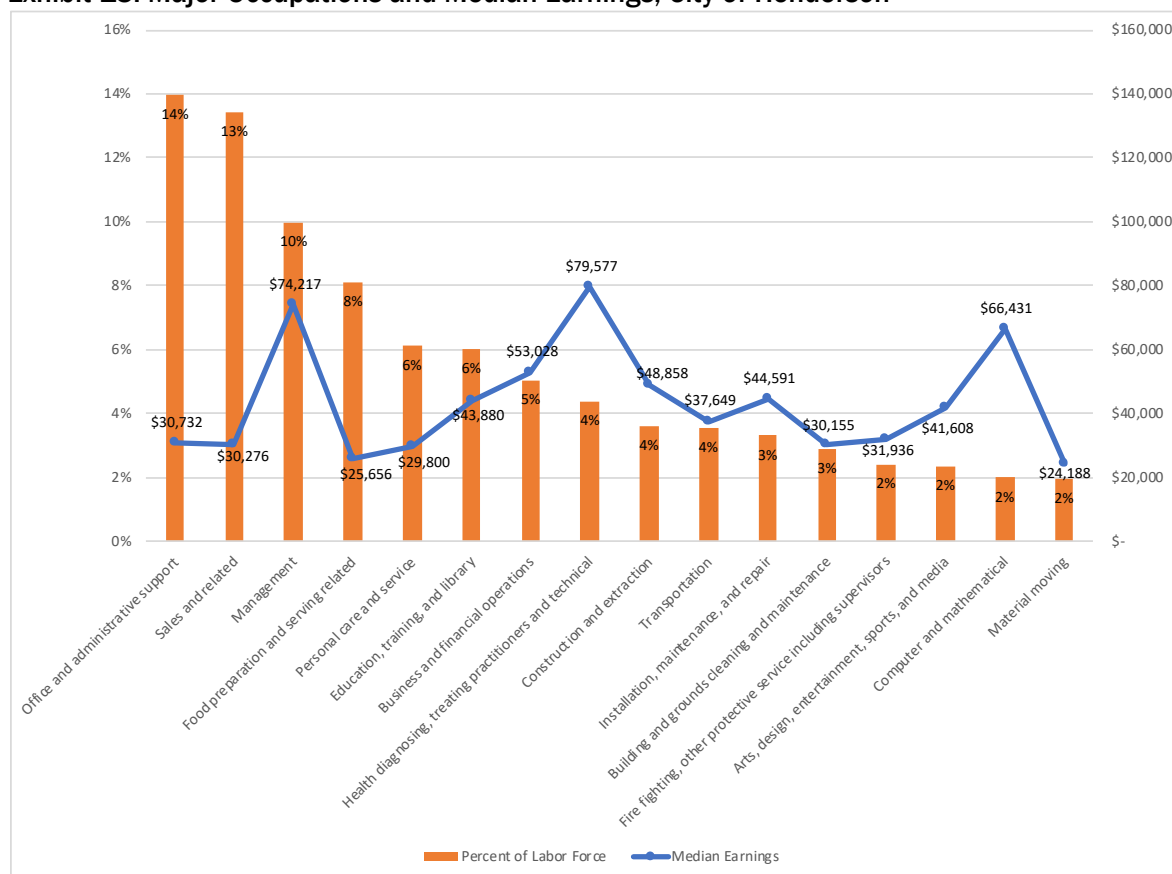
Access to Jobs and Workforce Development

The 2017 Comprehensive Plan noted that more than 90,000 Henderson residents commute to work outside the City. It also noted that the City has an imbalanced jobs-to-housing ratio, with only 0.6 jobs for every housing unit in the City, and it identified a goal of improving this ratio to 1.7 jobs for every housing unit. With all the forthcoming housing development in Cadence alone, the City will need to recruit a lot of jobs to the region to meet this goal.

According to the Las Vegas Global Economic Alliance, MGM Resorts is southern Nevada’s largest employer with more than 56,000 employees. The Clark County School District is the area’s second-largest employer with 35,000 employees. Caesars Entertainment is the region’s third-largest employer with about 26,600 employees.

When looking at detailed occupations in Henderson alone, Exhibit 13 below shows some interesting trends. Four of the top five occupational categories in Henderson have median earnings below \$35,000: office and administrative support, sales and related occupations, food preparation and serving occupations, and personal care occupations. These four occupations account for approximately 41 percent of the total labor force in the City, which is likely due to the large presence of the gaming and service industry in the area.

Exhibit 13. Major Occupations and Median Earnings, City of Henderson



Source: ECONorthwest analysis of American Community Survey Data (2012–2016 5-Year Estimates).
 Note: Chart excludes occupations where the margin of error was greater than 15% of the estimate.

With the exception of the Northwest Sunset Corridor’s manufacturing and industrial sector, East Henderson does not have many job centers. Interviewees shed some light on why businesses are not being attracted to Henderson and how the City might be able to bring new business growth. Many of these comments were said in conjunction with those in the Development, Zoning, and Developable Land section above.

- Several interviewees suggested that the City of Henderson would benefit from recruiting new employers to the city—and the East Henderson Study Area in particular—that operated in professional office space.
- Interviewees encouraged development projects that are employment based rather than retail based, while noting the challenges that Henderson currently faces regarding infrastructure and qualified workforce limitations.
- One interviewee noted that Henderson’s current infrastructure does not compete for industries that need to receive manufacturing products, and that without adequate infrastructure, the city most likely would not develop an extensive manufacturing base. Phoenix’s infrastructure was suggested as a comparison.

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- With respect to the Union Village development, interviewees generally expressed positive anticipation but noted the potentially competing interests for allocating uses, ranging from small-home residents to neighboring small businesses.

With regard to workforce development and access to education in the East Henderson Study Area, there are a number of schools (both public and private) in the area with mixed performance. Some interviewees suggested a focus on improving schools, such as fixing broken equipment or renovating cafeterias to accommodate more students. Others suggested that recruiting a diverse mix of businesses and industries to the area would be difficult if there were a mismatch in skills and training in the current workforce.

Other interviewees suggested that access to jobs and workforce development must accompany new home development (like in Cadence). The Cadence Master Plan Community will significantly change the demographic profile of East Henderson Study Area and also increase the demand for office and retail uses. With redevelopment occurring, opportunities exist to increase the quality of jobs and diversity of industries in the area.

Access to Retail and Commercial Services

Downtown Henderson is a focus area for retail and commercial services and is currently the center for government. However, access to downtown can be an issue. New retail and commercial services will be developed with Cadence and Union Village. As Cadence is bringing higher-income households to the area, the City should focus on encouraging downtown amenities that can attract Cadence residents and consumers. Interviewees mentioned that the biggest missing services include affordable day-care options, grocery stores (although one is expected in Cadence), and a central district for retail and dining.

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.

The Chamber has since outgrown that building and is looking for a tenant or buyer for the property.

Exhibit 14 below summarizes the opportunities and barriers that the East Henderson Study Area faces with regard to economic development. Population growth can be a driver for significant redevelopment opportunities if the Redevelopment Agency and the City of Henderson make the necessary preparations to capitalize on the new economic spending generated by a larger population.

Exhibit 14. Summary of East Henderson Study Area Economic Development Opportunities and Barriers

Economic Development Category	Barriers	Opportunities
Population Growth	<ul style="list-style-type: none"> While growth can be good, new residents to the East Henderson Study Area typically have lower incomes than existing residents— this could be a barrier to attracting higher-quality amenities Recruiting higher-income households to the East Henderson Study Area will require adequate social and employment destinations 	<ul style="list-style-type: none"> The East Henderson Study Area is growing at a rapid rate, offering the City opportunities to capture this growth and revitalize the area Vacant land is an opportunity for growth
Development, Zoning, and Vacant Land	<ul style="list-style-type: none"> Mixed-use zoning in some areas could be a barrier to both residential development and employment development Zoning around Boulder Highway could be challenging for new businesses due to setback requirements, lack of foot traffic and easements TOD is not feasible, since steel is required over 55" height 	<ul style="list-style-type: none"> Work with Community Development and Services to evaluate future land use and zoning in the area to identify any changes that are needed **A new employer or City department could be catalytic along Boulder Highway **Create incentives for density to encourage TOD Consider increasing opportunities to encourage adaptive reuse of buildings
Access to Jobs and Workforce Development	<ul style="list-style-type: none"> Inadequate manufacturing infrastructure does not allow for competition with other cities in the SW Lack of office space prevents higher-wage jobs from locating in East Henderson Study Area Mismatch in skills and education may be a barrier 	<ul style="list-style-type: none"> Improve economic development opportunities and access to jobs in the corridor by recruiting a new employer to catalyze development along Boulder Highway Good transit along Boulder Highway is an opportunity for employment growth Consider how Henderson Redevelopment Agency can facilitate building more middle-class jobs through zoning and incentives to attract large-scale businesses Encourage development of projects that are employment based rather than retail based; the intent to create compelling hubs besides retail Consider infrastructure to increase power supply for manufacturing
Access to Retail and Commercial Services	<ul style="list-style-type: none"> The East Henderson Study Area has few retail and commercial destinations There is no major restaurant cluster for residents Businesses on the East Henderson Study Area do not attract higher-income residents Downtown offers some retail and commercial amenities, but access can be limited 	<ul style="list-style-type: none"> Union Village has brought commercial, retail, and employment opportunities Encourage commercial and retail services accessible to Pittman and Valley View as part of the Cadence development Market the Redevelopment Agency Commercial and Façade Improvement Program available to East Henderson Study Area businesses **Improve access to downtown Henderson via transit and intermodal connections ** Recruit destination retail and daily service amenities to downtown

Source: Past Henderson planning efforts and stakeholder and community interviews.

**Indicates suggestion from stakeholder interviews.

Mature Neighborhoods

East Henderson is the oldest part of the City. Much of the housing was built for workers on the Boulder Dam. This area has seen a fluctuation in population over the years. Currently, approximately 31,682 people live in East Henderson in approximately 12,880 housing units. Residential neighborhoods include Pittman, Valley View, and parts of the Northwest Sunset Corridor.

Exhibit 15 lists additional statistics on the housing markets in the East Henderson Study Area. Due to the new development occurring in the different subareas, housing values and homeownership rates vary substantially. Because Census data are not available for these specific neighborhoods, we estimate using data from the surrounding areas, and as a result, these estimates do not sum to the total. Comparisons across each subarea will be explored in each subarea's section of this memorandum (Pittman on page 26, Valley View on page 32, and Northwest Sunset Corridor on page 38).

Exhibit 15. Housing Statistics, East Henderson Study Area and Subareas, 2016

Area	East Henderson Study Area	Pittman	Valley View	NW Sunset Corridor	Boulder Highway South
Housing Units	12,880	1,960	4,280	680	4,320
Housing Density (Units per Res. Acre)	7.1	6.9	5.8	5.1	6.7
Avg. Homeownership Rate	50%	50%	44%	51%	55%
Average Home Value	\$130,900	\$94,700	\$109,900	\$168,300	\$146,000

Source: US Census Bureau, 2012–16 American Community Survey.

Note: East Henderson Study Area statistics were derived using a population-weighted reaggregation of median values. Because Cadence and Union Village are new and have substantial vacant land, statistics were not calculated for these areas. See Footnote 1 for details on this methodology.

Housing Stock and Neighborhood Aesthetic

Aside from the new development that has occurred at Cadence, the residential housing stock in the East Henderson Study Area is some of the oldest housing in Henderson. It is home to lower-income residents, fewer of whom are homeowners. The East Henderson Study Area has a number of mobile home parks and rent-restricted affordable housing developments, as well as a mix of single-family homes and medium-density apartment buildings.

A major concern in the East Henderson Study Area is physical blight, including weeds, trash, disabled vehicles (the three most common code violations), broken sidewalks or retaining walls, vacant properties, homeless encampments, and other signs of disinvestment. Stakeholders suggest that improving the housing stock can go far in revitalizing these neighborhoods and instilling pride and a sense of community in the area.

Exhibit 16 below describes the median home value for East Henderson, Henderson, and surrounding jurisdictions. As the table demonstrates, East Henderson has the lowest median

home values. Interviewees noted that affordable housing is one of the drivers of East Henderson’s higher population growth rates, and as Exhibit 8 shows on page 13, East Henderson has had the highest average annual growth rate of 3.9 percent, likely driven by its relatively lower cost of housing.

Exhibit 16. Median Home Value, Areas of Comparison, 2012–16

\$130,900	\$237,800	\$184,900	\$186,700	\$191,600
East Henderson	Henderson	Las Vegas	Clark County	Nevada

Source: US Census Bureau, 2012–16 ACS Table B25077.

Note: East Henderson was derived using a population-weighted reaggregation of median incomes. See Footnote 1 for details on this methodology.

To help address the physical blight in the East Henderson Study Area, the City has several programs intended to assist homeowners and multifamily property owners with light renovations. The programs will fully refund eligible property owners for the costs of landscaping, painting, or fixing cracked or damaged and visibly blighting aspects of their properties. Properties must be located in one of the redevelopment areas (Eastside or Downtown), and renovations must be done by a licensed contractor. According to the Redevelopment Agency, the Eastside Residential Improvement Program had a budget of \$95,000 and funded \$56,300 across a total of 28 participants in FY2017.⁴

Regarding the multifamily rental housing stock, several interviewees noted that it is not well maintained and is in need of investment to improve building aesthetic, such as landscaping and painting. The Redevelopment Agency amended the Residential Improvement Program to allow multifamily apartment housing projects to qualify for funding assistance.

Interviewees suggested that the City further invest in tenant improvement programs and potentially consider purchasing mobile home parks with the intended goal of improving overall housing quality and neighborhood aesthetic. One interviewee suggested that a registry of vacant rental properties could be used to speed up the process of finding new tenants, reducing the time that properties are vacant.

⁴ Does not include projects in progress at fiscal year-end and/or carry forward to FY18.

Public Safety and Community

During stakeholder interviews, public safety and the sense of community in the East Henderson Study Area were discussed several times. Code enforcement and police frequently visit well-known hot spots, and comments were made that the physical blight in some neighborhoods contributed to crime. Absentee landlords were also an issue in some neighborhoods that have contributed to urban decline. While improvements have been made with the recent adoption of a Crime Free Multi-Housing Program and increases to community policing efforts, some suggestions for further improvement included stronger penalties for code violations and a registry of rental properties. These methods could be combined in conjunction with Redevelopment Agency incentive programs.

Regarding the sense of community in East Henderson, several interviewees suggested that while the Cadence development could be catalytic for the East Henderson Study Area, there were concerns that the residents of these master-planned communities will be self-contained and will not integrate with the surrounding older and lower-income communities. Already some Cadence residents have expressed the desire to keep Valley View residents from using the new parks and facilities being developed. The City may need a coordinated messaging strategy and perhaps some community events to encourage cross-neighborhood cohesion.

Some cities have **rental housing license and inspection programs** requiring all landlords to secure a business license and register their properties with the City.

Inspections increase public health and safety, improve living conditions, and reduce blight.

With a small staff, Henderson's code enforcement primarily responds to complaints. However, complaint-driven policies can result in tenant-landlord retaliations.

Moving from complaint-based to random or required inspections could prevent retaliation and enable the City to inspect problem properties for code violations.

A registry of all rental properties could help with absentee landlord issues.

Exhibit 17. East Henderson Study Area Mature Neighborhood Opportunities and Barriers

Economic Development Category	Barriers	Opportunities
Housing Stock and Neighborhood Aesthetic	<ul style="list-style-type: none">• Vacant land can attract trash and abandoned items (vehicles, mattresses, furniture, etc.) causing blight• Vacant land and abandoned housing may attract homeless encampments• Older housing stock needs more upkeep• Lower-income tenants may not be able to afford home improvements• Absentee landlords can be difficult to contact, making it difficult to enforce property upkeep	<ul style="list-style-type: none">• Encourage residential infill on vacant or blighted properties with development incentives and strong partnerships• Increase marketing of the Redevelopment Agency's Residential Improvement Program• Host neighborhood beautification days• Consider a registry/licensing program for multifamily rental housing
Public Safety and Community	<ul style="list-style-type: none">• Vacant land and abandoned buildings can attract crime• Code enforcement may not have strong enough penalties for violations• Areas with a higher share of renters tend to be more transient with less social connectivity• The master-planned communities may be self-contained and want to keep other residents out	<ul style="list-style-type: none">• Consider increasing staff and changing from complaint-based code enforcement inspections to random inspections• Continue hosting regular events with the police department to encourage safety and community connections• Continue infrastructure improvements that connect neighborhoods and encourage community• Consider hosting citywide events within Cadence to encourage cross-neighborhood community

Source: Past Henderson planning efforts and stakeholder and community interviews.

**Indicates suggestion from stakeholder interviews.

Redevelopment Agency and Programs

A major theme heard throughout interviews was that Redevelopment Agency funding could be very valuable in filling development gaps, or as leverage when other program funding falls short of completing a project. Because Redevelopment Agency funds can be used flexibly, it has the potential to leverage scarce public resources. An example of this would be the Pabco trail along Pabco Road. Funds from the Public Works and Parks and Recreation Departments only paid for the physical paved trail, and as a result, signage, landscaping, and other amenities were not installed. This is an example of where the Redevelopment Agency could partner with other City agencies, find out where their funding falls short, and step in and complete the project. A number of projects are funded in Henderson's Capital Improvement Plan in the East Henderson Study Area, so the Redevelopment Agency can look to partner with each agency as they plan and implement these projects to see where gap funding might be necessary.

Suggestions for the Redevelopment Agency include:

- A clearer understanding of the Advisory Committee's role and the community's vision for the Redevelopment Agency.
- Survey past Redevelopment Agency fund recipients to better understand how effective investments were in achieving the desired goal and to clarify what future initiatives might look like.

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.⁵

Summary of Opportunities and Barriers

Exhibit 18. Summary of Investment Opportunities and Barriers in East Henderson

Category	Opportunities	Barriers
Infrastructure	<ul style="list-style-type: none"> • East Henderson has good regional connectivity to highways and interstates • Not much traffic congestion • Water and sewer infrastructure are adequate • Transit plans exist but need to be implemented • The Redevelopment Agency has the opportunity to be a gap filler where other funding falls short • Consider incorporating additional linear parks on the underutilized capacity and excessive right-of-way on Boulder Highway • Increase safe crossings and/or relocate transit stations on Boulder Highway to better serve redevelopment areas 	<ul style="list-style-type: none"> • Boulder Highway and Lake Mead Parkway are barriers to neighborhood cohesion and connectivity • Sidewalks and pedestrian/bike connectivity are barriers to connectivity and walkability • Stormwater needs exist, but currently no plan exists to address them • Transit does not reach into the residential neighborhoods • Insufficient infrastructure in some of the manufacturing areas • Current built form is not inviting to pedestrian and bicycle activity
Demographics and Economic Development	<ul style="list-style-type: none"> • Infill is an opportunity • Opportunity Sites, including the Drake Street property, Bruce & Randy cul-de-sac, Four Corners at Gibson & Boulder, a food facility or grocery store in Pittman, and the parcel at Mosier & Sunset (near the Police Substation) • Lower-cost housing attracts population growth but may attract lower-income households • Bird Viewing Preserve has the potential to attract additional tourists to the area 	<ul style="list-style-type: none"> • Land values and construction prices are going up • Not many retail amenities • East Henderson Study Area lacks services (i.e., day care) • Lack of private investment • Development code can cause issues with nonconforming use and disincentivizes rehabilitation or adaptive reuse • Limited access to fresh food
Mature Neighborhoods	<ul style="list-style-type: none"> • Infill is an opportunity for the East Henderson Study Area • Partnerships with developers and Habitat for Humanity for infill • The Residential Improvement Program provides funding to address blight for single and multifamily housing • Increase owner occupancy opportunities to provide neighborhood stability and pride • Increase neighborhood cleanup programs and promote neighborhood beautification 	<ul style="list-style-type: none"> • Code enforcement penalties are not significant enough to discourage violation • Blight caused by aging housing stock and absentee property owners • East Henderson Study Area lacks HOAs or community groups • Public safety can be a barrier to redevelopment • Homelessness can be a barrier to redevelopment

Source: Interviews with City Staff and Henderson residents.

⁵ Estimate is based on current assessed values, tax caps, priority projects, estimated costs, macroeconomics, the build-out values of Cadence, Union Village and VHS, administrative expenses, and other factors.

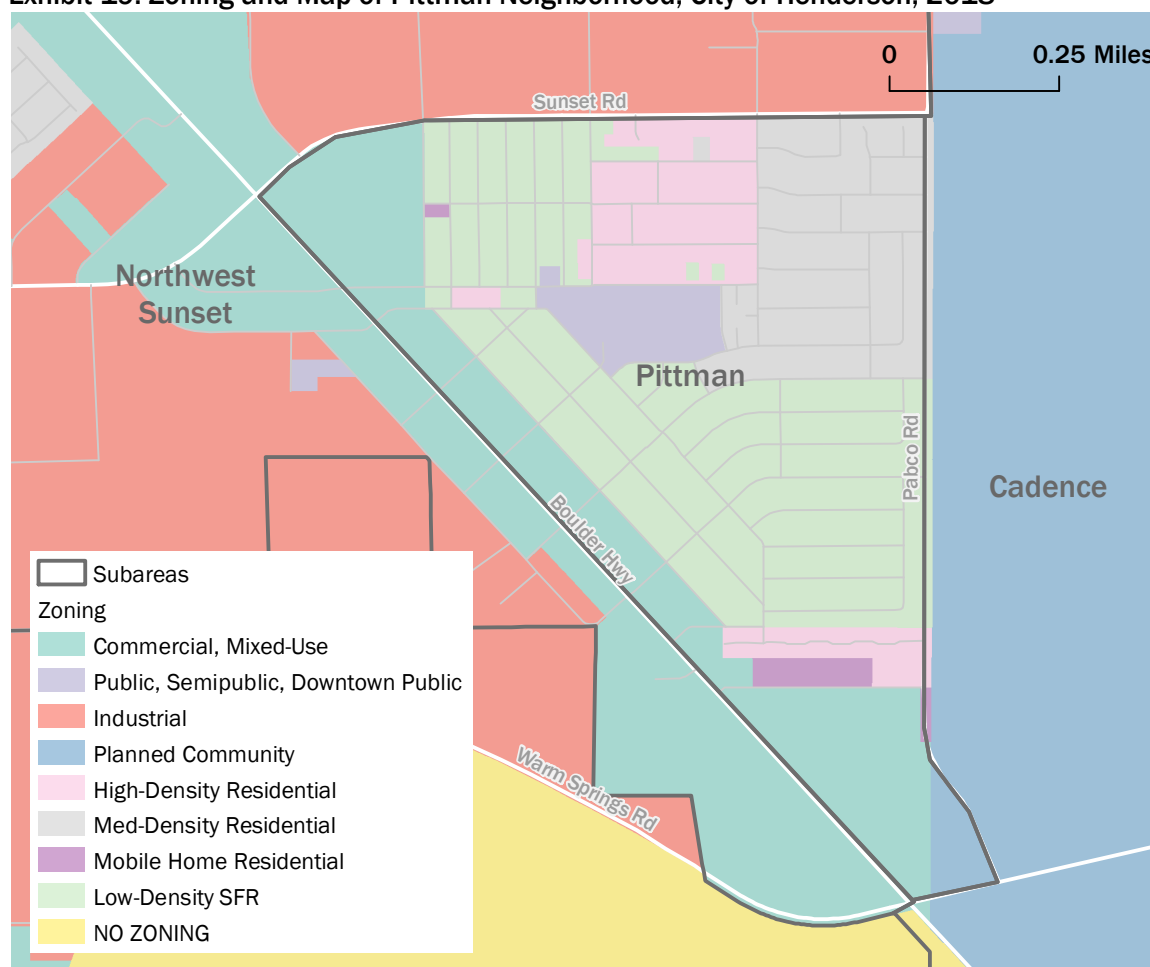
III. Subarea Existing Conditions

Pittman Neighborhood

The Pittman neighborhood is a triangular-shaped area located to the east of Boulder Highway, bordered by Sunset Road to the north and Pabco Road on the east. The neighborhood is largely residential, with a variety of single-family homes, a few duplex/triplex homes, and a mobile home park. It has a few commercial and retail developments along Boulder Highway. In total, the neighborhood is approximately 1,010 acres. The neighborhood was settled in 1929 as housing for construction workers building the Boulder Dam. Many residents left after the dam was completed in 1935, but as the City continued to develop, Pittman saw housing developed through the 1980s. More recently, the Pittman neighborhood has seen disinvestment, particularly as owner-occupancy levels have decreased.

According to the American Community Survey's 2012–2016 estimates, the neighborhood is quite dense, with approximately 4,500 people, or about seven housing units and 18 people per residentially zoned acre.

Exhibit 19. Zoning and Map of Pittman Neighborhood, City of Henderson, 2018



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Infrastructure

The Pittman neighborhood's infrastructure is aging. Increased maintenance and upgrades would go far to increase quality of life in the neighborhood. Roadways and transit access are adequate, and the City recently rehabilitated Wells Park and the community pool. However, the neighborhood is older, is missing numerous sidewalks, and has general infrastructure maintenance and upkeep needs. RTC transit runs down Boulder Highway along the west side of Pittman. RTC estimates as many as 3,500 riders board transit each month at the corner of Sunset Road and Boulder Highway.

Interviewees mentioned that numerous opportunities exist for the City to widen sidewalks, improve connectivity to Boulder Highway, and upgrade streets to meet the Complete Streets requirements of providing safe roadway usage for all types and abilities of people. Exhibit 20 summarizes the status and opportunities for infrastructure improvements in Pittman.

Exhibit 20. Summary of Infrastructure in Pittman Neighborhood

Infrastructure Category	Status in Pittman	Opportunities for Strategic Actions
Roadways and Access	<p>Roadways in Pittman are generally in good shape.</p> <p>The neighborhood has good access to highways and interstates.</p>	<p>**Merlayne Drive needs a Complete Streets treatment.</p> <p>**Complete Streets and sidewalk improvements along Foster/Price Streets are underway.</p> <p>Improved traffic signals at Sunset & Pabco Roads and at Warm Springs & Pabco Roads, are funded in the FY18–2023 CIP.</p>
Transit	Transit access is a challenge—no buses run through the neighborhood, but high-frequency buses run on Boulder Highway.	<p>**Evaluate the potential for light rail or BRT on Boulder Highway.</p> <p>Evaluate the potential to run a transit line through the community (potentially connecting to Cadence).</p>
Trails and Open Spaces	<p>Although the Bird Viewing Preserve is close, there are no bike trails or nature paths to get there.</p> <p>Wells Park is a strong asset for the community.</p>	<p>Improvements to the baseball fields at Wells Park are a funded project in the FY18–23 CIP.</p> <p>Consider an easement on public land surrounding the Bird Viewing Preserve to install a trail to the Pittman neighborhood.</p> <p>Ensure that the parks constructed in the Cadence development are accessible to all.</p>
Sidewalks and Connectivity	Pittman has numerous incomplete sidewalks.	Collect better data on the condition of sidewalks and fund improvements in the CIP.
Water and Sewer	Water and sewer lines are aging in Pittman, but some improvements are funded in the latest CIP.	<p>An outfall channel for the Pittman North Detention Basin is funded in the FY18–23 CIP.</p> <p>Replacement of the Pittman/Boulder Highway water lines in North Pittman is funded the FY18–23 CIP.</p>

Source: Discussions with Henderson City staff and key stakeholders, the 217 Pittman Neighborhood Revitalization Plan.

**Indicates suggestion from stakeholder interviews.

Demographics and Economic Development

As Exhibit 21 demonstrates, the Pittman neighborhood has about 4,480 residents with somewhat lower incomes compared to the rest of the East Henderson Study Area (\$45,400) and significantly lower incomes compared to Henderson as a whole (\$64,300). Recalling Exhibit 6 (on page 12) and Exhibit 7 (on page 13), Pittman has the highest average age, as well as an average income in line with the rest of the East Henderson Study Area. Of the neighborhoods within the East Henderson Study Area, Pittman has the second-lowest share of nonwhite residents at 38 percent. With its central location, residents in Pittman have good access to Boulder Highway and the interstates, leading to economic and job opportunities across the region.

Exhibit 21. Demographic Statistics, Pittman Neighborhood, 2016

4,480	41.2	2.8	\$40,800	38%
Total Population	Average Age	Average Household Size	Average Income	Nonwhite Population

Source: US Census Bureau, 2012–16 American Community Survey.

Note: Pittman statistics were derived using a population-weighted reaggregation of median values.

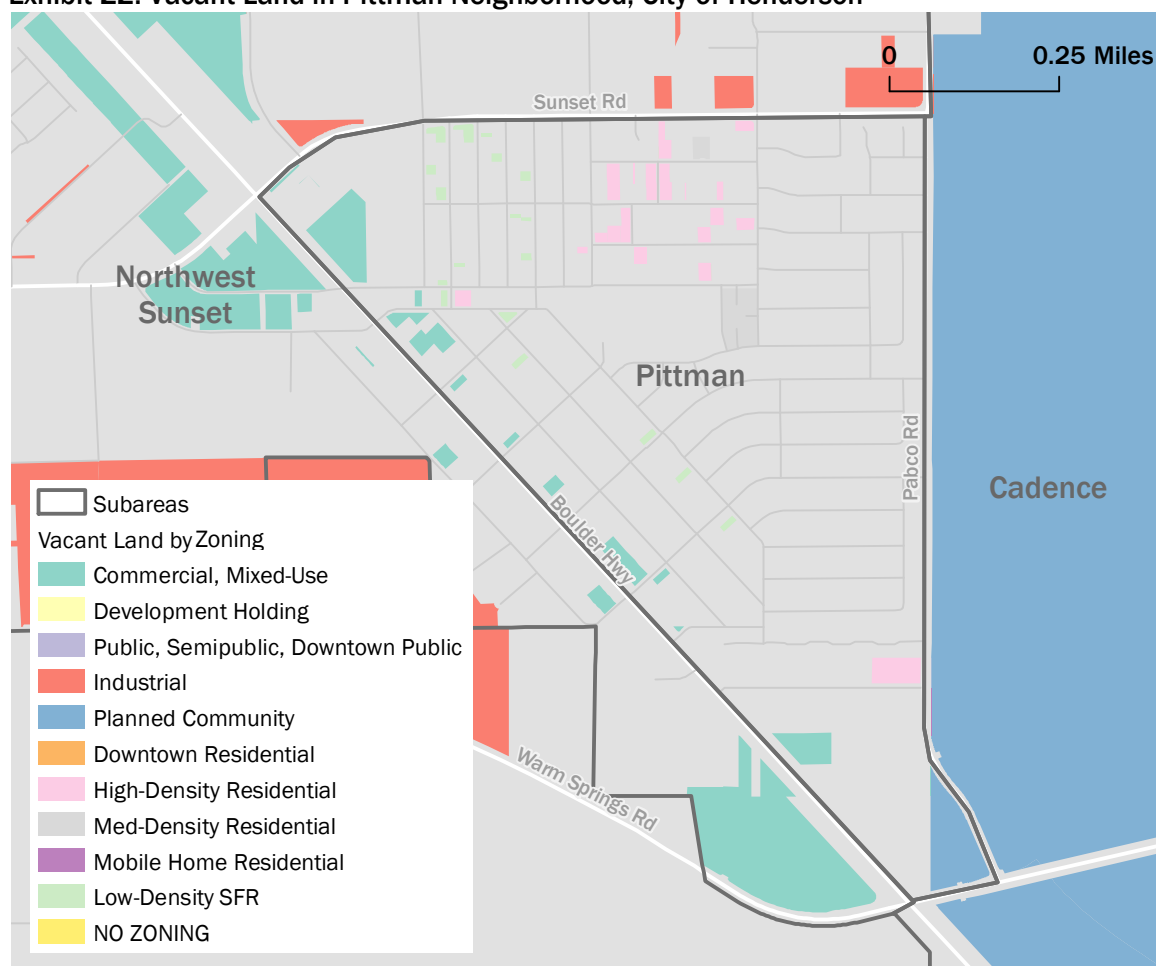
See Footnote 1 for details on this methodology.

Primarily a residential neighborhood, Pittman is not a job center. According to the City’s business license registry, Pittman has forty businesses: ten are automotive businesses, three are mobile home parks, three are contractors, two are hotels/motels, two are liquor stores, two are check cashing businesses or banks, and two are secondhand dealers.

The neighborhood lacks many commercial and retail services, notably a grocery store. The closest grocery stores are a Walmart (2.3 miles from Wells Park, across both Boulder Highway and I-515) and an Albertsons (2.3 miles from Wells Park, along Boulder Highway near East Lake Mead Parkway).

Vacant land is visible when driving through the Pittman neighborhood, presenting opportunities for redevelopment and the accommodation of new residents. Exhibit 22 below shows a map of vacant land and zoning. The residential portion of the neighborhood has significant vacant single-family plots, and a number of medium and high-density plots. As vacant or dilapidated areas inside an otherwise active and vibrant neighborhood, these areas contribute to blight. The vacant land on Boulder Highway, zoned for commercial mixed-use development, presents opportunities to revitalize the corridor and provide amenities and services for residents.

Exhibit 22. Vacant Land in Pittman Neighborhood, City of Henderson



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Additionally, the Pittman neighborhood stands to benefit significantly from the build-out of Cadence and Union Village. As it is centrally located between these two planned communities, Pittman will be adjacent to land in Cadence along Pabco Road dedicated to employment-sector development and across from I-515, where future medical and retail developments are slated in Union Village (see page 44 for descriptions of these developments).

Exhibit 23 below summarizes the economic development opportunities in Pittman. Because Pittman is a centrally located neighborhood with good transit and infrastructure, the Redevelopment Agency can leverage its funds and partnerships in this neighborhood to make positive changes in the quality of life for residents.

Exhibit 23. Summary of Economic Development in Pittman Neighborhood

Economic Development Category	Status in Pittman	Opportunities for Strategic Actions
Population Growth	Pittman is not likely a destination neighborhood for new residents.	Residential infill is an opportunity to house new residents in highly accessible neighborhoods.
Development, Zoning, and Developable Land	Housing development is happening, but quite slowly. Commercial development is happening along Boulder Highway but not elsewhere.	Lots of potential for infill in Pittman neighborhood. Support partnerships with Habitat for Humanity on specific sites.
	Zoning is appropriate. The Pittman neighborhood is mostly residential with a section of land zoned for commercial and retail along Boulder Highway.	
	Numerous vacant lots become blighted and attract trash; affect home property values.	Recalibrate incentives for infill sites (reduce system development charges, or other permitting/design fees charged by the City, etc.).
Access to Jobs and Workforce Development	This residential area is not a job center; however, the area has transit access on Boulder Highway, leading to job centers in Las Vegas and education opportunities in the region.	The new retail and commercial sites coming with the Cadence development present opportunities for service sector jobs.
	Pittman does not have a library branch.	Gibson Library at Lake Mead and Water Street is about two miles away.
Access to Retail and Commercial Services	There are very few retail or commercial opportunities surrounding Pittman.	The new retail and commercial sites coming with the Cadence development present opportunities for retail and commercial services.
	Access to food and groceries was identified as a challenge.	A new grocery store is slated for Boulder Highway, adjacent to the Pittman neighborhood
	Access to health care was identified as a challenge.	Residents suggested a small neighborhood store and/or a marketplace at the park to purchase food at affordable prices

Source: Discussions with Henderson City staff and key stakeholders, the 217 Pittman Neighborhood Revitalization Plan.

**Indicates suggestion from stakeholder interviews.

Mature Neighborhoods

Pittman is one of the oldest residential neighborhoods in the East Henderson Study Area and the City of Henderson. It is a relatively dense mix of single-family homes, duplexes, and small multifamily properties, but it has many vacant parcels. The City has struggled with combatting blight in Pittman, although it has had some success with its Residential Improvement Program to pay for painting, landscaping, and minor home repairs to improve the neighborhood aesthetic. Contributing to the blight are absentee landlords, three mobile home parks, incomplete sidewalks, and trash.

Exhibit 24 lists key housing statistics for the Pittman neighborhood. Recalling Exhibit 15 on page 21, Pittman has a slightly higher average homeownership rate than the rest of the East

Henderson Study Area, and it has one of the lowest average home values of any of the five subareas.

Exhibit 24. Housing Statistics, Pittman Neighborhood, 2016

1,960	50%	\$94,700
Housing Units	Homeownership Rate	Median Home Value

Source: US Census Bureau, 2012–16 American Community Survey.

Note: Pittman statistics were derived using a population-weighted reaggregation of median values.

See Footnote 1 for details on this methodology.

Located along Boulder Highway, the Pittman neighborhood is well connected to educational opportunities at all levels throughout the City. Adjacent to the elementary school is a robust Boys and Girls Club and community pool at Wells Park. This area serves as an anchor to the Pittman neighborhood. There are also two religious institutions in the neighborhood but no known homeowners or business associations. Habitat for Humanity is a strong community partner, having developed numerous affordable homes on vacant lots in the Pittman neighborhood.

Exhibit 25. Summary of Mature Neighborhoods Characteristics in Pittman

Mature Neighborhood Category	Status in Pittman	Opportunities for Strategic Actions
Housing Stock and Neighborhood Aesthetic	Lower value and older homes, large share of rental homes, several mobile home parks, absentee landlords Blight, mobile home parks, etc.	Increase Redevelopment Agency program dollars Increase patrolling of absentee landlords – code enforcement
	Some uptake in home improvement programs from Redevelopment Agency	Increase marketing of Redevelopment Agency home improvement programs
Public Safety	Not many code enforcement calls, but issues with homelessness	11 municipal facilities are identified in the FY18–23 Capital Improvement Plan in Pittman, and all are funded Rehabilitation and expansion of the North Police Precinct office is an opportunity for improved neighborhood safety and community engagement

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Public outreach in phase two of this Strategy will solicit more recommendations for quality of life improvement in the neighborhood directly from residents.

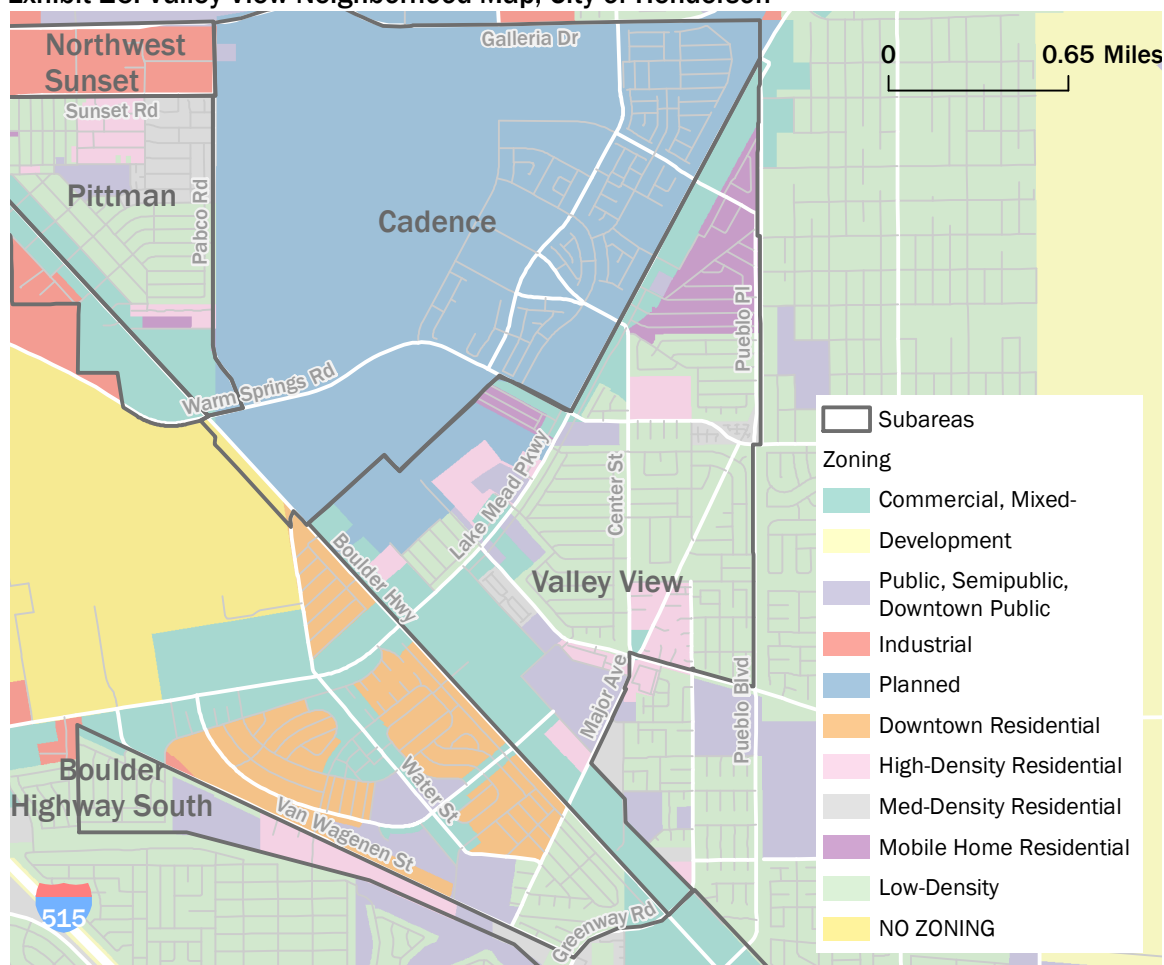
Valley View

Valley View is a residential neighborhood in East Henderson. It is approximately 1,260 acres, bordered by Lake Mead Parkway on the northwest, Pueblo Road on the east, and Boulder Highway on the south. This area includes part of the Downtown Henderson Redevelopment Area.

The neighborhood is in a dense residential region with larger apartment buildings, rent-regulated affordable housing complexes, a mobile home park, and single-family homes. Based on 2012–2016 American Community Survey data, Valley View is home to about 11,700 residents, with a density of 5.8 housing units and 16 people per residentially zoned acre. The neighborhood is larger but slightly less dense than Pittman.

Valley View has commercial and retail development running along Boulder Highway and Lake Mead Parkway, including a larger diversity of services and amenities. Housing was built in the postwar period, and the neighborhood still retains its 1950s character.

Exhibit 26. Valley View Neighborhood Map, City of Henderson



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Infrastructure

Infrastructure in the Valley View neighborhood is mixed. The area has good roadways, with access to Boulder Highway and Lake Mead Parkway, and has recently had sidewalk improvements put in along Center Street. A bike path also runs along Pueblo Boulevard.

Pueblo Boulevard borders Valley View on the east and runs along a stormwater drainage ditch. There are only two access points to cross the channel to the east—at Warm Springs Road and Burkholder Boulevard—a mile apart. This limits connectivity across the neighborhoods.

The area lacks great outdoor spaces with facilities and equipment suitable for several ages. Morell Park is the only park in Valley View. The City is considering purchasing a property on Drake Street to create a park.

The Cadence development master plans include more than 260 gross acres of parks, open spaces, and trails, including nine turnkey parks and a destination sports complex. When these are complete, several will be located near enough for Valley View residents to use. Interviewees noted that it will be important that Cadence parks remain open for all residents to use, including those in Valley View.

The Henderson Strong Comprehensive Plan identified poor connectivity as a challenge to overcome.

“Traditional development patterns have typically seen new growth expanding the edge of the community, with land uses often separated by block walls. This has made it difficult for people to walk or bike to jobs and services, which doesn’t allow people to incorporate physical activity into their day.”

Exhibit 27. Summary of Infrastructure in Valley View Neighborhood

Infrastructure Category	Status in Valley View	Opportunities for Strategic Actions
Roadways and Access	Interviewees noted that roadways are mixed. Most are in adequate condition, but some are in disrepair.	Pueblo Boulevard street improvements are funded in the FY18–23 CIP (from Newport Drive to Warm Springs Road). Improved traffic signals at Center Street and Warm Springs Road are a funded project in the FY18–23 CIP.
Transit	Transit is pretty good. RTC runs transit along Lake Mead Parkway, Boulder Highway, Center Street, and Pueblo Road.	Consider RTC routes that traverse the interior of the neighborhoods.
Trails and Open Spaces	Valley View has one park (Morell Park) within the neighborhood boundary, but several parks are located nearby.	**The City is interested in purchasing land on Drake Street to create a park. Improvements to the Pueblo Trail are a funded project in the FY18–23 CIP.
Sidewalks and Connectivity	Boulder Highway, Lake Mead Parkway, and the floodwater canals along Pueblo Boulevard cut residents of Valley View off from surrounding neighborhoods. A full mile of Pueblo Boulevard cannot be crossed between Warm Springs and Burkholder Boulevards due to the canals.	Consider a pedestrian crossing bridge over Pueblo Boulevard at Drake Street.
Water and Sewer	Water and sewer infrastructure in this dense residential neighborhood are in adequate condition with some improvements funded in the CIP. However, one major developer mentioned challenges with tying into utilities in this neighborhood.	Two floodwater projects are identified in the FY18–23 CIP but are not funded (on Cholla Street from Dondero to Covina Crossing Storm Drain, and on Boulder Highway from Major to Dondero). Center Street water lines are funded for improvements in the FY18–23 CIP. The main water and sewer lines are funded for replacement in the Sunrise Trailer Estates in the FY18–23 CIP.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Demographics and Economic Development

Valley View has the lowest average income of all the residential neighborhoods evaluated in the East Henderson Study Area. Recalling Exhibit 6 (on page 12) and Exhibit 7 (on page 13), Valley View has the highest average household size but is slightly less dense than Pittman in terms of housing units and population per residentially zoned acre. An estimated 22% of Valley View residents identify as Hispanic while 21% identify as non-Hispanic African American, Asian, or as two or more races. Sixteen percent of Henderson’s total population, in comparison, identifies as Hispanic while another 16% identifies as non-Hispanic African American, Asian, or as two or more races.

Exhibit 28. Demographic Statistics, Valley View Neighborhood, 2016

11,700	36.1	3.1	\$35,500	43%
Total Population	Average Age	Average Household Size	Average Income	Nonwhite Population

Source: US Census Bureau, 2012-16 American Community Survey.

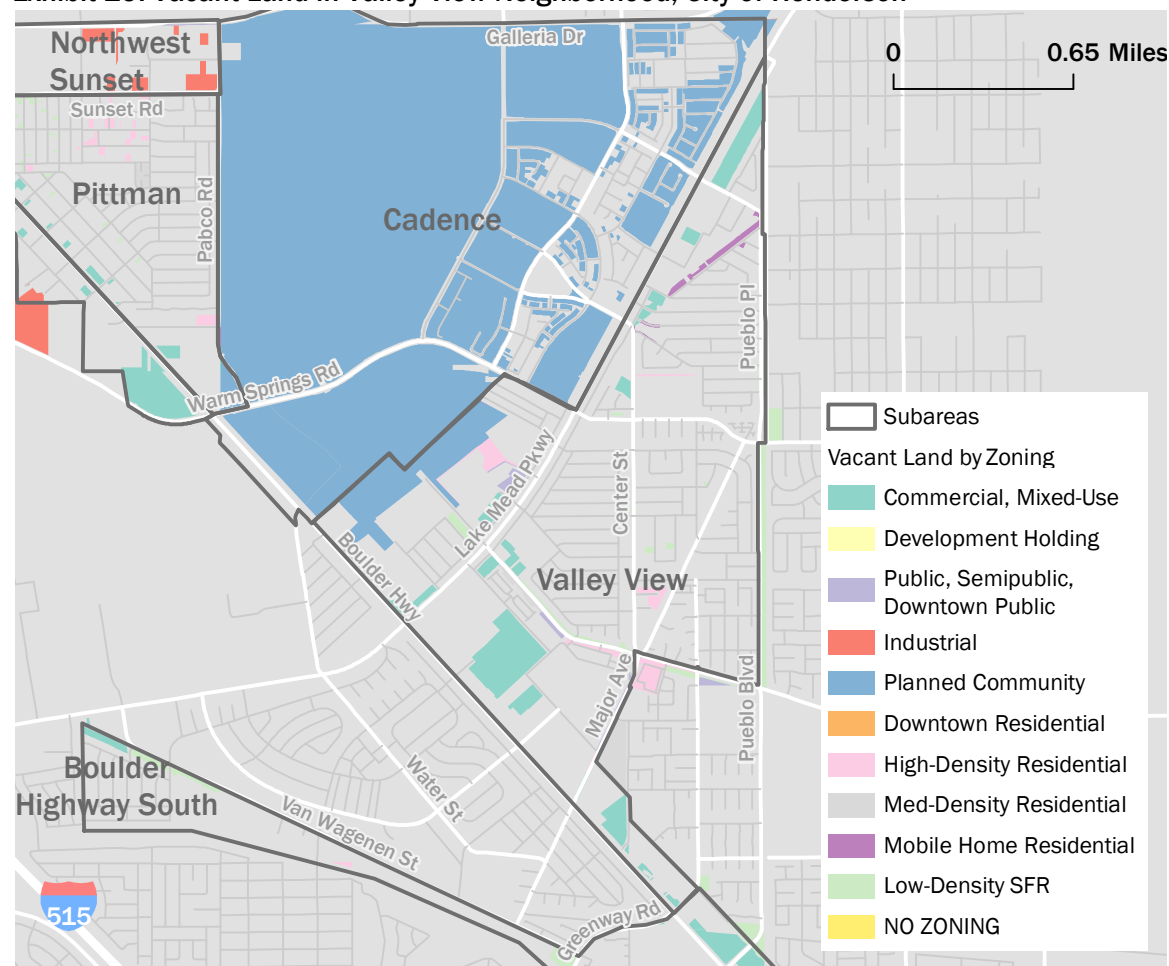
Note: Valley View statistics were derived using a population-weighted reaggregation of median incomes.

See Footnote 1 for details on this methodology.

As a dense residential neighborhood, Valley View is not a major job center. According to the City's business licensing database, there are 12 businesses in Valley View: two group care businesses, two gaming businesses, a convenience store, a gas station, and a restaurant.

The neighborhood has access to commercial and retail services along Lake Mead Highway and Boulder Highway, but it does not have many retail or commercial amenities in the interior of the neighborhood. Available services include several shopping centers and a grocery store at the intersection of Lake Mead Parkway and Boulder Highway, a hospital, a post office, and social service offices. In addition, the neighborhood has close access (by car) to the retail and social destinations in downtown Henderson.

Exhibit 29. Vacant Land in Valley View Neighborhood, City of Henderson



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

As Exhibit 29 demonstrates, several large parcels of land zoned for commercial mixed-use development are available in highly trafficked, highly visible areas of the neighborhood. Located along Lake Mead Parkway and near the shopping center at Lake Mead Parkway and Boulder Highway, these areas may be opportunity sites for attracting restaurants or employment offices.

Interviewees noted that while the Cadence development will bring much needed amenities and retail to the East Henderson Study Area, the City may want to incentivize development between the frontage roads and Lake Mead Parkway to spur activity. One interviewee suggested that the City move one of its heavily visited departments—such as the planning or parks department—to spark development and foot traffic.

Exhibit 30. Summary of Economic Development in Valley View Neighborhood

Economic Development Category	Status in Valley View	Opportunities for Strategic Actions
Population Growth	Valley View has a number of affordable housing developments. Census data demonstrates that newcomers to Henderson have lower incomes than existing residents (see Exhibit 10).	Residential infill in the vacant properties in Valley View is an opportunity to capture population growth.
Development, Zoning, and Developable Land	<p>Zoning is appropriate in the neighborhood, with commercial zones along the major routes.</p> <p>Large parcels of land are available for development, zoned commercial mixed-use.</p>	<p>**The Bruce and Randy Way culs-de-sac, already owned by the Redevelopment Agency, are opportunity sites for redevelopment.</p> <p>The commercial mixed-use parcels near the intersection of Lake Mead Parkway and Boulder Highway should be prioritized for redevelopment as employment or retail.</p>
Access to Jobs and Workforce Development	<p>Valley View is not a job center. However, with good connection along Lake Mead Parkway and Boulder Highway, there is access to jobs outside the neighborhood.</p> <p>The area is home to several public and private schools of all ages, with good performance.</p>	<p>Consider incentivizing or subsidizing development at opportunity sites to attract employment to the area.</p> <p>Consider strengthening partnerships with local businesses for on-the-job training or apprenticeship programs.</p>
Access to Retail and Commercial Services	<p>Some retail and commercial services are located at the corner of Boulder and Lake Mead Parkway, including a hospital, a Walmart, shopping centers, and a post office. Some additional services are located along Lake Mead Parkway.</p> <p>With good connection along Lake Mead Parkway and Boulder Highway, there is access to commercial and retail services outside the neighborhood.</p>	Developable land between the frontage road and Lake Mead Parkway could provide increased access to services for the community.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Mature Neighborhoods

As one of the older, denser, and lower-income residential communities, Valley View has mixed housing stock and suffers from some blight. The area does not have as many vacant housing parcels as Pittman—which attract trash, abandoned properties, and squatting—but it does have several large low-income housing communities that are the subject of numerous calls and complaints to the police department. One area located around Major and Burkholder was referenced specifically. An affordable housing complex in the area is currently undergoing renovations and upgrades to the property. Recalling Exhibit 15 on page 21, Valley View also has a lower homeownership rate than the other residential areas in the East Henderson Study Area. Exhibit 31 below lists housing statistics for Valley View.

Exhibit 31. Housing Statistics, Valley View Neighborhood, 2016

4,280	44.0%	\$109,900
Housing Units	Homeownership Rate	Average Home Value

Source: US Census Bureau, 2012–16 American Community Survey.

Note: Valley View statistics were derived using a population-weighted reaggregation of median values.

See Footnote 1 for details on this methodology.

Exhibit 32 below provides a summary of the opportunities and challenges Valley View faces as a maturing neighborhood. The area is home to five schools and eight religious institutions, as well as the Valley View Recreation Center—all of which act as anchors to the community. There is a large Church of Jesus Christ of Latter-Day Saints building near Valley View, on Racetrack Road and Burkholder Boulevard.

Exhibit 32. Summary of Mature Neighborhoods in Valley View

Mature Neighborhood Category	Status in Valley View	Opportunities for Strategic Actions
Housing Stock and Neighborhood Aesthetic	The Redevelopment Agency has seen some uptake in the residential improvement programs in Valley View, but the area has an older housing stock.	<p>The new development in neighboring Cadence may influence Valley View residents to improve their properties.</p> <p>The Redevelopment Agency can increase funding and market of the residential improvement programs.</p> <p>Consider partnering with Habitat for Humanity and other developers for residential infill on vacant lots.</p>
Public Safety	The police frequent several locations near low-income housing communities and major traffic intersections. The area is known for being unsafe and for getting disturbance calls.	<p>**Increase police presence with a series of “talk shop with cops” events at the Valley View Recreation Center.</p> <p>Two municipal facilities are funded in the FY18–23 CIP in Valley View. Expansion of the fire station is an opportunity for improved community engagement.</p>

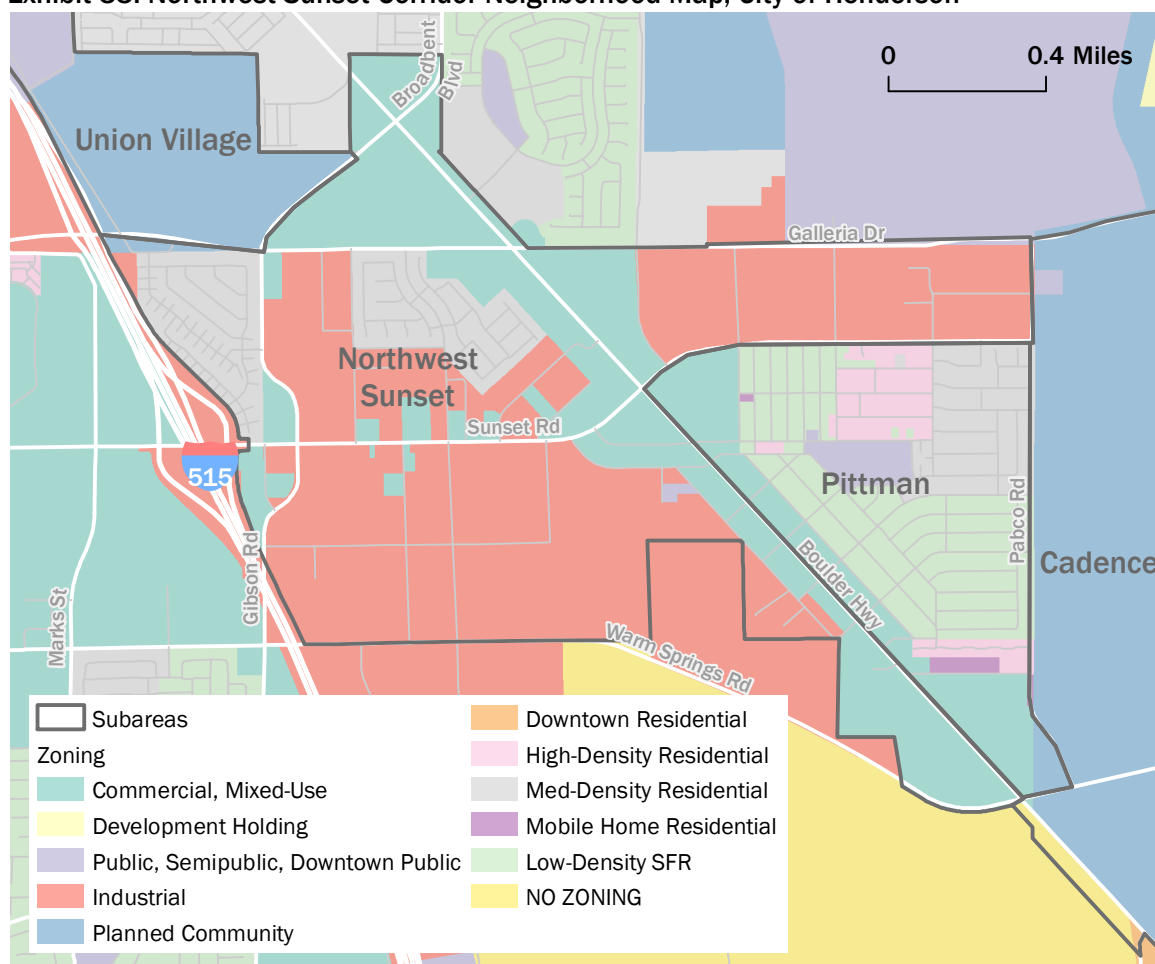
Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Northwest Sunset Corridor

The Northwest Sunset subarea is a mix of residential and industrial land encompassing 1,118 acres. It is bordered by Pittman to the east along Boulder Highway and to the north by Union Village and the Henderson City limits. Just south of the Northwest Sunset area is an unincorporated Clark County manufacturing area where a heavy metals extraction and mining facility is located. This area became its current mix of residential, commercial, and manufacturing land over time as developers looking to build housing requested zoning changes to accommodate the sites. Exhibit 33 below demonstrates the zoning and boundaries of the Northwest Sunset Corridor neighborhood.

Exhibit 33. Northwest Sunset Corridor Neighborhood Map, City of Henderson



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Infrastructure

The infrastructure in Northwest Sunset Corridor is mixed due to the variety of needs and uses ranging from residential to commercial and retail, to heavy manufacturing. Nestled between I-515 and Boulder Highway, the area has good access to roads and connectivity to the rest of the region. This quick access to highways is likely a competitive advantage for local businesses shipping products throughout the region and nation.

Transit makes several stops along Boulder Highway and passes through the residential neighborhoods along Galleria Drive and Gibson Road. However, due to the large manufacturing parcels, many of the streets in the Northwest Sunset Corridor do not connect to Boulder Highway, limiting access to transit.

Interviewees located in the area were predominately business owners focused on manufacturing. One interviewee noted that the infrastructure was not suitable for shipping and receiving manufacturing products compared to manufacturing hubs in other southwestern cities. Exhibit 34 below summarizes the challenges and opportunities for the Northwest Sunset Corridor.

Exhibit 34. Summary of Infrastructure in Northwest Sunset Corridor

Infrastructure Category	Status in Northwest Sunset Corridor	Opportunities for Strategic Actions
Roadways and Access	Good access to I-515 and Boulder Highway to connect with the region. Not all roads connect through the large manufacturing parcels.	Consider connecting the residential neighborhoods via Cornucopia Avenue.
Transit	Good transit access along Boulder Highway, Galleria Drive, and Gibson Road.	
Trails and Open Spaces	Cowabunga Bay water park is a regional outdoor attraction; however, the residential areas do not have much open space, with just a few pocket parks (e.g., Summit Ridge Park). The area only has a few dedicated bike lanes and no paved bike trails.	Ask residents if they need a larger park or sports facility near the residential neighborhoods.
Sidewalks and Connectivity	Sidewalks in this large industrial and manufacturing area are incomplete and scattered.	Collect better data on the condition of sidewalks and fund improvements in the CIP.
Water and Sewer	Water and sewer are in adequate condition in the Northwest Sunset Corridor.	
Electricity	Interviewees noted that electricity was an issue, as the grid is not set up for high-energy manufacturing.	Work with local businesses who use significant energy in manufacturing to understand energy grid needs.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Demographics and Economic Development

With such a mix of residential, commercial, and industrial land, the demographics of this neighborhood are varied. The population is roughly 4,500 people, with about 2.7 people per household. Likely due to the relatively newer and more expensive housing in the neighborhood, the average income for households in the Northwest Sunset Corridor neighborhood is significantly higher than other subareas in the East Henderson Study Area and is on par with the median for the City of Henderson as a whole. Recalling Exhibit 6 on page 12, the Northwest Sunset neighborhood has a substantially higher average income than the rest of the East Henderson Study Area, has the lowest average age, and the smallest average household size compared to the other five subareas. It also has the highest share of nonwhite residents compared to the other East Henderson Study Areas. Exhibit 35 below shows additional demographic statistics for Northwest Sunset Corridor residents.

Exhibit 35. Demographic Statistics, Northwest Sunset Corridor, 2016

4,480	35.1	2.7	\$61,900	49%
Total Population	Average Age	Average Household Size	Average Income	Nonwhite Population

Source: US Census Bureau, 2012–16 American Community Survey.

Note: Northwest Sunset statistics were derived using a population-weighted reaggregation of median values.

See Footnote 1 for details on this methodology.

With a lot of commercial and industrial-zoned land near major highways and interstates, the Northwest Sunset Corridor is the largest job center in the East Henderson Study Area.

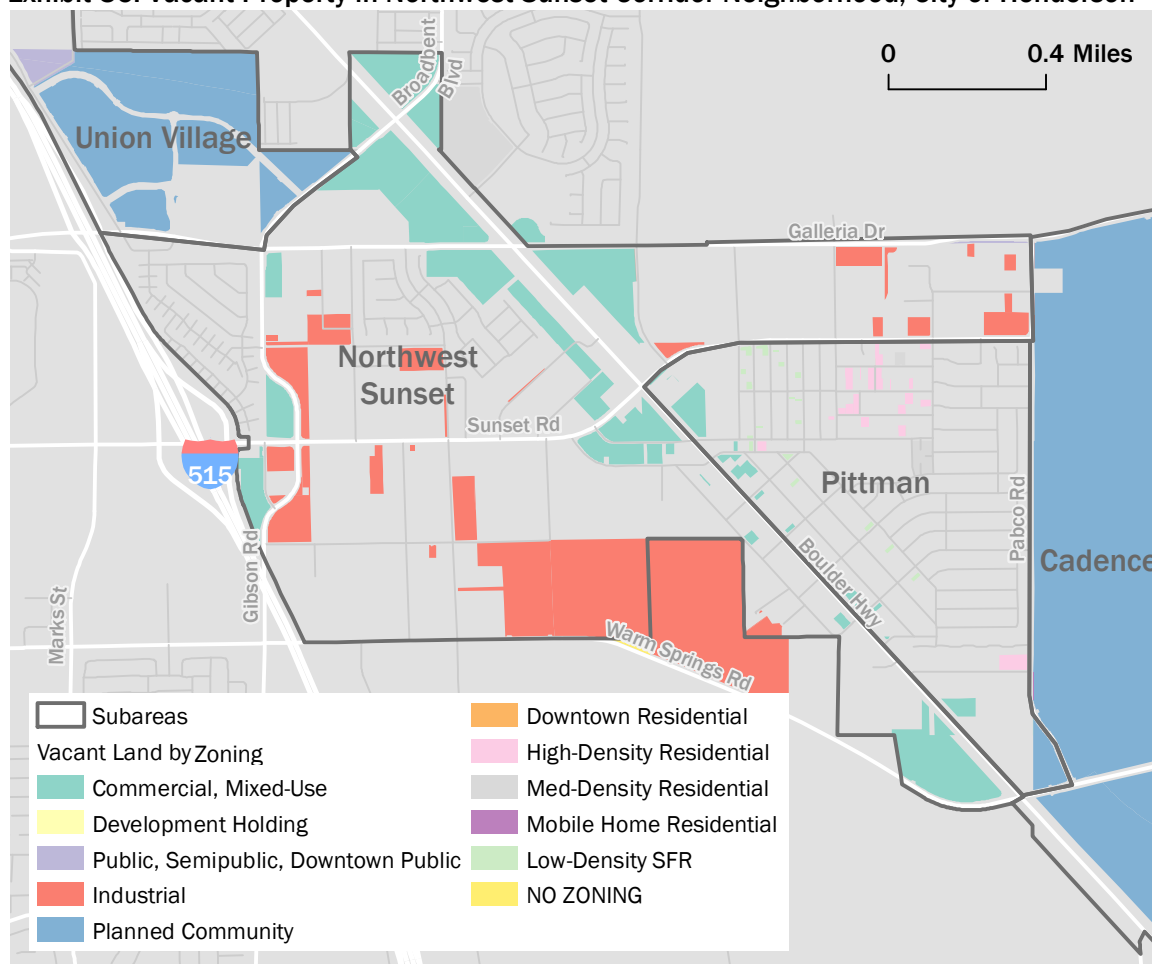
According to the City’s business registry, there are more than 340 registered businesses in the Northwest Sunset Corridor, including:

- 76 contractors
- 53 automotive businesses
- 19 secondhand dealers
- 9 property maintenance businesses
- 8 registered nonprofits
- 5 gaming businesses
- 5 restaurants
- 5 liquor stores
- 5 warehousing businesses

Spread throughout the industrially zoned area are recycling facilities, several gun manufacturers, luxury and secondhand car dealers, and numerous autobody repair shops. Commercial businesses in mixed-use zoned areas include fitness centers, storage facilities, funeral services, and an area called the “booze district” that is home to a few distilleries, a few breweries, and a food manufacturer. The neighborhood also has significant commercial mixed-use zoning along Boulder Highway. Development along the highway includes several casinos, hotels, fast-food restaurants, and the Cowabunga Bay water park. It is truly a diverse area.

The Northwest Sunset Corridor has room to grow, with numerous vacant parcels zoned for both commercial mixed-use and industrial use of varying size. Exhibit 36 below displays a map of vacant parcels in the neighborhood with their current zoning underlay.

Exhibit 36. Vacant Property in Northwest Sunset Corridor Neighborhood, City of Henderson



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

As the map demonstrates, significant land remains available for development along the northern section of Boulder Highway, particularly the large swaths of commercial mixed-use land between Galleria Drive and Gibson Road. This area, referred to as the Four Corners, has been studied and analyzed for development feasibility in the past.

With the Union Village master plan development of residential housing and the continued build-out of the hospital, this area along Boulder Highway and Galleria Drive is ripe for development. The area could offer much needed amenities and services for hospital employees, hospital visitors, travelers along Boulder Highway, and the neighboring communities. Exhibit 37 below provides a summary of the economic development opportunities and barriers in the Northwest Sunset Corridor.

Exhibit 37. Summary of Economic Development in Northwest Sunset Corridor

Economic Development Category	Status in Northwest Sunset Corridor	Opportunities for Strategic Actions
Population Growth	Northwest Sunset Corridor is not likely a destination neighborhood for new residents.	Mixed-use development that includes residential development along the northern part of Boulder Highway could attract hospital employees.
Development, Zoning, and Developable Land	<p>Zoning is difficult in Northwest Sunset in part due to the mix of residential housing and heavy manufacturing.</p> <p>Zoning changes according to the interviewees were easy to get and somewhat ad hoc and, as a result, the neighborhood lacks character and cohesion.</p>	<p>Available land is an opportunity.</p> <p>The City could be more purposeful in allowing zoning changes.</p>
Access to Jobs and Workforce Development	The Northwest Sunset Corridor is a job center with over 340 registered businesses in the area.	Consider partnerships between employers and local schools to focus on apprenticeships and career path training programs.
Access to Retail and Commercial Services	Access to retail and commercial services is pretty good in this neighborhood, due to the number of diverse business types listed above.	The Four Corners area is an opportunity site for amenities and services for the local residential areas and hospital staff and visitors.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Mature Neighborhoods

As a somewhat newer housing area, there generally is not as much housing in Northwest Sunset Corridor, and of the existing housing, it is newer and in better condition than much of the housing in the rest of the East Henderson Study Area. The homes are also less dense than other parts of the study area, with only 5.1 units per residentially zoned acre. Recalling Exhibit 15 on page 21, Northwest Sunset has a higher homeownership rate and vastly higher home values than the other residential areas in the study area. Exhibit 31 below lists housing statistics for Valley View.

Exhibit 38. Housing Statistics, Northwest Sunset Neighborhood, 2016

680	51%	\$168,300
Housing Units	Homeownership Rate	Average Home Value

Source: US Census Bureau, 2012–16 American Community Survey.

Note: Northwest Sunset statistics were derived using a population-weighted reaggregation of median values.

See Footnote 1 for details on this methodology.

There are two sections of residential housing within the Northwest Sunset Corridor neighborhood, located south of Galleria Drive between Gibson and I-515 and between Gibson and Boulder Highway. Between these two areas is industrial-zoned land, home to a gym, several automotive servicers, storage facilities, and telecom companies. These two neighborhoods are not connected along Cornucopia Road, only along Galleria Drive.

The housing stock in these areas is in good condition, with higher values and larger lots. The neighborhood does not have a lot of character or cohesion due to the manufacturing and industrial businesses spread throughout the area.

As most of the interviewees from this neighborhood were business owners, they did not have much to discuss about the housing stock. However, one hotel owner from Boulder Highway mentioned that the area has a significant issue with homelessness, as people search out areas that are sparsely populated. Neither the police nor code enforcement mention significant issues with this area. One of Henderson’s fire stations is located along Warm Spring Road, which could offer an opportunity to increase awareness and community engagement in the neighborhood.

Exhibit 39. Summary of Mature Neighborhoods in Northwest Sunset Corridor

Mature Neighborhood Category	Status in Northwest Sunset Corridor	Opportunities for Strategic Actions
Housing Stock and Neighborhood Aesthetic	The housing stock is newer and higher value.	If homes fall into disrepair or there are some blighted areas, the Redevelopment Agency could increase marketing of its residential improvement programs in the area.
Public Safety	Homelessness is an issue in the neighborhood, particularly along Boulder Highway.	Consider increasing the presence of the fire station on Warm Springs Drive to engage with the community.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

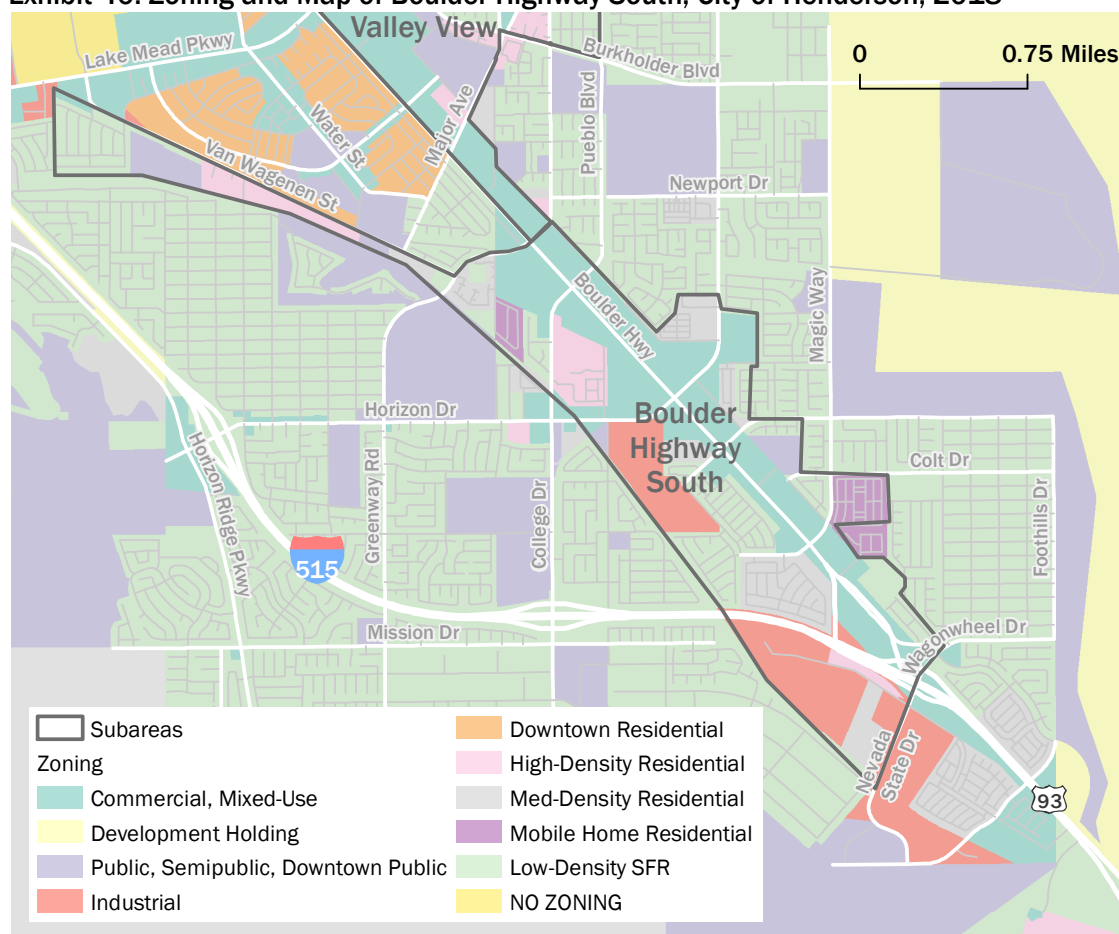
Boulder Highway South

The Boulder Highway South area is part of the Boulder Highway Corridor, and for the purposes of this memorandum, it runs south of the Redevelopment Area through Wagonwheel Drive. The corridor is largely commercial and mixed-use, including a few fast-food restaurants, several big-box retailer stores, a hotel, and a number of medium-dense 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.

In total, the neighborhood is approximately 1,400 acres. According to the American Community Survey's 2012–2016 estimates, the neighborhood has approximately 10,096 people, or about seven housing units and sixteen people per residentially zoned acre.

As the economic and transportation spine of East Henderson, Boulder Highway receives a lot of planning and development attention. In addition, the southern end of the highway acts as the entrance from the southeast to the City. Due to its importance and visibility, the corridor has seen numerous ongoing efforts for revitalization—the most recent being the *Reimagine Boulder Highway Plan* that is in the final stages of completion from RTC.

Exhibit 40. Zoning and Map of Boulder Highway South, City of Henderson, 2018



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Infrastructure

Infrastructure in the Boulder Highway South subarea is robust, supported by the well-maintained Boulder Highway arterial. Boulder Highway is a main automobile thoroughfare that sees thousands of vehicles per hour. It is the transportation and transit backbone to East Henderson and offers access to the rest of the Las Vegas region. The City of Henderson works closely with the Nevada Department of Transportation, which has control over the right-of-way, and with RTC, which manages transit.

The 2008 *Boulder Highway Investment Strategy* sought to create a thriving transit-oriented neighborhood along the Boulder Highway Corridor. This vision is shared by many of the recent planning documents from the City of Henderson, the Southern Nevada Regional Planning Coalition, and the RTC. As a major thoroughfare, the highway is oriented to automobiles and is not oriented favorably toward pedestrians or other modes of transportation. At some places the roadway can be as much as 200-feet wide, eight lanes across with a median. The Henderson Strong Comprehensive Plan identifies support from the community to reduce the width of Boulder Highway and improve safety for pedestrians, bicyclists, and transit riders.

Exhibit 41. Reimagine Boulder Highway Streetscape



Source: Regional Transportation Commission of Southern Nevada, Reimagine Boulder Highway Plan. Retrieved from: <https://www.rtcnv.com/news/reimagined-boulder-highway-draws-closer-to-final-plan/>.

Ridership is high along the corridor, and RTC expects 107 percent growth by 2020. Routes along Boulder Highway run every 15 minutes, and the corridor is a top candidate for BRT or light rail. Increased development would support such outcomes; however, it has been slow to occur. In the meantime, transit should continue to be improved, providing additional service to the College of Southern Nevada and Nevada State College campuses. One stakeholder emphasized the importance of widening and improving sidewalks with shade structures and tree canopies, since “TOD is about walking, not transit.”

The Boulder Highway South subarea has several paved trails and bike paths connecting the area to the larger regional system, providing opportunities for recreation and alternative transportation. These paths could be enhanced by providing bike facilities along routes. A more complete network of sidewalks, including an increased number of crossings, would improve pedestrian safety. Currently, there are few east-west opportunities to cross Boulder Highway. This, in conjunction with the limited number of crosswalks, encourages jaywalking and, reportedly, leaves pedestrians trapped in the median between traffic flows.

Community outreach during past planning efforts suggests that the community wants enhanced lighting and public art in addition to safer crossings. The City has discussed plans to create a distinct gateway at the southern entrance of Henderson, creating a strong sense of arrival through a well-maintained entrance and landscaping.

Boulder Highway Trail runs 5.53 miles from Wagonwheel Drive to Warm Springs Road.

Saguaro Trail connects Boulder Highway Trail to the outer Equestrian Park and the vast River Mountains Loop trail.

Union Pacific Railroad Trail runs 6.27 miles along the western edge of the neighborhood, from Acacia Park to the Nevada State College area and into an extensive mountain biking network.

Exhibit 42. Summary of Infrastructure in Boulder Highway South

Infrastructure Category	Status in Boulder Highway South	Opportunities for Strategic Actions
Roadways and Access	Policies aim to achieve a high-intensity, walkable parkway.	Orient development toward internal or side streets, but maintain its connection to the highway.
	Boulder Highway is autocentric and has many safety and multimodal comfort issues.	Continue to improve safety for pedestrians, bicyclist, and transit riders.
Transit	Transit is very frequent, and ridership is high along the Boulder Highway corridor.	**Evaluate the potential for expanded high-capacity transit on Boulder Highway.
	Corridor is a candidate for expanded BRT or light rail.	Continue to improve transit, providing additional service to college campuses. **Widen sidewalks and improve with shade structures to enhance TOD.
Trails and Open Spaces	No parks in the southern portion of Boulder Highway South, other than 11-acre Boulder Creek Park.	Consider other opportunities for parks, especially as development occurs.
	Trail system provides recreation.	Continue to maintain trail connections to other parks within the city.
Sidewalks and Connectivity	Boulder Highway South is difficult to cross due to high speed, width of road, and lack of crossings.	Maintain and enhance trails.
	Pedestrians frequently jaywalk and become trapped in the median between traffic flows.	Collect better data on the condition of sidewalks, and fund improvements in the CIP.
	Bike paths, both paved and gravel, create a large network of trails.	Increase crosswalk frequency and signal times. Create a safe waiting place in the median.
	Trail along Pueblo was funded federally, but didn't have enough to pay for vegetation.	Continue to enhance trails. Provide bike facilities along routes.
Water and Sewer	Some homes were constructed below the street grade.	** Redevelopment Agency funds could complete the trail and pay for vegetation.
		Complete infrastructure upgrades where necessary.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Demographics and Economic Development

Exhibit 43 display statistics about the demographic makeup of the Boulder Highway South neighborhood. This table repeats statistics shown in Exhibit 6 (on page 12) and Exhibit 7 (on page 13), which display statistics for all the subareas together. As the exhibits demonstrate, Boulder Highway South has about 10,100 residents with somewhat higher average incomes compared to the rest of the East Henderson Study Area (\$45,400) but significantly lower than the City of Henderson as a whole (\$64,300). Of all the subareas, Boulder Highway South residents have the second-highest average age, and the area has the highest proportion of Nonwhite residents.

Exhibit 43. Demographic Statistics, Boulder Highway South Neighborhood, 2016

10,096	39.8	2.6	\$49,600	27%
Total Population	Average Age	Average Household Size	Average Income	Nonwhite Population

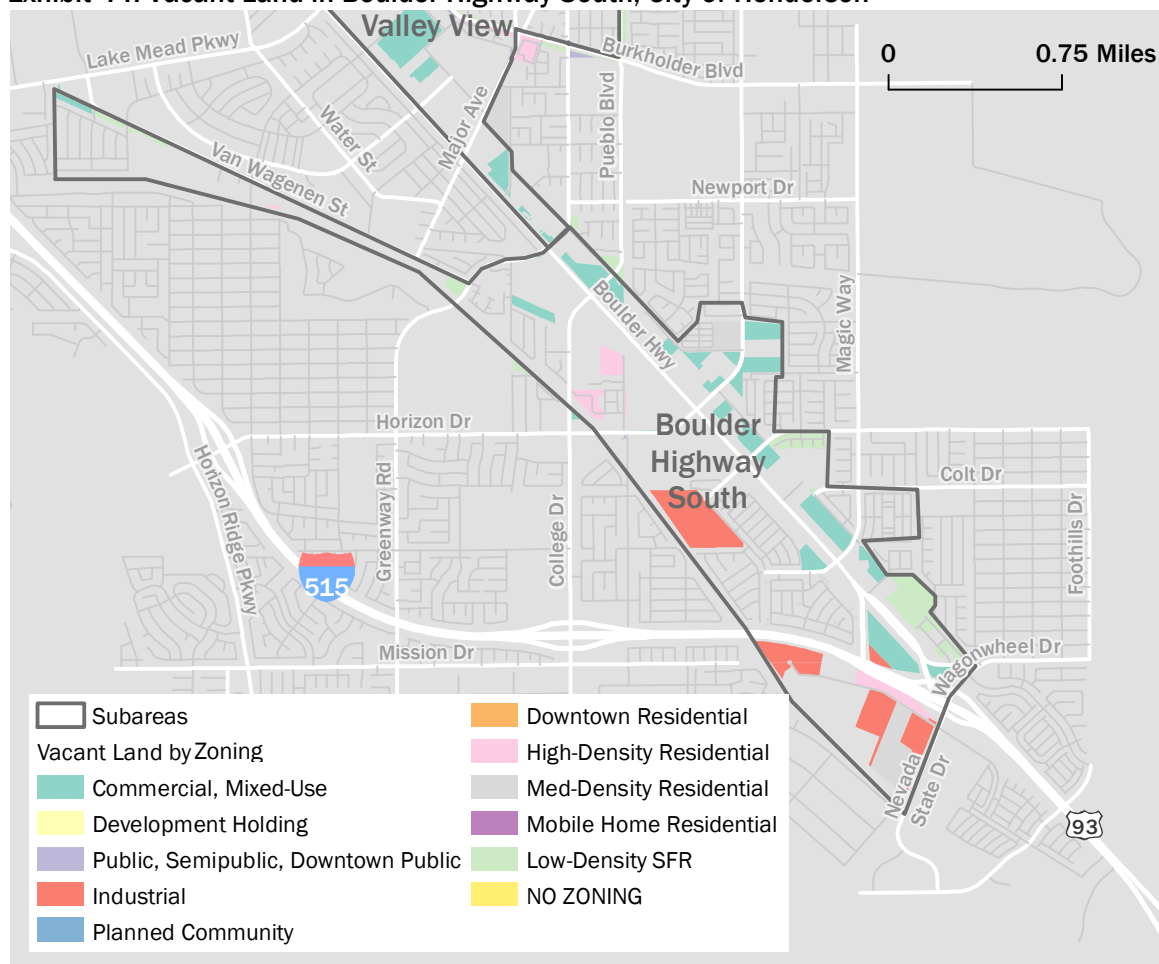
Source: US Census Bureau, 2012–16 American Community Survey.

Note: Boulder Highway South statistics were derived using a population-weighted reaggregation of median values.

See Footnote 1 for details on this methodology.

Development along Boulder Highway gets smaller and less intense in the southern part of the corridor. This subarea has numerous vacant parcels and has struggled to attract development since the last economic downturn. Exhibit 25 displays the vacant parcels and their current commercial mixed-use zoning. This zoning is expected to change to be more in line with the current built form as part of the City of Henderson Development Code update. The required density, height, and uses under the commercial mixed-use zoning may have been a barrier to development in the past decade. Interviews conducted through the code update process also found interest in updating the industrial zones to accommodate modern flexibilities.

Exhibit 44. Vacant Land in Boulder Highway South, City of Henderson



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

With the busy Boulder Highway running through this subarea, access to jobs throughout the region is good. However, the subarea itself is not a job center. The area is mostly residential with a few big-box retailers and individual offices, hotels, and medical centers along Boulder Highway. The City's business license registry lists 141 businesses in the Boulder Highway South area.

The neighborhood has essentials, such as grocery stores, but requests for increased varieties of retail, dining, and entertainment options were frequent. Other stakeholders noted that some newly built retail has remained vacant, and emphasized the need for zoning changes to better reflect current market conditions.

Exhibit 45 below summarizes Boulder Highway South's economic development opportunities. As the southernmost entrance of Henderson, efforts should focus on creating a gateway with enhanced infrastructure that denotes arrival.

Exhibit 45. Summary of Economic Development in Boulder Highway South

Economic Development Category	Status in Boulder Highway South	Opportunities for Strategic Actions
Population Growth	The area is not likely a destination neighborhood for new residents.	Two colleges in the area may attract students.
	Residents in this area are generally higher income, whereas most new residents to the East Henderson Study Area are lower income (see Exhibit 10).	Vacant parcels could see infill development of alternative housing types for lower-cost alternatives.
Development, Zoning, and Developable Land	Zoning does not fit the current market.	Update zoning to consider variation throughout the area.
	Numerous vacant lots can become blighted and attract trash; affect home property values.	Recalibrate incentives for infill sites (reduce system development charges, or other permitting/design fees charged by the City, etc.).
Access to Jobs and Workforce Development	The area is not a dense business center but does have transit access on Boulder Highway, leading to job centers and education opportunities in the region.	**Make TOD possible in the Redevelopment Area to support high-capacity transit.
		**Continue to enhance areas designated as additional urban centers or priority transportation corridors, such as Nevada State College.
	The area needs to attract businesses and has a workforce most qualified for manufacturing.	Create educational partnerships and workforce training programs to bolster a skilled labor market.
Access to Retail and Commercial Services		Support industrial development.
	Retail that has been built remains vacant.	Encourage temporary uses to promote continued activity and increase attention,
	The area has access to basic retail goods and services, but a desire for greater variety was identified,	Allow for smaller or divisible retail that would be more affordable for smaller businesses.
		Consider supporting business or food incubator through Nevada State College or independently.

Source: Discussions with Henderson City staff and key stakeholders.

**Indicates suggestion from stakeholder interviews.

Mature Neighborhoods

The Boulder Highway South subarea is mostly residential and decreases in density as the neighborhood continues south. The *2008 Boulder Highway Investment Strategy* created a new transit-oriented development zone designation (the current commercial mixed-use zoning) that was applied to the entire corridor. However, this had density requirements that were difficult to achieve during the economic downturn. In the current City of Henderson Development Code update, four new zones are expected to be developed and will better align with the existing built form, declining in density to the south.

Exhibit 46 below repeats statistics shown in Exhibit 15 (on page 21) that displayed information for all the subareas. As these exhibits demonstrate, the Boulder Highway South subarea has the second-highest average home value in the study area. Like the rest of the highway, the Boulder Highway South neighborhood struggles with homelessness and the blight and trash that can build up in vacant parcels. However, the issues in this neighborhood are not as severe as some of the older residential neighborhoods in the study area.

Exhibit 46. Housing Statistics, Boulder Highway South Neighborhood, 2016

4,320	55%	\$146,000
Housing Units	Homeownership Rate	Median Home Value

Source: US Census Bureau, 2012–16 American Community Survey.

Note: Pittman statistics were derived using a population-weighted reaggregation of median values.

See Footnote 1 for details on this methodology.

Boulder Highway South is well connected to educational opportunities at all levels with two college campuses, the College of Southern Nevada, and Nevada State College within its boundary.

Exhibit 47. Summary of Mature Neighborhoods Characteristics in Boulder Highway South

Mature Neighborhood Category	Status in Boulder Highway South	Opportunities for Strategic Actions
Housing Stock and Neighborhood Aesthetic	Higher-income residents and higher home values.	Explore infill development for alternative housing types to create more housing choices.
	Little development occurring as a result of high-intensity requirements.	**Reduce TOD zoning to focus areas only; allow for greater housing type flexibility.
Public Safety	Enduring image as lower-end, auto-oriented strip known for homelessness and blight.	Strengthen connection to Nevada State College and College of Southern Nevada as well as neighborhood beautification.

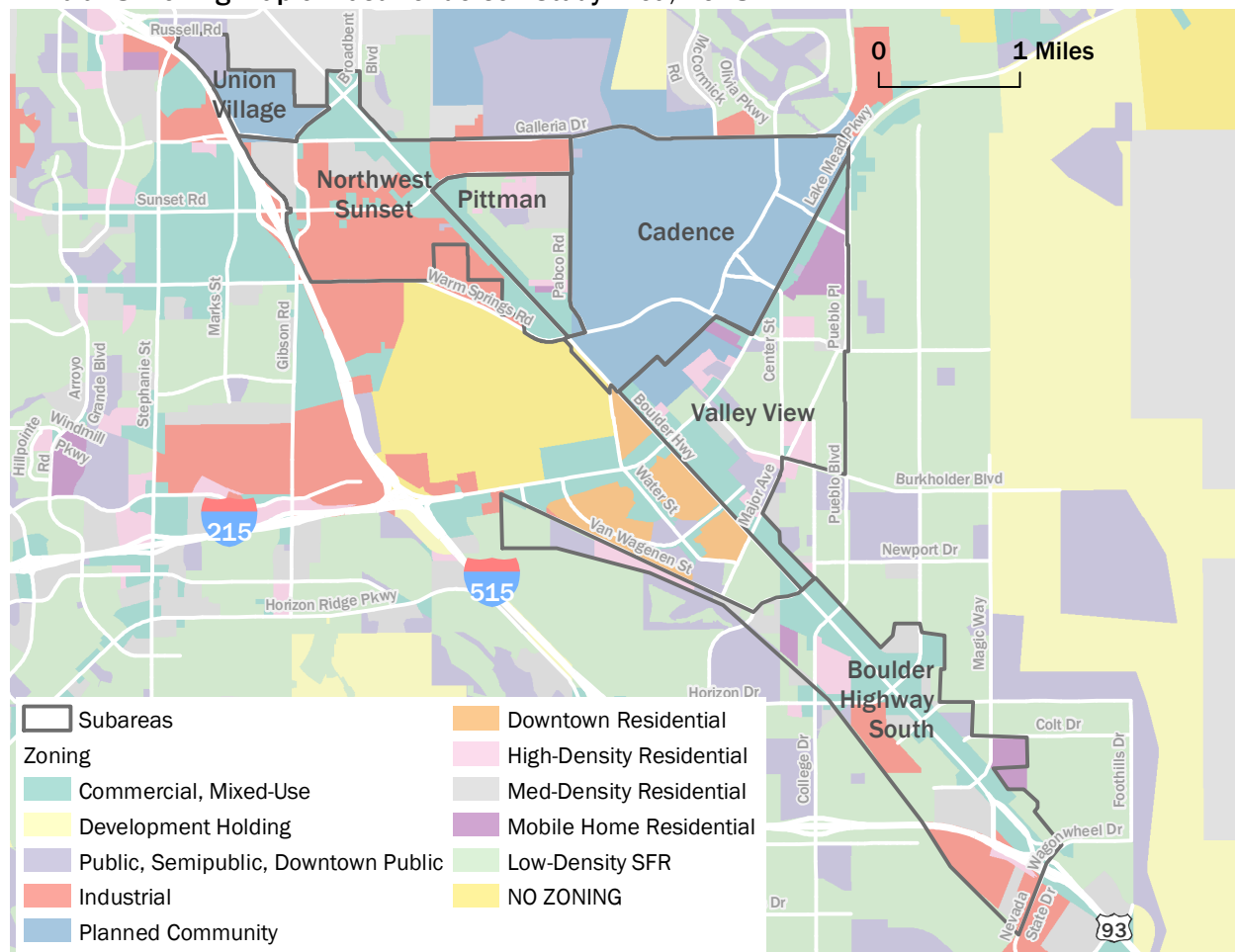
Source: Discussions with Henderson City staff and key stakeholders,

**Indicates suggestion from stakeholder interviews,

Union Village and Cadence Neighborhoods

Development in Union Village and Cadence—including infrastructure, housing, commercial and retail amenities, and job opportunities—is governed by master planning efforts in partnership between the City of Henderson and the lead developers. These planned communities are shown in blue in Exhibit 48 below.

Exhibit 48. Zoning Map of East Henderson Study Area, 2018



Source: ECONorthwest analysis of City of Henderson GIS data, 2018.

Union Village

Union Village is a 229-acre master-planned community located to the north of the Northwest Sunset Corridor neighborhood. It is bordered to the south by Galleria Drive, to the west by I-515, to the east by the Four Corners development (in Northwest Sunset), and to the north by the East Henderson Study Area boundary. The development master plans envision the area *“to be a mixed-use urban village combining health and wellness, office, residential, retail and civic uses.”*

Already the area is transforming with the completion of the 140-bed Henderson Hospital (now the largest hospital in the City), an 80,000-square-foot medical office building, and more than 700 market-rate residential apartments under construction. The community build-out is

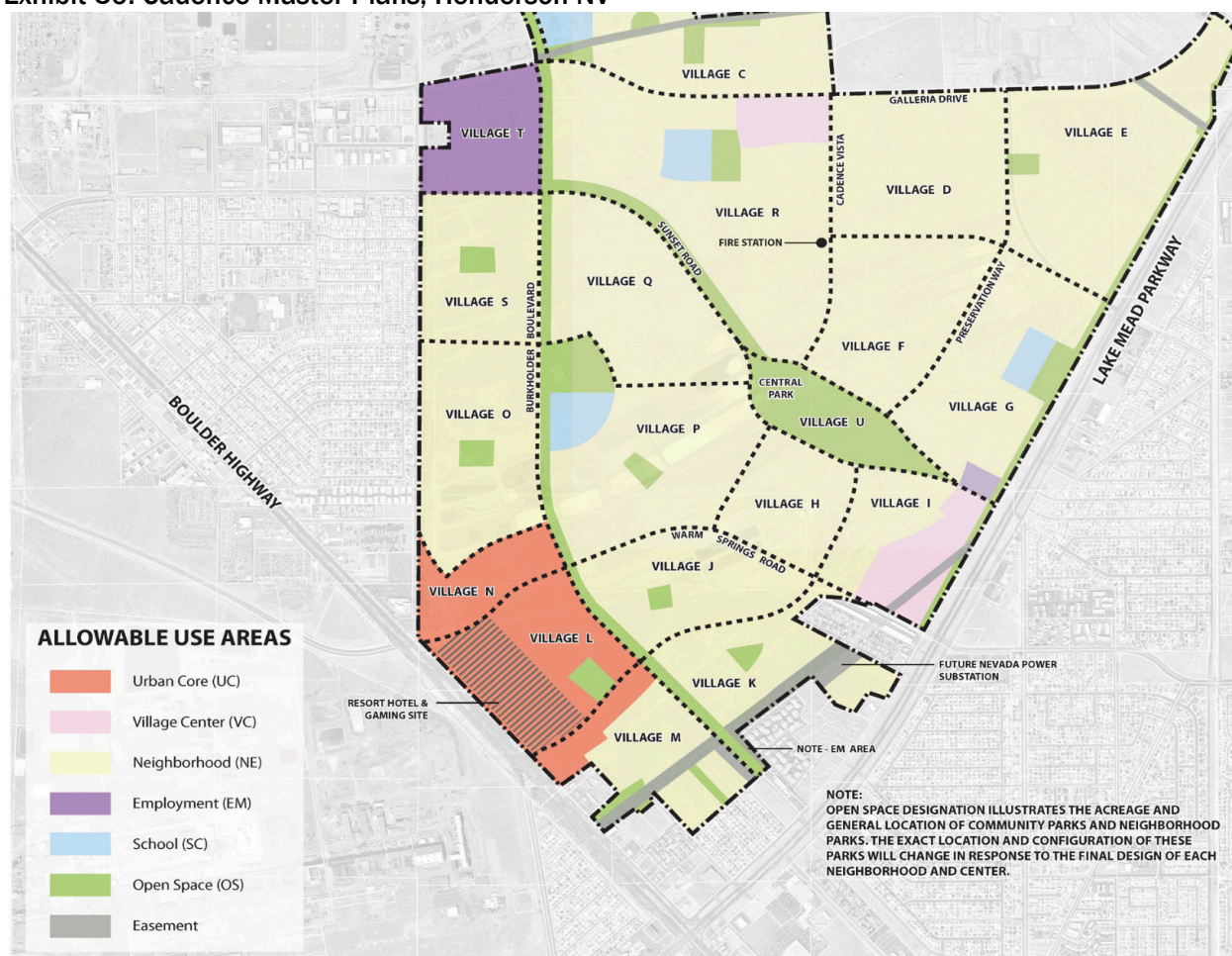
Exhibit 49. Union Village Master Plan, 2012



Cadence

⁶ City of Henderson Economic Development Annual Report, 2014

Exhibit 50. Cadence Master Plans, Henderson NV



Source: Cadence Master Plans, 2011.

Approximately 1,200 housing units have already been constructed along Lake Mead Parkway, with up to 12,000 more expected over the next ten to fifteen years. In addition, a number of grocery stores, retail amenities, and commercial stores are expected to be built along both Boulder Highway and Lake Mead Parkway and have the potential to transform the entire East Henderson Study Area.

Infrastructure

New infrastructure—including roads, lighting, sewers, waterlines, stormwater canals, parks, trails, and open spaces—are all being built by the land developers. In a public-private partnership with the City, developers are paying for an infrastructure installment as the development build-out proceeds, and the Redevelopment Agency is reimbursing 75 percent of the cost through redevelopment program dollars. The Redevelopment Agency and City have been partners all the way through from concept to design to completion, and they had a strong influence in the look, feel, and governance of these developments.

Demographics and Economic Development

Cadence and Union Village will be attractive to new Henderson residents, particularly those with higher incomes. With the hospital in Union Village and 56 acres of land in Cadence dedicated to development for employment uses, these areas have the potential to bring good-paying local jobs to the East Henderson Study Area. Both areas are master planned to develop retail and commercial services, filling gaps in other areas of the East Henderson Study Area relating to groceries, restaurants, and a variety of other amenities.

Mature Neighborhoods

These neighborhoods do not share the same issues with aging housing stock, blight, or public safety as other parts of the East Henderson Study Area because they are newly constructed and developing.