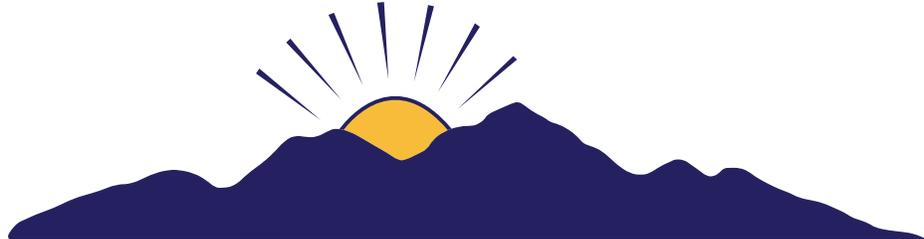




ADOPTED 02 DECEMBER 2014



**WEST HENDERSON
LAND USE PLAN UPDATE**



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Senator Harry Reid's Office
Southern Nevada Regional Transportation
Commission
Southern Nevada Strong
Southern Nevada Water Authority
Sun City Anthem
Sunbelt Development & Realty Partners, LLC
Voit Real Estate Services

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Paul Andricopulos, *Project Manager*
Tracy Foutz
Sally Galati
Gena Kendall
Michael Kidd
Kyle Okamura
Donald Pelissier
Andrew Powell
Sean Robertson
Michael Tassi
Cody Walker
Amie Wojtech

CONSULTANT TEAM

Logan Simpson Design, Inc.
Ricker Cunningham
Fehr & Peers

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CHAPTER 1:
The Importance of West Henderson



INTRODUCTION

The area referred to as West Henderson encompasses mostly vacant land and is generally bounded by Las Vegas Boulevard to the west, St. Rose Parkway to the north, the master-planned communities of Seven Hills and Anthem to the east, and the Sloan Canyon National Conservation Area to the south.

The land use plan for the area was last amended as a whole in 2008 after 3,500 acres of Bureau of Land Management (BLM) land was annexed into the City in late 2006. The West Henderson area is largely comprised of BLM property with pockets of private properties.

Since the last major land use plan amendment in 2008, the economic and development climate changed significantly. Major projects have evolved and newly proposed projects have altered plans. In an effort to proactively shape one of the most important growth areas of the City, an update is being conducted to reflect current market conditions, and create an environment supportive of growth, quality of life, and economic sustainability.

For the purpose of this study, the West Henderson Study Area was expanded to Interstate 15. Although the expanded study area includes land within unincorporated Clark County, the I-15 corridor greatly impacts land use and economic development within the City limits. The total area encompasses over 12,600 acres.



VISION

West Henderson is the premier destination for economic development and livable neighborhoods through integrated mobility solutions, vast recreation amenities, and diverse housing opportunities.

PLAN PROCESS

1 The West Henderson Land Use Plan Update provides an updated vision based on West Henderson’s greatest opportunities.

Phase 1 of the Plan Update included data gathering and analysis for baseline conditions and demographics by inventorying needs and issues, collecting necessary data, and reviewing the City’s existing plans, policies, and goals.

PHASE 1A: DATA & ANALYSIS

(JANUARY - FEBRUARY)

**STAKEHOLDER
INTERVIEWS**

**WEBSITE
LAUNCH**

KICKOFF MEETINGS

COUNCIL BRIEFINGS

EXISTING CONDITIONS

SNAPSHOTS

PHASE 1B: VISION & GOALS

(MARCH - APRIL)

**COMMUNITY
KICKOFF PUBLIC
EVENT**

**ONLINE
QUESTIONNAIRE**

**VISION & GUIDING
PRINCIPLES**

**OPPORTUNITIES &
CONSTRAINTS**

2 Phase 2 began with the strategic choices that were determined by input received from advisory committees, City Council, key stakeholders, and the general public. With this input, recommendations were made for adjustments to key policies, land uses, and infrastructure to modernize the Plan. Those implementation strategies that would be most effective in achieving the community's vision were identified.

**PHASE 2A:
STRATEGIC CHOICES**

(MAY - JUNE)

**STAKEHOLDER
WORKSHOP**
**PUBLIC
WORKSHOP**
**ONLINE
QUESTIONNAIRE**
PC & CC WORKSESSIONS
PRIORITY POLICIES
KEY CHOICES

**PHASE 2B:
STRATEGIES &
IMPLEMENTATION**
(JULY - DECEMBER)

**PUBLIC OPEN
HOUSE**
**PC & CC BRIEFINGS &
PRESENTATIONS**
**DRAFT & FINAL PLAN
RECOMMENDATIONS**

+4,400 CONTACTED RESIDENTS **NINE Advisory Committee**

THIRTY-TWO PLANNING COMMISSION/ CITY COUNCIL WORKSHOP

63 Stakeholder Meeting Series #2

12 TECHNICAL COMMITTEE



1A: Data & Analysis

*Planning Staff Kickoff Meeting
City Council Briefings
Technical & Advisory Committee Meetings
Stakeholder Meetings*



1B: Vision & Goals

*Technical & Advisory Committee Meetings
Community Kickoff Workshop
Online Virtual Workshop
City Council Briefings*

PUBLIC INVOLVEMENT EFFORT

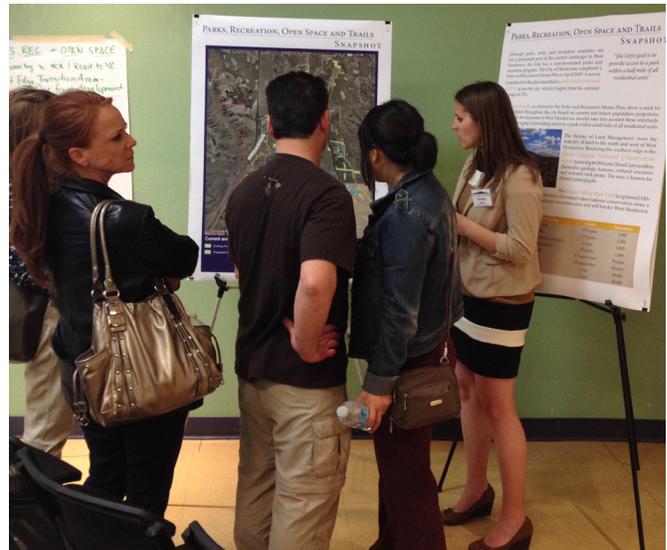
The Plan Update included a targeted public outreach process to effectively reach and maintain open channels of communication with community groups and interests. Multiple opportunities and a broad range of methods were used to engage the public, stakeholders, and elected officials. A website was set up to provide the public with information, public meeting notices, and process updates. The final plan document is located here: <http://cityofhenderson.com/community-development/land-use-plans/west-henderson-land-use-plan-update>.

34 **Public Workshop #2** 127 **Virtual Open House** 37 **Public Open House #3** **FIFTY-TWO**
 20 **Stakeholder Meeting Series #3** **Stakeholder Meeting Series #1**
70 PUBLIC OPEN HOUSE #1



2A: Strategic Choices

*Stakeholder/Agency Workshop
 Technical & Advisory Committee Meetings
 City Council/ Planning Commission Worksession
 Public Workshop*



2B: Strategies & Implementation

*Draft Plan
 Planning Commission Hearing
 City Council Hearing
 Final Plan*

The public was notified of the website through postcard mailings and materials at the public meetings. Participatory exercises were used to build the initial vision, provide education, and increase awareness of why this process is so important in shaping the City’s future quality of life.

Stakeholder interviews with landowners and interest groups were held early and throughout the process to gauge issues, needs, and vision. Stakeholders were also engaged through a priorities workshop during the strategic choices phase.

Three public events were held that featured interactive workshops on shared values, big ideas, and choices facing West Henderson. An online virtual workshop was held after the Community Kickoff Meeting to gather additional input from community members that were not able to attend the kickoff.

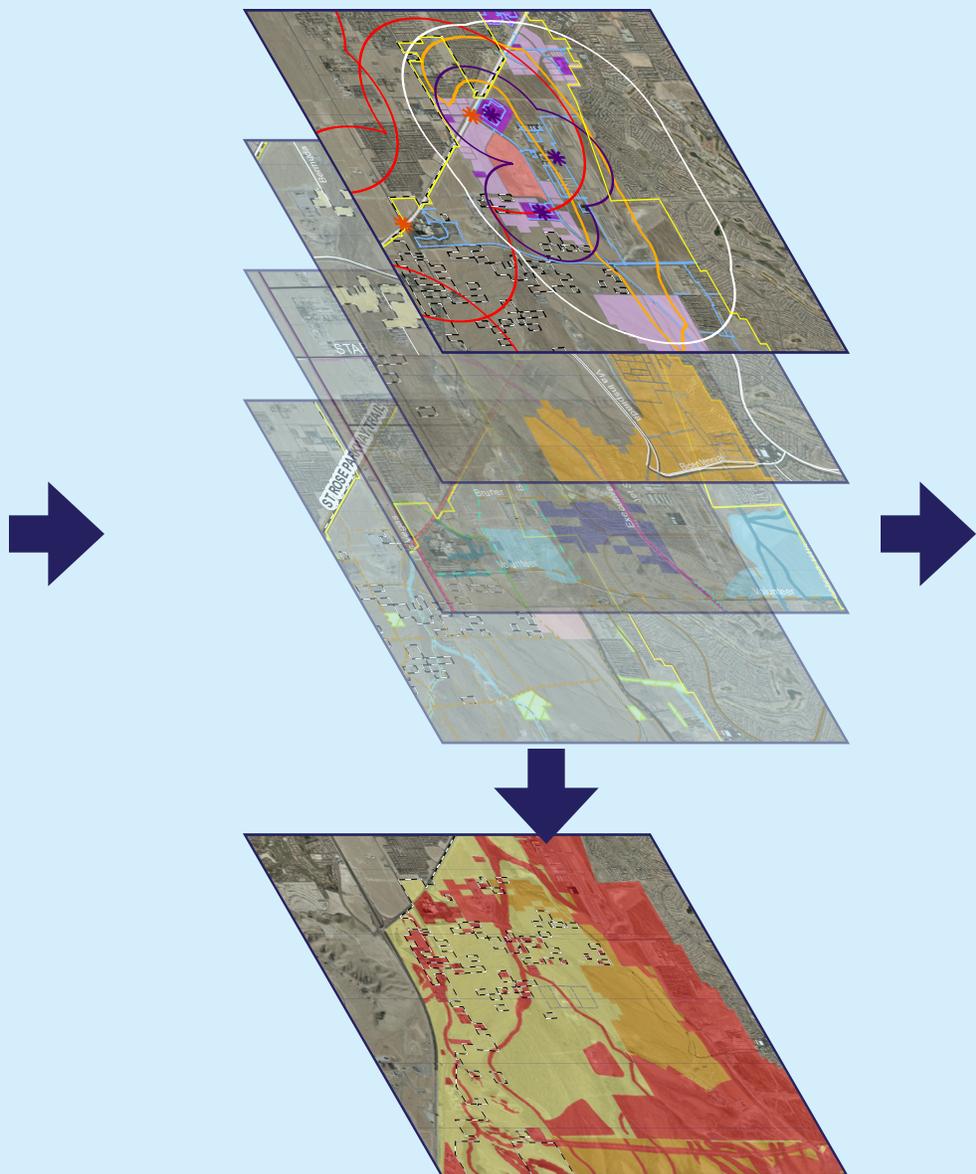
The planning team met often with City Council members, including the facilitation of a joint worksession between City Council and Planning Commission, and an additional workshop with Planning Commission.

HOW TO USE THIS PLAN

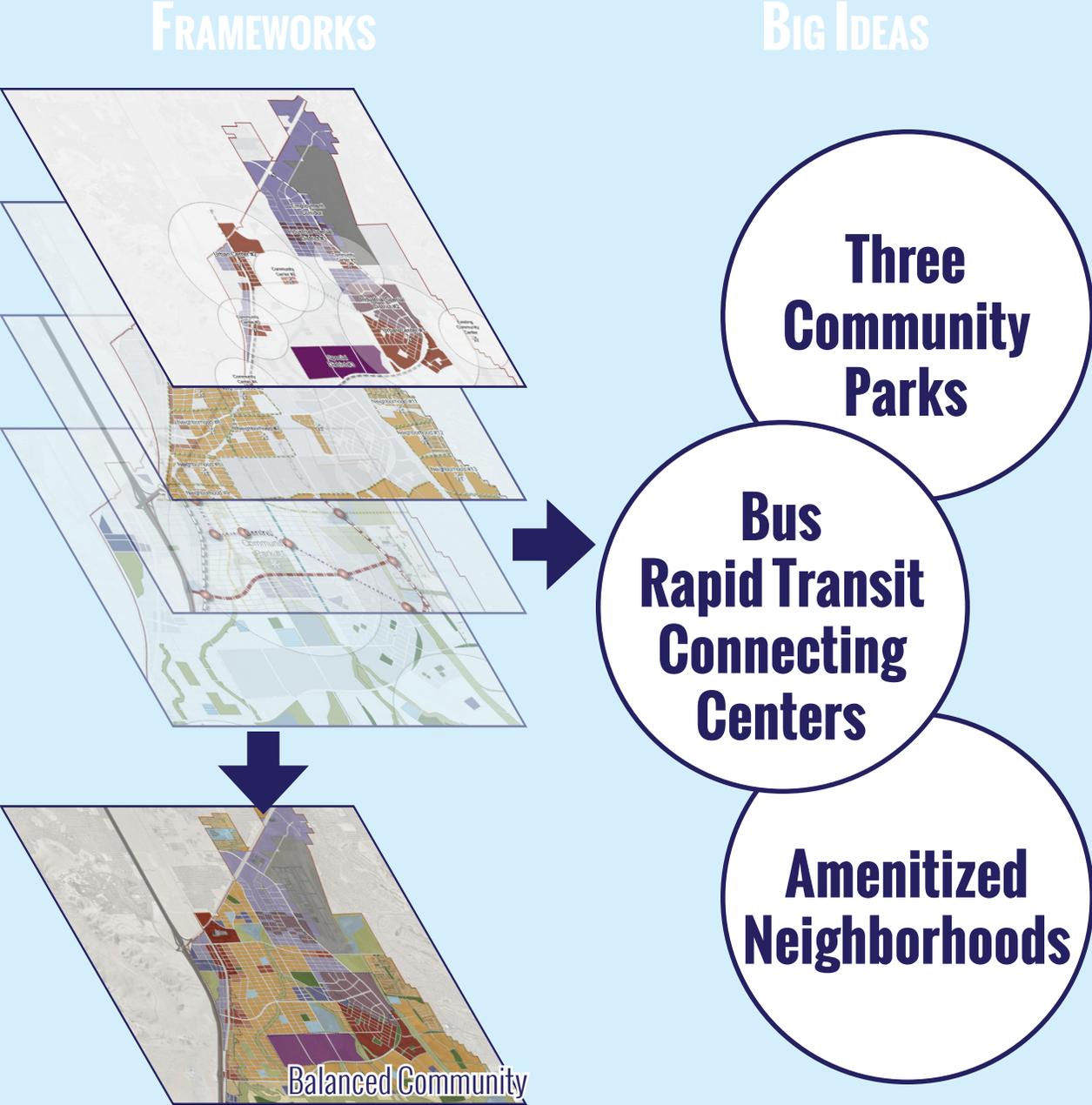
Based on the visioning process and community input, four priority areas were identified to shape the Land Use Plan: Economic Development; Housing and Demographics; Transportation and Infrastructure; and Parks, Recreation, Trails, Open Space, and Civic Uses. These four topics are carried throughout the plan as the primary focus areas.

GUIDING PRINCIPLES

SUITABILITY ANALYSIS



The guiding principles establish the overall character and goals for West Henderson and are based on existing plans and best practices. Chapter 2 evaluates the existing conditions as well as defines how those conditions influence the development of policies, land uses, and opportunities for the land use plan. The frameworks, found in Chapter 3, outline the design principles that develop the regulatory framework.



GUIDING PRINCIPLES

The Vision is informed by four guiding principles, and each notes a set purpose and associated goals:

Economic Development

West Henderson will support future land use decisions to facilitate diverse economic opportunities, generating a strong economic hub and increasing the City's overall jobs-to-housing balance.

Goals for Economic Development include:

- Enhance the environment for small businesses and business start-ups as one component of a larger economic diversification strategy.
- Maintain an adequate inventory of land for business expansions (existing companies) and relocations (new companies).
- Ensure that West Henderson offers a range of product and place types to attract and retain future employers, employees, entrepreneurs, and investors.
- Establish policies and standards that emphasize quality development, creativity and variety in product types, and stability in established existing centers.
- Monitor and improve all areas of the city's economic development "infrastructure" (e.g., competitive wages, housing diversity, recreational amenities, placemaking elements).

Housing

West Henderson will supply a range of high-quality housing stock to serve all residents and incorporate alternative housing types.

Goals for Housing include:

- Encourage an adequate supply of housing in a range of price, income, density, ownership, and building types.
- Encourage developers to work with the City to provide well-designed and long-lasting projects throughout the community.
- Enhance neighborhoods by building highly amenitized communities with schools, parks, and services that provide for daily needs.
- Conserve washes and the desert edge transition by developing clustered neighborhoods that maintain rural character and allow for the conservation of open space and natural resources.

Transportation & Infrastructure

West Henderson will facilitate a livable community by accommodating both regional and local travel through a well-connected, multimodal network.

Goals for Transportation and Infrastructure include:

- Implement transportation systems that improve air quality and protect the environment.
- Align land use and transportation plans with regional economic development plans.
- Support the educational system and learning environment through thoughtful land use and transportation planning.
- Develop a modern transit system that is integrated with vibrant neighborhoods and employment centers, better connecting people to their destinations.
- Connect and enhance bike and pedestrian facilities.
- Develop a safe, efficient road network that supports all transportation modes.
- Design the transportation system in such a way that alternatives to automobile use are possible, and vehicular congestion throughout the community is minimized.
- Design public transit so citizens find it accessible and convenient, and feel safe and comfortable using it.

Parks, Recreation, Open Space, Trails & Civic

West Henderson will provide a safe, interconnected system of progressive parks, trails, and open spaces for recreation and education within a desert environment. Natural features will be protected and inform the character of West Henderson.

Goals for Parks, Recreation, Open Space, Trails, and Civic include:

- Support access to healthcare facilities, healthy food, parks, employment areas, and community services.
- Connect and enhance bike and pedestrian facilities.
- Promote resource-efficient land use and development practices while strengthening neighborhoods through placemaking improvements.
- Meet established parks standards for greenways, community parks, and neighborhood parks.
- Integrate washes, floodplains, and steep slopes into future development as natural, open areas and protect and preserve these natural resources.
- Encourage appropriate development at the edge to preserve scenic resources, allow for public access to open space areas, provide soft transitions between developed areas and the desert landscape, and maximize the benefit of adjacent public lands to citizens.
- Conserve resources (including cultural, visual, wildlife, and recreational benefits), provide relief from urban development, and provide recreational and educational opportunities.

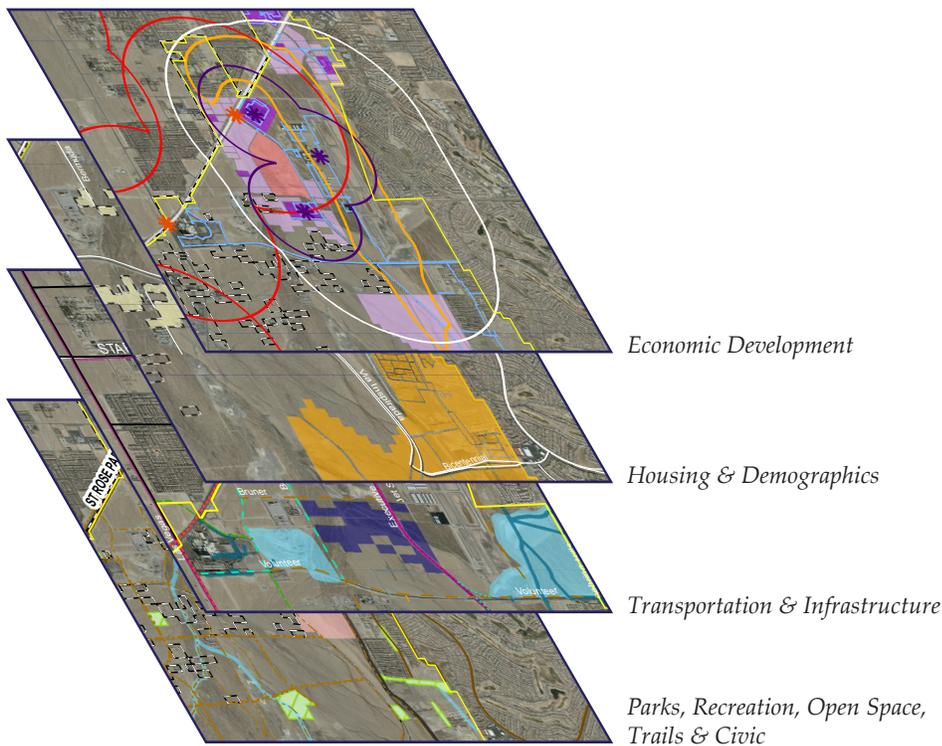
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CHAPTER 2:
The Foundation for West Henderson

INTRODUCTION

Using the best available data from the City, Clark County, Bureau of Land Management (BLM), Southern Nevada Strong (SNS), and other sources, the team researched and synthesized information for each planning topic into a series of “existing conditions snapshots.” These snapshots provided not only an overview of baseline conditions, but also defined how those conditions influenced the development of policies, land uses, and opportunities for the land use plan.



SNS is a regional planning project intended to build a foundation for long-term economic success and livability by better integrating transportation, housing options, and job opportunities throughout Southern Nevada. This project included extensive levels of public outreach; findings and comments were used as a basis for some of the highlights and feedback in this section. This plan strives to align with the vision and goals of SNS. The public surveys determined Southern Nevadans support a region characterized by:

- a diversified economy with a wide range of job opportunities;
- high-quality educational systems for youth and the workforce;
- a multimodal, well-connected transit system;
- housing options for all preferences and budgets;
- strong social service networks and high-quality health care; and
- communities that are safe, desirable, and engaged.

ECONOMIC DEVELOPMENT - INDUSTRIAL

A community land use plan that is programmed in a deliberate manner, with an understanding of market, financial, and physical realities, can help foster a healthy balance of land uses and minimize uncertainty for its officials, staff, residents, and other interests. Shifts in real estate markets nationally and locally following adoption of that plan caused many property owners to reconsider existing entitlements for other uses with near-term potential for growth and available capital for development. This practice has been particularly prevalent within the study area, elevating the concern that the City could be left with an insufficient supply of land for employment uses, including industrial and office product types. Some sources on best practices in planning suggest that a minimum of 15% of a community's land inventory should be preserved for employment purposes. SNS promotes a balance of uses as one way to increase better paying job opportunities and the community's economic competitiveness within the region. Whereas flexibility is imperative in any land use plan, public officials must evaluate all land use requests in the context of not only the individual property owners' interests, but the impact of these requests on the community.

What We Heard

- It is imperative that the City identify appropriate locations for employment and specifically industrial product development, particularly if existing industrial parcels located around the Henderson Airport are re-zoned for residential neighborhood development.
- West Henderson has several advantages as a place to foster job creation including proximity to the Henderson Executive and McCarran International Airports, as well as planned interchange improvements at Starr and Sloan Roads.
- Properties within the Study Area are challenged by a lack of infrastructure (including water storage facilities), placing them at a competitive disadvantage to similarly zoned parcels in other locations and other communities.



Highlights

- “Balance of land uses” is a stated community objective and appears as the first of several planning themes in the currently-adopted Comprehensive Plan. Overall balance can only be achieved by considering short term needs and the ultimate build out of the West Henderson Area.
- The Southern Nevada industrial market is considered healthy and growing by industry professionals. Among the fastest growing products are warehouse/distribution facilities, and primarily along the I-215 corridor in the Southwest Submarket. Recent completions of build-to-suit projects within the corridor have seriously reduced the supply of M-1 industrial zoned land.
- Based on anticipated growth within key industry sectors in the Las Vegas market, and Henderson’s and West Henderson’s potential for capturing a fair share of that growth, the Study Area could absorb approximately 4.1 million square feet of industrial space in the next 20 years, or approximately half of the vacant acres zoned for industrial use.
- A jobs-housing ratio is recognized as an acceptable measure of “equilibrium” or, at least, economic stability. Whereas the national target is 1.7:1, both the Study Area and City are and will be far below a desired level of stability. Based on Regional Transportation Commission of Southern Nevada projections the West Henderson Study Area jobs-housing ratio was 1.7:1 in 2010, but is projected to drop to between 0.5:1 and 0.7:1 over the next two decades. Conversely, the 2010 City of Henderson jobs-housing ratio of 0.6:1 is expected to remain constant for the foreseeable future.
- Although the planned industrial land has a long absorption time, any further reduction in land for employment uses, or replacement of this land for residential uses, will drive this figure lower and potentially increase fiscal instability.
- Areas in close proximity to the Henderson Executive Airport meet the locational requirements for a business park including proximity to major roads, interchanges, airport, and other associated businesses, as well as helping ensure the long term viability of the airport. As they are likely to be among the earliest to be absorbed they present the greatest opportunity to improve the City’s economic base and jobs/housing balance.
- Southern areas such as the South Limited Transition Area, also known as, Commerce Center meet less of the locational attributes of a business park and compete against other competing business parks located along I-15.
- The industrial and distribution sector will lead the way for both investment and development prospects in 2014. It should remain strong through subsequent years due to collaborative strategies by retailers and manufacturers to shorten the supply chain, as well as growth in the medical and technology fields.
- Over-allocated commercial lands can act as surrogate industrial lands, resulting in additional and even greater supply of industrial lands and should be reallocated into defined commercial centers.
- The early transfer of lands from BLM to private sector for industrial uses can have a negative affect on the absorption of existing parcels.

Locational Considerations for Industrial Uses:

- Drive time from interstate
- Drive time/ access from major US highway
- Rail access
- Surrounding land use
- Already zoned industrial
- Price per acre
- Utility connections
- Within city limits
- Other surrounding employers/ businesses
- Proximity to airports
- Flat land

Industrial Supply

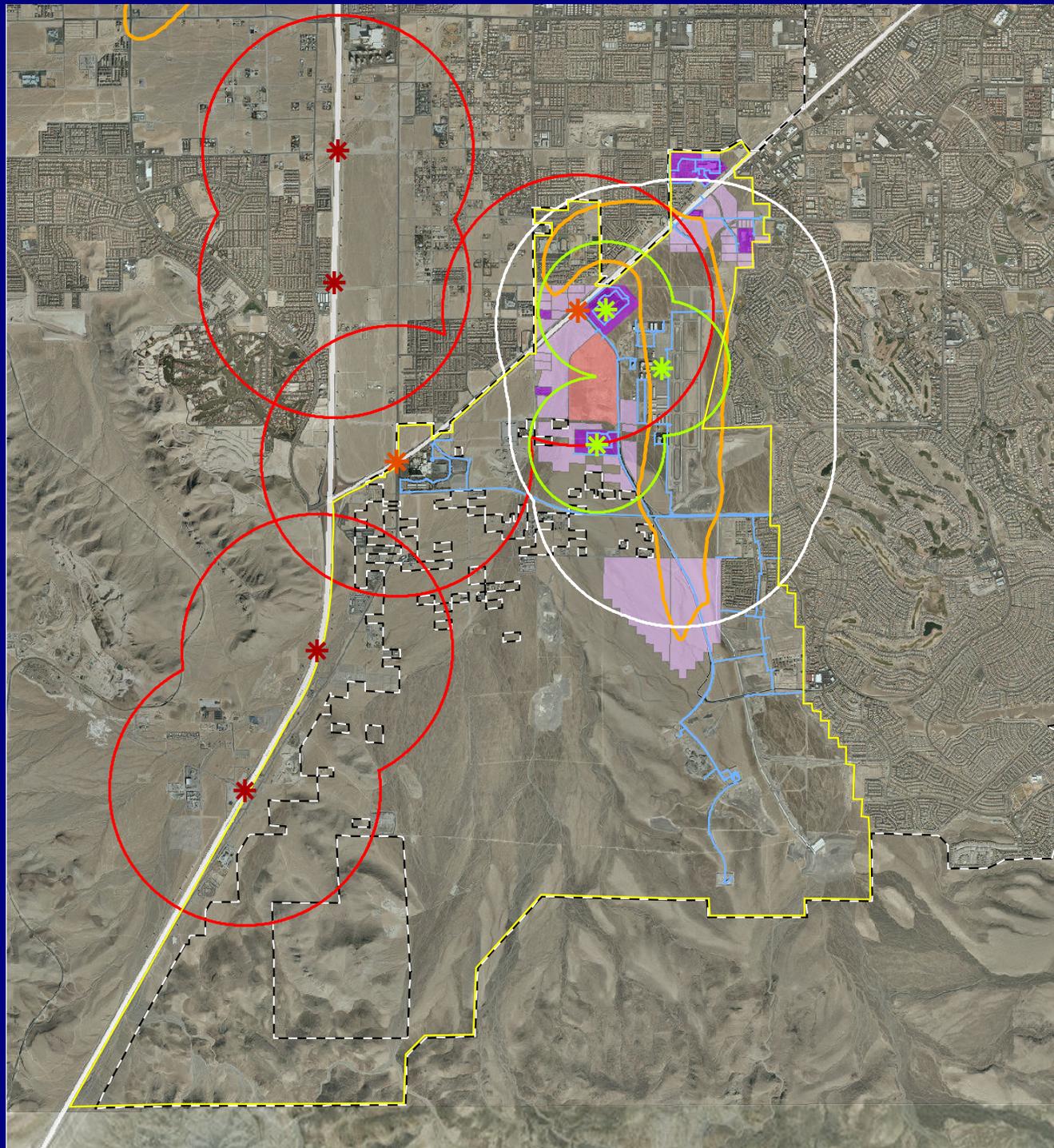
West Henderson industrial space will primarily compete with other products in the larger Henderson submarket. This submarket currently has over 13.1 million square feet of industrial space, of which 9.4% was vacant as of the third quarter in 2013. At this rate, the Henderson market is considered close to stabilization and outperforming the metro market as a whole, which had a vacancy rate of 14.2% during this same period. Monthly rental rates in Henderson (\$0.51 per square foot) are also higher than the metro market rate of \$0.49 per square foot. Taken together, these conditions suggest the market could be ready for new development.

Warehouse/distribution space comprises approximately 61% of all industrial space in the Henderson submarket. This type of space is currently showing a vacancy rate of 6.5%. Comparatively, the metro market's vacancy rate is 12.8%. Light industrial/incubator space comprises approximately 29% of the Henderson submarket's total industrial inventory, and is currently showing a vacancy rate of 11.6%. The metro market's vacancy rate for light industrial and incubator space is 13.8%.

Flex space comprises approximately 10% of total industrial space in the submarket and is currently showing a vacancy rate of 20.6% compared to the metro market's vacancy rate of 27.7%. Overall monthly rental rates in Henderson (\$0.85 per square foot) in this category are considerably higher than the metro market rate of \$0.78 per square foot. The table below presents a summary of industrial indicators for the Las Vegas metro market and Henderson submarket.

Lands in proximity to the airport and St. Rose Parkway are in the greatest position to capture this demand because they meet the locational requirements for industrial/business park type lands due to the proximity to major roads, interchanges, airport, and other associated businesses, as well as helping ensure the long term viability of the airport.

INDUSTRIAL MARKET CHARACTERISTICS, WEST HENDERSON TRADE AREA		
INDUSTRIAL INDICATOR	HENDERSON	LAS VEGAS METRO
Total Space (SF)	13,142,251	109,306,668
Warehouse/Light Distribution	7,984,827	63,576,156
Light Industrial/Incubator	3,830,143	39,499,617
Flex	132,781	6,230,895
Vacancy Rate	9.4%	14.2%
Warehouse/Light Distribution	6.5%	13.8%
Light Industrial/Incubator	11.6%	12.8%
Flex	20.6%	27.7%
Net Absorption (SF)	1,298	692,482
Warehouse/Light Distribution	26,924	553,746
Light Industrial/Incubator	(4,824)	248,226
Flex	(20,802)	(109,490)
Average Monthly Asking Rental Rate	\$0.51	\$0.49
Warehouse/Light Distribution	\$0.38	\$0.40
Light Industrial/Incubator	\$0.43	\$0.48
Flex	\$0.85	\$0.78



-  Undeveloped Industrial Parcels
-  Developed Industrial Parcels
-  Undeveloped Regional Mixed Use Parcels

-  Key Employers
-  Key Intersections
-  Planned Interchange
-  Water Main >16in

Buffers

-  Key Employers
-  Airport
-  Interchange
-  Airport Noise



LOGAN SIMPSON DESIGN INC.
Date: 6/27/2014

Industrial Demand

Demand for new industrial space is derived from two primary sources - the expansion of existing businesses and relocation of new ones into the market. Employment projections by industry classification for the Las Vegas-Paradise MSA were used to estimate demand over the next 20 years. Based on published sources, the market is expected to realize sustained growth across all employment sectors of 1.1%, annually, resulting in demand for approximately 67,890 new industrial employees over the next 20 years. While it is understood that different industry categories have different space needs, for the purpose of this analysis, a weighted average estimate of 400 square feet per employee was assumed, resulting in demand for over 27 million square feet of new industrial space over the next two decades. At a relatively modest capture rate of 15%, the West Henderson Study Area could absorb approximately 4.1 million square feet of industrial space by 2034. At a relatively low building-to-land ratio of 15% to 20%, this level of demand would require approximately 500 to 600 acres.

INDUSTRIAL DEMAND, WEST HENDERSON STUDY AREA										
INDUSTRY CATEGORY	2014 EMPLOYEES	GROWTH RATE (2014-2034)	2034 EMPLOYEES	NEW EMPLOYEES	% INDUSTRIAL SPACE	NET NEW EMPLOYEES	SF PER EMPLOYEE	20-YEAR INDUSTRIAL DEMAND	WEST HENDERSON CAPTURE RATE	WEST HENDERSON CAPTURE (SF)
Mining & Construction	50,691	2.8%	88,063	37,372	50%	18,686	400	7,474,399	15%	1,121,160
Manufacturing	20,486	1.1%	25,496	5,010	30%	1,503	400	601,258	15%	90,189
Trade, Transportation, & Utilities	153,023	1.0%	186,717	33,694	70%	23,586	400	9,434,330	15%	1,415,149
Information	9,301	0.6%	10,484	1,182	20%	236	400	94,571	15%	14,186
Financial Activities	40,561	0.4%	43,932	3,371	10%	337	400	134,848	15%	20,227
Professional & Business Services	104,719	1.2%	132,934	28,215	30%	8,464	400	3,385,792	15%	507,869
Education & Health Services	122,636	1.2%	155,678	33,042	20%	6,608	400	2,643,391	15%	396,509
Leisure & Hospitality	265,326	1.1%	330,220	64,894	10%	6,489	400	2,595,749	15%	389,362
Other Services	24,079	0.7%	27,684	3,605	10%	360	400	144,197	15%	21,630
Government	46,877	0.2%	48,788	1,911	30%	573	400	229,335	15%	34,400
Self-Employed	41,126	0.6%	46,353	5,227	20%	1,045	400	418,145	15%	62,722
Totals	878,825	1.1%	1,096,349	217,523	31%	67,887	400	27,156,015	15%	4,073,402

Available Land

Currently, the West Henderson Study Area includes approximately 991.3 acres of industrially-zoned land. 128.6 acres (13%) are already developed, and 862.7 acres (87%) are vacant. The table below summarizes developed and vacant zoned land by industrial category.

As shown, 68% of the vacant industrial property in the study area is zoned for industrial park uses, with the remaining 32% zoned for limited and general industrial. There is also a modest amount of additional capacity within currently developed sites.

INDUSTRIAL PROPERTY, WEST HENDERSON STUDY AREA				
ZONING CATEGORY	DEVELOPED		VACANT	
	ACRES	%	ACRES	%
Limited Industrial (LI)	11.4	9%	37.0	4%
General Industrial (IG)	53.1	41%	235.0	27%
Industrial Park (IP)	64.1	50%	590.8	68%
Total	128.6	100%	862.7	100%

Jobs/Housing Balance

In the current Comprehensive Plan several planning themes are defined, but are centered on the community’s desire for balance. One measure of whether a community is achieving equilibrium, or at least economic stability, is their jobs/housing balance as measured in the form of a ratio of actual jobs to existing housing units.

Recommended target ranges for larger geographies is 1.7/1. Based on jobs and housing unit figures published by the Regional Transportation Commission (RTC), the jobs/housing ratio in the study area was 1.743/1 in 2010, but according to their projections is expected to drop over the next 20 years to between 0.520/1 and 0.693/1.

Conversely, the overall City of Henderson jobs/housing ratio in 2010 was 0.648:1, and is expected to remain at or near this level for the foreseeable future. Using the national target of 1.7/1 for comparison, neither the study area nor City is maintaining a “healthy” or sustained ratio of jobs to housing. Figures like those being experienced in the Henderson market are fairly indicative of a bedroom community within a larger metropolitan area. In other words, Henderson could be considered jobs poor with a significant number of its residents commuting outside the community (and study area) to work.

JOBS HOUSING BALANCE, WEST HENDERSON STUDY AREA					
YEAR	EMPLOYMENT	OCCUPIED DWELLING UNITS	JOBS-OCCUPIED HOUSING RATIO	TOTAL DWELLING UNITS	JOBS-HOUSING RATIO
Henderson					
2010	74,369	103,802	0.716	114,805	0.648
2015	83,981	11,786	0.751	123,635	0.679
2020	89,911	123,511	0.728	136,603	0.658
2025	97,786	137,865	0.708	144,929	0.675
2030	104,786	145,404	0.721	160,817	0.652
2035	112,218	150,372	0.746	166,311	0.675
West Henderson					
2010	3,211	1,617	1.986	1,842	1.743
2015	5,496	8,385	0.655	9,550	0.575
2020	7,543	12,725	0.593	14,494	0.520
2025	11,028	14,049	0.785	16,002	0.689
2030	15,448	19,578	0.789	22,299	0.693
2035	19,526	24,833	0.786	28,285	0.690

ECONOMIC DEVELOPMENT - COMMERCIAL

When communities suffer from market shifts and the tightening of lending practices, conditions can be exacerbated by land use decisions that may translate into diminished funding for service programs, reduced staffing levels, deferred maintenance in public spaces and infrastructure, and ultimately quality-of-life. A solid development program and, when necessary, public intervention in the form of incentives, policies, and regulations, and sometimes all three, can effectively speed up the recovery, and more importantly offer more certainty for public officials and residents. West Henderson was identified in the last plan update as a location for business and industry, however, following adoption, shifts in real estate markets nationally and locally caused many property owners to reconsider existing entitlements for other uses with near-term potential for growth and available capital for development. This practice has been particularly prevalent within the study area, elevating the concern that the City could be left with an insufficient supply of land for employment uses including industrial and office product types.

Some sources on planning best practices suggest that a minimum of 15% of a community's land inventory should be preserved for employment purposes. Southern Nevada Strong promotes a balance of uses as one way to increase better paying job opportunities and the community's economic competitiveness in the region. In addition to preserving land for employment, a community must also accommodate revenue-generating retail uses, not only to serve residents' shopping and service needs, but to provide spending opportunities for visitors. A healthy retail base tied to household and tourism growth will provide another key element of a community's economic development infrastructure.

A strategic and informed land use plan that addresses key components of the community and their relationship to each other in light of external market forces and industry trends is a necessary resource for Henderson officials. The challenge, going forward will be how to manage change while pursuing intended outcomes. Whereas flexibility is imperative in any land use plan, public officials must evaluate all land use requests in the context of not only the individual property owners' interests, but the impact of these requests (near- and long-term) on the larger community.

What We Heard

- It is imperative that the City identify appropriate locations for employment and specifically industrial product development, particularly if existing industrial parcels located around the Airport are re-zoned to accommodate residential neighborhood development. The City is also an established Class B office submarket and should be preparing areas to accommodate this type of land use, as well as Class A office.
- West Henderson has several advantages as a place to foster job creation including proximity to both the Henderson Executive and McCarran International Airports, as well as planned interchange improvements at Starr and Sloan Roads.
- Properties within the study area are challenged by a lack of infrastructure, including water storage facilities, placing them at a competitive disadvantage to similarly-zoned parcels in other locations and communities.
- Maintain a balance of land uses through established policies so that demand does not disproportionately exceed supply, and values are maintained even during typical market downturns.

Highlights

- The Southern Nevada commercial market is slowly recovering from the recent real estate downturn and is generating cautious optimism from industry professionals. Among the products that appear to have shorter-term potential are: suburban anchored shopping centers; smaller-scale specialty retail; build-to-suit office; and speculative Class A and B office. New retail construction is occurring in the Henderson and Northwest submarkets, while new office construction is primarily located in the Downtown and Northwest submarkets.
- Retail and office development is considered to be a less desirable investment than industrial in 2014, as changes in under-writing criteria following the recession have made it difficult to finance speculative projects by individuals and single entities.
- Of the total 1,092.0 acres of commercially zoned land within the study area, 184.6 acres is already developed. Among the approximate 907 vacant acres, 50% is zoned for neighborhood commercial uses, 1% is zoned for community commercial uses, and the remaining 49% is zoned for tourist commercial uses.
- Based on anticipated household growth in the Las Vegas market, and Henderson's and West Henderson's potential for capturing a fair share of that growth, the study area could absorb approximately 1.8 million square feet of retail space by 2034.
- Based on employment growth across industry categories in the Las Vegas market, and Henderson's and West Henderson's potential for capturing a fair share of that growth, the study area could absorb approximately 1.7 million square feet of office space by 2034.
- The study area, could support approximately 3.5 million square feet of commercial space over the next 20 years. At a relatively low building-to-land ratio of 20 to 30%, this level of demand would require between 250 and 400 acres. Zoned, undeveloped land for neighborhood and community commercial totals 460 acres and there is no zoned, undeveloped land for office commercial. While neighborhood and community commercial zoning categories are more retail-oriented, they could still accommodate significant office development. The level of potential office demand, however, would require a substantial increase in land zoned specifically for office commercial. This would allow for the development of office parks and mixed use centers with office as the focal point.
- There appears to be an ample supply of land zoned for tourist commercial uses (447 acres). Because these uses tend to be driven by the tourism market, and could accommodate large-scale developments that have multiple real estate products, it is reasonable to preserve key locations along major transportation corridors for these opportunities.
- Office users will demand less space per worker as they reconfigure for more collaboration space and less individual space. Retailers will look for urban formats able to serve city dwellers more efficiently. Commercial space will be designed and located where it can meet the needs of online retailers seeking ever faster delivery times. Multifamily units will be adapted to provide less space per unit, but larger common areas.
- The retail and office sectors will continue to show slow improvement for both investment and development prospects in 2014. Going forward, retail development will be dependent on residential and tourism growth, while office development will mirror job growth in the service industries.

Retail Supply

Las Vegas Metro Market

- The Las Vegas retail market, after showing slight signs of improvement in 2013, continues to lag behind other real estate sectors. Vacancy rates increased slightly from 1st Quarter 2013, rents declined and net absorption was negative.
- Metro area-wide, retail vacancy rates increased to 9.5% from 2013's 9.3%. Although a negative trend, this rate is relatively close to what is considered a healthy retail vacancy rate.
- The Southern Nevada retail market, as defined by Colliers International, only expanded by 8,000 square feet from 1st quarter 2013 to 1st quarter 2014. There is approximately 702,880 square feet of retail product currently under construction or planned, so there still appears to be demand for niche markets or more modern retail products.
- Of the retail space currently in the pipeline, approximately 1/3 will be constructed in Henderson, with the other 2/3 being constructed in the Northwest submarket.
- Based on current and forecasted absorption rates, assuming an 8% vacancy rate equals equilibrium, the Southern Nevada retail market is considered to have a 2- to 3-year supply of available product.

Henderson Submarket

- West Henderson retail space will primarily compete with other products in the larger Henderson submarket. This submarket currently has nearly 8.7 million square feet of retail space, of which 9.2% was vacant as of 1st Quarter 2014. At this rate, the Henderson market is considered close to stabilization and is slightly outperforming the metro market as a whole, which had a vacancy rate of 9.5% during this same period. Monthly rental rates in Henderson (\$1.40 per square foot) are also higher than the metro market rate of \$1.32 per square foot.
- Power center space comprises approximately 33% of all retail space in the Henderson submarket. This type of space is currently showing a vacancy rate of 8.4%. Comparatively, the metro market's vacancy rate is 7.5%. Within this category, overall monthly rental rates in Henderson (\$1.60 per square foot) are higher than the metro market rate of \$1.41 per square foot.
- Community center space comprises approximately 33% of all retail space in the Henderson submarket. This type of space is currently showing a vacancy rate of 8.8%. Comparatively, the metro market's vacancy rate is 10.4%. Within this category, overall monthly rental rates in Henderson (\$1.25 per square foot) are similar to the metro market rate of \$1.27 per square foot.
- Neighborhood center space comprises approximately 34% of all retail space in the Henderson submarket. This type of space is currently showing a vacancy rate of 10.5%. Comparatively, the metro market's vacancy rate is 9.7%. Within this category, overall monthly rental rates in Henderson (\$1.35 per square foot) are similar to the metro market rate of \$1.34 per square foot.

The table below presents a summary of retail indicators for the Las Vegas Metro market and Henderson Submarket.

RETAIL MARKET CHARACTERISTICS, WEST HENDERSON TRADE AREA		
RETAIL INDICATOR	HENDERSON SUBMARKET	LAS VEGAS METRO MARKET
Total Space (SF)	8,660,185	44,486,788
Power Center	2,896,215	10,169,667
Community Center	2,864,154	18,828,525
Neighborhood Center	2,899,816	15,488,596
Vacancy Rate	9.2%	9.5%
Power Center	8.4%	7.5%
Community Center	8.8%	10.4%
Neighborhood Center	10.5%	9.7%
Net Absorption (SF)	(17,798)	(118,591)
Power Center	(2,590)	(62,411)
Community Center	(346)	(5,146)
Neighborhood Center	(14,862)	(51,034)
Average Monthly Asking Rental Rate (Price/SF)	\$1.40	\$1.32
Power Center	\$1.60	\$1.41
Community Center	\$1.25	\$1.27
Neighborhood Center	\$1.35	\$1.34

Source: Colliers International and Ricker\Cunningham

Retail Demand

Future demand for retail space is determined by the potential level of retail expenditures in a given trade area from two sources: those dollars spent by trade area residents outside the trade area, or leakage; and those generated by new household growth. These demand estimates are prepared for the City of Henderson. For each major retail category, current household retail expenditures (demand) are compared to current retail sales (supply) in the trade area to determine if there is a retail surplus (supply exceeds demand) or leakage (demand exceeds supply). The table below shows that leakage exists in six retail categories: furniture and home furnishings; electronics and appliances; building materials and garden equipment; food and beverage (grocery); health and personal care; and miscellaneous retail stores. The remaining categories currently have retail surpluses, i.e., supply exceeds demand. Projected demand from new household formation over the next twenty years is determined by multiplying growth in households with that portion of household income typically spent on general retail and service purchases.

The table below shows that an additional \$1.0 billion in retail spending is anticipated from new household growth over the next 20 years. Applying a market capture rate of 40%, the study area could absorb approximately 1.8 million square feet of new retail space over the next 20 years. At a relatively low building-to-land ratio of 20% to 25%, this level of demand would require approximately 150 to 200 acres.

RETAIL DEMAND FROM NEW HOUSEHOLDS, WEST HENDERSON TRADE AREA			
RETAIL CATEGORY	ESTIMATED 2014 HOUSEHOLD RETAIL DEMAND	ESTIMATED 2014 RETAIL SALES (SUPPLY)	ANNUAL HOUSEHOLD GROWTH RATE (2014 - 2034)
Furniture & Home Furnishings	\$97,167,010	\$76,787,241	1.50%
Electronics & Appliance	\$90,639,740	\$78,674,364	1.50%
Building Materials, Garden Equipment	\$489,684,557	\$207,890,715	1.50%
Food & Beverage (Grocery)	\$604,119,363	\$526,411,979	1.50%
Health & Personal Care	\$241,985,085	\$228,707,406	1.50%
Clothing & Accessories	\$214,208,013	\$664,083,295	1.50%
Sporting Goods, Hobby, Book, Music	\$94,788,658	\$103,044,116	1.50%
General Merchandise	\$552,749,803	\$635,675,480	1.50%
Miscellaneous Stores	\$123,500,889	\$102,305,204	1.50%
Food Service & Drinking Places	\$465,007,107	\$933,783,499	1.50%
Total	\$2,973,850,225	\$3,557,363,299	

Source: U.S. Census Bureau; Claritas, Inc.; Urban Land Institute; and Ricker|Cunningham

NET NEW HOUSEHOLD RETAIL DEMAND	NEW RETAIL SPACE NEEDED FOR HOUSEHOLD GROWTH	TOTAL 20-YEAR NEW TRADE AREA RETAIL DEMAND (SF)	WEST HENDERSON ATTAINABLE CAPTURE RATE	WEST HENDERSON ATTAINABLE CAPTURE (SF)
\$33,702,864	134,811	216,331	40%	86,532
\$31,438,848	114,323	157,834	40%	63,133
\$169,849,540	485,284	1,290,410	40%	516,164
\$209,541,826	558,778	765,998	40%	306,399
\$83,933,738	223,823	259,230	40%	103,692
\$74,299,122	330,218	330,218	40%	132,087
\$32,877,921	146,124	146,124	40%	58,450
\$191,724,037	639,080	639,080	40%	255,632
\$42,836,902	171,348	256,130	40%	102,452
\$161,290,043	460,829	460,829	40%	184,331
\$1,031,494,839	3,264,619	4,522,184	40%	1,808,873

RETAIL SURPLUS LEAKAGE, WEST HENDERSON TRADE AREA					
RETAIL CATEGORY	ESTIMATED 2014 HOUSEHOLD RETAIL DEMAND	ESTIMATED 2014 RETAIL SALES (SUPPLY)	ESTIMATED 2014 RETAIL VOID (LEAKAGE)	ESTIMATED RETAIL SALES/SF	NEW RETAIL SPACE NEEDED TO RECAPTURE VOID/ LEAKAGE
Furniture & Home Furnishings	\$97,167,010	\$76,787,241	\$20,379,769	\$250	81,519
Electronics & Appliance	\$90,639,740	\$78,674,364	\$11,965,376	\$275	43,510
Building Materials, Garden Equipment	\$489,684,557	\$207,890,715	\$281,793,842	\$350	805,125
Food & Beverage (Grocery)	\$604,119,363	\$526,411,979	\$77,707,384	\$375	207,220
Health & Personal Care	\$241,985,085	\$228,707,406	\$13,277,679	\$375	35,407
Clothing & Accessories	\$214,208,013	\$664,083,295	\$0	\$225	0
Sporting Goods, Hobby, Book, Music	\$94,788,658	\$103,044,116	\$0	\$225	0
General Merchandise	\$552,749,803	\$635,675,480	\$0	\$300	0
Miscellaneous Stores	\$123,500,889	\$102,305,204	\$21,195,685	\$250	84,783
Food Service & Drinking Places	\$465,007,107	\$933,783,499	\$0	\$350	0
Total	\$2,973,850,225	\$3,557,363,299	\$426,319,735		1,257,564

Source: U.S. Census Bureau; Claritas, Inc.; Urban Land Institute; and Ricker\Cunningham

The level of leakage estimated in current retail categories is approximately \$426.3 million in retail spending, which could support an additional 1.3 million square feet of space. This indicates a substantial void in the current market for several retail store types.

Office Supply

Las Vegas Metro Market

- The Las Vegas office market recovery is beginning to gain some momentum, with slight improvements in vacancy, rental and absorption rates, and modest increases in construction activity.
- Metro area-wide, office vacancy rates dropped to 21.0% from 2013's 21.9%. The current vacancy rate is the lowest since the first quarter of 2009. Although a favorable trend, this rate is still twice what is considered a healthy office vacancy rate.
- The Southern Nevada office market, as defined by Colliers International, expanded by 723,554 square feet from 1st quarter 2013 to 1st quarter 2014. In addition, there is approximately 832,000 square feet of office product currently under construction or planned. Despite a market-wide 20% vacancy rate, there still appears to be demand for niche markets or more modern office products.
- Of the office space currently in the pipeline, approximately 18% is build-to-suit and 82% is speculative. Class A space comprises 83% of pipeline office space, with the Northwest submarket capturing the largest share (37%) of new space. Downtown is anticipated to capture 25% of new space.
- Based on current and forecasted absorption rates, assuming a 10% to 12% vacancy rate equals equilibrium, the Southern Nevada office market is considered to have a 4- to 5-year supply of available product.

Henderson Submarket

- West Henderson office space will primarily compete with other products in the larger Henderson submarket. This submarket currently has over 5.2 million square feet of office space, of which 20.9% was vacant as of 1st Quarter 2014. At this rate, the Henderson submarket is performing similarly to the metro market as a whole, which has a vacancy rate of 21.0% during this same period. Monthly rental rates in Henderson (\$2.03 per square foot) are higher than the metro market rate of \$1.88 per square foot. Taken together, these conditions suggest the Henderson submarket is not yet ready for significant new development.
- Class A space comprises approximately 13% of all office space in the Henderson submarket. This type of space is currently showing a vacancy rate of 47.0%. Comparatively, the metro market's vacancy rate is 29.2%. Within this category, overall monthly rental rates in Henderson (\$2.48 per square foot) are similar to the metro market rate of \$2.49 per square foot.
- Class B space comprises approximately 45% of all office space in the Henderson submarket. This type of space is currently showing a vacancy rate of 12.4%. Comparatively, the metro market's vacancy rate is 18.7%. Within this category, overall monthly rental rates in Henderson (\$2.11 per square foot) are higher than the metro market rate of \$1.91 per square foot. Given these indicators, this type of space may represent a more immediate opportunity for new development in Henderson.
- Class C space comprises approximately 42% of all office space in the Henderson submarket. This type of space is currently showing a vacancy rate of 22.3%. Comparatively, the metro market's vacancy rate is 20.4%. Within this category, overall monthly rental rates in Henderson (\$1.70 per square foot) are similar to the metro market rate of \$1.57 per square foot.

Office Demand

Demand for new office space is derived from two primary sources - the expansion of existing businesses and relocation of new ones into the market. Employment projections by industry classification for the Las Vegas-Paradise MSA were used to estimate demand over the next 20 years. Based on published sources, the market is expected to realize sustained growth across all employment sectors at an average of 1.1% annually, resulting in demand for approximately 55,535 new office employees over the next 20 years. While it is understood that different industry categories have different space needs, for the purpose of this analysis a weighted average estimate of 200 square feet per employee was assumed, resulting in demand for over 11 million square feet of new office space over the next two decades. At a relatively modest capture rate of 15%, the study area could absorb approximately 1.7 million square feet of office space by 2034. At a relatively low building-to-land ratio of 25% to 30%, this level of demand would require approximately 130 to 160 acres.

OFFICE DEMAND, WEST HENDERSON TRADE AREA				
INDUSTRY CATEGORY	ESTIMATED 2014 EMPLOYEES	ESTIMATED GROWTH RATE (2014 - 2034)	ESTIMATED 2034 EMPLOYEES	ESTIMATED NEW EMPLOYEES
Mining & Construction	50,691	2.8%	88,063	37,372
Manufacturing	20,486	1.1%	25,496	5,010
Trade, Transportation & Utilities	153,023	1.0%	186,717	33,694
Information	9,301	0.6%	10,484	1,182
Financial Activities	40,561	0.4%	43,932	3,371
Professional & Business Services	104,719	1.2%	132,934	28,215
Education & Health Services	122,636	1.2%	155,678	33,042
Leisure & Hospitality	265,326	1.1%	330,220	64,894
Other Services	24,079	0.7%	27,684	3,605
Government	46,877	0.2%	48,788	1,911
Self-Employed	41,126	0.6%	46,353	5,227
Total	878,825	1.1%	1,096,349	217,524

Source: Nevada Department of Employment, Training and Rehabilitation and Ricker|Cunningham

ESTIMATED % IN OFFICE SPACE	ESTIMATED NET NEW OFFICE EMPLOYEES	SF PER OFFICE EMPLOYEE	ESTIMATED 20-YEAR OFFICE DEMAND	WEST HENDERSON OFFICE CAPTURE RATE	WEST HENDERSON OFFICE CAPTURE (SF)
20%	7,474	200	1,494,880	15%	224,232
5%	251	200	50,105	15%	7,516
10%	3,369	200	673,881	15%	101,082
80%	946	200	189,143	15%	28,371
90%	3,034	200	606,815	15%	91,022
80%	22,572	200	4,514,389	15%	677,158
20%	6,608	200	1,321,695	15%	198,254
10%	6,489	200	1,297,874	15%	194,681
30%	1,081	200	216,295	15%	32,444
30%	573	200	114,668	15%	17,200
60%	3,136	200	627,217	15%	94,083
26%	55,535	200	11,106,962	15%	1,666,044

This table presents a summary of office indicators for the Las Vegas metro market and Henderson submarket.

OFFICE MARKET CHARACTERISTICS, WEST HENDERSON TRADE AREA		
OFFICE INDICATOR	HENDERSON SUBMARKET	LAS VEGAS METRO MARKET
Total Space (SF)	5,252,148	41,499,321
Class A	657,202	5,953,334
Class B	2,370,917	16,743,963
Class C	2,224,029	18,802,024
Vacancy Rate	20.9%	21.0%
Class A	47.0%	29.2%
Class B	12.4%	18.7%
Class C	22.3%	20.4%
Net Absorption (SF)	25,318	127,494
Class A	(12,091)	(18,450)
Class B	11,956	(1,145)
Class C	25,453	147,089
Average Monthly Asking Rental Rate (Price/SF)	\$2.03	\$1.88
Class A	\$2.48	\$2.49
Class B	\$2.11	\$1.91
Class C	\$1.70	\$1.57

Source: Colliers International and Ricker|Cunningham

Available Land

Currently, the study area includes approximately 954.3 acres of commercially-zoned land. 128.6 acres, or 13% are already developed and 825.7 acres, or 87%, are vacant. As shown, 50% of the vacant commercial property in the study area is zoned for neighborhood commercial uses, 1% is zoned for community commercial uses, and the remaining 49% is zoned for tourist commercial.

COMMERCIAL PROPERTY, WEST HENDERSON STUDY AREA				
ZONING CATEGORY	DEVELOPED		VACANT	
	ACRES	%	ACRES	%
Neighborhood Commercial (NC)	0.6	0%	450.6	50%
Community Commercial (CC)	31.7	17%	9.5	1%
Tourist Commercial (TC)	146.2	79%	447.4	49%
Office Commercial (CO)	6.1	3%	0.0	0%
Total	184.6	100%	907.4	100%

Source: City of Henderson; Logan Simpson Design; and Ricker|Cunningham

HOUSING & DEMOGRAPHICS

Land use decisions, particularly those that will effectively alter the intent of previously adopted plans, and to the extent possible, should be considered in the context of stated goals and objectives. In the existing Comprehensive Plan, last updated in 2006, planning themes speak to the community's desire for balance, and "include a diverse mix of housing types and neighborhood choices to support the needs of all residents."

What We Heard

- Address pressure to convert non-residential land to residential, as well as incorporate additional residential and recreation products into previously approved projects.
- Connect residential enclaves through vehicular and non-vehicular means in an effort to promote greater efficiencies in service delivery.
- Ensure that West Henderson offers a range of housing product types in order to afford existing residents the opportunity to age in place, and future residents choices that meet a range of lifestyle choices.
- Promote live-work opportunities and redeveloped and urbanized centers as one component of a larger economic development strategy intended to enhance the environment for small businesses and business start-ups.
- Establish design and development standards that emphasize quality, yet allow for creativity and variety in product types and price points.
- Maintain a balance of land uses through established policies so that demand does not disproportionately exceed supply, and values are maintained even during typical market downturns.
- Monitor and improve all areas of the city's economic development "infrastructure" such as competitive wages, recreational amenities, and place-making elements; as well as a diversity of housing options at multiple income levels.



Highlights

- According to the Greater Las Vegas Association of Realtors, in 2013, there were 39,288 single-family units listed for sale in the Las Vegas metro area, of which 32,756, or 83%, were sold. During this same period, 9,405 condominium/townhome units were listed for sale, of which 7,365, or 78%, were sold. These figures suggest a relatively stable relationship between supply and demand. Average prices for single-family home and condominium/townhome sales were \$214,156 and \$130,056, respectively.
- By comparison, there were 5,945 single-family units sold in Henderson in 2013, with an average price of \$267,175 - 25% higher than the metro area. During this same period, 705 condominium/townhome units sold in Henderson, with an average price of \$140,035 - 8% higher than the metro area.
- It appears that while the greatest demand (33%) is for product priced below \$200,000, only 7.2% of new units were priced for this market. Units priced between \$200,000 and \$250,000 represented 48.5% of inventory despite the fact that this product only represented 21.0% of demand.
- Given the existing supply of residential product in the City of Henderson, future residential should serve multiple goals including meeting new types of housing demand, supporting the local work force and reinforcing existing and future commercial centers.
- Generation Y desires a predominantly more urban and less suburban lifestyle; prefers multiple forms of mobility to driving-only; and are less likely to buy their own homes (69% will prefer to rent). Other new ways to think about housing development include active living where housing connects to local amenities and services.
- Existing plans for housing throughout West Henderson should be reevaluated to meet the needs of the current market and future trends, especially regarding density and housing type.

Industry Trends

- Multifamily units will be adapted to provide less space per unit, but larger common areas.
- The growth of generation Y and its impact on real estate is characterized by this generation being more urban and less suburban; preferring multiple forms of mobility to driving-only; and being less likely to buy their own homes (69% will prefer to rent). When asked about the importance of specific community features, gen-Yers ranked the following characteristics highly: a short distance to work and school, walk- ability, proximity to shopping and entertainment, and convenience of public transportation.
- Moderate- and high-income apartment development prospects will remain among the strongest of all sectors in 2014, largely driven by the gen-Y and Baby Boomer segments that will demand units located in fully integrated mixed-use environments.
- Housing prospects for almost all residential property types will increase modestly with the strongest jumps in single-family moderate- and high-income housing. Most attractive housing prospects, for both developers and consumers will be those located in infill and in-town locations, followed by senior housing options.

Economic and Demographic Indicators

Economic and demographic characteristics in the market are indicators of overall trends and economic health which may affect private and public sector development. The following highlights trends which will most directly affect housing development within the City and study area over near- and mid-term.

According to Zillow Real Estate, West Henderson had a population of 6,022 during the first few months of 2014. Among its residents, 12.9% are younger than 20 years, 8.6% are in their 20s, 15.5% in their 30s, 22.5% are between 40 and 60 years, 19.5% are in their 60s and 11.1% are over 70 years.

Among householders in West Henderson, 75.4% are married, 8.3% are single, 9.7% are divorced, and 6.9% widowed. This compares to the City as a whole where 59.9% are married, 23.0% are single, 13.2% divorced, and 4.5% widowed. When considering the unit breakdown, in the study area which is 64.8% single-family and 35.2% condominiums, it becomes apparent that a sizable portion of married residents potentially live in a product other than a traditional single-family detached unit.

Compared to the West Henderson submarket, Henderson's housing inventory has a greater percentage of single-family units at 80.6%, with 16.7% condominiums and 2.7% classified as other. Given relationship statistics in the City, either a sizable number of individuals are living in a traditional single-family home by themselves or with other unrelated individuals. This further suggests that there may be deficits in the City's inventory of product types for individuals who may be seeking something outside of these classifications.

An additional striking aspect of households in West Henderson is the number of households with children. Zillow Real Estate reports that 21.3% of homes in the area have children, resulting in an average household size of 2.2. Comparatively, Henderson has an average household size of 2.6, which is the same as the national average. Again, considering that 75.4% of area residents are married, this indicates there are couples without children. This statistic may be partially explained by a median age in the area of 46 years, as compared to 36 in the City and nation.

Among the housing products in West Henderson, 92% are owner-occupied, while 8% are rentals. Despite the higher number of condominium units, the median home size is larger in West Henderson than the City at-large, at 1,995 square feet and 1,771 square feet, respectively. The average year built of homes in West Henderson is 2008, compared to 1997 in Henderson. This appears realistic since more than 96% of all units in West Henderson were completed after 2000.

Psychographic Profile

Psychographics is a term which describes peoples' psychology, as distinct from physical characteristics. Psychographic analyses identify personality characteristics and attitudes that affect a person's lifestyle and purchasing behavior. Commercial retail developers, in particular, are interested in understanding a community's psychographic profile, as this is an indication of its resident's propensity to spend across select retail categories. The top seven household psychographic segments within the City of Henderson are presented in the table below. Of particular interest is the number of households that would pursue an alternative to a single-family detached unit priced for the entry market if one to be available. Among them New Empty Nesters, Gray Power, Young Influentials, Second City Elite and Brite Lites, Li'l City, which collectively represent nearly one-third of total households.

PSYCHOGRAPHIC PROFILE				
PROFILE GROUP	DESCRIPTION	DEMOGRAPHICS	% OF CITY	HOUSEHOLDS
New Empty Nests	With grown up children; new empty nesters; upper-middle income older Americans who pursue active- and activists-lifestyles; most over 65 years old, but show no interest in a rest-home retirement	Upper-Mid, Age 65+, White, Asian, Mix	7.76%	8,013
Kids & Cul-de-Sacs	Large families in recently built subdivisions; high rate of Hispanic and Asian-Americans; large outlay for child-centered products and services	Upper-Mid, Age 25-44, White, Black, Asian, Hispanic, Mix	3.54%	3,658
Home Sweet Home	Upper middle-class married couples living in mid-sized homes without children; mostly under 55 years; comfortable lifestyles	White	8.45%	8,715
Gray Power	Older, healthier Americans, middle-class, home-owning suburbanites who are aging in place rather than moving to retirement communities	Midscale, Age 65+	3.12%	3,216
Suburban Sprawl	Midscale, singles and couples living in the heart of suburbia; Baby Boomers with decent jobs, own older homes and condos	Midscale, Age 45-64, White, Asian, Hispanic, Mix	3.32%	3,428
Young Influentials	Yuppies; younger, middle-class singles and couples; preoccupied with balancing work and leisure pursuits; live in apartment complexes	Midscale, Age <55, White Collar, Mix	7.19%	7,415
Second City Elite	Prosperous professionals living in satellite cities; own home; half have college degree; prefer cultural activities for entertainment	Upscale, Age 45-64, White, Black, Mix	4.62%	4,768
Brite Lites, Li'l City	Chic sophisticates live in major metro areas; well-off, middle-aged couples; double income, no kids; college-educated and well-paying professional jobs; swank homes	Upscale, Age <55, White, Asian, Mix	6.94%	7,157
Middleburg Managers	Middle-class with solid white-collar jobs or comfortable retirements; own older home	Upper-Mid, Age 45-64, White, Black, Mix	6.28%	6,480
White Picket Fences	Midpoint on the socioeconomic ladder; modest homes and ethnic diversity including largely Hispanics and African Americans	Upper-Mid, Age 25-44, White, Black, Asian, Hispanic, Mix	2.97%	3,062
Sunset City Blues	Live in older neighborhoods; lower-middle-class singles and couples who have retired or are getting close; empty nesters with modest homes	Lower-Mid, Age 55+, White, Black, Mix	3.47%	3,585

Source: Claritas, Inc. and Ricker|Cunningham.

Residential Supply

While multifamily building permits remained comparatively steady since 2008, the first official year of the Great Recession, single-family building permits fell off consistently, with a modest increase realized in 2012.

Among existing single-family units sold in the Las Vegas metro area in the first few months of 2014, 16.3% were in Henderson, a 13.5% drop over last year. Among those units, the average sale price was \$313,350, a 22.0% increase over 2013, and 139.3% of the metro area average price. Condo and townhome sales among existing units in Henderson during this same period represented 16.3% of the metro area market, similar to last year’s ratio. The average sale price of attached units in Henderson was \$140,035, a 16.5% increase over the 2013 figure, and 96.4% of the metro area average price.

Despite relatively low sales rates among existing units in the Henderson market, new unit sales among both single-family and condo and townhome units during 2013 totaled 1,080 and 136, respectively. The average sale price among new single-family units was \$295,296, 94.2% of the average price of existing home sales. The average price among condo and townhome units during this same period in Henderson was \$195,537, 139.6% of the average price of existing attached sales.

According to the Greater Las Vegas Association of Realtors, in 2013, there were 13,624 single-family units listed for sale, of which 14.7% sold, and 3,561 condo/townhome units were listed for sale, of which 14.3% sold. These figures suggest a 6.8-year supply of existing single-family units and a 7-year supply of condo/ townhome units.

Given the sales rate among new versus existing units in the Henderson market among both product types, but particularly single-family detached units given the marginally lower average sale price coupled with the increasing number of building permits; there exists the potential for a sustained and significant level of existing available units. With competition from new product, existing homes will likely depreciate at a disproportionately high rate.

Residential Demand

Demand for new residential units is primarily a factor of the growth in income-qualified households within a trade area. Projected 20-year demand of West Henderson household growth is estimated at approximately 6,200 detached single-family units, 4,100 single-family attached units and 6,600 rental units.

It appears that while the greatest demand or 33% is for product priced below \$200,000, only 7.2% of new units were priced for this market. Units priced between \$200,000 and \$250,000 represented 48.5% of inventory despite the fact that this product only represented 21.0% of demand.

HOUSING INVENTORY, EXISTING		
HOUSING INDICATOR	SINGLE-FAMILY	CONDO/ TOWNHOME
Las Vegas Metro Area		
Total Units Listed	39,288	9,405
Average List Price	\$254,648	\$154,471
Total Units Sold	32,756	7,365
Average Sale Price	\$214,156	\$130,056
Henderson		
Total Units Sold	5,945	705
Average Sale Price	\$267,175	\$140,035

Source: Greater Las Vegas Association of Realtors & Ricker|Cunningham.

NEW HOME SALES, 2013			
HOUSING INDICATOR	SINGLE-FAMILY	CONDO/ TOWNHOME	TOTAL
Las Vegas Metro Area			
Total Homes Sold	6,412	442	6,854
Average Sale Price	\$286,406	\$406,824	\$294,171
Henderson			
Total Homes Sold	1,080	136	1,216
Average Sale Price	\$295,296	\$195,537	\$284,139

Source: Hanley Wood and Ricker | Cunningham.

HENDERSON HOME SALES, 2013				
HOUSING INDICATOR	SINGLE-FAMILY	CONDO/ TOWNHOME	TOTAL	% OF TOTAL
Home Sales By Price Range				
Less than \$200,000	69	18	87	7.2%
\$200,000 to \$250,000	473	117	590	48.5%
\$250,000 to \$300,000	116	0	116	9.5%
\$300,000 to \$350,000	55	0	55	4.5%
\$350,000 to \$400,000	221	1	222	18.3%
\$400,000 to \$450,000	42	0	42	3.5%
\$450,000 and over	104	0	104	8.6%
Total	1,080	136	1,216	100.0%

Source: Hanley Wood and Ricker | Cunningham.

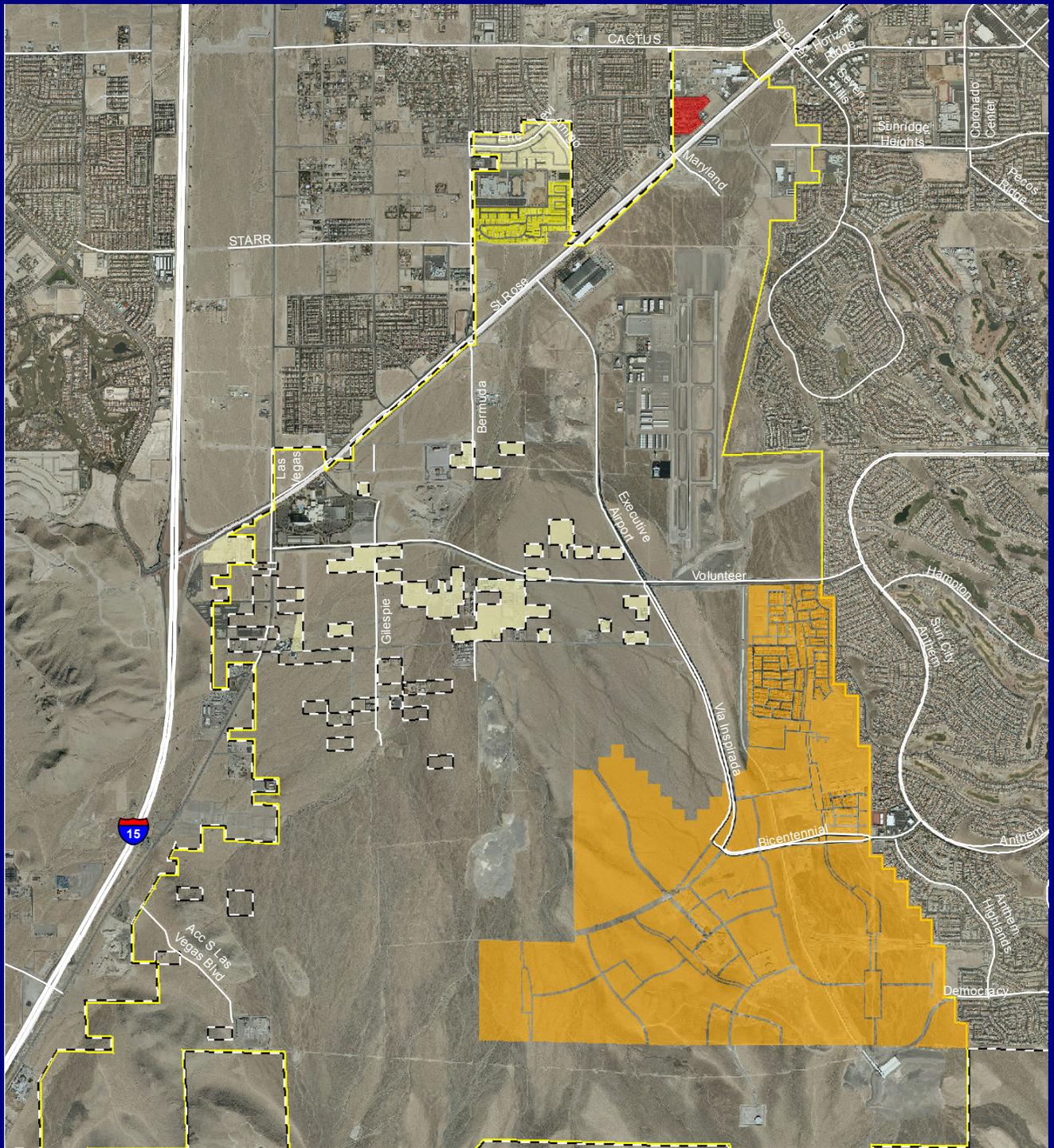
RESIDENTIAL BUILDING PERMITS, CITY OF HENDERSON							
UNIT TYPE	2008	2009	2010	2011	2012	2013	6-YR. AVG.
Single-Family	1,063	491	700	752	1,117	1,274	687
Duplex/Triplex	18	37	0	0	28	12	14
Multifamily	397	749	68	368	432	382	336
Total	1,478	1,277	768	1,120	1,577	1,668	1,037

Source: U.S. Census Bureau and Ricker | Cunningham.

Available Land

Currently, the West Henderson Study Area includes approximately 1,900 acres of residentially-zoned land, of which approximately 170 acres is already developed, leaving 1,730 acres vacant. The map on the following page shows currently zoned land by residential or related category. As shown, 53% of the residentially developed property in the study area is zoned Planned Development, and 98% of the residentially zoned vacant property. An obvious benefit of this zoning classification is the flexibility it affords developers so that they can capitalize on market opportunities and changing conditions. Its limitations are in the lack of predictability offered the City in terms of long-range planning and service impacts.

RESIDENTIAL PROPERTY, WEST HENDERSON STUDY AREA				
ZONING CATEGORY	DEVELOPED		VACANT	
	ACRES	%	ACRES	%
Low Density Residential	29.0	17%	15.0	1%
Medium Density Residential	33.2	19%	13.7	1%
High Density Residential	18.2	11%	0.0	0%
Planned Community	90.2	53%	1,668.8	98%
Total	170.6	100%	1,697.5	100%



- High Density Residential
 - Medium Density Residential
 - Low Density Residential
- Planned Community
 - Study Area



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SINGLE-FAMILY

ANNUAL HOUSEHOLD INCOME RANGE	APPROX. HOME PRICE RANGE	TRADE AREA FOR-SALE DEMAND (INCOME \$15K+)	ESTIMATED % SINGLE-FAMILY	DEMAND	WEST HENDERSON CAPTURE RATE	WEST HENDERSON CAPTURE (UNITS)
Single-Family Attached						
\$15-25K	\$75 to \$100K	441	35%	154	55%	85
\$25-35K	\$100 to \$150K	662	35%	232	55%	127
\$35-50K	\$150 to \$200K	1,545	35%	541	55%	297
\$50-75K	\$200 to \$250K	5,793	35%	2,028	55%	1,115
\$75-100K	\$250 to \$350K	4,635	35%	1,622	55%	892
\$100-150K	\$350 to \$500K	4,635	35%	1,622	55%	892
\$150K and up	\$500K and up	3,384	35%	1,184	55%	651
Attached Totals		21,096	35%	7,383	55%	4,061

Single-Family Detached

\$15-25K	\$75 to \$100K	441	65%	287	45%	129
\$25-35K	\$100 to \$150K	662	65%	430	45%	194
\$35-50K	\$150 to \$200K	1,545	65%	1,004	45%	452
\$50-75K	\$200 to \$250K	5,793	65%	3,766	45%	1,695
\$75-100K	\$250 to \$350K	4,635	65%	3,013	45%	1,356
\$100-150K	\$350 to \$500K	4,635	65%	3,013	45%	1,356
\$150K and up	\$500K and up	3,384	65%	2,200	45%	990
Detached Totals		21,096	65%	13,712	45%	6,170

Note: Assumes condo/ townhome development stabilizes at 35% of all ownership demand
Source: U.S. Census; Claritas, Inc.; and Ricker|Cunningham.

RENTAL APARTMENTS

ANNUAL HOUSEHOLD INCOME RANGE	APPROXIMATE RENT RANGE	TRADE AREA RENTAL DEMAND (INCOMES \$15K+)	WEST HENDERSON CAPTURE RATE	WEST HENDERSON CAPTURE (UNITS)
\$15-25K	\$375 - \$625	2,501	55%	1,376
\$25-35K	\$625 - \$875	2,648	55%	1,457
\$35-50K	\$875 - \$1,000	3,605	55%	1,983
\$50-75K	\$1,000+	1,931	55%	1,062
\$75-100K	\$1,000+	515	55%	283
\$100-150K	\$1,000+	515	55%	283
\$150K and up	\$1,000+	294	55%	162
Totals		12,010	55%	6,605

Source: U.S. Census; Claritas, Inc.; and Ricker|Cunningham.

TRANSPORTATION & INFRASTRUCTURE

An efficient and sustainable transportation and infrastructure network is key to a successful community. Currently, West Henderson is mostly undeveloped. A few roads cut through the northern part of the subarea, namely Volunteer Boulevard and Executive Airport Drive. However, West Henderson is situated opportunistically, with I-15 running along the western edge and St. Rose Parkway to the north. With nearly a clean slate, outlining a transportation and infrastructure plan that includes all modes of transportation and integrates land use will create an enriched economic environment and community.

“Strengthen the connectivity and accommodate and balance the needs of all modes.”



Residential land use development in the Las Vegas Metro area has grown extensively over the last decade. The main form of development has been in the form of master planned communities. These residential developments separate retail from housing by gates and often include wide streets, which discourage walkability and bikeability. The West Henderson Land Use Plan Update will strive to identify opportunities to improve the vibrancy of key corridors and the integration of transportation and land use.

What We Heard

- Address lack of infrastructure and appropriate level of water storage.
- Capitalize on the future interchanges at Starr and Sloan Roads.
- Provide a transportation corridor/ connection to the south.
- Focus on a layered and fine grained transportation system, address master plans' lack of connectivity, and limit use of circuitous routes.
- Comprehensively plan for infrastructure, stormwater facilities, utilities, and communications.
- Adjust typical roadway standards to include conduit banks, utilize complete streets standards, and address interim construction requirements.
- Address Via Inspirada's future transit connections to Inspirada Town Center.
- Provide transit connections to Cadence, the M Resort, and Lake Las Vegas.
- Plan areas for maintenance facilities, municipal services, schools.
- Create new funding models to construct infrastructure and emergency/ police services.
- Minimize water usage and direct drainage to existing washes.
- Plan for trail connectivity including an east-west connector using topography and washes as an advantage.
- Incorporate complete streets.
- Address efficient and safe transportation at school sites.
- Create interim requirements for streets and trails.



Highlights

- The 2011 Master Streets and Highways Plan lays out a basic plan for major roads through West Henderson.
- A layered and fine grained network with connections to neighboring communities is essential. West Henderson has the opportunity to exceed the 58.5 intersections per square mile of neighboring master-planned communities, and achieve a best practice recommendation of 100 intersections per square mile.
- Bicycle and pedestrian facilities should be incorporated as a way to commute as well as for recreation. At a current city service level of 0.4 miles/ 1000 residents, West Henderson has the opportunity to provide an additional 23 miles of recreational trails.
- Quality public transit should be available to all residents and employees of West Henderson and connected to the established RTC system, especially BRT.
- Schools, parks, police and fire services, water and wastewater lines should be included in the transportation and infrastructure plan.

Overview

Transportation planning and design efforts that currently exist include a West Henderson Transportation Study completed by the Regional Transportation Commission (RTC), a Master Bike and Trails Plan, Master Streets and Highways Map, and a Trail and Watershed Mapping Project. The City's Department of Utility Services is also working to complete an updated Backbone Infrastructure Master Plan at this time.

In coordination with RTC, the West Henderson Transportation Study was updated in February 2011. The plan identifies four challenges that future transportation development will face. High volumes of regional traffic pass through West Henderson as a gateway to the Las Vegas Metro area.

Certain constraints such as freeways, existing development, and topography present barriers to transportation connectivity. Roads and facilities should be developed with a multimodal focus and integrate with existing transit, pedestrian, and bicycle infrastructure. Finally, the Transportation Study provides three alternatives to solving the challenges.

Challenges identified by the West Henderson Transportation Study are:

Issue 1: Balancing Regional and Local Mobility Needs

Issue 2: Minimizing Barriers and Improving Network Connectivity

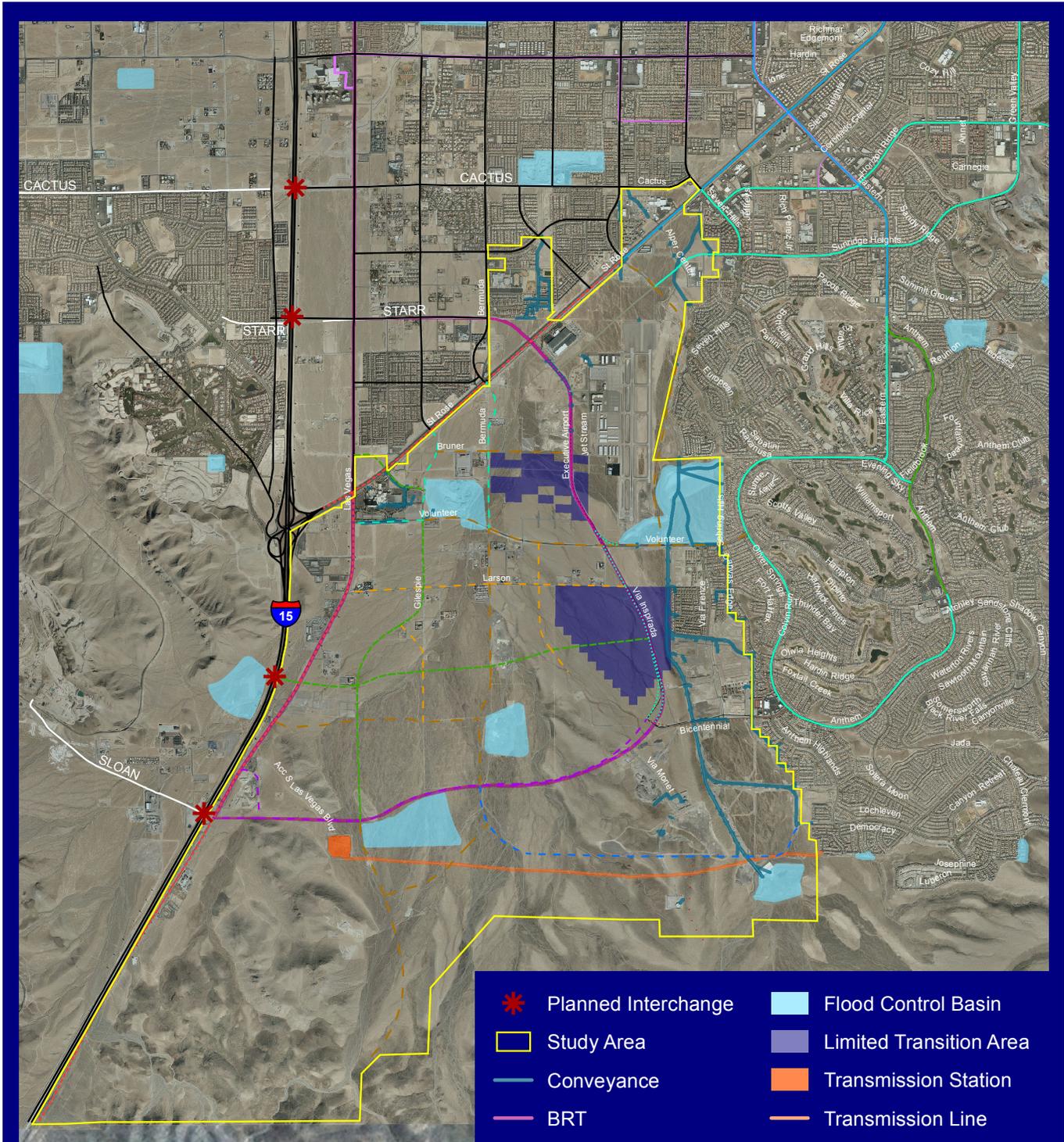
Issue 3: Balancing Mobility Needs, Mobility Options, and Strong Connectivity

Issue 4: Enabling Livable Communities

The solutions to these issues are to strengthen the grid network, provide facilities to augment primary travel corridors, accommodate and balance the needs of all modes, and incorporate context-sensitive design.

The Master Streets and Highways Plan was completed in 2011. Future transportation and infrastructure development should integrate with this plan. While this plan outlines the beginnings of a connected, grid network, the future roadway system could be further refined to increase connectivity.

In February 2014, the Henderson City Council adopted an updated Bicycle and Trail Master Plan. There are a few existing shared-use paths, all on the outskirts of the study area. However, the Master Plan has planned for an extensive bicycle and trail network in the future.



Transportation and Infrastructure

- 260' Street Section
- 194' Street (SW Henderson)
- 178' Street w/ Transit (SW Henderson)
- 166' Street No Transit (SW Henderson)
- 166' Street w/ Transit (SW Henderson)
- 166' Street w/ Transit - Ex Air (SW Henderson)
- 154' Major Arterial (SW Henderson)
- 154' Street (SW Henderson)
- 150' Street (SW Henderson)
- 136' Street (SW Henderson)
- 120' Street (Controlled Access)
- 120' Street (w/ Bike Lane)
- 110' Minor Arterial
- 100' Street Primary Arterial
- 80' Street (Secondary Arterial)
- County Streets

0 0.5 1 Miles
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 Date: 5/7/2014

Henderson has a history of providing walkable neighborhoods. Through the Federal Highway Administration's Safe Routes to Schools Program, the City has been awarded funding to construct safety improvements and create programs to help kids walk and bike to school. Twenty-five schools in Henderson have Safe Routes to School programs. Schools built in West Henderson should provide safe walking and bicycling routes connecting residential neighborhoods.

Infrastructure Overview

Current infrastructure in West Henderson includes flood control basins, channelized drainages, a regional power transmission line and sub station.

Within West Henderson there are two currently constructed flood control basins. One is located just southeast of the Henderson Executive Airport; the other at the extreme southeast corner of the study area. A proposed detention basin south of St. Rose Parkway is presently under design and is planned for construction in three years. Two other additional detention basins in southern West Henderson are proposed, although no construction date has been set.

Flood infrastructure planning throughout the region is coordinated by the Clark County Regional Flood Control District. The District is responsible for developing a master plan, regulating land use in flood hazard areas, and funding and coordinating the construction of flood control facilities. In 2013, they completed a Master Plan Update for the Las Vegas Valley, which includes West Henderson.

The Backbone Infrastructure Plan is currently being updated by the City of Henderson.



PARKS, RECREATION, TRAILS & OPEN SPACE

Henderson’s parks, recreation facilities, open space, and trails are essential quality of life amenities for its residents. The City Parks and Recreation Master Plan sets a precedent for parks and recreation across the City. Given the limited development to date in West Henderson, parks, trails, and recreational amenities are not a prominent part of the landscape. Overall, however, the City has an award-winning parks and recreation program and new parks and recreation facilities will be developed in West Henderson as development occurs and in accordance with adopted standards.

West Henderson provides an opportunity to develop an integrated parks and open space system, one that meets community needs for parks, trails, and recreation facilities while also providing ecological benefits. Protected open space and parks provide habitat for wildlife; stormwater collection and filtration; and protection of sensitive terrain, such as steep slopes. According to recent studies completed by The Trust for Public Lands, parks, open space, and trails benefit the health of the residents and the local economy. People and employers are attracted to locations that offer proximity and access to parks and open space.

“The City’s goal is to provide access to a park within a half mile of all residential units.”

What We Heard

- Utilize and build on the 2005 Open Space and Trails Plan and the Desert Edge Study goals and recommendations, and integrate and buffer the Sloan Canyon National Conservation Area (SCNCA).
- Plan for recreation facilities, and unique and different types of parks. Incorporate park and trail amenities within a 1/2-mile distance from every resident.
- Plan for trail connectivity including an east-west connector, and use topography and washes as an advantage.
- Leverage future funds made available through Southern Nevada Public Land Management Act (SNPLMA).
- Keep washes naturalized.
- Address challenges with topography.
- Utilize the endowment created for a visitor center at SCNCA.
- Satisfy the 5.5 acres/1,000 residents standard



Highlights

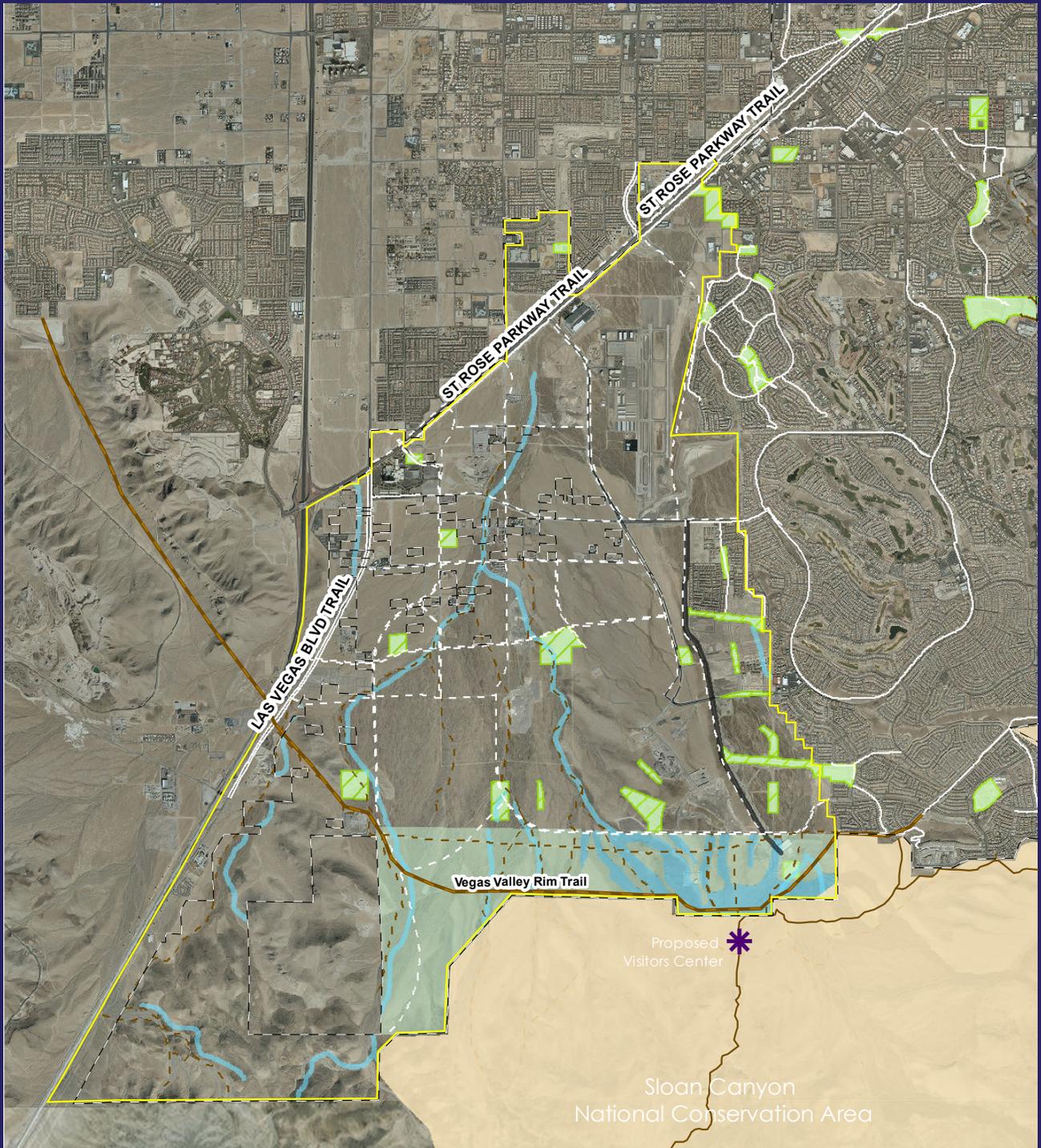
Recommendations from previously completed studies in the City of Henderson that are related to parks and recreation should be the primary factor in the location and amount of developed parks, recreation, open space, and trail amenities in West Henderson; including the 2005 Open Space and Trails Plan, the 2009 Parks and Recreation Master Plan and the Desert Edge Study.

Two parks located in the Inspirada Community, Capriola and Potenza, are currently under construction and will open in Fall 2014. West Henderson provides a unique opportunity to develop an integrated parks, trails, and open space system that builds upon the subarea's proximity to Sloan Canyon National Conservation Area (SCNCA) system of natural washes, and planned regional trails such as the Vegas Valley Rim Trail.

- The desert edge adjacent to Sloan Canyon should be protected and the opportunities created by visitation to a future visitor center should be recognized.
- Trails should connect neighborhoods to employment centers and tie in with regionally planned trails, including the St. Rose Parkway and Vegas Valley Rim Trail.
- The City of Henderson Parks and Recreation Plan establishes park standards that should be followed in West Henderson. West Henderson can work to meet and exceed this goal.
- The Inspirada Master Planned Community will add 75 acres of park and recreation facilities to West Henderson at build out.
- As of the 2008 inventory, Henderson had 2.78 acres of parks per 1,000 people. The City has set a standard of 5.5 acres per 1,000 residents in the current Parks and Recreation Plan.

PARK LAND STANDARDS		
FACILITY/AMENITY	UNITS	POP.
Neighborhood Park	1.75 acres	1,000
Community Park	2.75 acres	1,000
Natural Resources (Greenways)	1 acre	1,000
Trails (All Surface Miles)	.37 miles	1,000
Recreation Center	1.5 square feet	Person
Aquatic Center	.25 square feet	Person
Dog Park	1 site	30,000
Skate Park	1 site	40,000





Current and Proposed Park, Recreation and Trail Amenities

Trail Type and Status

- PAVED, EXISTING
- - - PAVED, FUTURE*
- SOFT SURFACE, EXISTING
- - - SOFT SURFACE, FUTURE*

- Proposed Rim Trail
- Channelized Drainage
- Conserved Washes

*Trails outside of City of Henderson subject to change.

- Desert Edge Transition
- Existing Park
- Proposed Park

- Study Area
- City Limits



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Overview

Although parks, trails, and recreation amenities are not a prominent part of the current landscape in West Henderson, the City has a well-developed parks and recreation program. The City of Henderson completed a Parks and Recreation Master Plan in April 2009. A survey completed for the plan identified a park visitation rate of 81% across the City, which is higher than the national average of 72%.

One neighborhood park, Solista Park, exists along Via Firenze Road at Volunteer Boulevard. The five-acre Solista park has a playground, picnic area with BBQ areas, and open lawn. Within the Inspirada Master Planned Community, which is proposed in the east part of West Henderson, 7 other parks are proposed for development. Ranging from 5 to 20 acres, a total of over 75 acres of parkland are planned.

Approximately eight miles of existing shared-use or sidewalk trails run through the subarea, namely the St. Rose Parkway Trail. The currently-adopted future land use plan includes approximately 130 acres for future parks and recreation facilities.

Park standards, as defined in the Parks and Recreation Master Plan, show a need for more facilities throughout the City based on current and future population projections. As of the 2008 inventory, Henderson had 2.78 acres of parks per 1,000 people. The City has set a standard of 5.5 acres per 1,000 residents which includes community and neighborhood parks, as well as greenways. Additional development in West Henderson should meet or exceed these standards. The City has a goal of providing access to a park within a half mile of all residential units.



Desert Edge and Neighboring Opportunities

The BLM administers the majority of land to the south and west of West Henderson. Bordering the southern edge of West Henderson is the SCNCA. Spanning 48,000 acres, the SCNCA offers distinctive geologic features, cultural resources and volcanic rock peaks. The area is known for historic petroglyphs. Hiking trails can be found throughout the SCNCA with equestrian and biking uses allowed on some trails. The North McCullough Wilderness sits within the SCNCA. All motorized recreation, as well as mountain biking, is prohibited in the Wilderness area.

Building on the momentum of the Open Space and Trails Plan, the City of Henderson created conservation development strategies for 700 acres of land identified for auction by the BLM with the goal of an interconnected system of protected desert environments with parks, off-street trails, and open spaces to enhance the City's unique image and sense of place. The study area supports undisturbed special status animal and plant species, natural washes, and panoramic vistas of the City. Most importantly, the 700-acre parcel is immediately adjacent to the Sloan Canyon Rock Art Site and the future SCNCA Visitor Center on the southern edge of the West Henderson Study Area.

In addition to the recreational opportunities within the project area, West Henderson is ideally situated to be a part of the Vegas Valley Rim Trail, a planned 100+ mile trail encircling the Las Vegas Valley. The trail will connect the SCNCA, Red Rock Canyon National Conservation Area, Desert National Wildlife Refuge, Nellis Dunes Recreation Area, and Lake Mead National Recreation Area and will border the southern edge of the City of Henderson.



CHAPTER 3:
**Creating West Henderson's New,
Balanced Community**

LAND USE INFORMS THE CREATION OF A BALANCED COMMUNITY

Land Use Analysis

Why It Matters

The West Henderson area is under constant pressure for rezoning, including pending requests to rezone base employment lands for residential and other uses. The Las Vegas region is one of the faster growing areas in the country. For perspective, development within the Las Vegas region consumed 100,000 additional acres within the last decade. Although development has slowed, reemerging activity is anticipated to primarily occur around the outer edges of the metro area, including West Henderson. Historic and emerging growth demands have been dominated by residential uses, often in the form of master-planned communities, which creates pressure on available lands needed for employment centers

Areas of Stability:

Developed
Environmental Constraints
5,444 / 43%

Areas of Transition:

Proposed Development
Desert Edge Transition
5,368 / 42%

Areas of Change:

Vacant
Not compatible
1,949 / 15%

and related uses. The majority of West Henderson remains vacant with an opportunity to grow.

Goals for developing a balanced community include:

- Ensure a diverse set of choices of housing, employment, and retail services to maintain the City as a vital community.
- Align land use and transportation plans with local and regional economic development plans.
- Promote resource-efficient land use and development practices.
- Raise the bar of quality design and development by working with developers to provide well-designed and long-lasting projects throughout the community.
- Integrate with the desert environment such that natural landscapes weave through the built environment to add beauty, provide wildlife corridors and habitat, and give the community a unique image and closer identity with the desert environment.

What We Have Heard

- Create a balance of land uses - base industries, commercial, mixed use and livable communities - that support Henderson as an economically sustainable community.
- Create the entryway to the Las Vegas Valley from Southern California.
- Maintain a strong employment base that capitalizes on the area's unique position relative to regional transportation and the airport.
- Create new economic centers versus strip commercial and transition to strong mixed use centers.
- Recognize existing plans of both agencies and private developers.
- Create a holistic master plan that utilizes the local constraints as assets.

“This is one of Henderson’s most developable sites and is the key gateway from Southern California”

Overview

There are 12,661 total acres of land in the West Henderson Study Area, the majority of which are currently vacant (87.3%). The study area was expanded to include adjacent lands within Clark County, however the majority (10,798 acres) of the land is within Henderson City limits. The Bureau of Land Management administers 7,230 acres. Land associated with the airport is the largest developed use, with a limited amount of residential, hotels/resorts, and schools. The main employers in West Henderson are the Henderson Executive Airport and M-Resort, a hotel and casino/spa facility, and Levi Strauss. A FedEx logistic center will add jobs in 2014.

Of the areas that are not vacant, 4 percent is industrial. Another 44 percent is public or civic uses, which includes a Clark County School District facility, Henderson Executive Airport, and some government buildings. About 16 percent of the land area is commercial uses, including tourist commercial.

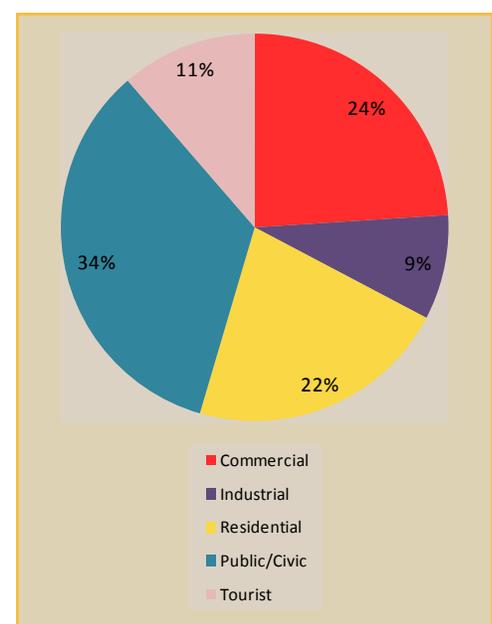
Areas of Stability, Transition & Change

A range of physical and other constraints exist in West Henderson. There are 5,444 acres of substantially constrained land in the subarea. These areas are Areas of Stability or areas that are not likely to change within this planning horizon and include already developed areas. Already developed areas include the Henderson Executive Airport, built portions of Inspirada, and the M Resort and adjacent development.

The edge of the McCullough Range extends into the southwest part of the study area, creating a dissected landscape along the NCA boundary, with areas of steeper slopes. Almost 621 acres of the area have slopes greater than 20 percent and another 610 acres have slopes of 15-20 percent. These slope conditions present limits to some types of uses and are subject to the conditions in the City's Hillside Overlay Zone.

The area bordering the Sloan Canyon NCA and the approach to the proposed visitors' center is identified in the City's Open Space Plan and in other planning documents as an area where future uses should be sensitive to the context and provide for a thoughtful transition between urban uses and the NCA. Approximately 1,245 acres are located within the Desert Edge Transition Area. An additional 281 acres in the northern section of West Henderson are within a defined 100-year floodplain, portions of which would be mitigated through existing and planned projects implemented by the Clark County Regional

Existing Land Use	Acreage	Percent of Overall Acreage
Commercial	110	0.2%
Tourist Commercial	80	0.7%
Business Industrial	130	1.2%
High Density Residential	20	0.2%
Medium Density Residential	20	0.2%
Low Density Residential	115	0.9%
Very Low Density Residential	10	0.1%
Public/ Semi-Public	7,000	6.5%
Vacant	10,850	86.5%
Other (ROW)	400	3.8%



Flood Control District and other entities.

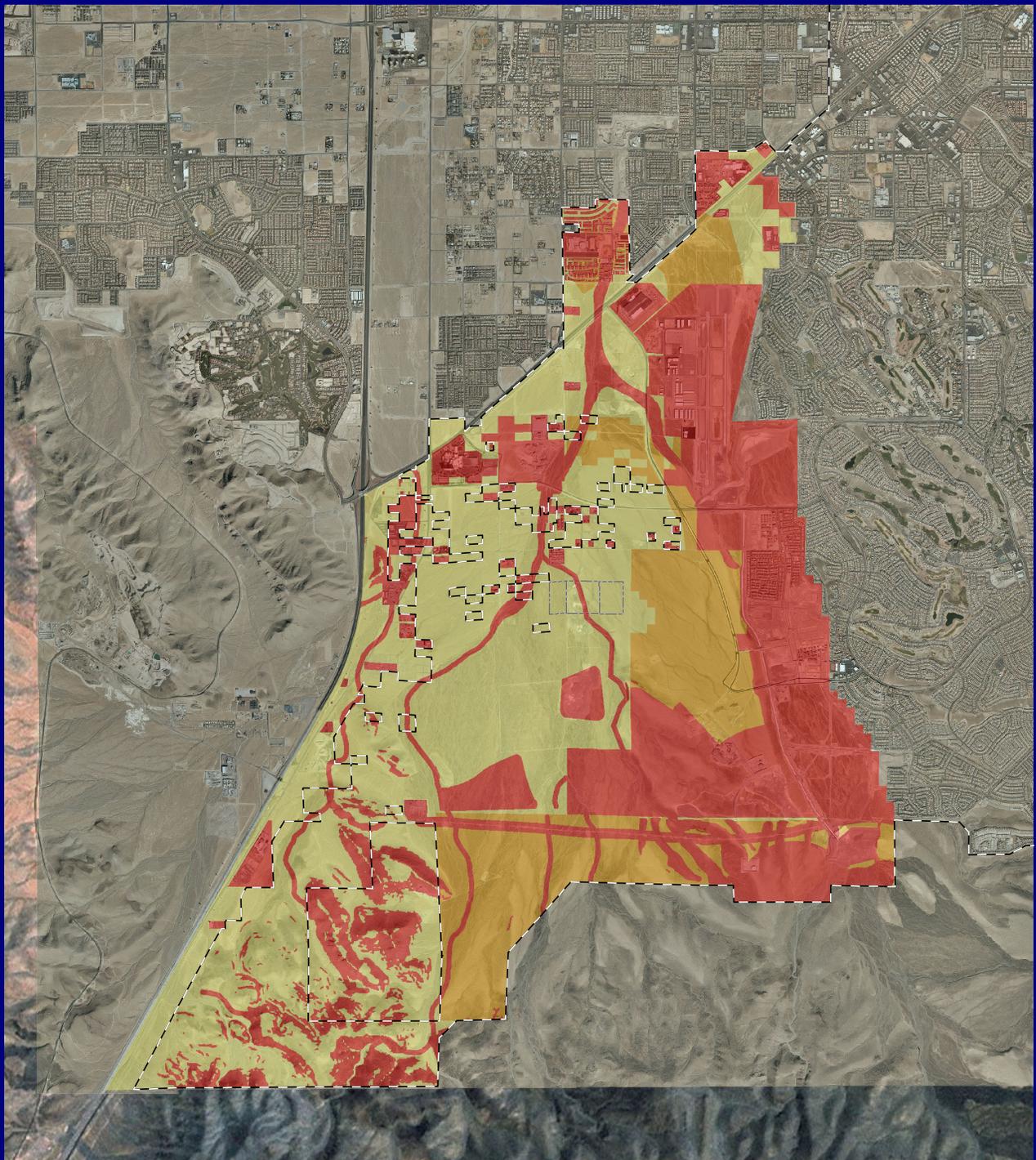
The Henderson Executive Airport is located on the northern edge of West Henderson. Airport noise creates impacts that affects 282 acres of surrounding land. Areas within the noise environs contour range of above 60 decibels are compatible for industrial, some commercial, recreation and parks, and agricultural uses. This land is included in the Areas of Transition.

Areas of Transition, land with pending development with some limitations, include the Limited Transition Area (LTA) and the Inspirada Planned Community. The West Henderson Commerce Center is located within the southern part of the 502-acre LTA. The northern part of the LTA is located west of the airport. Acquired through the Omnibus Public Land Management Act of 2009, the Commerce Center is envisioned as a “premier business and employment center for the Intermountain West.” The Act provides for the transfer of land from the BLM to the City to be sold for the sole purpose of nonresidential uses and certain public uses. Strategically located near the airport, land uses within the LTA should be compatible with airport noise planning. The 350-acre Commerce Center will provide an opportunity for employment and business development to serve not only West Henderson but the entire Las Vegas Valley as well as a gateway for southwestern US.

Inspirada spans 1,760 acres in the southeast area of West Henderson. The planned community consists of seven residential villages and a Town Center, a planned 350-acre mixed use commercial development.

Approximately 1,660 acres currently remain undeveloped. Northern segments abutting Anthem have already been constructed. At complete build out, the community is expected to have 8,500 housing units in the residential villages with an additional 3,500 - 5,000 units in the Town Center.

Areas of Change, which include areas that are vacant, available for redevelopment or areas that are not compatible with planned uses, cover a substantial portion of the land in West Henderson. A total of 1,949 acres, or 15 percent, of West Henderson falls in this category.



Land Use and Constraints Analysis

- Areas of Stability
- Areas of Transition
- Areas of Change
- City Limits
- State & National Guard Offices



LOGAN SIMPSON DESIGN INC.
Date: 5/13/2014

FISCAL BALANCE

A community's fiscal environment can be described as a "three-legged" stool, balancing nonresidential development, municipal services and amenities, and residential development. The first "leg" of the stool -- nonresidential development -- typically provides the majority of revenues to support municipal services. Municipal services and amenities, the second "leg", attract residents and maintain their quality of life. The third "leg" -- residential development -- generates the spending and employees to support nonresidential business. In order for a community to operate in a fiscally sound manner, this balance must continually be maintained, even through changing economic cycles. A community's return on investment from development growth is largely determined by this balance.

The City of Henderson has had great success in maintaining a high quality of life for its residents, as evidenced by a high level of service and community amenities. The City recognizes now the need for additional revenue-generating, nonresidential development to offset the costs of providing these amenities. If the entire Henderson community is considered a "portfolio of assets," then West Henderson represents the engine for revenue generation.

The framework plan resulting from the community planning process represents a fiscally-balanced land use plan which:

- Offers a balanced mix of land uses, which is flexible enough to respond to current and future market conditions;
- Captures the community's vision for a high level of services and amenities; and
- Allows the City to better achieve long-term economic sustainability.

The City's biggest fiscal challenge in the future will be to maintain the high level of municipal services and amenities that its residents have enjoyed, while still accommodating economic development growth. While many "first-ring" suburbs have a relatively constrained environment for new development, Henderson enjoys ample room for expansion in the West Henderson area.

Economic Development

Targeted mixed use centers as a subcategory of the existing Mixed Use future land use:

- *Urban*
- *Employment*
- *Community*
- *Neighborhood*
- *Special Districts*

Two complementing, compact Urban Centers, connected by transit, and serving both existing and future households.

3 Special Districts focusing on targeted industries and sports and entertainment venues; 4 Community Centers with locally-serving retail; and a Business Corridor focusing on the airport and supporting industries.

Public Spaces and Civic Uses

Defined placemaking features, including civic areas, neighborhood centers, and schools.

Greenways and trails connect the natural environment with neighborhoods, centers, and parks.

3 great parks, each with a unique experience, and including the Sloan Canyon Gateway Park to interface with and transition into the Sloan Canyon NCA.

Housing

A range of housing types, from mixed use to single-family, to conservation and active living neighborhoods.

25 distinct neighborhoods of 800 to 1,200 units, each with a centrally-located neighborhood park.

Distributed neighborhood amenities from greenways to a regional mountain park.

Transportation

Framework Streets:

Larger east/west and north/south complete streets

Character differs between east/west streets which are residential-oriented, and north/south streets which are industrial/employment-oriented

Increased connectivity by moving towards a highly connected network, which can reduce overall street sizes.

Contextual, phased transit system that includes bus managed lanes, center-running BRT, dedicated-lane BRT/ streetcar, and a shuttle to Sloan Canyon, with regional connections and park-n-rides.

Balanced Community

Development of a balanced community guided by an adaptive management plan and directed by four guiding elements: Economic Development; Housing; Transportation & Infrastructure; and Parks, Recreation, Trails, Open Space & Schools.

Creation of a community in which people can live, work, and recreate.

Concentrated areas of industrial and commercial surrounded by supporting neighborhoods and amenities within walking distance.

PLAN FRAMEWORKS - BIG IDEAS

Economic Development Framework

Overview

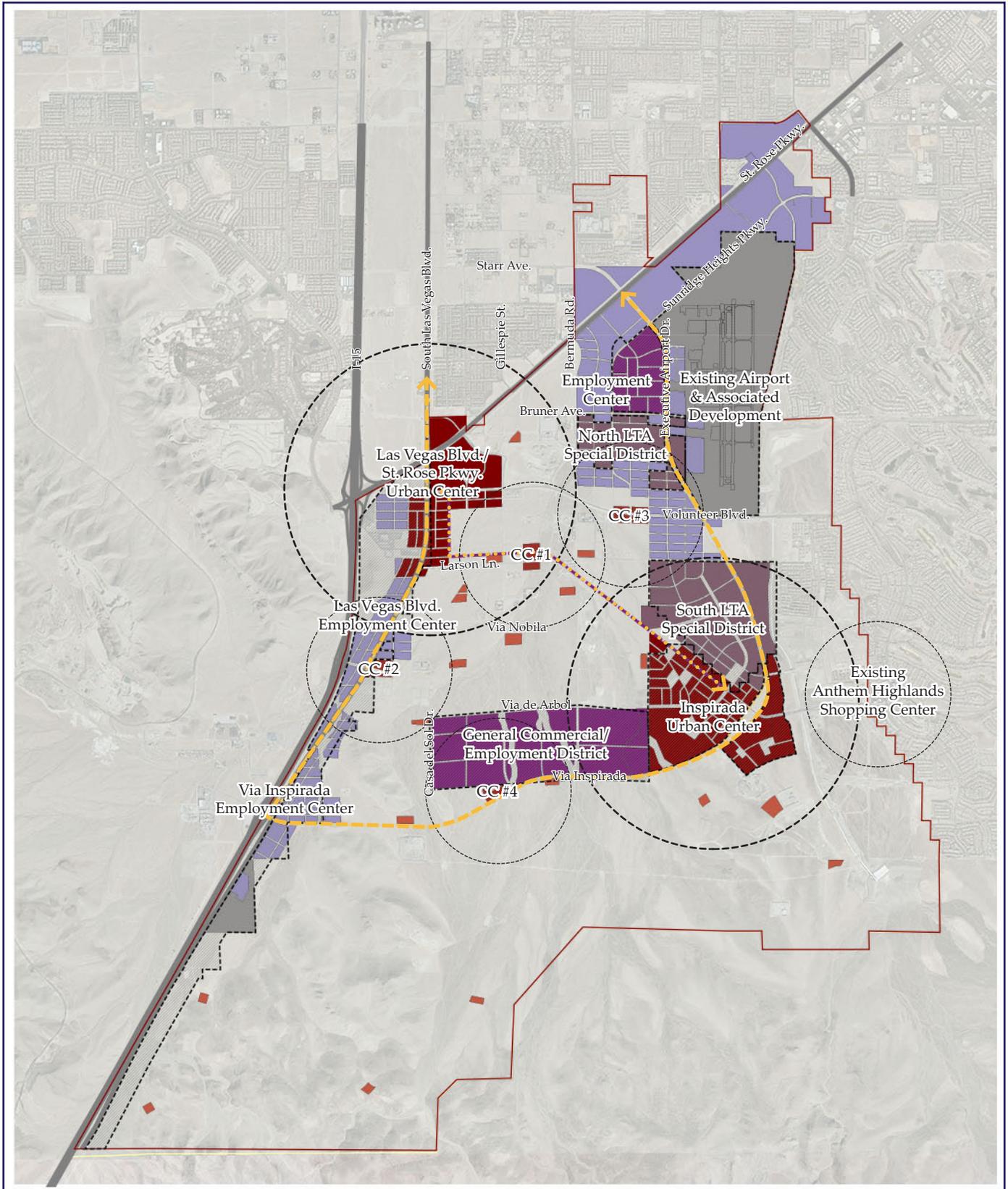
West Henderson has the potential to become the major economic engine for the City. Its proximity to I-15, the Henderson Executive Airport, and the inclusion of the LTAs put it in a position to provide needed office, commercial and industrial development to support existing housing areas.

High quality development, and the inclusion of two urban centers will create a setting for high-quality residential development that will attract the full range of executives, professionals, employees and families who work in these facilities. The planning area sits at the crossroads of not only I-15, but additional arterials such as St. Rose Parkway. With additional planned interchanges at I-15 and Sloan and at I-15, midway between Sloan and St. Rose, the area is a highly desirable location for investment.

Two great centers are structured around the existing housing base: Anthem and Inspirada will support the Inspirada Urban Center, and the existing residential areas across I-15 and St. Rose Parkway will support the Las Vegas/ St. Rose Urban Center. The Inspirada Urban Center is anchored by a new great diagonal transit route, and is at the intersection of multiple forms of transit. The Las Vegas/ St. Rose Urban Center is supported by two interchanges at either end, feeding an internal center. A series of smaller Community Centers are strategically located toward the interior of the site and along transit routes. An Employment Center corridor runs north/south, supporting both the LTAs and the Henderson Executive Airport.

Design Principles

Center	Service Area	Size	Transp.	Comm./ Emp.	School/ Parks	Transit Service	Spacing
Neighborhood Center	800 - 1,200 Households	(1) 5-Acre block	Arterial Road Proximity	Nbhd. Retail/ Gathering Area	Elementary School & Nbhd. Park	1/2-Mile Proximity to Transit	1/2-Mile
Community Center	4 Nbhd. Centers & associated neighborhoods	(3 - 4) 5-Acre blocks	Arterial Road Adjacency	Grocery-Anchored Mixed Use	Middle School & Community Park	1/4-Mile Proximity to Transit	1 - 2 Miles
Employment Center	4 Community Centers & associated Nbhd. Centers & neighborhoods	Generally 5-Acre blocks, capability to include larger blocks as needed	Regional Road Proximity & Connections; Arterial Road Adjacency	Regional Employment	College & Park Connections	1/4-Mile Proximity to Dedicated Transit	Over 2-1/2 Miles
Urban Center	4 Community Centers & associated Nbhd. Centers & neighborhoods	(15 - 20) 5-Acre Blocks	Arterial Road Adjacency	Regional Mixed Use & Employment	High School/ College & Regional Park	1/4-Mile Proximity to Dedicated Transit	Over 2-1/2 Miles



Centers Framework

- | | | | |
|---------------------|-----------------------------|-------------------------------|--|
| Urban Center | Airport | Service Area, 1/2-Mile Radius | Areas of Future Special Study
(Hatched Areas) |
| Employment Center | Special District | Service Area, 1/4-Mile Radius | |
| Community Center | Industrial Special District | BRT Route | |
| Neighborhood Center | | BRT/ Streetcar Route | |



Neighborhood Framework

Overview

Residential Neighborhoods make up the majority of place types within the planning area. These neighborhoods feature a carefully integrated mixture of attached and detached housing within walking distance of Neighborhood, Community, Urban and Employment Centers. Neighborhoods vary from townhome communities to traditional neighborhood designs (TND) to single-family conservation communities and active-living adjacent to Sloan Canyon NCA and surrounding the new Mountain Park. A highly connected street system with bike lanes, bike routes, and pedestrian-friendly sidewalks contribute to its multimodal character. If development necessitates that combination of multiple 5-acre blocks, it is recommended that right-of-way be preserved through the site, in order to allow for on-site connectivity, as well as allow flexibility for redevelopment and future inclusion of roadways. Neighborhoods are also planned to provide a wide range of housing choices.

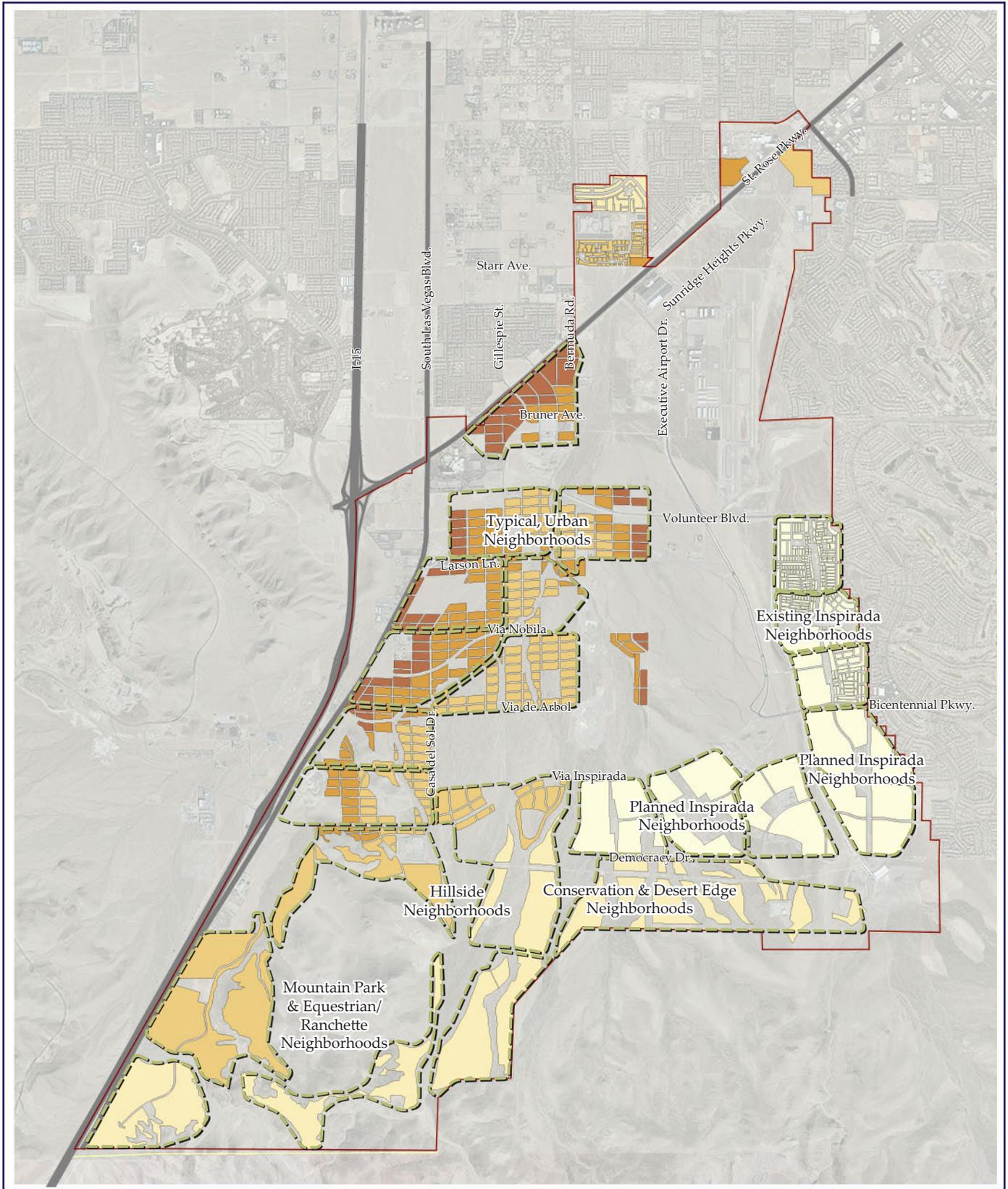
Neighborhoods are places of community pride, strong social fabric, and identifiable qualities found in traditional, grid-based neighborhoods of the past. Design of great new neighborhoods requires the integration of certain architectural elements and sustainability measures, such as a highly walkable network of streets and access to transit connections. Neighborhood amenities include community gardens, pocket parks, multi-purpose trails and civic plazas; a variety of housing options from single-family homes to high density live-work units that promote a balanced community; siting of neighborhood-serving restaurants and retail at the center of the community; and inclusion of landscaping policies to reduce water usage and mimic the native desert habitats.

Design Principles

A typical neighborhood:

- consists of between 800 - 1,200 units;
- extends between 80 - 200 acres;
- includes areas of higher densities within 1/4 –mile of centers and transit for workforce, senior housing; and
- is centered on a Neighborhood Center with amenities such as neighborhood retail, elementary school, church and/or park components.

Residential Densities	Units/ Acre
Neighborhood Type 1	0 - 4 DU/ Acre
Neighborhood Type 2	2 - 8 DU/ Acre
Neighborhood Type 3	8 - 16 DU/ Acre
Neighborhood Type 4	16 - 36 DU/ Acre



Neighborhood Framework

- Neighborhood Type 4
- Neighborhood Type 3
- Neighborhood Type 2
- Neighborhood Type 1
- Inspirada Planned Community
- Approx. Neighborhood Boundary



Transportation & Infrastructure

Overview

The vision for the transportation system in West Henderson is a connected, multi-modal system. The vision starts with a base layer of a gridded major roadway system, supplemented by a well-connected system of collectors and local streets. By providing a well-connected roadway system with a high number of intersections per square mile and minimal number of cul-de-sacs, drivers have a multitude of driving options, reducing the need for large arterials, which can reduce walkability and the vibrancy of a community; congestion; vehicles mile traveled (VMT); and pollution. Pedestrian crossing times should remain in the forefront when designing roadway widths and intersection treatments.

The West Henderson roadway system is supplemented by a robust bicycle and pedestrian network, that should be buffered along heavily-trafficked roadways through means such as landscaped medians. Along major roadways, such as Executive Airport Drive and Via Inspirada, a trail-like pedestrian and bicycle accommodation would provide a safe, comfortable facility that could easily link to other trails, parks, and schools throughout the community.

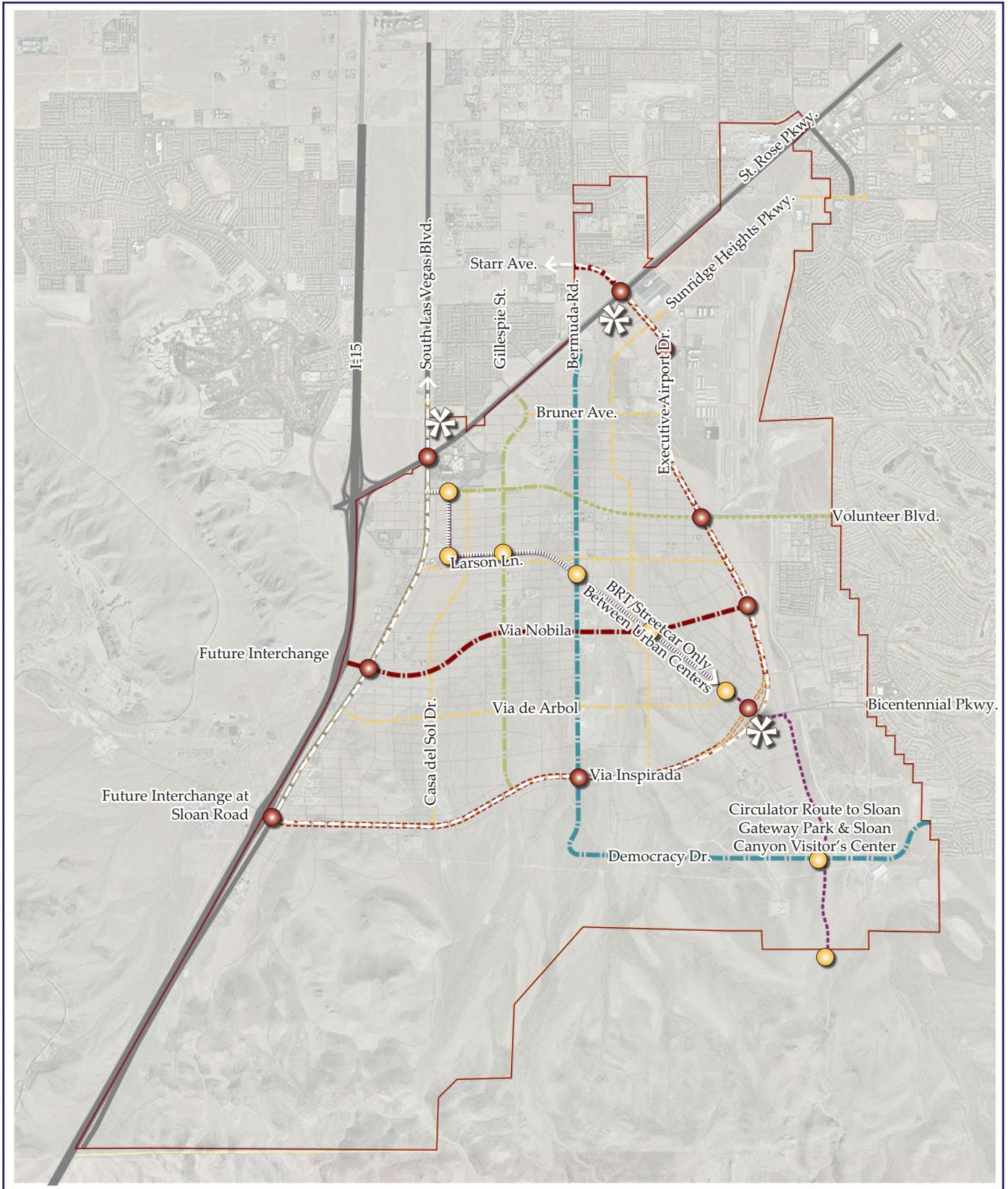
A highlight of the planning area will be a transit corridor, possibly a shared streetcar/ BRT service, bisecting West Henderson diagonally northwest-to-southeast. This corridor will provide a connection between the planned Urban Centers and potential express transit service to Las Vegas. Each transit system extension is modular and able to be phased over time. A circulator from Inspirada Town Center serves the Sloan Canyon Gateway Park.

The BRT along Executive Airport Drive will provide a transit backbone with an exclusive, center-running BRT facility to the Urban Center, with the possibly of extending the BRT down Via Inspirada when densities support ridership. Additional local bus service along such streets as Gillespie, Bermuda, Volunteer, and Via Nobila should be considered to supplement the BRT and parkway-transit corridor.

Design Principles

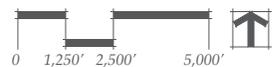
- Fine grained, connected network of multimodal streets (at least 100 intersections per square mile)
- Approximately 1 mile between major arterials: South Las Vegas Boulevard, Executive Airport Drive/Via Inspirada, Bermuda/Democracy Drive, Volunteer Boulevard, Bicentennial Drive
- Approximately ½-mile between collectors
- Approximately ½-mile spacing for enhanced bicycle lanes, such as buffered (either painted or physical separation from vehicle travel lanes) and cycle tracks. There should be bicycle lanes and bike boulevards on streets between enhanced bicycle lanes.
- Integrate planned bus rapid transit (BRT) route, supplemented by frequent local bus service

Typical Characteristics	Local/ Enhanced Bus	Bus Rapid Transit
Trip Type	Local / Circulator / Feeder	Commuter / Intra-city
Operating Environment	Mixed traffic w/ priority lane	Dedicated transitway/exclusive ROW
Length of System (miles)	5 - 15	8 - 20
Station Spacing (miles)	0.25 - 0.5	0.5 - 1
Peak Frequency of Service (minutes)	10 - 30	5 - 15
Daily Riders (per mile)	300 - 800	500 - 2,500
Capacity (riders in peak hr. peak dir.)	500 - 1,000	1,000 - 2,000+
Construction Cost (per mile)	\$1 - \$3 million	\$10 - \$30 million
Residential Density (DU/acre)	4 - 15	12 Minimum



Transportation & Infrastructure Framework

- | | | | |
|-------------------|---------------------|------------------|------------------------------|
| Existing Roadways | 4-Lane with Parking | Local Street | BRT Stop |
| 6-Lane Roadway | 4-Lane Roadway | BRT Route | BRT/ Streetcar Stop |
| 6-Lane Roadway | 3-Lane with Parking | Transit-Only ROW | Park-n-Ride General Location |
| 5-Lane Roadway | 3-Lane Roadway | Shuttle to Sloan | |



This illustration conceptualizes a major street network in West Henderson. The Master Streets and Highway Plan will need to be amended in order to adopt any of these alignments, and changes and refinements are anticipated to be made. Please see the Master Streets and Highways Plan for currently adopted alignments. Park-n-Ride locations are generally placed on the map to show ideal locations based on employment, commercial, and residential densities. Park-n-Rides should be located in conjunction with transit facilities and will be determined at a later date with the full consent of the property owner.

Parks, Recreation, Open Space, Trails & Schools

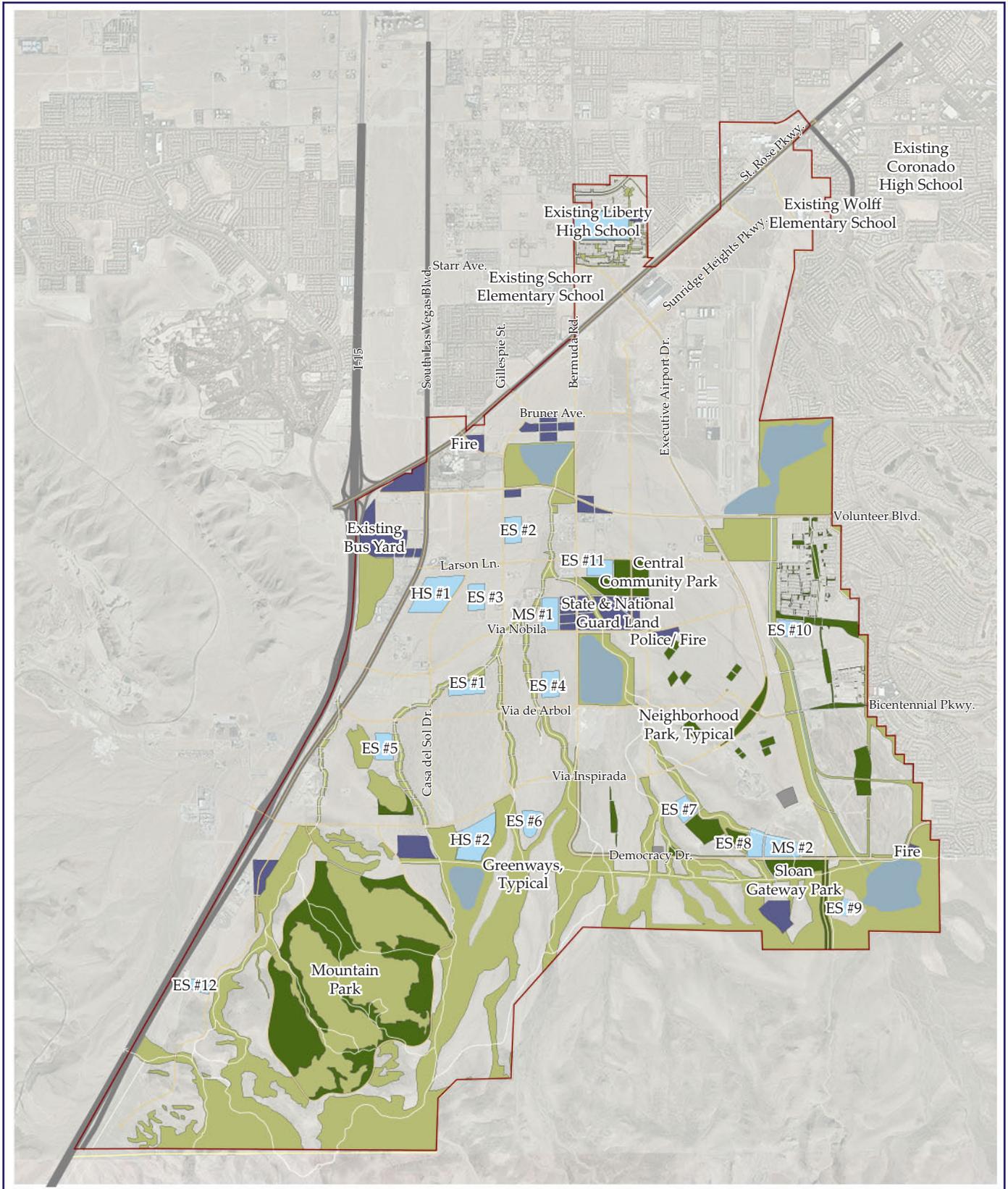
Overview

The West Henderson planning area will be anchored by three great parks, each providing a different experience to help brand and amenitize the area. The southern Mountain Park is oriented at active outdoor challenge sports; amenities could include mountain biking and hiking. The Sloan Canyon Gateway Park is aimed at interpretation and the concept of a living desert. The Central Community Park is aimed at active sports, such as ballfields, etc. Preservation of washes is recommended to preserve natural drainageways. Wash trails are recommended to provide an additional level of connectivity. Greenways are currently depicted with a 100' buffer for washes on lands currently managed by the BLM and with a 50' buffer on privately-owned parcels. This minimum 50' buffer is recommended within the *West Henderson Trail and Watershed Mapping Project, January 2009*. Schools identified on the facing Framework Map were determined based on locally-recognized standards. The quantity and location of schools may change over time in response to development patterns and population densities. School sites should be generally integrated within neighborhoods, especially elementary schools, which are intended to be walkable for most students.

Design Principles

Park Type	Level of Service	General Size	Service Areas: Distance	Service Areas: Time
Regional Park	Mountain Park	Unlimited	N/A	N/A
Community Park	2.75 Acres/1,000	10 – 20 Acres	1 -1½ Mile Radius	20 – 30 Min. Walk
Neighborhood Park	1.75 Acres/1,000	5 - 10 Acres	¼-Mile Radius	5-Minute Walk
Natural Resources	1 Acre/ 1,000	N/A	¼-Mile Radius	5-Minute Walk
Trails	.37 Miles/ 1,000	N/A	¼-Mile Radius	5-Minute Walk
Recreation Center	1.5 SF/ Person	N/A	Within Centers	
Aquatic Center	.25 SF/ Person	N/A	Within Centers	
Dog Parks	1 Site /30,000	N/A	Within Centers	
Skate Parks	1 Site /40,000	N/A	Within Centers	

School Type	Acres	Location	Site Criteria	Service Area
Elementary School	10 - 15 Acres	Neighborhood Center	Access to at least 2 Collectors; high connectivity to surrounding neighborhoods; access to utilities; low conflicts with topography	1/2 Mile
Middle School	20 Acres	Community Center		1 Mile
High School	40 Acres	Urban Center		2 Miles



Parks, Recreation, Open Space, Trails & Schools Framework

- | | | | |
|-----------------|-------------------|------------------|------------------|
| School | Community Park | Greenway | Detention Basin |
| Police/ Fire | Neighborhood Park | Off-Street Trail | Drainage Channel |
| Other Civic Use | Regional Park | On-Street Trail | |
| Utility | Open Space | | |

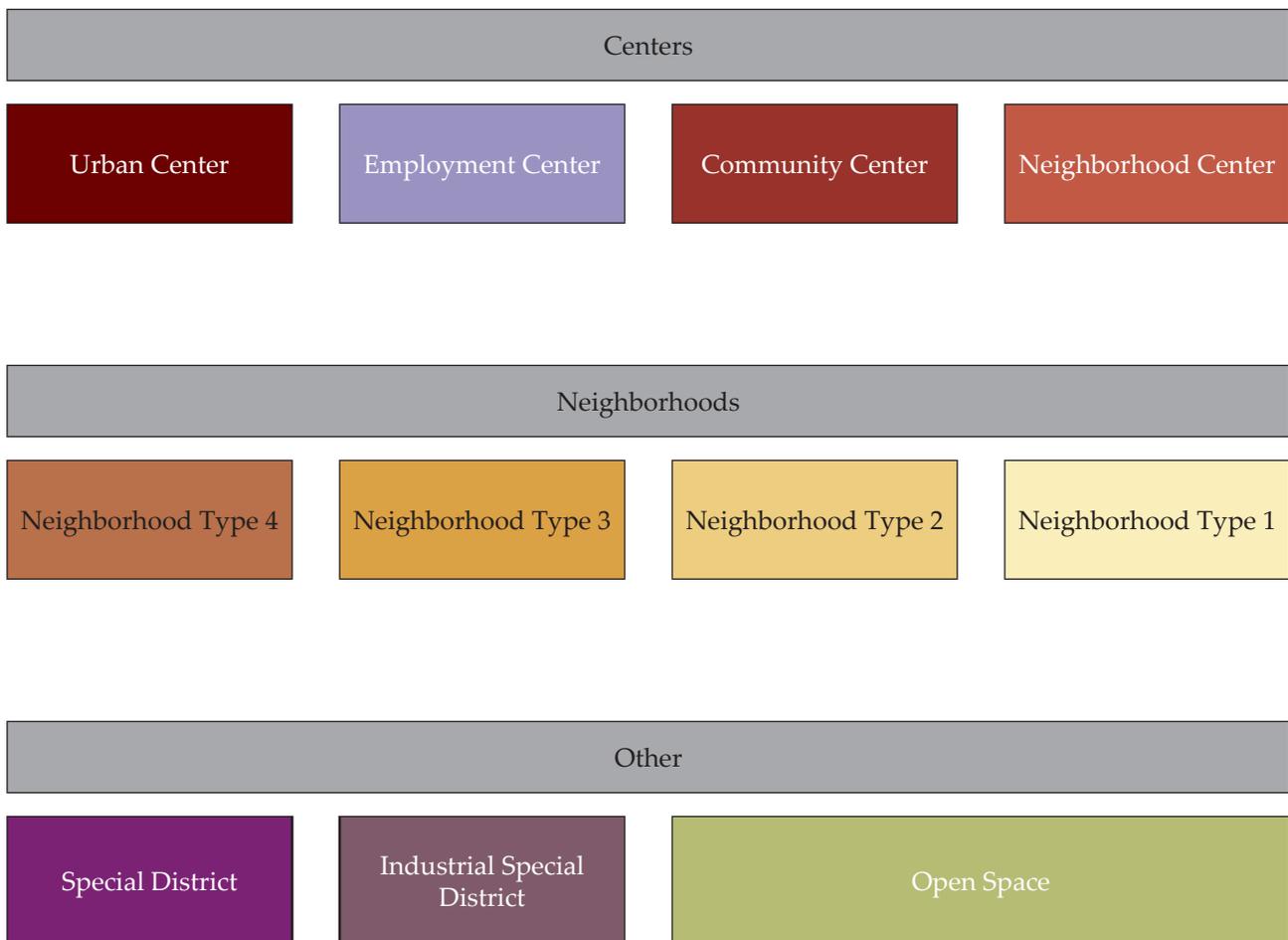


School sites may change as development occurs and as land uses and transportation routes are further refined.

REGULATORY FRAMEWORK

Place Types

The ten place types within the West Henderson Land Use Plan include Urban Center, Employment Center, Community Center, Neighborhood Center, Neighborhood Type 1, Type 2, Type 3, and Type 4, Open Space, and Special Districts. The location and size of each place type should honor the general intent of each framework and the Land Use Plan. Adjustments are expected to be made, but intended uses, connectivity, and general size and locations should be respected.



Urban Centers

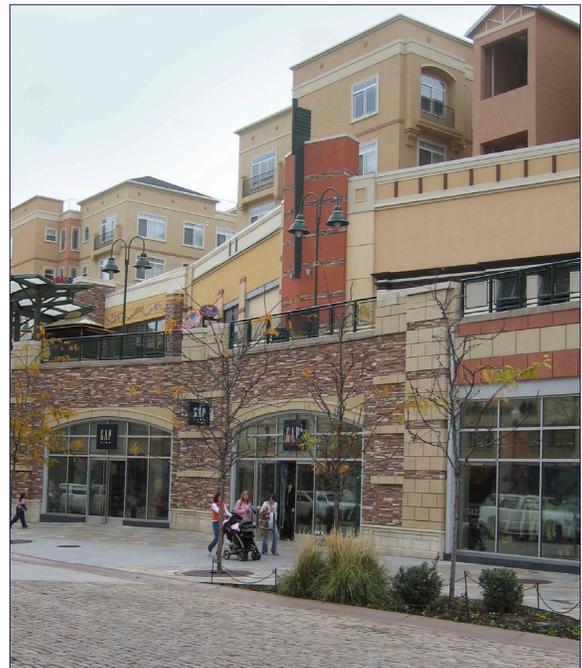
Urban Centers are major urban-scale commercial cores as well as a significant employment areas. The Centers are connected to a number of framework streets and contain a diverse mix of commercial, office, residential, and civic uses. They are the most intensely developed area within the planning area.

Oriented around transit service, these centers place residents and employees within a five-minute walk of a proposed BRT route. Future convention, conference, cultural, entertainment, and resort facilities should be located within the Urban Centers. Complementing these Urban Centers are the adjacent Employment Centers and the Employment Corridor along Executive Airport Drive.

The Urban Centers will have varied height buildings, with adjacent areas transitioning from higher density into shorter buildings of medium and lower density at their edges. All buildings should be oriented to the street with build-to lines or minimum setbacks. Required parking should generally be at the back of buildings or on-street.

As economics allow, some surface parking requirements should be accommodated in shared parking structures strategically located to support as many buildings as possible.

The Urban Centers should accommodate a wide range of land uses including residential; neighborhood to regional-scale commercial uses; recreation, entertainment and visitor services; medical, health and personal care related services; business, vehicular, financial and personal services; and civic and recreational uses.



General Requirements for Urban Centers

Requirement	Minimum	Maximum
Place Type Size	Per Place Type Map	N/A
Place Type Spacing	4-mile radius	N/A
Street Access	Adjacent to 2 or more Framework Streets; near a regional facility	N/A
Planned Transit Services	Transit center with local & regional connections	N/A
Principle Building Heights	3 stories	Unlimited
Lot Width & Depth	15 foot width; depth N/A	Block width, N/A depth
Floor Area Ratio	1.0	Unlimited
Residential Density	20 units per gross acre	Unlimited



Employment Centers

The Employment Centers are primarily intended as job generators. Employment Centers provide an intense workplace that serves both the City and the larger region. They are intended for businesses that would benefit from proximity to the Urban Centers and the Henderson Executive Airport, as well as the local and regional transportation network. This West Henderson location is extremely accessible as it is served not only by I-15, but also by a proposed BRT route providing convenient connections within and outside the area.

The Employment Centers, while predominately office-based, should also accommodate a variety of land uses to promote employment opportunities including low-impact manufacturing, warehousing, flex space, light industrial uses, research and development, small-scale energy production or transmission, civic services and other similar uses. Secondary uses that support the primary use and do not detract from the area’s ability to serve as a primary employment base should be considered when appropriately located and designed. Examples include large-format commercial uses that may not fit in neighborhood, community or urban centers. ~~Supporting medium to high density housing such as workforce housing and apartments may be considered when designed in a manner compatible with an industrial area, when located in areas that do not conflict with noise attenuation zones, and when impacts with trucking, aviation and other industrial uses are mitigated. Residential uses would only be appropriate when adjacent to existing or planned residential areas in order to provide access to needed neighborhood services.~~

General Requirements for Employment Centers

Requirement	Minimum	Maximum
Place Type Size	20 acres	N/A
Planned Transit Services	Transit center with local & regional connections	N/A
Principal Building Height	1 story	Unlimited
Lot Width & Depth	N/A	N/A
Floor Area Ratio	1.0	2.5
Residential Density	20 units per gross acre*	Unlimited

~~*A 300’ buffer with a minimum zoning classification of RM 10 may be allowed when necessary to act as a transition to adjacent planned or zoned lower density developments as of adoption of this plan.~~

Community Centers

Five Community Centers are located within the West Henderson Land Use Plan. These Centers are pedestrian-friendly areas, generally located at transit stations or intersections of arterials, and contain neighborhood-scale commercial, office, entertainment, and civic uses, generally anchored by a grocery store, with attached residential uses in mixed-use buildings and serving as a transition to adjoining residential neighborhoods.

Considerably smaller than Urban Centers, Community Centers serve residents within a 5-minute drive or a 5- to 10-minute walk from adjacent neighborhoods. Access should be provided from alleys and side streets, and shared access is used to avoid multiple curb cuts and minimize pedestrian, bicyclist, and vehicular conflict points. On-street parking should supplement surface parking requirements in order to maximize land available for commercial and residential uses.



General Requirements for Community Centers

Requirement	Minimum	Maximum
Place Type Size	4 acres	40 acres
Planned Transit Services	Local & regional connections	N/A
Principal Building Height	2 stories	5 stories
Accessory Building Height	1 story	2 stories
Lot Width & Depth	15 foot width, N/A depth	Block width, N/A depth
Floor Area Ratio	0.5	2.0
Residential Density	16 units per gross acre	30 units per gross acre



Neighborhood Centers

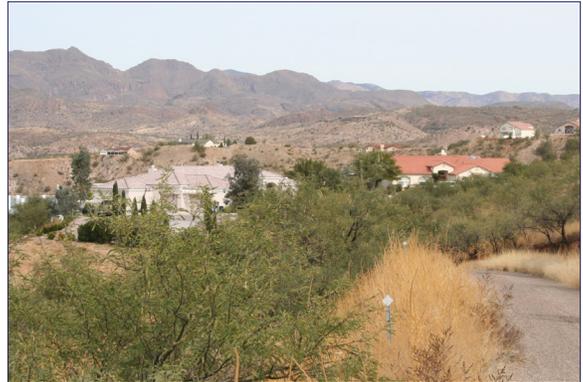
Neighborhood Centers are an intrinsic part of neighborhoods and, are generally located towards the geographic center of each neighborhood. These centers vary in size, use, and intensity depending on the size and density of surrounding residential uses. In an urban neighborhood, where the number of houses within walking distance is fairly high, they may contain local shops and small offices in addition to civic uses. In other settings only civic and open space uses will form the neighborhood center.

General Requirements for Neighborhood Centers

Requirement	Minimum	Maximum
Place Type Size	N/A	5 acres (per commercial project)
Planned Transit Services	Local & regional connections	N/A
Principle Building Height	1 story	3 stories
Accessory Building Height	1 story	2 stories
Lot Width & Depth	15 feet; depth N/A	Block width; depth N/A
Floor Area Ratio	0.25	1.0
Residential Density	8 units per gross acre	16 units per gross acre

Neighborhood Type 1

Neighborhood Type 1 represents the lowest-density residential neighborhoods within the planning area, and are typically included within the Desert Edge area, adjacent to Sloan Canyon NCA. These neighborhoods would include an undisturbed natural edge, green building technologies, and provide opportunities for recreation and education, and extensive use of best management practices. LEED Neighborhood Design principles as well as energy conservation practices should apply to these areas.

*General Requirements for Neighborhood Type 1*

Requirement	Minimum	Maximum
Neighborhood Size	800 units	1,200 units
Planned Transit Services	Local connections at 1 mile spacing	N/A
Principle Building Height	N/A	3 stories
Accessory Building Height	N/A	2 stories
Mix of Residential Units		
<i>Residential Detached</i>	100%	N/A
<i>Residential Attached (Up to 6 Du/Ac.)</i>	N/A	N/A
<i>Residential Attached (6 - 12 Du/Ac.)</i>	N/A	N/A
<i>Residential Attached (> than 12 Du/Ac.)</i>	N/A	N/A
<i>Live-Work Dwellings (Up to 4 units per site)</i>	N/A	N/A
<i>Live-Work Dwellings (Over 4 units per site)</i>	N/A	N/A
Lot Width	60 feet	N/A
Lot Depth	100 feet	N/A
Residential Density	N/A	4 units per gross acre



Neighborhood Type 2

Neighborhood Type 2 represents the most predominant place type within the planning area. It features a carefully integrated mixture of 800 to 1,200 housing units located within a 5- to 10-minute walk of neighborhood-scaled commercial, civic or open space uses. The mix of housing types is oriented more to detached single-family units than attached units, but could also include live/work units. Recreational and civic uses should be incorporated throughout each neighborhood, including both active and passive parks and open space; and preschools, kindergartens and/or elementary schools.

General Requirements for Neighborhood Type 2

Requirement	Minimum	Maximum
Neighborhood Size	800 units	1,200 units
Planned Transit Services	Local connections at 1/2 mile spacing	N/A
Principle Building Height	N/A	3 stories
Accessory Building Height	N/A	2 stories
Mix of Residential Units		
<i>Residential Detached</i>	75%	N/A
<i>Residential Attached (Up to 6 Du/Ac.)</i>	N/A	25%
<i>Residential Attached (6 - 12 Du/Ac.)</i>	N/A	15%
<i>Residential Attached (> than 12 Du/Ac.)</i>	Not Permitted	
<i>Live-Work Dwellings (Up to 4 units per site)</i>	N/A	10%
<i>Live-Work Dwellings (Over 4 units per site)</i>	N/A	5%
Lot Width	25 feet	100 feet
Lot Depth	100 feet	N/A
Residential Density	2 units per gross acre	8 units per gross acre

Neighborhood Type 3

Neighborhood Type 3 is focused on providing a transition from lower-density neighborhoods into the mixed use Neighborhood and Community Centers. They feature a carefully integrated mixture of traditional neighborhoods with residential uses including both attached and detached units, live/work units, higher density complexes, such as assisted living facilities, and multifamily residential buildings; civic uses such as religious facilities, preschool, kindergartens, elementary, and middle schools; recreational facilities including parks and recreation centers; and limited, small-scale commercial.

These neighborhoods are typically located within a 5- to 10-minute walk of Neighborhood and Community Centers. The mix of housing types is balanced between single-family detached units and attached units, and limited ground floor commercial and service uses could be permitted in appropriate areas. These neighborhoods also feature highly-connected street systems with transit facilities, alleys, bike lanes, and pedestrian-friendly sidewalks that contribute to the multimodal character.



General Requirements for Neighborhood Type 3

Requirement	Minimum	Maximum
Neighborhood Size	800 units	1,200 units
Planned Transit Services	Stations at 1/4 mile spacing	N/A
Principle Building Height	N/A	6 stories
Accessory Building Height	N/A	2 stories
Mix of Residential Uses		
<i>Residential Detached</i>	50%	N/A
<i>Residential Attached (Up to 6 Du/Ac.)</i>	15%	N/A
<i>Residential Attached (6 - 12 Du/Ac.)</i>	5%	40%
<i>Residential Attached (> than 12 Du/Ac.)</i>	N/A	20%
<i>Live-Work Dwellings (Up to 4 units per site)</i>	5%	15%
<i>Live-Work Dwellings (Over 4 units per site)</i>	N/A	15%
Lot Width	20 feet	Length or width of block
Lot Depth	N/A	N/A
Residential Density	8 units per gross acre	16 units gross acre



Neighborhood Type 4

Neighborhood Type 4 is focused on providing a transition to from Neighborhood Type 3 into Community, Urban and Employment Centers. They feature a mixture of attached units over detached units, and focus on providing a wide range of housing types for the workforce in close proximity to Urban and Employment Centers. These neighborhoods focus on a more dense, urban housing environment, including a wide range of attached and live/work units; supporting civic and recreational uses such as recreational and senior facilities, urban pocket parks and open spaces, and middle and high schools; and limited, ground-level commercial areas in mixed use buildings.

This Place Type also features highly-connected street systems with transit facilities, alleys, and pedestrian-friendly sidewalks that contribute to their multimodal character.

General Requirements for Neighborhood Type 4

Requirement	Minimum	Maximum
Neighborhood Size	800 units	1,200 units
Planned Transit Services	Stations at 1/4 mile spacing	N/A
Principle Building Height	2 stories	10 stories
Accessory Building Height	2 stories	3 stories
Mix of Residential Uses		
<i>Residential Detached</i>	N/A	25%
<i>Residential Attached (Up to 6 Du/Ac.)</i>	N/A	25%
<i>Residential Attached (6 - 12 Du/Ac.)</i>	25%	N/A
<i>Residential Attached (> than 12 Du/Ac.)</i>	25%	N/A
<i>Live-Work Dwellings (Up to 4 units per site)</i>	10%	N/A
<i>Live-Work Dwellings (Over 4 units per site)</i>	5%	N/A
Lot Width	20 feet	Length or width of block
Lot Depth	N/A	N/A
Residential Density	16 units per gross acre	36 units per gross acre

General Commercial/ Special Districts

Special Districts are intended to serve two purposes. First, Special Districts provide a place within the planning area for commercial and employment land uses that provide an essential function but are incompatible with the surrounding urban form, either through their operations or space needs. These are typically of a use which cannot fit into, or should not be mixed with other types of development in an urban setting, such as industrial operations, distribution centers, or production facilities. Secondly, Special Districts provide a dedicated place type with standards adapted to their individual form. These areas have currently been identified within the Land Use plan as the north and south Limited Transition Areas, and the former, proposed stadium site.

The LTAs are currently defined in the existing Land Use Plan as follows:

“Acquired through the Omnibus Public Land Management Act of 2009, the Limited Transition Areas area envisioned as a “premier business and employment center for the Intermountain West.” The Act provides for the transfer of land from the BLM to the City to be sold for the sole purpose of nonresidential uses and certain public uses. Strategically located near the airport, land uses within the Northern LTA should be compatible with airport noise planning. The 350-acre Southern LTA (Commerce Center) will provide an opportunity for employment and business development to serve not only West Henderson but the entire Las Vegas Valley. Development is guided by the Limited Transition Area Master Plan Overlay and Design Guidelines (October, 2010).

Many of these Special Districts are recommended for further detailed study after the completion of the Land Use Plan. These areas are identified at the end of this chapter under Areas of Special Study.

Framework Streets & Connectivity

Fine Grain Network

The fine grain network establishes the overall connectivity for West Henderson. Connectivity refers to the number of alternative travel routes between any two locations. In traditional suburban road patterns, the shortest route will usually be very circuitous, from cul-de-sac, to collector, to arterial, with few alternative routes available. In a highly connected system, a number of alternative routes will be available, including a number of direct routes.

Connectivity via greenways adds an alternative solution for connectivity throughout West Henderson. Greenways with walking and biking paths should be integrated into the transportation system to connect commercial and retail centers and schools with residential neighborhoods.

To ensure connectivity, submitted development plans, should demonstrate consistency with the fine grain network as conceptually presented in the Land Use Plan. Variations within the network shall be allowed based upon the following three factors:

- Strive for at least 100 framework or local street intersections per square mile
- A through-street should be present every 600 feet minimum, on average, and
- At least 50 percent of dwelling units and non-residential buildings should be within a 1/2 mile of a planned transit stop.

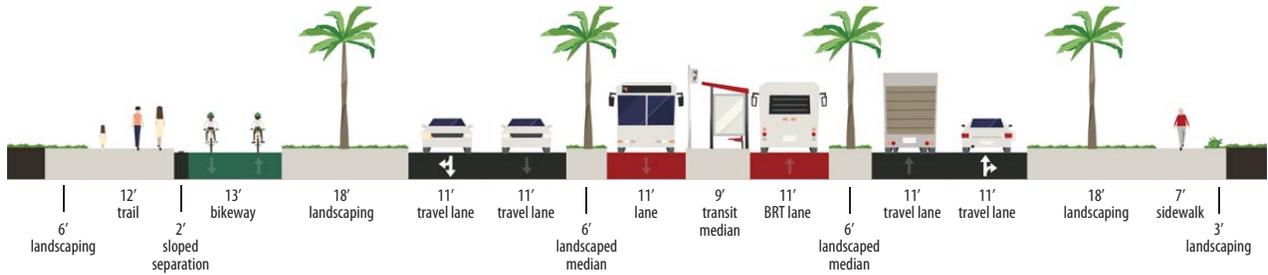
Framework Streets

The Framework Streets, a key part of the transportation network, include those street types that function within the fine grain network, facilitate movement between place types, and include major transit corridors. Development plans should implement the Framework Streets in the approximate locations outlined in the Land Use Plan and the Transportation Framework, in order to achieve the overall connectivity not only within the planning area, but also between the planning area and other regionally-serving roadways. Conceptual enhancements to the Framework Streets, which promote the land use and transportation goals, are illustrated on the following pages.

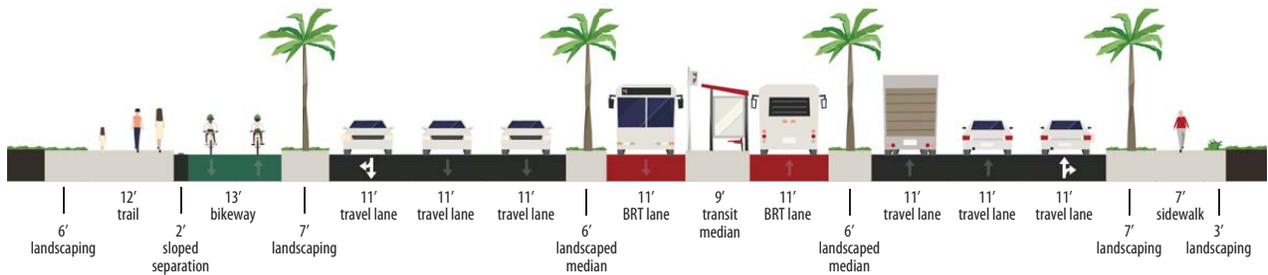


Executive Airport Drive

interim - 166' (facing north)

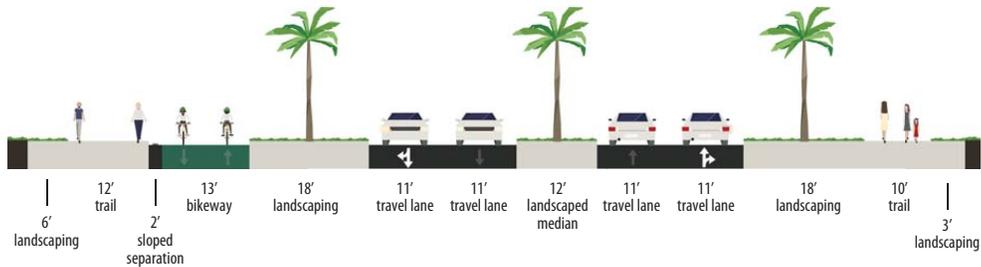


build out - 166' (facing north)

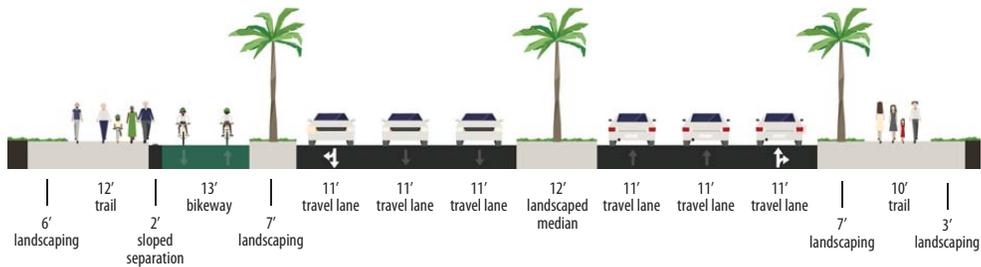


6-lane Roadway

interim - 140' (facing east)

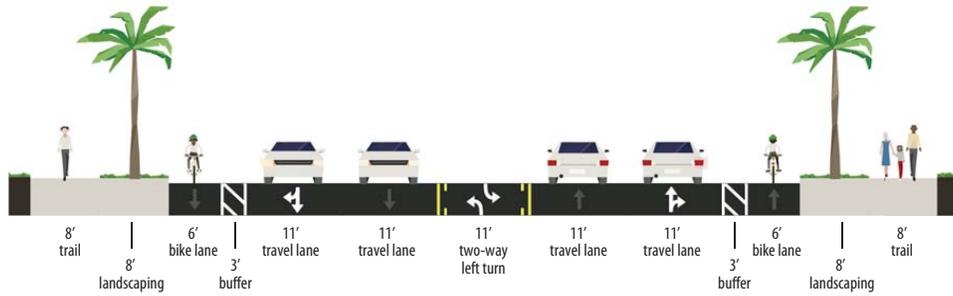


build out - 140' (facing east)



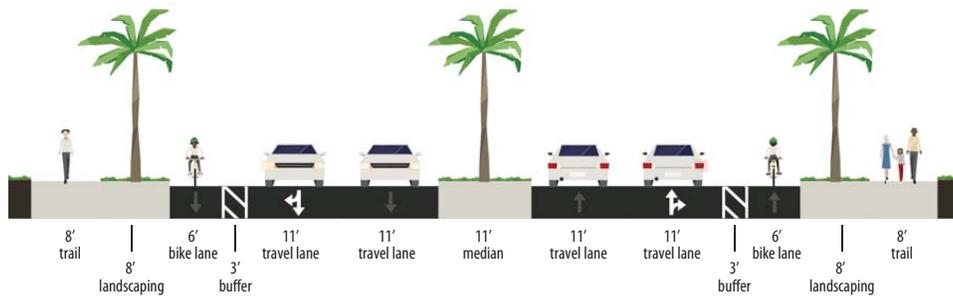
These cross sections conceptualize how desired elements and amenities can be incorporated into the major street network in West Henderson. The Master Streets and Highway Plan will need to be amended in order to adopt any of these alignments or cross sections, and changes and refinements are anticipated to be made. Please see the Master Streets and Highways Plan for currently adopted alignments.

5-lane Roadway

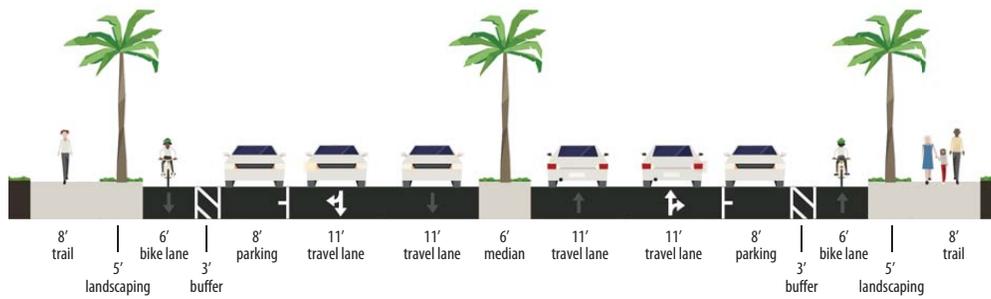


4-lane Roadway

without parking - 105'



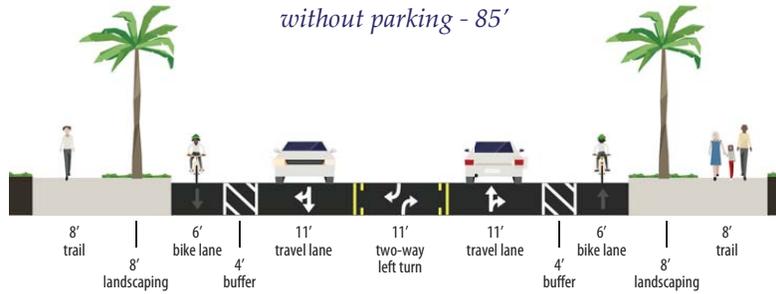
with parking - 110'



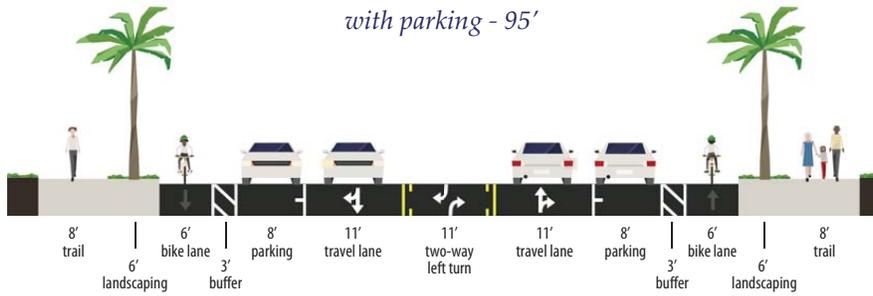
These cross sections conceptualize how desired elements and amenities can be incorporated into the major street network in West Henderson. The Master Streets and Highway Plan will need to be amended in order to adopt any of these alignments or cross sections, and changes and refinements are anticipated to be made. Please see the Master Streets and Highways Plan for currently adopted alignments.

3-lane Roadway

without parking - 85'

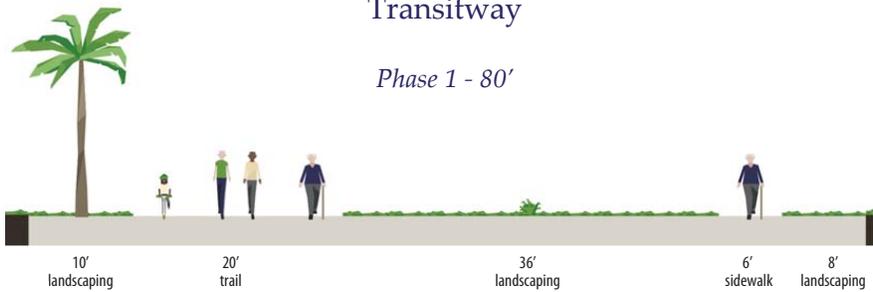


with parking - 95'

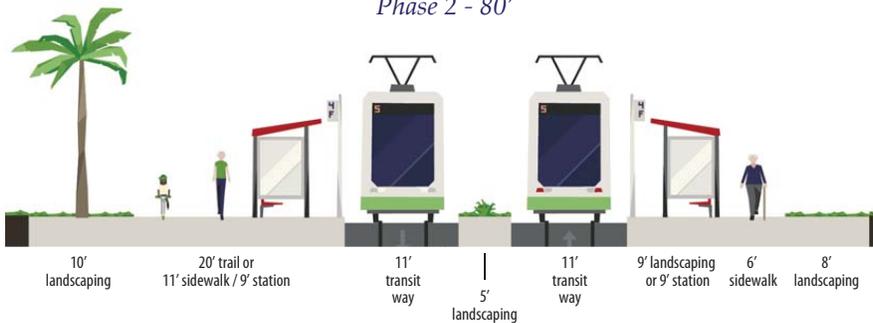


Transitway

Phase 1 - 80'



Phase 2 - 80'



These cross sections conceptualize how desired elements and amenities can be incorporated into the major street network in West Henderson. The Master Streets and Highway Plan will need to be amended in order to adopt any of these alignments or cross sections, and changes and refinements are anticipated to be made. Please see the Master Streets and Highways Plan for currently adopted alignments.

Development Program

The Illustrative Plan on the following page visually describes the spatial arrangement of place types and their relationship to the transportation system. Allocation of the developable areas within the 12,600 acres is shown according to place type in following table, and describes a possible, balanced development program; however, actual development may differ in order to respond to actual market and other conditions.

Place Type	Total Acres	Commercial (Square Feet)	Office (Square Feet)	Public/ Civic (Square Feet)
Urban Center	480	1,570,000	2,720,000	370,000
Community Center	40	110,000	130,000	50,000
Neighborhood Center	50	70,000	80,000	390,000
Employment Center	850	930,000	3,240,000	470,000
Special District	490	650,000	220,000	970,000
Industrial Special District	500	140,000	360,000	140,000
Henderson Executive Airport	750	0	0	0
Neighborhood Type 1	840	0	0	190,000
Neighborhood Type 2	1,240	0	0	280,000
Neighborhood Type 3	1,000	0	0	220,000
Neighborhood Type 4	230	0	0	60,000
Total	6,470	3,470,000	6,750,000	3,140,000

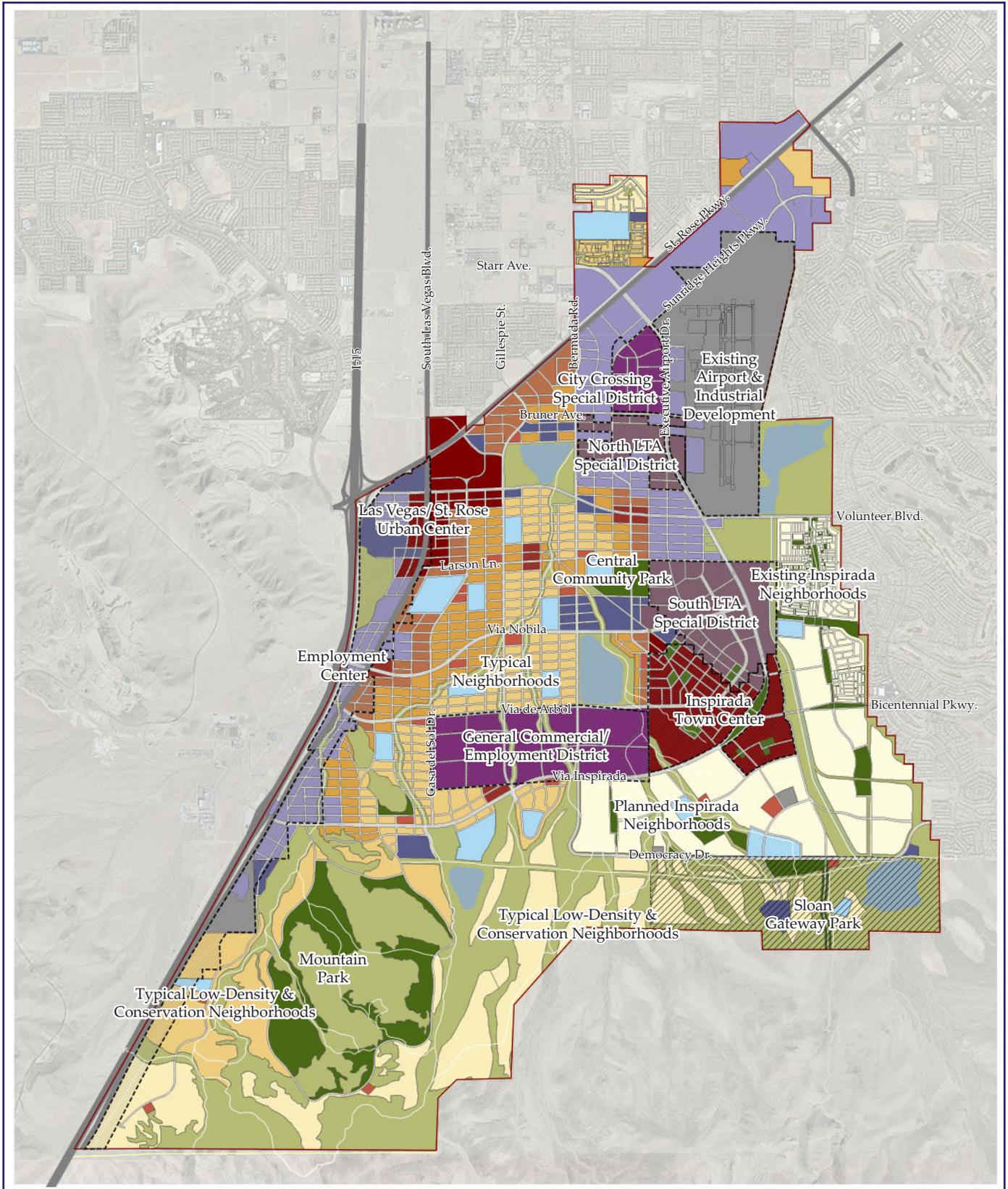
Industrial (Square Feet)	Residential (Units)	Number of Residents	Number of Employees	Job/ Housing Balance
0	4,400	8,800	19,100	
0	260	600	1,200	
0	40	100	2,200	
2,780,000	5,100	11,200	24,400	
330,000	2,800	6,700	7,100	
2,150,000	0	N/A	5,800	
1,640,000	0	N/A	1,100	
0	1,600	4,200	N/A	
0	5,900	15,300	N/A	
0	7,600	19,800	N/A	
0	2,700	7,000	N/A	
6,900,000	30,400	73,700	60,900	2.00

PLACE TYPE MAP (ILLUSTRATIVE PLAN)

The following map is an illustrative depiction of what the future land use could look like within West Henderson.

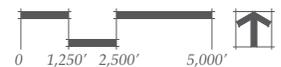
The West Henderson Implementation Plan and regulatory framework allows for modifications to both land use and transportation. There are many different ways to achieve the desired future condition with the appropriate land use mix, building program, connectivity, and amenities.





Place Type Map (Illustrative Plan)

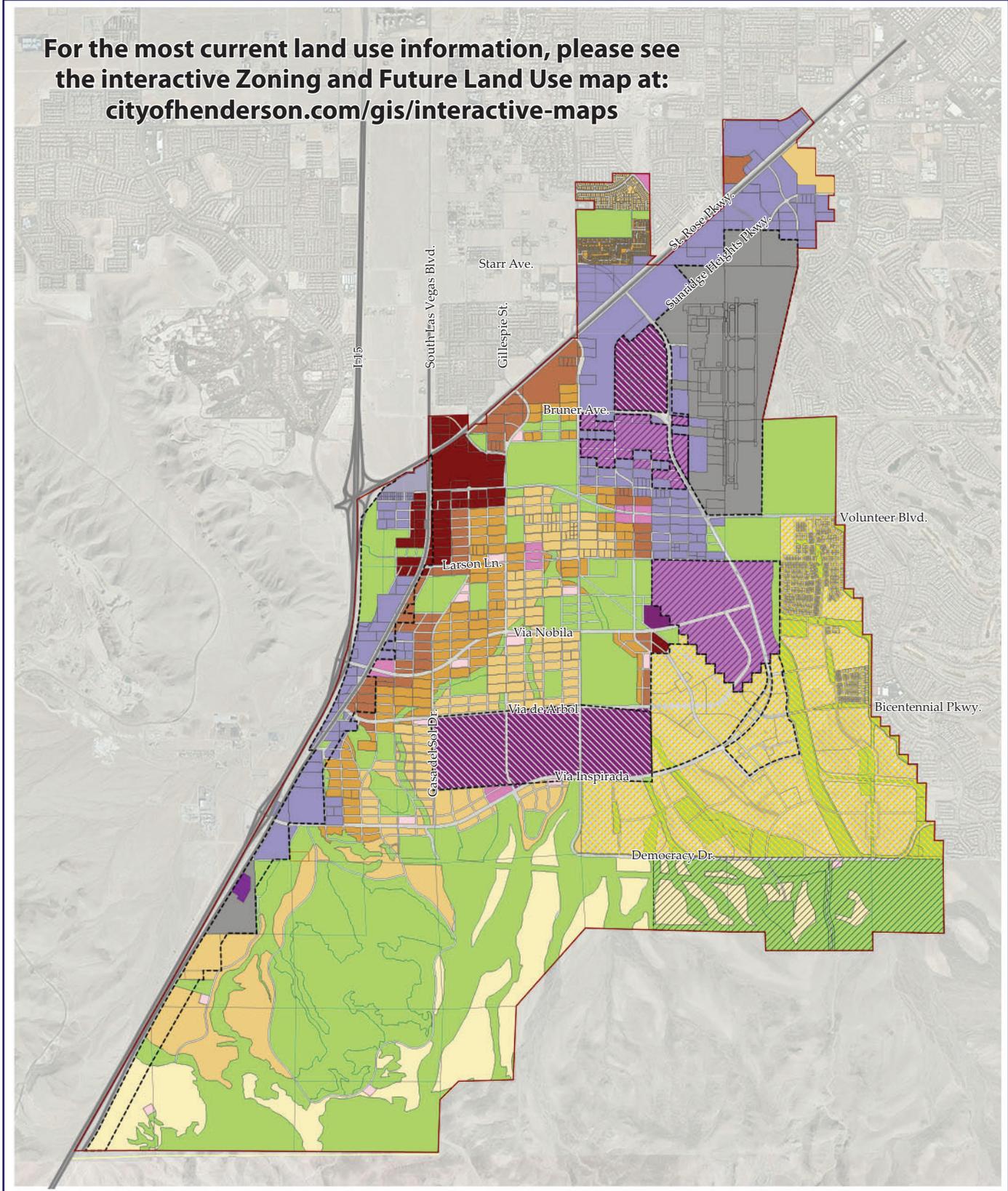
- | | | | |
|-----------------------|---------------------|---------------------------------|---|
| Urban Center | Neighborhood Type 4 | Airport | School |
| Employment Center | Neighborhood Type 3 | Special District | Park |
| Community Center | Neighborhood Type 2 | Industrial Special District | Open Space |
| Neighborhood Center | Neighborhood Type 1 | Civic (Fire, Police, Utilities) | Drainage |
| Area of Special Study | | Planned Community (Inspirada) | Sloan Canyon NCA Gateway Plan (black hatch) |



LAND USE PLAN

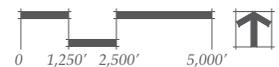
Land Use Category	Zoning Districts	Uses	Characteristics & Location
Urban Center <i>(existing categories TC, TOD, and PS)</i>	CT (Tourist Commercial) CC (Community Commercial) MC (Corridor/Community Mixed-Use) MR (Regional Mixed-Use) RH-36 (High Density Residential) PS (Public and Semipublic)	<p>Primary: Regionally-oriented commercial and entertainment uses; multi-family residential and mixed-use developments</p> <p>Secondary: Trails, parks, and other public facilities</p>	Major urban-scale commercial and employment cores oriented around transit service that contain a diverse mix of commercial, office, residential, and civic uses. Future convention, conference, cultural, entertainment, and resort facilities should be located within the Urban Centers.
Employment Center <i>(existing categories BI, COM, HDR, and PS)</i>	IP (Industrial Park) IL (Light Industrial) IG (General Industrial) CC (Community Commercial) CO (Commercial Office) CN (Neighborhood Commercial) MN (Neighborhood Mixed-Use) MC (Corridor/Community Mixed-Use) MR (Regional Mixed-Use) RH-24 (High Density Residential) RH-36 (High Density Residential) PS (Public and Semipublic)	<p>Primary: Office, flex space, light industrial, light warehousing, manufacturing, and business parks.</p> <p>Secondary: Supporting retail and residential, open space, trails, and other public facilities.</p>	This designation serves as the city’s future job base, and should be located to capitalize on transportation and transit infrastructure. With less intense uses, residential should be included, allowing for workforce housing in conjunction with supporting retail uses. The Employment Centers are primarily intended as job generators, including office, commercial, industrial, flex space, and supporting uses. Supporting medium to high density housing such as workforce housing and apartments may be considered when designed in a manner compatible with an industrial area, when located in areas that do not conflict with noise attenuation zones, and when impacts with trucking, aviation and other industrial uses are mitigated. Residential uses would only be appropriate when adjacent to existing or planned residential areas in order to provide access to needed neighborhood services.

For the most current land use information, please see the interactive Zoning and Future Land Use map at: cityofhenderson.com/gis/interactive-maps



Land Use Plan

- | | | | |
|-------------------------------|---------------------|---|---|
| Urban Center | Neighborhood Type 4 | Public/ Semi-Public (Airport) | Sloan Canyon NCA Gateway Plan (black hatch) |
| Employment Center | Neighborhood Type 3 | Public/ Semi-Public | Limited Transition Area (hatch) |
| Business/ Industry | Neighborhood Type 2 | Planned Community (Inspirada, crosshatch) | Special District (white hatch) |
| Commercial | Neighborhood Type 1 | | |
| Neighborhood Commercial | | | |
| Area of Special Study (hatch) | | | |



Land Use Category	Zoning Districts	Uses	Characteristics & Location
Business Industrial (BI)	IP (Industrial Park) IL (Light Industrial) IG (General Industrial)	<i>Primary:</i> Industrial, warehousing, manufacturing, and business parks. <i>Secondary:</i> Supporting retail and office, open space, trails, and other public facilities.	The Industrial category is meant to be in less-invasive areas of the city, typically where regulations are less restrictive to allow typical industrial uses to take place. Surrounding residential should be limited and appropriately buffered from the effects of the industrial use.
Commercial (COM)	CC (Community Commercial) CO (Commercial Office) CN (Neighborhood Commercial) CH (Highway Commercial) CA (Auto Mall Commercial) MN (Neighborhood Mixed-Use) MC (Corridor/Community Mixed-Use) MR (Regional Mixed-Use)	<i>Primary:</i> Commercial services such as banks, restaurants, grocery stores, office complexes, theaters, and repair services. The General Commercial designation is intended to provide a location for more intense commercial uses that will serve a broader population than the immediate neighborhood area. <i>Secondary:</i> Open space, recreational amenities, trails, and other public facilities.	The General Commercial designation should be located at major intersections such as a highway and an arterial street or two arterial streets. They may also be located along major arterial streets.
Neighborhood Commercial (NC)	CN (Neighborhood Commercial) CO (Commercial Office) MN (Neighborhood Mixed-Use) PS (Public & Semipublic)	<i>Primary:</i> High quality office (low rise), neighborhood retail, and neighborhood services. <i>Secondary:</i> Open space, trails, recreational amenities, places of worship, and other public facilities.	Generally located at the intersection of two arterial streets or an arterial street and a collector street, the Neighborhood Commercial category includes retail centers that provide shopping and services to the surrounding neighborhoods and areas.

Land Use Category	Zoning Districts	Uses	Characteristics & Location
Neighborhood Type 1 (from existing categories VLDR and LDR)	RS-1 (Single-Family Residential) RS-2 (Single-Family Residential) RS-4 (Single-Family Residential) PS (Public & Semipublic)	<p>Primary: Single-family detached residences.</p> <p>Secondary: Open space, trails, schools, places of worship, and other public facilities. Appropriate for residents interested in a more open-space lifestyle, custom built homes, equestrian uses, fewer public street lights and sidewalks, and no mandatory Conditions, Covenants, and Restrictions (CC&Rs) or homeowner's associations.</p> <p>Density: Up to 4 units per gross acre depending on zoning category</p>	<p>Generally located in areas near trail access and the mountainous regions around the City, these areas will offer the preservation and development of rural neighborhoods.</p> <p>Modified street sections and a reduction in light pollution (by reducing adjacent nighttime activities and street and house lighting) may be offered to allow for a less urban environment conducive to the pastoral setting residents residing here desire.</p>
Neighborhood Type 2 (from existing categories LDR and MDR)	RS-2 (Single-Family Residential) RS-4 (Single-Family Residential) RS-6 (Single-Family Residential) RS-8 (Single-Family Residential) RMH (Mobile Home Residential) PS (Public & Semipublic)	<p>Primary: Single-family detached residences, single-family attached residences, mobile home estates.</p> <p>Secondary: Open space, trails, schools, places of worship, and other public facilities. This is the broadest category in terms of both land area and allowable density, providing for typical suburban development with considerations for adjacent land uses.</p> <p>Density: Between 2 and 8 units per gross acre depending on zoning category</p>	<p>This designation will be located throughout the city in appropriate areas. Sites adjacent to rural neighborhoods are expected to properly buffer those neighborhoods with lower densities. Projects located around commercial or industrial projects should be properly buffered to protect both the interests of the residents and the business owners.</p>

Land Use Category	Zoning Districts	Uses	Characteristics & Location
<p>Neighborhood Type 3 (from existing categories LDR and MDR)</p>	<p>RS-8 (Single-Family Residential) RM-10 (Medium-Density Residential) RM-16 (Medium-Density Residential) RMH (Mobile Home Residential) PS (Public & Semipublic) CN (Neighborhood Commercial) MC (Corridor/Community Mixed-Use) MN (Neighborhood Mixed-Use)</p>	<p>Primary: Single-family detached homes, single-family attached homes, townhomes, condominiums, patio homes and apartments. Secondary: Complementary uses include parks and recreation amenities. Neighborhood-based commercial activity, places of worship, schools, senior housing facilities and other civic uses could also be located along nearby arterial and collector streets. Density: 8 - 16 units per gross acre depending on zoning category</p>	<p>Appropriate locations for this type of development can be found near more urban areas with activity centers. Landscaped open space should be provided for residents. Neighborhood serving commercial may be permitted as part of a master plan that includes a larger, connected mixed-use development plan.</p>
<p>Neighborhood Type 4 (from existing categories MDR and HDR)</p>	<p>RM-16 (Medium-Density Residential) RH-24 (High-Density Residential) RH-36 (High-Density Residential) PS (Public & Semipublic) MC (Corridor/Community Mixed-Use) MN (Neighborhood Mixed-Use)</p>	<p>Primary: Cluster Housing, duplexes, townhouses, condominiums apartments, and other multifamily residences. Secondary: Open space, trails, schools, places of worship, and other public facilities. Density: 16 - 36 units per gross acre depending on zoning category</p>	<p>High Density Residential should be located in and around urban settings that provide non-residential services to the residents. They are generally found in areas that offer mobility, including along collector or arterial streets or near transit centers. Private recreational facilities should be provided in the project, such as, swimming pools, tot lots, and landscaped open space. Neighborhood serving commercial may be permitted as part of a master plan that includes a larger, connected mixed-use development plan.</p>

Land Use Category	Zoning Districts	Uses	Characteristics & Location
Public and Semi-Public (PS)	PS (Public & Semipublic)	<p>Primary: Parks, libraries, community centers, fire stations, utilities, open space, trails, and other public uses.</p> <p>Secondary: Hospitals, government offices, schools, places of worship, and cultural institutions.</p>	The purpose of this category is to provide community services to the surrounding areas. The location of such facilities is reliant on the character of the neighborhood, community, or region that the particular facility will serve.
Planned Community (PC)	PC (Planned Community)	<p>Primary: Dependent on the final development agreement. This area should develop with ideas and projects that are modern and innovative, following the best planning practices available as the venture moves forward.</p>	Typically found on large tracts of vacant land, the purpose of this category is to ensure comprehensive planning of the area to create efficient and stable developments offering a combination of planned uses. This designation gives maximum flexibility to the City Council and the developer in implementing a development agreement that is in the best interests of the community and provides all the necessary facilities and amenities for the subsequent development of the land.

SPECIAL STUDY AREAS

Within the West Henderson Study Area, six special study areas exist:

Inspirada Town Center

Planned as part of the master planned community of Inspirada, the Town Center is slated to be a primer urban center destination. However, recent ownership changes has left the future of the Town Center in flux. A great urban center is needed to service the planned community as well as the neighboring area of Anthem.

Henderson Executive Airport

The Henderson Executive Airport is a corporate airport located just south of St. Rose Parkway. The airport serves as a relief airport for the McCarran Airport, and has been the subject of land use debates.

Las Vegas Boulevard / St. Rose Parkway Urban Center

Based on the West Henderson development plan and market demand, West Henderson could support an additional urban center. This area already anchored by the M Resort, boasts the high visibility and excellent transportation connections to be ideal location for an urban center.

General Commercial/ Employment District

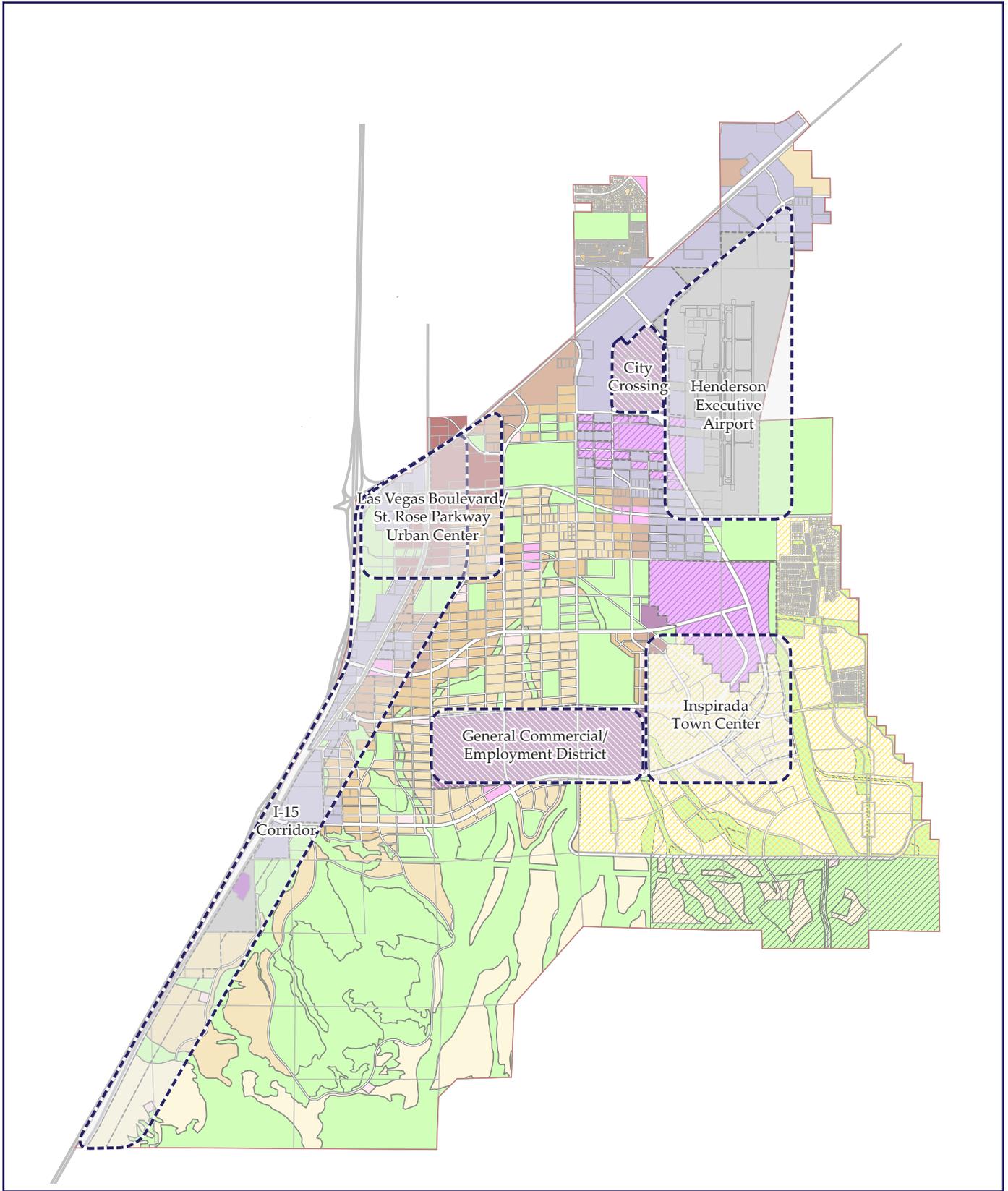
This district is a 480-acre site located along Via Inspirada and adjacent to the Inspirada Town Center. At one time, this area was proposed as a location for multiple stadiums, but its future is now in flux. This area will allow for flexibility in the development of additional jobs and economic development.

I-15 Corridor

The I-15 corridor is located just west of Henderson's City limits, however, this corridor and the connections to it influence the land use, economic viability, and growth within the City of Henderson.

City Crossing

This once-industrial area had been rezoned to a mixed use commercial project which ultimately did not develop as a result of the recession. The future of this area remains in flux due to a pending change of ownership and the area's proximity to the Henderson Executive Airport and nearby industrial uses.



Special Study Areas



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CHAPTER 4:
Realizing the Plan

THE WEST HENDERSON IMPLEMENTATION PROGRAM (WHIP)

The West Henderson Implementation Program (WHIP) is a quantitative review structure that provides the measurability and accountability needed to ensure that West Henderson will achieve its Vision. The WHIP allows Henderson to be adaptive, flexible, responsible and decisive in addressing the location and type of development. The WHIP's adaptive management program provide a structure to continuously verify the path that West Henderson is on and correct course when necessary to ensure our desired character is realized.

Annual Review of Metrics

The WHIP includes an adaptive management program that allows Henderson to annually review progress toward achieving the Vision. The Plan should be flexible and allow changes to ensure that it is heading in the right direction. The metrics used for monitoring simply represent the four regulatory elements described in the previous chapter. The metrics also encapsulate most environmental, economic and social sustainability indicators.

- Place Types
- Building Program
- Connectivity
- Placemaking

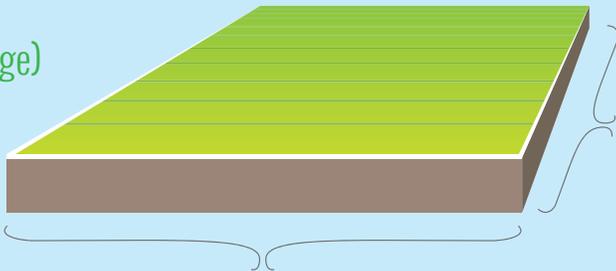
When the metric is triggered it warrants review. This review may necessitate that corrective actions are needed to ensure the City of Henderson is moving toward the Vision. If we are successfully moving toward our targets no adjustments will be necessary and we will continue on to a regular 5-year plan update. During an annual review, if a series of metrics are triggered, staff will go through a process involving Planning Commission and elected officials to review actual developments against program targets. Based upon the comparison, corrective actions should be explored to ensure our Vision is being achieved. If corrective actions are needed in response to the metrics, staff will determine the appropriate actions and how they will be implemented.

Annual metric reports should be designed as a check-in on Henderson's progress toward achieving the Vision. Through annual metric reports Henderson will understand how we are measuring up to the Plan's framework and will have the information needed to proactively design annual work plans to move toward the WHIP targets. The following graphics depicts annual metrics that tie directly to the regulatory elements for staff to consider as part of the annual monitoring of the Plan.

PLACE TYPES

RESIDENTIAL AND COMMERCIAL BLOCK SIZE

2050 desired future condition:
330 x 660 feet (average)
 goal: **decrease**
 responsibility: **city**



LAND AREA MIX



	residential	industrial/ employment	mixed use centers	parks/ civic
existing condition 2014:	22%	44%	0%	34%
2050 desired future condition:	44%	33%	8%	15%

goal: **monitor**
 responsibility: **city**

AVERAGE DENSITY (DU/ACRE)

existing condition 2014: **3.3** responsibility: **city**

2050 desired
 future condition: goal: **increase**
5 (Minimum for:
 - Neighborhood Type 1 & 2
 - Neighborhood Centers)



BUILDING PROGRAM



	EMPLOYEES	HOUSEHOLDS	JOB/HOUSING BALANCE	TAXABLE VALUE/ACRE
existing condition 2014	3,435	2,221	1.8	\$32,000
2050 desired future condition	62,000	31,000	2.0	\$300,000
goal	increase	increase	maintain	increase
responsibility	city	city	city	city

CONNECTIVITY

goal **increase** responsibility **city**

POPULATION SERVED BY TRANSIT

existing condition 2014 **0%** 2050 desired future condition **75%**

FRAMEWORK STREET ROW DEDICATED OR CONSTRUCTED (MILES)

existing condition 2014 **14.8** 2050 desired future condition **45.0**

INTERSECTIONS PER SQUARE MILE

existing condition 2014 **12** 2050 desired future condition **100**

TRANSIT DEDICATED OR CONSTRUCTED (MILES)

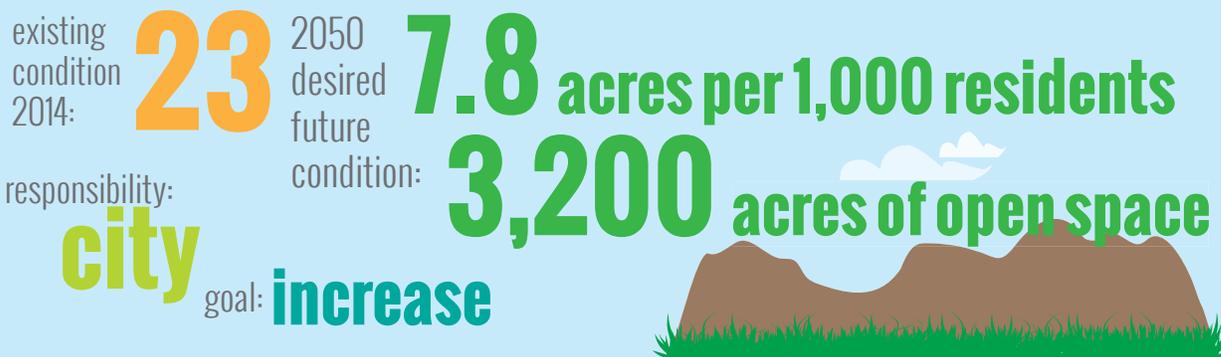
existing condition 2014 **3.4** 2050 desired future condition **15.0**

TRAILS & BIKE LANES (MILES)

existing condition 2014 **8** 2050 desired future condition **95.0**

PLACEMAKING

AMOUNT OF OPEN SPACE, PARKS, AND TRAILS (ACRES)



AMOUNT OF RECREATION FACILITIES (SQUARE FEET)



AMOUNT OF CIVIC AMENITIES



Amendments

This Plan is intended to be a dynamic document and may need to be amended if metrics are triggered or as Henderson's conditions change. Regardless of when they are proposed, they will be reviewed by Planning Commission and then jointly by City Council at the same annual meetings where the annual metric report is reviewed and the implementation work plan for the following year is set. This promotes a simultaneous and comprehensive review of proposed amendments, metrics, and the work plan to meet the Plan's vision. To approve an application to amend the Plan, the action should:

- better implement the West Henderson Vision;
- be consistent with the other policies and strategies of this Plan; and
- respond to indications that at least one of the following situations exists:
 - The principles of this Plan are not being implemented
 - Henderson's characteristics have substantially changed, warranting a revision to the Plan's key components that directly relate to the change in characteristics
 - The values and priorities of Henderson have changed
 - Special study area plans are completed (i.e. Inspirada Town Center, Henderson Executive Airport, Las Vegas Boulevard/ St. Rose Parkway Urban Center)

Work Plan

A work plan for implementing West Henderson's Vision will be established each year as part of the budget process. In setting the work plan, staff should evaluate the work completed over the past year, review annual metrics, and prioritize strategies for implementation based on how well Henderson is achieving its vision and which implementation measures are most needed. The work plan may also include the implementation of preemptive corrective actions. The resources required to implement the work plan will be considered, along with the parties responsible for implementing the strategy, the timeframe for implementing the strategy and the goal for implementation. As strategies are completed and/or new best practices, technology and information become available, the work plan may include strategies that are not listed.

Key initial 2014 - 2015 workplan actions include:

1. Code Development
2. Identification of Funding Opportunities
3. Special Study Area Plan Development (i.e. Inspirada Town Center, Henderson Executive Airport, Las Vegas Boulevard/ St. Rose Parkway Urban Center)

5-Year Update

Staff and the community should conduct a detailed review of the Comprehensive Plan every 5 years. The WHIP is not intended to eliminate the need for Comprehensive Plan updates. Its purpose is to ensure the achievement of the West Henderson Vision and better understand the implications of measures taken. The 5-year update should be an effort to build on the lessons learned through the WHIP and 5 years of annual metrics reports.

Implementing the Plan

Implementation of the West Henderson Land Use Plan will require the support and effort of the entire City of Henderson. Elected officials, City Departments, and other government and non-government organizations all have specific roles.

Planning staff will coordinate the administration of the plan and will be responsible for producing and presenting reports to track the recommended metrics; executing annual implementation work plans based on the strategies of the Plan and direction from the elected officials; exploring corrective actions when the metrics are triggered; facilitating the 5-year update of the Plan; processing amendments to the Plan; and reviewing land development regulations, zoning maps and other implementation measures for consistency with this Plan.

Elected officials will rely on the plan as a guide to help make land use decisions that ensure West Henderson develops consistent with the adopted vision. They will allocate the resources necessary to implement the policies and strategies contained in this Plan. Furthermore, they will oversee coordination between neighboring jurisdictions and non-governmental service providers to find regional solutions to transit, economics, and infrastructure funding; and appropriate service delivery and coordination of major capital projects. Each year, elected officials will have the opportunity to:

- receive and review the annual metric report presented by staff;
- determine the strategies to be included in the implementation work plan for the next year; and
- budget appropriately to achieve the objectives of this Plan.

Effective implementation will require the City to proactively collaborate and partner with Clark County, the BLM and other agencies to identify solutions that are mutually beneficial. These agencies and organizations can play a crucial role in data collection and monitoring, and analyzing the feasibility and success of proposed strategies. The collective input from all governmental and non-governmental agencies and organizations will be helpful in monitoring perception of and satisfaction with this Plan. Agencies and organizations are also responsible for working together to pool resources and find mutually beneficial solutions to achieve West Henderson's goals.

The support and participation of the community is equally important to the success of the Comprehensive Plan. It is essential that Henderson continues to be diligent in its outreach efforts so that residents and stakeholders remain an engaged and active part of the process. Each citizen should stay involved in local government and monitor the decisions of elected officials, planning staff, and other governmental and quasi-governmental agencies. Citizens of Henderson must stay involved in comprehensive planning efforts. Where government and other organizations are falling short in the implementation of this Plan, the citizens must help make it happen.

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