



MAY 2017

ECONOMIC DEVELOPMENT STRATEGY

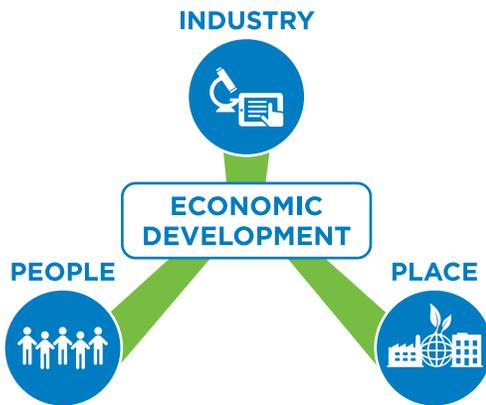


A Vibrant, Resilient Economy for Henderson

CREATING A VIBRANT, RESILIENT ECONOMY

CITY OF HENDERSON

ECONOMIC DEVELOPMENT STRATEGY



3-PRONGED ECONOMIC DEVELOPMENT FRAMEWORK

Industry priorities focus on business development, including recruitment, expansion and retention.

People-based strategies influence workforce development and talent pipeline initiatives to connect labor to the job market.

Place-based strategies influence redevelopment, revitalization efforts, desired infrastructure priorities, leveraging City-owned land and other development priorities.

A strong economy that can endure changing cycles of investment is critical to the long-term well-being of the community. The City is committed to creating an environment that supports established businesses while attracting new opportunities. The City supports high growth business startups and has residents with the talent and skills to grow those businesses. Targeted business development activities, coupled with a strong commitment to workforce development and quality education, contribute to the stability and prosperity of the City. Desirable neighborhoods with amenities and access to high-quality education are features that are critical to supporting Henderson's continued economic development and talent attraction.

During stakeholder group meetings to develop the content for the Economic Development element of the Henderson Strong Plan, it became clear that the group needed direction on the City's economic development priorities to align land use and infrastructure policies in the Comprehensive Plan with target sectors and talent recruitment efforts.

The City, therefore, encouraged the stakeholder group to expand its scope of work in order to use the Comprehensive Plan process to update the City's economic development strategy. Successful economic development includes strategies that influence place, people and industry. The group used a three-pronged framework to illustrate how industry, people and place all work toward a complete economic development strategy. Place-based strategies influence redevelopment, revitalization efforts, desired infrastructure priorities, leveraging City-owned land and other development priorities. Industry priorities focus on business development, including recruitment, expansion and retention. People-based strategies influence workforce development and talent pipeline initiatives to connect labor to the job market.



Courtesy of The District

COMMITMENT TO ECONOMIC DIVERSIFICATION

In order to keep pace with our growing economy, Henderson has identified five industry attraction targets based on analysis of existing trends and priorities for business recruitment. These target industries will set the priority for business development recruitment efforts; though the City will remain a viable and welcoming place for all businesses regardless of industry.

ADVANCED MANUFACTURING & LOGISTICS

Both manufacturing and logistics operations are becoming far more automated, requiring more highly skilled workers than in previous decades. While the job count may be smaller, the operations are more technologically complex and the capital investment is high. This sector is important for the City as it brings export industries to our community and long-term sustainable employers.

HEALTHCARE & LIFE SCIENCES

Southern Nevada has a growing need for more acute care and specialized healthcare services, and Henderson aspires to be the center of excellence for quality healthcare. The addition of more healthcare opportunities and greater research activity also will attract other life science industries, offering higher wages and requiring more highly skilled employees.



HEADQUARTERS & GLOBAL FINANCE

Major corporations and financial institutions constantly are looking for regional and national headquarters where quality of life, global access, a skilled workforce and technological infrastructure are top of the class. Headquarters, divisions and global finance centers typically bring national exposure, higher paying positions and long-term opportunity. With a strong cluster of customer service call centers for the financial industry already in place, and a quality of life second-to-none, Henderson already has the foundation that this sector requires.

TECHNOLOGY

Jobs in technology will be important across all industry sectors. The City wants to increase its ability to attract jobs in the IT sector, whether in software, hardware or networking, in order to grow economic opportunities. A skilled technology workforce will help us attract companies across all of our industry targets.

HOSPITALITY, TOURISM & RETAIL

Already a region known for hospitality, entertainment and gaming, Henderson will continue to be a magnet for convention and resort opportunities. Enhancing our tourism strategy to emphasize corporate retreat meetings and adventure travel will distinguish Henderson from the Strip and Downtown Las Vegas resort corridors. In addition, we will continue to expand retail attractions that will serve residents and visitors alike.

Land Use and Development

Goal E 1: Prioritize the marketability of commercial, office and industrial land through master planning, incentives and improved inter-agency and dry utility cooperation.

Strategies

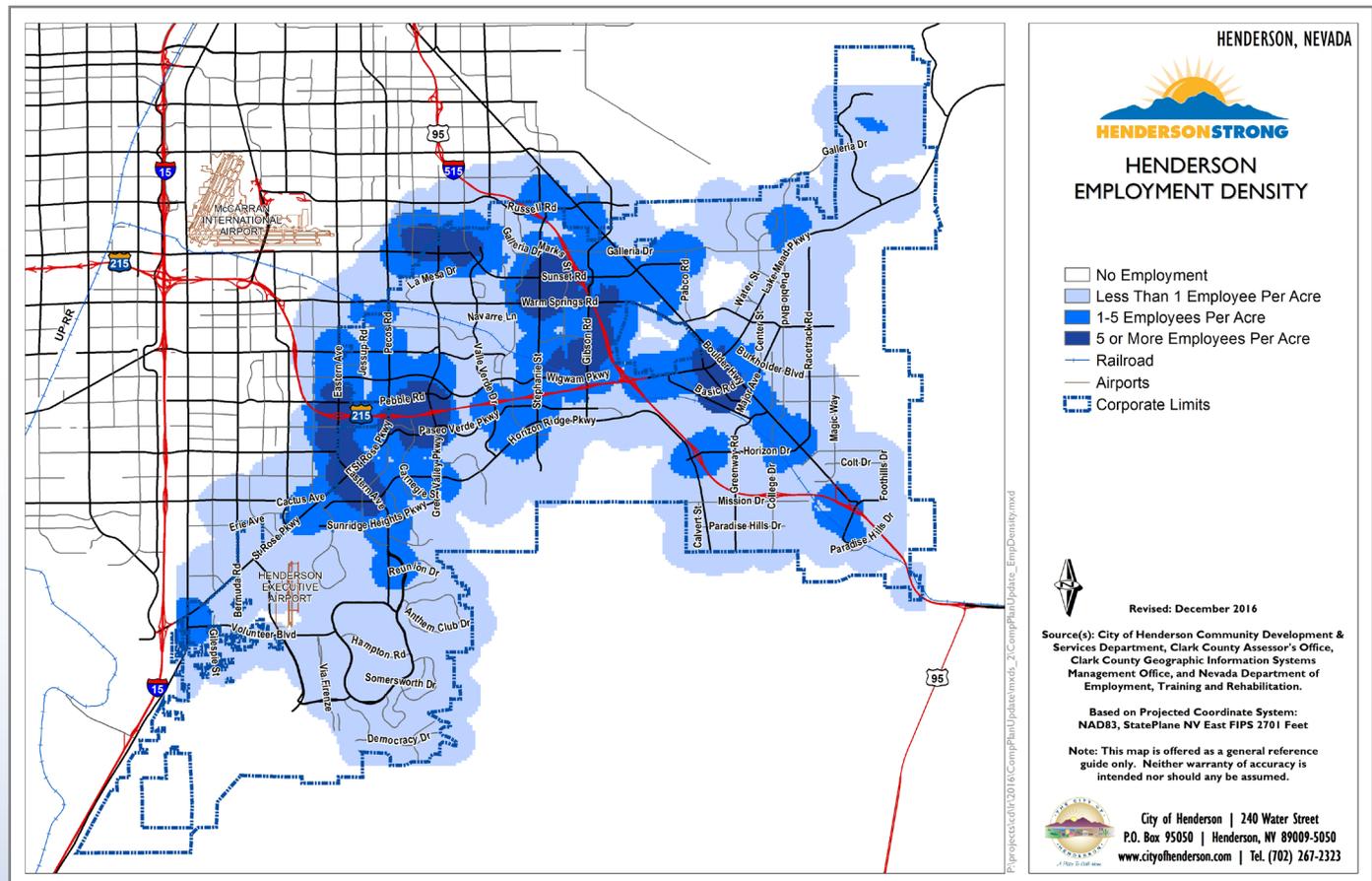
- E 1.1** Consider expedited reviews, among all regulatory agencies, for target industries or high-economic-impact projects.
- E 1.2** Prioritize commercial land in West Henderson and reserve employment lands, such as those highlighted in the Vision Map and Priority Employment Area graphic, and more thoroughly described in the West Henderson Land Use Plan.

E 1.3 Protect frontage lands, freeways, highways and lands near the Henderson Executive Airport for light industrial and commercial uses to ensure quality of life for future Henderson residents and allow space for economic growth for job opportunities for our projected 100,000 new residents by 2036.

E 1.4 Limit rezoning of industrial and commercial land to residential to achieve the City's vision to improve its jobs-housing-balance.

E 1.5 Identify and emphasize Henderson strengths to distinguish it in Southern Nevada.

Figure 1: Henderson Employment Density



- E 1.6** Determine cost competitiveness for businesses locating in Henderson compared to regional competition and opportunities to enhance Henderson’s advantages.
- E 1.7** Emphasize commercial utilization in West Henderson, as highlighted in the Vision Map and Priority Employment Area graphics and periodically revisit the West Henderson Land Use Plan designations, specifically employment center, to determine absorption of uses and update regulations accordingly.

Goal E 2: Leverage existing and future infrastructure, including transit and aviation, to attract and support businesses.

Strategies

- E 2.1** Participate in inter-agency and dry utility infrastructure improvement planning, such as I-11, fuel tax indexing and light rail, as well as planning for fiber optic cable, water, power and utility capacity for future economic growth.
- E 2.2** Enhance access to public transportation in West Henderson.
- E 2.3** Identify ways to repurpose vacated retail buildings where uses were oversaturated.
- E 2.4** Prioritize Henderson’s capital improvements to enhance economic development efforts.
- E 2.5** Prioritize corporate attraction near the Henderson Executive Airport, and support compatible land uses to maximize and optimize the use and expansion of the airport.

Goal E 3: Align land use planning with anticipated needs of target industries and future population.

Strategies

- E 3.1** Promote the development of new employment centers in Henderson through the designation of Urban Centers in key locations as identified in the Vision Map.
- E 3.2** Evaluate the Development Code to ensure it considers economic changes and trends and how they affect use standards. For example, expand areas where R&D-related uses could be allowed and identify where new types of uses can fit in, e.g. brewery, membership-based incubators, etc.
- E 3.3** Identify opportunities to encourage new and emerging uses, e.g. indoor, vertical farming (aeroponics and hydroponics).

DEFINITION >
WHAT IS VERTICAL FARMING

Vertical farming refers to the practice of producing food indoors in vertically stacked layers. Benefits include year round production, energy savings, and less water and fertilizer usage than traditional farming.



Goal E 4: Leverage City-owned land to attract businesses in target industries and to achieve economic development goals.

Strategies

- E 4.1** Identify and create alternative public-private partnerships to achieve the Henderson Strong vision, such as recruiting developer partners and using innovative financing strategies, like long-term ground leases, direct loans with competitive terms and lease-purchase agreements.
- E 4.2** Maintain active appraisals on market-ready, City-owned lands to be responsive to the business community.
- E 4.3** Examine process improvements and potential legislative updates, if necessary, to facilitate land sales for strategic priorities.

STRATEGY IN ACTION > REGIONAL PARTNERS HELPING PLAN TRANSIT CORRIDORS IN UTAH

The Utah Transit Authority (UTA) is the public transit provider for the most populated counties in Utah, including Salt Lake, Weber, Davis and Utah counties. UTA is authorized by state legislation to enter into agreements with developers as a limited partner on up to five sites owned by UTA. UTA can then contribute portions of land it owns around transit stations to a developer's project in exchange for a say in how to develop the land and a share of the profits. UTA works closely with the region's MPOs and Envision Utah, a nonprofit partnership that facilitates community planning, to create visions and strategies for developing key sites owned by UTA and along UTA transit corridors. Together, these organizations have identified six demonstration sites that are prime for development that could catalyze other TOD in the region.



Goal E 5: Attract and retain a talented workforce for established and new businesses by creating communities with a variety of amenities, along with varied housing and transportation options.

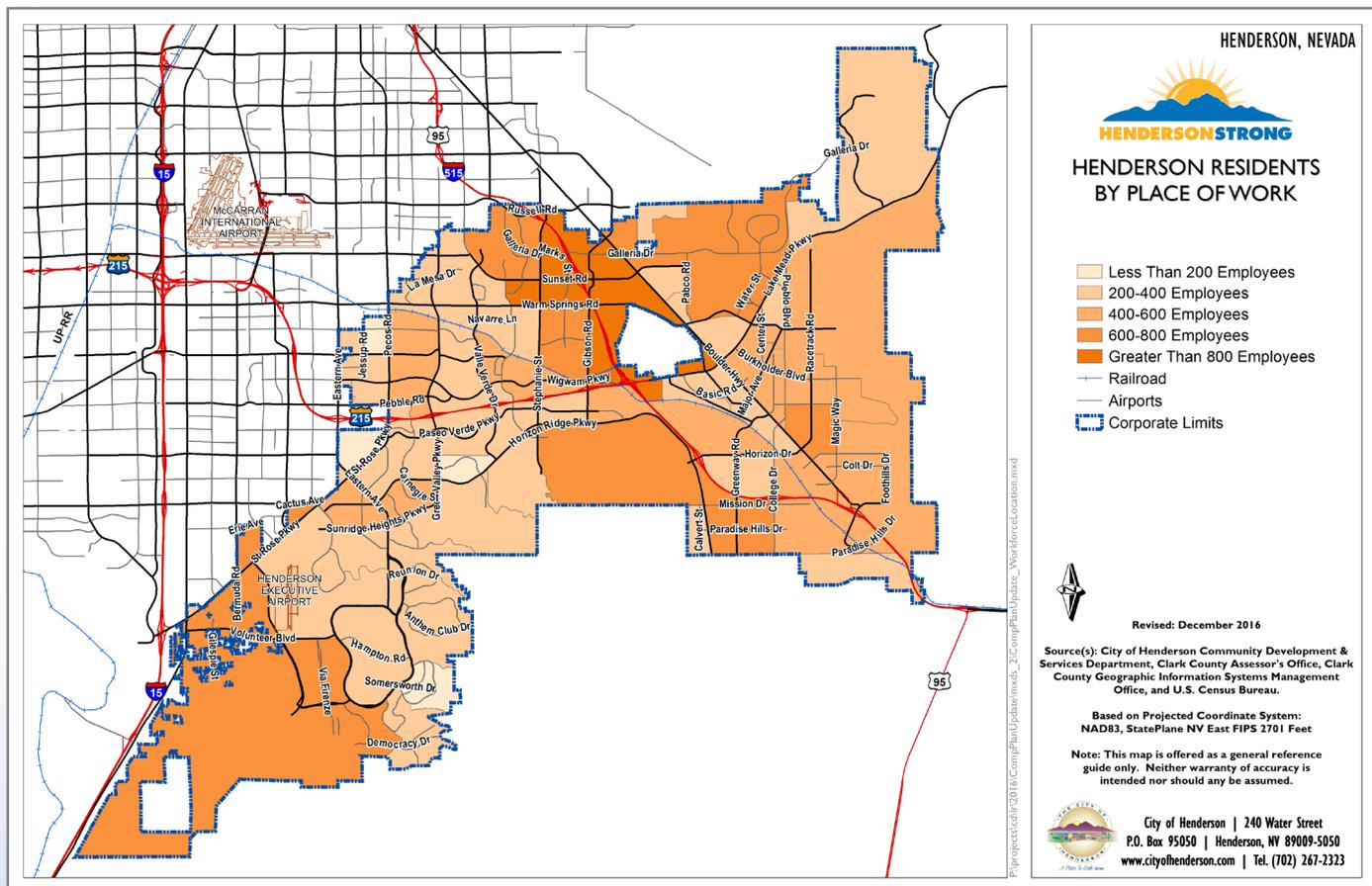
Strategies

- E 5.1** Create diverse housing opportunities to match industry, workforce and other population needs, including student populations, through policy and regulatory updates.
- E 5.2** Consider needs and lifestyle desires of current and future generations.



- E 5.3** Encourage transit-oriented development, using planning tools to concentrate density in areas with access to public transportation, as reflected in the Vision Map.

Figure 2: Henderson Residents by Place of Work



Regional Collaboration

Goal E 6: Collaborate with state and regional entities (GOED, LVGEA, CCSD and academic institutions) to develop legislative priorities that achieve Henderson’s economic development goals.

Strategies

- E 6.1** Pursue opportunities to acquire and/or leverage BLM lands and disposal practices for areas strategically situated for economic development opportunities.
- E 6.2** Consider public-public partnerships, including opportunities to leverage public institutions, libraries and non-profits as attractions.
- E 6.3** Partner with educational institutions and support their expansion, such as PK-12 schools, UNLV, NSC, CSN, Touro and Roseman, to market and promote development opportunities and cooperative measures that complement the campuses, and support entrepreneurship, R&D opportunities and workforce development opportunities.

- E 6.4** Encourage state and regional partners (such as SNHD, utilities, etc.) that influence business operations of target industries, in particular, to prioritize economic development efforts and reduce review times.
- E 6.5** Continue to collaborate with business and trade associations, including the Henderson Chamber of Commerce.
- E 6.6** Work through the legislative process and with the PUC to reduce restrictions on NV Energy to allow them to build infrastructure in anticipation of future energy needs.

Goal E 7: Distinguish Henderson in the context of Southern Nevada as a global business destination.

Strategies

- E 7.1** Continue to participate in regional initiatives, such as Southern Nevada Strong, and advocate for Henderson’s unique needs and opportunities to achieve its economic development goals.
- E 7.2** Participate in local, regional, statewide and global organizations in order to promote exposure to opportunities in Henderson.
- E 7.3** Coordinate site selection efforts with Las Vegas Global Economic Alliance (LVGEA) and State of Nevada Governor’s Office of Economic Development (GOED).
- E 7.4** Develop links with locally-based international business organizations.



Target Industry Attraction

Goal E 8: Prioritize recruitment efforts and strategic marketing campaigns for Henderson’s target industries, including advanced manufacturing and logistics; healthcare and life sciences; headquarters and global finance; technology; and hospitality, tourism and retail.

Strategies

- E 8.1** Prioritize target industries and high-impact projects based on quality job creation, capital investment or other highly desired attributes.
- E 8.2** Encourage industries to partner with local educational providers to develop a talent pipeline for local job opportunities.
- E 8.3** Conduct marketing campaigns to identified target industries through advertising, sales missions, trade show participation, social media and other means.
- E 8.4** Develop timely marketing pieces to support and promote business attraction efforts.
- E 8.5** Provide proactive support and direct technical assistance services to business recruitment prospects utilizing internal City staff, public and private sector partners.
- E 8.6** Promote, coordinate and support provision of incentives and services from all sources to qualified business prospects.
- E 8.7** Increase awareness of Henderson as a place for business through marketing and public relations efforts.
- E 8.8** Support businesses that seek to minimize negative environmental impacts of their operations and seek to be positive community partners having an overall positive impact on the triple bottom line.

- E 8.9** Leverage and promote the Sloan Canyon National Conservation Area as Henderson’s “Jewel in the Crown” for marketing and recruitment efforts, including supporting an exceptional interface between Henderson and the Conservation Area.
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Goal E 9: Attract visitors and conventions to further increase the tax base for the City and encourage visitor expenditures throughout the City.

Strategies

- E 9.1** Attract out-of-market, tourism-based events to generate room nights for Henderson hotels.
- E 9.2** Maintain partnerships and seek collaborative opportunities with Nevada Commission on Tourism, Las Vegas Convention and Visitor Authority and Henderson hospitality community.
- E 9.3** Promote Henderson as an adventure tourism destination by promoting the abundance of outdoor recreation activities.
- E 9.4** Promote and manage the Henderson Convention Center and events plaza, which includes 13,800 square feet of multi-use meeting space in addition to the events plaza and amphitheater.
- E 9.5** Enhance communication methods, such as social media, to increase tourism.
- E 9.6** Attract meetings and conventions that align with Henderson’s target industries.

Business Retention

Goal E 10: Retain and expand existing businesses in Henderson.

Strategies

- E 10.1** Conduct strategic outreach initiatives to local businesses in Henderson through participation in local business and trade associations, electronic newsletters, direct meetings with businesses and other means.
- E 10.2** Provide proactive support and assistance to local businesses, as needed, utilizing internal City staff, as well as public and private sector partners.
- E 10.3** Promote, coordinate and support provision of incentives and direct technical assistance services from all sources to qualified local business expansion prospects.
- E 10.4** Collaborate with and support small business development partners to spur economic gardening. Partners may include, but not be limited to, Henderson Chamber of Commerce, HBRC Incubator, Nevada Small Business Development Center, SCORE, SBA and others.

Entrepreneurialism

Goal E 11: Foster innovation through the cultivation of high-growth entrepreneurship.

Strategies

- E 11.1** Coordinate entrepreneurship events and programs to encourage local business start-ups and collaboration opportunities.
- E 11.2** Conduct regular research and analysis to discover the latest approaches for entrepreneurial development and consider their implementation in Henderson (e.g. incubators, accelerators, mentoring, training, co-work centers and maker/hacker space initiatives).
- E 11.3** Promote entrepreneurship among Henderson youth.



Revitalization

Goal E 12: Prioritize and expand revitalization efforts of older parts of Henderson.

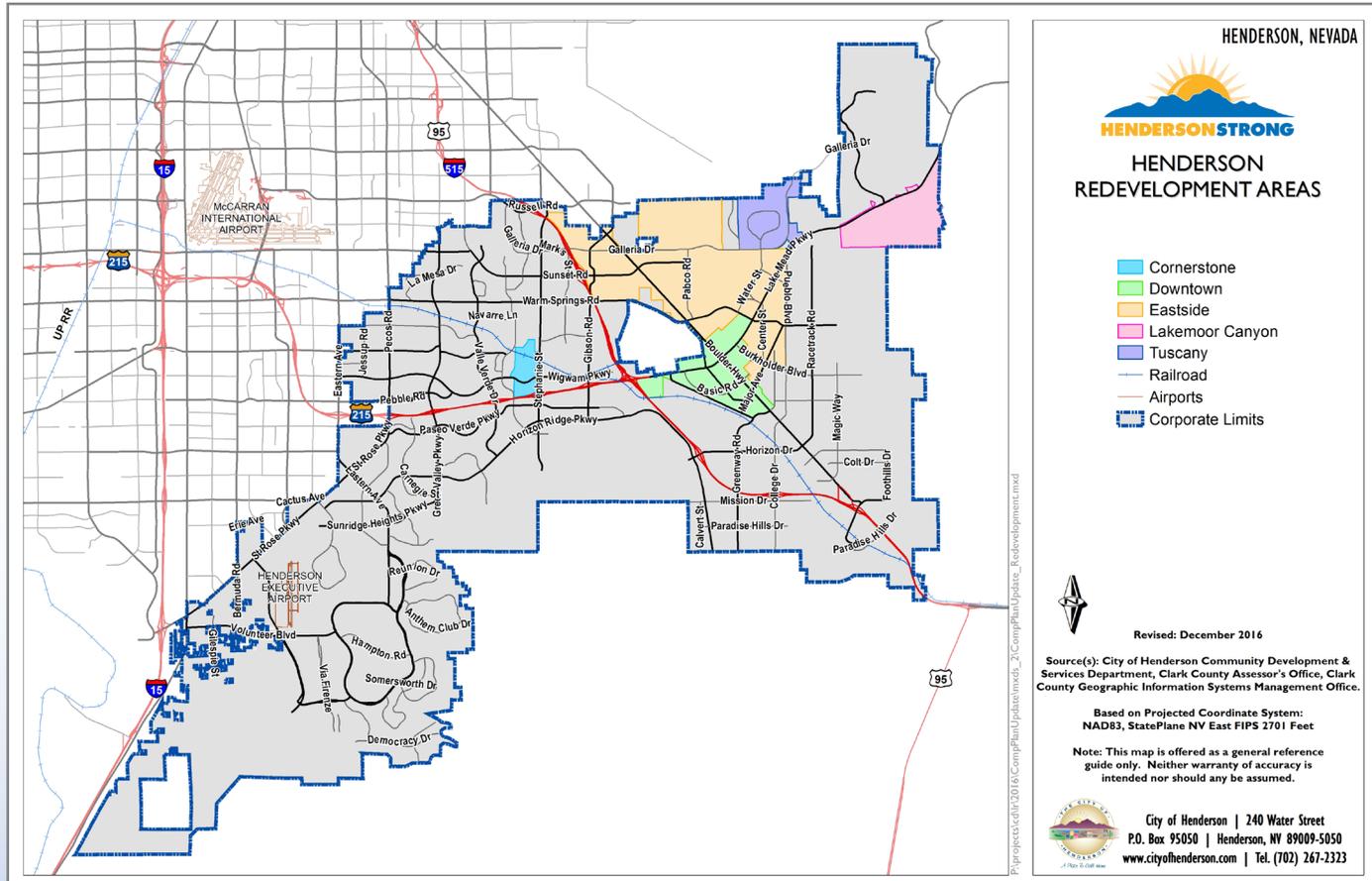
Strategies

- E 12.1** Pursue redevelopment initiatives through public-private partnerships.
- E 12.2** Support and expand on existing investment (e.g. Nevada State College and Union Village) to revitalize Downtown Henderson and gateway areas.
- E 12.3** Look for opportunities to utilize the existing Union Pacific Railroad for passenger light rail to catalyze economic

development, while still accommodating existing commercial freight uses and adjacent trails.

- E 12.4** Develop gateway entrances and strategies for an urban core into Downtown Henderson, in accordance with the City's Downtown Investment Strategy.
- E 12.5** Commit to a vision for Downtown Henderson that considers interests of residents, tourists and businesses.
- E 12.6** Leverage Cadence development to revitalize Water Street District businesses.

Figure 3: Henderson Redevelopment Areas



- E 12.7** Consider utilizing existing and new redevelopment tools to incentivize projects in the Water Street District, Boulder Highway Corridor and gateway into Henderson, as reflected by the Henderson Strong Priority Reinvestment Areas.
- E 12.8** Delineate a well-defined “medical use” overlay or master plan around Union Village. Make sure the remaining acreage (beyond the 30 acres of Henderson Hospital) in Union Village is developed and does not remain vacant.
- E 12.9** Create a healthcare corridor from momentum of Henderson Hospital and other medical uses that are coming in or are already here.
- E 12.10** Research best practices for suburban revitalization efforts for aging suburbs, such as North Green Valley.
- E 12.11** Identify community-based revitalization strategies for Henderson’s oldest neighborhoods, such as Manganese Park, Fairview Estates and others.
- E 12.12** Continue and expand strategies and incentives to encourage reinvestment, infill development, redevelopment and property rehabilitation; promote available incentives.
- E 12.13** Collaborate with the development community to identify opportunity sites for revitalization and redevelopment particularly in the Henderson Strong Priority Reinvestment Areas; create potential development programs to respond to both the market and community needs; and support implementation efforts.
- E 12.14** Ensure zoning is flexible enough to allow for adaptive reuse; remove barriers that could potentially discourage neighborhood reinvestment.
- E 12.15** Initiate development of Historic Preservation Program so the City has an understanding of its significant historic resources and has protection policies in place for when demolition or remodeling is proposed.

HENDERSON'S COMMITMENT TO HISTORIC PRESERVATION

By traditional preservation standards, Henderson is still a relatively young city, yet we recognize the value of establishing an early preservation program. From its industrial roots through its pioneering of master planning communities, Henderson’s history is a source of pride for the City and its residents, and the City Council has a stated goal to preserve this history through recognition of the people, places, and structures that are significant in the City’s growth and development.

Especially during years of rapid growth, potentially significant properties are at risk of being lost to demolition or remodel. The comprehensive Historic Preservation Program, created with significant public input in 2014, established a framework to identify elements of our history and recognize the places and structures that represent them. The plan ensures that the City’s heritage is acknowledged, represented and retained in an appropriate manner that will ultimately achieve the designation of Certified Local Government, which brings greater autonomy and access to funding.

The Historic Preservation Plan’s four primary goals:

1. **Develop historic preservation standards** that address the unique needs of the city;
1. **Identify places and structures of historical significance** that help define a sense of place;
1. **Foster public understanding and involvement** in the unique architectural and cultural heritage of the city; and
2. **Promote the private and public use of historic places and structures** for the education, appreciation and general welfare of the citizens of Henderson.

Workforce Development

Goal E 13: Continue to pursue excellence in Henderson’s public and private higher educational system by supporting community colleges and other higher-education institutions to provide comprehensive adult education programs, continuing education, job training and career advancement.

Strategies

E 13.1 Continue to actively pursue and promote higher-education opportunities and facilities that align with the City’s Economic Development Strategy.

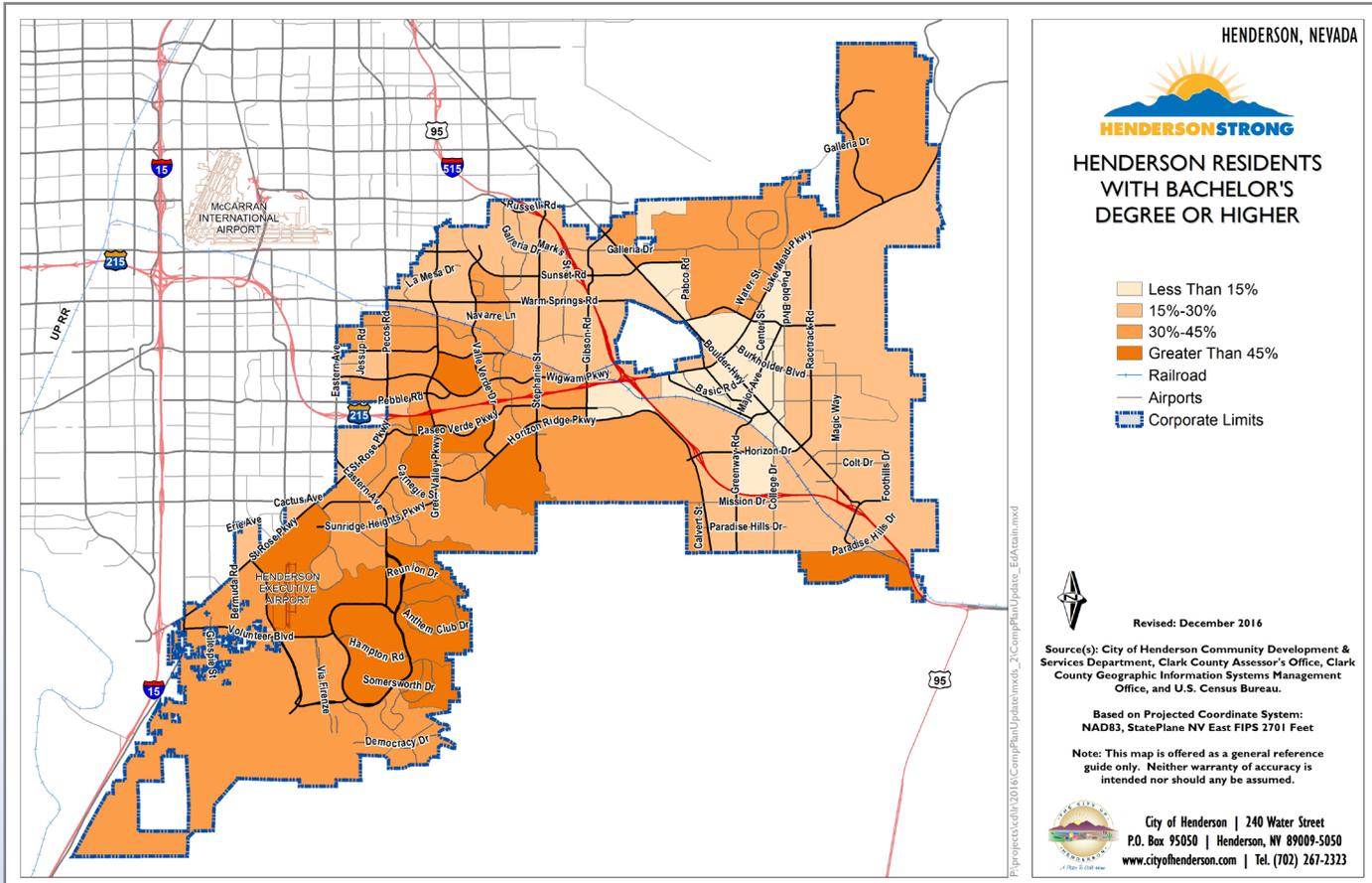
E 13.2 Encourage mentorship, apprenticeship and career exploration opportunities by collaborating with local businesses,

business organizations and the City of Henderson Economic Development Division; promote activities such as Career Days, job shadowing and job skills workshops.

E 13.3 Connect with local businesses to identify desired workforce skills, and encourage expansion of programs to target specific educational and training needs; focus particular emphasis on projected high-growth employment categories.

E 13.4 Encourage existing adult educational facilities to continue to offer technology courses that evolve to meet industry standards as technology advances.

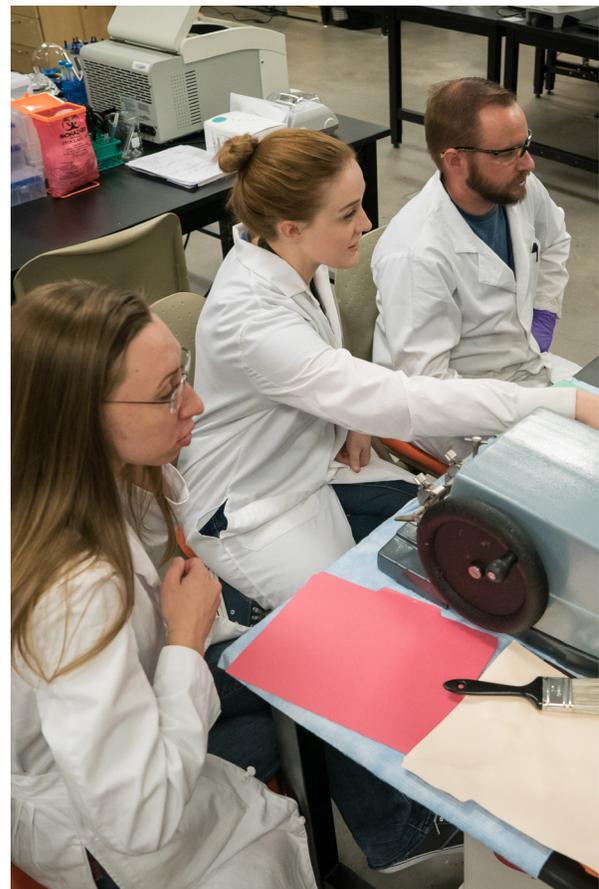
Figure 4: Henderson Residents with Bachelor’s Degree or Higher



- E 13.5** Increase online education opportunities for higher-education students to support workforce development and economic development, over the long term.
- E 13.6** Strengthen higher education-community partnership programs to inform and enrich academic programs, build job networks and related volunteer bases and grow financial support.
- E 13.7** Research best practices for educational excellence.
- E 13.8** Expand marketing efforts to emphasize Henderson’s educational assets to further distinguish Henderson.
- E 13.9** Promote and support STEAM (science, technology, engineering, art and math) curriculum and skillset development through community partnerships.
- E 13.10** Encourage educational providers to align curriculum and continuing education with the needs of local industries. Support regional job training programs aligned with economic development goals.
- E 13.11** Create partnerships for workforce development that align with the target industries.
- E 13.12** Participate in partnership programs linking business with education.
- E 13.13** Participate with organizations focused on workforce development (e.g. Governor’s Workforce Investment Board, Las Vegas HEALS and Nevada Industry Excellence).



Courtesy of Cadence



Courtesy of Nevada State College



Courtesy of Nevada State College

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