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HENDERSON

Planning for Growth

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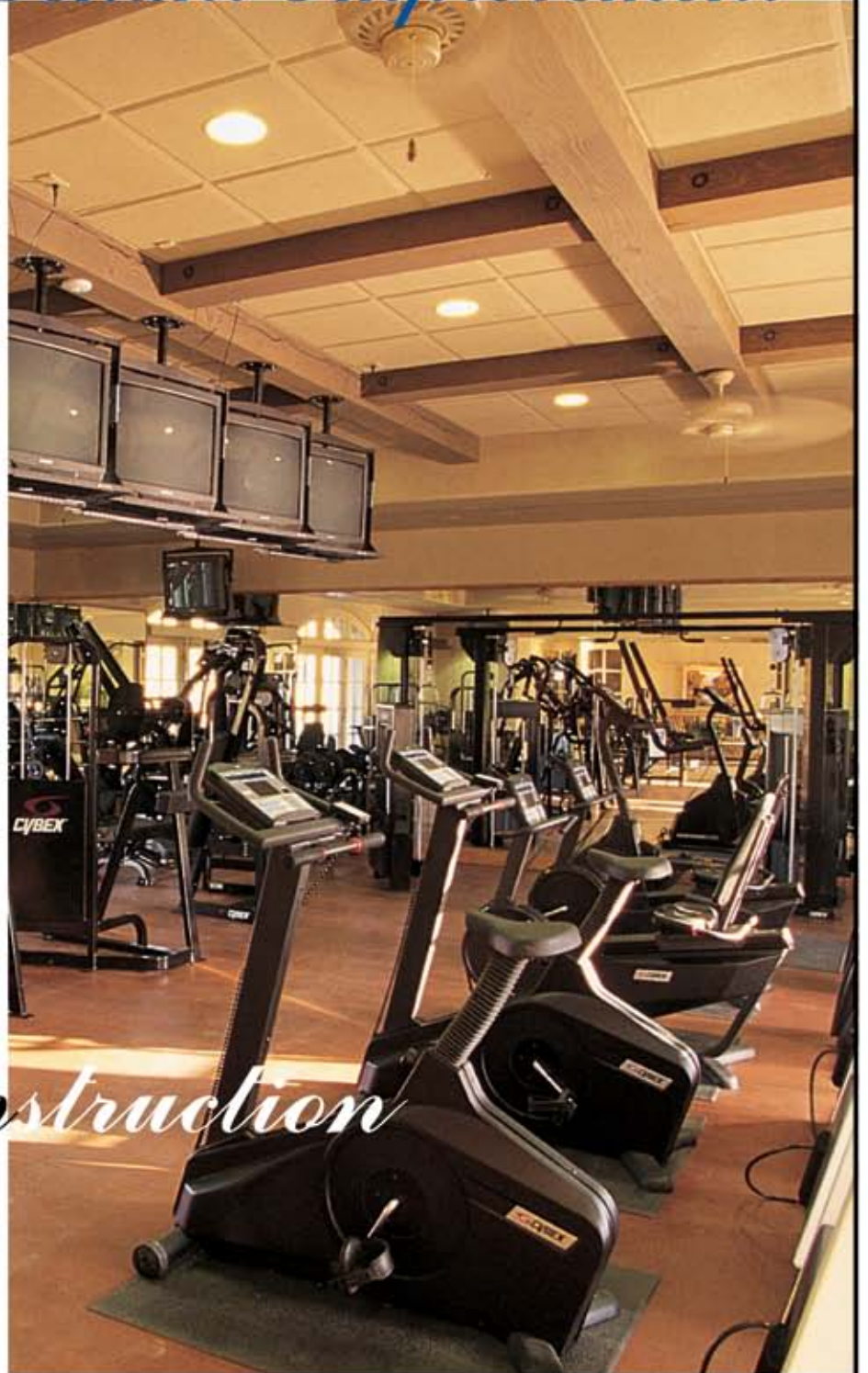
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IN BUSINESS Las Vegas

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From the Editor

Dear readers,



The secret is out. Over the years, more and more people have discovered the benefits of living in Henderson. Now, the city that used to play second fiddle to Las Vegas is getting national attention.

MONEY magazine recently released its "2006 Best Places to Live" survey and Henderson landed a spot on the prestigious list. Slotted No. 20 on a list of 100 finalists, Henderson received high marks for such things as job growth, students' reading and math test scores, crime rates and weather.

Henderson — roughly the size of Milwaukee and Sacramento in square miles — has come a long way in its 53 years of existence.

The city incorporated back in 1953 with 7,410 residents. It isn't difficult to call a city "young" when it has living residents who remember when everything got started.

Now, Henderson is the second largest city in Nevada and boasts more than 240,000 people. Estimates put its population at 322,000 by 2010, mostly because a large chunk of the 6,000 people moving into the Las Vegas Valley each month are calling it home.

Downtown Henderson is undergoing a revitalization and scores of other mixed-use projects are springing up all across the city. Expansion is occurring citywide. New businesses are putting down roots in Henderson causing the cityscape to constantly change.

Change has been going on here for a while. The only difference now is that people across the nation are starting to find out about Henderson.

Rob Langrell

Special Publications Editor

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From the Sponsor

Dear In Business Las Vegas readers,



St. Rose Dominican Hospitals is proud to sponsor this publication chronicling the continued growth and prosperity of the city of Henderson.

Our participation in the section is more than appropriate, as St.

Rose and Henderson have been growing together for nearly 60 years.

The prosperity and success of both our city and hospitals, the Rose de Lima and Siena campuses, are inexorably intertwined though the quality health care provided to thousands of Henderson residents each year.

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vitality that makes Henderson what it is today and drives the vision of what it will become tomorrow.

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For example, more than 24,000 residents each year benefit from the Barbara Greenspun WomensCare Center of Excellence's mission of providing information and education on physical, mental, emotional, social and spiritual health topics.

Another program in which we take great pride is the Positive Impact Medical and Dental Program, providing emergent medical and dental treatment to children who are otherwise unable to access healthcare due to lack of funds or medical insurance. In 2005, more than 1,500 treatments were provided to area children through Positive Impact.

A final example of our non-hospital com-

munity outreach is the Artie J. Cannon Helping Hands of Henderson that provides transportation to our city's seniors and disabled citizens as well as providing a "loan closet" of durable medical equipment. Nearly 4,500 Henderson residents took advantage of these services in 2005.

Through these services and our ongoing commitment to provide hospital care that treats the mind, body and spirit, we at St. Rose Dominican Hospital are proud of our history and stand ready to take the next steps in Henderson's extraordinary journey of growth.

Rod A. Davis

President, Nevada Market Area and

St. Rose Dominican Hospitals - Siena Campus

Planning for Growth

MONEY Magazine's Top 20

1. Fort Collins, CO
2. Naperville, IL
3. Sugar Land, TX
4. Columbia/Ellicott City, MD
5. Cary, NC
6. Overland Park, KS
7. Scottsdale, AZ
8. Boise, ID
9. Fairfield, CT
10. Eden Prairie, MN
11. Plano, TX
12. Eagan, MN
13. Olathe, KS
14. West Bloomfield, MI
15. Richardson, TX
16. Gilbert, AZ
17. Parsippany-Troy Hills, NJ
18. Santa Clarita, CA
19. Carrollton, TX
20. Henderson



Henderson eyes growth, transportation issues

By Brian Sodoma
Special Publications writer

Whether it's a developer waiting for a road construction project to be finished, a new business dealing with a torn up patch of pavement restricting access to its storefront or residents complaining about traffic, but questioning rapid transit initiatives, it seems that transportation issues in Henderson are a constant dialogue, or argument, depending on who's involved.

Henderson has tripled in population, now pushing 250,000 residents, since 1991, a statistic city and other local officials trot out with great frequency. The result of this growth is the harsh reality that people need places to live, work, and roads and other systems in place to get them to and from those destinations. Planning while handling current improvements can be a tricky juggling act to say the least, said Robert Herr, Henderson's assistant director of public works.

"Sometimes you have to look at what's

good for the community and how it will impact some people," Herr said, when discussing certain Henderson road widenings, namely Warm Springs Road in Green Valley, when right-of-way requirements may involve taking out homes. "We're not here to push anything on anybody."

Making sure the proper infrastructure and roads are in place or coming online soon can be a constant guessing game for developers as well, said Todd Nigro, president of Nigro Development, a local commercial contractor. Nigro recently completed Horizon Village Square, a shopping center at the southwest corner of Horizon Ridge Parkway and Horizon Drive in Henderson. Nigro said his project was stalled for awhile, as tenants

"Transportation is absolutely key to doing a reasonable deal. It's critical for those who live and work here."

Todd Nigro
President, Nigro Development

and his construction team waited for the widening of Horizon Ridge to four lanes in the area just north of Horizon Drive.

"We're basically trying figure out their (the city's) timing. It's hard to open a project then have all the road work done. ... It's something that's put some of

our tenants out of business," Nigro said. "Transportation is absolutely key to doing a reasonable deal. It's critical for those who live and work here."

Nigro said trying to time projects around road construction is not something he considers a detriment to doing business in Henderson, but more a constant consideration most developers have learned to deal with.

Herr said situations such as Horizon Vil-

lage Square -- where the developer is in charge of building out adjacent roads and the city (and, in this case, the Regional Transportation Commission of Southern Nevada) is involved in parts of the Horizon Ridge widening -- can create a guessing game for all parties.

"It becomes a game of who goes first," Herr added. "Sometimes we find things don't happen quickly enough."

All things considered, Nigro said that the city is doing a good job juggling future transportation issues and dealing with current improvements, all of which allows services such as grocery and drug stores to get to residential areas where they are needed.

"There are a lot of opportunities in Henderson because of road improvements," he said.

I-15 south/I-515 studies

Herr is frequently in discussion with the county, Nevada Department of Transportation (NDOT) and the RTC, as

TRANSPORTATION FROM PAGE 4

roadway projects that connect to other parts of the valley and come through Henderson fall under his watch. On his plate are two NDOT studies whose findings will clearly have an impact on future growth in the far southeast and southwest areas of the city.

One, the I-15 south study, which involves four proposed interchanges along the interstate between Tropicana Avenue and Sloan Road, affects Henderson. The two southern-most interchanges -- at Bermuda Road and a rebuilding of the existing Sloan Road interchange, which are estimated to cost \$30 million each -- are two projects that will provide access to the future Inspirada development on 2,000 acres south of the Henderson Executive Airport and west of Anthem. The project could bring up to 14,000 new homes.

"All of the interchanges and road widenings involved aren't really in Henderson, but those two will provide access to new development in that area," said John Terry, project manager for the study. The city is also in talks with Focus Property Group, Inspirada's developer, about creating roads that will access the interchanges.

The goal of the \$3 million study is to evaluate the environmental impacts of the interchanges, as well as the widening of I-15 to 10 lanes south to Sloan Road and Las Vegas Boulevard South to St. Rose Parkway and beyond. The I-15 widening is tentatively estimated at \$250 million, according to Terry. Beyond cost, the environmental statement will also include recommendations needed in the area for traffic flows in 2030. The study is scheduled to be completed at the end of this year.

"What you're doing is basically looking into a crystal ball and trying to ask yourself 'what will this place look like in 25 years?'" said Ed Miranda, NDOT's manager of engineering services for Southern Nevada. Getting an environmental impact in place involves looking at not only physical environmental factors, but social factors as well.

"Noise is always a big one," added Scott Rawlins, NDOT's assistant director of engineering, about the effects addressed in a study like this. "When you're impacting people's residences, places where they live, the sentimental value, heartache with transportation improvements, you really have to analyze that, too."

Nevada Highway 146, which coexists with Pecos Road/St. Rose Parkway as it feeds into I-15, is also undergoing widening. At eight lanes from I-215 to Eastern Avenue, the city is also looking at acquiring land along the route to make it eight lanes all the way to I-15, Herr said.

NDOT's \$5 million I-515 corridor study is also expected to deliver an environmental impact statement next summer on improvements needed along the corridor from the Spaghetti Bowl in Las Vegas, all the way south to the \$234 million Hoover Dam bypass. The study also seeks to find the needs for the corridor to accommodate traffic in 2030. While much of this study looks at Las Vegas, it also involves widening the freeway from the Spaghetti Bowl to the I-215 Henderson interchange to 10 lanes, and adding auxiliary lanes from I-215 to Horizon Drive.

"The good news for Henderson is the widening can be accommodated with the

existing right of way. No existing home purchases or anything like that are needed," Herr said.

Herr also added that the early completion of the \$110 million Henderson interchange, which opened in January, will be a big help to the redevelopment efforts on Water Street.

"Obviously if you think back to a four-lane Lake Mead (Parkway), with signals at Gibson (Road), just the amount of time it took to get through there, it's made it a lot easier to get downtown," he said.

Included in the study and others that have focused on the Henderson portion of I-515 is the \$42 million Galleria interchange project, which is in the design phase, and scheduled for completion in 2009. The project will create an exit off of I-515 for Galleria Drive. "It's something we've been planning all

along with the I-215/I-515 corridor study, which showed tremendous traffic at Sunset (Road) and Auto Show (Drive)," Herr said.

Public Transportation

With the RTC implementing its MAX (Metropolitan Area Express) bus rapid transit system in North Las Vegas and enjoying daily ridership of about 7,000, the agency is expanding the service to the Strip and downtown Las Vegas. The vehicle, which looks like a bus-bullet train hybrid, uses advanced optical guidance technology to read specially painted lines along a roadway, thus requiring a fixed guideway on a street.

But while the entire system is part of a 33-mile corridor that should stretch all the way to Nevada State College near the interchange of Boulder Highway at U.S.

95, approval of a bus transfer center in the area has seen public opposition, for fear of it hurting neighborhood property values by bringing transients to the area. As a result, the RTC is re-evaluating the route, while the MAX will be implemented along Boulder Highway to downtown Las Vegas, RTC Manager Jacob Snow said. The RTC has ordered 50 new buses for the Strip, downtown and Boulder Highway routes, and the cost of the two federally funded projects is estimated at \$50 million.

Snow also said the Henderson hurdles are not something he really sees as a snub.

"The city, county staffs have been supportive. The concerns are with the residents," Snow said. "When we get the system expanded and running, I think there'll be a sense of urgency."

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Redevelopment effort gaining steam



The Pinnacle features 26 executive suites and a coffee shop/bakery. It is located at the corner of Water Street and Atlantic Avenue. Photo courtesy of LucidLenz.com.

By Brian Sodoma

Special Publications writer

Inspiration and perspiration are mixing it up in downtown Henderson.

There's plenty of dust flying to put the physical manifestations of long-touted downtown redevelopment ideas into place. And while it may be a little tough to get around on Water Street these days, the city's redevelopment manager, Rob Ryan, is excited, to say the least.

"There are a lot of (developers) coming and looking at downtown," Ryan said. "When I first got here three-and-a-half years ago nobody came through the door. Now people are coming all the time."

With the completion of two key office-retail buildings -- The Pinnacle at the southeast corner of Water Street and Atlantic Avenue; and Water Street South, on the southeast corner of Water Street and Basic Road, the first few developers have stepped forward, and others are taking notice.

"The Pinnacle is standing tall. It's a beautiful building," said Ilan Raiter, a partner with Owens Star, developer of City Tower, a \$100 million, 12-story mixed-use project at the southeast corner of Lake Mead Parkway and Water Street.

Vicki Pullen, who owns VLP Investments,

which developed the \$3.5 million Pinnacle, said leasing has been a little slower than expected on her project, but things seem to be picking up. The three-story Pinnacle includes 26 executive suites spanning its second and third floors, and Cynnamon Styx, a coffee shop/bakery, which Pullen owns, on the first floor. Of the 26 suites, whose lease prices range from \$620 to \$1,070 a month, 10 are still open. While morning traffic is a little sparse, Cynnamon Styx has been helped by a growing upscale catering business, Pullen added.

"A lot of that (slower business) is due to the road construction (on Water Street), and being a new business makes it even harder," she said. "There just isn't a reason for people to come downtown yet and the construction's not helping. It'll be nice when it's all done."

Ryan admits that while finishing the first few buildings is encouraging, it will still be three to five years before Water Street's "fabric (becomes) significantly different." The redevelopment agency is also about to launch a \$100,000 marketing campaign. "I do think that (the campaign)'s important because a lot of people aren't aware that this district exists. For us it's a way of creating a brand and identity for downtown that will help us to attract business and new residents," he said.

Even still, Pullen is encouraged by other developments and plans in the area. According to the redevelopment agency there is well over 200,000 square feet of office, residential, and retail space planned, or in progress, for downtown. "Things don't get started until someone steps forward," Pullen said, who is also leasing space to Raiter while his group develops City Tower. The project is currently in the final phases of design and completing a financing, and will require 18 months to build after groundbreaking.

"I guess they can all (other developers) come and eat and stay at my place until they finish theirs," Pullen added with a laugh.

The 30,000-square-foot Water Street South is another front-runner, finishing earlier this year, and is almost completely leased out. The success of the \$7.5 million project has encouraged developers Ron Hall and John Simmons to build a second phase, another 30,000-square-foot building directly east of Water Street South on Basic Road. The \$7 million project is scheduled for completion at the end of this year. Its tenant, Nevada State College, which also leases 10,000 square feet of the first project, is scheduling classes in the building for its spring semester.

"With schools you really only get two

SEE **REDEVELOPMENT**, PAGE 7A

When it comes to attracting companies, Henderson means business

By Brian Sodoma

Special Publications writer

Per Eminem, sometimes you just have to go your own way. The City of Henderson's Economic Development Division, a seven-year-old agency whose mission is to court new businesses to the area, is kind of doing that -- at least when it comes to its presence in cyber space.

In January, the group launched a new Web site: hendersonmeansbusiness.com, to serve as a starting point for out-of-state business owners looking for information about the area. Since its launch the site has generated thousands of hits, and about 60 "serious" leads in the form of companies considering moving their operations to the area, said the division's manager, Bob Cooper.

"What we've found in some of our research is two things in looking at how companies were finding us," he said. "It was no surprise that it was the Internet, but what we also found is that on the city's site it takes a few clicks to get to us (the economic development division)."

The new site is a "landing page" to "just make it easier" for business owners to learn about Henderson and its business environment. Opening up the site, users are immediately hit by Henderson business success stories -- an image of smiling renowned golf instructor Butch Harmon; ProCaps Labs owner Andrew Lessman; and famed orthopedic surgeon Michael Crovetti. A "The Las Vegas Valley Address For Business Success" slogan also scrolls below the "Henderson Nevada" header.

"Part of our theme was to express the poster child of the Henderson business owner. That's why you have these images of Butch Harmon, Dr. Crovetti and Andrew Lessman," added Cooper, who said the agency advertises in California publications and uses mail campaigns to drive people to the site.

Henderson Means Business highlights the city's demographics, growth industries, commercial real estate opportunities, the area's labor and housing markets, and other information.

In the past five years, the economic development division has attracted about 120 new companies to the area, said Cooper. But he insists job creation is the more important fig

ure to look at. He highlights 3,600 new jobs created by those companies and 1,900 new jobs created by existing

SEE **MEANS BUSINESS**, PAGE 8A



The Meridian is a three-story, 21,500-square-foot mixed-use project across the street from The Pinnacle. It features apartments on the third floor.

REDEVELOPMENT FROM PAGE 6A

times a year to finish the project, and you either make (deadlines) or you don't. We're about four weeks ahead of schedule on this one," Hall said.

Hall says the college's presence downtown has brought a lot of students to the area, and with it quadrupling its size there, it will only help the retail shops, such as It's A Grind, a coffee shop on the first floor of Water Street

South and a soon-to-come pizza parlor in the building. "There's an incredible amount of activity down there," Hall added. "We figure with the extra space they have down there, there's going to be a significant crowd downtown."

Bringing residents in

Also kicking up dust is Meridian, a \$5.2 million, three-story, 21,500-square-

foot mixed-use project on the northeast corner of Atlantic Avenue and Water Street, directly across the street from The Pinnacle. The steel framing is complete, and developer RLK Investments is fielding quite a few calls for its five third-floor apartments, all two-bedroom residences ranging from \$980-\$1,200 per month, according to RLK partner Koko Darakjian.

"The response has been better than ex-

pected," he said. "We're in talks with a few people."

On Meridian's bottom floor are four retail units that range between 900 and 1,700 square feet. One of those units will be home to a Mediterranean restaurant. The middle floor has 5,000 square feet of office space, which can be leased out in sections or as one unit.

But what makes Meridian unique and cru-

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REDEVELOPMENT FROM PAGE 7A

cial at this point of Water Street's redevelopment is that it is leasing residential units. And no one highlights the importance of this more than Ryan.

"When we did the downtown investment strategy about three years ago, what we wanted to do was to increase the number of housing units downtown to support more retail," he said. "We've also changed the regulations and zonings to support more projects like that. ... That's really the vision for Water Street, pedestrian-friendly stores with housing above."

Michael Holland, who owns Goldcasters Jewelry on Water Street, said he is encouraged by the residential development in the area.

"We want to see people living downtown in an alive downtown where people can live, eat and play. I live within a mile of here and I think it would be kind of fun to live downtown, especially when events are going on down here. You can just look out your living room window," said Holland, who has had his business on Water Street since 1983. Holland has recently converted an old bank property into his storefront and put out a bid to add a second floor to the building. In the future, he will likely add another building to his 6,000-square-foot property, with an apartment on the top floor. "It's always been looking up for me around here. ... I'm living the American dream. I came from Boston, didn't know anyone, started a business with only \$500, now I'm owning the property and putting up brand new buildings. This has far exceeded my expectations."

Positive influence ...

Like all other developers in the area, RLK says working with the redevelopment agency has been quite easy. The group benefited from a \$775,000 deferred loan from the agency, and others have tapped the city for financing or grants as well. The 65-unit Parkline Lofts, a nearby off-Water Street residential project developed by Jack Webb, also took advantage of \$840,000 in interim financing from the agency. The 2.1-acre project at Basic Road and Pacific Avenue recently broke ground and has reservations for more than half of its units, which range in price from \$185,000 to \$385,000. Goldcasters was also able to use a grant to improve the facade on its building to hold to the agency's focus on a classical 1940s industrial aesthetic for Water Street.

But no one may know the benefits of working with the agency more than Raiter, who had to assemble 13 separate parcels to gain access to just less than three acres of land for his City Tower project, which will be in two phases, the second to include 138 condos.

"We've worked in other countries and whenever you get into the private sector working with the government, it has always been a slow moving process," he said. "We started looking at the land a year ago, for 13 parcels to be pretty much closed in a year and planned for that scale of project has been pretty fast."

City Tower is finalizing design and financing, which Raiter said won't be a problem, as two different banks are competing over the project. He touts his 12-

story first phase, which will include two floors of retail and ten of office, topped off by a luxury restaurant on the 12th floor, as having one of the highest points in the Las Vegas Valley.

"That's kind of our gimmick now -- the tallest restaurant in Las Vegas," he added with a laugh. "Henderson is about 300 feet higher than Las Vegas, and from our top floor restaurant's view, it's going to be beautiful."

Choosing to stay mum on the actual name of its future proprietor for now, he added that the top-floor restaurant will be leased to a prominent chef, and he is in talks with some other big names for his office space. "We've been getting a lot of phone calls and already have some big names. We're very excited," he added. "With a restaurant (space) like that, it's got to be big."

Like Hall and Darakjian, because of their experience in working with the redevelopment agency, the idea of doing another project in the area is appealing to Raiter. He also bid on a 4.5-acre parcel the agency is looking to develop at Victory Road and Water Street. With the land owned by the city, the redevelopment agency recently awarded Cherry Development the contract. Cherry is responsible for downtown Las Vegas' Soho and Newport Lofts projects. The Henderson project is in the preliminary stages, but according to chief executive Sam Cherry, the development looks like a definite go.

"We're moving forward 110 percent," he said.

Cherry anticipates putting two high-rise and one mid-rise tower on the site, and says the budget should likely be "in the realm of \$180 million," and total about 500 lofts. Cherry hasn't released details about the project to the public, but admits it is a prime focus for his firm right now, as Newport Lofts is nearing completion and residents are already moving into Soho.

"At the end of the day we feel like we have a project whichever way we go. Objectives, price point, different things need to be addressed ... infrastructure, utilities," Cherry said, while also emphasizing his firm wants to stick with a lofts concept for the project. "We understand the urban living aspect. ... We feel comfortable with that type of product. ... At this point, I don't see our company in other places."

With big names like Cherry on board, and evidence of completed projects already in place, Ryan said that neighborhoods surrounding Water Street are going to need attention as well. "We've picked certain neighborhoods to remain single-family and rolled out a home improvement program for grants and low-interest loans," he said. "We're getting some people knocking the tires."

Darakjian, who also owns a painting and plumbing company in town, painted two redevelopment area homes at cost. But he says the redevelopment efforts in the residential areas surrounding Water Street may eventually take shape as they did in his native Toronto, where many older residential homes in urban areas were purchased, torn down, and redeveloped into something completely different.

"It will happen. How soon it will happen, I don't know, but it will happen."

"We've had to readjust our recruitment strategy to create jobs in the office environment. ... Just like with houses. Some people can afford hundred-thousand-dollar houses. Some can afford million-dollar houses. Businesses are the same way," he added. "Only about 30 to 40 percent of business owners can afford to purchase their own (facility)."

Bob Cooper
Division Manager

MEANS BUSINESS FROM PAGE 6A

Bob Cooper

Henderson company expansions. He says, if in the future, the division can help to create between 800-1,000 jobs per year, he'd "feel good."

"It's going to be challenging (creating more jobs) because of the high land and housing prices," he added. "But it's just another challenge, and it's going to make us have to be quicker on our feet."

Cooper openly admits that rising land and housing costs have caused a shift in how he pitches Henderson to those looking to move their business here. He says the challenge simply means "different opportunities," or different types of businesses to pursue, such as those who tend to lease office space.

"We've had to readjust our recruitment strategy to create jobs in the office environment. ... Just like with houses. Some people can afford hundred-thousand-dollar houses. Some can afford million-dollar houses. Businesses are the same way," he added. "Only about 30 to 40 percent of business owners can afford to purchase their own (facility)."

Cooper added that the group updates its "target" list of industries every couple of years, and this year will focus on health care and medical industry companies. He admits that manufacturing and industrial companies have been snapped up by Arizona economic development efforts in the past few years.

"Phoenix has been picking up a lot of ours (manufacturers). They just tell us they simply can't afford the property or the rents," he said. "And there's a lack of industrial developers here."

Other areas of interest are financial services companies, industrial loan

banks, and spin-off industries from the opening of the World Furniture Mart. "We've had people start to relocate here because of that (World Furniture Mart). We think it makes sense."

The courting of universities has been successful in past years, but the division will likely shy away from doing this in the future. Henderson now boasts more than a dozen public or private colleges. "We're kind of pulling back the petals on that one, letting it grow roots," he added.

BusinessStar

Henderson's City Council recently approved the Economic Development Division's BusinessStar program, which will help grow and retain local small businesses through education and coaching provided by volunteer consultants in the fields of accounting, finance, marketing business planning and others. The program, done in cooperation with the Henderson Development Association, will choose 12 firms, which must be within the Henderson city limits. Some of the other criteria are:

The company must be an existing business with no fewer than six employees, or "a financially-viable start-up company."

- The firm must be willing to participate within the BusinessStar guidelines, and must be motivated to grow the company and benefit the community of Henderson.

- The candidate company should also show the ability to create new jobs and revenue.

- Priority companies will be in the manufacturing, technology and financial services industries.

The program will also work with the UNLV School of Business' small business development center. Cooper calls the program a "customized and intensive business coaching" program.

After a year of mentoring, the 12 companies will report to the city on their progress. The program is modeled after a similar one in Bakersfield, Calif.

"We've looked at how other communities are working with local business, and what they're doing to accelerate growth in jobs," Cooper said. "The results in Bakersfield have been outstanding."

City of Henderson Quick Facts

Incorporated: 1953

City slogan: “A Place to Call Home”

City seal: Circular multicolor, with mountains, lake, golf course, homes, industry and cactus depicted

City flag: Blue background/white writing with “Henderson Nevada” along top, a torch in center of flag, with “Flamma Industriæ” written beneath (Flame of Industry)

Total population: 256,178 (July 2006), comparable to St. Petersburg, Fla.; Lincoln, Neb.; and Plano, Texas.

2010 projected population: 322,000

Total square miles: More than 98 (April 2006), comparable to Arlington, Texas; Knoxville, Tenn.; and Tallahassee, Fla.

Elevation: 1,940 feet

Topography: Henderson occupies the southern rim of the Las Vegas Valley stretching east of Boulder Highway to just east of Interstate 15. Features include level desert; access to the Colorado River, Lake Mead, and Sloan Canyon National Conservation area; along with Black Mountain and the River and McCullough Mountains.

Golf Courses: Municipal — Wildhorse; Public — Black Mountain, Desert Willow, DragonRidge, The Falls, Legacy, Reflection Bay, Revere at Anthem, Rio Secco, Tuscan; Private — Anthem Country Club, South Shore. Henderson golf courses use either raw or reclaimed water, other than the back nine holes at Black Mountain.

City Parks: 40 developed parks, more than 1,000 total acres Henderson is nationally recognized for its outstanding parks and recreation system, having obtained national accreditation and receiving recognition for Excellence in Parks and Recreation Administration.

Ballfields: 62 (many lighted)

Tennis Courts: 40 (many lighted)

Trails: More than 57 linear miles. Includes River Mountains Loop Trail, Pittman Wash Trail, and Boulder Highway Trail.

Pools: 9. Henderson has nine different aquatic facilities located at seven locations throughout the community.

Performing Arts Facilities:

- Henderson Pavilion at Liberty Pointe
- Henderson Events Plaza (opening September 2006)

Senior Centers:

- Henderson Senior Center
- Henderson Multigenerational Center

Elementary schools:
29 serving Henderson

Jr. high schools/Middle schools:
9 serving Henderson

High schools:
9 serving Henderson

Private Schools:
Foothills Montessori (Preschool - 5th), Green Valley Christian School (K - 6th), Hillcrest Academy (Preschool - 5th), Lake Mead Christian Academy (K-12th), Warren Walker (Preschool - 12th)

Colleges:
University & Community College System of Nevada — Community College of Southern Nevada (Green Valley Advanced Technology Center and Henderson campus), Nevada State College; Private — Art Institute of Las Vegas / Culinary Institute of Las Vegas, Career Education Institution, DeVry University, International Academy of Design and Technology, ITT Technical Institute, Las Vegas College, National University Nevada, Regis University, Sierra Nevada College, Touro University College of Osteopathic

Medicine, University of Phoenix, University of Southern Nevada

Public Libraries:

- James I. Gibson
- Green Valley
- Lydia Malcolm
- Paseo Verde at Liberty Pointe
- Pittman Cybrary

— Information courtesy city of Henderson website

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Henderson Commerce Center IV consists of 850,000 SF of masterplanned flex, office, light industrial, and warehouse/distribution space with unit sizes ranging from 1,000 SF to 100,000 SF. Located on US 95 at the new Auto Show Interchange, Phase II, totaling 245,000 SF is scheduled for completion third quarter 2007.



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The University of Southern Nevada offers programs in nursing and business administration and has a pharmacy school that helping fill a void.

Education puts Henderson at the head of the class

By Alana Roberts
Special Publications writer

For Bob Cooper, Henderson's economic development manager, certain industries are natural targets for the city's growth efforts.

He said the city targets companies from a variety of industries to strengthen its economy.

"You do want to have a diversified economy," he said. "It's almost like a stock portfolio. If one (industry) goes down, big deal, it's not going to take you down with it."

For the past six years private colleges and universities have been among those economic targets, he said. Job creation plays a key role in the city's economic development strategy. But to attract a diverse range of employers, the community needs an edu-

"The bottom line is the more educated your workforce is, the better paying jobs they'll get."

Bob Cooper
Economic Development Manager,
Henderson

cated pool of residents.

"Let's say I'm trying to recruit a biotech company," Cooper said. "I have to have an educated workforce. If you don't have that workforce, they won't come here."

The city houses 13 private colleges and universities, which offer more than 75

majors, along with two state-funded colleges. He said the colleges contribute more to the economy than their graduates.

"Not only do we get a good byproduct with the graduates, but the jobs themselves all provide excellent wages in the private colleges," Cooper said.

A better-educated population has more buying power, is more civic-minded and is more philanthropic, he added.

"The bottom line is the more educated your workforce is, the better paying jobs they'll get," Cooper said. "They'll also have a better quality of life (in) your community, because the more educated you are, you'll expect more of your government."

Lisa Ackerman, vice president/director of the University of Phoenix Las Vegas, backs up Cooper's assertions. The school has five locations in the Las Vegas Valley, with one of its largest area campuses in Henderson.

She said Henderson is an ideal place in Southern Nevada for educational institutions.

"If I were starting from scratch, I would say, 'What's the place that values education? That's where I want to go,'" Ackerman said. "It's beneficial for us to spread everywhere. But for the smaller schools, they've got to pick a site, and there are so many (colleges) in Henderson. Henderson has a whole different feel. It's so much more of a community."

Ackerman said officials with the Henderson's economic development department go out of their way to attract educational institutions.

"The Henderson economic development (department), those guys are awesome," she said. "They check in, 'Is there anything we

New School of Thought

Mixed-use to become part of Nevada State College expansion

By Alana Roberts
Special Publications writer

Mixed-use development is one of the hottest real estate practices in the Las Vegas Valley. Now Henderson-based Nevada State College is planning to take advantage of the benefits of mixed-use development on the outskirts of Henderson.

School and city leaders are working to incorporate mixed-use development into the expansion plans of the state-funded institution. The expansion will take place on 558 acres of city-owned land adjacent to the school's main campus on Nevada State Drive. That land will be transferred in phases to the state for development.

The city owns an additional 60 acres adjacent to the 558 acres, which is earmarked for campus-related development, said Shelly Labay, principal planner of Henderson's community development department.

"These are the lands that the city envisions as campus-related development," Labay said. "All of the land will be planned for together so that the area is cohesive."

Officials are just beginning the planning process. However, early plans for a college-community concept include a medical arts building, an elementary/middle school, a joint college/community library, a day care center, recreation facilities, and retail, residential and office development.

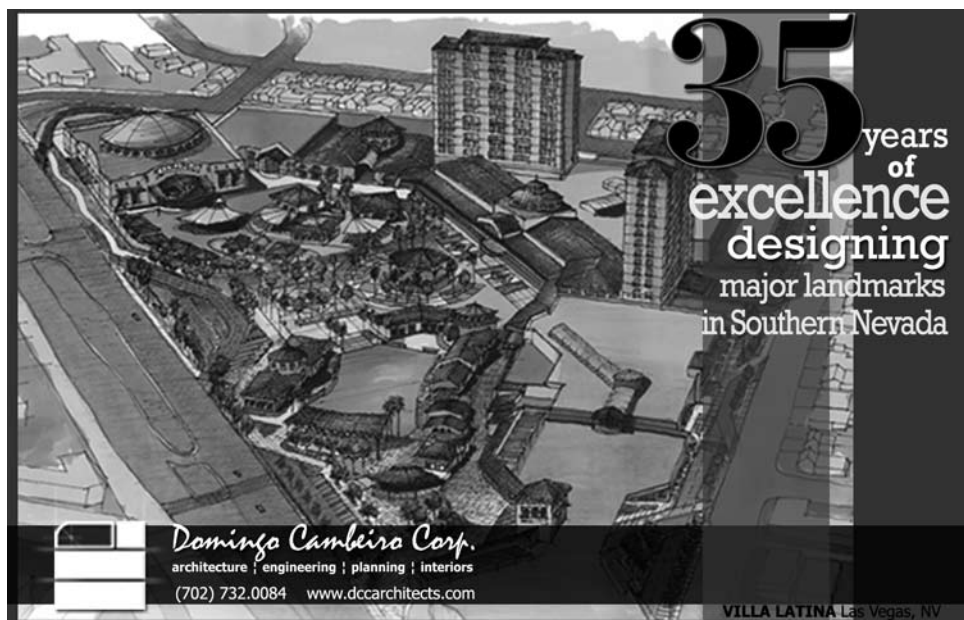
"The overall site is envisioned to be a synergistic community that blends both a master-planned campus and college town with a wide range of commercial, residential, cultural and employment opportunities, while maintaining sensitivity to the nearby rural areas," Labay said.

Spencer Stewart, associate vice president of college relations at Nevada State College, said one of the school's main goals is to benefit the community.

"This will be a destination for educational purposes, social purposes and business purposes," Stewart said. "It will have many uses and a significant number of amenities specific to various constituent groups, students being one of them. It really is an exciting undertaking that will accomplish bringing a number of different constituent groups together."

Stewart said mixed-use development offers a more enhanced way of getting the school involved in the community.

"It rests primarily on one of the main premises of Nevada State College and that is community-based learning or service learning," he said. "In a sense it lends itself to a campus-community partnership where one cannot tell where the campus begins and where the community ends. Since World War II universities and colleges have



NEW SCHOOL FROM PAGE 10A

realized they can't be insulated from the rest of the community. This is the national trend for most urban institutions."

Henderson Mayor Jim Gibson called the expansion and mixed-use development plans visionary.

"We're looking at a lot of ways business can partner with us to create a unique and exciting educational experience," he said. "With private entities partnering with us we can provide top-notch facilities and training in areas like education and healthcare. These partnerships will give our students the best training possible and allow us to provide services to our community that might not be available otherwise."

Development plans for Nevada State College call for a 42,000-square-foot liberal arts building, which is scheduled for completion in August 2008. That building will join the 37,000-square-foot building that the school currently leases as the main campus.

The school is also leasing a 2,000-square-foot building and an 11,000-square-foot building, both in downtown Henderson.

Stewart said the goal is to eventually own the school's buildings.

"We will shift from this renter's paradigm to a state-owned paradigm," Stewart said. "We're in the process of putting these plans together."

Mike Del Gatto is principal and partner of Las Vegas-based Carpenter Sellers Architects, the firm designing the 42,000-square-foot liberal arts building, which will be the first in the expansion. He said the building should help pave the way for future plans.

"Hopefully, it will be the catalyst for future development on campus," Del Gatto said. "The design is inspired by the desert and the mountains. We have a horizontal approach. We're trying to make sure the building and its colors blend with the site."

Del Gatto said the fact that the school has such a large amount of space available offers an array of building options.

"The site is amazing," he said. "I'm sure if you polled every college president, they would kill for a site that is so open. Someday it's going to be a jewel out there."

Federal, state and local officials have all played a role in Nevada State College's development and growth. The U.S. Bureau of Land Management conveyed the land to Henderson for educational purposes. Stewart said the school, which was founded in 2002, was developed with Nevada's need for more four-year institutions in mind.

"The intent from the federal government is to convey this land to build a new four-year institution with everything associated with a four-year institution," he said.

The school's course offerings are targeted toward areas that are in the most demand.

"In 2001 the (Nevada) Legislature sanctioned the creation of Nevada State College," Stewart said. "With that sanction, they gave the institution and the (Nevada System of Higher Education) a mandate to produce more teachers and nurses."

The school bills itself as a comprehensive baccalaureate institution, with programs in growing areas such as nursing, teacher preparation, business and public administration. He said the school fills a gap within the higher education system as it grows.

"In most state-supported systems of higher

"With private entities partnering with us we can provide top-notch facilities and training in areas like education and healthcare. These partnerships will give our students the best training possible and allow us to provide services to our community that might not be available otherwise."

Jim Gibson
Henderson Mayor

education, you will find three levels or three tiers of institutions," Stewart said. "You have (University of Nevada, Las Vegas) and

(University of Nevada, Reno). These are research aspiring institutions. They are moving in that direction. Then you have Nevada State

College, which represents the middle tier. Then you have the community college tier. Instead of having every single student enrolled in one institution, you provide a system that provides different options for different types of students."

Nevada State College's expansion plans fit into the overall growth of the community, he said.

"As we move forward with master-planning and campus development, we are trying to achieve a campus for the 21st century," Stewart said. "We're trying to be forward-thinking in terms of the layout of the campus and how it interfaces and engages the community. This is a campus that will blend seamlessly with the surrounding area."

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CLASS FROM PAGE 10A

can help you with?' They make it easy to do business."

Cooper also said the city has placed an emphasis on attracting educational institutions to help address some of the area's labor shortages. Key areas facing shortages are the medical industry and kindergarten through 12th grade education.

The University of Southern Nevada offers programs in nursing and business administration and has a pharmacy college, which is helping to meet the area's needs, said Harry Rosenberg, the school's president.

"We responded to what the needs are in Southern Nevada," he said. "There are documented shortages of nurses and pharmacists in this region."

Rosenberg said that shortage could be-

come more acute without institutions such as the University of Southern Nevada because of the potential for further growth.

"The other thing we look at in terms of future considerations is this is a largely growing area," he said. "It's a major retirement area and those are the people that require health care. As the baby boomers retire that creates a demand."

Barbara Wood, University of Southern Nevada director of university relations, said the city has outdone itself in attracting educational institutions.

"Henderson has set itself out to be the educational capital of this state," Wood said. "Henderson has bent over backward to make sure this city is open to education. I think it has made this city a stronger city. A lot of people want to live near education."

Touro University is another institution in



University of Southern Nevada nursing students take a hands-on approach in their studies.



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Henderson that offers programs for in-demand fields such as its education and nursing programs and its college of osteopathic medicine. Jay Sexter, vice president of national affairs at New York-based Touro University, said the school had looked at other areas in the Southwest to expand but decided Henderson was the best place.

"The need for doctors is greatest in Southern Nevada of all surrounding states," he said. "In the state there was only one medical school located in Reno. The area didn't have any potential for meeting its need."

Sexter said the school hopes to increase its course offerings with plans to open a physical therapy program and a veterinary school.

"In fact we're in the process of trying to hire a dean," he said. "We've already done a needs analysis. There isn't one (veterinary school) in the state. There's a major need for it. There are people who want to go to vet school who go out of state."

Spencer Stewart, associate vice president of college relations for Nevada State College, said the school has its own reasons for locating and expanding in Henderson. He said 558 acres of city-owned land has been

designated for the growth of the college and another 60 acres for college-related uses.

He said the land was designated for use by the college because of the area's dearth of four-year institutions. Private nonprofit and for-profit institutions have also realized the area offers many opportunities for growth, he added.

"These institutions have realized that Southern Nevada is an ideal area to locate," Stewart said. "One, because of its exploding population, and two, the public higher education infrastructure cannot support the enrollment growth. A lot of it is the rapid movement toward a knowledge-based economy."

Now that the city has a range of educational programs, officials are planning to slow their efforts at attracting colleges and universities, Cooper said.

"We've got 13 private colleges and universities in Henderson alone," he said. "We need to allow them to grow their roots in the community to build up their enrollment."

The Place at Seven Hills taking root

By **Brian Sodoma**

Special Publications writer

The bulldozers are moving dirt on the southwest corner of Seven Hills Drive and St. Rose Parkway, and framing crews are pushing another structure upward – a sight as common in Las Vegas as rain is in Oregon.

To many passers-by this may look like just another strip center. But Todd Nigro, developer of The Place at Seven Hills, thinks its unique compared to a lot of the commercial activity in the area. And he's even guessing that it will be the type of project valley residents may see a lot more of in the near future.

"We're trying to create a small gathering place where people in the surrounding communities can get in and out easily, and have it be upscale so people feel comfortable going there on the weekends with their families," he said of the 8.8-acre, \$25 million development. "This is not a neighborhood shopping center or power center. ... We don't want to service the entire city of Henderson. We just want to service a certain area."

With about 30 percent of its 18,000 square feet of retail space leased and one of the 5,500-square-foot restaurant pads also leased to Remedy's, a neighborhood tavern, Nigro said interest in the project is increasing. Starbucks and Subway have also recently signed on.

Nigro said that developing neighborhood projects such as the Place, a multi-use project without a major tenant, are not unlike valley high- and mid-rise condo projects, where buyers tend to commit after groundbreaking.

"It (leasing interest) is really starting to heat up, especially after they saw the framing of the hotel go up," he added. "I think then a lot of retailers were able to see that it's a reality."

With a four-story, 130-unit Hampton Inn also going up at The Place, Nigro argues that the area is ripe for a hotel, as business travelers who don't want to stay on the Strip, those visiting friends or loved ones at the nearby St. Rose Siena Hospital, and others visiting relatives or friends in Seven Hills, need a hotel option in the area.

"We're actually thinking of doing a second one (hotel)," he said. "We want to see how the first one opens up at the end of the year. Then we'll make that decision."

Through the years, Nigro has watched developers' focus for land on St. Rose Parkway between Eastern Avenue and Seven Hills Drive, mostly at the Eastern-St. Rose intersection. He cites recent developments of large power and super centers with anchors such as Lowe's and Target as examples of the types of big-box projects in the area. And he says this could be the perfect time for smaller projects on other nearby arteries.

"The focus has been on Eastern for the last five years, and I think now there's the opportunity for niche projects, who want to get the neighborhood shopper who comes in after work, gets their dry cleaning, and they don't have to fight a lot of traffic to do it," he added.

The Place, at the entrance to the Seven Hills master-planned community, follows some recent Southern California development trends that try to capture more local traffic.

"If you travel in Southern California, you start to see unique products where they put a lot on a small piece of property. You see bou-



Todd Nigro

tique shopping centers, like five to seven acres. They're really trying to service people within a three-mile radius," he added.

While Nigro emphasizes the small and quaint with the project, he is also very aware of the 90,000 cars that drive through the intersection of St. Rose Parkway and Seven Hills Drive every day. He also sees the center servicing residents moving into homes cropping up along St. Rose, west of Seven Hills Drive. This element also made developing the land a more attractive proposition to its owners. Nigro adds that joint developments between developers and landowners, such as The Place, are more the norm today than two years ago,



as developers are shying away from purchasing land.

"Some of our more recent deals in the last 24 months have been that (joint developments with landowners)," he said, emphasizing that many landowners in the valley are also reluctant to sell, even though prices have soared. "It's a unique environment. Sellers are a little more reticent and not a lot of them want to buy right now. ... When you sell land you're typically investing in other land. When supply of available land has diminished, what are you going to do? Sell? Then buy a lot less land? So some of the land investors, rather than selling it, say, 'Why don't we negotiate a deal with a

developer?' ... It keeps landowners involved in the real estate business without having to buy another piece of property."

Nigro hasn't written off buying land for projects, but says the prices do seem to be getting a little out of control.

"We have not been an aggressive acquirer of land lately. ... We've looked at some property (but) I have a tough time seeing how some of these projects pencil out," he added. "I've seen land in Henderson go for two million-plus an acre. That is a big, big number. You can't do what we're doing with The Place with something like that."

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The City of Henderson Parks and Recreation Department has received accolades for its outdoor and indoor pools, as well as events such as the Dragon Boat Festival and the Henderson Grand Prix.

By Alana Roberts
Special Publications writer

Henderson officials pride themselves on offering the best amenities they can. The city's efforts to provide top-notch parks and recreation facilities have earned it a second nod of approval from a prestigious national accrediting group.

Earlier this year the Commission for Accreditation of Park and Recreation Agencies has reaccredited the City of Henderson Parks & Recreation Department, an honor that only 59 other agencies around the country have earned.

The commission awarded the initial accreditation to the city in 2001.

"That's a pretty big deal," said Dirk Richwine, assistant director of the city's parks and recreation department. "There are only 60 agencies in the country that are accredited. It's not an easy process to do."

He said the accreditation serves as an important assurance to residents that the city is serious about providing good services.

"It demonstrates our commitment to the community," he said. "We want to develop the best practices. By using the best practices we're able to provide a

quality product and an innovative product to our residents."

Richwine helps oversee the management and maintenance of the city's 43 parks and six recreation facilities.

"I think we offer a very quality, cost-effective service to our residents, and residents have been supportive of that," he said. "Our citizens really support our parks. They're well-maintained and people use them a lot."

The commission is made up of the National Recreation and Park Association, the American Academy for Park and Recreation Administration, the National Association of County Park and Recreation Officials and the International City/County

Management Association

Tara Fitzpatrick-Navarro, agency accreditation manager for the National Recreation and Park Association, said the accreditation is only for agencies that are serious about excellence. She said they must undergo a process that takes at least two years to qualify for the initial accreditation.

"For the public, there's





There are nine community pools located in Henderson, many of which provide activity areas for the kids. Additionally, the city holds other events such as the Dragon Boat Festival.

RECREATION FROM PAGE 14A

that assurance from an outside source that their park and recreation program is well-administered in accordance with approved practices and standards," she said. "When an agency chooses to go through the voluntary process of getting accredited, it shows their commitment to quality for their community."

She said to qualify for accreditation an agency must meet 36 fundamental standards, as well as 85 percent of an additional 119 standards.

The accreditation process continues even after an agency qualifies.

"It's not like an award where you do work and win it," she said. "There's requirements to maintain the standards."

Fitzpatrick-Navarro said parks and recreation officials submit annual reports to prove they're maintaining their standards. Every five years, a less in-depth re-accreditation process is done, which is what Henderson underwent this year. Every 10 years the agencies must undergo the entire accreditation process again.

She said the process often forces the agency to operate more efficiently and can help them save money in the long run.

"There's potential for financial savings," Fitzpatrick-Navarro said. "We have agencies that find once they implement these standards they become more efficient. It holds the agency accountable to the public; it requires public involvement and public information."

New Henderson department

The Henderson Convention Center and Visitors Bureau has undergone a name change and will change its purpose slightly. It is now called the Department of Cultural Arts and Tourism.

The new department will be focused more on providing cultural and performance arts programs and activities.

"We'll be responsible for overseeing major events that will celebrate cultural arts and tourism," said Andrea Primo, director of sales and marketing for the Henderson Department of Cultural Arts and Tourism. "Basically we're really looking at promoting cultural arts and tourism and bringing visitors that appreciate cultural arts."

Some key findings from a 2005 Henderson Convention Center and Visitors Bureau board report indicate that about 55 percent of visitors are repeat visitors and 91 percent say Henderson is their primary destination.

SEE RECREATION, PAGE 16A

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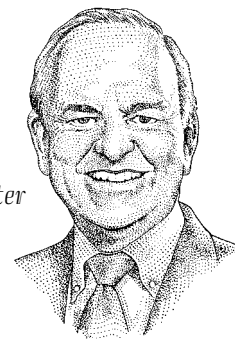
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There always seems to be something happening in Henderson. Whether it's the Henderson Super Run, an outing to the Acacia Demonstration Gardens or a ride on a float in the St. Patrick's Day parade, residents have opportunities to participate in various activities in the growing community.



RECREATION FROM PAGE 15A

Henderson Mayor Jim Gibson, said in a statement that the new department will enhance the city's efforts in making it a great place to live.

"We've really worked hard to create some of the most attractive venues around for cultural arts and tourism types of events," he said. "And we want to be able to make sure our residents can take full advantage of the many rich and culturally diverse opportunities that we can provide them. This department will help us capitalize on our existing resources and leverage them to provide the most exciting programs and events for the people of Henderson."

Stephanie Garcia-Vause, deputy director of long-range planning and special projects in the Henderson Community Development Department, said the new department is part of the city's changing direction. She said it was part of a comprehensive plan approved by City Council earlier this year that will guide the city's growth for the next 10 years.

"We sat down with our planning commission and council and came up with four themes," she said. "Arts and culture is another element we want to see woven throughout the community. It guides the way we want to grow too. As we build our community we want to create public spaces with art."

She said possible examples of such public art include sculptures in public spaces or featured art at bus stops.

Along with the new department a new events plaza is set to open in September adjacent to city hall, Primo said. The first schedule event for the plaza is An Evening of Jazz on Sept. 9.

The city bills itself as a destination where people can experience things that are different from the Las Vegas Strip and other areas of the Las Vegas Valley. The new department will better direct the city toward that goal, Primo said.

"One of our strategies is to promote (the city) as an event destination," she said. "The second strategy is as a convention destination and as a golf resort destination. (When) people come to Henderson as opposed to Las Vegas, a lot of it is so they can focus on the activities they want to do off-Strip."



Questions

Rod Davis, the president of the Nevada Market Area and Henderson's St. Rose Dominican Hospitals' Siena Campus, took time to discuss growth in the health care industry

By Alana Roberts

Special Publications writer

How has St. Rose Dominican Hospitals been able to adapt to the growth and changing demographics of Henderson?

We've been able to meet the growth needs. We've expanded very rapidly. We've also been able to bring tertiary care services to Southeastern Las Vegas and to Henderson.

Those include an open-heart surgery program, a neonatal program for infants and a pediatric intensive care program. At the Siena campus, we are the only Level III trauma center in the Southern Las Vegas area. And once we get our expansion completed we expect to go to a level II.

Does the rising cost of living and housing impact your recruitment efforts?

It is impacting our recruitment efforts. What we experience with people that we bring in from out of state is a certain amount of sticker shock when they start looking at housing prices in Southern Nevada. While we never had that feeling a few years ago, so it's a concern.

It's also one of the factors that will continue to drive health care costs more rapidly because the more difficult it is to recruit the higher salaries end up creeping to be able to satisfy that demand for additional health care professionals.

We continue to be successful in our recruiting efforts. We're successful bringing nurses in outside of Nevada and outside of the U.S. But, as housing costs continue to rise, I think that will be more of a factor and more of a hindrance to our recruiting needs.

Is recruiting outside of the market a way to meet the challenge or are there other ways?

There are other ways and one is to support our local nursing educational institutions. St. Rose made a commitment a few years ago to commit at least \$200,000 a year on nursing scholarships and other health care professional scholarships, and we've been able to meet that need.

Are nurses the only professional group that is challenging to recruit?

No there are other specialty groups as well. Physicians are one of them. Out of 50 states, we're ranked the 46th worst in terms of primary care physicians to our population. We're ranked the

45th worst in terms of specialty physicians to population.

So we need to work very, very hard to continue working with the University of Nevada School of Medicine and other hospitals and physicians to expand our residency and fellowship training program for new physicians.

In addition to physicians we have other health care professionals, whether it's in ultrasound, or imaging or physical therapy or other rehab therapies. There are even specialists in certain clerical areas. One of them is in medical records coding, which is a highly specialized area.

Fortunately, St. Rose has been able to address those and we have been able to hire the people we need to provide the services we need to provide.

What impact does the recently completed SEIU nursing contract have on attracting nurses to St. Rose?

We look at the SEIU as a partner with St. Rose in working to develop the best environment we can for our workforce. We want to be labor friendly and labor supportive and SEIU helps us do that. Our employees are the most important resource we have, so we have a great deal of respect for our employees.

What impact does it have on patient care?

I think it has a huge impact on patient care. If you have satisfied nurses and other health care professionals who feel good about the organization they're working for and their own personal satisfaction rates are high, that translates into higher quality care. It also translates into better outcomes and in higher retention rates and lower turnover rates.

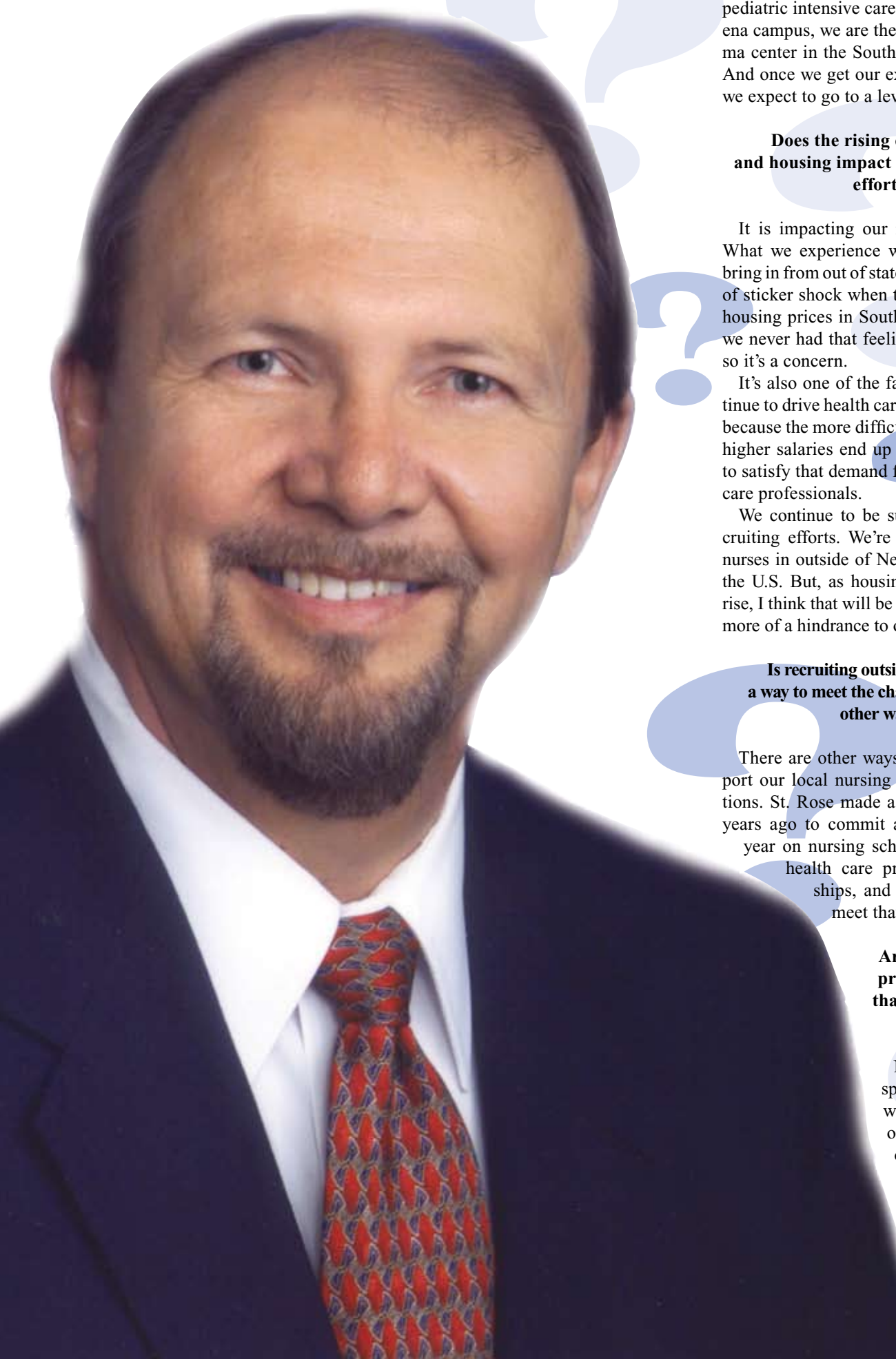
We're the first hospital in Nevada to establish a formal policy of nurse to patient staffing ratios. California mandated that for all of the hospitals in California. A bill has been in front of the legislature for the last several sessions here in Nevada, but it has never passed.

But, we feel so strongly about that that we have established a policy that virtually is identical to ratios that were passed in California. I think that demonstrates, in a very visible sense, our commitment to providing the appropriate workloads.

Do you think recruiting new folks and getting new people interested in the industry is one of the better ways to recruit?

I think it's made a huge difference. The expansion of our educational slots for nursing will make a huge difference. We're ranked 49th in the country now in our nurse to population ratio.

We used to be ranked 50th, so we're making some progress. Now, it looks like we need approximately 660 new RNs annually to remain even with population growth and we're





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only graduating about 531, although that's up from a few years ago. So if we continue to graduate a high number of nurses, if we can supplement that with recruitment from outside of the state, all of those factors will help us meet the needs of nursing.

There is a concern about baby boomers. They'll start reaching retirement age in about 2008, and when that happens it's estimated there will be a shortage by the year 2020 of about 800,000 nurses nationwide. So we think we'll be able to meet our immediate needs for the next 10 to 15 years and beyond that there will be another nursing crisis that will be facing the country and Nevada as well.

**Do you think you'll need to
build another hospital in Henderson
with the growth?**

We have plans here at the Siena campus to almost double the size of the Siena campus within the next few years. We also have plans to expand our Rose de Lima campus based on the growth we're now experiencing in the eastern part of Henderson. With the proximity of our two campuses I don't anticipate the need for another hospital in the city of Henderson.

**It seems that St. Rose has a really
good relationship with the (Service
Employees International Union). But,
in general union leaders have said the
shortage is due to tough conditions in
the industry and some folks have left
and decided to go to other fields. What
is your response to those sentiments?**

I think there's some truth to that. We have to be very careful that we are aware of the working conditions our nurses work under. Whatever we need to do to make sure their workload is appropriate, that they're not overworked, that their staffing ratios, nurse to patient ratios, are appropriate.

I think all of those are important factors that need to be considered. We have to provide a positive work environment not only to attract new nurses but also to retain nurses so that they'll make it a long-term career.

**What are the biggest challenges
facing health care?**

I think the biggest challenges facing health care are number one the health care costs and the impact on employers. Employers continue to see fairly high rates of increases in health care costs. And unfortunately they're forced to bear the unpaid cost of the uninsured and participants in certain government paid programs.

Government payers make up approximately 54 percent of our hospital services and in fiscal year 2004 Nevada Medicaid only paid approximately 81 percent of hospital costs to provide the care to Medicaid patients. So 19 percent of those costs were shifted to other payers, which were essentially employers.

In addition, Medicare payments don't cover hospital costs. Nationally, we struggle with Medicare payments in many of our product lines, so these costs that are unpaid by Medicare are shifted to employers. While hospital operating costs have in-

creased 39 percent over the past five years, payment from Medicare and Medicaid have only increased by 16 percent and 8 percent respectively.

What's the impact to employers? Right now if Medicaid and Medicare paid their full share employer health care premiums could be dropped by approximately 18 percent.

So it's a significant cost to employers.

My concern is I expect these pressures to continue. That there would be more uninsured, that there are more challenges to Medicare and Medicaid to funding the costs of those patients and that additional cost shifting will occur to more employers.

Do you have any idea for a solution?

I think there are some solutions. I think we need to be very careful and we need to be very much aware of what's happening to Medicare and Medicaid. We need to figure out ways that they (government payers) can continue to reimburse hospitals and other health care providers at least for the cost.

We don't need to make any money on those patients but we need to have the costs covered so we don't have to shift those costs. We also need to expand programs to continue looking for ways to provide coverage for the uninsured. Unfortunately, the uninsured population continues to increase in Nevada and as that population increases I think that will continue to put pressure on overall health care costs.

**Would there be a governmental solution
to the uninsured problem? Would it be a
national health care program?**

It's difficult. There are some innovative proposals out there that would assist in covering the uninsured. There's one in one state. It's a pilot program right now, but it puts together a program through Medicaid to provide access to health care to the uninsured and Medicaid population.

So that they don't get to the point where a disease or injury is so acute that they need hospitalization. So if we can expand access to primary care that would eliminate much of the need, once those diseases progress to the point, where they need hospitalization. Unfortunately, the uninsured population is the one that has the least access to primary care.

**What are some of your major
accomplishments since taking the helm
at St. Rose Dominican Hospitals?**

I think it's twofold. I think one that I'm probably the proudest of is continuing to expand the role of the sisters (Dominican Sisters of Adrian) and their vision of a health care ministry in Southern Nevada.

We're a little bit different. We're the only not-for-profit, non-tax supported system in the Las Vegas area. As such, the only reason for why we're here is to serve the community.

But, we also do so in an environment that sets us apart. That environment is high quality care delivered in an environment with compassion, respect and dignity and with a special focus on those with special needs. The sisters brought that vision and culture of health care, which I think is the right way to approach health care.

Henderson Chamber of Commerce to present State of the Chamber Address, Board Installation Banquet

Judge Rodney Burr to discuss Henderson business issues

HENDERSON, NEV. — The Henderson Chamber of Commerce will host its inaugural State of the Chamber Address together with its annual Board Installation Banquet Thursday, Aug. 24, at Hyatt Regency at Lake Las Vegas — located at 101 Montelago Blvd. The reception will begin at 6 p.m., and dinner will be served at 7 p.m.

Judge Rodney Burr, Henderson Chamber of Commerce president, will discuss issues important to Henderson businesses, including the state of business in Henderson and how the Henderson Chamber of Commerce represents its member businesses within the community.

"Our annual Board Installation Banquet provides the perfect comfortable setting for the State of the Chamber Address," said Alice Martz, CEO of the Chamber. "We're looking forward to sharing the Chamber's future plans to help improve Henderson's businesses and economy with our Chamber members all at once, while

keeping things exciting with the installation of our new Board members as well as our Henderson Development Association and Henderson Chamber Foundation trustees."

All Chamber members and the public are invited to attend the event, which costs \$70 per person — \$560 for a table of eight. Payment is required upon reservation.

For more information regarding the State of the Chamber Address/Board Installation Banquet, contact the Henderson Chamber of Commerce at (702)565-8951 or visit the Web site at hendersonchamber.com.

The Henderson Chamber of Commerce is a nonprofit, voluntary organization committed to promoting and supporting member businesses.



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At the time, 15 years ago, St. Rose only had approximately 5 percent of the total market share in Clark County. Now we've moved it to 14 percent, which means that not only have we been able to keep up with the rapid growth in Southeastern Las Vegas, but also we've been able to develop additional services so that patients who have previously had to go to other hospitals can now receive those services at St. Rose. I'm very proud of the fact that we have expanded not-for-profit, values-based health care to give more patients a choice and more physicians a choice and more employees a choice about where they'd like to work.

Then, in addition, in terms of what we've been able to do, we've increased the size and scope of programs by about 700 percent. We've gone from about 20,000 ER visits a year to this year we'll be close to about 100,000. We've gone from about 5,000 or 6,000 surgeries a year to this year we'll be doing nearly 20,000.

Also, we've brought in some very high quality services. So I'm very proud about that.

How does St. Rose Dominican's faith-based approach to health care stand out from other hospitals in the Las Vegas Valley?

There are excellent hospitals in Southern Nevada and there are great people working in those institutions. What we do differently is we have an example. The Adrian

Dominican sisters came here 60 years ago and brought with them a passion and a commitment to care with compassion, respect and dignity, with a special focus on the poor and others with special needs.

We've created a culture here where we support each other. We've developed an environment of respect. We believe in having a very positive work environment for our employees and our physicians.

We think that technology is important, but health care as an industry has gotten away from caring for people and addressing their psychological and their spiritual needs as well as their medical needs. We believe the best care is to address all of those needs. We think that sets us apart.

What are your impressions of the educational opportunities that are now available for people in health care?

I think the educational institutions have done an incredible job of increasing the availability of educational slots in nursing and other health care professionals. That was supported by the Nevada state legislature a few years ago and I think it has had a dramatic effect on our ability to provide health care professionals. We haven't solved the problem, but we've made a huge dent in the problem.

Would you say the Rose de Lima campus has a different demographic make up than the patients who might come to the Siena campus?

Right now we have a slightly higher demographic of Medicaid patients from the de Lima campus, although, we do have a fairly high rate of Medicaid patients coming to the Siena campus as well. The demographic is changing in Henderson slightly.

In Nevada there are a lot of what we call the working poor who are working at wage levels where they can just get by with their household incomes.

How does the company address charity care?

We have one of the most, what I think is the most progressive charity care policy in the country, as part of Catholic Health care West's charity policy. It has a number of elements in it. We believe that people who don't have insurance, or are insured and still end up with a substantial bill that they should only pay what reasonable costs are to them.

So we offer a program that provides both health care and financial insurance to patients who don't have insurance. Our charity program actually provides patients with family incomes at or below 200 percent of the federal poverty level, they can qualify for free or charity care. Patients who are between 200 and 300 percent of the federal poverty level we'll reduce our hospital (cost) to approximately what Medicare payments are for the same services.

So it's like a sliding scale based on their income?

Right, and patients who are between three and five times the federal poverty level we'll reduce the cost of their care to what we typically receive from our managed care contracts. Then patients who have over 500 percent of the federal poverty level we still will look at those patients on a case by case basis and if they don't have insurance and they're paying full charges we will discount those charges appropriately.

One recent trend in local health care is a greater emphasis on reaching out to the Hispanic community. Your company has implemented a Spanish-language phone line and has hired more Spanish-speaking doctors, and there's a possibility of a Spanish-language version of WomensCare. Is that right?

We have the Barbara Greenspun WomensCare Center of Excellence magazine that we send out quarterly. We received a grant from Harrah's (Entertainment) that will enable us, along with our own resources, to translate that into Spanish. (With) that, along with many other initiatives, we'll really address the needs of the Hispanic population.

So we're working very closely with the Latin Chamber of Commerce, with the Mexican Consulate, with Spanish-speaking physicians, with employees. We've established the Spanish-speaking referral line. So we're reaching out to that community because access to health care is a very important criterion for that segment of our demographics.

How has WomensCare grown as a publication?

Well it's grown dramatically. Three years ago we were distributing that to about 50,000 households each quarter, and now we're distributing it to over 350,000 households each quarter. That's the largest single distribution publication in Nevada.

Thank you

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Green Valley Ranch is building a new parking garage and expanding its poker room and sports book. Meanwhile, Fiesta Henderson is adding casino floor space, a movie theater and a remodeled sports book.

Station Casinos investing in Henderson properties

By Brian Sodoma
Special Publications writer

The odd, Flintstone-like sign of The Reserve has been gone for years, the re-branding to the Fiesta theme long in place. But Station Casinos' Fiesta Henderson property is finally receiving a long overdue upgrade that will make it

look and feel a little more like its sister Henderson properties, Sunset Station and Green Valley Ranch.

In 2000, Station purchased the property at 777 W. Lake Mead Parkway, just east of the recently completed I-215/I-515 interchange, for \$70 million from Ameristar Casinos. A half-decade later, Station is using another \$70 million to improve the

guest experience at the property and provide more offerings to its loyal clientele.

"We are very much looking forward to this (the Fiesta Henderson expansion). It's an area that needed new amenities," Station spokeswoman Lori Nelson said. "It's really an expansion that was needed, to keep up with the needs of the community."

On its east side, the new Fiesta

Henderson will soon boast a 1,500-space parking garage. It may not seem like a flashy new feature to some, but it will be welcomed by many who have endured walking through the heat to get to the facility after driving around the lot in hopes of landing a spot under a corrugated metal awning.

SEE **INVESTING**, PAGE 21A



"We ask ourselves, 'How would we have done this if we had originally developed it?' ... One of the things we're really big about is convenience. We really want to make it easy for our customers to get in and out of the property. That's why the parking garage is key."

Lori Nelson
Station Casinos spokeswoman

INVESTING FROM PAGE 20A

"It was a property we had purchased a long time ago and what we like to do in those situations is look at the property as a master plan," Nelson said. "We ask ourselves, 'How would we have done this if we had originally developed it?' ... One of the things we're really big about is convenience. We really want to make it easy for our customers to get in and out of the property. That's why the parking garage is key."

Also on deck is a 12-screen Regal movie theater, additional casino space to accommodate 350 more slot machines and a remodeled race and sports book. Nelson said Station will begin opening amenities this fall, starting with the parking garage, and finishing with the movie theater in the spring.

After the I-515 and I-215 interchange was completed at the beginning of the year, foot traffic at the property increased. Station gave contractors access to 15 acres of the Fiesta property for storage and vehicle parking during work on the \$110 million interchange. Nelson said the project didn't cause any delays in the Fiesta expansion, and the company has had a long-standing relationship with the Nevada Department of Transportation on issues regarding transportation improvements and how it affects their properties in the short term.

"We've had a really good relationship with them (NDOT). ... We understand what they do will improve things for the long term. In the short term we look for ways to make it easier for them (NDOT) and our customers."

While Fiesta has seen its share of construction dust, Green Valley Ranch, fresh off a 300-room expansion, tripling the size of its spa, and two restaurant change-outs, also launched a \$110 million effort earlier this year, which will include an additional 1,200-space garage on the

southwest corner of the property. The property also has a 1,300-space garage on its northeast side, and another 1,200 uncovered spots on its south end.

Green Valley Ranch will also move and expand its poker room, which will be in place of the current race and sports book, and add a new entertainment lounge and a new race and sports book. The upgrades will be concentrated in the southwest part of the property, where they will gain access from customers parking in the new garage.

Nelson also said last year's closing of the Trophy's restaurant and Gustav Mauler's Bull Shrimp while opening the Grand Café and Hank's Steak House, both owned and run by Station, is part of a company-wide effort to control its dining operations.

"Historically we like to own and operate our restaurants," Nelson added. "That way (owners) Frank and Lorenzo (Fertitta) feel they can control things from a quality standpoint."

Also on tap for Green Valley Ranch will be an additional 14,000 square feet of convention space. When Station added its 300 rooms, it also doubled its convention space to 50,000 square feet. Convention and meeting space will now top 60,000 square feet.


"It's been interesting to watch both Green Valley Ranch and Red Rock. Both (properties) are seeing a huge demand for meeting and convention space," Nelson added.

Green Valley Ranch will also phase in its new offerings, starting with the parking garage, at the end of this year and other amenities thereafter, concluding in the spring.

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Sweeping trend inspires Focus project

Inspirada to bring 'New Urbanism' to Henderson

By Alana Roberts
Special Publications writer

Focus Property Group's ambitious plan to bring at least 11,500 new homes to Henderson through its Inspirada project will be the local debut of a trend that's sweeping the nation.

The 1,953-acre development will blend mixed-use real estate in a trend-setting style of urban design and development called New Urbanism. New Urbanism combines live, work, play and retail uses in a dense, pedestrian-friendly design. It's all in an effort to reduce reliance on cars and increase interaction among residents.

The project will be south of the Henderson Executive Airport in the southwest part of the city. The community will be divided into seven residential villages ranging from 200 to 250 acres and will incorporate parks, pools, plazas, trails, paseos and other recreational uses. At the core of the plan is the 300-acre Town Center mixed-use development, which will include residential, retail, office, civic, municipal and possibly gaming components.

The project's builders include KB Home, which owns 48.5 percent of the project, Beazer Homes, Kimball Hill Homes, Meritage Homes, Pardee Homes, Toll Brothers and Woodside Homes.

On-site infrastructure work has begun on the project's first residential village. The residential portion of the project is expected to be complete in six years, with commercial aspects set for build-out in 12 years.

Focus Property Group is seeking to increase the number of residential units of the project by about 3,000. The city of Henderson has yet to decide on the increase.

John Ritter, chairman and chief executive of Focus Property Group, said the company plans to make Inspirada into a larger, denser version of the District at Green Valley Ranch.

"We find that people are interested in kind of an experience, a sense of neighborhood and community," Ritter said. "Instead of someone having to leave their home and get in a car and drive 15 minutes to get to an urban town center and get to restaurants and shopping, it's essentially right in their community."

Town Center will provide some retail options for residents in and around Inspirada, including a grocery store. However, Ritter said the retail offerings will be focused more on lifestyle, so residents may need to travel to Eastern Avenue or other areas to access certain goods and services.

"What won't be there is a lot of big box retail," Ritter said. "You won't see your Home Depot. There's a lot of big box retail along East-



FOCUS PROJECT FROM PAGE 22A

ern Avenue. This is going to be much more of the neighborhood and lifestyle retail. We're trying to develop a walkable community."

Inspirada's residences will range from single-family homes to condominiums, apartments and townhomes. The project will include mansion homes, which are described as homes that are as large as six residences within one structure; estate homes which are large single-family homes; village homes, which are single-family residences designed with garages that face alleys; garden homes, which are designed so they face each other across a common green space; city homes, which are attached single-family homes and live/work homes, which are also attached but are in buildings with non-residential uses. Prices have yet to be determined.

Ritter said the variety of homes and condominiums will attract different types of buyers.

"I think we will appeal to a wide variety of buyers," he said. "I definitely think this will be something that will work really well for young adults, young families (and) empty-nesters. Retirees will really love this project."

He said the project would stand out because of the variety of architectural styles and the inclusion of materials and colors not typically used by other area homebuilders. Inspirada will attract outside buyers to the area that previously haven't bought locally, he added.

"This is definitely a different project, so I think one of the things this will do is it will open our city up to some buyers," he said. "For instance, (buyers) from California that have considered moving here, but really haven't found a project that appeals to them. I think this project will appeal to them."

The New Urbanism concept is expected to help address two issues facing the Las Vegas Valley's real estate market. One is the high cost and lack of land and the other is urban sprawl.

"It's a new era for the homebuilding industry, and that's (Inspirada) a response to, I think, the demand for something new," Dennis Smith, president of Home Builders Research Inc., said. "(It's) something that could be an answer or a response to the sprawl argument that many have discussed. (Also) when you pay a lot of money for the land, obviously density is one way of making that land pay or making that purchase work."

Smith said because Focus Property Group is the first to bring a substantial New Urbanism development to the area, the company is taking a risk.

"If the market is not strong, they're going out on a limb," he said. "(But) it's been proven elsewhere."

Linda Rheinberger, president of the Greater Las Vegas Association of Realtors and owner/broker of One Source Realty and Management, said Inspirada would be a welcome addition to the Las Vegas real estate market.

"I think they're filling a need," she said. "I think they're being responsible with it. I'm thrilled to see they're actually developing it. We need to have houses; we need to have options."

She said although there are indications that the housing market is cooling with some inventory lagging on the market, it's still a healthy market with steady prices. That bodes well for Inspirada.

"I see market conditions similar to what they were pre-2004," Rheinberger said. "We're seeing a little more of a buyer's market, but were not seeing big price drops either. I see more incentives. For example, someone has just bought a new home, and they've upgraded the home,



they (the builder) pay for those upgrades. I see it as a temporary measure."

Ritter said it's too soon to say whether homes within Inspirada will offer incentives, but he added that now is a good time to buy a home. Dawn Christensen, a spokeswoman for KB Home, one of the project's builders, said the

company won't offer incentives, but will make sure prices are competitive.

Don DelGiorno, president of the Nevada Division of KB Home, acknowledged what he calls a "pause" in the Las Vegas housing market. However, he said the market has a great future and a place for Inspirada.

"I think we're going through a little bit of a pause right now as we catch up with some of the growth over the last three, five, ten years," he said. "I think it's a vibrant town. There's things going on (on) the Strip. We're still creating an awful lot of jobs, so I'm nothing but optimistic about the town."



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At St. Rose Dominican Hospitals, quality health care is about giving it our all for the entire community. In the past decade, St. Rose has invested more than \$90 million in the community through essential programs such as our WomensCare Center, R.E.D. Rose Program, Positive Impact Medical and Dental Programs, and compassionate, consistent care for the underprivileged. We're also growing, to make sure award-winning care is available to those who need it most. The way we see it, we're investing in something beyond measure: *the future.*



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