

Back-up Items for #
25B-C
28A-B

Carson City Redevelopment Authority
201 N. Carson Street, Suite #2
Carson City, NV 89701
775-887-2101

APPLICATION FOR GRANT FUNDS

Fiscal Year 2008-2009

Organization Name: Carson City Office of Business Development

Phone #: 887-2101x3

Mailing Address: 201 N. Carson St., Suite @

City: Carson City, NV

Zip: 89703

URL: www.downtowncarsoncity.com

Contact Name for Project: Tammy Westergard

Phone #: 887-2101x3

Address: 201 N. Carson St., Suite #2

City: Carson City, NV

Zip: 89703

Purpose of Organization: The Redevelopment Plan for Carson City Redevelopment area #1 (downtown) states: "encourage and assist in providing 'people oriented areas' in the Downtown for daytime and evening special events and promotional activities," and "establish the highest level of recreational opportunity for residents and visitors of all age levels." The event's funding is incidental to overall cost of implementing the redevelopment plan; the event meets the requirement of redevelopment pursuant to Nevada Revised Statutes governing redevelopment. The event program fulfills the need to redevelop a designated blighted area, is in the interest of the health, safety and general welfare of the community, no other means of reasonable funding is available and the event program meets all City requirements.

Total Annual Budget: \$262,000

How long organized? *Downtown Redevelopment Area #1, Plan Adopted 1-9-1986*

Please provide a budget for your event program: (included in business plan)

Previous Redevelopment Authority Grant Funding Received, If any:

Funding for downtown Carson City Curry Street Promenade began last year.

Project Information:

Title of Project: Curry Street Promenade

Project Director: Tammy Westergard

Address: 201 N. Carson Street, Suite #2

City: Carson City, Zip 89701 Director email: twestergard@ci.carson-city.nv.us

Project Objectives and Brief Description: The Curry Street Promenade will have two main components – an outdoor seasonal Saturday Morning Farmer’s Market – in the 3rd Street parking lot and a family oriented Pop-Up-Park – located at the Brewery Arts Center grounds. Both will also be an umbrella for small independent businesses, community outreach and advocacy for Carson City’s not for profit entities. Two other activities will also take place along the “promenade” (a triangle area from Telegraph St. South to 3rd Street; the west point of the triangle up King Street to the B.A.C.) and include gardening demonstrations and a Bike the Blue Line kiosk in the Curry / Proctor Street parking lot. All Curry Street Promenade activity venues will launch in tandem.

Identify Organizational Fiscal Officer (developing the budget): Tammy Westergard

Primary Purpose of the Grant: to sustain the positive civic and economic impact of the 2008 _Get Down Demonstration Project.

Are you a non profit? yes

Are you encouraging business activity? yes

Provide Redevelopment Plan Area Entertainment? yes

Dates of Project: June, 2009 thru October, 2009

Total amount of funds requested from authority? \$45,500

Total cost of project? \$262,000

Describe in detail how funds will be used, ie: amount, purpose (see business plan)

Describe how your event will enhance Carson City’s redevelopment plan area goals and policies: (see business plan)

How will your project increase business activity in the plan area?

- Seasonal access for consumers and businesses to locally grown food
- More direct marketing opportunities to sustain small family farms
- Support small independent businesses, both established and start-up
- Increase access to affordable locally grown foods to low income households, seniors, children, and residents of Carson City
- Provide a public meeting place for the community
- Strengthen the interdependence of urban and rural communities and sustain the flow of healthy resources between the two

How does your organization anticipate benefiting from this project?

The Redevelopment Plan for Carson City Redevelopment area #1 (downtown) states: "encourage and assist in providing 'people oriented areas' in the Downtown for daytime and evening special events and promotional activities," and "establish the highest level of recreational opportunity for residents and visitors of all age levels." The event's funding is incidental to overall cost of implementing the redevelopment plan; the event meets the requirement of redevelopment pursuant to Nevada Revised Statutes governing redevelopment. The event program fulfills the need to redevelop a designated blighted area, is in the interest of the health, safety and general welfare of the community, no other means of reasonable funding is available and the event program meets all City requirements.

Describe in detail how you will publicize the project?

Newspaper, radio, online mechanisms such as websites (www.downtowncarsoncity.com , www.fridaysatthird.com , www.visitcarsoncity.com) various homepages of other downtown businesses, email blasts, FaceBook, Twitter, MySpace, posters, rack cards, hand bills, and other gurilla marketing and cross promotional activities coordinated with the Downtown Business Association, the Carson City Downtown Consortium, the Office of Business Development, Convention and Visitors Bureau and Carson City Chamber of Commerce.

What facilities in the Carson City Redevelopment Plan Area will your project utilize?

A triangle area from Telegraph St. South to 3rd Street; the west point of the triangle up King Street to the B.A.C.) and include gardening demonstrations and a Bike the Blue Line kiosk in the Curry / Proctor Street parking lot.

Are you aware of any other events taking place in the area the same time as your project? N/A

Describe your efforts to increase customer and existing business participation in the area through the program?

- Seasonal access for consumers and businesses to locally grown food
- More direct marketing opportunities to sustain small family farms
- Support small independent businesses, both established and start-up
- Increase access to affordable locally grown foods to low income households, seniors, children, and residents of Carson City
- Provide a public meeting place for the community
- Strengthen the interdependence of urban and rural communities and sustain the flow of healthy resources between the two

Total attendance expected: 1,700 per event with 69 total concurrent events

Do you charge admission: yes if so, how much _____ * X no

Do you charge space or vendor fees: yes if so, how much * no, good faith deposits of \$20 per week with all refundable if entire season is fulfilled

Does your project have the potential to become self supporting and if so, describe how? In partnership with the City of Carson City, the Curry Street Promenade and Downtown Carson City Summer Concerts hope to continue the “*by example*” successes and receive financial assistance from three primary sources: City of Carson City Redevelopment Authority, Sponsorship from area business partners and the Carson City Convention and Visitors Bureau, during these initial years of operation. It is planned that the events programming will eventually be financially and organizationally more sustainable with lesser City assistance once a Business Improvement District is successfully formed – hopefully within three to five years.

Describe any other possible funding sources for your project: sponsorship:
In-kind donations and volunteers, sponsorship sales and support from the Convention and Visitors Bureau.

Describe how the results of the project will be measured:

- Positive change in consumer behaviors – ie: increase foot traffic to area
- Increase in “local consumer spending” – measured by State Department of Taxation Sales Tax Reports, especially in “food services and drinking places”
- Recirculation of money locally
- Use local labor, goods and services
- Retain profits staying in Carson City
- Generate increase in food services and drinking places
- Stabilize local businesses in a down economy
- Numbers of public safety incidents

ADDENDUM

Budget (of funds requested): see business plan

I, Tammy Westergard have completed this application on behalf of Carson City Office of Business Development - staff to the Carson City Redevelopment Authority . I believe the information provided herein is complete and accurate.

Date this 11th day of March, 2009.

Tammy Westergard
Signature

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Total Annual Budget: \$161,000

How long organized? *Downtown Redevelopment Area #1, Plan Adopted 1-9-1986*

Please provide a budget for your event program: (included in business plan)

Previous Redevelopment Authority Grant Funding Received, If any:

Funding for downtown Carson City summer concerts has been ongoing since 1995, at widely varied levels depending on a variety of factors.

Project Information:

Title of Project: Downtown Carson City Summer Concert Series

Project Director: Tammy Westergard

Address: 201 N. Carson Street, Suite #2

City: Carson City, Zip 89701 Director email: twestergard@ci.carson-city.nv.us

Project Objectives and Brief Description: The purpose of this program is to support the development of street life activities in the downtown redevelopment district of Carson City. The Downtown Carson City Summer Concerts is an amalgam of previously branded activities like Friday's @ Third, Rockin' the Square and other outdoor music efforts since 1995, as well as a partnership with the Carson City Downtown Consortium, the Downtown Business Association, the Brewery Arts Center and the City of Carson City, Nevada. The Downtown Carson City Summer Concerts will provide many benefits to the local community including:

- 1) More direct marketing opportunities to sustain downtown businesses
- 2) Support small independent businesses, both established and start-up
- 3) Increase access to the arts for low income households, seniors, children, and residents of Carson City
- 4) Provide a public meeting place for the community
- 5) Strengthen the interdependence of downtown and the rest of the community and sustain the flow of healthy resources between the two

Identify Organizational Fiscal Officer (developing the budget): Tammy Westergard

Primary Purpose of the Grant: to sustain the positive civic and economic impact of the 2008_Get Down Demonstration Project.

Are you a non profit? yes

Are you encouraging business activity? yes

Provide Redevelopment Plan Area Entertainment? yes

Dates of Project: June, 2009 thru October, 2009

Total amount of funds requested from authority? \$30,000

Total cost of project? \$161,000

Describe in detail how funds will be used, ie: amount, purpose (see business plan)

Describe how your event will enhance Carson City's redevelopment plan area goals and policies: (see business plan)

How will your project increase business activity in the plan area?

- More direct marketing opportunities to sustain downtown businesses
- Support small independent businesses, both established and start-up
- Increase access to the arts for low income households, seniors, children, and residents of Carson City
- Provide a public meeting place for the community
- Strengthen the interdependence of downtown and the rest of the community and sustain the flow of healthy resources between the two

How does your organization anticipate benefiting from this project?

The Redevelopment Plan for Carson City Redevelopment area #1 (downtown) states: "encourage and assist in providing 'people oriented areas' in the Downtown for daytime and evening special events and promotional activities," and "establish the highest level of recreational opportunity for residents and visitors of all age levels." The event's funding is incidental to overall cost of implementing the redevelopment plan; the event meets the requirement of redevelopment pursuant to Nevada Revised Statutes governing redevelopment. The event program fulfills the need to redevelop a designated blighted area, is in the interest of the health, safety and general welfare of the community, no other means of reasonable funding is available and the event program meets all City requirements.

Describe in detail how you will publicize the project?

Newspaper, radio, online mechanisms such as websites (www.downtowncarsoncity.com , www.fridaysatthird.com , www.visitcarsoncity.com) various homepages of other downtown businesses, email blasts, FaceBook, Twitter, MySpace, posters, rack cards, hand bills, and other gurilla marketing and cross promotional activities coordinated with the Downtown Business Association, the Carson City Downtown Consortium, the Office of Business Development, Convention and Visitors Bureau and Carson City Chamber of Commerce.

What facilities in the Carson City Redevelopment Plan Area will your project utilize? Third Street, primarily but also from Fleishmann Ave. to 9th Street, Proctor Street, Laxalt Plaza.

Are you aware of any other events taking place in the area the same time as your project? N/A

Describe your efforts to increase customer and existing business participation in the area through the program?

- More direct marketing opportunities to sustain downtown businesses
- Support small independent businesses, both established and start-up
- Increase access to the arts for low income households, seniors, children, and residents of Carson City
- Provide a public meeting place for the community
- Strengthen the interdependence of downtown and the rest of the community and sustain the flow of healthy resources between the two

Total attendance expected: 1,000 per event

Do you charge admission: yes if so, how much no

Do you charge space or vendor fees: yes if so, how much no

Does your project have the potential to become self supporting and if so, describe how? In partnership with the City of Carson City, the Curry Street Promenade and Downtown Carson City Summer Concerts hope to continue the "by example" successes and receive financial assistance from three primary sources: City of Carson City Redevelopment Authority, Sponsorship from area business partners and the Carson City Convention and Visitors Bureau, during these initial years of operation. It is planned that the events programming will eventually be financially and organizationally more sustainable with lesser City assistance once a Business Improvement District is successfully formed – hopefully within three to five years.

Describe any other possible funding sources for your project: sponsorship:

In-kind donations and volunteers, sponsorship sales and support from the Convention and Visitors Bureau.

Describe how the results of the project will be measured:

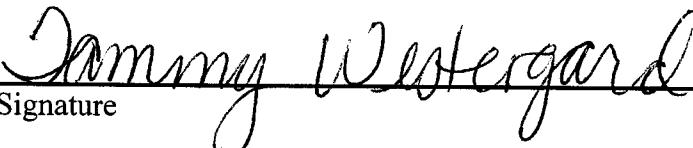
- Positive change in consumer behaviors – ie: increase foot traffic to area
- Increase in "local consumer spending" – measured by State Department of Taxation Sales Tax Reports, especially in "food services and drinking places"
- Recirculation of money locally
- Use local labor, goods and services
- Retain profits staying in Carson City
- Generate increase in food services and drinking places
- Stabilize local businesses in a down economy
- Numbers of public safety incidents

ADDENDUM

Budget (of funds requested): see business plan

I, Tammy Westergard have completed this application on behalf of Carson City Office of Business Development - staff to the Carson City Redevelopment Authority . I believe the information provided herein is complete and accurate.

Date this 11th day of March, 2009.


Signature

Prepared by:
Carson City Office of Business Development

Business Plan for

Curry Street Promenade_2009 Summer Concert Series_2009



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STATEMENT OF PURPOSE

The purpose of this business plan is to secure \$45,500 in funding from the Carson City Redevelopment Authority in support of the \$262,000 overall budget of the Curry Street Promenade_2009 and \$30,000 in funding from the Carson City Redevelopment Authority in support of the \$161,000 overall budget of the Summer Concert Series_2009, as well monitor the success of this project via foot traffic counts to downtown, increases in sales tax collections for food services and drinking places and numbers of public safety calls. This business plan describes the activities of the Curry Street Promenade Project and Downtown Carson City Summer Concerts. It outlines the key market factors that the project is based upon. It also describes the managerial and operational requirements of this events venture which is expected to begin in June, 2009.

EXECUTIVE SUMMARY

The purpose of this business plan is to support the development of street life activities in the downtown redevelopment district of Carson City. The Curry Street Promenade and Downtown Carson City Summer Concerts is a partnership of Saturday Morning Farmer's Market Board, the Carson City Downtown Consortium, the Downtown Business Association, the Nevada Certified Farmers Market Association, the Brewery Arts Center and the City of Carson City, Nevada. The Curry Street Promenade and Downtown Carson City Summer Concerts will provide many benefits to the local community including:

- Seasonal access for consumers and businesses to locally grown food
- Increase access to the arts to low income households, seniors, children and residents of Carson City
- More direct marketing opportunities to sustain small family farms
- Support small independent businesses, both established and start-up
- Increase access to affordable locally grown foods to low income households, seniors, children, and residents of Carson City
- Provide a public meeting place for the community
- Strengthen the interdependence of urban and rural communities and sustain the flow of healthy resources between the two
- Strengthen the interdependence of downtown and the rest of the community and sustain the flow of healthy resources between the two

The Curry Street Promenade and Downtown Carson City Summer Concerts is a unique business venture because of its complexity. Across the United States, street life activities vary immensely in size and business operations to meet the needs of their local communities. Likewise, the footprint for the Curry Street Promenade and Downtown Carson City Summer Concerts captures the demographics and agriculture of our community.

The Curry Street Promenade and Downtown Carson City Summer Concerts will have three main components – an outdoor seasonal Saturday Morning Farmer's Market – in the 3rd Street parking lot, family oriented Pop-Up-Park – located at the Brewery Arts Center grounds, and Downtown Carson City Summer Concerts. All will also be an umbrella for small independent businesses, community outreach and advocacy for Carson City's not for profit entities. Two other activities will also take place along the "promenade" (a triangle area from Telegraph St. South to 3rd Street; the west point of the triangle up King Street to the B.A.C.) and include gardening demonstrations and a Bike the Blue Line kiosk in the Curry / Proctor Street parking lot. All three Curry Street Promenade activity venues will launch in tandem. The Downtown Carson City Summer Concerts will launch at coordinated but different days and times.

Within one year, the Curry Street Promenade and Downtown Carson City Summer Concerts as a "demonstration project" exceeded expectations and is widely known throughout the greater Carson City area, including folks from Lyon and Douglas Counties and the south parts of Washoe County (see exhibit A). Once financially sound and established the street life program will become an even greater regional destination point with more unique, high quality vendors, showcasing the talents

The Curry Street Promenade and Downtown Carson City Summer Concerts are already regarded as local leaders, supporting independently-owned companies, downtown businesses, restaurants, locally-produced foods and preserving the downtown district. The programs have increased access to the arts and affordable locally grown foods to low income households in the redevelopment district area. The Curry Street Promenade and Downtown Carson City Summer Concerts are actively involved in improving the quality of life in Carson City.

Urbanologist William H. Whyte's recipe for success states that "If you want to seed a place with activity, put out food. Food attracts people who attract more people..." The Curry Street Promenade, in keeping with the Convention and Visitor's Bureau's Board approved brand direction: *A Taste of the High Sierra*, provides a significant positive impact on the redevelopment of downtown Carson City, by attracting people and supporting the essence of the branding effort: culinary. This plan provides for a well-managed street life program that will prosper and grow with downtown Carson City and with the adoption of a Business Improvement District, become financially-sound. As Seattle has Pike's Market and San Francisco provides the Ferry Plaza Market, the City of Carson City can showcase the heritage and diversity of the Eagle Valley and Northern Nevada through this street life program.

BUSINESS DESCRIPTION

The Curry Street Promenade and Downtown Carson City Summer Concerts are City-led initiatives in collaboration with Saturday Morning Farmer's Market Board, the Carson City Downtown Consortium, the Downtown Business Association, the Nevada Certified Farmers Market Association, the Brewery Arts Center and the City of Carson City, Nevada. The 2009 street life project will maintain the Curry Street Promenade and Downtown Carson City Summer Concerts demonstration project_2008 activities.

Historically, a project of this caliber takes 3-7 years for successful development. This business plan incorporates the first year demonstration/trail data of the Curry Street Promenade/Summer Concerts_2008. The Curry Street Promenade and Downtown Carson City Summer Concerts will have three main components: an outdoor seasonal Saturday Morning Farmer's Market – in the 3rd Street parking lot, a family-oriented Pop-Up-Park located at the Brewery Arts Center grounds, and in various downtown locations during the summer concert series. The three components will also be an umbrella for small independent businesses and community outreach and advocacy for Carson City's not for profit entities. Two other activities will also take place along the "promenade" (a triangle area from Telegraph St. South to 3rd Street; the west point of the triangle is up King Street to the B.A.C.) and include gardening demonstrations and a Bike the Blue Line Kiosk in the Curry / Proctor Street parking lot. All three promenade activity venues will launch in tandem. The Summer Concert Series launches at coordinated but separate times.

1. Outdoor Seasonal Farmer's Market

- A. To be held at the 3rd Street Parking Lot
- B. Vendor mix will be farmers, prepared and packaged food, arts & crafts, downtown merchants, retail, and nonprofit organizations
- C. Market may include entertainment, children's activities and cooking demonstrations.
- D. Market will be held Saturday mornings from 9-1

2. Family Pop-Up Park

The pop-up park will continue its success in attracting families to downtown. Its features will include:

- A. 6-10 young-person activity centers, 1-3 anchor restaurants, artisans
- B. 3-6 vendor spaces
- C. A common area to be used as a public gathering place.
- D. Special events – food, artisans, and crafts
- E. The Pop Up Park will serve as a central location for community advocacy and resources. Entities will bring their products to the Pop-Up Park for self-distribution and community conversation.
- F. Location - The Campus of the Brewery Arts Center as well as satellite activity in the Proctor Street parking lot. Signs highlighting the origin of local food and artisan products will be used extensively. There will be seating areas with tables and chairs inviting customers to stay and socialize.

3. Summer Concert Series

(classical, bluegrass, jazz, blues, bluegrass & contemporary)

The concert series will continue its success in attracting families, artists and visitors (both from our neighboring communities and from afar) to downtown. Its features will include:

- A. 9 Fridays @ Third Shows
- B. 6 Shows in venues from Fleishmann Ave. to 9th Street (including Telegraph Square, Laxalt Plaza, Proctor Street.)
- C. 1-3 anchor restaurants
- D. 3-6 vendor spaces
- E. Common area to be used as a public gathering places.
- C. Special events – food, artisans, and crafts

The Curry Street Promenade and Downtown Carson City Summer Concerts provide a unique and interactive social setting and provides a customer draw. It has proven itself to be actively involved in working with public and private entities to make downtown Carson City a destination point. Area residents will continue to visit the marketplace to purchase specialty products, enjoy family activities, pick up community service information and resources and to attend special events centered on local items produced by area farmers and artisans, to include but not limited to a variety of music genres, as well as spotlight seasonal festivals like Salsa Y Salsa, Oktoberfest and the Basque Festival. It already has established itself as a community gathering place and will continue to do so with vigor.

MARKET ANALYSIS

Since a well crafted street life program has such a diversity of business activities, this market analysis looks at several factors in determining the success for the Curry Street Promenade and Downtown Carson City Summer Concerts. The recommendations of the Carson City Downtown Consortium's 7 Action Groups, prepared for the Carson City Redevelopment Authority and accepted 4-0 10-2-08 (Mr. Teixeira absent) by the Carson City Board of Supervisors (Exhibit B), provides detailed market analysis findings which applies to many of the elements of the Curry Street Promenade and Downtown Carson City Summer Concerts street life program. The comprehensive study details the risks and recommendations specific to downtown Carson City. To summarize for purposes of this business plan, it discourages Carson City's traditional approach to retail recruitment and business retention and it concludes that quality street life programming focused on excellence, and meeting the following criteria, will lead to economic and civic stimulus.

CRITERIA for STREETLIFE MUST LEAD TO:

- Positive change in consumer behaviors – ie: increase foot traffic to area
- Increase in “local consumer spending”
- Recirculation of money locally
- Use local labor, goods and services
- Retain profits staying in Carson City
- Generate increase in food services and drinking places
- Stabilize local businesses in a down economy

The Curry Street Promenade and Downtown Carson City Summer Concerts will provide unique specialty products, entertainment and family oriented activity. Previous analysis and recommendations from a wide range of experts, most importantly Carson City's citizens, show viable future demand, plus last year's demonstration project confirmed the trial appeal.

The Curry Street Promenade and Downtown Carson City Summer Concerts is based upon three additional market phenomena that will drive the core businesses of the street life activities. Great music, specialty local and organic foods, farmers markets and active street life and special events are all growth industries.

- *Organic and wholesome foods* - Recent press reports show that while the demand for conventional grocery products has grown by 2-3%, the demand for organics has grown by 20%. The obesity epidemic in the United States is beneficial to the promotion of fresh, wholesome foods as an alternative to an unhealthy, fast food diet. The consumer trend for buying local and organic foods is increasing at a significantly higher rate than overall food industry growth. Organic foods will be a main component of the Saturday Morning Farmer's Market. Carson City's streetlife and downtown farmer's market is currently featured in the March 2009 International City/County Management Association's (ICMA) publication, *PM Magazine* and noted as a successful model to “*Support the Farm Stand to Feed “Locavores And the Economy.”* (see exhibit C)

- *Farmers' markets* - Farmer's markets are a relatively new sales outlet for area farmers. The oldest continuous Nevada market was established in downtown Sparks in 1993. Northern Nevada farmers markets have seen continuous growth since that small beginning in a pawn shop parking lot in downtown Sparks. This market that began in Sparks 12 years ago is now 5 blocks long, boasts over 100 vendors and neighborhood merchants. It attracts over 15,000 people weekly and sales are estimated to be more than \$50,000 per night. There are now more than 20 farmers markets statewide. From a national perspective, the number and size of farmers markets continues to climb at an amazing pace. In 1994, the USDA recorded 1,755 farmers markets nationally. By 2002, it increased to 3,137, *an increase of 80% in less than 10 years*. A conservative estimate is that over 60,000 farmers are involved in direct marketing through farmer's markets across the United States. There are currently farmer's markets functioning in all 50 states. Estimates by the North American Farm Direct Marketing Association (NAFDMA) state that total farmer sales at these markets topped \$1 billion dollars for the first time in 2005.
- *Street Life and Special Events* – For visitors to the market and outdoor summertime music events, the benefits of the weekly ritual are more than social. It's also a fun way to buy healthy, fresh produce. It's an excuse to get outside and enjoy the weather with a walk or a bike ride. People feel good because they know they are supporting sustainable agriculture, environmental protection, local artists and youth. And, following several food-borne-illness scares last year and the unpredictable cost of fuel, residents—a growing number of whom have become "locavores"—take comfort knowing that their food was grown close to home.

Janice Benson, of the Michigan Land Use Institute's Taste the Local Difference program, notes that "farmers markets bring us back to those important connections: to the people, the land, and the resources that make up a region. When these connections are strong, communities are strong and growing." Such benefits have contributed to an astonishing growth in the number of farmers markets. According to the USDA, the number of farmers markets has increased 71 percent in the past decade, to about 4,700 nationwide in 2008.

In summary, the Curry Street Promenade and Downtown Carson City Summer Concerts will provide high quality music and products to a niche market that is looking for quality, value, uniqueness, wholesome activity. The Curry Street Promenade will provide high quality products and exceptional customer service. The target market for the Curry Street Promenade and Downtown Carson City Summer Concerts will be extensive - college-educated consumers, age 25+, environmentally & health conscious, tourists, downtown residents and seniors and low-income recipients.

BUSINESS OBJECTIVES

The Curry Street Promenade and Downtown Carson City Summer Concerts met its two business objectives during its first year as a demonstration project:

Phase 1: Per Business Development 2007-2008 Action Plan: Engage community in *Downtown Answers* initiative to accomplish "by example" projects that model the significant elements of the City's master plan downtown redevelopment.
(See exhibit D)

(NOTE: An "action plan" department by department update is required by the master plan itself and must be reported on annually by the Carson City Planning Department to the B.O.S. See above exhibit D Office of Business Development Action Plan_2008 relative to *EnVision Carson City*_adopted 2006)

- Begin/End: April 2008 – February 2009
- Citizens Involved: 300 (and growing)
- City Facilitator: Office of Business Development
- Downtown Businesses Involved: 47
- Organization: 7 "action groups" in 7 areas of focus
- Results: 20 successes with tangible results
- Go Forward: 30 page "Briefing Paper" recs.
- 10-02-08 Board of Supervisors Action: 4 – 0 voted to "accept" (1 absent: Mr. Teixeira) all briefing paper recommendations.

Phase 2 – (May 2008-Feb. 2009) The seasonal outdoor events of the Curry Street Promenade were held in downtown Carson City. Venue locations included Curry Street parking lots (at Third and Proctor), Telegraph Square and the Carson Nugget's Main Street parking lot.

- Brought an estimated total added downtown visits for season: 150,800 visits to downtown Carson City
- Earned 2 (two) Nevada Appeal's ***Reader's Choice Best of awards:***
Best Place to Enjoy Entertainment Friday's @ 3rd
Best Place for Music Friday's @ 3rd
Silver Dollar Award for Arlington Square Ice Rink
- Tracking Foot Traffic --- Downtown Carson City Streetlife Program – began May 2008:
Fridays: 13,500 visits. 1,500 per event for **9 events June – Aug. 2008** (Event = Fridays @ 3rd)
Saturdays: 117,300 visits. 1,700 per Saturday **69 concurrent event activities June – Oct. 2008** (Events = Saturday Morning Downtown Farmer's Market, Park N Pedal, Green Thumb Alley, Family Pop Up Park, Rockin' The Square)
Daily: 20,225 visitors to ***Arlington Square Ice Rink*** venue from Dec. 4 – Feb. 16.
10,011 skaters for season.

- Tracking Economic Return on Investment via Sales Tax Reports "food services and drinking places"

May 2008 over May 2007:

Up +2.5 % **Carson City**
Down -5.2% Washoe
Down -16.6 Douglas
Down -1.3 Clark

June 2008 over June 2007:

Up +10.8% **Carson City**
Down -20.6 Washoe
Down -15.7 Douglas
Down -11.6 Clark

July 2008 over July 2007:

Up +11.2 % **Carson City**
Down -17.7% Washoe
Down -11.7 Douglas
Down -6.2 Clark

August 2008 over August 2007:

Down -5.1 % **Carson City**
Down -3.6% Washoe
Up +4.3 Douglas
Down -2.4 Clark

September 2008 over September 2007:

Up +8.5 % **Carson City**
Down -13.8% Washoe
Down -6.8% Douglas
Down -21.3 Clark

October 2008 over October 2007:

Down -2.3 % **Carson City**
Down -12.0% Washoe
Down -18.7% Douglas
Down -15.3 Clark

November 2008 over November 2007:

Down -3.9 % **Carson City**
Down -15.5% Washoe
Down -27.6% Douglas
Down -5.5 Clark

December 2008 over December 2007:

Up +35.4 % **Carson City**
Down -13.7% Washoe
Down -19.8% Douglas
Down -9.1 Clark

In partnership with the City of Carson City, the Curry Street Promenade and Downtown Carson City Summer Concerts hope to continue the “*by example*” successes and receive financial assistance from three primary sources: City of Carson City Redevelopment Authority, Sponsorship from area business partners and the Carson City Convention and Visitors Bureau, during these initial years of operation. It is planned that the events programming will eventually be financially and organizationally more sustainable with lesser City assistance once a Business Improvement District is successfully formed – hopefully within three to five years.

STRUCTURE

The Curry Street Promenade and Downtown Carson City Summer Concerts events will be implemented, managed and overseen by the City of Carson City’s Office of Business Development. As the primary, the City will be the entity insuring the events, engaging and contracting professional services selling sponsorships and executing the promotional plan. It will be affiliated with the Nevada Certified Farmers Market Association (NCFMA), a 501(c)6 nonprofit corporation incorporated in the state of Nevada, the Saturday Morning Farmer’s Market Advisory Board, the Carson City Downtown Consortium a 501(c)6 nonprofit corporation incorporated in the state of Nevada, the Downtown Business Association, the Carson City Convention and Visitor’s Bureau and the Carson City Chamber of Commerce. As the sponsor, the City will have will have responsibility for the Curry Street Promenade and Downtown Summer Concert Series activity.

MANAGEMENT EXPERTISE

The Office of Business Development will rely on its own experience and management expertise as well as that from the Redevelopment Advisory Citizen's Committee (RACC). As the advisory board to the Redevelopment Authority, RACC's complexion offers extensive experience in retail sales, business development and special events. They are Carson City residents who are dedicated to preserving the local business and agricultural economy. Additional advice will be gleaned from the CCCVB, CCCC, CC Parks and Recreation Department.

FINANCIAL INFORMATION

Projected sources of cash for 2009 Curry Street Promenade and Downtown Carson City Summer Concerts are provided below. Grants, sponsorships, donations, and merchant investments, if this plan is approved, will begin to be secured immediately, and decisions will be made as funds are committed. An updated business plan will be provided in May.

2009 Estimated Costs

Curry Street Promenade and Summertime Concert Series Street Life Program

Professional Management	
Labor*	30,000
In-Kind/sponsorship offset	62,400
Production Costs	
Sound, Lights	\$12,000
Stage (in-kind)	\$22,500
Advertising:	
Hard Costs:*	\$15,000
In Kind/sponsorship offset:	\$45,000
Marketing & P.R	
Hard Costs: (web support)*	\$7,000
In Kind/sponsorship offset:	\$24,000
Lodging:	\$5,000
Overhead	
Insurance, utilities, maintenance, clean up	\$24,000 (combined hard costs and in-kind/spon.)
Farmer's Market:*	
Hard Costs	
Office Expenses: Printing , markers, tape, etc.	\$2,500

Miscellaneous: Basic supplies for starting up the market: coolers, cups, etc.	\$250
On site-expenses: Handicap restroom	\$500
Hand wash sink	\$670
Fencing	\$220
Pod: yearly rental	\$600
Permit:	\$2,000
Set Up / Strike	
Concessions:	
Hard Costs	\$60,000
In kind/donated Goods & Services:	\$36,000
Family Activity Coordination	
Labor*	\$14,000
In-kind	\$40,000
Artists Fees / Guarantees	
Costs:	\$30,000
In-kind:	\$10,000
	(*RDA Contribution)
(All other costs covered by in kind donations, volunteers and sponsorship offsets)	
	Total Costs
Curry Street Promenade and Downtown Carson City Summer Concert Series	
	<u>\$443,640</u>

EXHIBIT A



A NEW VISION FOR DOWNTOWN CARSON CITY

September 2008 - Vol. #6

DOWNTOWN ANSWERS

live. work. shop. play. grow. learn. visit.



Rockin' Fun: The Firdn & Fox patio overflows onto 3rd and Carson for the Fridays at 3rd summer concert series.

Get Down 2008 - Fast Facts

Get Down 2008 brought Carson City residents and visitors alike to the Curry Street Promenade events. Here are the facts from Get Down 2008

Begin/End:

June 6 - October 11

Downtown Businesses Involved:

47

Estimated Foot Traffic Fridays @ 3rd:

13,500 visits

Estimated Foot Traffic Saturday Events:

117,300 Visits

Estimated Total Downtown Visits for the 2008

Summer Season: 130,800 Visits

DOWNTOWN CARSON CITY ROCKS!

Congratulations

Carson City Downtown Consortium,
Get Down 2008 was a hit



Best Place for Entertainment
3rd and Carson

Best Place to Enjoy Music
3rd and Carson

"Food Services and Drinking Places" sales tax:

Nevada Department of Taxation 7/22/08 FINAL

June 2008 over June 2007:

Up +10.8% Carson City

Down -20.6 Washoe

Down -15.7 Douglas

Nevada Department of Taxation 9/22/08 FINAL

July 2008 over July 2007:

Up +11.2 % Carson City

Down -17.7% Washoe

Down -11.7 Douglas

A NEW VISION FOR DOWNTOWN CARSON CITY

Downtown is COMMUNITY-FOCUSED

Downtown Carson City Events Surpass Expectations

Friday's at Third concerts and Saturday morning Curry St. farmer's market touted as successful business models

In 4 short months, Carson City's downtown farmers market doubled its vendors and visitors. Live music, table seating, free time on a weekend morning and customer excitement for Nevada grown produce continued to draw crowds all summer long.

"On Saturday mornings Carson City feels like a small town again," says market coordinator Linda Marrone.



Farmers Market: Carson City Citizens and local growers enjoy the morning market and community atmosphere.

Get Down 2008 activities incorporated long-standing, but newly elevated, Friday and Saturday evening street dances with new Saturday morning strategically focused programming.

"Friday's at 3rd has really boosted our business," said Jim Phalan, owner of the Firkin & Fox Restaurant and Pub. Phalan added, "Fridays at 3rd is a recipe for success."

According to Redevelopment Authority Chair and Supervisor Robin Williamson, leading the way for downtown this year has been the transformative remodel of the St. Charles Hotel on Third St. Williamson contends the Firkin & Fox

Restaurant and Brew Pub becoming a downtown anchor has really helped downtown even in this tough economy. "Plus, the street's other two culinary attractions Bella Fiore Wine Shop, adding to the longtime presence of Mom & Pop's Diner, have created a small but effective business cluster. And, together with our support, they all three rolled out an elevated Friday's at Third concert series. In fact, attendance has surpassed all previous years," Williamson added.

"It's been fabulous," said Julie Grady, owner of Due Sorella, a boutique retailer on Musser and Curry Streets. "It's bringing down all types of new people to the area, a lot of young people. My sales have increased three-fold. This signals the economic and community value of the whole 36 blocks of downtown. I completely support the efforts of the Downtown Consortium's Action Groups."

"The success of the Get Down 2008 season proves the civic and economic value of downtown, obviously drawing in people with a strategic mix of activities is quite catalytic," said Williamson.



Rockin' the Square: Telegraph Square brings a rockin' good time to Downtown Carson City.

**By BRIJ Gargani
of Foot Downtown
Events Draw Crowd**



EXHIBIT B

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Downtown consortium gets go-ahead City approval only first of many challenges

BY MATT FARLEY • M.FARLEY@CARSONTIMES.COM • OCTOBER 10, 2008

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Carson City supervisors endorsed wholesale last week a slate of recommendations from a key redevelopment group, but it remained unclear how or when the group's plans would be enacted.

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Formed in March, the Carson City Downtown Consortium aimed to bring together business leaders, public figures and concerned citizens to define specific goals for the downtown district. While the consortium helped organize multiple events during the summer, its formal report to the Board of Supervisors on Oct. 2 represented the first official challenge for the consortium's seven workgroups.

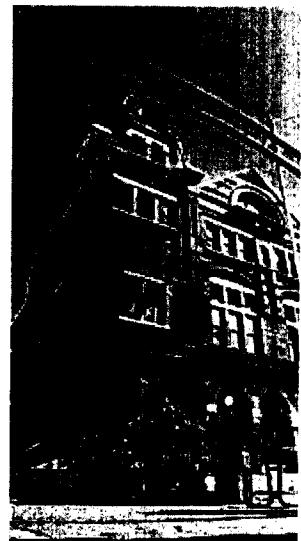
"It seems that we've come a long way since Carson City Main Street Days," Supervisor Shelly Aldean said, referring to an earlier attempt to rework downtown. "I'm proud of everyone involved."

Following 90 minutes of presentations from workgroup leaders that ranged from branding and business promotion to parking and architectural identity, the board, minus the absent Mayor Marv Teixeira, voted unanimously to support the group's actions. The meeting room, packed with consortium members and supporters, cheered and applauded following the vote.

While the approval marks an important step for the redevelopment campaign, it carries little legal weight. Any consortium plan that would cost money or otherwise impact existing codes will have to be approved and implemented by city staff as usual, supervisors said.

Many obstacles ahead

With the economy flagging and multiple projects vying for increasingly limited local resources, redevelopment advocates still face many obstacles, consortium leaders said.



The streets in downtown C be friendly to foot traffic, and C trial version of what city officia in a few years.

SUMMARY OF WORKGROU
• Beautification: The group t

Before the group's report, board members agreed at least in principle on a plan from Supervisor Richard Staub that could change the way the redevelopment fund works. Under Staub's original plan, 10 percent of the annual redevelopment fund would be shifted to the general fund to pay for city services and staff time used on redevelopment projects.

Though supervisors differed on attaching a specific number to the cut, the board agreed that the general fund should be reimbursed for resources used on behalf of redevelopment, Aldean said.

"I've always been an advocate of treating redevelopment more like a business," she said. "We do need more structure. It's just a matter of how we do that. Whatever cost is incurred by the general fund needs to be reimbursed, but it should be equivalent to the services received. I don't think we should be setting an arbitrary amount of money."

Any new reimbursement structure would replace Teixeira's plan, which was narrowly approved last month. That measure aims to take a flat \$2 million -- about 15 percent -- from the redevelopment fund over eight years. Supervisors hope to agree on details after the release next Thursday of a city report on its financial situation, Supervisor Robin Williamson said.



In Your Voice

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1000 characters left

- Transportation: The group Jump Around Carson bus and motorized traffic on Carson St numerous bike racks installed created or repainted. The key friendly is in creating "linkages from buses to bicycles or foot," Bondi said. "We need to ch park a few blocks away and w

- Public Safety: Carson City efforts of dozens of current an keep downtown events safe a basis. Though he noted that t smoothly, he added that traffic complaints to the Sheriff's Off

- Business Development: T diverse businesses working m Chris MacKenzie said. The gr parking lot-sharing deal betw Jack's casinos. In the future, t an official business advisory c businesses to join the effort, p

- Housing: The group noted 55,000 people, draws more th weekday. The addition of attr make a large percentage of th residents and help correct a "I Heidi Schneider said. The gro including the former Copeland use areas and hopes to use ir businesses.

- Civic Investment: Group le importance of a larger library / community center. Such a stri for books," but an events cent for teens, she said. So far, the for the project but not yet mad members were also consideri

- Promotions and Events: T along Curry Street such as Fri farmer's market and Pop Up F downtown Carson City's even Candy Duncan said. The grou improvements. Next, the tear their hours and participate in t to tie various attractions toget

EXHIBIT C



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About Public Management (PM) Magazine



Beth Payne
Editor

Public Management (PM) is the official magazine of the International City/County Management Association (ICMA), with a track record of more than 80 years as a trusted source of local government management information. PM is dedicated exclusively to the public sector practitioner. Designed for quick and informative reading, articles deal with issues of common concern to local government managers.

PM's circulation of 9,500 includes ICMA members, and individual subscribers. The print version of PM is published 11 times a year.

The print magazine's editorial purpose is aligned with ICMA's Mission, which is "To create excellence in local government by developing and fostering professional local government management worldwide." Each issue contains a cover story and feature articles that focus on local government operations from the real perspective of the chief administrator and other management practitioners.

Editorial content is recommended and reviewed by local government managers. Articles are written by experts in the field, experienced local government professionals, and observers who have firsthand knowledge of the topic they are writing about.

The online version has the same editorial focus and posts articles found in the print issue, except when permission to reprint online is not received from other sources.

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ICMA is the leading organization for information on professional local government management. Its membership includes city managers, county managers, and other chief appointed officials and assistants in local governments throughout the world. ICMA's mission is to create excellence in local government by developing and fostering professional local government management worldwide.

Support the Farm Stand To Feed “Locavores” And the Economy

by Nadejda Mishkovsky

On a typical mid-March Saturday morning in Florida, Coral Gables Development Director Cathy Swanson arrives at the parking lot behind city hall by 6 a.m. After tying on her promotional apron and setting up a city information booth, she oversees the arrival of vendors at the city's weekly farmers market.

“We started this 17 years ago because we wanted people to connect with their community on a personal basis—we wanted them to feel better about where they lived and worked, and we also wanted to encourage people to come downtown,” Swanson said. “Business owners were a little skeptical at first, but they realized that this is a huge draw, not only for local families who see it as a social event, but also for snowbirds and tourists. Now the business community actually hangs up banners announcing the annual return of the green market.”

Indeed, over the past few years, shopkeepers have included the market in their promotional efforts in order to harness the economic boost it provides to the community. “It takes a lot of careful planning,” says Swanson. Besides finding the vendors of local fruits, vegetables, plants and trees, spices, and baked goods—no small chore in a region of disappearing farmland and large-scale farming—she lines up free activities, including tai chi, gardening workshops, cooking demonstrations, and children’s activities.

For visitors to the market, the benefits of the weekly ritual are more than social. It’s also a fun way to buy healthy, fresh produce. It’s an excuse to get outside and enjoy the weather with a walk or a bike ride. People feel good because they know they are supporting sustainable agriculture

Bring the Locavores Downtown

You've heard of carnivores and omnivores, but what's a locavore? The latest epicurean buzzword spotlights the trend of more Americans wanting to eat locally grown food, a preference that's boosting the popularity of farmers markets.

and environmental protection. And, following several food-borne-illness scares last year and the unpredictable cost of fuel, residents—a growing number of whom have become “locavores”—take comfort knowing that their food was grown close to home.

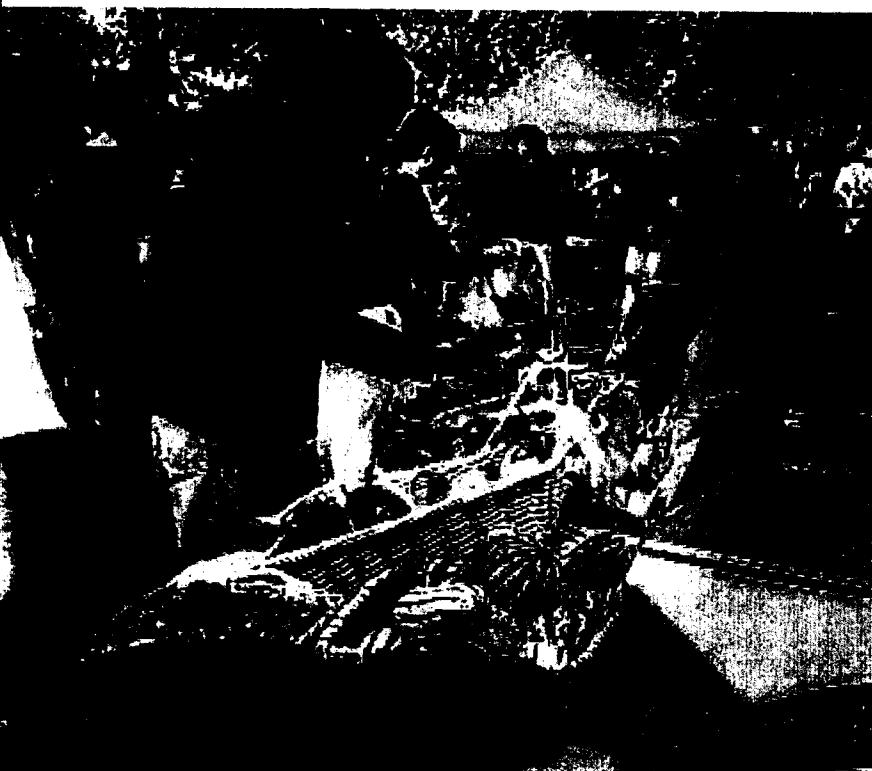
Janice Benson, of the Michigan Land Use Institute's Taste the Local Difference program, notes that “farmers markets bring us back to those important connections: to the people, the land, and the resources that make up a region. When these connections are strong, communities are strong and growing.” Such benefits have contributed to an astonishing growth in the number of farmers markets. According to the USDA, the number of farmers markets has increased 71 percent in the past decade, to about 4,700 nationwide in 2008.

MARKET PLANNING

Markets are managed in diverse ways. Some are run by farmers' cooperatives, others by nonprofit organizations. Many are based on some form of partnership between local government and a nonprofit entity. Often local governments contribute financially or in kind, and in some cases they run the markets themselves.

For Carson City, Nevada, the coincidence of several factors in 2007 pushed the city to urgently establish a new farmers market. First, news came that a ring road would be constructed to divert high-speed traffic away from downtown. Second, a 2007 Urban Land Institute-sponsored discussion between city leaders and real estate experts resulted in practical recommendations for a latent downtown redevelopment effort.

In sales tax-dependent Nevada, it was clear that the city had to act quickly to bring more foot traffic downtown and boost local businesses. “When I got the call from the city, to see whether I would run a farmers market for them, it was March. . . . I started looking at some of the literature and discovered I should have been talking to vendors back in



By buying organic produce from a family farm at a farmers market, local residents are helping maintain a healthy environment, a vibrant community, and a strong local economy. Landisdale Farm, shown here at the year-round Clark Park farmers market located in the University City district (West Philadelphia, Pennsylvania), sells certified organic produce, cheese, and beef.

December and January, telling them to grow more!” says Linda Marrone, Carson City's market manager.

City leaders decided to concentrate on hosting the new farmers market for a 16-week period. Alongside the farmers market, the city also sponsored other downtown activities, including weekend concerts, outdoor play areas for children, gardening demonstrations, and bicycling events. Thanks to an all-volunteer downtown consortium team that took on projects from beautification to traffic management, Carson City's downtown started to see more activity rapidly.

The city purchased a local business license and contributed a shaded public parking lot to host the market. Staff provided advertising and promotion for the new market and leased a portable storage unit on-site to facilitate weekly logistics. The city also provided dumpsters for trash and street cleaning to tidy the area for its

return to use as parking on Monday mornings.

The local government also rented and purchased such conveniences as picnic tables, insulated water pitchers, and a handicapped-accessible portable toilet with a washing area outside. Finally, since the Nevada growing season is so short and many vendors were coming from as far as four and five hours away in California, the city waived its already low vendor fees of \$20 per week, provided that vendors would commit to coming for the entire 16-week period.

“We worked tirelessly for crazy weeks” for about a year, says Tammy Westagard, assistant director in Carson City's Office of Business Development, “but [the market has] definitely paid its own way.” She adds, “We only spent about \$50,000 on salaries, marketing, and advertising because we did as much as possible in-house. . . .” Besides covering their estimated costs,



There are almost 2 million farms in the United States and about 80 percent of them are small farms. Farmers markets are one of the oldest forms of direct marketing by small farmers. Pennypack Farm, an educational and nonprofit organization, also attends the Clark Park market held in the University City district of Philadelphia, Pennsylvania. The stand is often staffed by volunteers.

Westagard credits the effort with sustaining businesses in the downtown core and getting citizens excited about going downtown again. "We brought over 130,000 people downtown during the 16 weeks, and each month we had sales tax revenue of 10 percent over the previous month."

SITE SELECTION

A critical element in selecting a site for a farmers market is ensuring that people can reach it with a variety of forms of transportation. The site for the Carson City market, located near a residential area, wasn't the city's first choice, but as it ended up there were "more people biking and walking to the market than we would have ever dreamed....

People really came and stayed," says Linda Morrone, market manager. The proximity to a residential neighborhood is particularly valuable for a weekend market, when many shoppers are coming from home.

Transportation choices and location are particularly important for low-income residents who may not have access to a car or who are likely to be more sensitive to the cost of

both fuel and food. Because many residents of low-income communities face higher rates of chronic disease than those in higher-income areas and because the risk of chronic disease can be reduced through a healthy diet, access to good nutrition is especially important. Unfortunately, many low-income neighborhoods lack full-service supermarkets that provide a variety of foods, especially fruits and vegetables.

A recent New York City Health Department study comparing Harlem with the Upper East Side found that supermarkets in Harlem are 30 percent less common, and that only 3 percent of bodegas in Harlem carry leafy green vegetables compared with 20 percent on the Upper East Side. The Food Trust, a nonprofit organization in Philadelphia that works to improve the supply of healthy, affordable food in the mid-Atlantic region, found that nearly half of poor adults (44 percent) travel outside of their neighborhoods to a grocery store, compared with 30 percent of the non-poor.

In areas where full-service grocery stores are limited, fast-food restaurants and convenience stores often

take up the slack, but they typically provide foods that are less nutritious but at higher cost. So-called food deserts or grocery gaps occur in rural and urban areas alike. To address its own food deserts, the city of New York has instituted a creative initiative that allows farmers to bring their produce closer to hungry residents. The city's new Green Carts Program, approved in early 2008, will permit up to 1,500 mobile food cart vendors to sell unprocessed produce in neighborhoods with low consumption of and limited access to fresh fruits and vegetables.

Across the country, communities and nonprofit groups are working to tie farmers markets into their efforts to improve access to healthy food for residents of neighborhoods where fresh produce is largely unavailable. The Food Trust operates 30 farmers markets in the Philadelphia area, many of which are in neighborhoods underserved by supermarkets, grocery stores, and other fresh food outlets.

All of the Food Trust's markets accept food stamp/EBT/Access cards, WIC, and Senior Farmers Market Nu-

trition Program vouchers. Accepting diverse forms of payment is a strategic move for the markets given that U.S. Department of Agriculture contributions toward nutrition assistance programs—and to local food sources in general—will be increasing as part of the 2008 Farm Bill.

To identify strategic market locations, local governments may consider reviewing income, health, and transportation data. Making a parking lot or other publicly owned land available to a local government effort or a private partner can then provide a valuable incentive for a market to locate on a given site. Likewise, local government assistance with regulatory hurdles regarding signage or use can be helpful in getting a market started where there is a need.

MARKET EXAMPLES

In Traverse City, Michigan, the Downtown Development Authority (DDA) has been running a successful farmers market on a centrally located parking lot for some 25 years. In exchange for the revenue received from vendor fees, the DDA provides awnings for the stalls and pays for the part-time market master position to promote the market and keep things working smoothly.

The DDA contributes funds to the nearby Chamber of Commerce office in order to offer shoppers the use of its bathroom, a convenience that DDA staff consider critical to the market's success. The city also updated the signs in the parking lot to indicate the market schedule, so that car owners are forewarned.

While "the market doesn't make or lose money," says Rob Bacigalupi, department director of DDA, "it's still part of our [informal] economic development strategy." That's because when the weather is fine, the number of shoppers in this town of 15,000 is "easily in the thousands," says Bacigalupi. A 2002 study found that a number of people who attend the market don't otherwise come downtown. It also noted that about 25 percent of the shoppers at the market stayed down-

town to patronize other businesses.

The historic Reading Terminal Market in Philadelphia, considered the fourth most popular tourist destination in the city, sells meat, seafood, poultry, produce, and baked goods to a wide range of income levels. Eleven percent of its customers are defined as low-income, earning less than \$25,000 a year.

The market is served by bus and rail lines and is located in the central business district, where walking and cycling are convenient. As a result, the market is an easy trip to combine with other destinations, and any

**According to the
USDA, the number of
farmers markets has
increased 71 percent
in the past decade,
to about 4,700
nationwide in 2008.**

transportation costs add little to the overall cost of food. Managers of the Fair Market Farm Stand, in the Reading Terminal Market, try to reach low-income residents of the region. "We're in an excellent location [to achieve that goal]," says Sarah Cain, who co-manages the farm stand, "because every income level in the city walks through the door."

To ensure that they are serving the entire community, all the greengrocers at Reading Terminal Market accept federal Supplemental Nutrition Assistance Program (SNAP) payments, formerly known as food stamps. As farm stands across the country increasingly provide EBT scanners (or a related system) for SNAP funds, it is easier for low-income residents to purchase fresh produce for their families.

Although "there was a fair amount of paperwork involved" in getting the EBT system in place, according to Cain, "now that it's in place, it's just like an ATM card." It is also common for farmers markets to accept WIC

and Senior Farmers Market Nutrition Program coupons. For local government-supported farmers markets, ensuring and promoting the availability of diverse payment options can support downtown vibrancy, the market's success, and healthy options for all residents.

Price, marketing, and education can encourage all residents of a city to take advantage of the fresh produce available at farmers markets. Mike Tabor is a 65-year-old farmer and activist who sells at several markets in the Washington, D.C., area and has a strong commitment to assisting low-

income populations take advantage of the fresh produce at farmers markets. According to Tabor, there are often not enough regional and local government staff familiar enough with regional farming economics to know which farmers to choose for their markets.

This type of knowledge can have an impact on both the variety and the price of the produce, he points out. Tabor informally identifies three categories of farmers: "niche"

farmers who tend to be smaller scale, "offer 12 kinds of peppers," for example, and may be able to keep their prices higher because the product is specialized; mid-sized farmers who tend to sell some variety of in-season items at a time and might be more inclined to reduce their produce prices toward the end of the day; and large-scale farmers who specialize in bulk production.

The interests of the three groups don't always coincide, and sometimes it can be a challenge to participate in the same market, according to Tabor. "I sold at the Takoma Park Farmers Market, and the other vendors complained," he recalls. "My prices were too low. The other people said I should charge more because people could pay the price. But I told them, 'I'm not a gourmet farmer. I'd rather sell at \$0.69 a pound and move the tomatoes!'" On the other hand, Tabor notes, he was "swamped" by a larger-scale farmer at another market and had to stop participating because he couldn't compete.

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Market vendors also have an interest in engaging consumers in trying new foods. "Generations raised on fast food have a hard time knowing what to buy if they don't have the habit of cooking," observes Tabor. While vendors are common sources of recipe tips and information, some farmers markets also host county extension agents to provide cooking demonstrations and answer questions.

At others, visiting chefs provide demonstrations that are not only informative but also entice the public to patronize area restaurants. In Coral Gables, Florida, presentations by area master chefs are just one of a series of educational and entertainment activities that keep different demographic groups visiting the downtown market all morning.

THERE IS VALUE

Put simply, there are clear opportunities for local governments to develop or partner in the establishment of farmers markets. Building on an increasing popularity with the public, strong capacity from potential nonprofit partners, and a growing awareness of health concerns for vulnerable populations, local governments have a clear opportunity to custom-fit new farmers market initiatives to address specific community priorities.

Rising levels of support from the federal government with the passage of the 2008 Farm Bill will certainly bring about additional ways to strengthen nascent efforts. And, although it is always important to ensure healthy and affordable food to the neediest in our communities, at this time of continuing economic challenge it is more important than ever. **PM**

Nadejda Mishkovsky is a freelance writer and a former ICMA staff member working with smart growth projects, Coral Gables, Florida (nmishkovsky@gmail.com).

Support for this article is provided by the Robert Wood Johnson Foundation as part of its Leadership for Healthy Communities national program.



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Executive Director

[Executive Board](#) | [Executive Director](#)

Robert J. "Bob" O'Neill, Jr., became ICMA's executive director in December 2002. As executive director, O'Neill, a 30-year member of ICMA, oversees all aspects of the Association, including membership, staff, and implementation of the executive board's strategic objectives. He is responsible for a \$25-million dollar budget and a staff of 150 employees in the United States and abroad.

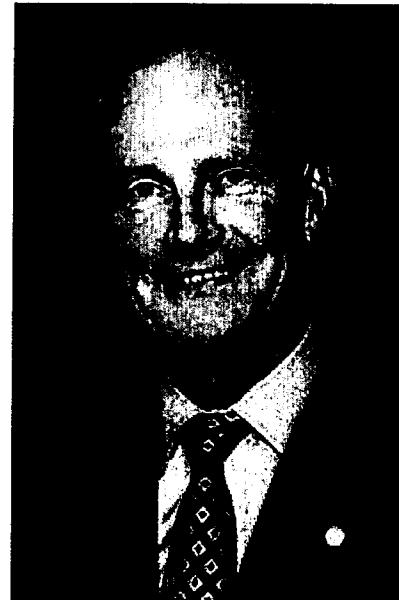
Prior to joining ICMA in December 2002, O'Neill served as president of the National Academy of Public Administration (NAPA) from January 2000 to November 2002. NAPA is a nonprofit organization chartered by Congress to improve the design and management of federal, state, and local governments. From May through September of 2001, O'Neill was on temporary assignment at the Office of Management and Budget as counselor to the director and deputy director on management issues, where he coordinated various policy and program issues with government-wide management councils, including the President's Management Council, Chief Financial Officers Council, Chief Information Officers Council, Procurement Executives Council, and the President's Council on Integrity and Efficiency.

O'Neill served as Fairfax County executive from 1997 to 2000. In that position, he oversaw Virginia's largest general-purpose local government with an annual operating budget of \$2 billion and approximately 11,000 employees. He is credited with developing a series of strategies aimed at revitalizing older residential communities and commercial areas within Fairfax County. In 1999, he launched a series of initiatives focused on performance and results management, including a pay system with variable awards based on performance.

O'Neill's "reinvention" of the government of Hampton, Virginia, as city manager from 1984 to 1997, was widely recognized by such organizations as the National League of Cities and Public Technology, Inc., and by such writers as David Osborne and Ted Gaebler, authors of *Reinventing Government*. In the 1997 book *Banishing Bureaucracy*, by Osborne and Peter Plastrik, O'Neill's efforts form the basis of a chapter on "Creating an Entrepreneurial Culture" in government organizations. Among O'Neill's many accomplishments were a downtown and waterfront revitalization initiative and development of a nationally recognized "youth-at-risk" program.

In 2001 O'Neill received The Spirit of Public Service award – the highest award presented by the Maxwell School of Syracuse University. In 1996 he was the recipient of the prestigious National Public Service Award presented by the National Academy of Public Administration and the American Society for Public Administration. The award recognizes individuals who have made a difference in public administration for a sustained length of time. In 1997 O'Neill was elected an Academy Fellow.

In the early 1980s, O'Neill was the director of management consulting services for the Virginia offices of Coopers & Lybrand, one of the former "big six" accounting firms. Previously he served as regional manager for the



Management Improvement Corporation of America, providing financial analysis and organizational restructuring support for cities and counties throughout Virginia.

O'Neill graduated summa cum laude from Old Dominion University with a bachelor's degree in political science in 1973. He received a master's in public administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University in 1974. He is a 1984 graduate of the Executive Program of the Colgate Darden Graduate School of Business at the University of Virginia. In 1999 he was awarded an honorary doctorate of laws from Old Dominion University.

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EXHIBIT D

Business Development Action Plan

ACTION PLAN MATRIX

The Action Plan Matrix provides a detailed list of the actions needed by the Economic Development and Redevelopment Department to implement the Plan. The matrix also indicates other responsible departments, where applicable. The matrix indicates the type of actions that will be required to implement the policies, and the priority of the actions to be initiated as adopted in the Plan. City staff and planning officials will need to update this matrix on an annual basis, or as necessary, to keep the responsibilities and actions current.

The "Action" column lists three possible categories of actions:

R – **Regulatory**, requiring amendments to the City's development regulations. PD – **Policy Decisions**, to be implemented during day-to-day policy decisions by staff, Planning Commission, and the Board of Supervisors. PR – **Programs**, to be implemented by new or ongoing programs needed to carry out the goals of the Plan.

The "Priority" column lists four possible time frames for implementing actions: (1) - **Immediate Priority**, to be implemented with adoption of the Plan or soon thereafter. (2) - **High Priority**, to be initiated as soon as possible and completed within one to two years after Plan adoption. (3) - **Moderate Priority**, to be completed within three to five years after Plan adoption. (O) - **Ongoing**, are actions that occur continually.

Action Plan Matrix

STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
PRIORITY ACTIONS				
Establish Downtown Mixed-Use Zoning District.	R	1	Planning Business Development	COMPLETE
Establish interim mixed-use evaluation criteria.	R	1	Planning	COMPLETE
Establish mixed-use zoning districts.	R	1	Planning, Engineering, Building	2008/2009
Develop Capital Improvements Program for Downtown enhancements.	PR	1	Public Works Business Development	2008-2112
Establish sign controls for the Carson City Freeway corridor.	R	1	Planning	2007/2008
1.2a—Use levels of priority established by the Master Plan to help guide the future allocation of staffing and other resources devoted to infill and redevelopment objectives.	PD	○	Public Works, Planning, Business Development	Annual Budget
1.2b—Review the boundaries of the City's redevelopment areas periodically and adjust them as appropriate to support redevelopment objectives.	PD	○	Business Development	ongoing
2.3a—Maintain an inventory of potential neighborhood, community, and regional scale retail sites.	PR	○	Business Development	ongoing
5.1a—Continue to coordinate the City's ongoing planning efforts and Land Use Map with major employers where applicable to ensure compatibility with their facility master plans and expansion efforts.	PR	○	Planning Business Development	ongoing
5.1b—Foster public/private partnerships to help cultivate new opportunities for current and future employers in the community.	PR	○	Business Development	ongoing

Business Development Action Plan

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STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
5.1c—Promote diverse job options and entrepreneurial opportunities.	PD	O	Business Development	ongoing
5.1d—Identify, develop and enhance multiple industrial specializations and improve opportunities for productive employment in key sectors.	PR	O	Business Development	Ongoing – efforts include partnership with NNDA, EDAWN, NCCED. Supporting Target 2010 initiatives
5.1e—Promote activities that have the potential to upgrade the skill and wage levels of the City's resident labor force.	PR	O	Business Development	ongoing
5.1f—Provide public economic development assistance for applicants that can increase the average wage rate in their industrial sectors.	PR	O	Business Development	Ongoing – consideration given to industry workforce needs
5.1g—Reduce supply chain costs, shared research and development objectives and other co-location efficiencies to promote vertical diversity.	PR	O	Business Development	Ongoing - efforts include partnership with NNDA, EDAWN, NCCED. Supporting Target 2010 initiatives
5.1h—Emphasize diversity of industry toward those sectors that demonstrate a steady employment pattern, avoid seasonal layoffs, and withstand cyclical downturns of the economy.	PR	O	Business Development	Ongoing - efforts include partnership with NNDA, EDAWN, NCCED. Supporting Target 2010 Target 2010 initiatives as well as implementation of the CCCVBs' Roger Brooks, DDI, branding recs.
5.1i—Explore opportunities to pre-designate tourism improvement districts (i.e., STAR bond districts), enhance redevelopment areas and maximize the potential of all available economic development tools.	PR	O	Business Development	Foster public-private partnerships enabling mixed use, sustainable development – via implementation of DDI branding recommendations

Updated October 2007

Business Development Action Plan

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STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
5.1k—Encourage and expand those social services, both in the public and private sector, that are necessary to facilitate the broadest labor force participation.	PR	O	Business Development	Ongoing - efforts include partnership with NNDA, EDAWN, NCCED. Supporting Target 2010 Target 2010 initiatives
5.2a—Work with local and regional economic development organizations on the development of a marketing strategy designed to attract national retailers to the community.	PR	2	Business Development	Ongoing – Carson City Downtown Consortium, CCCVB, EDAWN & NNDA Can – Do brand. Implementation of the CCCVB's Roger Brooks, DDI, branding recs. – especially relative to targeted retail recruitment
5.2b—Use available tools to attract retail tenants to underutilized spaces, and continue to explore the use of incentive programs to mitigate rising and prohibitive land costs.	R	2	Business Development	Implementation of the CCCVB's Roger Brooks, DDI, branding recs.
5.2c—Closely monitor the diversity of retail sales activity in the City and promote economic development activities which reduce retail leakages.	PR	O	Business Development	Implementation of the CCCVB's Roger Brooks, DDI, branding recs. for downtown as well as using OBD / Redevelopment tools targeted at business owner partnerships in addition to property owner partnerships

STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
5.3c—Use technology to increase information available to residents and businesses regarding growth patterns, economic conditions, development activity and other elements of the competitive landscape.	PR	O	R Business Development	Annual MP Review
5.4b—Continue to explore opportunities to establish trail access to the Carson River Canyon that honors and interprets the historic V&T railroad, <u>expand Downtown walking tours and interpretive signage exhibits, and identify new opportunities to showcase the City's historic resources.</u>	PR	O	Parks & Recreation Business Development	
5.4c—Support artists, arts organizations and related cultural institutions.	PR	O	Business Development	Ongoing via CCCC
5.5b—Develop promotional materials that highlight the City's parks, open space, pathways, and recreational facilities, and distribute materials to target markets or specific companies considering relocating to Carson City.	PR	2	Parks & Recreation Business Development	Ongoing via implementation of the CCCVB's Roger Brooks, DDI, branding recs.
5.5c—Develop promotional materials that highlight the City as a primary gateway to Lake Tahoe.	PR	2	Business Development	Ongoing via implementation of the CCCVB's Roger Brooks, DDI, branding recs.
5.5d—Encourage the development of airport-related commercial uses that will increase the City's visibility and marketability as a destination for tourists and recreational aviators.	PD	O	Business Development	Ongoing via implementation of the CCCVB's Roger Brooks, DDI, branding recs.
5.5f—Encourage economic development that conserves natural resources and open spaces, protects environmental quality and enhances the overall quality of life.	PD	O	Business Development	Ongoing
5.5g—Emphasize educational resources of the community as an economic development tool.	PD	O	Business Development	Ongoing
5.6a—As part of a new mixed-use zoning district for Downtown, establish incentives (e.g., density bonuses, an expanded range of permitted uses,	R	1	Planning Business Development	COMPLETE

Business Development Action Plan

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STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
or reduced parking requirements) that complement existing redevelopment tools.				
5.6b—Continue to explore opportunities to establish a DBA, LID, and/or BID in Downtown to help pay for public infrastructure improvements and/or Downtown area marketing and events coordination.	PR	1	Business Development	Ongoing. Via implementation of the CCCVB's Roger Brooks, DDI, branding recs. and close partnership with the Carson City Downtown Consortium
5.6c—Seek opportunities to develop one or more pilot housing projects Downtown through public/private partnerships.	PR	2	Business Development	Ongoing.
5.6d—Continue to work with Downtown businesses and developers to provide assistance and to identify potential partnership opportunities.	PR	O	Business Development	Ongoing
5.6e—Develop a Downtown Parking Strategy that identifies and recommends solutions to short and long-term parking deficiencies, and provides a basis for necessary zoning revisions.	PR	1	Planning Business Development	COMPLETE
5.6f—Recognize the unique opportunity created by the state government cluster and contribute to the stabilization and redevelopment of Downtown through the provision of supporting services.	PR	O	Business Development	Ongoing via partnership with Downtown Answers Downtown Carson City Institutional Alliance
5.7a—Work with other levels of government and with the private sector to support and encourage activities associated with the re-use, expansion and economic development as necessary and appropriate.	PR	O	Business Development	Ongoing
5.7c—Leverage, wherever possible, statewide economic development efforts to help attract business investment to Carson City and promote the benefits of the region.	PR	O	Business Development	Ongoing via implementation of the CCCVB's Roger Brooks, DDI, branding recs.

STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
5.7e—Collaborate economic development strategies with surrounding counties where there is a net positive economic and fiscal gain.	PR	O	Business Development	Ongoing – Carson City Downtown Consortium, CCCVB, EDAWN & NNDA Can – Do, Business Connections and via Implementation of the CCCVB/OBD's Roger Brooks, DDI, branding recs. – especially relative to targeted retail recruitment
5.7f—Promote economic development alternatives that protect or enhance existing and future property values – commercial, industrial and residential.	PR	O	Business Development	ongoing
5.8a—To the extent of the City's control, maintain a balanced revenue system that is competitive for business and residential investment.	PR	O	Business Development	ongoing
5.8b—Recognize the unique nature of Nevada's tax system and promote economic development alternatives that result in a net positive fiscal impact for the City.	PR	O	Business Development	Ongoing – Carson City Downtown Consortium, CCCVB, EDAWN & NNDA Can – Do, Business Connections and via Implementation of the CCCVB/OBD's Roger Brooks, DDI, branding recs. – especially relative to targeted retail recruitment

STRATEGY/ACTION	TYPE OF ACTION	PRIORITY	PRIMARY RESPONSIBLE DEPARTMENT(S)	TIMEFRAME FOR ACTION
5.9a—The City will continue to work with local businesses and property owners to encourage and assist in redevelopment efforts within the Redevelopment Area Boundary.	PR	O	Business Development	Ongoing. Via implementation of the CCCVB's Roger Brooks, DDI, branding recs. and close partnership with the Carson City Downtown Consortium – as well as using the above as a template for redevelopment area #2
5.9a—Existing redevelopment area boundaries should be reviewed periodically and expanded to support the redevelopment objectives of this Master Plan.	PR	O	Business Development	Ongoing.
6.1d—Establish incentives such as façade improvement programs, design assistance programs, tax credits, or similar strategies to promote more attractive gateway corridors for the City.	PR	2	Business Development	Ongoing.

REDEVELOPMENT PLAN
FOR THE
CARSON CITY REDEVELOPMENT PROJECT NO. 1

FEBRUARY 6, 1986

Prepared By
Carson City Redevelopment Authority
In Cooperation With
Carson City Planning Commission

Assisted By
Patterson, Stewart and Associates
and
Region West Research Consultants

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PART ONE - TEXT
OF THE
REDEVELOPMENT PLAN
FOR THE
CARSON CITY REDEVELOPMENT PROJECT AREA NO. 1

SECTION 100 - INTRODUCTION

This is the Redevelopment Plan for the Carson City Redevelopment Project No. 1, a 488 acre area in the City of Carson City, Nevada, and consists of Part One - Text, and Part Two -Exhibits.

This Plan was prepared by the Carson City Redevelopment Authority in cooperation with the Carson City Planning Commission pursuant to the Nevada Community Redevelopment Law (Nevada Revised Statutes, Chapter 279--Sections 279.382 to 279.680 inclusive), with other applicable State Laws, the Nevada Constitution, and with the Municipal Code and other ordinances and policies of the City of Carson City, Nevada.

The proposed redevelopment of the Project Area as described in this Plan conforms to the Master Plan (General Plan) for the City of Carson City.

This Redevelopment Plan is based upon a Preliminary Plan formulated and adopted by the Planning Commission of the City of Carson on July 24, 1984.

This Plan provides for a process whereby blight can be eliminated so the community can improve economic conditions and can maintain and improve the quality of life. Blight includes, but is not limited to, the existence of the following conditions:

101. The existence of buildings and structures, used or intended to be used for residential, commercial, industrial or other purposes or any combination thereof, which are unfit or unsafe for those purposes and are conducive to ill health, transmission of disease, infant mortality, juvenile delinquency or crime because of one or more of the following factors:

- A. Defective design and character of physical construction.
- B. Faulty arrangement of the interior and spacing of buildings.
- C. Overcrowding.
- D. Inadequate provisions for ventilation, light, sanitation, open spaces and recreation facilities.
- E. Age, obsolescence, deterioration, dilapidation, mixed character or shifting of uses.

102. An economic dislocation, deterioration or disuse, resulting from faulty planning.
103. The subdividing and sale of lots of irregular form and shape and inadequate size of proper usefulness and development.
104. The laying out of lots (parcels) in disregard of the contours and other physical characteristics of the ground and surrounding conditions.
105. The existence of inadequate streets, open spaces and utilities.
106. The existence of lots or other areas which may be submerged (during times of heavy storms).
107. Prevalence of depreciated values, impaired investments and social and economic maladjustment to such an extent that the capacity to pay (property) taxes is reduced and tax receipts are inadequate for the cost of public services rendered.
108. A growing or total lack of proper utilization of some parts of the area, resulting in a stagnant and unproductive condition of land which is potentially useful and valuable for contributing to the public health, safety and welfare.
109. A loss of population and a reduction of proper use of some parts of the area, resulting in its further deterioration and added costs to the taxpayer for the creation of new public facilities and services elsewhere.
110. State Law was amended by the Legislature in 1985 (Senate Bill 474--Section 2) by adding, among other provisions, the following:

"A redevelopment area need not be restricted to buildings, improvements or lands which are detrimental or inimical to the public health, safety or welfare, but may consist of an area in which such conditions predominant and injuriously affect the entire area. A redevelopment area may include, in addition to blighted areas, lands, buildings or improvements which are not detrimental to the public health, safety or welfare, but whose inclusion is found necessary for the effective redevelopment of the area of which they are a part.

This Plan provides the Authority with powers, duties and obligations to implement and further the program generally formulated in this Plan for the redevelopment, rehabilitation, and revitalization of the areas within the boundaries shown on

the Project Area Boundary Map (Exhibit 2). Except for proposed public works projects, this Plan does not present a specific plan or establish specific projects for the redevelopment, rehabilitation and revitalization of any area within the boundaries of the Carson City Redevelopment Project Area No. 1. Nor, except for proposed public works activities, does this Plan present specific proposals in an attempt to solve or alleviate the concerns and problems of the community relating to the area. Instead, this Plan presents a process and a basic framework within which specific plans will be presented, specific activities will be established, and specific solutions will be proposed, and by which tools are provided to the Authority to fashion, develop, and proceed with such specific plans, activities and solutions.

The following exhibits are included in Part Two - EXHIBITS of this Plan:

- Exhibit 1 - Legal Description of the Boundary of the Carson City Redevelopment Project Area No. 1
- Exhibit 2 - Project Area Boundary Map
- Exhibit 3 - Areas of Potential Redevelopment (Master Plan)
- Exhibit 4 - Land Use Plan (Master Plan)
- Exhibit 5 - Zoning Map
- Exhibit 6 - Historic District Map
- Exhibit 7 - Proposed Public Works Improvements (Activities) in the Redevelopment Project Area

SECTION 200 - GENERAL DEFINITIONS

The following definitions will govern the construction of this Plan unless the context otherwise requires:

201. **"ACTIVITIES"** means the individual undertakings for implementation of the Redevelopment Project (sometimes referred to as project activities, project components or project elements) and is used to avoid confusion with the term "Project", which refers to the Redevelopment Area as a whole. Examples of possible "activities" include but are not limited to: street construction, undergrounding of utilities, rehabilitation and historic preservation work, construction of sewer, water, and storm drain lines, and the engineering thereof and the planning and design of specific public spaces and activities. "Activities" also means the process of acquiring, managing and disposing of real property, the retaining of professionals to provide the Authority with services related to property appraisals, accounting, auditing, legal issues, the preparation of market and marketing reports, other economic studies, and in the on-going tasks of managing and implementing the provisions of this Redevelopment Plan consistent with the purpose and objectives of this Plan.
202. **"AUTHORITY"** means the "Redevelopment Agency" of the City of Carson City, Nevada, acting by and through the Carson City Redevelopment Authority.
203. **"BOARD OF SUPERVISORS"** OR **"BOARD"** means the legislative and governing body of the City of Carson City, Nevada.
204. **"CCRP"** an acronym, meaning the Carson City Redevelopment Project Area No. 1.
205. **"CITY"** means the City of Carson City, Nevada.
206. **"CITY CODES"** means any applicable section of the Municipal Code of the City of Carson City, Nevada as same exists on the effective date of this Plan and as such codes may, from time to time, be amended, i.e., Zoning Ordinance, Subdivision Ordinance, Building Code, Plumbing Code, Electrical Code, and the like.
207. **"CITY ORDINANCES"** means any applicable ordinance of the City of Carson City, Nevada as same exists on the effective date of this Plan and as such ordinances may, from time to time, be amended, i.e., Zoning Ordinance, Subdivision Ordinance, Historic District Ordinance, Sign Ordinance, and the like.

208. "COMMUNITY REDEVELOPMENT LAW" means the same as "Redevelopment Law".

209. "EXHIBIT" means that part of the Redevelopment Plan for the Carson City Redevelopment Project No. 1, contained in Part Two - EXHIBITS.

210. "HISTORIC ARCHITECTURE REVIEW COMMITTEE" means the Committee, appointed by the Board of Supervisors to serve as advisor to the Board in all matters concerning the identification, designation, preservation and enhancement of areas, sites and structures of historic significance in the City.

211. "HISTORIC DISTRICT" means an historically designated geographic sector of the City so designated by Resolution of the Board of Supervisors pursuant to Chapter 18.07 of the Carson City Municipal Code. A significant part of the City's Historic District, which existed on the effective date of this Redevelopment Plan is delineated on Exhibit 5 of Part 2 of this Plan. Should the boundaries of the District be amended or additional districts be approved by the Board which would affect this Redevelopment Plan, such amendments or additions shall automatically become an integral part of this Plan.

212. "MASTER PLAN" means the Master or General Plan of the City of Carson City, prepared in conformance with the laws of the State of Nevada. The Master Plan is also occasionally referred to as the "Comprehensive Plan".

213. "MUNICIPAL CODE" means the same as "City Codes".

214. "NRS" means Nevada Revised Statutes (State Law) and as used extensively in this Plan, means Chapter 279, sections 279.382 to 279.680 inclusive--the State's Community Redevelopment Law.

215. "PARTICIPANT" means an owner of real property situated within the Redevelopment Project Area who has entered into a voluntary agreement with the Carson City Redevelopment Authority in regard to the development, rehabilitation or redevelopment of such owner's property.

216. "PERSON" means any individual or public or private entity.

217. "PLAN" means the Redevelopment Plan for the Carson City Redevelopment Project, Parts One and Two, and all amendments which may be made thereto.

218. "PLANNING COMMISSION" means the Regional Planning Commission of the City of Carson City, Nevada.

219. "PROJECT" means the Carson City Redevelopment Project No. 1.
220. "PROJECT AREA" means the area included within the boundaries of the Carson City Redevelopment Project No. 1.
221. "REDEVELOPMENT AREA OR REDEVELOPMENT PROJECT AREA" means the same as "Project Area".
222. "REDEVELOPMENT LAW" means the Community Redevelopment Law of the State of Nevada as set forth in the Nevada Revised Statutes, Sections 279.382 to 279.680 inclusive, together with any subsequent amendments to such Law.
223. "STATE" means the State of Nevada.
224. "TAXING AGENCY" means the State, City, School District, other special districts or public corporations which levy taxes upon taxable real and personal property, both locally and centrally assessed, within the boundaries of the Redevelopment Project Area.
225. "TEXT" means that part of this Redevelopment Plan for the Carson City Redevelopment Project No. 1 contained in Part One - TEXT.

SECTION 300 - REDEVELOPMENT OBJECTIVES

The principal objectives of the City and of this Plan is to improve the 488 acre Redevelopment Project Area economically, physically and aesthetically--making the Area more attractive for private sector development and redevelopment and to protect the substantial public investment in State and City facilities. Further objectives are to correct deficiencies in the Area's aging infrastructure, repair and modify the present street system, provide amenities for the use and enjoyment of the people of Carson City and the many visitors who travel to this capitol city annually for business and recreation reasons. The following more specifically describe the intent, purpose and objectives of this Redevelopment Plan:

301. Strengthen the local economy by attracting new and expanded private investments in the Area, create new employment opportunities, increase the City's tax base, and expand public revenue to be used to improve the quality of life for the people of Carson City;
302. Repair, construct, install, or replace new publicly owned utility systems such as water, storm drains and sanitary sewers where existing systems are nonexistent, inadequate, undersized or substandard.
303. Improve the street, highway, bicycle and pedestrian circulation system to assure safe, convenient and aesthetically pleasing access to and throughout the Area;
304. Develop a physical linkage and an appropriate transportation mode among the Virginia and Truckee (V & T) Roundhouse, the Downtown and the Railroad Museum;
305. Promote the restoration of the V & T Roundhouse;
306. Develop a common theme in the housing, business and government sectors of the Redevelopment Area, to unify the mixture of residential, office, retail, lodging, gaming and government facilities by understanding, respecting and utilizing the City's rich historic past and its roll as Capitol of the State of Nevada;
307. Establish a unifying tree planting program throughout the Redevelopment Area.
308. Develop appropriately designed street lighting, street signage and street furniture systems with a full understanding of the diversity and special character of the several functional and historic use areas within the Project Area;

309. Provide informational and directional kiosks in convenient pedestrian locations to allow visitors an opportunity to become familiar with the locations of the City's historic, business, cultural, gaming, recreational and other places of interest;
310. Develop additional, conveniently located parking facilities--including parking structures where appropriate--together with pleasant, auto-free, pedestrian ways linking business, government and places of historic interest;
311. Improve the appearance of commercial areas through street beautification programs, building rehabilitation and improved development requirements in the areas of sign controls and landscaping;
312. Encourage more intensive landscaping on Downtown properties and parking lots;
313. Encourage and assist in providing "people oriented areas" in the Downtown for daytime and evening special events and promotional activity;
314. Underground present overhead utility systems where feasible and encourage the serving utility companies to assist in the costs thereof;
315. Integrate and protect older existing structures having historic value, with new development;
316. Cooperate and support officially recognized Historic Preservation and Architectural Review groups in their undertaking of the design for the restoration and rehabilitation of historically designated structures and places;
317. Provide informational plaques for on-site display in conjunction with recognized historic structures and places;
318. Accommodate planned population growth in ways which will not damage the social, economic and environmental well being of Carson City;
319. Continue and enhance a land use pattern which creates vitality through diversity in activities and the age of improvements;
320. Establish the highest possible level of recreational opportunity for the residents and visitors of all age levels;

321. Promote greater cooperation between City and School District in the joint use of public land for school-park-recreation purposes;
322. Promote greater cooperation between City and State government in order to achieve harmony in public development;
323. Initiate programs with appropriate public and private groups to develop decent, safe and sanitary housing for persons and families in the Redevelopment Area who are living under substandard conditions; and
324. Where rehabilitation of property may be unfeasible and where clearance and redevelopment may be necessary to eliminate blighting influences, cause such property to be cleared and redeveloped and in the process, assist and encourage the owners of such property to participate in these activities.

SECTION 400 - REDEVELOPMENT ACTIVITIES AND PROCEDURES

401. General: The redevelopment of the Project Area will be undertaken pursuant to and in conformance with State Law. The Authority proposes to eliminate and prevent the spread of blight and deterioration in the Project Area by:

- A. Acquisition of certain real property where necessary;
- B. Demolition or removal of certain buildings and improvements;
- C. Providing for participation by owners and tenants presently located in the Project Area by extending options to remain or relocate within the redeveloped Project Area;
- D. Management of property under the ownership and control of the Authority;
- E. Relocation assistance to displaced residential and non-residential tenants;
- F. Installation, construction, or reconstruction of streets, utilities, and other public improvements;
- G. Disposition of property for uses in accordance with this Plan;
- H. Redevelopment of land by private enterprise or public agencies for uses in accordance with this Plan;
- I. Explore methods of assisting the City's Architectural Review Committee in conjunction with their undertaking the design of restoration and rehabilitation work for officially designated historic structures and places;
- J. Rehabilitation of structures and improvements by present owners, their successors and/or the Authority;
- K. The Redevelopment Authority may operate a rehousing bureau to assist site occupants in obtaining adequate temporary or permanent housing. Pursuant to NRS 279.476, the Authority may incur any necessary expenses for this purpose; and
- L. The Authority may loan money, obtained from whatever source, to businesses to assist and encourage them to locate in the Redevelopment Area.

402. Voluntary Participation by Owners and Tenants: Persons who are owners of real property in the Project Area shall be given reasonable opportunity to voluntarily participate in redevelopment by (1) retaining all or a portion of their properties; (2) acquiring adjacent or other properties in the Project Area; (3) rehabilitation of existing buildings or improvements; or (4) new development.

The Authority shall also extend reasonable preferences to tenants in the Project Area to re-enter within the redeveloped area, if they otherwise meet the requirements prescribed by this Plan. Such business, residential, institutional, and semi-public tenants shall be permitted, if they so desire, to purchase and develop real property in the Project Area.

In the event an owner or tenant participant fails or refuses to rehabilitate, develop, or use and maintain its real property pursuant to this Plan upon voluntarily entering into a participation agreement as defined in Section 404 herein, the real property or any interest therein may be acquired by the Authority and sold or leased for rehabilitation or development in accordance with this Plan.

403. Rules for Voluntary Participation, Opportunities, Priorities and Preferences: In order to provide opportunities to owners and tenants to voluntarily participate in the redevelopment of the Project Area, the Authority shall promulgate rules for voluntary owner and tenant participation. If conflicts develop between the desires of participants for particular sites or land uses on property owned by the Authority, the Authority is authorized to establish reasonable priorities and preferences among the owners and tenants. Some of the factors to be considered in establishing these priorities and preferences may include participants' length of occupancy in the area, accommodation of as many participants as possible, similarity of land use, the necessity to assemble sites for integrated, modern development, the preservation of historic sites or places, and conformity of participants' proposals with the objectives of this Redevelopment Plan.

In addition to opportunities for voluntary participation by individual persons and firms, participation shall be available for two or more persons, firms, or institutions to join together in partnerships, corporations, or other joint entities.

Participation opportunities shall necessarily be subject to and limited by such factors as (1) the elimination and changing of some land uses; (2) the construction, widening,

abandonment, or realignment of some streets; (3) the ability of participants to finance acquisition and development or rehabilitation in accordance with this Plan; and (4) the construction or expansion of public facilities.

404. Voluntary Participation Agreements: The Authority may require that, as a condition of voluntary participation in redevelopment, each participant may enter into a binding agreement with the Authority by which the participant agrees to rehabilitate, develop, or use the property in conformance with this Plan and to be subject to the provisions thereof. In such voluntary agreements, participants who retain real property shall be required to join in the recordation of such documents as is necessary to make the provisions of this Plan applicable to their properties. Whether or not a participant enters into a voluntary participation agreement with the Authority, the provisions of this Plan are applicable to all public and private property in the Redevelopment Project Area.
405. Conforming Owners: The Authority may, at its sole and absolute discretion, determine that certain real property within the Project Area presently meets the requirements of this Plan, and the owner of such property will be permitted to remain as a conforming owner without a participation agreement with the Authority, provided such owner continues to operate, use, and maintain the real property within the requirements of this Redevelopment Plan.
406. Cooperation with Public Bodies:
 - A. Certain public bodies are authorized by law to aid and cooperate with or without consideration in the planning, undertaking, construction, or operation of this Project. The Authority shall seek the aid and cooperation of such public bodies and shall attempt to coordinate this Plan with the activities of such public bodies in order to accomplish the purposes of redevelopment and the highest public good.
 - B. The Authority, by law (NRS 279.492), is not authorized to acquire property devoted to a public use through eminent domain without the consent of the affected public body. The Authority, however, will seek the cooperation of all public bodies which own or intend to acquire property in the Project Area. Any public body which owns or leases property in the Project Area will be afforded all the privileges of owner and tenant participation if such public body is willing to enter into a participation agreement with the Agency. All plans for development of property in the Project

Area by a public body shall be subject to Authority approval.

C. The Authority may impose on all public bodies the planning and design controls contained in this Plan to insure that present uses and any future development by public bodies will conform to the requirements of this Plan. The Authority is authorized to financially (and otherwise) assist any public entity in the cost of public land, buildings, facilities, structures, or other improvements (within or without the Project Area) which land, buildings, facilities, structures, or other improvements are of benefit to the Project.

407. Property Acquisition

A. Real Property: Except as may be specifically exempted herein, the Authority may acquire, but is not required to acquire, any real property located in the Project Area by any means authorized by Law. Prior to exercising the power of eminent domain to acquire any real or personal property located in the Project Area the Authority must first obtain approval of the Carson City Board of Supervisors.

It is in the public interest and is necessary in order to eliminate the conditions requiring redevelopment and in order to execute this Plan, for the power of eminent domain to be employed by the Authority to acquire the real property in the Project Area which cannot be acquired by gift, devise, exchange, purchase, or any other lawful method.

The Authority shall not acquire real property to be retained by an owner pursuant to a participation agreement if the owner fully performs under the agreement. The Authority is authorized to acquire structures without acquiring the land upon which those structures are located. The Authority is authorized to acquire either the entire fee or any other interest in real property less than fee.

The Authority shall not acquire real property on which an existing building is to be continued on its present site and in its present form and use without the consent of the owner unless (1) such building requires structural alteration, improvement, modernization, or rehabilitation; (2) the site, or lot on which the building is situated, requires modification in size, shape, or use; or (3) it is necessary to impose upon such property any of the controls, limitations, restrictions, and requirements of this Plan and the

owner fails or refuses to participate in this Plan by executing a participation agreement.

The Authority is not authorized to acquire real property owned by public bodies which do not consent to such acquisition. The Authority is authorized, however, to acquire public property transferred to private ownership before the project is completed, unless the Authority and the private owner enter into a participation agreement and the owner completes his responsibilities under the participation agreement.

B. Personal Property. Generally, personal property shall not be acquired. However, pursuant to NRS 279.576, and where necessary in the execution of this Plan, the Authority is authorized to acquire personal property in the Project Area by any lawful means, including eminent domain.

408. Property Management. During such time as property, if any, in the Project Area is owned by the Authority, such property shall be under the management and control of the Authority. Such property may be rented or leased by the Authority pending its disposition for redevelopment, and such rental or lease shall be pursuant to such policies as the Authority may adopt.

409. Payments to Taxing Agencies to Alleviate Financial Burden. Pursuant to NRS 279.496, in any year during which it owns property in the Project Area, the Authority is authorized, but not required, to pay directly to the City or District, including, but not limited to a school district, or other public corporation for whose benefit a tax would have been levied upon such property had it not been exempt, an amount of money in lieu of taxes; provided, however, that no such payment shall be made for any period during which such property is devoted to a public use.

410. Relocation of Persons, Households, Business Concerns and Others Displaced by the Project.

A. Assistance in Finding Other Locations. In order to carry out the Project with a minimum of hardship to persons (including individuals and families), business concerns, and others, if any displaced from their respective places of residence or business by the Project, the Authority shall assist such persons and business concerns in finding new locations that are decent, safe, sanitary, within their respective financial means, in reasonably convenient locations, and otherwise suitable to their respective needs. The Authority may also provide housing inside or outside

the Project Area for displaced persons. The provisions of Section 401-K of this Plan apply.

B. Relocation Payments: The Authority shall make relocation payments to persons (including individuals and families), business concerns, and others displaced by the Project, for moving expenses and direct losses of personal property, and additional relocation payments as may be required by law. Such relocation payments shall be made pursuant to the provisions of NRS 342 for programs or projects for which Federal financial assistance is received to pay all or any part of the cost of that program or project and Authority rules and regulations adopted pursuant thereto. The Authority may make such other payments as may be appropriate and for which funds are available.

411. Demolition, Clearance, Public Improvements, Building, and Site Preparation.

A. Demolition and Clearance: The Authority is authorized to demolish and clear buildings, structures, and other improvements from any real property in the Project Area as necessary to carry out the purposes of this Plan.

B. Public Improvements: The Authority is authorized to install and construct, or to cause to be installed and constructed, the public improvements and public utilities (within or without the Project Area) necessary to carry out this Plan. Such public improvements and public utilities include, but are not limited to the following: (1) on-grade and grade separated streets; (2) pedestrian and bicycle ways; (3) sanitary sewer systems; (4) water distribution systems; (5) drainage systems; (6) undergrounding of overhead "public" utility systems; (7) parks and plazas; (8) playgrounds; (9) parking facilities; (10) landscaped areas; (11) street improvements; and (12) measures to mitigate traffic conflicts and noises.

Such public improvements and public utilities include, but are not limited to, those set forth in Exhibit "7" of Part Two, Proposed Public Work Improvement Projects.

C. Public and Private Improvements: Pursuant to NRS 279.486, the Authority may, with the consent of the Board of Supervisors, pay all or part of the value of the land for and the cost of the construction of any building, facility, structure or other improvement and the installation of any improvement which is publicly

or privately owned and located within or without the Redevelopment Area, if the Board determines that:

- (1) The buildings, facilities, structures or other improvements are of benefit to the Redevelopment Area or the immediate neighborhood in which the Redevelopment Area is located; and
- (2) No other reasonable means of financing these buildings, facilities, structures, or other improvements are available.

D. Preparation of Building Sites. The Authority is authorized to prepare, or cause to be prepared, as building sites any real property in the Project Area owned by the Authority. The Authority is also authorized to construct foundations, platforms, and other structural forms necessary for the provision or utilization of air rights or sites for buildings to be used for residential, commercial, public, and other uses provided in this Plan.

412. Property Disposition and Development.

A. Real Property Disposition and Development.

- (1) General. Pursuant to NRS 279.470 for the purposes of this Plan, the Authority is authorized to sell, lease, exchange, subdivide, transfer, assign, pledge, encumber by mortgage or deed of trust, or otherwise dispose of any interest in real property.

To the extent permitted by law, the Authority is authorized to dispose of real property by negotiated lease, sale, or transfer without public bidding; provided, however, that such property disposition action shall be accomplished only after a public hearing, notice of which shall be given by publication for not less than once a week for two (2) weeks in a newspaper of general circulation published in the City.

The Authority is authorized to insure or provide for the insurance of any real property or operations of the Authority against risks or hazards.

Real property acquired by the Authority may be conveyed by the Authority without charge to the City and, where beneficial to the Project Area, without charge to any public body. All real

property acquired by the Authority in the Project Area shall be sold or leased to public or private persons or entities for development for the uses permitted in this Plan.

All purchasers or lessees of property acquired from the Authority shall be made obligated to use the property for the purposes designated in this Plan, to begin and complete development of the property within a period of time which the Authority fixes as reasonable, and to comply with other conditions which the Authority deems necessary to carry out the purposes of this Plan.

(2) Disposition and Development Documents. To provide adequate safeguards to ensure that the provisions of this Plan will be carried out and to prevent the recurrence of blight, all real property sold, leased, or conveyed by the Authority, as well as all property subject to participation agreements, is subject to the provisions of this Plan.

The Authority shall reserve such powers and controls in the disposition and development documents as may be necessary to prevent transfer, retention, or use of property for speculative purposes and to insure that development is carried out pursuant to this Plan.

Leases, deeds, contracts, agreements, and declarations of restrictions of the Authority may contain restrictions, covenants, covenants running with the land, rights of reverter, conditions subsequent, equitable servitudes, or any other provisions necessary to carry out this Plan. Where appropriate, as determined by the Authority, such documents, or portions thereof, shall be recorded in the office of the Recorder of Carson City.

All property in the Project Area is hereby subject to the restriction that there shall be no discrimination or segregation based upon sex, marital status, race, color, religion, natural origin, or ancestry in the sale, lease, sublease, transfer, use, occupancy, tenure, or enjoyment of property in the Project Area. All property sold, leased, conveyed, or subject to a participation agreement shall be expressly subject by appropriate documents to the restriction that all deeds, leases, or contracts for the sale, lease,

sublease, or other transfer of land in the Project Area shall contain such nondiscrimination and nonsegregation clauses as are required by law.

(3) Development by the Agency or Other Public Bodies or Entities. To the extent now or hereafter permitted by law, the Authority is authorized to pay for, develop, or construct any publicly owned building, facility, structure, or other improvement either within or without the Project Area, for itself or for any public body or entity, which buildings, facilities, structures, or other improvements are or would be of benefit to the Project Area.

Specifically, the Authority may pay for, install, or construct any or all of the public improvements referred to in Section 411 of this Plan. Further, the Authority may enter into contracts, leases, and agreements with the City or other public body or entity pursuant to this section, and the obligation of the Authority under such contract, lease, or agreement shall constitute an indebtedness of the Authority which may be made payable out of the taxes levied in the Project Area and allocated to the Agency under Section NRS 279.676 of the Nevada Community Redevelopment Law and under Section 602 of Part One of this Plan, or out of any other available funds.

(4) Development Plans. All development plans (whether public or private) owned by persons who have entered into development or participation agreements with the Authority, shall first be submitted to the Authority for review and approval. All development in the Project Area must conform to the City's Master Plan, to applicable sections of the Municipal Code, and to all other applicable City review and approval procedures.

B. Personal Property Disposition. For the purposes of this Plan, the Authority is authorized to lease, sell, exchange, transfer, assign, pledge, encumber, or otherwise dispose of personal property which is acquired by the Authority, under the same conditions and restrictions as set forth in Section 412-A-(1) of this Plan.

413. Rehabilitation, Conservation, and Moving of Structures

- A. Rehabilitation and Conservation: The Authority is authorized to rehabilitate and conserve, or to cause to be rehabilitated and conserved, any building or structure in the Project Area owned by the Authority. The Authority is also authorized and directed to advise, encourage, and assist in the rehabilitation and conservation of property in the Project Area owned by the Authority.
- B. Moving of Structures: As necessary in carrying out this Plan, the Authority is authorized to move or to cause to be moved, any standard structure or building or any structure or building which can be rehabilitated to a location within or outside the Project Area.

SECTION 500 - LAND USES PERMITTED IN THE REDEVELOPMENT AREA

The permitted land uses within the Project Area are consistent with and conform to the Carson City Master Plan and all of its implementing codes and ordinances. Nothing contained in this Section grants any power to the Authority over zoning matters.

The two (2) land use maps for the Redevelopment Area are attached hereto in Part Two - EXHIBITS, as Exhibit 4 - Land Use Plan (Master Plan) and Exhibit 5 - Zoning Map. These two exhibits also describe the location of the Project Area Boundary, location of existing and proposed streets, and the proposed land use categories to be permitted in the Project Area for all land whether public, quasi-public or private.

All land uses and all development on land within the Redevelopment Area shall conform with appropriate provisions of the City's Municipal Code as such Code is set forth on the effective date of this Plan or as it may be amended from time to time. Such Municipal Code provisions include but are not limited to the following:

<u>Title</u>	<u>Chapter</u>
Zoning	Chapters 18.02 - 18.07
Historic District	Chapter 18.07
Planned Unit Development	Chapter 17.29
Signs Control	Chapters 20.02 - 20.07
Subdivisions	Chapter 17.04
Growth Management	Chapter 15.01
Building Code	Chapter 15.05
Plumbing Code	Chapter 15.09
Electrical Code	Chapter 15.13
Mechanical Code	Chapter 15.16
Standard Specifications for Public Works Construction and the Standard Details for Public Works Construction	Chapter 15.20
Building Permits	Chapter 15.80

Principal land uses which are permitted within the Redevelopment Area are described as follows:

501. Open Space: Existing and future open spaces within the Redevelopment Area include the following:

- A. Mills Park, a 52.9 acre City-owned Regional Park
- B. Landscaped grounds in conjunction with government facilities including those of:

The Federal Government--Post Office - Office Building;
The State Government--the Capitol, Legislature,
Supreme Court, Museum, Library, State Office Buildings,
and Childrens Home;
City Government--Library and Sheriff's Office.

C. Public and Parochial Schools; and

D. Such other open spaces as will be developed in conjunction with future public and private sponsored development and redevelopment that are anticipated to be conceived and implemented in conformance with the objectives of this Plan.

502. Residential: The City's Master Plan designates two (2) residential classifications within the Redevelopment Area.

Low Density Residential -- 2 - 6 dwelling units per acre

High Density Residential -- 13 - 25 dwelling units per acre

The City's Zoning Ordinance, Title 18 of the Municipal Code, designates seven (7) zoning districts within the Redevelopment Area, which permit residential development under specified conditions as follows:

SF6000 - Single Family 6000 (Section 18.06.050)
6000 square feet of lot area for each dwelling unit.

MFD - Multi-Family Duplex (Section 18.06.080)
3000 square feet of lot area for each dwelling unit.

MFA - Multi-Family Apartment (Section 18.06.090)
1200 square feet of lot area for each one-bedroom dwelling unit, and
1500 square feet of lot area for each two-or-more bedrooms dwelling unit.

RO - Residential Office (Section 18.06.100)
Single-family and multi-family dwellings are permitted outright.

GO - General Office (Section 18.06.120)
Single-family and multi-family dwellings are permitted outright.

RC - Retail Commercial (Section 18.06.150)
Single-Family and multi-family dwellings are permitted as a conditional use.

GC - General Commercial (Section 18.06.160)

Single-Family and multi-family dwellings are permitted as a conditional use.

PUD - Planned Unit Development (Section 17.69)

When a PUD has been approved by the City, the above residential districts and commercial districts, which permit housing as a conditional use, may be increased where proposed development, "...meet or exceed City standards of open space, access to light and air, pedestrian and vehicular circulation and produce a variety of land uses which compliment each other and harmonize with the existing and proposed land uses in the vicinity..." and where such planned unit development is designed in conformance with Chapter 17.04 (Subdivisions) and Chapter 17.69 (PUD) of the City's Municipal Code.

The following schedule describes, by zoning districts included in the Redevelopment Area, the net land area in each zone (land area exclusive of streets), the maximum number of dwelling units (DU's) per designated land area in square feet, and the dwelling unit yield under both standard zoning and under PUD conditions and the expected number of dwelling units each zone is likely to produce.

Zone	Netl Land Area In Sq.Ft.	Standard Zoning Conditions				PUD Zoning Conditions				Expected Maximum # Units In Redevelop. Area
		Max. Units Possible DU/SF	#	Realistic No. Units @% #		Max. Units Possible DU/SF	#	Realistic No. Units @% #		
SF6000	556,026	1/6000	92	80	73	1/5445	102	20	20	93
MFD	31,074	1/3000	10	80	8	1/3630	9	20	2	10
MFA2	403,297	1/1350	298	80	239	1/1815	222	20	44	283
RO2	2,253,791	1/1350	1,669	30	500	1/1815	1242	20	124	624
GO2	487,518	1/1350	361	30	108	1/1815	269	20	13	121
RC2	2,679,391	1/1350	1,984	4	79	1/1815	1476	0	0	79
GC2	2,189,519	1/1350	1,621	8	129	1/1815	1206	0	0	129
P3	5,354,862	0	0	0	0	0	0	0	0	0
Max. Totals	13,955,478		6,035				4526			
Realistic (Maximum) Number of Dwelling Units				1136		Plus	203	=	1339	

1. Net land area excludes land devoted to streets and other public rights-of-way.
2. The one dwelling unit for each 1350 square feet of land (1/1350) is an average density figure for one bedroom and two-or-more bedroom units. The PUD allows 24 units per acre or 1815 square feet per dwelling unit.
3. The P (Public) District is not intended to permit privately developed housing. However, the State owned and operated "Children's Home" currently houses 62 children and the resident management people, has a potential for housing 68 people.

There presently exists 547 dwelling units of conventional types plus an additional 115 permanent dwelling units located in motels, hotels and other commercial type structures.

As noted in the above schedule, if all of the net land area within the Redevelopment Area (13,955,478 sq.ft.) were developed residentially to the maximum permitted by City PUD standards, the land could support 6,035 dwelling units. Realistically, however, it is estimated that residential developments--employing a combination of standard zoning and PUD techniques--would produce a maximum 1136 dwelling units within the Redevelopment Area. The 1136 figure represents a 107.68% increase over the 547 dwelling units currently existing in the Area.

503. Office and Commercial. Four (4) office and commercial classifications are included and may be developed subject to the provisions of the City's Municipal Code (Zoning), the appropriate sections of which are as follows:

RO -- Residential Office (Section 18.06.100). The purposes of the Residential Office District are:

To promote the development of professional offices in appropriately located areas in the vicinity of commercial zones and multiple-family residential zones, along major thoroughfares, or in other portions of the city in conformity with the Master Plan;

To preserve the desirable characteristics of the residential environment insofar as possible while permitting selected, nonresidential uses; and

To preserve adequate usable open space for benefit of the occupants within the area and to insure appropriate development of sites occupied by other uses in a manner comparable to and harmonious with the residential uses in the area or district.

GO -- General Office (Section 18.06.120). The purpose of the General Office District is to provide space within the City Center for medical, dental, other professional and corporate offices as a transitional district between residential, residential-office and retail and general commercial zones. Government, religious, quasi-public and residential uses are also permitted.

RC -- Retail Commercial (Section 18.06.150). The purpose of the Retail Commercial District is to preserve a commercial district, limited primarily to offices and retail sales of new merchandise.

CG = General Commercial (Section 18.06.160). The purpose of the General Commercial District is to provide a central location for a wide variety of service, entertainment, wholesale and retail uses.

504. Public Uses (P District). The City's Master Plan and Zoning Code, both designate districts for public use which may be developed subject to the provisions of Section 18.06.240 (Public - P District) of the City's Municipal Code. The purpose of the P District is to achieve the following:

To accommodate the wide range of public institutional and auxiliary uses which are established in response to the health, safety, cultural, and welfare needs of the citizens of the city;

To organize the assemblage of specific, nonprofit and profit public facilities into efficient, functionally compatible, and attractively planned administrative centers in conformance with the master plan.

To establish site plan approval for many uses thereby insuring compatibility with adjacent more restrictive districts.

505. Circulation System. The circulation system within the Project Area, and as delineated on the Land Use Plan, Exhibit 4 of Part Two of this Plan, consists of the following four (4) street classifications:

- A. Major Arterial Street
- B. Minor Arterial Street
- C. Collector Street
- D. Local Street

The existing street pattern (all types) is delineated on Exhibits 2, 3, 4, 5 and 6 of Part Two of this Plan. Modifications may be made to some of these streets in terms of their right-of-way, alignment, grade, improvements or vacation as property is developed, redeveloped, rehabilitated, replatted or otherwise improved. Such modifications cannot be determined or graphically illustrated as of the effective date of this Plan. Additional streets may be created in the Project Area as needed for proper development.

Existing streets, or portions of existing streets, may be abandoned, closed, vacated or otherwise modified as necessary for proper development. Provided, however, that any changes in the street system shall be in accordance with the Master Plan, the objectives of this Plan, and

City's design standards. Such changes shall be effectuated in the manner prescribed by State and local law.

506. Interim Uses. Pending the ultimate development of land by the Authority by developers or other participants, the use of any land in the Project Area for interim uses that are not in conformity with the uses permitted in this Plan shall be so used in compliance with the Master Plan and with the zoning procedures of Title 18 of City's Municipal Code.

507. Non-Conforming Uses. An existing use may be permitted to remain in an existing building in good condition, which use does not conform to the provisions of this Plan, provided that such use is generally compatible with existing and proposed developments and uses in the Project Area. Provided further, that such non-conforming uses shall comply with applicable provisions of Chapters 18.05.070 of the City's Municipal Code. The Owner of such a property may be required to enter into a participation agreement and agree to the imposition of such reasonable restrictions as are necessary to protect the development and use of the Project Area.

508. General Controls and Limitations. All real property in the Redevelopment Area is hereby made subject to the controls and requirements of this Plan. No real property shall be used, developed, rehabilitated or otherwise changed after the date of the adoption of this Plan, except in conformance with the provisions of this Plan and with the provisions of all applicable plans, ordinances, codes and procedures of the City.

A. Construction. All construction in the Project Area shall comply with all applicable State and local laws and codes in effect from time to time. In addition to applicable codes, ordinances, or other requirements governing development in the Project Area, additional specific performance and development standards may be adopted by the Authority to control and direct redevelopment activities in the Project Area.

B. Rehabilitation and Retention of Properties. Any existing structure within the Project Area approved by the Authority for retention and rehabilitation shall be repaired, altered, reconstructed, or rehabilitated in such a manner that it will be safe and sound in all physical respects, and be attractive in appearance and not detrimental to the surrounding uses.

C. Limitation on Type, Size, and Height of Buildings. Except as set forth in other sections of this Plan,

the type, size, and height of buildings shall be as limited by the applicable Federal, State and local codes, statutes, ordinances, and regulations.

D. Open Spaces, Landscaping, Light, Air and Privacy. The approximate amount of open space to be provided in the Project Area is the total of all areas which will be in the public rights-of-way, parks and public grounds, the space around buildings, and all other outdoor areas not permitted to be covered by buildings. Landscaping shall be developed in the Project Area to ensure optimum use of living plant materials.

Sufficient space shall be maintained between buildings in all areas to provide adequate light, air and privacy.

E. Signs. All signs and other forms of outdoor advertising shall conform to Title 20, Sign Control, of the City's Municipal Code as it exists on the effective date of this Plan or as such Title may be amended from time to time.

F. Utilities. The Authority shall require that all utilities be placed underground whenever physically and economically feasible. The Authority is authorized to pay all of the costs, or any portion which would otherwise be the responsibility of the City for such underground placement of utilities from tax increment proceeds as provided for in Section 602-B of this Plan.

G. Incompatible Uses. No use or structure which, by reason of appearance, traffic, smoke, glare, noise, odor, or similar factors, would be incompatible with the surrounding areas or structures shall be permitted in any part of the Project Area.

H. Nondiscrimination and Nonsegregation. The nondiscrimination and non segregation provisions of Section 800 of this Plan, shall apply to this Section.

509. Minor Variations. Under exceptional circumstances, a variation from the limits, restrictions, and controls established by this Plan, may be granted pursuant to the Variance procedures of the City's Zoning Ordinance, Section 18.05.080 of the Municipal Code and such other codes and ordinances as may be applicable.

Where the Applicant for such variation is an owner of property which is party to a Disposition and Development or Participation Agreement with the Authority, the Authority must determine that:

- A. The application of certain provisions of this Plan would result in practical difficulties or unnecessary hardships inconsistent with the general purpose and intent of this Plan.
- B. There are exceptional circumstances or conditions applicable to the property or to the intended development of the property which do not apply generally to other properties having the same standards, restrictions, and controls.
- C. Permitting a variation will not be materially detrimental to the public welfare or injurious to property or improvements in the area.
- D. Permitting a variation will not be contrary to the objectives of this Plan or of the Master Plan of the City.

No variation shall be granted which changes a basic land use or which permits other than a minor departure from the provisions of this Plan. In permitting any such variation, the Authority shall impose such conditions as are necessary to protect the public health, safety, welfare and to assure compliance with the purposes of this Plan. Any variation permitted by the Authority hereunder shall not supersede any other approval required under City codes and ordinances.

510. Design for Development: Where the Authority and any property owner within the Project Area have entered into a Disposition, Development or Participation Agreement as provided for in this Plan, no property shall be used, no new improvements shall be constructed, and no existing improvements shall be substantially modified, altered, repaired, or rehabilitated except in accordance with this Plan and with architectural, landscape, and site plans submitted to and approved, in writing, by the Authority. In all other cases, proposed developments shall comply with the normal City review and approval procedures. One of the objectives of this Plan is to create an attractive and pleasant environment in the Project Area. Therefore, such plans shall give consideration to good design, open space, and other amenities which will enhance the aesthetic quality of the Project Area. Neither the Authority nor the City shall approve any plans that do not comply with this objective.

511. Building Permits: No permit shall be issued for the construction of any new building or for any construction on an existing building in the Project Area from the date of adoption of this Plan by the Board of Supervisors until the

application for such permit has been processed in conformity with Title 15.80 (Building Permits) of the City's Municipal Code.

Except as provided herein the Authority shall have no power over the issuance of building permits. In the case of property which is the subject of a Disposition and Development or Participation Agreement with the Authority no such permit shall be issued unless and until the application for such permit has first been approved by the Authority. In either case, any permit that is issued must be in conformance with the provisions of this Plan.

SECTION 600 - METHODS OF FINANCING THE PROJECT

601. General. The Authority is authorized to finance this Project with financial assistance from the City, State of Nevada, Federal Government, tax increment funds, interest, income, Authority bonds, assessment districts, benefit districts, donations, loans from private financial institutions, the lease or sale of Authority-owned property, or any other available source, public or private.

The Authority is also authorized to obtain advances, borrow funds, and create indebtedness in carrying out this Plan. The principal and interest on such advances, funds, and indebtedness may be paid from tax increments or any other funds available to the Authority. Advances and loans for survey and planning and for the operating capital for nominal administration of this Project may be provided by the City until adequate tax increment proceeds or other funds are available or sufficiently assured, to repay the advances and loans and to permit borrowing adequate working capital from sources other than the City. The City, as it is able, may also supply additional assistance through City loans and grants for various public facilities.

The City or any other public agency may expend money to assist the Authority in carrying out this Project. As available, gas tax funds from the State may be used for street improvements and other transportation facilities.

602. Tax Increment Funds.

602.01 Pursuant to NRS 279.676, all taxes levied upon taxable property within the Project Area each year, by or for the benefit of the State of Nevada, the City of Carson City, any District or any other public corporation, hereinafter sometimes called "Taxing Agencies", after the effective date of the Board of Supervisor's Ordinance approving this Plan, shall be divided as follows:

- A. That portion of the taxes which would be produced by the rate upon which the tax is levied each year by or for each of said taxing agencies upon the total sum of the assessed value of the taxable property in the Redevelopment Project Area as shown upon the assessment roll used in connection with the taxation of the property by the taxing agency, last equalized prior to the effective date of the Ordinance, shall be allocated to and when collected shall be paid into the funds of the respective taxing agencies as taxes by or for such taxing agencies on all

other property are paid. To allocate taxes levied by or for any taxing agency or agencies which did not include the territory of the Redevelopment Project on the effective date of the Ordinance but to which the territory is annexed or otherwise included after the effective date, the assessment roll of the City of Carson City last equalized on the effective date of the Ordinance shall be used in determining the assessed valuation of the taxable property in the Project Area on the effective date; and

B. That portion of the levied taxes each year in excess of that amount shall be allocated to and when collected shall be paid into a special fund of the Carson City Redevelopment Authority to pay the principal of and interest on loans, money advanced to, or indebtedness whether funded, refunded, assumed, or otherwise, incurred by the Authority to finance or refinance, in whole or in part, this Redevelopment Project. Unless and until the total assessed valuation of the taxable property in the Project exceeds the total assessed value of the taxable property in the Project as shown by the last equalized assessment roll referred to in subsection A of this Section 602, all of the taxes levied and collected upon the taxable property in the Project Area shall be paid into the funds of the respective taxing agencies. When such loans, advances, and indebtedness, if any, and interest thereon, have been paid, all money thereafter received from taxes upon the taxable property in the Redevelopment Project shall be paid into the funds of the respective taxing agencies as taxes on all other property are paid.

602.02 The Carson City Redevelopment Authority is entitled to receive a portion of the Supplemental City-County Relief Tax allocated to the City of Carson City equal to the total amount of Supplemental City-County Relief Tax distributed to Carson City, including the Authority, less the amount which would have been distributed, excluding the Authority.

602.03 For the purposes of this Section, and as provided by NRS 279.676.3, the assessment roll last equalized before the effective date of the Ordinance approving this Redevelopment Plan is the assessment roll in existence on March 15, 1985.

602.04 The portion of taxes described in subsection 602.01-B of this Section 602 is hereby irrevocably pledged for the payment of the principal of and interest on the advance of money, or making of loans, or the incurring of any indebtedness (whether funded, refunded, assumed, or otherwise) by the Authority to finance or refinance the Project, in whole or in part.

The Authority is authorized to make such pledges as to specific advances, loans, and indebtedness as appropriate in carrying out the Project.

602.05 Annual Statement of Indebtedness: The Authority shall, not later than the first day of October of each year, file with the City Auditor (City Controller), a statement of indebtedness. The statement must be verified by the Chief Fiscal Officer of the Agency.

The statement of indebtedness shall contain:

- A. The date on which each loan, advance or indebtedness was incurred or entered into;
- B. The principal amount, term, purpose and interest rate of each loan, advance or indebtedness; and
- C. The outstanding balance of each loan, advance or indebtedness.

The amount of taxes received by the Authority pursuant to the provisions of Section 602.01-B of this Plan, shall not exceed the amount shown on the Authority's statement of indebtedness.

The Authority is authorized to issue bonds from time to time, if it deems appropriate to do so, in order to finance or refinance all or any part of the Redevelopment Project.

Neither the members of the Authority nor any persons executing the bonds are liable personally on the bonds by reason of their issuance.

The bonds and other obligations of the Authority are not a debt of the City, the State, nor are any of its political subdivisions liable for them, nor in any event shall the bonds or obligations be payable out of any funds or properties other than those of the Agency; and such bonds and other obligations shall so state on their face. The bonds do not constitute an indebtedness within the meaning of any constitutional or statutory debt limitation or restriction.

602.06 The Authority shall not establish or incur loans, advances, or indebtedness to finance in whole or in part the Project beyond 25 years from the date of adoption of this Plan. Loans, advances, or indebtedness, however, may be repaid over a period of time beyond the 25 year time limit. The provisions of Section 1000 of this Plan shall apply.

603. Assessment and/or Benefit Districts. The Board of Supervisors, at its discretion, may elect to form Assessment and/or Benefit Districts to generate funds necessary to pay the costs of certain public improvements within the Project Area. In the event of such Board action, the Authority is hereby directed and authorized to cooperate with the City in this action.

Should the Authority own property which would be assessed by such Board action, the Authority is authorized to pay its proportionate share of assessment or benefit costs from proceeds derived from Tax Increment sources as provided for in Section 602 of this Part One.

Further, all direct costs incurred by the City in conjunction with the design, engineering or formation of Assessment and/or Benefit Districts also may be reimbursed by the Authority from the same Tax Increment sources.

Assessment and Benefit District formation procedures shall conform with applicable State laws.

604. Other Loans and Grants. Any other loans, grants, guarantees, or financial assistance from the United States, the State of Nevada, or any other public or private source will be utilized if available.

SECTION 700 - ACTIONS BY THE CITY

The City shall aid and cooperate with the Redevelopment Authority in carrying out this Plan and shall take all actions necessary to ensure the continued fulfillment of the objectives of this Plan and to prevent the recurrence or spread in the area of conditions causing blight. Actions by the City shall include, but not be limited to, the following:

701. Institution and completion of proceedings for opening, closing, vacating, widening, or changing the grades of streets, alleys, and other public rights-of-way, and for other necessary modifications of the streets, the street layout, and other public rights-of-way in the Project Area. Such action by the City shall include the requirement of abandonment, removal, and relocation by the public utility companies of their operations with public rights-of-way as appropriate to carry out this Plan; provided that nothing in this Plan shall be construed to require the cost of such abandonment, removal, and relocation be borne by others than those legally required to bear such cost.
702. Initiation and completion of proceedings necessary for changes and improvements in the City-owned utilities, including, where feasible, the placing underground of presently overhead distribution and communication systems, which are located within or are affecting the Project Area.
703. Revision of zoning (if necessary) within the Project Area to permit the land uses and development authorized by this Plan and the City's Master Plan.
704. Imposition wherever necessary (by conditional use, special use permits or other means) of appropriate controls within the limits of this Plan upon parcels in the Project Area to ensure their proper development and use.
705. Provision for administrative enforcement of this Plan by the City after development. The City and the Authority shall develop and provide for enforcement of a program for continued maintenance by owners of all real property, both public and private, within the Project Area throughout the duration of this Plan.
706. Protection and preservation of historical buildings and sites.
707. Protection of ecologically and archaeologically sensitive areas or sites, if any, within the Project Area.
708. Performance of the above actions, and of all other functions and services relating to public health, safety, and physical

development normally rendered in accordance with a schedule which will permit the redevelopment of the Project Area to be commenced and carried to completion without unnecessary delays.

709. The undertaking and completing of any other proceedings necessary to carry out the Project.

The foregoing actions to be taken by the City do not involve or constitute any commitment for financial outlays by the City.

SECTION 800 - NONDISCRIMINATION AND NONSEGREGATION

There shall be no discrimination or segregation based upon race, color, creed, sex, marital status, religion, national origin or ancestry permitted in the sale, lease, sublease, transfer, use, occupancy, tenure or enjoyment of property in the Project Area nor in the administration and implementation of this Redevelopment Plan.

SECTION 900 - OTHER PROVISIONS PURSUANT TO COMMUNITY REDEVELOPMENT LAW

To assure compliance of this Redevelopment Plan with all applicable provisions of the Nevada Community Redevelopment Law (NRS 279.382 to 279.680 inclusive) and with all other provisions of Federal, State and Local law, the following provisions are herein included:

901. Report by Planning Commission: Pursuant to NRS 279.570, the Redevelopment Authority has submitted this Plan to the Carson City Planning Commission for the Planning Commission's report and recommendation and for the Planning Commission's determination of this Plan's conformity with the City Master Plan.
902. Report on the Redevelopment Plan: Pursuant to NRS 279.578, as amended, the Redevelopment Authority has prepared a Report on the Redevelopment Plan for the Carson City Redevelopment Project No. 1 and has submitted such Report, together with this Plan, to the Board of Supervisors.

The Report on the Redevelopment Plan contains, but is not limited to, the following information:

- A. The reasons for the selection of the Redevelopment Area;
- B. A description of the physical, social and economic conditions existing in the Redevelopment Area;
- C. A description of the proposed methods of financing the Plan in sufficient detail so that the Board of Supervisors may determine the economic feasibility of the Plan;
- D. A method or plan for the relocation of persons and families temporarily or permanently displaced from housing facilities in the Redevelopment Area;
- E. An analysis of the Preliminary Plan for the Redevelopment Plan; and

F. The Report and recommendations of the Planning Commission provided for in Subsection 901 of this Plan.

903. Board of Supervisors' Public Hearing. Pursuant to NRS 279.580, as amended, the Redevelopment Authority shall submit this Redevelopment Plan to the Board of Supervisors for the Board's consideration.

A. The Board shall consider the Redevelopment Plan submitted by the Authority and all evidence and testimony for and against the adoption of the Plan at a public hearing, notice of which shall be given by publication for not less than once a week for four (4) successive weeks in a newspaper of general circulation published in the City.

B. The notice of the Board's hearing shall include:

1. The legal description as set forth in Exhibit 1 of Part Two of this Plan;
2. A general statement of the scope and objectives of this Plan; and
3. A statement of the day, hour and place where any person:
 - a. Having an objection to the proposed Redevelopment; or
 - b. Who denies the existence of blight in the proposed Redevelopment Area or the regularity of any of the proceedings, may appear before the Board and show cause why the proposed Plan should not be adopted.

C. Copies of the notice must be mailed to the last known owner of each parcel of land in the area designated in the Redevelopment Plan, at his/her last known address as shown by the records of Carson City Assessor.

D. Adoption of this Redevelopment Plan by the Board of Supervisors shall be by ordinance and shall comply with the provisions of NRS 279.586, subsections 1 and 2, inclusive, as amended.

904. File Plan with Recorder, Assessor and Auditor.

A. The Board of Supervisors shall file with the Recorder of the City of Carson City, a description of the land within the Redevelopment Area and a statement that the proceedings for the redevelopment of the Area have been instituted.

B. Within thirty (30) days after the adoption by the Board of Supervisors of this Redevelopment Plan which contains provisions for the division of taxes pursuant to NRS 279.676 and of Section 602 of this Plan, the Clerk of the City shall transmit a copy of the statement recorded pursuant to subsection 1 above, a copy of the ordinance adopting the Plan and an exact copy of Exhibits 1 and 2 of Part Two of this Redevelopment Plan to:

1. The Auditor (Controller) and Tax Assessor of Carson City;
2. The Officer who performs the functions of Auditor or Assessor for any taxing agency (State) while, in levying or collecting its taxes, does not use the Carson City Assessment Roll or does not collect its taxes through the City; and
3. The Governing Body of each of the Taxing Agencies which levies taxes upon any property in the Redevelopment Area.

905. Advise Applications for Building Permits: After adoption of the Redevelopment Plan by the Board of Supervisors, all applicants for building permits in the Redevelopment Area shall be advised by the City's Department of Community Development (Building Department) that the site for which a building permit is sought for the construction of buildings or for other improvements is within the Redevelopment Area.

906. Enforcement: The administration and enforcement of this Plan, including the preparation and execution of any documents implementing this Plan, shall be performed by the Authority and/or the CITY.

The provisions of this Plan or other documents entered into pursuant to this Plan may also be enforced by court litigation instituted by either the Authority or the City. Such remedies may include, but are not limited to, specific performance, damages, re-entry, injunctions, or any other remedies appropriate to the purposes of this Plan. In addition, any recorded provisions which are expressly for the benefit of owners of property in the Project Area may be enforced by such owners.

SECTION 1000 - DURATION OF THE REDEVELOPMENT PLAN

Except for the nondiscrimination and nonsegregation provisions which shall run in perpetuity, the provisions of this Plan shall be effective, and the provisions of other documents formulated pursuant to this Plan may be effective for 25 years from the date of adoption of this Plan by the Board of Supervisors.

SECTION 1100 - PROCEDURE FOR AMENDMENT

Amendments to this Plan may be made by the Board of Supervisors if such amendments become necessary or desirable. Amendments shall conform with the procedures established in NRS 279.608.

PART TWO - EXHIBITS
OF THE
REDEVELOPMENT PLAN
FOR THE
CARSON CITY REDEVELOPMENT PROJECT AREA NO. 1

EXHIBIT 1

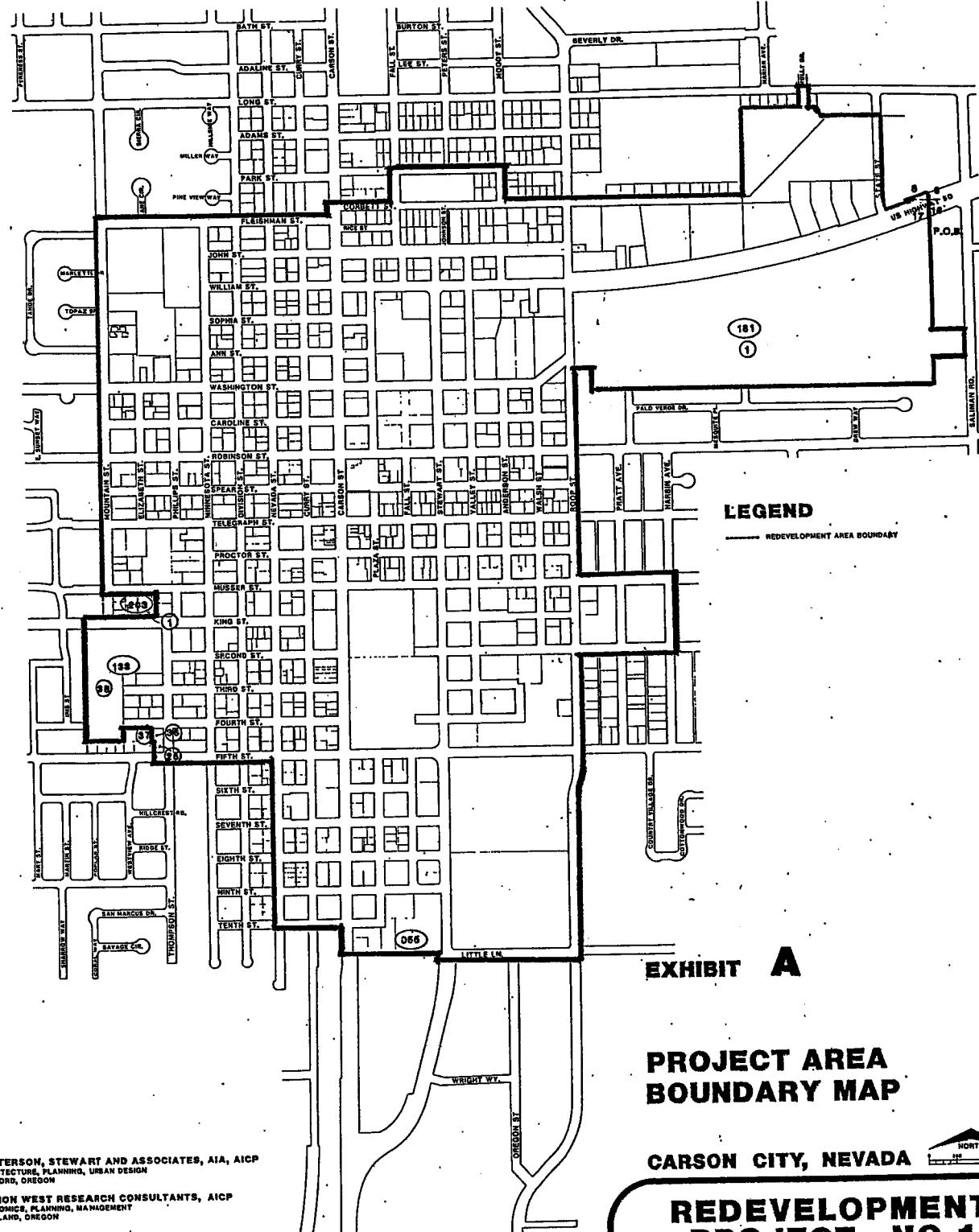
EXHIBIT 1

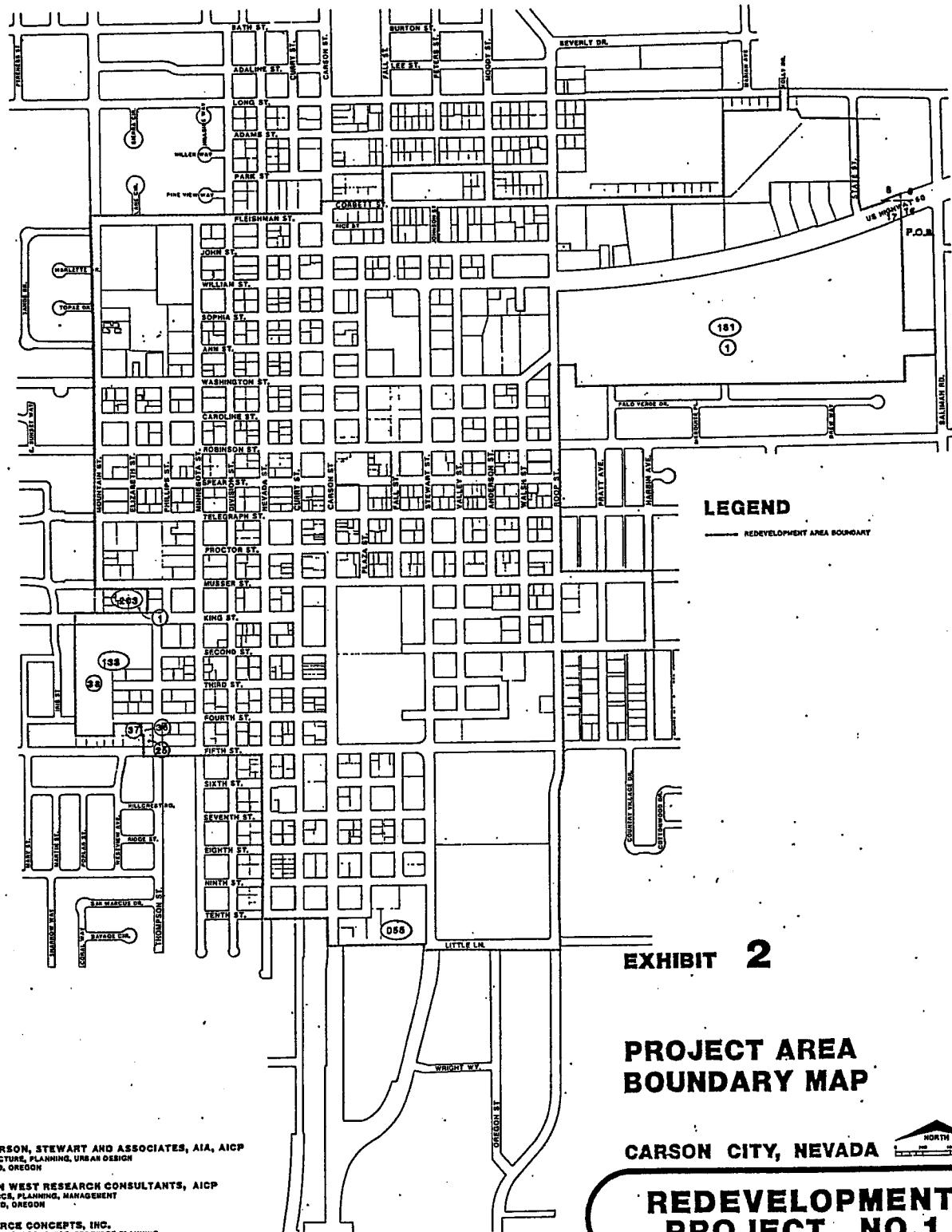
LEGAL DESCRIPTION OF THE BOUNDARY OF THE
CARSON CITY REDEVELOPMENT PROJECT AREA NO. 1

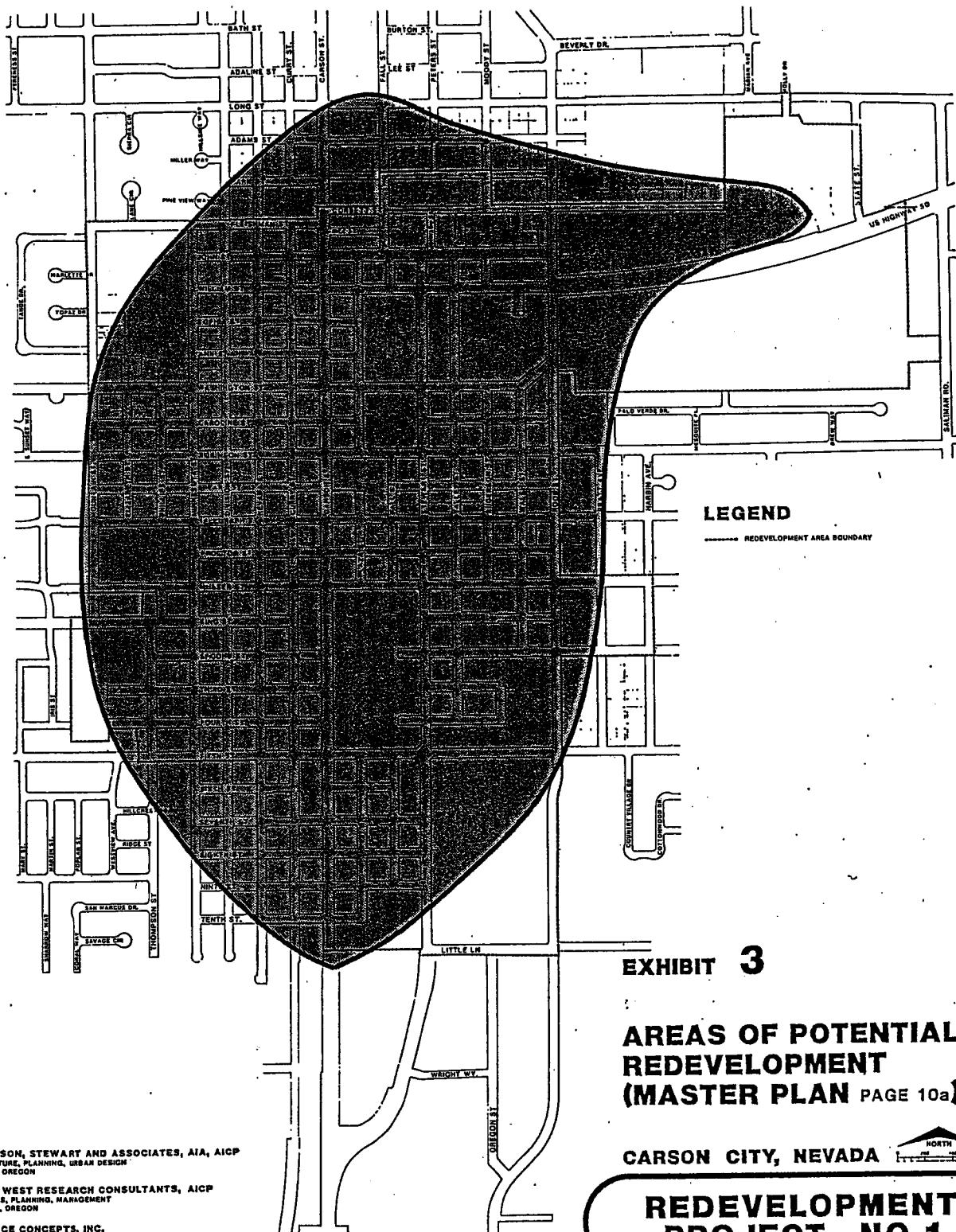
Beginning at the corner common to Sections 8, 9, 16 and 17, Township 15 North, Range 20 East, Mount Diablo Meridian, Carson City, Nevada; thence South along the Section Line between Sections 16 and 17 to a point on the South Line of U.S. Highway No. 50 (William Street) for the true point of beginning, which is also the Northeast corner of Tax Lot 1, Block 181, Book 2 of Tax Assessors Map, Carson City, Nevada; thence clockwise around said Tax Lot 1 (Mills Park) to East Line of Roop Street; thence South along said East line to the North line of Musser Street; thence East along said North line to the East line of Harbin Avenue; thence South along said East line to the south line of Second Street; thence West along said South line to the East line of Roop Street; thence South along said East line to the South line of Little Lane; thence West along said South line and prolongation thereof to the West line of Stewart Street; thence North along said West line to the South line of Block 055, Assessor's Map 4-05; thence West along said South line and prolongation thereof to the West line of Carson Street; thence North along said West line to the South line of Tenth Street; thence West along said South line to the West line of Nevada Street; thence north along said West line to the South line of Fifth Street; thence West along said South line to intersect the South prolongation of the West line of Tax Lot 25, Block 133, Assessor's Map 3-13; thence North along said West line to the South line of Tax Lot 36 said Assessor's Map; thence West along said South line of the Southeast corner of Tax Lot 37, said Assessor's Map; thence North along East line said Tax Lot 37 to the South line of Fourth Street; thence West along said South line to the East line of Tax Lot 38, said Assessor's Map 3-13; thence clockwise around said Tax Lot to the south line of King Street; thence North across said street; thence East along North line of said Street to the Southeast corner of Tax Lot 1, Block 203, Tax Assessor's Map 3-20; thence North on the East line of said Tax Lot 1 to the south line of Musser Street; thence West on said South line to the West line of Mountain Street; thence North along said West line to intersect the West prolongation of the North line of Fleishman Street; thence East along the said North line to the West line of Carson Street; thence North along

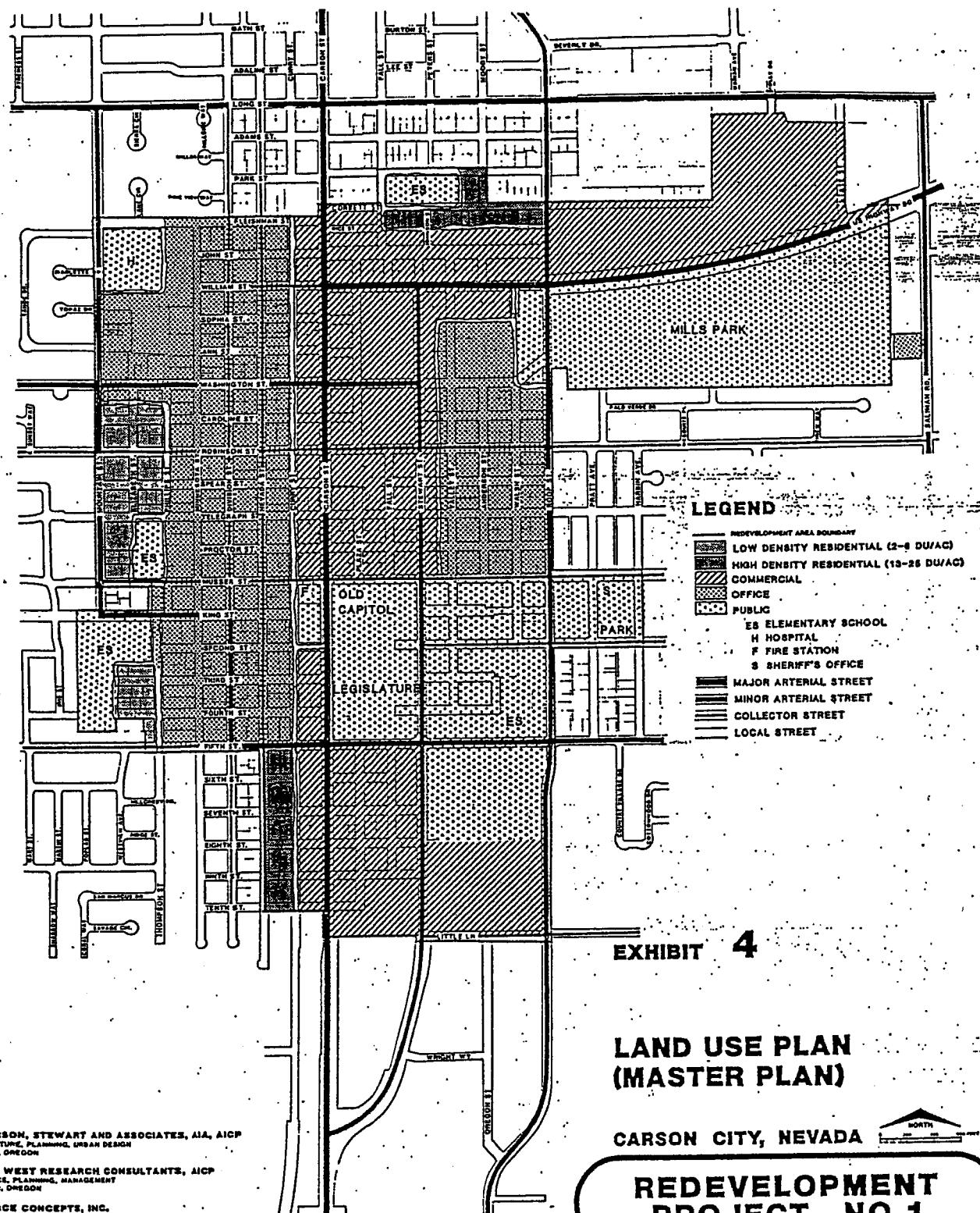
EXHIBIT 1

said West line to intersect the prolongation of the North line of Corbett Street; thence East along said North line to the West line of Fall Street; thence North along said West line to the North line of Park Street; thence East along said North line to the East Line of Moody Street; thence South along said East line to the North line of Corbett Street; thence East along said North line to the West line of Block 441, Tax Assessor's Map 2-44; thence clockwise around said Tax Lot to the West line of Molly Drive thence North along said West line to the North line of Long Street; thence East to the East line of Molly Drive; thence South along said East line to the North line of Block 441, said Map; thence easterly along said North line and prolongation thereof to the East line of State Street; thence south along said East line to the northerly line of U.S. Highway 50 (William Street); thence northerly along said line to the section line between Sections 8 and 9; thence South on said section line to common corner of Sections 8, 9, 16 and 17; thence south to the point of beginning, and including 488 acres more or less.





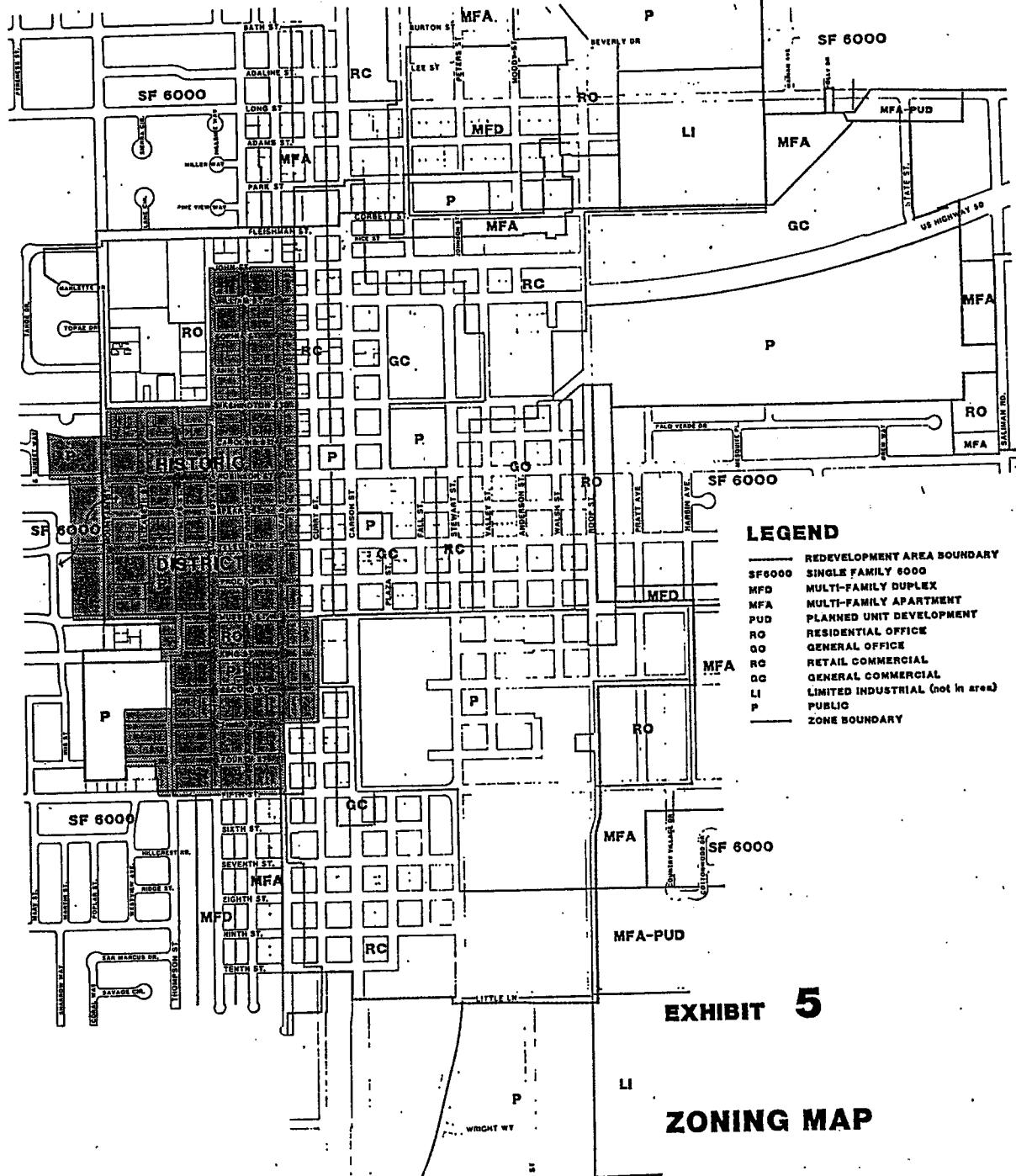




PATTERSON, STEWART AND ASSOCIATES, AIA, AICP
ARCHITECTURE, PLANNING, URBAN DESIGN
MEDFORD, OREGON

REGION WEST RESEARCH CONSULTANTS, AICP
ECONOMIC PLANNING, MANAGEMENT
PORTLAND, OREGON

RESOURCE CONCEPTS, INC.
ENGINEERING, ECONOMICS, RESOURCE PLANNING
CARSON CITY, NEVADA



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**REDEVELOPMENT
PROJECT NO.1**

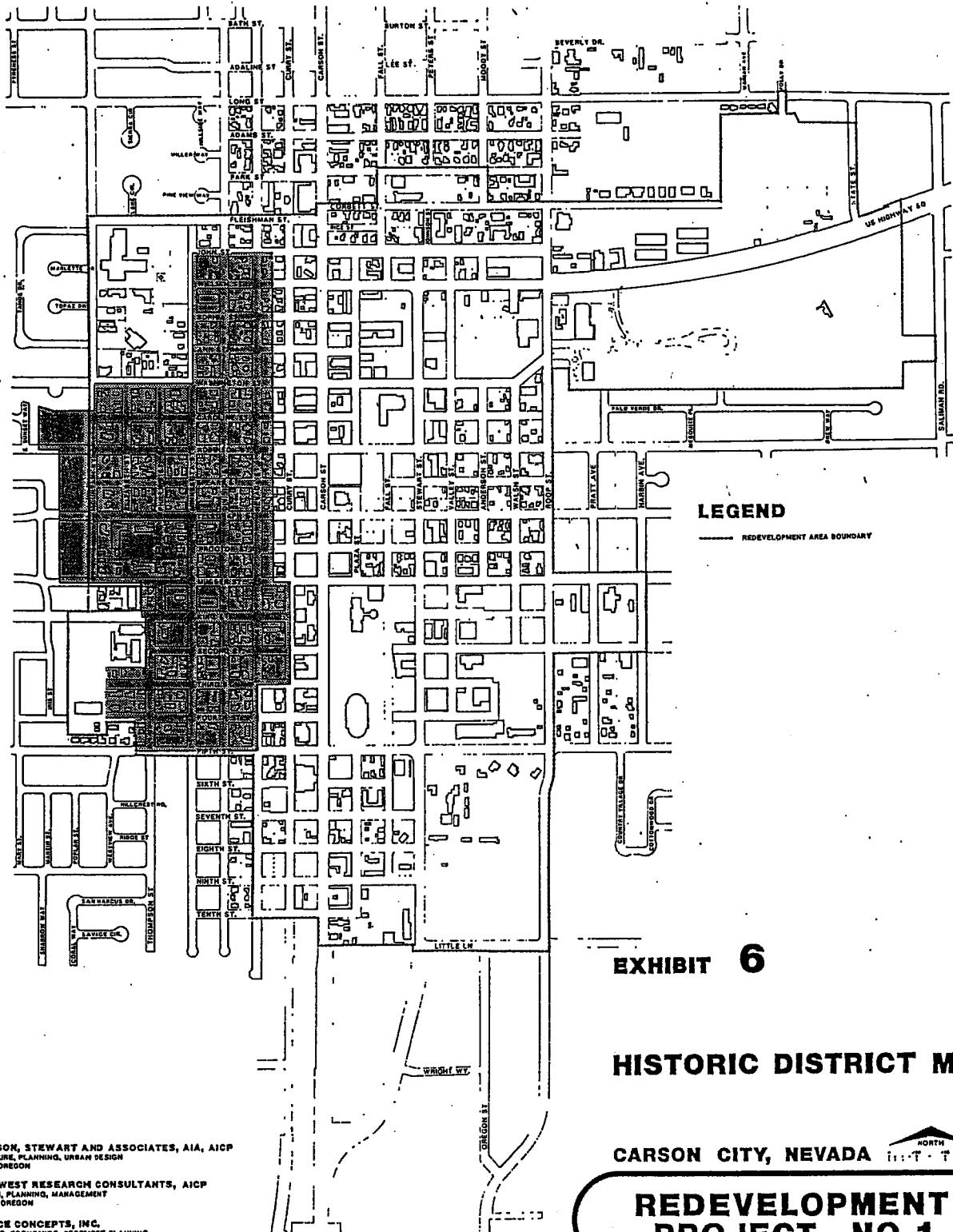


EXHIBIT 6

HISTORIC DISTRICT MAP

CARSON CITY, NEVADA 

**REDEVELOPMENT
PROJECT NO.1**

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EXHIBIT 7

PROPOSED PUBLIC WORK IMPROVEMENTS (ACTIVITIES)
IN THE REDEVELOPMENT PROJECT AREA

The following list of needed improvements is set forth in this Plan for planning and budgeting purposes, and shall not be deemed as having limitations on the Redevelopment Authority in their responsibility in carrying out and implementing this Redevelopment Plan.

STREETS. Virtually all streets within the Redevelopment Area are in need of repair or reconstruction.

1. Street surface--about 23 miles of street.
2. Sidewalk Replacement--6,960 lineal feet (lf)
3. Sidewalk--new construction where none exist--262,905 lf
4. Curb and Gutter Replacement--46,395 lf
5. Handicap Ramp at Intersections--706 ramps
6. Street Trees--about 2,000 needed
7. Street Name, Traffic Control and Directional--quantity unknown
8. Traffic signals need improvement
9. Street lighting needs upgrading--period street lamps desirable in Historic District and around old Capitol.

SANITARY SEWERS: All existing 5-3/4" and 6" lines should be replaced with 8". Existing pipes are full of roots and extensive sections are broken. All existing cleanouts should be replaced with standard manholes. These include:

A. East-West Streets:

1.	Park Street	1,540 lineal feet (lf)
2.	Corbett Street	950 lf
3.	Fleishman Street	420 lf
4.	Rice to John Streets	560 lf
5.	William Street	900 lf
6.	Sophia Street	920 lf
7.	Ann Street	970 lf
8.	Washington Street	1,590 lf plus 500 lf
9.	Caroline Street	1,850 lf plus 630 lf
10.	Robinson Street	3,100 lf
11.	Spear Street	1,770 lf plus 1,150 lf
12.	Telegraph Street	3,500 lf
13.	Proctor Street	2,300 lf
14.	Musser Street	1,970 lf
15.	King Street	2,030 lf plus 1,030 lf
16.	Second Street	1,300 lf
17.	Third Street	1,600 lf
18.	Fourth Street	2,300 lf

19. Fifth Street	1,500 lf plus 300 lf
20. Sixth Street	1,580 lf
21. Seventh Street	700 lf
22. Eighth Street	1,440 lf
23. Ninth Street	600 lf
Total	38,900 lf

B. North-South Streets.

1. Mountain Street	380 lf
2. Thompson Street	450 lf
3. Minnesota Street	1,220 lf
4. Division Street	560 lf plus 170 lf
5. Nevada Street	580 lf plus 380 lf
6. Curry Street	620 lf plus 300 lf
7. Carson Street	470 lf plus 1,210 lf
8. Plaza Street	250 lf
9. Fall Street	330 lf plus 240 lf
10. Johnson Street	320 lf
11. Roop Street	1,220 lf
Total	8,700 lf

Total Sewer 47,600 lf

WATER SYSTEM: Replace all steel lines and all others under 6".

A. East-West Streets

1. John Street	880 lf
2. Williams/US 50	480 lf plus 2,630 lf
3. Ann Street	220 lf
4. Washington Street	550 lf
5. Caroline Street	180 lf plus 470 lf
6. Robinson Street	210 lf
7. Spear Street	180 lf plus 120 lf
8. Telegraph Street	320 lf
9. Proctor Street	440 lf plus 160 lf
10. Musser Street	1,050 lf
11. Second Street	180 lf
12. Third Street	280 lf
13. Fourth Street	290 lf
14. Sixth Street	280 lf
15. Seventh Street	490 lf
Total	9,410 lf

B. North-South Streets

1. Mountain Street	1,110 lf
2. Thompson Street	1,270 lf
3. Phillips Street	270 lf + 360 lf + 430 lf
4. Minnesota Street	1,360 lf
5. Nevada Street	1,060 lf
6. Curry Street	340 lf
7. Carson Street	420 lf
8. Plaza Street	220 lf plus 620 lf

9. Anderson Street	640 lf
10. Walsh Street	1,730 lf
11. Roop Street	1,140 lf
Total	10,970 lf
Water System Total	20,380 lf

STORM DRAINS

- A. Replace all non-open-faced catch basins.
- B. Increase size of Kings Canyon storm drain.
- C. Washington stormdrain: a 50' section of 24" pipe needs to be replaced with not less than 36" pipe.